



**33<sup>rd</sup> Annual General Meeting  
Tuesday 20 May 2025**

## **UniSport Australia 33<sup>rd</sup> Annual General Meeting Agenda and papers**

Date: Tuesday, 20 May 2025  
Time: 10:30am ACST  
Location: Hotel Grand Chancellor, 65 Hindley St, Adelaide SA 5000 (Hindley Room 1 & 2)

### **Agenda**

#### **1. Welcome**

- 1.1. Present
- 1.2. Apologies

#### **2. Previous Meeting**

- 2.1. Adoption of the Minutes of the 32<sup>nd</sup> Annual General Meeting
- 2.2. Consideration of any other business arising from previous meeting

#### **3. Annual Report including Audited Financial Report**

- 3.1. 2024 Annual Report
- 3.2. 2024 Audited Financial Report

#### **4. Notices for Motion**

- 4.1. Confirmation of voting numbers and scrutineers
- 4.2. Special resolution to alter the Constitution

#### **5. Election and appointment of Directors**

- 5.1. Report from the Governance and Nominations Committee
- 5.2. Election of Directors

#### **6. Special Business**

- 6.1. Consideration of any items of special business

#### **7. Other Business**

- 7.1. Noting of the Board appointment of Auditor for 2025
- 7.2. Consideration of Life Membership Nominations
- 7.3. Board Term Recognition

#### **8. Meeting close**

## **2.1 Adoption of the Minutes of the 32nd Annual General Meeting**

### **Attachment**

- a) 32nd Annual General Meeting Minutes

### **Recommended Resolution**

That the Minutes of the 32nd Annual General Meeting be ACCEPTED by the Membership.



# UniSport Australia

## 32<sup>nd</sup> Annual General Meeting

### Minutes

Date: Tuesday, 7 May 2024  
 Time: 11am AEST  
 Location: Conference Centre (UCX), University of Canberra

### Attendees

DELEGATES		
University Name	AGM Delegate	AGM Observers
Australian Catholic University	Andrew Paine	
Australian College of Physical Education	Maureen Rocha	Rohan Toole
Bond University	Loic Fougere	
Curtin University	Ashleigh Apps	Andrew McBean, Faye Jolly, Alex Chua
Deakin University	Andrew Crowley	Jack Duke, Dan Waters
Flinders University	Amy Moyce	
James Cook University	Vincent Gadiner	
La Trobe University	Emily Harbrow	Hayden Atherton
Macquarie University	Brett Morley	Brett Roberts
Monash University	Matthew Sheldon-Collins	
Murdoch University	Jamie Ball	Amanda Ong
RMIT University	Sarah Mckenna	Marco Serruto
The Australian National University	Kathleen McCaskie	
The University of Adelaide	Michelle Wilson	Julio Angulo-Cubias
The University of New South Wales	Hayley Stanford	
The University of Newcastle	Hagan Butler	Mikayla Sheather
The University of Queensland	Bryan Pryde	Kate Hall
The University of Sydney	Ed Smith	
The University of Western Australia	Jake Wilkins	Connor Higgs, Emma Pass
University of Canberra	Carrie Graf	James Erwin
University of New England	David Schmude	Jesse Turner, Caitlin Bryce, Pine Matthew
University of South Australia	Bridget Fenoughty	
University of Southern Queensland	Abi McCray	
University of Technology Sydney	Samuel Colless	
University of the Sunshine Coast	Melanie Schipp	
Victoria University	Scott Cashmere	
Western Sydney University	Brendan Hoey	Mario Milanovic

<b>UNISPORT BOARD</b>	
Chair	Dr Lisa Gowthorp
Deputy Chair	Paul McJannett
Director	Bryan Pryde
Director	Katrina Roff
Director	Deborah Wright
Director	Barry Wallet

<b>LIFE MEMBERS</b>	
UniSport Life Member	Martin Doulton

<b>UNISPORT STAFF</b>	
CEO	Mark Sinderberry
GM Finance, Governance & Company Secretary	Camilla Andren-Long
GM International Programs & Leagues	Siobhan James
GM Nationals Sport Program	Christine Voge
GM Member Services	Shane Cantelmi
GM Australian Masters Games	Jane Woodlands-Thompson
GM Advocacy	Martin Doulton
Marketing and Communications Manager	Shannon Knaus
Member Services Manager	Monique Smith
Registrations & Event Senior Coordinator	Bethany Ash

<b>APOLOGIES</b>
Avondale College
Central Queensland University
Charles Sturt University
Edith Cowan University
Federation University Australia
Griffith University
International College of Management Sydney
Queensland University of Technology
Southern Cross University
Swinburne University of Technology
The University of Melbourne
The University of Notre Dame Australia
Torrens University
University of Tasmania
University of Wollongong

The Annual General Meeting commenced at 11.07 am AEST.

## **1. WELCOME**

### 1.1. Meeting opening

UniSport Chair, Dr Lisa Gowthorp officially opened the UniSport Annual General Meeting (AGM) by acknowledging the first nations peoples, the traditional owners of the lands where the meeting was held – the Ngunnawal people. The Chair paid respects to their elders, past and present and extended the acknowledgement to any other Aboriginal and Torres Strait Islander people attending the meeting.

The Chair welcomed all Member Delegates, guests and observers to the meeting and acknowledged and introduced UniSport Directors to members and welcomed the UniSport staff.

The Chair acknowledged Life Members Martin Doulton, present, and Tim Lee.

### 1.2. Apologies

The Chair advised the meeting that apologies had been received from:

- Kate Staniforth – Charles Sturt University
- Luke Jongebloed – Swinburne University of Technology
- Dave Graham – Southern Cross University
- Courtney Lund – Torrens University
- James Walker - International College of Management Sydney
- David Russell – Board Director ex. Curtin

The Chair recognised that there are several other members not present and/or unable to attend including University of Notre Dame, Queensland University of Technology, Edith Cowan University, Federation University Australia, Avondale College, Griffith University, University of Tasmania and University of Wollongong.

UniSport oldest life member at 98 years of age, Alf Lazer, also sent his apology for the meeting.

## **2. PREVIOUS MEETING**

### 2.1. Adoption of the Minutes of the 31<sup>st</sup> Annual General Meeting

The minutes were taken as read by those in attendance and presented to the meeting as a true and accurate record of the 31<sup>st</sup> Annual General Meeting.

Resolved: meeting minutes were ACCEPTED by the membership as a true and accurate record of the meeting.

### 2.2. Consideration of any other business arising from the previous meeting.

No business was raised from the previous meeting.

### 3. Annual Report including the Audited Financial Report

#### 3.1. 2023 Annual Report and Audited Financial Report

The Chair asked CEO Mr Mark Sinderberry to address the meeting in relation to the Annual Report and Audited Financial Report.

The CEO confirmed that the annual report was available on the UniSport website and a link had been sent to members as part of the meeting papers. The CEO then presented a summary of the financial result for 2023 highlighting the following points:

- It was noted that the UniSport Comprehensive Result include a consolidation of the 2029 World Masters Games, with transactions reflected on a 50/50 split between UniSport and the Confederation of Australian Sport.
- The key measure from UniSport's point of view, is the Comprehensive Result of \$285,686, which excludes the impact of the World Masters Games consolidation. The increase in income and expenses compared to prior year is due to World Summer Games and the Australian Master Games.
- The result to budget was noted, highlighting that registration income was down on budget as Rugby 7 and Tennis League competitions did not proceed. Further contributing to the variance was Nationals and AMG, both down on budgeted income. However, while income was lower than budgeted, so were the corresponding expenses. The increase in government funding was also noted and explained as linked to additional National bonus funding due to the economic impact achieved.
- As part of the reserves growth graph, the CEO provided a short history of the organisation and the specific milestones that have impacted the organisation from a financial perspective.
- The 2024 budget was noted including the stretch budget target, and it was explained that revenue and expenses will be lower than 2023 with no World Summer Games or Australian Masters Games.

The CEO concluded their report and handed the meeting back to the Chair.

The Chair thanked members for their support and for their participation with no questions or comments relating to the 2023 Annual Report or Audited Financial Report.

Resolved: The Annual Report and Audited Financial Report were ACCEPTED by the membership.

### 4. NOTICES OF MOTION

#### 4.1. Confirmation of Voting Members

The Chair confirmed each member has one vote for any voting requirements during AGM.

The Chair advised that there were 27 members present at the meeting and as such, any motion would require a total of 20 votes to pass (75% of members present).

The Chair advised that no notices of motion have been received for the consideration of the membership. It was further advised that four elected director positions were up for nomination. With only two nominations received, no election will be required.

## 5. ELECTION AND APPOINTMENT OF DIRECTORS

### 5.1. Report from the Governance & Nominations Committee.

The Chair asked the Chair of the Governance and Nominations Committee (GNC), Katrina Roff to present her report to the meeting.

The GNC Chair outlined the role of GNC and that the key areas of work for the committee in 2023 included:

- Refreshed Board skills matrix to align with strategic objectives of the organisation.
- Progress against Australian Sports Commission governing principles.
- Commenced the review of UniSport By-Laws.

The members were informed that the key projects for the GNC in the 2024/2025 period were:

- Review of the UniSport By-Laws.
- Alignment of the Disputes and Disciplinary process across the Constitution, By Laws and operating processes.

### 5.2. Election of Directors

The GNC Chair advised that there are four vacant Elected Director positions. The vacancies were due to:

- Katrina Roff has served two full terms and is not eligible for re-election.
- Bryan Pryde first term expires and will not stand for re-election.
- David Russell will be leaving the sector and therefore his term will conclude at this AGM.
- Sophie Curtis resigned as a Director in October 2023 after leaving the sector.

GNC Chair advised that two nominations were received to fill the Elected Director positions:

- Deborah Wright from The University of Newcastle (current appointed director).
- Ian Fitzpatrick from The University of Western Australia.

GNC Chair confirmed given that two nominations were received for the four positions, both nominees are appointed to the Board with no election required.

The GNC Chair handed the meeting back to the UniSport Chair.

### 5.3. UniSport Board of Directors confirmation

The UniSport Chair thanked the GNC Chair for her report and congratulated Deborah and Ian.

The Chair formally thanked all directors for their time on the Board and their contributions to UniSport and the university sport sector.

## **6. SPECIAL BUSINESS**

6.1. The Chair provided an opportunity for members to raise any issues from the floor noting that no items were received prior to the meeting.

No other business was raised.

## **7. OTHER BUSINESS**

7.1. Appointment of auditor for 2024

The Chair advised the membership that the Board had appointed Nexia Australia as auditor for 2024.

7.2. Consideration of Life Membership Nominations

The Chair advised that no Life membership nominations have been received.

7.3. Board term recognition

The Chair thanked Bryan Pryde and Katrina Roff to their contribution to the Board and UniSport Australia.

## **8. MEETING CLOSE**

8.1. As no other business was raised, the Chair concluded by thanking members for their attendance and officially declared the 32<sup>nd</sup> AGM of UniSport closed.

8.2. The meeting closed at 11.22am AEST

Signed as a true and accurate record of the proceedings of the 32<sup>nd</sup> Annual General Meeting

UniSport Chair  
Dr Lisa Gowthorp  
Date: 20 May 2025

## 3.1 2024 Annual Report

### Background

The 2024 Annual Report outlines UniSport activities for the year, including Chair and CEO report.

### Attachment

- [2024 Annual Report](#) – available online in May

### Recommended Resolution

That the 2024 Annual Report be ENDORSED by the Membership.



## **3.2 2024 Audited Financial Report**

### **Background**

The Board of Directors submit the Audited Financial Report the year ended 31 December 2024.

### **Attachment**

- a) Audited Financial Report

### **Recommended Resolution**

That the 2024 Audited Financial Report be ENDORSED by the Membership.



**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

A large, light blue silhouette of a kangaroo in profile, facing right, positioned behind the main title text.

**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**



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ABN 22 634 634 319



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**Australian Government**  
**Australian Sports Commission**

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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Directors' Declaration

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**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DIRECTORS REPORT**

Your Directors submit the financial report of UniSport Australia Limited (“UniSport”) for the financial year ended 31 December 2024. In order to comply with the provisions of the Corporations Act 2001, the directors report as follows:

**Directors**

The names of each person who has been a director during the year and to the date of this report are:

- Dr Lisa Gowthorp
- Mr Paul McJannett
- Mr Barry Wallett
- Ms Deborah Wright
- Mr Ian Fitzpatrick
- Mr Darren Boyd
- Mrs Fiona Notley
- Mrs Katrina Roff
- Mr Bryan Pryde
- Mr David Russell

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

**Principal Activities**

The principal activities of the company during the financial year were to provide peak body representation; advocacy for sport and activity, strategic planning and coordination of university sport in Australia, including event management and assistance to university sporting teams.

**Review of Operations**

The surplus of the company for the financial year amounted to \$131,393 (2023: \$399,663).

The company’s short-term objectives are to:

- Improve sport outcomes for the university sport sector through: growing and improving the quality of participation in regional and national sport programs and events; and extending and consolidating the envisioned event participation pathway.
- Continue to build sector-wide resilience and sustainability through enhancing communications, professional development, knowledge management and shared best practice to deliver quality benefits and services to our members and end consumer - the university students of Australia.

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**DIRECTORS REPORT (continued)**

- Build a stronger strategic partnership with Sports Australia to show where university sport can contribute to the national sport system through aligning the aims of higher education and health through sport and activity.

The company's long-term objectives are to:

- Provide effective leadership to the sector.
- Deliver essential services to members and participants enabling the connection of external stakeholders with the university sport sector.
- Impart a 'healthy body - healthy mind' message to the students enrolled in Australian universities.
- Encourage fair play and the spirit of doing one's best knowing and promoting that the pursuit of academic and sporting aspirations are complementary components of the university experience.
- Value the importance of the people involved in the promotion and delivery of sport across the tertiary sector.
- Embody a culture of openness and transparency.

**Strategies**

To achieve its stated objectives, the company has adopted the following strategies:

- Develop an Advocacy Strategy to ensure universities understand the value of sport and recreation and support its integration within their strategic pillars of recruitment, retention & engagement.
- Build the value of being a member of UniSport.
- Provide a framework for universities to compete through a range of opportunities locally, nationally & internationally.
- Align international sporting opportunities with university aspirations.
- Operate efficiently and responsibly.

**Key Performance Measures**

The company measures its own performance through the use of a variety of qualitative success measures in the areas of:

- Growth and sustainability
- Alignment of sport with university outcomes
- UniSport & Sports Australia/Australian Institute of Sport /Strategic Partnerships
- UniSport & National Sporting Organisations Strategic Partnerships
- Improving sport outcomes through events
- Member services
- Business development
- Health promotion and
- Financial performance

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**DIRECTORS REPORT (continued)**

These success measures are used by the directors to assess whether the company's short-term and long-term objectives are being achieved.

**Information on Directors**

**Lisa Gowthorp**

**Director**

Chair

Qualifications: Doctor of Philosophy (Griffith University); Master of International Sport Management (Southern Cross University); Bachelor of Education (PD/H/PE) (Newcastle University)

Experience: Lisa is an Associate Professor of Sport Management at Bond University, and the Associate Dean of External Engagement in the Business School.

Lisa has previously worked in high performance sport for over 12 years, with organisations such as the NSWIS, the AIS, Gymnastics Australia and Australian Canoeing. She has managed sport teams at World Championships and the Olympic Games.

Lisa is passionate about high performance sport, governance and policy and undertakes research in these areas. Lisa continually consults with industry on governance issues and sport policy.

**Paul McJannett**

**Director**

Deputy Chair

Qualifications: Graduate Certificate, Catholic Culture & Leadership; Graduate, Australian Institute of Company Directors; Graduate Diploma in Property Investment & Finance, Property Council of Australia; Business Management Certificate (Australian Institute of Management); Bachelor of Building (Hons 1st) (University of New South Wales), Diploma of Teaching SCAE

Experience: Paul has 23 years' experience in the co-curricular Australian Higher Education sector with experience extending across multiple disciplines. Paul is committed to promoting student equity, access to higher education and engagement through holistic support and programs. This has involved establishing sporting programs, accommodation, and medical centres nationally at two Australian universities.

Former CEO of the University of Sydney Union, Paul has extensive experience leading and managing change in large and complex organisations.

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**DIRECTORS REPORT (continued)**

**Paul McJannett      Director (continued)**

Paul is passionate about sport and has served many years as a volunteer in the sports of surf lifesaving and water polo and is currently a delegate to the Australian Water Polo League and a member of the Executive Committee of the Sydney University men's water polo club, one of the largest and most successful University sporting clubs in Australia. He recognises the important role UniSport Australia plays in facilitating a rich aspirational sporting pathway.

**Barry Wallett      Director**

Qualifications: Bachelor of Communications (University of Canberra)

Experience: Barry Wallett has been working as a senior executive in the education sector for the last 20 years and involved in professional advocacy work in Canberra for the last 35 years. He is a former journalist, has a communications and marketing degree and is currently working as a government and media relations advisor, primarily in the not-for-profit sectors.

Barry has worked on several high-profile advocacy campaigns for the education, health, mining and social welfare sectors. He has won several communications awards and over many years has had considerable involvement in a range of high-level individual and team sporting activities covering hockey, cricket, swimming, cycling, triathlon and AFLW.

He was previously Executive Director (2018-20) and Deputy Executive Director (from 2009) of the Independent Schools Council of Australia, Chief Executive Officer of the Construction Industry Training and Employment Association (CITEA); General Manager, Australian National University's ANU College and Divisional Manager for the ANU Education Centre.

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**DIRECTORS REPORT (continued)**

**Deborah Wright**

**Director**

Qualifications: Master of Business Administration (Southern Cross University);  
Diploma in Secondary Education (NCAE / University of Newcastle)

Experience: A highly skilled and respected senior executive and Board Director with expertise in providing dynamic leadership, strategic direction, change management and an empowered people and culture environment. Deborah has over 30 years of senior management and Board experience in broadcasting, media and telecommunications, tertiary sector, aviation industry and sport industry.

Previous senior roles include CEO of NBN Television Network, Director of Regional Strategy for Nine Entertainment Co, CEO of 2NURFM, the University of Newcastle's community radio station, and currently CEO of Newcastle University Sport. Deborah, until her appointment to 2NURFM, served on the Council for the University of Newcastle for over 11 years. During her term on Council Deborah was Chair of the People and Culture Committee, Chair of 2NURFM Advisory Board and a member of the Strategic Development Committee.

Deborah has also held many broadcasting and industry Board Directorships over the past 20 years including Chair of Regional TAM and Chair of WIN NBN Sales.

Deborah has a Master of Business Administration, a Diploma in Teaching, is a Fellow of the Australian Marketing Institute, is a Certified Practising Marketer and is a Member of the Australian Institute of Company Directors.

Deborah is passionate about the Hunter region and its community as reflected in her professional roles and regional Board Directorships over the years, which have included the Hunter Economic Development Corporation, the Newcastle Airport, the Council of the University of Newcastle, and Chair of 2NURFM Advisory Board.

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**DIRECTORS REPORT (continued)**

**Ian Fitzpatrick**

**Director**

Qualifications: Bachelor of Commerce (Edith Cowan University)

Experience: Ian is a committed professional with leadership experience across community, not-for-profit, commercial, sports, and university sectors. Currently, as the Director of Student Accommodation and Community at the University of Western Australia, he supports a series of teams and functions that positively impact the student experience through innovative service delivery and impactful social enterprises. Previously, as General Manager of Sport at UWA, he guided the students, volunteers, and staff to enhance the value derived through sport at UWA with a focus on inclusion, community impact, participation, and support for student-athletes. He is most proud of the focus on inclusion and collaboration that has helped sport continue to be a valued part of the UWA culture. Prior to working at UWA, Ian supported the delivery of a series of large-scale mass participation events, including as the General Manager of the Australian Masters Games, which gave him the opportunity to work interstate, in Victoria and South Australia, and overseas.

In addition to his professional roles, Ian has served as Chef de Mission for the Australian delegation at the World Winter University Games on two occasions. He was also part of the FISU 'Health Campus pilot and criteria establishment group and has recently commenced a 4-year term on the FISU International Control Committee. Ian holds a Bachelor of Commerce and in his free time, he enjoys endurance sports, reflecting a personal commitment to health and well-being.

**Darren Boyd**

**Director**

Qualifications: Master of Business Administration (Melbourne Business School); Bachelor of Laws (La Trobe University); Bachelor of Economics (La Trobe University)

Experience: Darren has 20-years experience as a lawyer, consultant and broadcaster in the sports industry. Darren has been a legal, risk and integrity advisor to national and state sporting organisations, and Australian-hosted global sporting events. In particular, he has worked for Athletics Australia where he was also Company Secretary and was part of the team engaged in the establishment of a new mass participation event. Darren is also a sports broadcaster that has worked extensively on television and radio. His career highlights include being part of the Australian television commentary team at four Paralympic Games. Outside sport, Darren has significant experience in a range of industries, including events, media and transport. He has an MBA from Melbourne Business School and is currently General Counsel of a national transport business.

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**DIRECTORS REPORT (continued)**

**Fiona Notley**

**Director**

Qualifications: Master of Business Administration (Murdoch University); Graduate - Australian Institute of Company Directors

Experience: Fiona Notley is a Senior Executive and Non-Executive Director with 23' years' experience in a diverse range of roles and sectors including education, sport, and health. Fiona is currently RMIT University's Chief Operating Officer (COO) and Vice President having joined the University in November 2024. Prior to this Fiona served as Curtin University's COO for 3 ½ years.

Fiona has led large and complex service areas including, communications, people and culture, finance, digital technologies and information management, risk, audit and compliance, health and safety, property and facilities development, campus community services that include, sport and recreation, early learning centre, health services and accommodation.

She is the current Chair of Universities Australia Deputy Vice Chancellor Corporates, Board Chair of Basketball Western Australia and Non-Executive Director and Chair of Audit and Risk Committee with Therapy Focus.

**Katrina Roff**

**Director**

Qualifications: Bachelor of Arts (Hons) English and Philosophy (University of Leeds)

Experience: Katrina has 15 years' experience working in sport, within tertiary, not for profit, and commercial sectors. With over a decade in sports marketing she brings strong commercial, brand and marketing expertise to the board. Katrina has worked with global brands to drive business objectives through sport, leading the delivery of international sponsorships at the Australian Open Tennis, Hong Kong 7's Rugby Union, London 2012 Olympics, and Paralympic World Cup.

Katrina's experience spans multiple markets, having cultivated her career in London, Hong Kong and Sydney, bringing with her different cultural perspectives on the value of sport. For the past 7yrs, Katrina has been the CEO of ANU Sport - overseeing sport, recreation and well being for the ANU community - most latterly initiating a restructure of the organisation's business and governance model.

Katrina is passionate about sport and believes in its power to deliver social change and build community – particularly within the tertiary education sector. She was a representative netballer and the founder of the Women in Sport group.

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**DIRECTORS REPORT (continued)**

**Bryan Pryde**

**Director**

Qualifications: Bachelor of Business Administration – Marketing (University of New Brunswick, Canada); Bachelor of Arts – Economics (University of New Brunswick, Canada); Australian Institute of Company Directors (GAICD) – Graduate

Experience: Bryan is a decorated sports and university administrator with a combined 25 years' experience. Since 2011, he has served as CEO of UQ Sport at The University of Queensland, where he oversees the operation of Queensland's largest multi-sport complex, as well as the delivery of more than 300 diverse sport and recreation programs.

Bryan's sporting prowess also includes a six year stint as a Stadiums Queensland's Senior Manager. In this role, he was responsible for the day-to-day operations of the Sleeman Sports Complex – one of Queensland's centre of excellence for elite athletes. Bryan also orchestrated strategic, business and operational plans for many of the state's major sporting venues, including The Gabba and Queensland Sports and Athletics Centre (QSAC).

Bryan is passionate about delivering exceptional sporting opportunities for student-athletes, and helping to further develop intervarsity sport competitions across Australia.

**David Russell**

**Director**

Qualifications: Associate Diploma – Applied Science; Bachelor of Applied Science – Recreation; Graduate Diploma – Outdoor Adventure Management

Experience: David was appointed the Head of Sport and Recreation at Curtin University in 2014 and has had an extensive career in the sport and recreation industry spanning over 35 years. Starting out with a background in adventure recreation facilitation, David was employed as the Deputy Executive Director of Sport at The University of Western Australia in 1991 and was at UWA for a total of 11 years. He has held positions as a Senior Policy Officer in Strategy, Planning and Policy in the WA State Government and as a lecturer in Event Sport and Recreation Management at Edith Cowan University's Faculty of Business & Law. Prior to working for the State Government, David was the Chief Executive Officer at the Claremont and Peel Thunder football clubs in the State Australian Rules Football League in Western Australia.

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**DIRECTORS REPORT (continued)**

**David Russell**

**Director (continued)**

University sport roles have led to positions as the Convenor for the 1992 Summer Inter Varsity Games, Perth. Reference panel member for the 2002 World Lacrosse Championships, Perth. As a delegate with the Australian team at the 2003 World University Games, South Korea. Team manager for Team Western Australia in the international event RAID Cross Adventure Racing Series, competing in France, Italy, USA and Australia.

Previous Board positions include chairing the Western Australian Trails Reference Panel for the Heritage Council of WA, Chair of the WA Aquatic Sports Advisory Committee, inaugural Chair of Tertiary Sport Western Australia, inaugural Chair of the Western Waves female soccer team in the National League and board member of the Old Wesley Collegians Association. As a lecturer in Sport Management, David led student study tours in stadia management to the USA and established a staff exchange program with UCLA in 2014.

**Meetings of directors**

Director	Board Meetings	
	Number Eligible to Attend	Number Attended
Lisa Gowthorp	7	7
Paul McJannett	7	7
Barry Walleit	7	7
Deborah Wright	7	7
Ian Fitzpatrick*	5	3
Darren Boyd #	3	3
Fiona Notley ##	2	1
Katrina Roff **	2	2
Bryan Pryde**	2	2
David Russell**	2	2

- \* Elected May 2024
- \*\* Term concluded May 2024
- # Appointed July 2024
- ## Appointed October 2024

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**ACN: 095 463 782**

**DIRECTORS REPORT (continued)**

**Board appointed committees including Directors' positions on committees**

Note UniSport staff receive standing invitations to participate in and advise committee meetings but possess no voting rights.

**Finance, Audit and Risk Management Committee (FARM)**

Paul McJannett (Chair)	UniSport Director
Lisa Gowthorp	UniSport Director (Board Chair)
Deborah Wright	UniSport Director
Darren Boyd*	UniSport Director
David Russell**	UniSport Director
Katrina Roff#	UniSport Director
Mario Milanovic	Member – Western Sydney University
Sandie Angus	Independent
Mark Sinderberry	UniSport Chief Executive Officer
Camilla Andren-Long	UniSport GM Finance & Governance (Secretariat) and UniSport Company Secretary

\* Joined committee in July 2024

\*\* Term concluded May 2024

# Attended to ensure quorum

**Governance & Nominations Committee (GNC)**

Deborah Wright (Chair)*	UniSport Director
Katrina Roff (Chair)**	UniSport Director/Independent
Lisa Gowthorp	UniSport Director (Board Chair)
Paul Bruce	Independent
Mark Sinderberry	UniSport Chief Executive Officer
Camilla Andren-Long	UniSport GM Finance & Governance (Secretariat) and UniSport Company Secretary

\* Joined committee February 2024

\*\* Term ended as Director in May 2024, Chair for Feb/April, stayed on as an Independent

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**DIRECTORS REPORT (continued)**

**Advocacy Strategy Committee (ASC)**

Barry Wallett (Chair)	UniSport Director
Lisa Gowthorp	UniSport Director (Board Chair)
Stephanie Taylor*	Independent
Kitty Chiller**	Independent
Mark Sinderberry	UniSport Chief Executive Officer
Martin Doulton (Sec)	UniSport GM – Advocacy (Secretariat)

\* Joined committee May 2024

\*\* Joined committed October 2024

**Membership Classes**

The categories of membership of UniSport, (collectively called “Members”) as outlined in the constitution shall be:

- a) HE (Higher Education) Members as described in Rule 7.
- b) Life Members as described in Rule 8; and
- c) Any other category or categories of membership as determined by the Board

In respect to Clause 7.1 An HE Member must be:

- a) an 'Australian University' as listed by TEQSA on its national register; or
- b) an 'Australian University of Specialisation' as listed by TEQSA on its national register; or
- c) an Australian higher education institution that has self-accrediting authority and is listed by TEQSA on its national register.

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$1.00 each towards meeting any outstanding obligations of the company. At 31 December 2024, the total amount that members of the company are liable to contribute if the company is wound up is \$42 (2023: \$42).

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DIRECTORS REPORT (continued)**

**Auditor's Independence Declaration**

The auditor's independence declaration for the year ended 31 December 2024 has been received and can be found on the page following this directors' report.

Signed in accordance with a resolution of the Board of Directors.

  
.....  
Director

  
.....  
Director

Date: 24/04/2025



## To the Directors of UniSport Australia Limited

### Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2024 there have been no contraventions of:

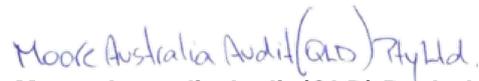
- (i) the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.



**Gavin Ruddell**  
Director

Level 28 10 Eagle Street  
BRISBANE QLD 4000

Date: 24 April 2025



**Moore Australia Audit (QLD) Pty Ltd**  
Chartered Accountants

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

## **DIRECTORS' DECLARATION**

The directors of the company declare that:

1. The financial statements and notes, as attached, are in accordance with the *Corporations Act 2001* and:
  - i. comply with Australian Accounting Standards applicable to the company; and
  - ii. give a true and fair view of the financial position of the company as at 31 December 2024 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements.
  - iii. the information detailed in the consolidated entity disclosure statement is true and correct.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors



.....  
Director



.....  
Director

Date: 24/04/2025

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	2024 \$	2023 \$
Revenue	2	5,847,617	7,599,515
Administration costs		(550,457)	(995,614)
Human resource management costs		(2,160,877)	(2,539,441)
Travel costs		(313,815)	(263,763)
Commercial costs		(103,494)	(863,646)
Operational costs		(2,581,682)	(2,662,373)
Share of surplus/(deficit) of joint venture		(5,899)	124,985
<b>Current year surplus before income tax</b>		<b>131,393</b>	<b>399,663</b>
Income tax expense	1	-	-
<b>Net current year surplus</b>		<b>131,393</b>	<b>399,663</b>
<b>Other comprehensive income</b>			
<b>Items that will be reclassified subsequently to profit or loss when specific conditions are met</b>		-	-
<b>Items that will not be reclassified subsequently to profit or loss</b>			
- Fair value gains/(losses) on financial assets at fair value through other comprehensive income		(9,968)	11,008
<b>Total other comprehensive income for the year</b>		<b>(9,968)</b>	<b>11,008</b>
<b>Total comprehensive income for the year</b>		<b>121,425</b>	<b>410,671</b>
<b>Total comprehensive income attributable to members of the company</b>		<b>121,425</b>	<b>410,671</b>

*The accompanying notes form part of these financial statements*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024**

	Note	2024 \$	2023 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	384,295	635,918
Accounts receivable and other debtors	5	1,314,712	1,117,045
Other assets	9	576,120	38,792
Financial assets	6	30,348	45,110
<b>TOTAL CURRENT ASSETS</b>		<b>2,305,475</b>	<b>1,836,865</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets	6	1,022,875	1,094,085
Investments in joint venture	14	119,086	124,985
Plant and equipment	7	45,485	13,529
Intangible assets	8	20,289	977
Other assets	9	7,200	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,214,935</b>	<b>1,233,576</b>
<b>TOTAL ASSETS</b>		<b>3,520,410</b>	<b>3,070,441</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and other payables	10	705,672	421,085
Employee provisions	11	87,060	91,869
Income received in advance	12	600,000	32,500
Other liabilities	13	769,782	1,292,216
<b>TOTAL CURRENT LIABILITIES</b>		<b>2,162,514</b>	<b>1,837,670</b>
<b>NON-CURRENT LIABILITIES</b>			
Long-term provisions	11	27,213	23,513
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>27,213</b>	<b>23,513</b>
<b>TOTAL LIABILITIES</b>		<b>2,189,727</b>	<b>1,861,183</b>
<b>NET ASSETS</b>		<b>1,330,683</b>	<b>1,209,258</b>
<b>EQUITY</b>			
Retained surplus		146,978	15,585
Reserves	15	1,183,705	1,193,673
<b>TOTAL EQUITY</b>		<b>1,330,683</b>	<b>1,209,258</b>

*The accompanying notes form part of these financial statements*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>Retained Surplus</b>	<b>Reinvestment Fund</b>	<b>Student International Representation Support Fund</b>	<b>Operating Reserve</b>	<b>Revaluation Reserve</b>	<b>Total</b>
<b>2024</b>						
<b>Balance at 1 January 2024</b>	<b>15,585</b>	<b>100,000</b>	<b>300,000</b>	<b>750,000</b>	<b>43,673</b>	<b>1,209,258</b>
<b>Comprehensive Income</b>						
Surplus for the year attributable to members of the company	<b>131,393</b>	-	-	-	-	<b>131,393</b>
Other comprehensive income for the year	-	-	-	-	<b>(9,968)</b>	<b>(9,968)</b>
<b>Total comprehensive income attributable to members of the company for the year</b>	<b>131,393</b>	-	-	-	<b>(9,968)</b>	<b>121,425</b>
<b>Balance at 31 December 2024</b>	<b>146,978</b>	<b>100,000</b>	<b>300,000</b>	<b>750,000</b>	<b>33,705</b>	<b>1,330,683</b>
<b>2023</b>						
Balance at 1 January 2023	(384,078)	100,000	300,000	750,000	32,665	798,587
Comprehensive Income						
Surplus for the year attributable to members of the company	399,663	-	-	-	-	399,663
Other comprehensive income for the year	-	-	-	-	11,008	11,008
Total comprehensive income attributable to members of the company for the year	399,663	-	-	-	11,008	410,671
Balance at 31 December 2023	15,585	100,000	300,000	750,000	43,673	1,209,258

*The accompanying notes form part of these financial statements*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31  
 DECEMBER 2024**

	Note	2024 \$	2023 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers		<b>6,182,826</b>	7,747,476
Payments to suppliers and employees		<b>(6,523,302)</b>	(7,649,944)
Interest received		<b>88,137</b>	72,171
<b>Net cash generated from/ (used in) operating activities</b>	<b>18</b>	<b>(252,339)</b>	169,703
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payment for plant and equipment		<b>(52,307)</b>	(11,852)
Payment for intangible assets		<b>(22,981)</b>	-
Payment for financial assets		-	(56,246)
Proceeds from financial assets		<b>76,004</b>	-
<b>Net cash generated from/ (used in) investing activities</b>		<b>716</b>	(68,098)
Net (decrease)/increase in cash held		<b>(251,623)</b>	101,605
Cash and cash equivalents on hand at beginning of the financial year		<b>635,918</b>	534,313
<b>Cash and cash equivalents on hand at the end of the financial year</b>	<b>4</b>	<b>384,295</b>	635,918

*The accompanying notes form part of these financial statements*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES**

These financial statements cover UniSport Australia Limited (“UniSport”) an individual entity, incorporated and domiciled in Australia. UniSport is a company limited by guarantee. The financial statements were authorised for issue by the directors of the company as at the date of the directors’ declaration.

**Basis of Preparation**

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Corporations Act 2001*. The company is a not-for-profit company for financial reporting purposes under *Australian Accounting Standards*.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the *Corporations Act 2001* and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The amounts presented in the financial statements have been rounded to the nearest dollar.

**Accounting Policies**

**a) Revenue**

*Operating grants, Sponsorships and Host funding fees*

When the company receives operating grants, sponsorships and host funding fees it assesses whether the contract or agreement with the respective customer is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both of these conditions are satisfied, the company:

- identifies each performance obligation relating to the agreement with the customer
- recognises unearned income for its obligations under the agreement
- recognises revenue as it satisfies each performance obligation.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Where the contract is not enforceable or does not have sufficiently specific performance obligations, the company:

- recognises the asset received in accordance with the recognition requirements of other applicable \*accounting standards i.e. AASB 9, and
- recognises income immediately in profit or loss.

If a contract liability is recognised as a related amount above, the company recognises income in profit or loss when or as it satisfies its obligations under the agreement.

*Interest income*

Interest income is recognised using the effective interest method.

*Merchandise sales, Awards and conference fees, Ticket and lift passes*

Revenue from the sale of merchandise, awards and conference fees, tickets and lift passes is recognised at the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods or service and the cessation of all involvement in those goods or services

*Membership fees*

Membership fees are levied annually and recorded as revenue over time to coincide with the membership period. Only those membership fees attributable to the current financial year are recognised as revenue, membership fees relating to periods beyond the current financial year are shown in the Statement of Financial Position as Income received in advance within current liabilities.

All other revenue is recognised once the company has earned the right to the revenue by satisfying its performance obligations which is usually at a point in time.

All revenue is stated net of the amount of goods and services tax.

**b) Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at-call with banks, other short term highly liquid investments with original maturities of three months or less.

**c) Plant and Equipment**

Plant and equipment are measured on the cost basis less depreciation and any impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**c) Plant and Equipment (continued)**

disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

In the event the carrying amount of plant and equipment is greater than the recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present (ref to j below for further details of impairment).

**Depreciation**

The depreciable amount of all fixed assets including buildings and capitalised lease assets, but excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the company commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable asset are:

<b>Class of Fixed Assets</b>	<b>Depreciation Rate</b>
Furniture, Fittings and Equipment	5-50% straight line
Computer Equipment	13-33% straight line

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

**d) Intangibles Software**

Software is recorded at cost. Where software is acquired at no cost, or for a nominal cost, the cost is its fair value as at the date of acquisition. It has a finite life and is carried at cost less accumulated amortization and any impairment losses. Software has an estimated useful life of between one and four years. It is assessed annually for impairment.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e) Leases**

*The Company as a lessee*

At inception of a contract, the company assesses if a lease exists. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the company where the company is a lessee. However, all contracts that are classified as short-term leases (lease with a lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

**f) Employee Provisions Short-term Employee Benefits**

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The company's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of accounts payable and other payables in the statement of financial position.

Contributions are made by the company to an employee superannuation fund and are charged as expenses when incurred.

**Other long-term employee benefits**

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss as part of employee benefits expense.

The company's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g) Financial Instruments**

**Initial Recognition and Measurement**

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (ie trade date accounting is adopted). Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified “at fair value through profit or loss”, in which case transaction costs are expensed to profit or loss immediately. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

**Classification and Subsequent Measurement**

*Financial liabilities*

Financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability cannot be reclassified.

*Financial Assets*

Financial assets are subsequently measured at:

- amortised cost; or
- fair value through other comprehensive income.

Measurement is on the basis of the two primary criteria, being:

- the contractual cash flow characteristics of the financial asset; and
- the business model for managing the financial assets.

A financial asset that meets the following conditions is subsequently measured at amortised cost:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g) Financial Instruments (continued)**

A financial asset that meets the following conditions is subsequently measured at fair value through other comprehensive income:

- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates; and the business model for managing the financial asset comprises both contractual cash flows collection and the selling of the financial asset.

By default, all other financial assets that do not meet the conditions of amortised cost and the fair value through other comprehensive income's measurement condition are subsequently measured at fair value through profit and loss.

The company does not measure any financial assets as fair value through profit or loss.

**Derecognition**

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

*Derecognition of financial liabilities*

A liability is derecognised when it is extinguished (i.e. when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

*Derecognition of financial assets*

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g) Financial Instruments (continued)**

- the company no longer controls the asset (ie it has no practical ability to make unilateral decisions to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a debt instrument classified as fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the financial asset reserve is reclassified to profit or loss.

**Impairment**

The company recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The company used the following approaches to impairment, as applicable under AASB 9

*Financial Instruments:*

- the general approach;

*General approach*

Under the general approach, at each reporting period, the company assessed whether the financial instruments are credit impaired, and if :

- there was no significant increase in credit risk since initial recognition, the company measured the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses.

*Recognition of expected credit losses in financial statements*

At each reporting date, the company recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g) Financial Instruments (continued)**

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

Assets measured at fair value through other comprehensive income are recognised at fair value with changes in fair value recognised in other comprehensive income. The amount in relation to change in credit risk is transferred from other comprehensive income to profit or loss at every reporting period.

**h) Impairment of Assets**

At the end of each reporting period, the company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value-in-use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is recognised immediately in profit or loss.

Where the future economic benefits of the assets are not primarily dependent upon the asset's ability to generate net cash inflows and when the company would, if deprived of the asset, replace its remaining future economic benefits, value-in-use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of a class of asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**i) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of any applicable GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

**j) Income Tax**

No provision for income tax has been raised as the company is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

**k) Accounts Receivable and Other Debtors**

Accounts receivable and other debtors include amounts due from donors and any outstanding grant receipts. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

**l) Deferred Expenses**

When expenditure is incurred for a project or event scheduled to take place in another accounting period it is deferred and recognised as an asset on the balance sheet until such time as the project or event subsequently takes place. The deferred expenditure is then recognised in profit or loss once the project or event has occurred.

**m) Accounts Payable and Other Payables**

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amount normally paid within 30 days of recognition of the liability.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**n) Interest in Joint Ventures**

Interests in joint ventures are accounted for using the equity method. Under the equity method, an interest in a joint venture is initially recognised at cost and the carrying amount is increased or decreased to recognise the Company's share of the profit or loss and other comprehensive income of the joint venture.

**o) Comparative Figures**

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

**p) Critical Accounting Estimates and Judgments**

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

**Key estimates**

*i. Impairment*

The company assesses impairment at the end of each reporting period by evaluating of conditions and events specific to the company that may be indicative of impairment triggers.

No impairment has been recognised for the year ended 31 December 2024.

**Key Judgements**

*i. Performance obligations under AASB 15*

To identify a performance obligation under *AASB 15*, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/type, cost/value, quantity and the period of transfer related to the goods or services promised.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**p) Critical Accounting Estimates and Judgments (continued)**

*ii. Employee benefits*

For the purpose of measurement, *AASB 119 - Employee Benefits* defines obligations for short-term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. The company expects most employees will take their annual leave entitlements within 24 months of the reporting period in which they were earned, but this will not have a material impact on the amounts recognised in respect of obligations for employees' leave entitlements.

*iii. Provision for credit losses of accounts and other receivables*

The directors review the recoverability of the company's accounts and other receivables on a regular basis and raise the necessary credit losses if required. The directors are satisfied that accounts and other receivables will be realised at their carrying value as at 31 December 2024 within the normal course of business

**q) New and Amended Accounting Policies Adopted by the Company**

During the year there were a number of new or amending standards with mandatory effect. The directors have assessed that these new or amended standards were not applicable to the company.

**r) New Accounting Standards for Application in Future Periods**

The directors have considered new accounting standards for application in future periods and are satisfied that of those standards that are applicable to the company there will be an immaterial impact on the annual financial statements of the company.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**s) Prior Period Adjustment**

AASB 11: *Joint Arrangements* requires entities with interests in jointly controlled arrangements to determine the type of arrangement and account for their rights and obligations accordingly. The Company assessed that the joint arrangement is a joint venture as the parties have joint control over the entity.

The Company has determined that a correction was required, and as such, has restated its previously reported financial statements as at and for the year ended December 31 2023. The impact of the correction is as follows:

Statement of Profit or Loss and Other Comprehensive Income

- a. Reduction of Revenue attributable to Sponsorship and rebates by \$750,000;
- b. Reduction of Operational costs by \$625,015;
- c. Recognition of the Company's Share of surplus attributable to the joint venture amounting to \$124,985.

Statement of Financial Position

- a. Reduction of Cash and cash equivalents by \$199,985;
- b. Reduction of Accounts payable and other payables by \$75,000;
- c. Recognition of Investments in joint venture of \$124,985.

Statement of Cash Flows

- a. Reduce Net cash generated from operations and Cash and cash equivalents on hand at the end of the year by \$199,985.

	<b>2024</b>	2023
	\$	\$
<b>NOTE 2: REVENUE</b>		
<b>Revenue from grants</b>	<b>899,000</b>	2,294,200
<b>Revenue from other sources</b>		
Event registration fees	<b>2,077,364</b>	3,037,854
Interest received	<b>88,137</b>	72,171
Membership fees	<b>598,217</b>	609,772
Merchandise sales	<b>16,379</b>	119,002
Partnership funding	<b>1,003,281</b>	38,350
Participant contributions	<b>372,326</b>	717,278
Sponsorship and rebates	<b>120,000</b>	418,965
Tickets & lift pass sales	-	64,929
Uni Sport Awards, AGM and conference	<b>49,987</b>	61,770
Other revenue	<b>622,926</b>	165,224
	<b>4,948,617</b>	5,305,315
	<b>5,847,617</b>	7,599,515

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 3: NET CURRENT YEAR SURPLUS**

*The following items are relevant in explaining the financial performance of the company:*

<b>Expenses</b>	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Depreciation and amortization	<b>24,019</b>	39,737
Consultant expenses	<b>182,926</b>	485,026
Employee benefits expense comprised of;		
- Salaries and wages	<b>1,763,250</b>	2,206,398
- Superannuation	<b>202,427</b>	235,051
	<b><u>2,172,622</u></b>	<u>2,966,212</u>

**NOTE 4: CASH AND CASH EQUIVALENTS**

**Current**

Cash at bank	<b><u>384,295</u></b>	<u>635,918</u>
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Reconciliation of cash

Cash and cash equivalents balance as shown in the statement of financial position can be reconciled to that shown in the statement of cash flows as follows:

Cash on hand	<b><u>384,295</u></b>	<u>635,918</u>
--------------	-----------------------	----------------

**NOTE 5: ACCOUNTS RECEIVABLE AND OTHER DEBTORS**

**Current**

Accounts Receivable	<b>1,228,111</b>	<b>925,429</b>
Less: Provision for impairment of receivables	<b><u>(2,639)</u></b>	<b><u>(2,639)</u></b>
	<b>1,225,472</b>	<b>922,790</b>
Other receivable	<b><u>89,240</u></b>	<b><u>194,255</u></b>
	<b><u>1,314,712</u></b>	<b><u>1,117,045</u></b>

**UNISPORT AUSTRALIA LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>NOTE 6: FINANCIAL ASSETS</b>		
<b>Current</b>		
Financial assets at amortised cost	<u><b>30,348</b></u>	<u>45,110</u>
<b>Non-Current</b>		
Investments in equity instruments measured at fair value through other comprehensive income	<u><b>1,022,875</b></u>	<u>1,094,085</u>
 <b>NOTE 7: PLANT AND EQUIPMENT</b>		
Head office computer equipment - at cost	<b>204,439</b>	182,047
Less: Accumulated depreciation	<u><b>(188,778)</b></u>	<u>(170,639)</u>
	<u><b>15,661</b></u>	<u>11,408</u>
 Head office furniture & equipment - at cost	 <b>35,933</b>	 6,019
Less: Accumulated depreciation	<u><b>(6,109)</b></u>	<u>(3,898)</u>
	<u><b>29,824</b></u>	<u>2,121</u>
 Total property, plant and equipment (refer Note 18)	 <u><b>45,485</b></u>	 <u>13,529</u>
 <b>NOTE 8: INTANGIBLE ASSETS</b>		
Company Website - at cost	<b>80,450</b>	57,469
Less accumulated depreciation	<u><b>(60,161)</b></u>	<u>(57,469)</u>
	<u><b>20,289</b></u>	<u>-</u>
 Trademarks - at cost	 <b>7,864</b>	 7,864
Less accumulated amortisation	<u><b>(7,864)</b></u>	<u>(6,887)</u>
	<u><b>-</b></u>	<u>977</u>
Total intangible assets	<u><b>20,289</b></u>	<u>977</u>
 Movement in intangible assets: Balance at the beginning of the period	 <b>977</b>	 15,855
Additions	<b>22,981</b>	-
Disposals	<b>-</b>	(15,000)
Amortisation expense	<u><b>(3,669)</b></u>	<u>122</u>
Balance at the end of the period	<u><b>20,289</b></u>	<u>977</u>

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>NOTE 9: OTHER ASSETS</b>		
<b>Current</b>		
Prepayments and deferred expenditure	<u><b>576,120</b></u>	<u>38,792</u>
<b>Non-Current</b>		
Refundable deposit	<u><b>7,200</b></u>	<u>-</u>

**NOTE 10: ACCOUNTS PAYABLE AND OTHER PAYABLES**

<b>Current</b>		
<i>Unsecured</i>		
Accounts payable and accruals	<u><b>705,672</b></u>	<u>421,085</u>

**NOTE 11: EMPLOYEE BENEFITS**

*Employee benefits is comprised of:*

<b>Current</b>		
Holiday Leave	<b>57,106</b>	58,830
Long Service Leave	<b>(a) 18,896</b>	14,293
Leave On-costs	<b>11,058</b>	18,746
	<u><b>87,060</b></u>	<u>91,869</u>
<b>Non-Current</b>		
Long Service Leave	<b>(a) 27,213</b>	23,513
	<u><b>27,213</b></u>	<u>23,513</u>
Total employee benefits	<u><b>114,273</b></u>	<u>115,382</u>

(a) UniSport Employee Long Service Leave (LSL) is calculated in accordance with the *Qld Industrial Relations Act (1999) Amendment (2001)*.

The LSL entitlement is calculated as being 8.67 weeks leave after 10 years of continuous service, additionally:

- UniSport policy is to not record LSL entitlements until after the 5th continuous year of service;
- LSL entitlements may be taken in-line with relevant state legislation.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>NOTE 12: INCOME RECEIVED IN ADVANCE</b>		
<b>Current</b>		
Government Funding received in advance	<b>600,000</b>	32,500
<b>NOTE 13: OTHER LIABILITIES</b>		
<b>Current</b>		
Membership received in advance *	<b>623,196</b>	598,216
Deposits received in advance **	<b>146,586</b>	694,000
	<b>769,782</b>	1,292,216

\* Membership fees prepaid by members prior to invoices being sent out in January

\*\* Relates to sponsorship and other income received in advance.

**NOTE 14: ASSOCIATES AND JOINT ARRANGEMENTS**

Each of the two organizations, Unisport Australia Limited and Confederation of Australian Sport (CAS), controls 50% interest of World Masters Games (WMG) Perth 2029 Ltd. A joint arrangement was structured as a strategic partnership between the two entities and International Masters Games Association (IMGA). WMG Perth 2029 Ltd is a not-for-profit company, limited by guarantee established on 12 May 2023. Its primary objective is to be an organising entity of the games in the city of Perth.

Under the agreement, UniSport has a 50% direct interest in all of the assets used, the revenue generated and the expenses incurred by the joint arrangement. The company is also liable for 50% of any liabilities incurred by the joint arrangement. In addition, pursuant to the joint arrangement, the company has 50% of the voting rights in relation to the joint arrangement.

WMG Perth 2029 Ltd is classified as a joint venture and accounted for using the equity method. Accordingly, the interest in a joint venture is initially recognised at cost and the carrying amount is increased or decreased to recognise the Company's share of the profit or loss and other comprehensive income of the joint venture.

UniSport's share in comprehensive income of the joint venture that are included in the financial statements are as follows.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 14: ASSOCIATES AND JOINT ARRANGEMENTS (continued)**

Summarised financial information for WMG Perth 2029 Ltd is set out below:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
<b>Asset</b>		
<b>Current Asset</b>		
Cash and cash equivalents	<b>237,569</b>	399,970
Other assets	<b>602</b>	-
	<b><u>238,171</u></b>	<u>399,970</u>
<b>Liability</b>		
<b>Current Liability</b>		
GST collected on sales	-	150,000
	<b><u>238,171</u></b>	<u>249,970</u>
<b>Net Assets</b>		
	<b><u>19,471</u></b>	<u>1,500,000</u>
<b>Expenses</b>	<b><u>31,270</u></b>	<u>1,250,030</u>

A reconciliation of the above summarised financial information to the carrying amount of the investment in WMG Perth 2029 Ltd is set out below.

Total net assets of WMG Perth 2029 Ltd	<b>238,171</b>	249,970
Proportion of ownership interests held by the Company	<b>50%</b>	50%
<b>Carrying amount of the investment in Perth 2029 Ltd</b>	<b><u>119,086</u></b>	<u>124,985</u>

**NOTE 15: RESERVES**

**(a) Reinvestment Fund**

The Future Program Maintenance Reserve was established in December 2006 to maintain UniSport sporting programs into the future. In 2016, the Board renamed this the Reinvestment Fund. The Reinvestment funds may be used for programs, activities or research that will produce significant benefit to members, student participants or the university sport sector.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 15: RESERVES (continued)**

**(b) Student International Representation Support Fund**

The World University Games Fund Reserve was established in December 2007, in 2016 the name of this Fund was changed to the Student International Representation Support Fund. The Student International Representation Support Fund reserve records funds that have been set aside in support of international representatives.

**(c) Operating Reserve**

The Operating Reserve sets aside funds to ensure the stability and ongoing operations of the company in the event of unexpected losses of income, large unbudgeted expenses or uninsured losses.

**(d) Financial Asset Revaluation Reserve**

The Financial Asset Revaluation Reserve records the revaluation of financial assets.

**(e) Joint Venture Reserve**

The Joint Venture Reserve records the Company's share of the profit or loss and other comprehensive income of the joint venture.

**NOTE 16: AUDITORS' REMUNERATION**

Remuneration of the auditor of the Company for:

Auditing or reviewing the financial report

Other services provided by related practice of the auditor

	<b>2024</b>	2023
	\$	\$
	<b>20,460</b>	19,640
	-	-
	<b><u>20,460</u></b>	<u>19,640</u>

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 17: OPERATING LEASE COMMITMENTS**

(a) Total lease expenditure, representing non-cancellable operating leases, contracted for at balance date but not provided for in the financial statements:

	<b>2024</b>	2023
	<b>\$</b>	\$
Payable not later than 1 year	<b>52,579</b>	15,164
Payable later than 1, but not later than 5 years	<b>6,707</b>	13,415
Payable later than 5 years	-	-
	<b><u>59,286</u></b>	<u>28,579</u>

(b) Capital Expenditure Commitments

The company has no capital expenditure contracted for at balance date

**NOTE 18: CASH FLOW INFORMATION**

Reconciliation of Cashflow from Operations with Surplus after Income Tax

Net surplus after income tax	131,393	399,663
Non cash flows:		
Depreciation and amortization	24,019	39,737
Share of (surplus)/deficit in joint venture	5,899	(124,985)
Changes in assets and liabilities:		
(Increase)/decrease in accounts receivable and other debtors	(197,667)	140,266
(Increase)/decrease in prepayments and other assets	(544,528)	534,116
Increase/(decrease) in accounts payable and other payables	284,587	(105,426)
Increase/(decrease) in employee benefits	(1,107)	(40,800)
Increase/(decrease) in unearned income and other liabilities	45,065	(672,868)
<b>Net cash generated by/(used in) operating activities</b>	<b><u>(252,339)</u></b>	<u>169,703</u>

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 19: MOVEMENTS IN PLANT AND EQUIPMENT**

Movements in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial period:

	<b>Computer, Furniture &amp; Equipment \$</b>
<b>2024</b>	
Balance at beginning of the year	13,529
Additions	52,307
Depreciation expense	(20,351)
Balance at end of the year (Note 7)	<u>45,485</u>
<b>2023</b>	
Balance at beginning of the year	26,536
Additions	11,852
Depreciation expense	(24,859)
Balance at end of the year (Note 7)	<u>13,529</u>

**NOTE 20: MEMBERS' GUARANTEE**

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$1.00 each towards meeting any outstanding obligations of the company. At 31 December 2024, the total amount that members of the company are liable to contribute if the company is wound up is \$42 (2023: \$42).

**NOTE 21: KEY MANAGEMENT PERSONNEL COMPENSATION**

The UniSport Board of Directors do not receive remuneration for their services.

**NOTE 22: RELATED PARTY TRANSACTIONS**

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024**

**NOTE 23: SUBSEQUENT EVENTS**

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

**NOTE 24: COMPANY DETAILS**

The company's registered office and principal place of business is:  
Suite 1.12,  
Sports House  
Cnr Castlemaine & Caxton Streets  
MILTON QLD 406



**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**Consolidated Entity Disclosure Statement**  
**As At 31 December 2024**

UniSport Australia Ltd has no consolidated entities and, therefore, is not required by the Australian Accounting Standards to prepare consolidated financial statements. As a result, section 295(3A)(a) of the *Corporations Act 2001* does not apply to the entity.



## Independent Auditor's Report

### To the Members of UniSport Australia Limited

#### Report on the Audit of the Financial Report

##### Opinion

We have audited the financial report, being a special purpose financial report, of UniSport Australia Limited (the Company), which comprises the statement of financial position as at 31 December 2024, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the directors declaration.

In our opinion, the accompanying financial report of UniSport Australia Limited, is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Association's financial position as at 31 December 2024 and its financial performance for the year ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1, and the *Corporations Regulations 2001*

##### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 Basis of Preparation to the financial report, which describes the basis of accounting. The financial report is prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

##### Responsibilities of Management and the Directors for the Financial Report

The directors of the Company are responsible for the preparation of:

- a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and
- b) the consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*, and

for such internal control as the directors determine is necessary to enable the preparation of:

- i. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- ii. the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

## Independent Auditor's Report

### To the Members of UniSport Australia Limited (continued)

#### Responsibilities of Management and the Directors for the Financial Report (continued)

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our auditor's report.



**Gavin Ruddell**  
Director

Level 28 10 Eagle Street  
BRISBANE QLD 4000

Date: 24 April 2025



**Moore Australia Audit (QLD) Pty Ltd**  
Chartered Accountants

## UNISPORT AUSTRALIA LIMITED

ACN: 095 463 782

### COMPILATION REPORT

We have compiled the accompanying special purpose financial statements of UniSport Australia Limited, which comprises the Detailed Statement of Income and Expenditure by Category for the year ended 31 December 2024. The specific purpose for which the special purpose financial statement has been prepared is for management's internal reporting.

#### ***The responsibility of the directors***

The Directors of UniSport Australia Limited are solely responsible for the information contained in the special purpose financial statements, the reliability, accuracy and the completeness of the information and for the determination that the accounting policies used are appropriate to meet their needs and for the purpose that the financial statements were prepared.

#### ***Our responsibility***

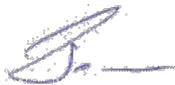
On the basis of information provided by the directors we have compiled the accompanying special purpose financial statements in accordance with the material accounting policies as described in Note 1 to the financial statements and APES 315 *Compilation of Financial Information*.

We have applied our expertise in accounting and financial reporting to compile these financial statements in accordance with the material accounting policies described in Note 1 to the financial statements. We have complied with the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

#### ***Assurance disclaimer***

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The special purpose financial statements were compiled exclusively for the benefit of the directors who are responsible for the reliability, accuracy and completeness of the information used to compile them. Accordingly, these special purpose financial statements may not be suitable for other purposes. We do not accept responsibility for the contents of the special purpose financial statements.



**Jason Prosser**  
**Partner, Business Advisory**  
**Moore Australia (QLD/NNSW)**

Date 24 April 2025

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR  
 ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>MEMBER SERVICES</b>		
<b>REVENUE</b>		
Sundry income	<b>97,477</b>	130,492
Investment income	<b>11,604</b>	11,893
Government grants/funding/subsidies	<b>79,000</b>	69,200
Partner Funding	<b>-</b>	2,500
Membership fees	<b>598,217</b>	609,772
Registration fees	<b>1,974</b>	3,285
Sponsorship	<b>-</b>	118,856
Conference, AGM	<b>49,987</b>	61,770
<b>TOTAL INCOME</b>	<b>838,259</b>	1,007,768
<b>EXPENDITURE</b>		
Administration costs	<b>100,573</b>	85,799
Human resource management	<b>617,368</b>	488,195
Travel	<b>57,640</b>	67,580
Commercial	<b>12,999</b>	18,277
Operational	<b>55,823</b>	65,507
<b>TOTAL EXPENDITURE</b>	<b>844,403</b>	725,358
<b>OPERATING SURPLUS</b>	<b>(6,144)</b>	282,410

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR  
 ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	\$
<b>NATIONALS DIVISION</b>		
REVENUE		
Sundry income	<b>961</b>	16,643
Investment income	<b>31,489</b>	31,658
Government grants/funding/subsidies	<b>800,000</b>	600,000
Partner funding	<b>2,000</b>	-
Merchandising income	<b>13,302</b>	15,035
Registration fees	<b>1,184,782</b>	1,284,435
Sponsorship	-	2,409
Tickets and lift passes	-	24,811
<b>TOTAL INCOME</b>	<b><u>2,032,534</u></b>	<u>1,974,991</u>
EXPENDITURE		
Administration costs	<b>302,655</b>	233,307
Human resource management	<b>821,794</b>	775,476
Travel	<b>91,982</b>	82,109
Commercial	<b>21,413</b>	41,302
Operational	<b>731,947</b>	782,112
<b>TOTAL EXPENDITURE</b>	<b><u>1,969,791</u></b>	<u>1,914,306</u>
<b>OPERATING SURPLUS</b>	<b><u>62,743</u></b>	<u>60,685</u>

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR  
 ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
<b>NATIONAL LEAGUES</b>		
REVENUE		
Investment income	<b>11,602</b>	9,840
Partner funding	<b>50,000</b>	-
Registration fees	<b>644,000</b>	604,000
Sponsorship	<b>40,000</b>	-
<b>TOTAL INCOME</b>	<b><u>745,602</u></b>	<u>613,840</u>
EXPENDITURE		
Administration costs	<b>28,029</b>	21,195
Human resource management	<b>111,107</b>	83,092
Travel	<b>21,060</b>	14,717
Commercial	<b>20,544</b>	41,274
Operational	<b>600,664</b>	514,428
<b>TOTAL EXPENDITURE</b>	<b><u>781,404</u></b>	<u>674,706</u>
<b>OPERATING DEFICIT</b>	<b><u>(35,802)</u></b>	<u>(60,866)</u>

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR  
 ENDED 31 DECEMBER 2024**

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
<b>NATIONALS UNIVERSITY CHAMPIONSHIPS</b>		
REVENUE		
Sundry income	<b>5,031</b>	4,900
Investment income	<b>4,238</b>	7,077
Government grants/funding/subsidies	-	25,000
Partner Funding	<b>16,250</b>	35,850
Merchandising income	<b>3,078</b>	7,500
Registration fees	<b>245,846</b>	314,804
Sponsorship	<b>80,000</b>	6,250
Tickets and lift passes	-	40,117
<b>TOTAL INCOME</b>	<b>354,443</b>	441,498
EXPENDITURE		
Administration costs	<b>18,759</b>	28,226
Human resource management	<b>42,115</b>	58,430
Travel	<b>31,385</b>	49,816
Commercial	<b>45,143</b>	28,432
Operational	<b>169,503</b>	275,214
<b>TOTAL EXPENDITURE</b>	<b>306,905</b>	440,118
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>47,538</b>	1,380

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR**  
**ENDED 31 DECEMBER 2024**

	2024 \$	2023 \$
<b>INTERNATIONAL EVENTS</b>		
REVENUE		
Sundry income	-	330
Participant contribution	<b>373,088</b>	717,278
Investment Income	<b>5,897</b>	11,690
<b>TOTAL INCOME</b>	<b>378,985</b>	729,298
EXPENDITURE		
Administration costs	<b>24,613</b>	54,588
Human resource management	<b>168,969</b>	237,527
Travel	<b>7,566</b>	22,347
Commercial	-	22,134
Operational	<b>268,670</b>	407,626
<b>TOTAL EXPENDITURE</b>	<b>469,818</b>	744,222
<b>OPERATING DEFICIT</b>	<b>(90,832)</b>	(14,924)
<b>AUSTRALIAN MASTERS GAMES</b>		
REVENUE		
Sundry income	-	12,871
Government funding	-	1,600,000
Merchandise sales	-	96,466
Registration fees	-	831,332
Sponsorship	-	291,449
<b>TOTAL INCOME</b>	<b>-</b>	2,832,118
EXPENDITURE		
Administration costs	-	573,007
Human resource management	-	1,029,817
Travel	-	27,193
Commercial	-	712,227
Operational	-	483,884
<b>TOTAL EXPENDITURE</b>	<b>-</b>	2,826,128
<b>OPERATING SURPLUS</b>	<b>-</b>	5,990

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

**UNISPORT AUSTRALIA LIMITED**  
**ACN: 095 463 782**

**DETAILED STATEMENT OF INCOME AND EXPENDITURE BY CATEGORY FOR THE YEAR**  
**ENDED 31 DECEMBER 2024**

	2024 \$	2023 \$
<b>SCHOOL SPORT EVENTS</b>		
REVENUE		
Investment Income	4,916	-
Government Funding	20,000	-
Partner Funding	291,001	-
<b>TOTAL INCOME</b>	<b>315,917</b>	<b>-</b>
EXPENDITURE		
Administration costs	15,947	-
Human resource management	94,828	-
Travel	21,170	-
Commercial	7,379	-
Operational	180,922	-
<b>TOTAL EXPENDITURE</b>	<b>320,246</b>	<b>-</b>
<b>OPERATING DEFICIT</b>	<b>(4,329)</b>	<b>-</b>
<b>ADECCO PROJECT</b>		
REVENUE		
Sundry income	519,456	-
Investment Income	18,391	-
Partner Funding	644,030	-
<b>TOTAL INCOME</b>	<b>1,181,877</b>	<b>-</b>
EXPENDITURE		
Administration costs	63,010	-
Human resource management	370,217	-
Travel	83,012	-
Commercial	17	-
Operational	501,501	-
<b>TOTAL EXPENDITURE</b>	<b>1,017,757</b>	<b>-</b>
<b>OPERATING SURPLUS</b>	<b>164,120</b>	<b>-</b>

*These statements should be read in conjunction with the attached compilation report of Moore Australia Business Advisory Pty Ltd*

## **4 Notices for Motion**

### **4.1 Confirmation of Voting Numbers & Scrutineers**

The Chair will advise the meeting of voting numbers and appointed scrutineers.

Under Rule 28.8 of the Constitution, each Delegate of a Member present in person or by proxy shall be entitled to one (1) vote per Member. The Chair and the Delegate of the Board shall be entitled to one (1) vote each.

There have been no notices of motion received for the consideration of Members at the 33rd AGM.



## 4.2. Special resolution to alter the Constitution

### Background

Under rule 29 of the Constitution and section 136(2) of the Corporations Act 2001 (Cth), the following motion shall not be passed unless carried by a special resolution. A special resolution requires at least 75% of the votes cast by members present and entitled to vote to be in favour to pass.

The proposed amendments relate to the following sections of the Constitution:

1. Part IV Board of Directors
2. Part VII Disputes and Discipline and Schedule 1 Definitions (Rule 4.1)

The amendments to the above sections of the Constitution will be moved as two separate Special Resolutions.

### Attachment

- a) Constitutional Changes
- b) A copy of the marked-up alterations to the UniSport Constitution is provided as a separate attachment to these papers.

### Each of the following is moved as a Special Resolution

1. That the current UniSport Constitution be replaced with the marked-up version of the UniSport Australia Constitution as per the changes to Part IV Board of Directors.
2. That the current UniSport Constitution be replaced with the marked-up version of the UniSport Australia Constitution as per the changes to Part VII Disputes and Discipline and Schedule 1 Definitions (Rule 4.1).

## 4.2a Constitutional Changes

### Part IV Board of Directors

Rule #	Current Rule	Rule Amendment Proposed	Reason for Amendment
16.1	Subject to Rule 16.1.2, the Board shall consist of:	Subject to Rule 16.2, the Board shall consist of:	Reference update: At 16.1, replace '16.1.2' with '16.2'.
16.2	UniSport shall consider gender representation and aspire for the Board to be comprised of at least forty (40) percent of each gender and otherwise the Board shall comprise of at least one male and one female Director. If following an election there is not at least one male and one female Director, the Board shall appoint an additional Director of the relevant gender which does not have representation under the provisions of Rule 17.3. This appointment will be in addition to the two Appointed Directors.	UniSport shall consider gender representation and aspire for the Board to be comprised of at least forty (40) percent of each gender and otherwise the Board shall comprise of at least one male and one female Director. If following an election:  a) there is not at least one male and one female Director, the Board shall appoint an additional Director of the relevant gender which does not have representation under the provisions of Rule 17.3; and  b) if any of the Elected Director positions referred to in Rule 16.1.a) are not filled at the Annual General Meeting, the Board shall appoint an additional Director under the provisions of Rule 17.3, giving full regard to the skill and experience needed by the Board to meet its responsibilities; and these appointments will be in addition to the two Appointed Directors.'	Amend Rules 16.2 and 17.3 to provide for the Board to appoint an additional Director, on the basis of skills gaps, where there is a vacancy in Elected Directors following an AGM. This will bring the total number of Directors able to be appointed to four.
17.3	The Board may by absolute majority appoint up to two Appointed Directors in addition to the Director appointed under Rule 16.1c. In the circumstances outlined in Rule 16.2 the number of appointed Directors can be up to three (3). In making these appointments the Board shall give full regard to the skills and experience needed by the Board to meet its responsibilities.	The Board may by absolute majority appoint up to two Appointed Directors in addition to the Director appointed under Rule 16.1c. In the circumstances outlined in Rule 16.2 the number of appointed Directors can be up to four (4). In making these appointments the Board shall give full regard to the skill and experience needed by the Board to meet its responsibilities.'	Amend Rules 16.2 and 17.3 to provide for the Board to appoint an additional Director, on the basis of skills gaps, where there is a vacancy in Elected Directors following an AGM. This will bring the total number of Directors able to be appointed to four.
18.2	Subject to rule 18.3, an Elected Director may only serve a maximum of two consecutive terms as a Director of three (3) years each so six consecutive years in total.	Subject to Rule 18.2.2 and 18.3, 18.2.1 An Elected Director may only serve a maximum of two consecutive terms as a Director of three (3) years each so six (6) consecutive years in total. 18.2.2 Any term as a Director served as a casual vacancy is not to be included in the calculation of consecutive years of service as a Director.	Amend Rule 18.2 to specify that any period spent as a Director appointed to a casual vacancy is not included in calculating the maximum term of six consecutive years.

## Part VII Disputes and Discipline and Schedule 1 Definitions (Rule 4.1)

Rule #	Current Rule	Rule Amendment Proposed	Reason for Amendment
33	DISCIPLINARY MATTERS RELATING TO INDIVIDUALS	COMPLAINTS, DISPUTES AND DISCIPLINE RELATING TO INDIVIDUALS	Update the heading to better reflect the purpose and scope.
33.1	Subject to matters within the jurisdiction of the Sports Dispute Committee or Sports Dispute Appeals Committee (which will be dealt with under the Disciplinary & Disputes Policy), if any dispute arises relating to an individual, the dispute must be referred in writing to the Disciplinary Chair. The Disciplinary Chair will at their sole and absolute discretion refer the matter for resolution in accordance with the process the Disciplinary Chair considers most appropriate for hearing the matter, from those provided in By-Law 8, which are resolution:	Subject to matters within the jurisdiction of the Sports Dispute Committee or Sports Dispute Appeals Committee (which will be dealt with under the Disciplinary and Disputes <b>UniSport Australia Guideline</b> ), if any dispute arises relating to an individual, the dispute must be referred in writing to the <b>Complaints Manager</b> . The <b>Complaints Manager</b> will at their sole and absolute discretion refer the matter for resolution in accordance with the process the <b>Complaints Manager</b> considers most appropriate for hearing the matter, from those provided in By-Law <b>7</b> .	<p>Correct references to the Disciplinary and Disputes UniSport Australia Guideline.</p> <p>Amend various clauses in the Constitution and By-Laws to replace references to the 'Disciplinary Chair' with 'Complaints Manager'.</p> <p>Removing incorrect reference to By-Law 8.</p>
33.1 a)	a) by the Judiciary Committee in accordance with: a. By-Law 12; or b. the Disciplinary & Disputes Policy;  or b) under the Member Protection Policy.	Removed.	Simplify the clause by removing references to specific resolution processes, and instead referencing the dispute resolution processes provided in By-Law 7.
34	DISCIPLINARY MATTERS RELATING TO MEMBERS	COMPLAINTS, DISPUTES AND DISCIPLINE RELATING TO MEMBERS	Update the heading to better reflect the purpose and scope.
Schedule 1 Definitions	"Disciplinary Chair" means the UniSport Disciplinary Chair, who may be appointed by the CEO, or if no one is appointed then is the CEO.	Removed.	Replace references to the 'Disciplinary Chair' with 'Complaints Manager'.
Schedule 1 Definitions	NA	"Assistant complaints manager" means a person appointed to that role by the Complaints Manager, and is the person responsible for management of the complaints determined by the Complaints Manager."	To insert new and updated definitions.
Schedule 1 Definitions	NA	"Complaints Manager" means the UniSport Complaints Manager, who may be appointed by the CEO, or if no-one is appointed then is the CEO.'	Replace references to the 'Disciplinary Chair' with 'Complaints Manager'.

**CONSTITUTION  
OF  
UNISPORT AUSTRALIA LIMITED  
ACN: 095 463 782**

**APPROVED AT THE  
31st Annual General Meeting held on 17 May 2023**

**Commented [CA1]:** Would be updated to 33<sup>rd</sup> Annual General Meeting held on 20 May 2025

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**Commented [CA2]:** Note that with some marked up changes, rule numbering alignment will be out. This will be adjusted as changes are finalised.

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**CORPORATIONS ACT 2001 (CTH)**  
**CONSTITUTION OF**  
**UNISPORT AUSTRALIA LIMITED**

**PART I INTRODUCTION**

**1 NAME**

- 1.1 The name of the company is UniSport Australia Limited, a Company Limited by Guarantee. ("UniSport").

**2 STATEMENT OF OBJECT AND FUNCTIONS**

- 2.1 The object of UniSport is to act as the peak body and national authority in Australia for the promotion, conduct and support of University Sport in Australia for the mutual and collective benefit of Members, students and the advancement of sport within higher education.

- 2.2 UniSport will promote its object through the following principal functions:

- a) developing, integrating, controlling, managing, conducting and promoting participation in University Sport events at all levels;
- b) co-operating with Members, and relevant groups, organisations, and agencies to assist Members to promote and support sport, fitness and related activities;
- c) being a member of, and otherwise participating in and liaising with, the International University Sports Federation ("FISU") and such other bodies as may be desirable in the pursuit of its Object, including by approving, selecting and managing Australian representative teams in the CUSF events, World University Games and other appropriate international University sporting events; and
- d) representing the interests of the Members, Students, and sport in higher education, and, in particular, bringing issues which involve University Sport to the attention of government and other relevant organisations and promoting the importance of appropriate facilities and resources for University Sport.

- 2.3 UniSport may also pursue its object by:

- a) promoting and supporting the health, fitness, well-being and safety of students and others through participation in University Sport and other appropriate means;
- b) encouraging students to realise their personal potential and athletic abilities through participation in University Sport which promotes integrity, good sportsmanship and fair play in performance, drug free competition, gender equality, and the acknowledgment of excellent performance;
- c) encouraging, promoting, supporting and conducting research and scholarship of relevance to sport, and providing support for the practical application of such research and sports knowledge, including by the provision of practice-based learning in University Sport;
- d) setting, promulgating and securing acceptance of the rules and standards necessary for the management and control of University Sport competitions, events and associated activities;
- e) entering into such commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further the Object and Functions of UniSport;

- f) working with such other organisations, bodies and individuals in Australia and overseas as are appropriate to promote the objectives and interests of UniSport and its Members;
- g) being the arbiter on matters concerning the conduct of University Sport in Australia, including disciplinary matters;
- h) establishing and giving awards for outstanding performance in, and contributions to, University Sport; and
- i) doing all that is reasonably necessary to enable the Object in Rule 2.1 and the Functions in Rule 2.2 to be realised and to enable the Members and students to receive the benefits which those matters are intended to achieve.

**2.4** In pursuing and promoting its object and exercising its functions and powers UniSport shall:

- a) act in good faith to promote and support the highest standards of quality, integrity and competition for University Sport, and to optimise the mutual benefits for Members, students and University Sport in Australia;
- b) promote mutual trust and confidence between UniSport and its Members in pursuit of its object;
- c) promote the economic and sporting success, strength and stability of UniSport and act on behalf of, and in the interests of, the Members and University Sport in Australia; and
- d) have regard to the public interest in its operations.

### **3 POWERS**

**3.1** Solely for furthering the objects, UniSport has the legal capacity and powers of a company as set out under section 124 of the Corporations Act.

### **4 INTERPRETATION**

**4.1** The words, abbreviations and phrases used in this Constitution shall have the meanings set out in Schedule One, unless otherwise defined in this Constitution or unless the context requires otherwise.

**4.2** The functions of UniSport in Rule 2.2 are not in any particular order and are not to be construed to suggest that any object or function is more important than any other object or function.

**4.3** The replaceable rules referred to in the Corporations Act are replaced by this Constitution.

### **5 LIABILITY OF MEMBERS**

**5.1** The liability of the Members of UniSport is limited.

**5.2** Every Member of UniSport undertakes to contribute to the assets of UniSport in the event of it being wound up. Such contribution shall accrue for so long as the Member is a Member of UniSport. The contribution shall be for the payment of the debts and liabilities of UniSport contracted, and the costs, charges and expenses of winding up and for an adjustment of the rights of contributors among themselves, such amount as may be required not exceeding \$1.00.

## **PART II MEMBERSHIP, PARTICIPANTS AND OFFICIALS**

### **6 CATEGORIES OF MEMBERS**

- 6.1** The categories of membership of UniSport, (collectively called “Members”) shall be:
- a)** HE Members as described in Rule 7.
  - b)** Life Members as described in Rule 8; and
  - c)** Any other category or categories of membership as determined by the Board.

### **7 MEMBERS**

- 7.1** Subject to rules 7.2, 7.3, 7.4 and 7.5, an HE Member must be:
- a)** an 'Australian University' as listed by TEQSA on its national register; or
  - b)** an 'Australian University of Specialisation' as listed by TEQSA on its national register; or
  - c)** an Australian higher education institution that has self-accrediting authority and is listed by TEQSA on its national register.
- 7.2** An HE Member must maintain its registration with TEQSA and maintain its status as a self-accrediting authority to remain eligible as an HE Member. Failure to maintain eligibility under this rule will result in automatic termination of the HE Member's membership in accordance with Rule 12.3.
- 7.3** The HE Member will be represented by a person appointed by the HE Member. An HE Member will notify UniSport of its Authorised Representative and their relevant contact details.
- 7.4** An eligible organisation seeking to become an HE Member must apply to the Board on the prescribed form and pay the Membership Fee(s). The Board shall determine in its discretion but always acting in good faith whether to admit the organisation to membership of UniSport or not. A decision of the Board not to admit an applicant to membership is final and reasons need not be given. A decision of the Board to admit an HE Member may be disallowed by a resolution supported by the majority of Members present and entitled to vote at the AGM following the Board's decision.
- 7.5** Every HE Member must reapply for membership annually and must pay the scheduled Membership Fee. The Board shall determine in its discretion but always acting in good faith whether to renew the membership of any HE Member or not. A decision of the Board not to renew an HE Member's membership is final, and reasons need not be given.

### **8 LIFE MEMBERS**

- 8.1** A Life Member is a person who has given outstanding contribution or service to University Sport and/or UniSport and who has been granted Life Membership of UniSport under Rule 8.2.
- 8.2** A person shall become a Life Member by recommendation of the Board and subsequent approval vote by three-quarters majority of those present, in person or by proxy, and entitled to vote at a Meeting of Members.
- 8.3** A Life Member shall have the same rights and obligations as all other Members, except they shall have no right to vote at a Meeting of Members, unless that Life Member is also a Delegate in which case, they have the rights under Rule 27.

## **9 MEMBERSHIP FEES**

**9.1** The Board shall determine the Membership Fee and other fees payable by the Members to UniSport, the due date for payment of the fee(s), and the manner of payment for the fee(s).

## **10 MEMBERS RIGHTS AND OBLIGATIONS**

**10.1** In becoming a Member, a person or organisation is deemed to acknowledge and agree that:

- a)** they are entitled to all benefits, advantages, privileges and services conferred by this Constitution;
- b)** this Constitution constitutes a contract between each of them and UniSport and that they are bound by this Constitution and the By-Laws;
- c)** they will comply with and observe this Constitution and the By-Laws and any determination, resolution or policy which may be made or passed by the Board in respect of University Sport; and
- d)** this Constitution and the By-Laws are necessary and reasonable for promoting the Objects and Functions of UniSport and in the pursuit of a common object, namely the mutual and collective benefit of UniSport, its Members and University Sport.

## **11 REGISTER OF MEMBERS AND OFFICIALS**

**11.1** The CEO (or their appointed person) shall keep and maintain a register in which shall be entered the full name, office, address, class of membership, and date of entry of each Member, Director, Officer and Appointed Official ("the Register"). The Register shall also contain the names and contact details of persons authorised by each HE Member and each Member to act on their behalf in respect to their membership with UniSport.

**11.2** Any entry in the Register shall be available for inspection.

## **12 TERMINATION OF MEMBERSHIP**

**12.1** A Member may resign from membership of UniSport by giving written notice to that effect to the CEO (or their appointed person). Such resignation does not relinquish that Member's obligations to pay any unpaid Membership Fees or other money owing to UniSport as at the date of receipt of the resignation notice.

**12.2** A Member may have its membership of UniSport terminated by the Board in accordance with this Constitution if any fees (including Membership Fee) or other payments to UniSport are due and outstanding. Before such termination can occur, the Board must give the Member written notice specifying the payment(s) due and demanding payment by a due date, being no fewer than fourteen (14) days from the date of the demand and payment has not been received by the due date.

**12.3** In addition to Rule 12.2 but subject to Rule 12.4, a Member's membership of UniSport may be terminated if the Board, after reasonable enquiry, determines that the Member has not complied, or is unable to comply, with a reasonable Board decision, the Rules, the By-Laws, or any policies.

**12.4** Before any decision under Rule 12.3 is made the Member concerned shall:

- a)** be given fourteen (14) days written notice by the Board of the intended resolution, and

b) have the right to be present either personally or through its Authorised Representative, make submissions and be heard at the Board meeting at which the resolution is to be determined.

**12.5** Any Member whose membership is terminated under Rule 12.3 may appeal the decision of the Board to a Special General Meeting called under Rule 28.6 for that purpose. The appeal shall be allowed if a three-quarters majority of those present, in person or by proxy, and entitled to vote at the Special General Meeting do so in favour of such appeal. If a Member appeals a decision of the Board under this Rule, the decision of the Special General Meeting shall be final, and no further appeal will be entertained.

**12.6** Membership which has been terminated under this Rule may only be reinstated by a resolution recommended by the Board and passed by an absolute majority of votes at a subsequent Meeting of Members.

**12.7** A Member who ceases to be a Member of UniSport shall forfeit all rights in, and claims upon, UniSport and its property, and shall not use any property of UniSport, including Intellectual Property.

### **13 STUDENT PARTICIPATION**

**13.1** Subject to this Constitution, the Board shall make such By-Laws, policies and guidelines under Rule 38 as it considers necessary to specify eligibility requirements and the terms and conditions of student participation in UniSport events and activities.

### **PART III OFFICERS**

#### **14 THE OFFICERS OF UNISPORT**

**14.1** The Officers of UniSport shall be Chair, Deputy Chair and other Directors and the CEO and other senior staff of UniSport and other such persons designated for this purpose by the CEO with the concurrence of the Board.

#### **15 THE CHIEF EXECUTIVE OFFICER**

**15.1** The CEO shall be employed by the Board on such terms and conditions as the Board considers appropriate.

**15.2** The Board delegates to the CEO, the power (subject to such reservations on the power as are decided by the Board) to conduct the day-to-day management and control of the business and affairs of UniSport. The delegation will include the power and responsibility to:

- a) develop business plans, budgets, strategies, policies, processes and codes of conduct for consideration by the Board and to implement them to the extent approved by the Board;
- b) manage the financial and other reporting mechanisms of UniSport;
- c) approve and incur expenditure subject to specified expenditure limits;
- d) sub-delegate his or her powers and responsibilities to employees or internal management committees of UniSport; and
- e) any other powers and responsibilities which the Board considers appropriate to delegate to the CEO.

**15.3** The CEO is responsible for providing support for the Board and for Meetings of Members. The CEO may attend and speak at Board meetings and at Meetings of Members but has no right to vote at such Meetings.

15.4 The CEO shall be ineligible for the position of Director for a period of at least three (3) years from the date the CEO ceases to hold that position.

#### PART IV THE BOARD OF DIRECTORS

##### 16 COMPOSITION OF THE BOARD

16.1 Subject to Rule 16.4-2, the Board shall consist of:

- a) Six (6) Elected Directors elected by the Annual General Meeting, under Rule 17.1; and
- b) Up to two (2) Appointed Directors appointed by the Board under Rule 17.3; and
- c) One (1) person appointed by Universities Australia,  
collectively called "Directors".

16.2 UniSport shall consider gender representation and aspire for the Board to be comprised of at least forty (40) percent of each gender and otherwise the Board shall comprise of at least one male and one female Director. If following an election, ~~there is not at least one male and one female Director, the Board shall appoint an additional Director of the relevant gender which does not have representation under the provisions of Rule 17.3. This appointment will be in addition to the two Appointed Directors.~~

- a) there is not at least one male and one female Director, the Board shall appoint an additional Director of the relevant gender which does not have representation under the provisions of Rule 17.3.; and
- b) if any of the Elected Director positions referred to in Rule 16.1.a) are not filled at the Annual General Meeting, the Board shall appoint an additional Director under the provisions of Rule 17.3, giving full regard to the skill and experience needed by the Board to meet its responsibilities; and

these appointments will be in addition to the two Appointed Directors.

~~16.2~~

16.3 Elected Directors will be representatives of the Members.

16.4 Appointed Directors may come from the Members or may be external to the University Sport sector.

16.5 The position of Chair shall be appointed by the Board from amongst the Elected Directors as soon as practicable after each Annual General Meeting and according to such process as determined by the Board from time to time.

16.6 The position of Deputy Chair shall be appointed by the Board from amongst the Directors (for the avoidance of any doubt this includes from amongst the Elected Directors, the Appointed Directors and the Director appointed under Rule 16.1c) as soon as practicable after each Annual General Meeting and according to such process as determined by the Board from time to time.

16.7 The Chair shall be the nominal head of UniSport and will act as chair of any Board meeting or Meeting of Members at which he or she is present. If the Chair is not present or is unwilling or unable to preside at a Board meeting or Meeting of Members, the Deputy Chair shall preside as chair for that meeting only. If the Chair and Deputy Chair are not present or are unwilling or unable to preside at a Board meeting or Meeting of Members, the remaining Directors shall appoint another Director to preside as chair for that meeting only.

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**16.8** Any casual vacancy in the position of:

- a) Chair shall be filled by the Board in accordance with Rule 16.5; or
- b) Deputy Chair shall be filled by the Board in accordance with Rule 16.6;
- c) in each instance, as soon as practicable after a casual vacancy arises as determined by the Directors.

## **17 ELECTION AND APPOINTMENT OF DIRECTORS**

- 17.1** The Directors elected at an AGM shall be elected by a majority of those present, in person or by proxy, and entitled to vote at an AGM, following nomination by no fewer than two (2) Members, except that an HE Member cannot nominate or second a candidate that holds any position with that HE Member.
- 17.2** Nominations for the election of Directors shall be made in the approved form and must be received at the Office of UniSport by not less than thirty (30) days before the date set for the AGM.
- 17.3** The Board may by absolute majority appoint up to two Appointed Directors in addition to the Director appointed under Rule 16.1c. In the circumstances outlined in Rule 16.2 the number of appointed Directors can be up to ~~three~~ four (4). In making these appointments the Board shall give full regard to the skills and experience needed by the Board to meet its responsibilities.

## **18 TERM OF OFFICE OF DIRECTORS**

- 18.1** Elected Directors shall be elected in accordance with this Constitution for a term of three (3) years, which shall commence from the conclusion of the Annual General Meeting at which the election occurred and expire at the conclusion of the third subsequent Annual General meeting.
- 18.2** Subject to rule 18.2.2 and 18.3, ~~an Elected Director may only serve a maximum of two consecutive terms as a Director of three (3) years each so six consecutive years in total.~~
- 18.2.1 An Elected Director may only serve a maximum of two consecutive terms as a Director of three (3) years each so six (6) consecutive years in total.
- 18.2.2 Any term as a Director served as a casual vacancy is not to be included in the calculation of consecutive years of service as a Director.
- 18.3** Any Elected Director having served their maximum term is ineligible for further election or appointment as a Director until three (3) years has passed since the conclusion of their term(s) as a Director.
- 18.4** Appointed Directors may be appointed by the Board in accordance with this Constitution for a term of three (3) years. A Director appointed under Rule 17.3 can be reappointed for a further consecutive term of three (3) years. For the avoidance of doubt, a Director appointed under Rule 17.3 can only serve two (2) consecutive terms of three (3) years as a Director, so six (6) consecutive years in total.
- 18.5** The term of office of the UA nominated Director under Rule 16.1c shall be for a period of three (3) years commencing when the Board makes the appointment. A Director appointed under Rule 16.1c can be reappointed for a further consecutive term of three (3) years. For the avoidance of doubt, a Director appointed under Rule 16.1c can only serve two (2) consecutive terms of three (3) years as a Director, so six (6) consecutive years in total.

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**18.6** Any Elected Director that permanently departs their role in the membership body (or associated body) during their term, may serve out their term or service as Director to the next scheduled AGM (whichever comes first). At such time, the Elected Director will be required to step down from their role as Elected Director.

## **19 CASUAL VACANCIES**

**19.1** Any casual vacancy in the position of:

**19.1.1** an Elected Director which occurs during any Elected Director's term of office, may be filled by the Board. The term of office for a Director who is appointed to fill a vacancy shall expire at the conclusion of the next AGM. At that AGM a Director will be elected under Rule 17.1 for a term of office being equivalent to the balance of the period of office that the previous past Director would have held had they remained in office. On the expiry of such Director's office the vacancy shall be determined by election under Rule 17.1;

**19.1.2** an Appointed Director shall be filled in accordance with Rule 17.3; or

**19.1.3** the UA nominated Director under Rule 16.1 c) shall be filled in accordance with Rule 16.1c.

**19.2** For the purposes of Rule 19.1, a casual vacancy arises if a Director:

- a)** dies; or
- b)** becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with his or her creditors, or makes any assignment of his or her estate for their benefit; or
- c)** is or becomes disqualified from acting as a director of, or managing, a corporation under the Corporations Act or other similar legislation; or
- d)** resigns office by notice in writing given to the CEO; or
- e)** is removed from office under Rule 23; or
- f)** becomes a mentally incapacitated person; or
- g)** is absent without the consent of the Board from all meetings of the Board held during a period of six (6) months.

## **20 FUNCTIONS OF THE BOARD**

**20.1** Subject to the Corporations Act and this Constitution, the Board acts for and on behalf of UniSport and has control and management of the affairs of the organisation.

**20.2** In managing the affairs and concerns of UniSport and without limiting the functions of the Board under Rule 20.1, the Board shall abide by the approved Governance Charter.

## **21 MEETINGS OF THE BOARD**

**21.1** Provided the Board meets at least five (5) times each year, the Board shall meet at such places and times, and in such manner, as it shall determine.

**21.2** The Chair or in their absence the Deputy Chair or in their absence any other Director to fill the role of Chair as determined by the Board, shall chair Board meetings. All Directors shall have the right to attend, speak and vote at all Board meetings.

- 21.3** A meeting of the Board may be held where one or more of the Directors is or are not physically present at the meeting. In this instance, technology may be used to conduct meetings providing:
- a) all persons participating in the meeting are able to communicate with each other effectively, simultaneously and instantaneously, whether by means of telephone, video or any other form of communication;
  - b) notice of the meeting is given to all Directors in accordance with the procedures agreed from time to time by the Board and such notice specifies that Directors are not required to be present in person at the meeting; and
  - c) if a failure in communications prevents condition (a) above from being satisfied and such failure results in the quorum not being met, the meeting shall be suspended until condition (a) is satisfied. If such condition is not satisfied within a reasonable time (as determined by the Chair) from the interruption the meeting shall be deemed to have ended or be adjourned unless the Chair, on the advice of the CEO, determines that a further extension is warranted.
- 21.4** Any meeting held where one or more of the Directors is not physically present shall be deemed to be held at the place specified in the notice of meeting provided a Director is physically present. If no Director is physically present the meeting shall be deemed to be held at the place where the Chair, or in their absence the Deputy Chair or in their absence a Director who chairs the meeting is located.
- 21.5** A resolution in writing signed or agreed to and acknowledged by digital or other form of agreed communication, including email, by the majority of Directors shall be as valid and effective as if it had been passed at a meeting of Directors. Its validity must be re-confirmed and recorded in the minutes of the Board meeting following agreement to it. Such resolution may consist of several documents in like form each signed or visibly agreed to and acknowledged by each Director.
- 21.6** Each Director shall have one vote on all decisions and resolutions of the Board. All decisions and resolutions of the Board shall be determined by a vote of a majority of Directors present at a Board Meeting. Subject to Rule 21.5, voting may be verbal, by show of hands, or secret ballot (if requested by any one Director). If the voting is equal the Chair or, in their absence, the Deputy Chair or, in their absence, the Director who chairs the meeting shall have a casting vote.
- 21.7** There shall be no fewer than four (4) Directors present at a Board Meeting (including a meeting held under Rule 21.3 to constitute a quorum.

## **22 RESPONSIBILITIES OF DIRECTORS AND OFFICERS**

- 22.1** Without limiting their legal and fiduciary duties and responsibilities, the standards set out in the Governance Charter are applicable to members of the Board. These standards also apply to Officers of UniSport to the extent that is appropriate to their specific roles and responsibilities.

## **23 REMOVAL OF DIRECTORS**

- 23.1** Subject to Rules 23.2 and 23.3 and the Corporations Act, the Members in a SGM called solely for this purpose may by Special Resolution remove any Director from the Board before the expiration of their term of office. The vacancy created by this removal shall be filled by the Board in accordance with Rule 19.1.

**23.2** Upon the CEO (or their appointed person) receiving a request for a SGM as specified in Rule 28.6 for the purpose of removing a Director, the CEO shall send the notice to the Director concerned, and to the Board, and the Members as required under Rule 28.7.

**23.3** Following notification to the relevant Director under Rule 23.2, and before voting on the resolution to remove that Director, the Director affected by the proposed resolution shall be given the opportunity prior to, and at, the Special General Meeting, to make submissions in writing and/or verbally to the Board, and the Members about the proposed resolution.

## **24 COMMITTEES AND DELEGATES**

**24.1** Subject to Rule 24.3 the Directors may by instrument in writing create, establish or appoint committees consisting of such persons as the Directors think fit.

**24.2** The Directors may, in relation to any matter or class of matters, or in relation to any activity or function of UniSport, by resolution, delegate all or any of its functions (except this power of delegation) to a committee appointed under this Rule, any member of such committee or the CEO.

**24.3** A committee created under Rule 24.1, or any other person to whom authority has been delegated under Rule 24.2 or Rule 24.7 must:

- a) comply with the terms of the instrument of delegation in exercising the powers delegated by the Directors; and
- b) exercise the powers delegated to it in accordance with any directions of the Directors.

**24.4** A committee created under Rule 24.1 may elect a person to chair its meetings unless otherwise directed by the Board. If no such person is elected, or if at any meeting the committee chairman is not present within fifteen (15) minutes after the time appointed for holding the meeting, the committee members present at the meeting may elect one of their number to chair the meeting.

**24.5** A committee created under Rule 24.1 may meet and adjourn as it thinks proper.

**24.6** A resolution of a committee must be passed by a majority of votes of the committee members present and entitled to vote on the resolution.

**24.7** The Board may delegate any of its powers to one or more Directors, including the CEO.

**24.8** A Director to whom any powers have been so delegated must exercise the powers delegated in accordance with Rule 24.3.

**24.9** An act done by a person acting as a Director or by a meeting of Directors or a committee attended by a person acting as a Director is not invalidated by reason only of:

- a) a defect in the appointment of the person as a Director;
- b) the person being disqualified to be a Director or having vacated office; or
- c) the person not being entitled to vote;
- d) if that circumstance was not known by the person or the Directors or the committee as the case may be when the act was done.

## **PART V MEETINGS OF MEMBERS**

### **25 TYPES AND FREQUENCY OF MEETINGS**

- 25.1** The Members shall meet at least once a year which shall be at the AGM of UniSport. They may also meet at any other time in a SGM called under this Constitution.
- 25.2** The AGM of UniSport shall be held within five (5) months of its end of financial year and held in accordance with the provisions of the Corporations Act and this Constitution.
- 25.3** All Meetings of Members other than the AGM shall be SGMs and shall be held in accordance with this Constitution. An SGM may be called at any time by no fewer than ten (10) Members, or by the Board, or by a Member appealing a decision under Rule 12.5 by giving written notice to the CEO under Rule 12.5 or Rule 28.6.
- 25.4** Meetings of members may be held using technology (video or teleconference).

## **26 POWERS OF MEETINGS OF MEMBERS**

- 26.1** Meetings of Members shall act in accordance with this Constitution, and for the mutual and collective benefit of UniSport. The Meetings of Members shall have the power to:
- a)** alter this Constitution by special resolution;
  - b)** review and comment on the performance of UniSport and the Board;
  - c)** determine matters referred to it under this Constitution;
  - d)** where appropriate under this Constitution, terminate the Directors; and
  - e)** discuss and advise the Board on any matter referred to it by the Board or on which an absolute majority of Members attending a Meeting agree to so consider. (See Rule 28.5).

## **27 PARTICIPANTS IN MEETINGS**

- 27.1** The chairperson at Meetings of Members shall be the Chair of the Board appointed under Rule 16.5 or in the absence of the Chair, such other person appointed as chairperson for the meeting under Rule 16.7. The Chair of a Meeting has a deliberative vote, and in the event of a tied vote, a casting vote on all matters for decision at the Meeting.
- 27.2** The Delegates for a Meeting shall be:
- a)** one (1) individual appointed by each HE Member; and
  - b)** one (1) Director appointed by the Board.
- 27.3** The Chair and the CEO cannot act as Delegates.
- 27.4** No individual shall act as a Delegate for more than one (1) HE Member at a Meeting of Members.
- 27.5** The names of the Delegates appointed by an HE Member under Rule 27.2, must be forwarded to the CEO by the Authorised Representative of that HE Member by a date and time determined by the Board prior to the commencement of each Meeting.
- 27.6** Subject to Rule 28.12, each Delegate shall represent and vote on behalf of the HE Member appointing them or the Board, as the case may be.
- 27.7** All Life Members, Directors, the CEO, and other Officers of UniSport are entitled to attend and speak at Meetings but shall not (unless also a Delegate or the Chair) be entitled to vote. HE Members are entitled to have no more than two observers in attendance at Meetings of

Members, but such observers are not entitled to speak (unless permitted to do so by the Chair) or to vote.

## **28 MEETING REQUIREMENTS AND PROCEDURES**

- 28.1** Notice of an AGM must be given in writing no fewer than sixty (60) days before its date by the CEO to the Board, the Officers and the Members specifying:
- a)** the date and place for the AGM, and
  - b)** the closing date for the receipt of nominations for elections and the submission of items of business (under Rule 28.2).
- 28.2** Subject to Rule 37 concerning any proposed alterations to this Constitution, not fewer than thirty (30) days before the date set for the AGM, notice of agenda items and nominations under Rule 17.2 must be received in writing by the CEO.
- 28.3** Business to be conducted at the AGM includes:
- a)** the Annual Report of UniSport (Rule 30),
  - b)** items of business of which notice has been given under particular rules such as Rule 28.2, and Rule 37;
  - c)** elections of the Elected Directors as required; and
  - d)** any proposed alterations to this Constitution.
- 28.4** An agenda for the business to be conducted at an AGM shall be forwarded by the CEO to the Board, and all Members by no fewer than twenty-one (21) days before the date of the meeting. The agenda should identify any matters requiring other than a majority vote in favour to be passed, such as special resolutions.
- 28.5** Any items of business not listed on the agenda may only be discussed by agreement of an absolute majority of those Members entitled to vote at the meeting, and resolutions on such items shall require a majority of seventy five (75) percent of those entitled to vote at the meeting to be passed.
- 28.6** An SGM may be called at any time by the Board or by not fewer than ten (10) Members or by a Member appealing a decision under Rule 12.5 by giving written notice to the CEO in the form specified by the By Laws.
- 28.7** Upon receipt of a request for a SGM not fewer than twenty-one (21) days written notice must be given to the Board and the Members by the CEO of:
- a)** the date and place for the SGM, and
  - b)** the item(s) of business to be discussed.
- 28.8** Each Delegate of an HE Member present in person or by proxy at a Meeting of Members shall be entitled to one (1) vote per HE Member. The Chair and the Delegate of the Board shall be entitled to one (1) vote each.
- 28.9** Voting at Meetings of Members shall be by a majority of votes of those Delegates and the Chair present, in person or by proxy, and entitled to vote, except in cases where this Constitution require a special resolution, an absolute majority or some other requirement.

**28.10** Unless specified otherwise in the By Laws, voting at Meetings of Members may be by a show of hands. A secret ballot shall be conducted if requested by not fewer than twenty (20) percent of the total number of Delegates present, in person or by proxy, and entitled to vote at the Meeting. The By Laws shall specify the method of voting for elections.

**28.11** If the voting on any resolution not requiring more than a simple majority is equal, the Chair (or in the absence of the Chair, the Deputy Chair or in the absence of the Deputy Chair such other Director who chairs the meeting), shall have a casting vote.

**28.12** All votes at Meetings of Members must be made personally by the Delegates and the Chair or by proxy vote made in accordance with this Rule. Each Delegate is entitled to appoint another Delegate in their absence as their proxy to vote on their behalf at a Meeting. Only proxies which indicate whether the Delegate is voting in favour of, or against, the proposed resolution as set out in their proxy shall be valid. General proxies are not valid. No Delegate may hold proxies for more than three (3) Delegates. Notice must be given by the Delegate wishing to appoint a proxy to the CEO by no later than forty eight (48) hours before the commencement of the meeting in respect of which the proxy is appointed. The notice appointing the proxy must be in the form set out in the By-Laws.

**28.13** At least half the total number of Delegates plus one, who are entitled to vote at a Meeting, must be present at a Meeting to constitute a quorum.

## **PART VI FINANCIAL MATTERS**

### **29 FINANCIAL YEAR**

**29.1** The financial year of UniSport shall be a calendar year.

### **30 ANNUAL REPORT**

**30.1** The Board shall prepare an Annual Report for presentation to the AGM which is prepared in accordance with the relevant sections of the Corporations Act and shall include audited financial statements.

**30.2** The annual financial statements in the Annual Report shall be audited by an auditor appointed by the Board. The auditor shall be a qualified accountant.

### **31 COMMON SEAL**

**31.1** UniSport shall have a common seal.

**31.2** The Board shall determine when and by whom the common seal is to be used and make provision for its safe custody, subject to the Corporations Act.

### **32 CUSTODY OF DOCUMENTATION**

**32.1** The CEO (or their appointed person) must keep, all records, books and other documents relating to UniSport in accordance with the Corporations Act.

## **PART VII DISPUTES AND DISCIPLINE**

### **33 ~~COMPLAINTS, DISPUTES AND DISCIPLINE~~ DISCIPLINARY MATTERS RELATING TO INDIVIDUALS**

**33.1** Subject to matters within the jurisdiction of the Sports Dispute Committee or Sports Dispute Appeals Committee (which will be dealt with under the Disciplinary & Disputes [Policy/UniSport Australia Guideline](#)), if any dispute arises relating to an individual, the dispute

must be referred in writing to the ~~Disciplinary Chair~~Complaints Manager. The ~~Disciplinary Chair~~Complaints Manager will at their sole and absolute discretion refer the matter for resolution in accordance with the process the ~~Disciplinary Chair~~Complaints Manager considers most appropriate for hearing the matter, from those provided in By-Law ~~87, which are resolution:~~

~~a) by the Judiciary Committee in accordance with:~~

~~a. By-Law 12; or~~

~~b. the Disciplinary & Disputes Policy; or~~

~~b) under the Member Protection Policy.~~

### **34 COMPLAINTS, DISPUTES AND DISCIPLINED~~DISCIPLINARY MATTERS~~ RELATING TO MEMBERS**

**34.1** Without limiting the Board's powers under Rule 20, an allegation that a Member or one of its Delegates or Authorised Representatives in respect of UniSport or its events and activities has:

**a)** breached, failed, refused or neglected to comply with a provision of this Constitution, the By-Laws, any other policy, resolution or determination of a Meeting of Members or the Board; or

**b)** acted in a manner which is unbecoming of a Member and/or is prejudicial to the Objects Functions and interests of UniSport and/or University Sport; or

**c)** brought UniSport or University Sport into disrepute,

may be referred by the Board at its discretion in appropriate cases for investigation and determination by the Disciplinary Committee, and any such person ("Defendant") will be subject to the jurisdiction, procedures, penalties and appeal mechanisms of UniSport set out in By-Law 8.

**34.2** The Board may commence investigatory or disciplinary proceedings against a Defendant by referring the matter to the Disciplinary Committee to hear and determine a matter or matters in accordance with By-Law 8.

## **PART VIII MISCELLANEOUS**

### **35 PATRON AND VICE PATRONS**

**35.1** There may be one Patron and up to two Vice Patrons. The Patron and Vice-Patrons are entitled to attend and speak at Meetings of Members but shall have no right to vote.

**35.2** The Board may appoint persons it considers suitable and willing to hold the offices of Patron and (if any) Vice-Patron/s.

**35.3** The Patron and (if any) Vice-Patron/s shall remain in office for a period as determined from time to time by the Board.

### **36 APPLICATION OF INCOME**

**36.1** The income and property of UniSport shall be applied solely towards the promotion of the Object of UniSport as set out in this Constitution.

**36.2** Except if otherwise provided in this Constitution:

- a) no portion of the income or property of UniSport shall be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise to any Member, Director or Officer; and
- b) no remuneration or other benefit in money or money's worth shall be paid or given by UniSport to any Member, Director or Officer.

**36.3** Subject to Rule 22, nothing in Rule 36.2 shall prevent payment in good faith of, or to, any Member, Director or Officer for:

- a) any out-of-pocket expenses incurred by the Member, Director, or Officer on behalf of UniSport in accordance with the procedures, processes and standards specified by the Board;
- b) any services actually rendered to UniSport whether as an employee or otherwise;
- c) goods supplied to UniSport in the ordinary and usual course of operation;
- d) interest on money borrowed from any Member, Director or Officer;
- e) rent for premises demised or let by any Member, Director or Officer to UniSport;

provided that any such payment shall not exceed the amount ordinarily payable between the parties had the person or organisation not been a Member, Director or Officer.

### **37 ALTERATIONS TO THIS CONSTITUTION**

**37.1** Subject to Rule 37.2, this Constitution may only be amended, added to or repealed by Special Resolution.

**37.2** Notwithstanding the provisions of Rules 28.2. and 28.7, notice of an intention to alter this Constitution, and full details of the proposed alterations, must be given by a Member or the Board to the CEO no fewer than fifty (50) days prior to the Meeting of Members which is to consider them. Upon receipt of such notice, the CEO shall consult the Board and obtain such legal and other advice as considered necessary and helpful for Members' consideration of the proposed alterations. Such advice should be circulated with the agenda for the Meeting, or as soon as possible after such circulation.

**37.3** Any amendments to the constitution will only be accepted if seventy five (75) percent (or more) of members vote to pass the proposed amendment/s.

### **38 BY-LAWS**

**38.1** The Board may make, amend and repeal such By-Laws as it considers necessary or desirable. Such By-Laws must be consistent with this Constitution and with the resolutions of Meetings of Members.

**38.2** All By-Laws shall be binding on UniSport, the Members, the Directors, Officers and Appointed Officials.

**38.3** All By-Laws and any amendments to them, shall be advised to all Members in writing, as soon as reasonably practicable after their approval by the Board.

**38.4** All By-laws which were in force prior to the commencement of this Constitution shall remain in force upon commencement of this Constitution until amended or repealed by the Board.

### **39 WINDING UP**

- 39.1** Subject to this Rule 39, UniSport may be wound up in accordance with the provisions of the Corporations Act.
- 39.2** UniSport may voluntarily wind itself up if no fewer than seventy five (75) percent of those present, in person or by proxy, and entitled to vote at a SGM called for that purpose pass a resolution to do so.
- 39.3** If upon winding up or dissolution of UniSport there remains after satisfaction of all its debts and liabilities any assets or property, these shall not be paid to or distributed amongst the Members of UniSport but shall be given or transferred to somebody or bodies having purposes similar to the object and functions of UniSport.
- 39.4** The body or bodies referred to in Rule 39.3 must prohibit the distribution of its or their income and property among its or their members to an extent at least as great as is imposed on UniSport by this Constitution, must not be carried on for profit, and must be similarly exempt from income tax.
- 39.5** The body or bodies referred to in Rule 39.3 are to be determined by the Members of UniSport at or before the time of dissolution. If the Members cannot decide such determination shall be made by such judge of a Supreme Court as may have or acquire jurisdiction in the matter.

#### **40 INDEMNITY**

- 40.1** UniSport shall, to the extent permitted under the Corporations Act, indemnify its Directors, Officers, Appointed Officials and employees against all damages and costs (including legal costs) for which any such Director, Officer, Appointed Official or employee may be, or become, liable to any third party as a result of any act or omission, (except wilful misconduct):
- a)** in the case of a Director, Officer or Appointed Official, performed or made whilst acting on behalf of and with the authority, express or implied, of the Board, and
  - b)** in the case of an employee, performed or made in the course of, and within the scope of their employment by UniSport.

**SCHEDULE 1 DEFINITIONS (Rule 4.1)**

**“Annual Report”** means the report described under Rule 30.

**“Annual General Meeting”** and **“AGM”** mean the Meeting of Members held annually as described in Rule 25.

**“Appointed Director”** means a Director appointed under Rule 16.1 b.

**“Appointed Official”** means individuals who are appointed by the Board to positions of responsibility within University Sport in respect of international, national and regional events and competitions, and includes national selectors, Chef de Mission, managers, team and sport coaches, and medical officers

**“Assistant complaints manager”** means a person appointed to that role by the Complaints Manager, and is the person responsible for management of the complaints determined by the Complaints Manager.”

**“Authorised Representative”** means a person who is authorised for the time being in writing by an HE Member to act on behalf of that HE Member in respect of any action or matter provided for in this Constitution including Rule 27.

**“Board”** means the Board as defined in Rule 16.

**“By-Laws”** means the By-laws made under Rule 38.

**“Chair”** means the Chair of UniSport appointed under Rule 16.5.

**“Chief Executive Officer”** and **“CEO”** mean the Chief Executive Officer of UniSport for the time being appointed under Rule 15.

**“Complaints Manager”** means the UniSport Complaints Manager, who may be appointed by the CEO, or if no-one is appointed then is the CEO.”

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**“Constitution”** means this Constitution.

**“Continental University Sports Federation”** and **“CUSF”** means the entity responsible for a FISU region.

**“Corporations Act”** means the Corporations Act 2001 (Cth) as amended from time to time.

**“Delegate”** means a person appointed by an HE Member or the Board to be its representative at a Meeting of Member under Rule 27.

**“Deputy Chair”** means the Deputy Chair of UniSport appointed under Rule 16.6.

**“Directors”** mean the persons elected and appointed to the Board under Rule 16, and include the Elected Directors, Appointed Directors and the UA nominated Director.

**“Disciplinary Chair”** means the UniSport Disciplinary Chair, who may be appointed by the CEO, or if no-one is appointed then is the CEO.”

**“Elected Directors”** means a Director elected under Rule 16.1 a.

**“FISU”** means the International University Sports Federation which administers and promotes University Sport internationally.

**“Higher Education Member”** or “HE Member” means a Member described in Rule 7.

**“Intellectual Property”** means all rights and/or goodwill in copyright, business names, names, trademarks (or signs), logos, designs, patents or service marks relating to UniSport or any event, or any competition or University Sport activity or program of or conducted, promoted or administered by UniSport.

**“Life Members”** means those individuals described in Rule 8.

**“Meeting of Members”** means an Annual General Meeting or a Special General Meeting of Members under Rule 25.

**“Member”** means a Member of UniSport as specified in Rule 6.

**“Membership Fee”** means any fee payable by the Members to UniSport as provided for in Rule 9.

**“Object”** means the Object of UniSport described under Rule 2.1 of this Constitution.

**“Officer”** means an individual holding one of the positions described in Rule 14.

**“Patron”** means the individual appointed as such under Rule 36.

**“Register”** means the register of Members and Officers of UniSport specified in Rule 11.

**“Special General Meeting”** or **“SGM”** means a Meeting of Members called under Rule 25 other than the Annual General Meeting.

**“Special Resolution”** has the same meaning as in the Corporations Act.

**“Sport”** means the sports or physical recreation activities as determined by the Board from time to time as part of University Sport under the By-Laws.

**“TEQSA”** means the Tertiary Education Quality and Standards Agency, or any successor in title.

**“UA”** means Universities Australia.

**“UniSport”** means UniSport Australia Limited.

**“University Sport”** means any activity, program or event (including one involving a Sport) which is either held by, hosted on behalf of UniSport, or run jointly with UniSport, which is sanctioned by the Board in accordance with the By-Laws, including the World University Games and World University Championships and can include events at international, national, regional and local levels.

**“Vice Patron”** means an individual appointed to that position under Rule 35.

## 5.1 Report from the Governance & Nominations Committee (GNC)

The Governance & Nominations Committee (GNC) has prepared the following report to Members in relation to the 2025 Election and Appointment of Directors.

### Background – the Governance & Nominations Committee (GNC)

The UniSport Australia Board of Directors established the GNC to ensure continuous improvement in best practice and to provide members and stakeholders with assurance and comfort that the Board takes seriously the matter of governance.

With respect to Nominations, the essential role of the GNC is to:

- a) recommend to the Board suitable individuals for appointment to the Board as Appointed Directors;
- b) provide advice and guidance to Members of UniSport on those nominated candidates for election as Directors.

The GNC is a Board sub-committee and receives its powers and delegation from the Board. The GNC membership has the following composition:

Role	Filled by
A Director of the Board who is an Appointed (not elected) Director	Not filled
A Director of the Board who is an Elected Director	Deborah Wright
A person appointed by the Board who possesses relevant expertise who is not a member of the Board and not a Member of UniSport	Paul Bruce & Katrina Roff
Any other person the Board considers desirable to add to the expertise of the Committee appointed by the Board	UniSport CEO and Company Secretary
The UniSport Chair will have a standing invitation	Dr Lisa Gowthorp

### Key Achievements for 24/25

The GNC key achievements for 24/25 included:

- review of Board and organisational code of conduct,
- review of Constitution and By-Laws,
- review of CEO departure and Director succession plans,
- finalisation of UniSport Whistleblower Policy.

### Next projects for 2025/26

The GNC have identified the following project for focus in the coming year:

- review of Constitution and By-Laws regarding Director nominations,
- annual Board evaluation utilising an updated skills matrix that align with the new strategic plan
- ongoing review of governance systems including key policies and procedures,
- review of Committee Terms of Reference,
- review of board and staff induction plans.

## Board Composition

UniSport is governed by a nine-person Board comprising six member-elected Directors; two Directors appointed by the Board and one Universities Australia recommended Director appointed by the Board. In 2025, there are four Elected Director positions up for election.

- a) Paul McJannett has served two full terms and is not eligible to be nominated.
- b) Deborah Wright has left the sector and therefore her term will conclude at the AGM.
- c) Two vacant positions from last year.

On 21 March 2025 in the 60-day notice, UniSport called for nominations for Elected Director positions. Fifteen nominations were received by the closing date.



## 5.2 Election of Directors

### Background

In accordance with rule 17.2 of the Constitution, the Elected Directors shall be elected by a majority of those present in person or by proxy, and entitled to vote at an AGM, following nomination by no fewer than two Members.

### Attachments

A nomination has been received from the following nominees:

Item	Nominee	Uni	Position Title	Nominated by	Seconded by
5.2a	Mrs Ashleigh Apps	CU	Senior Manager, Sport and Recreation	Jake Wilkins (UWA)	Belinda Somers (ECU)
5.2b	Ms Jodie Banfield	LTU	Chief Financial Officer	Ashleigh Apps (CU)	Jack Duke (DEAK)
5.2c	Mr Peter Boyle	MQU	CEO U@MQ Ltd	Nick Lambert (LTU)	Aimee Purcell (UTS)
5.2d	Ms Amanda Castray	UTAS	Pro Vice-Chancellor, Campus Life	Kathleen McCaskie (ANU)	Jason Slater (FED)
5.2e	Professor Ben Duscombe	WS	Professor (Sport Science)	Brendan Barrett (UON)	Nick Lambert (LTU)
5.2f	Jocie Evison	USYD	Head of Events	Tim Lee (MELB)	Brett Morley (MQU)
5.2g	Dr Stacey Jenkins PhD	CSU	Executive Director Safety Security and Wellbeing	Michael Collins (BOND)	Shelley Valentine (UNSW)
5.2h	Ms Belinda Johnson	UTS	Chief Financial Officer	Steven Harrison (RMIT)	Brendan Hoey (WS)
5.2i	Mr Nick Lambert	LTU	Senior Manager, La Trobe Sport	Jamie Ball (MDU)	Brett Morley (MQU)
5.2j	Brett Lavale	MON	Director of Sport	Tim Lee (MELB)	Ed Smith (USYD)

Item	Nominee	Uni	Position Title	Nominated by	Seconded by
5.2k	Mario Milanovic	WS	Executive Director, Finance	Kathleen McCaskie (ANU)	Ed Smith (USYD)
5.2l	James Morgan	RMIT	Chief Financial Officer	Aimee Purcell (UTS)	Nick Lambert (LTU)
5.2m	Ms Julia Newton	USYD	Director, Student and Faculty Marketing and Communications	Brendan Hoey (WS)	Tim Lee (MELB)
5.2n	Stephanie Taylor	BOND	Director Student Success and Wellbeing; ANZSSA President	Melanie Schipp (UniSC)	Pamela Abrey (UQ)
5.2o	Ms Michelle Wilson	AU	CEO	Tim Lee (MELB)	Kathleen McCaskie (ANU)

### Notification

With four vacancies to the UniSport Board and 15 nominations received, an election is required. See UniSport's [By-Laws](#) Section 5 Voting at Meetings.

## 5.2a Nomination of Directors – Mrs Ashleigh Apps

Nominee	Nominated by	Seconded by
Ashleigh Apps (CU)	Jake Wilkins (UWA)	Belinda Somers (ECU)

**Current Position Title:** Senior Manager, Sport and Recreation

**Current Employer:** Curtin University

### What would be your key achievement in your current role to date?

Key Achievements – Senior Manager, Sport and Recreation, Curtin University (12 months)

**Strategic Leadership:** Successfully developed the 2025–2029 Curtin Sport and Recreation Strategy, securing endorsement from the Senior Executive Team. The strategy aligns closely with the Curtin Strategic Plan, ensuring a clear vision for the future of sport and recreation at the university.

**Enhanced Funding:** Achieved a 25% increase in SSAF funding for sport and recreation from 2024 to 2025, enabling greater investment in programs, services, and student outcomes.

**Organisational Development:** Led the implementation of a proposal for change that restructured the Sport and Recreation team to strengthen student engagement and improve operational excellence.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

One of the biggest challenges currently facing the university sport sector is clearly demonstrating the value of sport and recreation within the broader university environment. As student expectations and the nature of campus life continue to evolve, there is increasing pressure to ensure that sport and recreation programs remain relevant, inclusive, and aligned with the contemporary student experience.

Today’s students are navigating a complex mix of academic workloads, part-time employment, remote and flexible learning, and the rising cost of living. As a result, participation in sport and recreation is often seen as a "nice to have" rather than a core component of the university experience. This shift presents a significant challenge in positioning sport as an essential contributor to student success, wellbeing, and community connection.

Simultaneously, universities are facing growing expectations to deliver comprehensive health and wellbeing services—including mental health support, gender-based violence action plans, and inclusive wellbeing strategies. While these are critical areas, they can inadvertently dilute attention, funding, and resourcing for sport and recreation.

Rather than competing for focus, there is a significant opportunity for sport and recreation to be positioned as a key pillar within a whole-of-university, holistic Healthy Campus approach. The challenge lies in building strategic alignment and cross-functional collaboration that reinforces the role of sport in enhancing physical and mental wellbeing, social inclusion, and student engagement across the entire campus ecosystem.

### Why do you want to be a part of the UniSport Board?

I want to be part of the UniSport Board to actively contribute to the national advancement of sport and recreation within the higher education sector. I am passionate about the vital role university sport plays in enhancing student wellbeing, campus culture, and institutional outcomes. With over 15 years of executive experience in the sport and recreation sector, I bring a strong background in strategic leadership, governance, and stakeholder engagement. I’m motivated to support UniSport’s

mission by offering sector insight, advocating for members' interests, and helping shape a sustainable, forward-thinking future for university sport in Australia.

**Do you identify as Aboriginal or Torres Strait Islander?**

No

**Attachment**

Ashleigh Apps CV



## RESUME: ASHLEIGH APPS

### **SUMMARY**

- Innovative leader within the sport and recreation sector implementing unique initiatives to grow revenues, develop partnerships and embrace stakeholder
- Management and delivery of strategic development and operations of Not-For-Profit Association.
- Proven track record in building networks and increasing revenue within organisations
- A values-based leader who believes in linking culture, strategy and accountability to achieve results.
- Inspiring and reinvigorating member-based organisations
- Finalist for DLGSC Administer of the Year Award 2021
- 15 years + experience in the Sports industry within WA

### **RECENT EMPLOYMENT**

#### **SENIOR MANAGER, SPORT & RECREATION, Curtin University**

**April 2024 – present**

Senior leadership role overseeing the strategic planning, development, and delivery of sport and recreation programs and facilities at Curtin University.

- Provide industry specific expertise and lead the Curtin Sport & Recreation strategy
- Provide active and engaging leadership and direction to the Curtin Sport & Recreation team
- Ensure financial viability of Curtin Sport & Recreation operations
- Lead cross-functional teams, manage partnerships, and ensure organizational sustainability

#### **ACTING CHIEF EXECUTIVE OFFICER, SportWest**

**September 2023 – April 2024**

Responsible for the strategic direction, advocacy, and overall leadership of SportWest, the peak body for sport in Western Australia

- Driving sector-wide collaboration, influencing policy, and enhancing the profile and impact of sport across the state
- Stakeholder engagement with government, industry, and member organizations
- Delivery of TrueSport initiative driven by sector wide collaboration
- Ensuring effective governance, financial sustainability, and delivery of key initiatives aligned with SportWest's mission and values.

#### **CHIEF OPERATING OFFICER, SportWest**

**March 2023 – September 2023**

Overseeing the delivery of SportWest's core business functions, including governance, finance, stakeholder engagement, and program execution.

- Driving operational efficiency, aligning day-to-day activities with long-term strategic goals
- Supporting the CEO in advancing the organization's mission
- Lead cross-functional teams, manage partnerships, and ensure organizational sustainability
- Project Management delivery across systems and processes to enhance efficiency of the organisation.

#### **EXECUTIVE DIRECTOR, Triathlon Western Australia**

**Aug 2019 – March 2023**

Manage and oversee the strategic development goals of Triathlon WA, through high level operational capability, with a focus on growth, innovation and sustainability to achieve the organisations goals.

- Lead the operations of Triathlon WA efficiently and effectively in conjunction with the Board and in line with agreed policies and directions
- Develop and grow key stakeholder relationships to positively contribute to the growth of the sport
- Lead the operational team to achieve the aims and objectives of Triathlon WA.
- Financial management of \$2mil business operations

#### **STATE PARTNERSHIP MANAGER, Australian Sports Foundation**

**Nov 2017 – May 2019**

Develop and foster strategic partnerships at Local, State and National level to enable philanthropic donations to sport.

- Develop and deliver best practice fundraising strategies to clubs, athletes and organisations fundraising with the Sports Foundation
- Develop strategic relationships with State and Local Government Authorities
- Grow and educate the WA sporting community about philanthropic donations to sport

## ***PRIOR EMPLOYMENT***

### **EVENT MANAGER, Western Force/Australian Rugby Union**

Jan 2016 – Nov 2017

### **MANAGER OF OPERATIONS & EVENTS, Triathlon WA**

Jan 2011-Jan 2016

### **CLUB DEVELOPMENT OFFICER, Triathlon WA**

June 2009 – Jan 2011

## ***EDUCATION***

- *Bachelor Sports Management, Edith Cowan University,*
- 2007 Certificate III Outdoor Recreation,
- 2006 Certificate II Sport Development
- 2006 High School Graduation

## ***BOARD MEMBERSHIPS***

### **Current Positions:**

- Chair, Tuart Hill Primary School (Independent) Board 2024 – Present
- Committee Member, Nominations & Governance Committee, Triathlon WA

### **Previous Positions:**

- Chair, Women of Sport Advisory Group, SportWest, 2022 –2023
- Board Member, Triathlon WA, 2018-2019
- Deputy Chair, Edith Cowan University Consultative Committee SBL, 2015-2023
- President, Somerset Seals Water Polo Club, 2015-2018.
- Board member, WA Water Polo Inc, 2011-2012

## 5.2b Nomination of Directors – Ms Jodie Banfield

Nominee	Nominated by	Seconded by
Jodie Banfield (LTU)	Ashleigh Apps (CU)	Jack Duke (DEAK)

**Current Position Title:** Chief Financial Officer

**Current Employer:** La Trobe University

### What would be your key achievement in your current role to date?

Navigating the University through COVID-19: During the turbulent times brought on by the pandemic, I played a crucial role in steering the university through unprecedented financial challenges. This involved working closely with the Senior Executive Committee to develop strategic responses and action plans that ensured both the immediate and long-term financial stability of the institution.

Implementing a new ERP system, improving reporting accuracy and decision-making: I led the initiative to implement a new Enterprise Resource Planning (ERP) system. This significant upgrade enhanced the accuracy of financial reporting, streamlined processes, and facilitated more informed decision-making across the university.

Established La Trobe University's Sustainable Finance plan and launched the University's first Green bond offering worth \$175 million: One of my notable achievements includes the creation of La Trobe University's Sustainable Finance plan. This plan culminated in the launch of the university's inaugural Green bond offering, amounting to \$175 million. This initiative not only supported the university's sustainability goals but also set a precedent for future projects.

Implemented a Sustainable Linked loan worth \$195 million, the first of its kind for an Australian university: In a pioneering move, I successfully spearheaded the implementation of a Sustainable Linked loan worth \$195 million. This financial instrument was the first of its kind for an Australian university, underscoring our commitment to sustainability and innovative financial solutions.

Built and scaled a high-performing finance team, including finance, procurement, and data analytics: I took pride in assembling and nurturing a high-performing finance team. This team, which encompassed finance, procurement, and data analytics, was instrumental in driving the university's financial strategy and operations. Through continuous development and strategic scaling, we were able to enhance the team's capabilities and overall performance.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

A major challenge for university sports is student engagement and participation, impacted by changing student priorities and the lasting effects of COVID-19.

#### 1. Changing Student Lifestyles

Increased academic pressure, mental health challenges, and financial stress have reduced student participation in sports. Many students also work part-time jobs or commute, limiting their time and energy.

#### 2. Post-COVID Decline in Participation

The pandemic disrupted sports, and many students haven't returned to previous levels. Rebuilding a strong sports culture is challenging, particularly for new students who missed pre-COVID campus activities.

#### 3. Inclusivity & Accessibility

Traditional university sports may be less accessible to individuals from diverse backgrounds due to

factors such as cost, ability level, or cultural considerations. There is a need for more inclusive and accessible options, including recreational leagues and adaptive sports.

#### 4. Funding & Resource Allocation

Universities typically allocate limited funding to sport programs unless they generate revenue. This situation makes it difficult to expand initiatives that enhance student wellbeing but do not produce clear income. Due to financial constraints in the university sector, there is an increased need to identify alternative sources of revenue to support these programs.

#### 5. Digital Distraction

Digital distractions like streaming, gaming, and social media compete with physical activity. Sports programs need to adapt to remain relevant to students' lifestyles.

### **Why do you want to be a part of the UniSport Board?**

This position with the UniSport Board presents an excellent opportunity for me to leverage my extensive financial and sector expertise alongside my passion for sports. I am well aware of the financial challenges facing the sector and have experience in effectively managing these fluctuations. As a follower of rugby league and a former participant in touch football for Monash at the Uni Games, I possess firsthand knowledge of the exceptional experiences that UniSport can provide. This board position would allow me to collaborate with other board members to ensure that others can enjoy the same enriching experiences that I had.

### **Do you identify as Aboriginal or Torres Strait Islander?**

No

### **Attachment**

Jodie Banfield CV

# Jodie Banfield

**Mobile:** available upon request

**Email:** [j.banfield@latrobe.edu.au](mailto:j.banfield@latrobe.edu.au)

Finance & Operations Executive with expertise in financial analysis, budgeting, forecasting, reporting, operations management, and business process improvement, design, and implementation.

Major Capabilities Include:

- 25 years of financial and operations management experience at national and regional levels
- Proficiency in designing and implementing process changes to achieve improved business outcomes, collaborating with senior management to junior staff
- Communication skills acquired in a cross-cultural environment
- Adaptability in constantly changing work settings
- Ability to work independently and as part of a team
- Strong organisational skills, accustomed to meeting tight deadlines
- Highly motivated, self-starter capable of working under pressure

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## Employment History

### La Trobe University

**Position/Title:** Chief Financial Officer

**Period:** April 2018 – current

**Responsibilities:**

Providing fiscal leadership and strategic financial advice to achieve the University's financial goals and objectives.

- **Strategy and Planning** – Developing and implementing the University's overall financial strategy, leading the annual budget process, and advising on the financial health of the University.
- **Leadership and Management:** Providing strong financial leadership, building effective relationships, supporting senior colleagues, and leading financial improvement initiatives.
- **Operations:** Ensuring efficient and effective operations of the Finance & Procurement Division, developing a strong financial management culture, and maintaining a strong procurement function.
- **Governance:** Participating in corporate governance, ensuring compliance with financial and business protocols, and overseeing compliance with TEQSA Provider Standards.
- **Policy and Advice:** Providing high-quality financial, procurement, insurance, and investment leadership, conducting financial analysis, and advising on financial methodologies for funding future developments.
- **Evaluation and Accountability:** Leading the development and implementation of financial control and monitoring systems.
- **Budget and Resources:** Managing the Finance Division to deliver quality services within allocated budget and targets.
- **Occupational Health and Safety:** Supporting a safety culture and promoting practices for a safe and healthy workplace.

**Key Achievements:**

- Navigated the University through COVID-19. Developed and implemented long-term financial plans to ensure the University's long-term financial viability.
- Implementing a new ERP system, improving reporting accuracy and decision-making.
- Established La Trobe University's Sustainable Finance plan and launched the University's first Green bond offering worth \$175 million.
- Implemented a Sustainable Linked loan worth \$195 million, the first of its kind for an Australian university.
- Built and scaled a high-performing finance team, including finance, procurement, and data analytics.

**Accenture Australia Limited - August 2000 – April 2018**

Accenture is a leading global professional services company providing a range of strategy, consulting, digital, technology & operations services and solutions. They partner with more than three-quarters of the Fortune Global 500, driving innovation to improve the way the world works and lives.

**Position/Title:** ANZ Lead – Senior Manager  
**ANZ Client Financial Management (CFM) Lead**

**Period:** February 2010 – April 2018

**Responsibilities:**

Client Financial Management Lead for the ANZ Region and Finance Lead for one of the top 10 Accounts within Accenture Globally – total revenue of 200 million USD a year.

- Drive the global financial operating strategy and initiatives to improve service delivery and cost effectiveness across ANZ.
- Accountable for managing resources, process/tool deployment, and service delivery to ensure GAAP Compliance at the engagement level.
- Provide oversight for all Client Financial Management activities across ANZ, including people management (supply/demand, recruiting, compensation, performance management and succession planning), budget controls and transition activities. Responsible for team of 35 across ANZ
- A member of the senior executive client team responsible for monitoring, reporting and solving business issues that impact engagement financials. This included setting long and short range financial plans that align with the organizational strategy and establishing and implementing profit improvement initiatives
- Integral member of the engagement leadership team on a large/complex engagement (e.g. Value Based, gain sharing) which has multiple delivery components and complex commercial and/or U.S. GAAP compliance requirements.

### **Accenture Australia Limited**

**Position/Title:** Finance Manager  
**CHT (Communications & High Tech) Decision Support Lead**

**Period:** February 2007 – February 2010

#### **Responsibilities:**

The CHT APAC Decision Support Lead manages the effort for reporting, analysing and forecasting the critical business activities for the Director of Finance

- Manage the end of month financials including preparation for periodic Operational Calls with Operating Units
- Manage the Forecasting, Planning and Targeting deliverables (monthly and quarterly)
- Developed efforts (forecasting, planning, and reporting) related to Global Programs for the Operating Group, collaborating with leadership partners for guidance on industry and initiatives
- Help compile, advise, and assess the presentation of materials for State of the Business meetings, Other Leadership meetings, and Quarterly Business Reviews with Accenture leadership

### **Accenture Australia Limited**

**Position/Title:** **Global Service Centre Organisation (GSCO) Deployment Lead**

**Period:** September 2005 – February 2010

#### **Responsibilities:**

India Deployment Lead responsible for establishing the India Finance Centre (shared service centre)

- Manage and execute achievable and realistic initiative plans focusing on the mission and strategic objectives
- Development and management of project business case to realize value targets and track progress against the project's objectives
- Lead program efforts to identify management and operational issues, risks and barriers to growth.
- Lead various change management aspects to support overall initiative including journey and program management activities
- Preparation of management reports, which articulate operational inefficiencies, recommendations to close gaps and drive the implementation of solutions
- Analyse and draft program metrics, targets and strategic imperatives based on organizational FY plans to ensure stakeholder's interests are addressed.

### **EDUCATION**

**CPA** - Australia Society of CPAs

**Graduate Diploma in Hospitality and Tourism** - Victoria University of Technology

**Bachelor of Business (Accounting)** - Monash University

### **REFERENCES**

References will be made available upon request

## 5.2c Nomination of Directors – Mr Peter Boyle

Nominee	Nominated by	Seconded by
Peter Boyle (MQU)	Nick Lambert (LTU)	Aimee Purcell (UTS)

**Current Position Title:** CEO U@MQ Ltd

**Current Employer:** Macquarie University

### What would be your key achievement in your current role to date?

I reflect proudly on all of my achievements in my current role, and in truth the answer should be the latest achievement (as each one is part of an underlying objective of being better (even if just a little bit, every day). That said, I am particularly proud of how I got to lead the business through Covid without standing down any of 150+ permanent staff and while supporting the significant casual cohort at the same time. This involved innovative thinking, clear, concise and effective communications, excellent governance and a willingness to get my hands dirty in pursuit of our goals. It also meant juggling finances and working through health and safety concerns as well as risk and HR implications. You learn a lot through adversity and that was the case here. It fostered an appreciation of collegiality, hard work and the importance of planning. All of these things will help in being a great Board Director.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

Universities are currently feeling the impact that Government intervention has made on financial sustainability. This impacts the University Sport sector directly as it can be seen to be a discretionary spend and "not worth the investment". The problem to be solved here is to articulate (and quantify) the impact that sport has on student engagement, participation and wellbeing. We need to show that sport has a positive impact on academic outcomes and thus should be considered an important element of student success. This will lead to increased investment and the sustainability of programs. Wrapped around all of this of course is a commitment to inclusivity and accessibility. There should be a place for all students in sport and they should be able to enjoy sport as their authentic selves in a safe and harassment free environment.

### Why do you want to be a part of the UniSport Board?

I believe in the transformation impact of education and I believe in the transformation impact of sport. A position on the Board of UniSport would allow me to draw the two together to make a significant contribution to the academic, wellbeing and sporting success of students. I believe that we have a responsibility to make things better for those who follow us and a position like this will allow me to fulfil that responsibility by leveraging off the experience I have accumulated across many years and many different businesses including the University Sector.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Peter Boyle CV

# Pete Boyle

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## PROFILE

I am an action-oriented, influential and strategic leader with more than 25 years' experience across the finance and management functions of several Australian and global organisations including more than 7 years' experience as a CEO within a University setting.

I have extensive experience across finance, operations and client service delivery and I am known for leveraging my commercial acumen whilst partnering and influencing key stakeholders to deliver superior results.

I have a unique combination of analytical skills with a deep knowledge base, and high quality professional and executive level experience across several industries. The result is a robust approach to tackling complex challenges across strategy, governance, operations, engagement and development.

I have a reputation as a vibrant and valuable team player who frequently challenges organisational practices and encourages others to pursue service excellence. A proven leader of high-performance teams, I foster a collaborative environment and develop people through coaching and talent management.

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## CAREERSUMMARY

<b>U@MQ Limited</b> CEO, reporting to the Macquarie University VP Finance and Resources	<b>Jun 2019 – Present</b>
<b>U@MQ Limited</b> Acting CEO, reporting to the Macquarie University VP Services & Strategy	<b>Feb 2018 – Jun2019</b>
<b>U@MQ Limited</b> General Manager, Business Operations, reporting to the Chief Executive Officer	<b>May 2017 – Feb 2018</b>
<b>Netwealth Advice Group</b> Head of Finance and Client Service Delivery, reporting to the General Manager – Governance & Advice	<b>Nov 2011 – Dec 2016</b>
<b>Paragem Group of Companies</b> Finance Director and Head of Operations, reporting to Managing Director	<b>May 2006 - Nov 2011</b>
<b>Auto Group Limited (ASX Listed)</b> Company Secretary, Group Accountant, reporting to Managing Director	<b>Aug 2004 - Apr 2006</b>
<b>Deloitte Australia/ Deloitte Consulting Australia</b> Finance and Treasury Manager, reporting to Senior Finance Partner Finance Manager, reporting to Finance Director (ANZ)	<b>Jul 2002 - Aug 2004</b>
<b>Grant Thornton Australia</b> Senior Auditor, reporting to Audit Partners	<b>May 2001 - July 2002</b>
<b>Grant Thornton UK</b> Senior Auditor, reporting to Audit Partners	<b>Sept 1995 – May 2001</b>

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## PROFESSIONAL MEMBERSHIPS & QUALIFICATIONS

FCA:	Fellow - Institute of Chartered Accountants in England and Wales
GAICD:	Graduate Australian Institute of Company Directors
Undergraduate:	BSc (Hons) Information Systems for Business, Leeds Metropolitan University

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## EMPLOYMENT HISTORY

### U@MQ Limited

Feb 2018 – Present

CEO, reporting to the Macquarie University VP University Finance and Resources

**Operation size:** 4 core business units, employing 600 people with combined revenues in excess of \$30m.

- Operations include sport and aquatics, food and beverage, early childhood education and accommodation functions
- 7 direct reports.

#### **Responsibilities:**

This role is responsible for overseeing the execution of the Campus Life strategy to build and shape products, services and offerings to ensure relevance and campus and community engagement. It has oversight over the sporting, aquatics, food and beverage, early childhood education and accommodation functions, ensuring effective governance, financial and commercial controls are embedded in the business whilst delivering the highest standards of service.

#### **Major achievements to date:**

- Kept the business on track during a time of unprecedented change, including the passing of the previous CEO;
- Delivered record surpluses without reliance on University funding;
- Integrated accommodation and a fourth Early Learning Education Centre into the portfolio of services offered;
- Influenced business unit leadership to achieve operational performance and cultural alignment;
- Embedded effective governance, financial and commercial controls in the business;
- Effectively built and managed relationships with key leaders and staff across the University;
- Enhanced the profile of U@MQ and made the entity more accessible and easier to collaborate with.

### U@MQ Limited

May 2017 – Feb 2018

General Manager, Business Operations, reporting to the Chief Executive Officer

- 2 direct reports and 6 indirect reports

#### **Responsibilities:**

The focus of this role was to deliver insightful commercial analysis and decision support for the organisation as well as drive innovation across the business service areas of finance, IT, and compliance. The role was a key member of the Campus Life Executive Management Team (EMT) and had responsibility for developing and delivering a commercial strategy

#### **Major achievements:**

- Created and implemented 3 year rolling budgets and a new forecasting process in the business;
- Created performance reporting for business units using a balanced scorecard approach. This allowed Business Unit Leaders to analyse business metrics and performance and align business operations to the delivery of optimal outcomes;
- Provided clear leadership and direction of the finance, risk and compliance, WHS, technology for the organisation, including the establishment of a WHS function for the entity;
- Led a successful procurement project in respect of outsourced catering;
- Influenced a change in culture across the business.

### Netwealth Advice Group

Nov 2011 – Dec 2016

Head of Finance and Client Service Delivery, reporting to the General Manager – Governance & Advice

**Operation size:** 3 group companies with combined revenues in excess of \$20m; Pathway Licensee Services, Australian Planning Services and Bridgeport Financial Services

- Combined funds under management in excess of \$1B;
- Finance, Compliance, Technology, Operations and Project staff reports – Up to 7 direct and 10 indirect functional reports

Pathway Licensee Services was a service provider assisting financial advice businesses to operate within the AFSL regulatory environment. Services included compliance and risk management, education, technology solutions based around Xplan financial planning software and the provision of research services.

Australian Planning Services is an AFS Licensee that had 20 Corporate Authorised Representatives and in excess of 50 Advisers by 2015.

Bridgeport Financial Services is a Financial Planning Business with 10 advisers that offer the full range of financial services to retail clients.

### **Responsibilities:**

This role was predominantly responsible for Finance, Client Service Delivery, Brokerage and Major Projects across all companies in the Netwealth Advice Group. Additional aspects include an oversight on sales, key client relationship management, compliance and operational activity.

Day to day activities include leading the performance management processes for the group as well as the coordination of key strategic planning outcomes. The continual development of staff is also a key aspect of this role. Other features include the participation in strategy development, budget preparation, financial reporting and the management of projects.

The initial challenge post acquisition was to drive performance management processes in the newly established Advice Group that was separate from the Platform side of the Netwealth Group.

### **Major achievements:**

- Managed the post-sale transition from Paragem to Netwealth Advice Group;
- Responsible for the implementation and use of a new finance system (Sage ERP) and a new Customer Relationship Management system (Salesforce);
- Successfully transitioned the management accounting functions from Melbourne to Sydney;
- Successfully transitioned the brokerage function to Sydney from Melbourne, whilst increasing brokerage efficiencies and productivity;
- Co-ordinated the budgeting and business planning process for the Netwealth Advice Group;
- Undertook successful due diligence for the acquisition of two financial planning practices to join the group;
- Successfully co-ordinated the exit of 19 practices from Australian Planning Services (an AFSL Dealer Group);
- Successfully led a 7-month compliance-based remediation project that met all key milestone targets and led to process changes in the advice business;
- Mentored and developed staff, some of whom went on to win internal awards;
- Built executive dashboards for each entity.

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### **OTHER BOARD AND COMMITTEE POSITIONS HELD**

- Director (and CEO) of Macquarie University Services Limited
- Macquarie University Group Health and Safety Executive Committee Member
- Macquarie University Diversity, Inclusion and Belonging Steering Committee Member
- Macquarie University Student Safety and Wellbeing Committee Member
- Macquarie University & Sydney FC Steering Committee Member
- Chair of the Macquarie University accommodation partners working group.

## 5.2d Nomination of Directors – Ms Amanda Castray

Nominee	Nominated by	Seconded by
Amanda Castray (UTAS)	Kathleen McCaskie (ANU)	Jason Slater (FED)

**Current Position Title:** Pro Vice-Chancellor, Campus Life

**Current Employer:** University of Tasmania

### What would be your key achievement in your current role to date?

Since returning to UTAS in October 2024, I have focused on creating an environment that enables staff to be innovative, collaborative and improve services, facilities and programs. In discussions with students, staff and Union colleagues in my first few months, a lack of sports facilities at our Inveresk campus in Launceston was identified as a major problem. Following preparation of a business case and negotiations, in January I secured approval and funding from the senior executive to open a new UniGym space at our campus. After many years of inaction, this is a major step forward, that will enable an accessible gym and group fitness space to support student and staff health and wellbeing.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

A challenge for the university sport sector is maintaining and growing student participation amid significant funding pressures. The Accord highlights the need for greater equity and student engagement, yet sport is not explicitly recognised within its recommendations. As universities face increasing financial constraints, there is a risk that investment in sport is deprioritised. To ensure sport continues to support student success and wellbeing, it must be positioned as a valuable component of the university experience and considered within strategic plans and funding frameworks. The availability of credible data to show the impact of sport to student success, wellbeing and inclusion is vital.

### Why do you want to be a part of the UniSport Board?

I am eager to join the UniSport Board to make a meaningful impact. I am passionate about the transformative role university sport plays in student success, wellbeing, and inclusion-closely aligned with UniSport's mission. My recent leadership experience in UK university sport brings fresh perspectives and strong networks to the Board. With a background as a Board Director across diverse sectors, I bring strategic thinking, governance expertise, and a collaborative mindset. I'd contribute to the Board by supporting continuous improvement through innovation and ideas to navigate challenges facing university sport in Australia, ensuring it remains a core pillar of university life.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Amanda Castray CV

# CURRICULUM VITAE

## AMANDA CASTRAY

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Email: available upon request  
Mobile: available upon request  
LinkedIn: amanda.castray

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### PROFILE

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Dynamic and values-based senior executive with a proven track record of building strong teams and delivering effective business strategies and targeted service models. Known for an engaging leadership style, strong communication skills, and high emotional intelligence. Dedicated, driven, and adaptable, with a proactive approach, strong work ethic and enduring commitment to integrity and performance. Brings deep experience across diverse environments, consistently aligning strategic goals with stakeholder and customer needs. My skills and experience include:

- Strategy development and implementation
- Business operations management
- Change management
- Marketing and communications
- Project management
- Contract and relationship management
- Policy development and program design
- Commercial strategy & financial management
- Leadership and team building
- Business case development and planning

I have Senior Leadership experience across a number of sectors including:

- Higher Education – Universities in UK and Australia
- Government – Tasmanian and Australian Governments
- Commercial operations, Energy and small business management

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### EDUCATION AND QUALIFICATIONS

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- |             |  |
|-------------|--|
| <b>2021</b> | <b>Masters of Science (MSc) in Executive Leadership (Distinction)</b><br>Ulster University, UK (including study at Boston College, USA)  |
| <b>2017</b> | <b>Executive Education: Negotiation and Competitive Decision-Making</b><br>Harvard Business School, USA<br><b>Executive Leadership Program</b><br>Melbourne Business School, Australia |
| <b>2009</b> | <b>Graduate of the Tasmanian Leaders Program</b><br>Tasmanian Leaders Inc., Australia  |
| <b>2003</b> | <b>Bachelor of Commerce Degree with First Class Honours</b><br>University of Tasmania, Australia   |

## EMPLOYMENT HISTORY

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### **2024 - Present UNIVERSITY OF TASMANIA, AUSTRALIA**

#### **Position: Pro Vice-Chancellor, Campus Life**

Lead the newly formed Campus Life portfolio, including development and implementation of strategies across four divisions including Sport and Recreation, Campus Accommodation, the University Library and Cultural Collections. Leading 100+ staff with a \$33M annual budget across the University's three campuses supporting 28,000 students.

### **2018 - 2024 ULSTER UNIVERSITY, NORTHERN IRELAND, UK**

#### **Position: Director of Campus Life**

Responsible for leading student experience and commercial trading activities across the University's four campuses in Northern Ireland, supporting 25,000 students and over 1.5 million visitors each year. Direct accountability for £10M+ annual budget and four business units leading 145 staff – Sports Services, Student Accommodation, Student Wellbeing, Commercial, Catering and Retail.

### **2016 - 2018 UNIVERSITY OF TASMANIA, AUSTRALIA**

#### **Position: Executive Director, Strategic Projects and Commercial Strategy**

Led whole-of-organisation strategic projects and commercial activities. A member of the Executive Team responsible for the delivery of corporate and professional services to 2,500 full-time employees across three campuses in Tasmania. In addition to managing multiple projects, my responsibilities included the management of the Chief Operating Officers Office with an annual budget of \$5M and 10 staff. Responsible for developing the Business Case for the \$400M STEM Precinct in Hobart, successfully endorsed by Infrastructure Australia in 2018. I led the financial transaction to monetise student accommodation assets state-wide valued at \$130M.

### **2012 - 15 UNIVERSITY OF TASMANIA, AUSTRALIA**

#### **Position: Director, Sense-T Program**

Sense-T was a \$20M start-up research program to develop a sensor technology and data platform to help business make better business decisions. I held key roles during the three years of its start-up phase leading the program and preparation of the Information Memorandum for capital raising and provided governance support and advice to the Board. Impact included creation of 100 jobs and \$20M in matching funding in Tasmania from industry.

### **2009 - 12 DEPARTMENT OF ECONOMIC DEVELOPMENT, TASMANIAN GOVERNMENT**

#### **Position: Director, Enterprise Development**

Led the Enterprise Development portfolio and a team of 16 with a budget of \$4M to develop and implement business policy and strategy and deliver programs to support the growth of Tasmanian business, including development of Tasmania's 5-year Small Business Strategy.

### **2003 - 09 DEPARTMENT OF INDUSTRY, AUSTRALIAN GOVERNMENT**

#### **Position: Deputy State Manager, Tasmanian State Office, AusIndustry**

Led the delivery of \$14M in grants to improve the sustainability of over 200 Tasmanian businesses and coordinator of AusIndustry research and development programs including undertaking detailed assessments of applications against technical, commercial, financial and business management criteria. Represented Tasmania on national working groups.

## AWARDS AND ACHIEVEMENTS

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**2024 Recipient of Best Conference Program and US scholarship**

Commercial and University Business Officers, UK and Ireland

**2019 Named in the *50 Women of Influence* in Irish Sport**

Sport for Business, Ireland

**2017 Finalist, Telstra Business Women's Awards Australia**

Public Sector and Academia Category for Tasmania

**2014 UTAS Scholarship for Professional Staff**

Attend Business for Social Responsibility Conference, New York, USA

**2011 Finalist, Tasmanian Young Manager of the Year**

IOOF Tasmanian Business Leaders Awards

## BOARD MEMBERSHIP

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<b>Present</b>	Board Member, Southern Tasmania Netball Association Advisory Board Member, The Mind Games Tasmania Member, Tasmanian Leaders Inc
<b>2018-2024</b>	Chair of the Ireland Commercial and University Business Operators (CUBO) group Member of British Universities and Colleges Sport (BUCS) Member of the UK Association of Managers of Student Services in HE Board Director, Belfast Chamber of Commerce and Trade Programme Director, 25@25 Leadership Programme, Ulster University Mentor and Champion, University Leadership Program and Women's Network
<b>2016-2018</b>	Chair and Director, Crime Stoppers Tasmania Board Director and Company Secretary, Crime Stoppers Australia
<b>2014-17</b>	Board Director, Lipscombe Child Care Association Inc.
<b>2013-15</b>	Board Director, Start-Up Tasmania Inc
<b>2013</b>	Chair, Tasmanian Leaders Program Alumni
<b>2010-2012</b>	Board Director, No-Interest Loans Scheme of Tasmania Inc. Deputy President, Friends Netball Club

## 5.2e Nomination of Directors – Prof. Ben Dascombe

Nominee	Nominated by	Seconded by
Prof. Ben Dascombe (WS)	Brendan Barrett (UON)	Nick Lambert (LTU)

**Current Position Title:** Professor (Sport Science)

**Current Employer:** Western Sydney University

### What would be your key achievement in your current role to date?

A key achievement of my recent employment at Western Sydney University is the continued development of a Centre of Excellence for Sport, in collaboration with Campbelltown Council. This venture has allowed me to apply my collective experience and unique skillset around athlete development, academic programs, student academic development and capital works in developing a strategic vision for the University that ensures viability and broad service offerings. The venture will provide a bespoke facility that services University students, as well as both elite athlete and community athletes, through the establishment of a student-led athlete clinic and work-integrated learning program.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

A current challenge for UniSport is the ever-changing funding model of the broader higher education sector. Universities are under increasing financial pressures due to the changes in international and domestic student enrolments and external monetary constraints, with this likely affecting how they can support the university sport sector. To combat this, Universities must better explore and utilise its internal workforce of students within sport-relevant academic programs, in order to support student athlete development and training, as well as create sports media, business and management opportunities, particularly when looking toward Brisbane 2032.

### Why do you want to be a part of the UniSport Board?

Having studied as a sports focused student and working as a sport science academic for 20 years, I understand how important sport is for students' health, well-being and professional development. Having previously worked in and within the Australian and international sporting industries, I possess knowledge and skills that would be of value to UniSport around athlete development. As an academic, I understand the academic demands placed on students, and have direct experience in developing work-integrated learning models. As such, I possess both the expertise and skills that would allow me to give back to the current and future generations of students.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Prof. Ben Dascombe CV

## Academic Curriculum Vitae

Name: Benjamin (Ben) James Dascombe  
Nationality: Australian (citizen)  
Address: Tumbi Umbi, NSW, 2261  
Phone: available on request  
Email: [B.Dascombe@westernsydney.edu.au](mailto:B.Dascombe@westernsydney.edu.au)



## Education

- Doctor of Philosophy — Central Queensland University (2007)
- Bachelor of Human Movement Science (1st Class Honours) – Central Queensland University (2002)
- Bachelor of Human Movement Science — Central Queensland University (2001)
- Accredited Sport Scientist, Level 2, Exercise and Sport Science Australia

## Past Employment & Leadership Roles

*Current: Western Sydney University; Professor in Sports and Exercise Science*

- Senior Academic: Bachelor of Health Sciences (Sport and Exercise Science)
- Working Party Member– Campbelltown Centre of Excellence development (>\$40 million)

*2018-2023: University of Newcastle; Associate/Professor in Exercise and Sport Science*

- Inaugural Head of Discipline (Exercise and Sport Science); Deputy Head of School (Research Training - 2022)
- Program Convenor – B. Exercise and Sport Science & M. Exercise Physiology
- Executive Member of the Priority Research Centre in Physical Activity and Nutrition
- Member of the University of Newcastle Gosford Precinct Board and End-User Group (>\$80 million) as well as Central Coast Research Institute Priority-Driven Research Committee
- External member of the College of Health, Medicine and Wellbeing Level B-C Promotions Committee.
- Collaborated with Hunter Sports Centre to establish a student-led athlete testing facility.
- Collaborated with Newcastle Knights, Newcastle Jets, Central Coast Mariners.

*2016-2018: La Trobe University; Senior Lecturer in Sports and Exercise Science*

- Discipline Lead; Course Coordinator: B. Sports and Exercise Science,
- La Trobe Sports and Exercise Medicine Research Centre Executive
- Member working party - La Trobe Sports Park development (>\$75 million)
- Developed business cases to meet load projections to ensure new laboratory facilities and teaching equipment (>\$1 million).
- Collaborated with Melbourne City Football Club, Carlton Football Club, Melbourne Rebels

## Past Employment & Leadership Roles (cont'd)

2009-2015: *University of Newcastle; Lecturer/Associate Professor in Exercise and Sport Science*

2012: *Sports Authority of India, Exercise Physiology – National Women's Hockey Team*

2007-2009: *Western Australian Institute of Sport; Sports Physiologist*

2003-2007: *Central Queensland University, Associate Lecturer and PhD Student*

## External Service, Roles and Awards:

- Member of the ESSA Publications Committee and Course Accreditation Review Panel and reviewer for the ESSA Medal, Applied Sport Science grant and Tom Penrose grant.
- Member of the external advisory panels for the University of Wollongong and the Australia College of Physical Education.
- Reviewer for >20 scientific journals and for >10 higher degree research theses and >5 promotion applications across national/international Universities.
- Awarded University of Newcastle Faculty/College of Science and Engineering Research Excellence Award, Research Supervisor Award, Leadership Excellence Award, Teaching Excellence Award as well as Teaching Innovation and Design Excellence Award.

## Teaching and Learning Experience:

- Developed new tertiary courses at both UON (M. Exercise Physiology) and LTU (M. Sports Analytics, B. Sports and Exercise Science, B. Sports Coaching and Development).
- Multiple professional accreditation submissions to Exercise and Sport Science Australia.
- Designed and implemented 28 undergraduate and 17 postgraduate subjects that aligned with industry expectations and accreditation standards.
- Coordinated and delivered 15+ subjects across physiology, professional practice, research methods and exercise prescription ( $\bar{X}$  student satisfaction >85%).
- Designed and developed teaching materials encompassing various online, face to face and mixed model pedagogical models.
- Facilitated and led three international study tours to Hithadoo, Maldives for students to complete 100 hours of supervised practicum within the local community.

## Research and Engagement Experience:

- Published >130 peer-reviewed manuscripts (>50% as senior author) with a FWCI of 1.676.
- Presented or co-authored >110 presentations at various national and international conferences.
- Completed >10 PhD & >30 Honours students (>25 1<sup>st</sup> Class) with >50% supported with industry collaboration.
- Secured ~ \$1 million in external grant funding and >\$300,000 in internal support.
- Collaborative research with various sporting bodies including the AIS, QAS, WAIS, NSWIS, NRL (referees and clubs), AFL (referees and clubs), A-League clubs, Super Rugby, Cricket Australia, Surfing Australia, Paddling Australia as well as military and equine occupations.

## Example Research Publications (full [Google Scholar Profile](#)):

- Flannery, L., Secomb, J.L., Compton, H., West, M. and **Dascombe, B.J.** (Accepted) The physical and physiological capacities of junior-state female rugby league athletes. *Journal of Australian Strength and Conditioning*.
- Vickery-Howe, D., **Dascombe, B.J.**, Drain, J., Clarke, A.C., Hoolihan, B., Carstairs, G.L., Reddy, A.J. and Middleton, K. Physiological, perceptual and biomechanical responses to load carriage while walking at military-relevant speeds and loads – are there differences between males and females? *Biomechanics*. 4(3) 382-410. [doi: 10.3390/biomechanics4030027](https://doi.org/10.3390/biomechanics4030027)
- West, M., Compton, H., **Dascombe, B.J.** and Secomb, J. (Accepted) Introducing the novel deceleration threshold method: comparative reliability to previous sprint deceleration analysis methods in team sport athletes. *European Journal of Sport Sciences*. doi: 10.1002/ejsc.12278.
- Groeller, H., Larsen, P., Drain, J.R., Gibson, N, Kitcher, M., Alfiero, L., **Dascombe, B.J.** and Sampson, J. (Accepted – 18/12/2024) Infantry training outcomes: Are they improved with an initial reduction in load carriage mass and sprint intensity exercise? *British Medical Journal: Military Health*. [doi: 10.1136/military-2024-002765](https://doi.org/10.1136/military-2024-002765).
- Flannery, L., Compton, H., **Dascombe, B.J.**, West, M. and Secomb, J.L. (Accepted 23/10/2024) The association between resistance training volume load and session rating of perceived exertion in female rugby league athletes. *European Journal of Sport Science*. [doi: 10.1002/ejsc.12219](https://doi.org/10.1002/ejsc.12219).
- Stevens, C., Taylor, L. and **Dascombe, B.J.** (2017) Cooling during exercise: an overlooked strategy for enhancing endurance performance in the heat. *Sports Medicine*. 47(5) 829-841. [doi:10.1007/s40279-016-0625-7](https://doi.org/10.1007/s40279-016-0625-7).
- Stevens, C.J., Thoseby, B., Sculley, D.V., Callister, R., Taylor, L. and **Dascombe, B.J.** (2017) A comparison of mixed-method cooling interventions on preloaded running performance in the heat. *Journal of Strength and Conditioning Research*. 31(3), 620-629: [doi: 10.1519/JSC.0000000000001532](https://doi.org/10.1519/JSC.0000000000001532).

## External Research Grants:

- Bye, R., Coxon, K., Gill, B., Mayland, B. and **Dascombe, B.J.** Heat Smart Healthcare Education for Caring Professionals. NSW Health. \$100,000.
- Middleton, K., Gatin, P., **Dascombe, B.J.** and Wheat, J. Movement variability to measure physical resilience. DST Group Human Performance Research Network (HPRnet). \$480,000
- Barton, C., **Dascombe, B.J.**, Shields, N. and Taylor, N. Principles of resistance and aerobic exercise prescription and progression for musculoskeletal patients: Development of an on-line multi-media portal to support professional development. Pat Cosh Trust. \$25, 000.
- Dunstan, R.H., Roberts, T., Sparkes, D., McDonald, M. and **Dascombe, B.J.** (2016) On-going research support: Can amino acid supplementation reduce fatigue in CFS patients? A randomized double-blind placebo-based trial. Mason Foundation - \$60, 000.
- Dunstan, R.H., Roberts, T., Sparkes, D., McDonald, M. and **Dascombe, B.J.** (2015) Can amino acid supplementation reduce fatigue in CFS patients? A randomized double-blind placebo-based trial. Mason Foundation - \$90, 000.

## 5.2f Nomination of Directors – Jocie Evison

Nominee	Nominated by	Seconded by
Jocie Evison (USYD)	Tim Lee (MELB)	Brett Morley (MQU)

**Current Position Title:** Head of Events

**Current Employer:** The University of Sydney

### What would be your key achievement in your current role to date?

Having worked in the University's events space for many years on a breadth of impactful initiatives it is hard to limit this answer to just one achievement, yet spearheading the development and adoption of the University's first Event Planning and Management Policy stands out. I identified a critical gap in our governance, led a comprehensive, consultative process involving legal, risk, and events stakeholders and delivered a robust policy that limits financial and reputational risk while lifting the quality and consistency of events across the University.

Equally impactful has been founding and continuing to run the University's Events Network. This Community of Practice fosters collaboration, professional development, and knowledge-sharing among events staff. Now in its ninth year, the network continues to grow annually both in terms of content and membership, and plays a vital role in shaping the University's events culture.

In a relevant sporting context, I'm in the process of launching parkrun on the University's Camperdown campus. I see this initiative I see as a powerful way to foster student, staff, and community wellbeing and engagement. Whilst we have yet to confirm a start date, once the University of Sydney parkrun is launched, I will consider it to be a momentous personal achievement.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

Again, the challenges facing the tertiary education sport sector are multiple, with many compounding each other. One of the biggest challenges I see is finding the balance between supporting high-performance athletes and ensuring inclusive, equitable access to physical movement - and fun! - for all students, regardless of their sporting prowess. There's a critical need to shift perceptions across the student body that university sport "isn't for me", or that it is "only for the elite", and instead positioning it as "open to all".

University sport is uniquely placed to play a vital role in improving the physical, social, and psychological wellbeing of the entire student body. Creating a healthy, active campus where sport is accessible and valued by all is essential.

Underpinning all of this is the ongoing challenge of sustainable and appropriate funding, particularly in the face of current global economic uncertainty and shifting policy settings around student enrolments.

### Why do you want to be a part of the UniSport Board?

I've been actively involved in sport my whole life and after a career in the corporate world, I moved into higher education as it aligned more closely with my values. I'm at a stage in my career where I want to give back. I recently completed a Women on Boards course and have since sought a Board role where I can contribute and continue to grow. UniSport represents the perfect nexus of my passions and values, and I'm excited by the chance to add value at a strategic level while advocating for inclusive, transformative experiences through university sport.

**Do you identify as Aboriginal or Torres Strait Islander?**

No

**Attachment**

Jocie Evison CV



# JOCIE EVISON

 Available upon request.

 Available upon request.

 Sydney NSW

## EDUCATION

The University of Birmingham

*BA Hons (First Class) in Sport and Recreation Studies*

## GOVERNANCE & COMMUNITY LEADERSHIP (VOLUNTARY)

- **parkrun (sic) Founding Event Director, University of Sydney parkrun:** Currently establishing a new parkrun event, demonstrating strategic leadership, operational planning, volunteer management, and stakeholder engagement.
- **Balance Triathlon Club:**
  - **Committee Member (total over 10 years):** Extensive experience in club governance, member representation, and operational decision-making.
  - **Vice President (3 years):** Contributed to the strategic direction and governance of the club as part of the executive committee.
  - **Current Club Captain & Member Protection Officer:** Overseeing member welfare, engendering inclusivity, leading club sporting events, implementing club policies, managing compliance issues, demonstrating commitment to ethical standards and member interests.
  - **Current Ride Leader and Swim Coach**

## BOARD PROFILE

A strategic and results-oriented leader with over 25 years of experience, including significant expertise within the university sector, specialising in strategic planning, stakeholder engagement, performance monitoring and governance enhancement.

Holding a First Class BA (Hons) degree in Sport and Recreation Studies and a lifelong personal investment in sport underpinning a strong understanding of the value of sport in society alongside a firmly held belief in its importance within tertiary education.

Proven ability to translate strategic objectives into impactful initiatives, manage complex stakeholder relationships, oversee budgets and performance and foster robust governance frameworks. I am seeking to leverage extensive experience in large-scale program delivery, policy development and community sports leadership to contribute effectively as a Director on the UniSport Board.

## BOARD RELEVANT COMPETENCIES

- **Strategic Leadership & Planning:** Setting strategic direction, developing/overseeing corporate strategy implementation, performance objective setting & monitoring, policy development & implementation, driving execution.
- **Governance & Compliance:** Developing/applying governance frameworks, ensuring legal/ethical compliance, monitoring risk management frameworks, establishing delegations & authority, policy design.
- **Stakeholder Engagement & Relationship Management:** Engaging diverse stakeholders (including university members, management, community, industry & government), building effective communication channels, representing organisational interests, fostering partnerships & collaborations.
- **Financial Acumen & Oversight:** Budget development & approval, monitoring financial outcomes, assessing material investments & funding activities, driving operational efficiencies, business case development.
- **Performance Monitoring & Assessment:** Tracking organisational performance, evaluating major projects, assessing management effectiveness, reporting to members/stakeholders, implementing performance metrics.
- **Risk Management:** Identifying & monitoring operational/reputational risks, contributing to risk management framework oversight, ensuring adequate compliance systems.
- **Leadership & Oversight:** Team leadership & development, fostering resilient teams, navigating complexity.

## PROFESSIONAL EXPERIENCE

**University Of Sydney - Head of Events, External Engagement**  
01/2017 - Current

Providing strategic leadership for the University's central events portfolio, aligning activities with institutional objectives and enhancing stakeholder engagement. Directly relevant experience includes:

- Former **CanToo** Motivational Speaker
- Former Buddy Ocean Swimmer (**Blind Sports NSW**).
- **Bill Crews Foundation:** Restaurant/ Kitchen Volunteer (2023 & 2024)
- **'Raising the Bar' Sydney:** Venue Manager (2022, 2023, 2024 & 2025)

## RELEVANT PROFESSIONAL DEVELOPMENT

- Stakeholder Management
- Project Management (PMBOK)
- Strategic Marketing and Planning
- Women on Boards Presentation skills
- "Dare to Lead" (Brené Brown)
- Practical Resilience
- Women in Leadership
- Building Positive Work Relationships
- Diversity and Inclusion
- Disability confidence
- Emotional Intelligence

## OTHER ATTRIBUTES

- Fluent spoken French
- Qualified first aider
- Qualified swim coach
- Accomplished competitive athlete

## REFERENCES

Available upon request.

- **Strategic Direction & Performance:** Partnering with stakeholders to define and deliver audience-centric, data-driven event strategies; monitoring performance, ensuring strategic alignment, quality and efficiency. Overseeing annual operating plan and budget.
- **Stakeholder Engagement:** Managing extensive internal/external stakeholder consultation and relationships to ensure strategic alignment and meet diverse needs across the university community.
- **Governance & Policy:** Instigated and executed the University's first "Event Planning and Management Policy" enhancing governance and standardising practice. Conceptualised and continue to manage the "Events Network", a university-wide community of practice fostering shared standards.
- **Financial Oversight & Efficiency:** Manage central events and stakeholders events budgets; achieved 30% reduction in public program production costs through strategic sourcing and process improvement. Developed business cases for major initiatives (e.g., website event calendar).
- **Risk Management:** Implicitly manage operational and reputational risk associated with large-scale, high-profile university events.
- **Operations & Oversight:** Lead and continue to develop a high-performing team of 6. Business Owner for the corporate website event calendar and the pre-qualified event supplier panel, overseeing procurement and partner relationships.

### Awards:

- 2023 Joint winner of the Vice-Chancellor's Commendation for Outstanding Contribution to the University
- 2021 Australian Event Awards - Australian Winner of "Best Live or Hybrid Corporate Event" for Class of 2020: Celebrate Together
- 2015 Australian Event Awards - NSW "Best Community Event" Winner for the 50th Anniversary of the 1965 Freedom Ride (and runner up for "Australia's Favourite Event")

### University of Sydney - Manager, University Events

01/2014 - 01/2017

Oversaw the planning, management, and delivery of significant cross-University events, establishing foundational processes and enhancing service delivery within a new Divisional structure.

- **Performance & Operations:** Managed University-wide event program delivery, established new operational processes and documentation, oversaw the Events Office annual budget, and led a team of 5.
- **Stakeholder Relations:** Worked across university departments and with external suppliers to ensure consistent and appropriate event support services.
- **Compliance & Procurement:** Oversaw procurement of the University's first pre-qualified supplier panel for event services.

## University of Sydney - Events Manager

01/2009 - 01/2014

Managed the Alumni Events Office, focusing on raising the University's profile amongst alumni and the community through a strategic events program.

- **Strategy & Planning:** Led overall planning and management of the annual alumni events program, developed event proposals and business cases.
- **Communication & Reporting:** Managed and edited a biannual publication for University Public Events.
- **Financial & Team Oversight:** Managed the Alumni Events Office annual budget and led a team of 4.

## Self Employed - Just The Person, Event Producer

01/2004 - 01/2009

Provided freelance senior event production and management services to diverse clients, including event management companies, experiential marketing agencies, and end-user clients globally. Demonstrated adaptability, project management excellence, and client relationship skills.

## 5.2g Nomination of Directors – Dr Stacey Jenkins PhD

Nominee	Nominated by	Seconded by
Dr Stacey Jenkins (CSU)	Michael Collins (BOND)	Shelley Valentine (UNSW)

**Current Position Title:** Executive Director Safety Security and Wellbeing

**Current Employer:** Charles Sturt University

### What would be your key achievement in your current role to date?

A key professional achievement to date is the publication of our universities first sexual violence prevention and response report, and our first co-designed Student Wellbeing Framework. The framework has recently been endorsed by our Vice Chancellor and embodies our commitment to empowering students to thrive, addressing mental health and wellbeing, healthy lifestyles, respectful relationships, and safe environments. It reflects our dedication to supporting each unique student and includes actionable steps to enhance student wellbeing and success. This initiative underscores our proactive approach to navigating the complexities of modern education and fostering a supportive university community.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

I believe, from an Australian context, a current challenge for university sports is declining student participation, driven by competing priorities and limited funding. Students balance academic pressures, part-time work, and social commitments, leaving limited time for sports. Unlike the US, Australian university sports lack commercial enterprise and funding. Given current fiscal constraints within the University sector, and government policy, several universities are needing to prioritise academic facilities over sports, leading to outdated infrastructure and reduced programme offerings. This hampers talent retention and programme appeal. The sector is thus hampered, and student wellbeing and campus community cohesion is threatened.

### Why do you want to be a part of the UniSport Board?

With a PhD and Masters in Human Resource Management, and 20 years in professional and academic roles, I'm driven to join the UniSport Board to advance university sport, particularly in regional areas. Based on my experience as a club youth football manager for Capital NPL and keen sportsperson, I'm passionate about fostering student wellbeing through sport. I plan to undertake the Australian Institute of Company Directors course in 2025 to enhance my governance skills. My strategic leadership and stakeholder engagement will boost participation for regional students facing access barriers, aligning with UniSport's mission to deliver inclusive, impactful sporting opportunities nationwide.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Dr Stacey Jenkins CV

# Dr Stacey Jenkins

Experienced Health Safety and Wellbeing professional with a passion for creating environments where individuals can thrive. I collaboratively engage my people and culture and leadership skills with my strategic and risk management management experience to develop and implement initiatives that effect sustainable organisational change and support a safe, secure and inclusive culture. For more details please see: [Stacey Jenkins | LinkedIn](#)

## Contact +++

available on request



[sjenkins@csu.edu.au](mailto:sjenkins@csu.edu.au)



available on request



[Stacey Jenkins | LinkedIn](#)

## Education +++

2015

Doctor of Philosophy (Ph. D)  
*Charles Sturt University*

2006

Graduate Certificate in University  
Leadership and Management  
*Charles Sturt University*

2002

Master of Human Resource Management  
*Charles Sturt University*

2002

Bachelor of Business (Human Resource  
Management)  
*Southern Cross University*

2015

Diploma of Vocational Education and  
Training  
*Healthy Business Training Academy*

Diploma of Training Design and  
Development  
*Healthy Business Training Academy*

2011

Certificate IV in Training & Assessment  
*TAFE NSW*

## +++ Professional Experience

### Current employment

#### EXECUTIVE DIRECTOR

*Division of Security, Safety, and Wellbeing, Charles Sturt University*

Provide leadership across the University on the provision of appropriate staff, student and stakeholder safety, security and wellbeing services. Responsible for ensuring compliance with relevant legislative obligations and external stakeholder requested practices.

- + Lead the overarching safety, security and wellbeing for staff and students across the university
- + Manage compliance requirements, including work health safety, workers compensation and injury management and TEQSA student wellbeing matters across the University's regional footprint, including student misconduct, advocacy appeals, accessibility and inclusion, and gender-based violence obligations.
- + Offer accurate and comprehensive reporting to various governance committees including University Council, Audit and Risk Committee, Student Senate, Student Experience Committee and People Committee (the latter of which I am a Co-Chair).
- + Manage the universities incident reporting management system (which has included being Co-Chair of the IRMS Steering Committee)
- + Manage the organisations safety management system.
- + Oversee enterprise security and crisis management.
- + Foster a strong, sustainable safety culture across the diverse sites and complex operational environment.

2022

#### ASSOCIATE DIRECTOR HEALTH SAFETY AND WELLBEING

*Division of Safety Security and Wellbeing, Charles Sturt University*

Provide professional expertise and leadership for matters relating to health, safety, and wellbeing at Charles Sturt University, with a particular focus on culture, workplace health and safety systems, risk management, robust injury management and delivering on a holistic wellbeing strategy.

- + Implementation & continuous improvements of ISO45001 & 45003 systems.
- + Management of workers compensation and injury management claims.
- + Develop, review and facilitate the operation of the Organisations equity, diversity, inclusion, and wellbeing policies, procedures, and resources.
- + Manage statistical data and prepare business reports and presentations.
- + Manage staff wellbeing programs and initiatives across the University's regional footprint.

## Professional Memberships +++

- Australian and New Zealand Mental Health Association +
- Australian New Zealand Student Services Association +
- Australian Universities Safety Association +
- Charles Sturt University Workforce Wellness Research Unit +
- Charles Sturt University Gulbali Research Institute +

## Awards and Recognition +++

- Staff Excellence Award – CSU 2024 and 2021 +
- Outstanding Doctoral Thesis Award CSU 2016 +
- Early Career Research Scholarship NCVET 2018 +
- Personal Business Rotary Achiever Award 1995 +

## Skills and Personal Attributes +++

- Strategic and risk management skills +
- Authentic leadership and management skills +
- Exceptional written and oral communication +
- Crisis management, conflict resolution, negotiation and problem solving +

## Referees +++

available on request

## 2003 – 2021

ACADEMIC ROLES – Sub Dean Learning and Teaching, Acting Head of School, Associate Head of School, Senior Lecturer, Lecturer  
*Faculty of Business Justice and Behavioural Sciences, Charles Sturt University*

Provide academic leadership in the development and delivery of learning and teaching and research activities and in the operational management of the school.

- + Ensure governance, academic risk management and operational frameworks are in place to support compliance with relevant legislation, University policy, professional accreditation requirements and higher education standards. This includes assisting in the provision of effective governance of the enterprise activities associated with the School.
- + Develop and maintain a culturally safe environment for staff and students

## 1999-2003

NATIONAL HUMAN RESOURCES MANAGER

*The GEO Group (previously Australasian Correctional Management)*

Provide strategic management, change management, and HR planning for seven immigration and processing centres across Australia. Deliver quality advice and support to leaders and site human resource managers in relation to people management across all stages of the employee lifecycle.

- + Develop and execute HR strategies aligned with organisational goals.
- + Lead and manage organizational change initiatives
- + Manage workforce planning and talent management
- + Create and enforce HR policies and procedures.
- + Manage end-to-end recruitment processes, including administering psychometric testing.
- + Develop and manage remuneration packages in line with staffing plans and budgets.
- + Represent the organisation in industrial advocacy and tribunal matters.
- + Ensure compliance with OH&S standards (NSCA – 5 star).
- + Oversee payroll processing and staff rostering.

## +++ Publications Grant and Presentations

Extensive research outputs, grants and publications can be viewed on my [CRO Record](#), [ORCID record](#) and [Google Scholar](#). My research passion is on measuring the effectiveness of wellbeing programs. I have been an invited speaker at the NSW Department of Education Futures Conference, *Attracting and retaining women into male dominated trades: Understanding resilience*. I was then requested to part of NSW Roadshow – across 6 regions. Some other invites include being an invited speaker and panel member for the Women's Agenda on the topic [Burnout](#); and an invited speaker and facilitator for a number of International Women's Day Events – see the most recent [here](#).

## +++ Community and Sport Involvement

Youth Manager (Boys NPL Capital Football) – 2022 - 2023  
*Wagga City Wanderers Football Club*

Member Protection Officer 2024  
*Wagga City Wanderers Football Club*

Team Manager (Boys NPL Capital Football) – 2020 - 2021  
*Wagga City Wanderers Football Club*

Camp Counsellor USA

## 5.2h Nomination of Directors – Ms Belinda Johnson

Nominee	Nominated by	Seconded by
Belinda Johnson (UTS)	Steven Harrison (RMIT)	Brendan Hoey (WS)

**Current Position Title:** Chief Financial Officer

**Current Employer:** University of Technology Sydney

### What would be your key achievement in your current role to date?

My most significant achievement has been my leadership impact within the Executive and Council, driving support for a new financial plan that aligns with UTS 2030.

I am particularly proud of this accomplishment as it involved introducing best practices and innovative thinking to strategic and financial planning, adapting strategic investment approaches, all while being relatively new in my role.

Building relationships with the VC, Chancellor, and key leadership team stakeholders has been crucial in garnering support. I am deeply committed to the support required in my role at UTS and within the sector to drive the necessary sustainability.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

At the heart of the University Sport sector are the students.

Ensuring students achieve engaging and empowering sport experiences whilst at University is known for contributing to long term success. Ensuring the sector and students continue to understand the value of sport will be a key challenge.

Related to this, adapting to the ever changing social demographics and generational changes will be a challenge. Similarly, well-being focus, affordability and technology advancements will be key challenges in ensuring that the value of sport remains understood and embraced. With the University sector going through significant change, remaining relevant is critical.

### Why do you want to be a part of the UniSport Board?

I am passionate about sport and student success, and I believe my skills can significantly contribute to the UniSport Board.

With over a decade in professional executive roles, I see this opportunity as a perfect fit with my values and passions.

I believe that the sector is at a crucial juncture and it will benefit from diverse industry skills and a strong commitment to its success.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Belinda Johnson CV

Belinda Johnson | CA | GAICD  
 CFO | Finance Director | Business Transformation  
 Change management | Inclusive leader | Strategic thinker  
 Higher Education | Health care | FMCG | Top 4

 [\(3\) Belinda Johnson | LinkedIn](#)  
 available on request  
 available on request

## PROFILE

Making a difference and contributing to joy is a large part of my leadership. Throughout my career, I have had many invaluable experiences across Higher Education, Health Care, FMCG and Professional services where I developed broad and deep functional and leadership skills.

I bring hands on strategic and technical experience, resilience, loyalty and edge. I enjoy moving from strategy to execution with ease in both commercial and corporate roles. I am a trusted advisor to the C-suite and Board with an inclusive leadership style focused on strategy, outcomes, culture, and engagement.

Driving value, through an understanding of key performance levers and developing great teams has been key to my successes and ongoing development. I thrive in complex and large organisations. I enjoy working on big hairy audacious goals in cross functional teams, celebrating with the team on our small and big wins, consistently moving the dial from good to great.

## EXECUTIVE SNAPSHOT

*No current Board positions*

Chief Financial Officer	University of Technology, Sydney	July 2023 – Current
Acting Group CFO / GM Finance Transformation Lead	St Vincent’s Health Australia	Nov 2016 – June 2023
Finance Director, Vietnam	Diageo PLC, Australia	March 2016 – Sept 2016
Head of Supply Finance, Aust	Diageo PLC, Vietnam	Dec 2013 – Feb 2016
Commercial Finance Manager	Diageo PLC, Australia	July 2009 – Nov 2013
Supply Chain analyst	Diageo PLC, Australia	June 2006 – July 2009
Senior Accountant	Diageo PLC, Australia	Aug 2004 – May 2006
	PricewaterhouseCoopers	1998 – July 2004

## KEY SKILLS

Business transformation	Strategy & Commercial Finance	Executive leader
C-Suite & Board advisor	Strategic leadership	Corporate Finance
Investor relations	Stakeholder engagement	Performance management

## EDUCATION & PROFESSIONAL DEVELOPMENT

Keen interest in commencing a Masters

Company Directors Course, Graduate	Australian Institute of Company Directors (AICD)
Gallup / LSI / Heart of Leadership	Professional development (various)
Chartered Accountant (CA)	Chartered Accountants Australia & New Zealand
Bachelor of Business (Finance & Accounting)	University of Technology, Sydney



## KEY ACHIEVEMENTS

- **Executive leadership of complex & large-scale operational business transformation:** CFO leadership of Higher Education transformation program. Strategy to execution leadership across supply chain, procurement, and finance for \$3bn Health care group during COVID
- **Cyber and remediation risk management:** Large-scale cyber-attack outage management, multi-year highly complex payroll remediation, and Healthcare COVID performance management
- **Financial leadership of commercial investment prioritisation & capital management pathways:** Supporting C-Level and the Board with long term financial strategy, >\$1bn investment pipeline strategic
- **Leadership of multiple successful acquisitions:** term sheet management, financing, and back-office acquisition integration including \$100m 3 site operation during COVID (virtual back-office integration)



## PROFESSIONAL EXPERIENCE

### University of Technology, Sydney

July 2023 – Current

#### Chief Financial Officer

*UTS is a \$1.3bn public teaching and research university based in Sydney. Our vision is to be a leading public university of technology recognised for our global impact. We are defined by how we support our communities to thrive, economically, socially and culturally, and measured by the success of our students, staff and partners. UTS offers over 300 undergraduate and postgraduate courses across traditional and emerging disciplines.*

*The CFO is accountable for leading the Finance Unit to guide the commercial sustainability of UTS. The role provides strategic direction, plans, policies, tools, financial systems, analysis and reporting to support the University in achieving its strategic objectives and informing executive decision making. It is a high-profile role that reports to the Finance Committee and Audit & Risk Committee of Council.*

- **Leadership and direction** – Creation and fostering an engaged, high performance, collaborative, collegial, and service orientated culture in the Finance Unit
- **Strategy formation & implementation** – functional and broad leadership transformation impact across the University, including people, process, technology, operating & service models
- **Business planning** – development of the Corporate plan with University Strategy and Leadership roles, leading financial planning and budgeting to ensure alignment with University strategy

#### *Key Achievements:*

- **Strategic planning leadership impact** – Lifting the Finance unit from a transactional service delivery to a strategic partner. This has included uplifting commercial acumen across performance management short term, and long-term finance enabler of the University strategy
- **Development of investment prioritisation framework that enables Strategy** – supporting C-suite and Board on a progressive and informed investment prioritisation framework to support strategic delivery. This involved testing long held norms and forming strong relationships across Leadership team
- **Executive strategic program delivery** – Development and execution of large scale strategic programs of work including ERP transformation (leadership role beyond Finance), and Employee Entitlements review (Executive Sponsor)

### St Vincent's Health Australia

Nov 2016 – June 2023

#### Acting Group Chief Financial Officer / GM Finance

*SVHA is a \$3bn Health Care group with multiple non-listed companies providing Private Hospital, Aged Care and Public Hospital services. SVHA is the nation's largest private for purpose health and aged care provider.*

*Quasi-Deputy CFO role, reporting to the Group CFO and trusted advisor of the Group Executive. Acting Group Chief Financial Officer during transition of the CEO office. In this role, I supported the SVHA Board, Divisional CEO and CFOs in responsibilities across all aspects of Finance & Investment and extensive aspects of Audit & Risk remit.*

- **Direct accountability corporate functions \$100m & \$1.5bn transactional cost control** – 10 legal entities, 65FTE shared service leadership (Private Hospitals, Care Services & Group)

- **Corporate Finance & Board Leadership** – responsible for all Board Finance & Investment Committee requirements, plus extensive support for the Audit and Risk Committee Directors
- **Investment prioritisation and long term financial strategic advisor** – trusted C-suite and Board advisor for group wide > \$1bn investment pipeline
- **Corporate finance leadership** – Investor relations, financial governance and compliance, treasury, including management of \$500m debt facility

*Key Achievements:*

- **Executive Leadership of Supply chain, procurement and finance back-office transformation** – From strategy development to multiyear program delivery with vendor management, 2 ERPs to 1
- **Risk management and leadership of complex, large scale risks** – Cyber-attack management initiation on BCP, remediation & recovery. Ensured sustainable operations, team engagement and culture
- **Promoted to Acting Group CFO** – April – October 2022 with changeover in the Group CEO office
- **Development of investment prioritisation and long-term financial plan** – supporting C-suite and Board on informed strategic planning, moving finance from a reporting function to a value-add partner

**Diageo PLC**

Transformation Lead  
 Finance Director, Vietnam  
 Head of Supply Finance, Aust  
 Commercial Finance Manager  
 Supply Chain analyst

**August 2004 – Sept 2016**

March 2016 – Sept 2016  
 Dec 2013 – Feb 2016  
 July 2009 – Nov 2013  
 June 2006 – July 2009  
 Aug 2004 – May 2006

*Diageo PLC is a multinational alcoholic beverages company, boasting premium brands such as Johnnie Walker, Smirnoff, Baileys, Guinness, and part share of Moet. NY & UK listed entity.*

*Recognised consistently for delivery of great performance and leadership, I was promoted through various senior roles with Diageo Australia \$1bn GSV business, and then to Finance Director, Vietnam South East Asia.*

**Key achievements**

- **Vietnam Financial Director** – end to end review of strategy and operations, including route to market analysis and establishment of treasury capital plans supported by long term financial plan
- **Value generation** – Business development lead for new business, brand value engineering and other cost opportunities. Included \$20m warehouse business case centralisation initiative and various initiatives to achieve “zero COGS increase”, a particularly ambitious target given reduced volume sales
- **Best in class compliance** – satisfactory closure of Vietnam customs transfer pricing risk, internal and external controls management best in class delivery as well as ATO and ACS stewardship
- **Australian Tax change performance crisis management** – National decision support leadership during significant alcohol tax change including supporting scenario analysis

**PricewaterhouseCoopers**

Senior Accountant (from Undergraduate Accountant)

**1998 – July 2004**

- Client facing roles, increasing remit with size of team and complexity of audits
- Audit advisory services, specialising in Financial Services. Clients included insurance, banking and investment (Macquarie Bank, Colonial First State, Munich Reinsurance, QBE and Zurich)

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*References available on request*

## 5.2i Nomination of Directors – Mr Nick Lambert

Nominee	Nominated by	Seconded by
Nick Lambert ( LTU)	Jamie Ball (MDU)	Brett Morley (MQU)

**Current Position Title:** Senior Manager, La Trobe Sport

**Current Employer:** La Trobe University

### What would be your key achievement in your current role to date?

Construction and management of the La Trobe Sport \$200mil Sports Park. This unique facility combines teaching research and community use and is attracting approximately 1 million people to per year.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

Staying relevant in times of changing legislation, greater scrutiny over spending and uncertainty over government legislation.

### Why do you want to be a part of the UniSport Board?

I like the recent direction UniSport has taken with international relevancy through the Healthy Campus program, additional revenue streams through the ADF/Adecco program and believe that me sector knowledge can benefit the Board.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Mr Nick Lambert CV

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## Curriculum Vitae

### Personal Details

Name: **Nick Lambert**

Email: [n.lambert@latrobe.edu.au](mailto:n.lambert@latrobe.edu.au)

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### CAREER SUMMARY

I have been involved in project & facility management, club, and business development as well as training and education in the sport, higher education, and financial services industries.

Throughout these positions I have led a variety of stakeholder partnerships from large corporate multinational organisations, tertiary institutions, all levels of government and smaller community based not for profit clubs and associations.

#### **TITLE Senior Manager, Sport Infrastructure and Operations**

#### **COMPANY NAME La Trobe University - La Trobe Sport**

- Senior Manager of the La Trobe Sport comprising of 20 full time and 120 casual staff members across Bundoora and Bendigo campuses.
- Responsibility for strategic direction and budgeting within areas of infrastructure and operations, business development and marketing, student programs, elite athlete program, sport partnerships, community programs and health and fitness.
- Member of the project steering committing and executive user groups for \$200 million development of La Trobe University Sports Park.
- Operational responsibility for Sports Park Precinct attracting over 1 million people annually.
- Oversight over all La Trobe Sport programs, operations, infrastructure & representative teams.

### QUALIFICATIONS

- Master of Business Administration - Curtin University
- Bachelor of Business Sport and Leisure Management (Honours) – La Trobe University

### COMMITTEES BOARDS AND WORKING GROUPS

- Australian Institute of Sport – Elite Athlete Education Network Steering Committee
- UniSport Australia – Advocacy Working Group Committee, National Forum Working Group, Healthy Campus Working Group
- North East Blaze Netball Club – Victoria Netball League Committee, Lower Eltham Cricket Club Committee
- La Trobe Sports Park Project Steering Committee Precinct Operations Committee, Football Victoria Project Control Group, Rugby Victoria Project Control Group

## 5.2j Nomination of Directors – Brett Lavale

Nominee	Nominated by	Seconded by
Brett Lavale (MON)	Jamie Ball (MDU)	Brett Morley (MQU)

**Current Position Title:** Director of Sport

**Current Employer:** Monash University

**What would be your key achievement in your current role to date?**

- Significant participation and revenue growth.
- Program/service/event innovation/diversification.
- Substantial asset planning and reinvestment.
- Leadership/ change management of multiple teams.
- Stakeholder relationship development.
- Strategic planning development and endorsement.

**What do you feel is one of the biggest challenges being faced by the university sport sector at present?**

- Funding/resourcing.
- Remaining relevant in a cost constrained environment.
- Innovation/evolution.
- Balancing formal sport and informal sport.
- Equity, diversity and inclusion.

**Why do you want to be a part of the UniSport Board?**

In September 2024 I took over Monash University’s clubs, varsity and elite athlete program activities and I’m now in a position to contribute to the sector directions in these areas.

I will bring significant strategic planning and operational management experiences in the sports sector to the board.

I have extensive sport experience as an athlete, coach and parent, as well as a professional.

**Do you identify as Aboriginal or Torres Strait Islander?**

No

**Attachment**

Brett Lavale CV



# BRETT LAVALE

## CONTACT

Address: available upon request  
Email: available upon request  
Mobile: available upon request

## SOCIAL MEDIA

 [linkedin.com/in/brett-lavale-61610134/](https://www.linkedin.com/in/brett-lavale-61610134/)  
 available upon request

## EDUCATION

- Master of Management (Deans Award) *Monash University 2012*
- Bachelor of Applied Science (Human Movement) *RMIT University 1994*
- B Licence Football Coach *Football Federation Australia 2017-renewed*

## CAREER SKILLS

Strategy

People Leadership

Change Management

Project Management

Coaching

## FOOTBALL COACHING

Skill Acquisition

Sports Science

Football Philosophy

Leadership Development

UniSport Australia 33rd AGM Papers

## PROFILE

Extensive leadership, operational management and strategic planning experience gained over 25 years in the government, private and tertiary education sectors. A strong reputation for creating service-focused teams which deliver exceptional results, built on a genuine commitment to creating competitive business advantage through people.

Specialties:

- Strategic & Operational Planning
- Leadership and Resource Management
- Financial Management and Growth
- Brand and Service Positioning
- Coaching

## PROFESSIONAL EXPERIENCE

### ***Director, Monash Sport at Monash University July 2013 – present***

Overall responsibility for and strategic management of the Monash Sport directorate within the Campus Community Division at Monash University. Key achievements include:

- Business Growth:
  - Successfully grown annual participation to over 1.2 million visits per annum (Ranked first in GO8 for total program/membership enrolments and 2nd in GO8 for total visits).
  - Achieved significant year-on year revenue growth.
- Quality Customer Service
  - Student Net Promoter Score of 83.5.
  - Achieved a broad network of strategic partnerships and relationships (to develop and execute a program of significant student engagement events on campuses).
- Innovation:
  - Developed and executed a range of innovative programs for the student cohort. E.g. Free Water Wise swimming program which has educated 4,500 students in swimming and water safety skills and Staff Wellness Activity Program (SWAP) with over 2,000 annual participants.
  - Monash Sport has won external industry awards for the innovative Clayton Fitness Centre, University Staff Wellbeing and Activity Program (2,000 participants per annum) and the Water Wise Program.
- Leadership & Management:
  - Developed team-based performance culture (total 300 staff members across 3 sites).
  - Re-engineered staff structures for optimal performance.
  - Developed and implemented best practice processes.
- Capital Investment & Renewal
  - Driven capital improvement program of over \$60 million (by mid 2020).
  - Reconfiguration of assets to multi-use format to increase programming.

## VALUES

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- Family
- Integrity
- Communication and Honesty
- Health, Fitness and Physical Activity
- Passion
- Ambition/Achievement
- Lifestyle

## DISC PROFILE

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High D – Dominance  
High I - Influence  
(equal scores)

## VIA STRENGTHS PROFILE

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1. Love
2. Leadership
3. Perseverance
4. Bravery
5. Zest
6. Honesty

## PARADIGMS

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- “A good plan now is better than a great plan tomorrow”.
- “Culture eats strategy for breakfast”.
- “Do not put off what you can do today, until tomorrow”.
- “Authentic leadership means knowing and living your values and principles”.
- “High performing teams care for people and care for performance”.
- “All systems are flawed, some systems are useful”.
- “I observed, I think, I feel, I want”. (feedback model)
- “Outside comfort zone = where the magic happens”

### ***Group Manager Monash Sport at Monash University March 2005 – June 2013***

Effectuated significant paradigm change and transformational leadership change to re-position the service delivery and performance of complex sport, fitness and recreation services & programs, asset refurbishment projects, staff structure reconfiguration, financial controls & growth strategies, marketing mix realignment and operational procedures across Monash University's six Victorian campuses (at that time).

### ***Senior Consultant Stratcorp Consulting February 2003 – March 2005***

Delivered innovative strategic planning solutions to optimise the planning, development and operation of sports, recreation and entertainment facilities.

Projects included strategy development, master planning, feasibility studies, sports facility design, business planning, stakeholder consultation, demand assessment, operational performance reviews and management auditing for a range of local and state government clients as well as state and national sports organisations.

### ***Centre Manager Monash Aquatic & Recreation Centre May 2001 – February 2003***

Recruited, developed and led a team of highly motivated staff to plan, start up and operate one of Melbourne's flag ship aquatic, fitness and leisure operations, featuring Australia's largest indoor wave pool facility.

Positioned the operations to achieve excellent results in the following areas:

- Financial performance
- Leadership & team culture
- Strategic stakeholder relationships and program partnerships
- Participation growth
- Customer experiences and service
- Implementation of systems and processes
- Asset & facility optimization

### ***Centre Manager Harold Holt Swim Centre May 2002 – November 2002***

Operational management of one of Melbourne's most iconic aquatic, fitness and leisure operations through a transitional period for the venue. Key enabler in championing cultural and operational change paradigms which were operationalised and embedded to lead to significant performance improvements including participation and revenue growth.

### ***Centre Manager Aqualink Nunawading Julne 2000 – May 2001***

(Maternity Leave Role, upon returning from overseas travel)

Started up recently refurbished fitness centre, creche, cafe and leisure swimming pool operations and drove participation growth and revenue growth. Restructured the staff structure and led functional improvements in all areas, especially customer service. Introduced substantial process improvements.

Built strong relationship with Nunawading Swimming Club leaders, one of Australia's leading swimming clubs.

**Centre Manager Melton Waves Leisure Centre  
February 1997 – December 1998**

Leadership of one of Melbourne's leading western aquatic, fitness and leisure facilities and improved financial performance by over \$500,000 in the first year. Realigned staff team roles and expectations.

Implemented quality assurance procedures (ISO 9001) and introduced new events, programs and enhanced participation and revenue growth.

Created a positive relationship with Melton Shire Council decision makers and officers.

**Assistant Manager Knox Leisure Works  
January 1994 – January 1997**

Management of the aquatic, health & fitness and operations business units in a large multi-faceted leisure and aquatic facility to optimise service, staff management, contractual relationships and financial performance.

Led key projects such as the refurbishment of the pool plant infrastructure and the improvement of the leisure pool facility. Led major events such as community festivals that were conducted at the venue.

## VOLUNTEERING ROLES

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<b>February 2018 – December 2021</b>	Sports Facilitator and Coach - School Academy Old Orchard Primary School
<b>March 2018 – November 2018</b>	Football (Soccer) Coach Old Orchard Primary School
<b>May 2017 – April 2018</b>	Leadership Program Creator & Coach Box Hill United Soccer Club
<b>August 2016 – August 2017</b>	Football Committee Member Box Hill United Soccer Club
<b>August 2016</b>	School Camp Helper – Volunteer Old Orchard Primary School
<b>April 2015</b>	School Camp Helper – Volunteer Old Orchard Primary School
<b>January 2014 – December 2014</b>	School Council President Old Orchard Primary School
<b>January 2013 – December 2013</b>	School Council Representative Old Orchard Primary School

## AWARDS

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2021 Vice Chancellors Award for Occupational Health & Safety, Monash University

2016 Vice Chancellors Award for Exceptional Performance by Professional Staff, Monash University

2012 Deans Award for Academic Excellence - top 3%, Monash Business School, Monash University

2012 Leading Project Management Student, Monash Business School, Monash University

## SPORT & FOOTBALL (SOCCER) COACHING EXPERIENCE

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- 2019 – Coach Futsal U14 elite squad, Melbourne Dragons Futsal Club (Melbourne Premier League champions)
- 2019 – Coach Futsal U12 elite squad, Melbourne Dragons Futsal Club
- 2018 – Coach Futsal U13 elite squad, Melbourne Dragons Futsal Club (Gold Coast International runners up)
- 2019 – Coach Futsal U11 elite squad, Melbourne Dragons Futsal Club (Gold Coast International semi finalists)
- 2018 – Coach Futsal U13 elite squad, Box Hill United Soccer Club (Action Sports champions)
- 2018 – Coach Futsal U11 elite squad, Box Hill United Soccer Club (Action Sports champions)
- 2018 – Coach Under 11 kangas squad, Box Hill United Soccer Club
- 2017 – Coach Under 10 kangas squad, Box Hill United Soccer Club
- 2017 – Coach Futsal U12 elite squad, Box Hill United Soccer Club (Action Sports champions)
- 2017 – Coach Futsal U10 elite squad, Box Hill United Soccer Club (Action Sports champions)
- 2016 – Coach Under 9 kangas squad, Box Hill United Soccer Club
- 2016 – Coach Under 11 kangas squad, Box Hill United Soccer Club
- 2015 – Coach Under 10 kangas squad, Box Hill United Soccer Club
- 2015 – Coach Under 8 kangas squad, Ashburton United Soccer Club
- 2014 – Coach, Under 8 kangas squad, Ashburton United Soccer Club
- 2013 – Coach, Under 9 kangas squad, Ashburton United Soccer Club
- 2011 – Volunteer Coach, grade prep, grade 1, grade 2/3 indoor soccer teams
- 2010 – Volunteer Coach, Milo Cricket Program (Kinder, Prep, Grade 1 & 2 age groups), Blackburn Cricket Club
- 2011 - 2013 – Volunteer Coach, Auskick AFL Program (Prep age group), Blackburn Football Club
- 2008 and 2009 – Assistant Coach, Monash University Soccer Club, First Team Squad (third place)
- September/October 2008 - Head Coach, Monash University Australian University Games Men's Soccer Team – Bronze Medal, Melbourne
- August 2006 – Head Coach, Monash University, Southern University Games, Men's Soccer Team – Silver Medal, Ballarat
- 1995 – Monbulk Soccer Club U/18 Youth Coach – South Eastern Division 1

## REFEREES

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## 5.2k Nomination of Directors – Mr Mario Milanovic

Nominee	Nominated by	Seconded by
Mario Milanovic (WS)	Kathleen McCaskie (ANU)	Ed Smith (USYD)

**Current Position Title:** Executive Director, Finance

**Current Employer:** Western Sydney University

### What would be your key achievement in your current role to date?

My key achievement as the Executive Director, is ensuring the financial viability and sustainability of the University. Providing leadership and direction in financial management, both for my direct team and the executive of the University. With over 27 years of experience in HE, I have the in depth knowledge and understanding of the sector and its role in society. This experience provides me with ability to inform strategic planning and provide strategic financial advice. Further achievements include unqualified financial statements across many years

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

There are a few challenges for the sector. I feel one of the key challenges is ensuring appropriate sustainable funding is provided to support not only the sports activity, but to develop and grow the advocacy, health and wellness benefits of sport and exercise for our students and broader communities. The HE sector is at a cross roads at the moment, and ensuring that student experience and well being is at the forefront of our mission is more critical now that ever before.

### Why do you want to be a part of the UniSport Board?

As a member of the FARM committee, I have gained a greater appreciation of the role UniSport plays in the HE sector. Sport has been part of my life forever. I believe the benefits of Sport and Exercise transcends all aspects of life, and being part of an organisation like UniSport gives me the opportunity to use my knowledge and experience to influence the future strategic growth and development of Sport across the HE sector and society in general. It would be a great honor to be on the Board to directly impact this future direction.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Mario Milanovic CV

# MARIO MILANOVIC

FINANCE EXECUTIVE

## CONTACT

 available upon request

 m.milanovic@westernsydney.edu.au

 Erskine Park, Sydney NSW

## PROFILE

I am an FCPA and GAICD qualified, extensively experienced, skilled and motivated finance executive with over 27 years of senior finance management experience in the Higher Education industry in Australia.

My key specialties include- strategic financial advice, budgeting and forecasting; financial analysis, including financial modelling; financial system development, implementation & improvement, quality assurance, change management and project & business partnering and client relationship management.

## SKILLS

- strategic and financial analysis expert
- process improvement and implementation
- budget development
- change management
- business partnering/customer centric
- commercial evaluation and financial reporting

## EXPERIENCE/LEADERSHIP

### *Executive Director, Finance*

*2024 to Current*

- Key member of the University's Senior Management with the responsibility of managing the University's financial affairs together with those of the University's entities.
- The primary purpose of the role is to provide the University and its entities with experienced and sound financial leadership in support of its core business, entrepreneurial and organisational direction. This includes the development of appropriate policies, systems, and initiatives to support the business and financial planning strategies in the ongoing development of the University. The role is responsible for all functions of the Finance portfolio including the core functional areas of Finance Performance and Analysis, Finance Business Partnerships, Treasury, and Financial Services, Financial Accounting, Tax and Insurance and Travel, ensuring appropriate alignment and compliance with the University's Strategic Plan and statutory requirements
- Provides overall leadership and managerial responsibility for the functional units within the Office of Finance, together with the financial operations of its entities and works with the Unit directors and managers, each of whom have relevant professional credentials and expertise in their respective areas.

## EDUCATION/QUALIFICATIONS

AICD	Graduate of Australian Institute of Company Directors- Aug 2023
FCPA	Fellow of the CPA - November 2017
CPA	CPA – Certified Practising Accountant Program – an internationally accredited professional body - Feb 2005
University	Bachelor of Business (Accounting) – Charles Sturt University - 2002

- Graduation of Australian Institute of Company Directors (GAICD)
- FCPA accounting accreditation status
- UniSuper Consultative Committee member – Employer representative
- UniSport Australia – Finance, Audit and Risk Management Committee
- WSU The College – Finance, Audit and Risk Committee
- PCG and Steering committees – commercial and property development, academic program development, International and TNE establishment
- Professional Mentor – University Corporate program
- President, National Social Golf Association (AUSCRO)
- Auditing and Treasury Services – P&F committee, local sporting associations

## 5.2I Nomination of Directors – James Morgan

Nominee	Nominated by	Seconded by
James Morgan (RMIT)	Aimee Purcell (UTS)	Nick Lambert (LTU)

**Current Position Title:** Chief Financial Officer

**Current Employer:** RMIT University

### What would be your key achievement in your current role to date?

My most significant achievement in my current role has been providing the financial leadership to return the University to an operating surplus in 2024, following several years of operating deficits and financial challenges driven by the impacts of COVID.

This turnaround involved a number of key deliverables:

- Developed long-term scenario modelling for various international and domestic student cap scenarios, along with corresponding strategic actions to address.
- Collaborated closely with Colleges and our Marketing team to allocate student caps optimally across Colleges.
- Led a University-wide exercise to re-baseline Professional staff FTE targets, delivering an annualised benefit of \$12 million.
- Ensured financial targets for Colleges and Portfolios were equitably set, aligned to University-wide strategic objectives, and based on transparent assumptions—with constrained resources prioritised and allocated to areas of greatest need.
- Led a competitive tender process to refinance \$250 million in debt facilities, reducing financial sustainability risk in light of ongoing government policy uncertainty.
- Finalised the University’s investment strategy, including the creation of a long term investment fund in RMIT Holdings.
- Maintained close engagement with University Council and the Audit & Risk Committee throughout, particularly in developing financial outlook scenarios and securing approval for the University’s outlook and budget.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

Student engagement and participation is one of the most important challenges facing the Australian university sports sector right now. At RMIT, we are observing a range of contributing factors:

1. Changing student behaviours and needs. Post COVID, students are increasingly balancing study, work and leisure, with more students opting to work part time which leaves less time for extracurricular activities like sport.
2. An increase in online/hybrid learning means students are spending less time on campus, reducing the opportunity for exposure to sports clubs and leisure activities with friends.
3. Competition from easily accessible alternatives. Students have an abundance of other leisure options now, many of which are digital (eg. Netflix, social media, fitness apps).
4. Funding and resourcing constraints. The financial challenges universities have faced post COVID mean sports and recreation budgets have often been cut, impacting the student sports experience and reducing participation as a result.
5. Equity and accessibility. Making sure sport is inclusive and accessible for all levels, including supporting those from diverse backgrounds (eg. international students and those with disabilities). Affordability is also a challenge with a cost of living crisis meaning that as students try to save money, discretionary personal expenses, such as sports memberships, are often the first thing to go.

6. Post COVID challenges. COVID fundamentally changed how students interact with university life. Students have become accustomed to home-based fitness options, and for many, sport hasn't made its way back into their routine. The rise in mental health issues has further accentuated student disengagement.

The opportunities for universities to address this involve a shift from treating university sport as a “program” to treating it as more of a platform for connection, community and wellbeing, for example:

1. Co-creating sport experiences with students (rather than just offering programs to them) to ensure their needs are being met.
2. Embracing more social and non-traditional formats (eg. social fitness, more casual games, multi-cultural games).
3. Better integration with wellbeing, other student clubs, and academic timetables to create a more seamless and holistic student experience.
4. Better digital engagement, communication and personalised promotion of offerings.

### **Why do you want to be a part of the UniSport Board?**

As CFO of RMIT University and a long-time contributor to community sport, I would bring a strong blend of strategic financial leadership, governance expertise and grassroots sporting experience to this role.

I am deeply involved in local community sport through my children's junior football club, both at the strategic level (on the executive committee) and on the ground (coaching) and am a strong believer that sport can shape character, teamwork, resilience and wellbeing in young people - values that strongly resonate with UniSport's mission. I am passionate about ensuring university sport continues to thrive, evolve, and remain inclusive.

### **Do you identify as Aboriginal or Torres Strait Islander?**

No

### **Attachment**

James Morgan CV

**JAMES MORGAN**

mobile/email: available upon request

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An experienced, values led and results driven Finance Executive. Excellent interpersonal, collaboration and relationship building skills able to deliver organisational goals through cross functional teams. A highly effective communicator who excels in complex environments across all levels.

**Senior Management Career**

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**RMIT University (Turnover \$1.8 billion): 2021 - current**

CFO (2024 - current), Deputy CFO, FP&amp;A &amp; Finance Partnering (2021 - 2024)

**Telstra InfraCo (Turnover \$4.4 billion): 2018 - 2020**

Finance Executive (Divisional CFO)

**Telstra Networks & IT (Opex \$1.6 billion): 2019 - 2020**Finance Executive (Divisional CFO) (*concurrently with InfraCo role*)**Telstra Wholesale (Turnover \$2.5 billion): 2014 - 2018**

Finance Director

**Telstra Retail (Turnover \$20 billion): 2011 - 2014**

Retail Planning &amp; Analysis Manager

Earlier career involved financial/commercial roles at Telstra and British Telecom and audit/transaction services roles at PricewaterhouseCoopers.

**Board Memberships**

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**RMIT UP (previously RMIT Training): 2024 - current****Key Business Achievements**

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- **Financial stewardship:** To return RMIT University to an operating surplus in 2024, after a number of years of operating deficits.
- **Debt Refinancing:** Led refinancing of \$250m debt facilities for RMIT University.
- **Reporting Transformation:** Delivered asset based financial reporting that was the basis of the external financial disclosures made for InfraCo's new asset businesses at Telstra's Investor Day in November 2020.
- **Cost Transformation:** Financial leadership and support to Telstra Networks & IT business to deliver a \$220M productivity program in FY20 and turning around a Q1 miss to budget of \$40M.
- **Organisational Change:** Restructured Telstra Wholesale Finance team, reducing FTE by 25% by eliminating work effort, streamlining reporting and uplifting team capability by bringing in new talent from outside the team.

**Demonstrated Leadership Strengths**

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- Open, authentic leadership style, building partnerships and working collaboratively with others to meet shared objectives.
- Effective communication and influencing skills at all levels.
- Proven capability in delivering organisational change, uplifting people capability and leading high performing teams

**RMIT UNIVERSITY****CHIEF FINANCIAL OFFICER****Background**

Reporting to the RMIT COO, leading the Finance & Assurance function (120 staff) that supports the University (turnover \$1.8B).

**Responsibilities**

Responsible for Financial Planning & Analysis (FP&A), Business Partnering, Financial Operations, Procurement, Enterprise Risk and Internal Audit.

**Major business achievements**

- Refinancing of \$250m debt facilities.
- Financial stewardship to return the university to an operating surplus in 2024, after a number of years of operating deficits.
- Navigation and support to respond to introduction of international student caps, including long term scenario modelling and responses.
- Professional FTE target re-baselining to deliver \$12m annualized benefit.
- 280 vendor contracts successfully executed in 2024.
- Implementation of indirect overhead policy on external research projects
- Currently leading University wide work to improve investment framework and processes.

**RMIT UNIVERSITY****DEPUTY CFO (FP&A, BUSINESS PARTNERING) APR 2021 – APR 2024****Background**

Reporting to the RMIT CFO, leading the FP&A and Business Partnering team (35-40 staff) that supports the University.

**Responsibilities**

RMIT Group Planning & Performance function and Finance business partnering to the University Colleges and Portfolios.

**Major business achievements**

- Delivered 5 year driver based financial planning model to support University response to COVID and set target budget parameters at a college and portfolio level.
- Implementation of financial management reporting from WorkDay and Adaptive Planning budgeting system.

**TELSTRA INFRACO****FINANCE EXECUTIVE (DIVISIONAL CFO) MAY 2018 – AUG 2020****Background**

Reporting to the Telstra CFO, led InfraCo Finance team (20 staff) partnering with the InfraCo business unit (turnover \$4.4B), which includes Telstra's Wholesale, NBN Commercial Works and asset infrastructure businesses.

**Responsibilities**

Finance business partner to the InfraCo business unit with full P&L accountability.

**Major business achievements**

- Delivered initial InfraCo financial requirements including proforma financials for consolidated business, external statutory disclosures and internal asset access charging mechanisms.
- Implemented asset based, investor grade financials and management accounts for each of InfraCo's new AssetCo's (including presentation to Telstra Board) and implementation through finance systems.
- Consolidated three teams to form InfraCo Finance team and subsequently re-organised team to set up and support the new asset businesses.
- Achieved Employee Engagement score of 90% and Leadership Expectation score of 100%.

**TELSTRA NETWORKS/IT****FINANCE EXECUTIVE (DIVISIONAL CFO) MAY 2019 – OCT 2020****Background**

Reporting to the Telstra CFO, led Networks & IT Finance team (12 staff) partnering with the Networks & IT business unit (opex \$1.6B).

**Responsibilities**

Finance Business Partner to the Networks & IT business unit with full P&L accountability.

**Major business achievements**

- Implemented IFRS15 and IFRS16 accounting standards into business unit reporting and forecasting.
- Financial leadership and support to N&IT to deliver a \$220M productivity program.
- Supported N&IT moving to Agile operating model through implementing the enabling financial reporting, budgeting and funding mechanisms.

**TELSTRA WHOLESALE****FINANCE DIRECTOR****FEB 2014 – APR 2018****Responsibilities**

Reporting to the Telstra DCFO, led Wholesale Finance and Pricing teams (14 staff) partnering with the Wholesale business unit (turnover \$2.5B).

**Major business achievements**

- Finance and Pricing bid support for customer deals up to \$500M TCV, with customers including Foxtel, Vocus, Optus and Aldimobile.
- Developed and implemented driver-based management accounts, including financial models to forecast impacts of the NBN roll-out on Telstra Wholesale.
- Simplified mobile pricing for bids by setting guardrails and pricing parameters and implementing ready reckoner tool with Sales teams, reducing deals requiring DCFO approval from c.60% to c.20%.

**Major organisational achievements**

- Restructured Wholesale Finance team reducing FTE by 25% by eliminating work effort and uplifting team capability.

**TELSTRA RETAIL****PLANNING & ANALYSIS MANAGER****APR 2011 – JAN 2014****Background**

Leading a team of 30 and reporting to the Retail Finance Director, my role was to provide leadership to the Retail business and finance teams in all aspects of financial stewardship, planning, forecasting and analysis

**Major business achievements**

- Managed the financial impacts of the change in mobile handset sales from a subsidy to MRO (Mobile Repayment Option) model that drove in year EBITDA improvement of >\$200M.
- Established driver-based Balance Sheet and Free Cash Flow (FCF) models to provide more transparent FCF performance analysis.

**Major organisational achievements**

- Centralized and rationalized four Business Unit and Product planning teams into one Retail Planning & Analysis team...organizational re-design and standardizing processes & financial operating rhythm.

**PRIOR ROLES****COMMERCIAL  
MANAGER TELSTRA  
(2007-2011)**

Joined Telstra as Senior Planning Analyst and was promoted within six months to consolidate and lead the Consumer Product & Segment Finance team.

**HEAD OF CONSUMER MOBILE  
FINANCE  
BRITISH TELECOM (2005-2006)**

Financial ownership of the Consumer Mobile P&L (turnover \$150M) and developed key accounting policies and controls including revenue assurance, bad debt, stock, network and mobile device costs.

**FINANCE MANAGER  
INTERMEDIARY CHANNEL  
BRITISH TELECOM (2004-2005)**

Set up a new finance team and operationalized the finance processes, tools and reporting to support a new sales channel to market for BT. Supported signed customer deals >\$75M TCV in the first 12 months.

**SENIOR FINANCE ANALYST  
BRITISH TELECOM (2001-2005)**

Undertook a variety of financial/commercial roles supporting Investment, Network Build and Network Product businesses, being promoted after 18 months joining.

**MANAGER  
PRICEWATERHOUSECOOPERS  
(1996-2001)**

Three years working in Audit & Assurance and gaining my CA, followed by two years working in Transaction Services undertaking financial due diligence on client mergers, acquisitions and flotations.

**Tertiary Education**

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**University of Durham – UK, 1993 – 1996**

Bachelor of Science, Geography

**Professional Development**

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**Chartered Accountant (qualified 1999), Institute of Chartered Accountants England & Wales****Personal Background**

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Moved to Melbourne from UK in 2007, Married with two children aged 16 and 14 years

**Interests**

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**Family** - Actively involved with children's education and sporting interests.**Junior Sports** – 10 year involvement and Life Member of Benteigh Junior Football Club (including Auskick Girls Coordinator, Junior Coach, Secretary) and have actively driven increased female participation in local community.**Actively participate in sport** – Soccer, Golf and Running (various memberships).

## 5.2m Nomination of Directors – Ms Julia Newton

Nominee	Nominated by	Seconded by
Julia Newton (USYD)	Brendan Hoey (WS)	Tim Lee (MELB)

**Current Position Title:** Director, Student and Faculty Marketing and Communications

**Current Employer:** University of Sydney

### What would be your key achievement in your current role to date?

I am really proud of the contribution the University of Sydney Marketing and Comms team has made to the ongoing success of the University in terms of attracting the best students (regardless of background) both domestically and internationally to study with us.

I have built a team that always has the student at the centre of their work, always thinking about the students' needs and trying to meet them. Even through a global pandemic with closed borders, we supported our students to stay connected to the University and we have built the University of Sydney brand in emerging markets, protecting its revenue and reputation through major global disruption.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

One of the biggest challenges currently facing the Australian university sport sector is financial sustainability in the face of a combination of policy decisions and external pressures. These pressures impact their ability to fund and grow sports programs, maintain facilities, and support student-athletes effectively. The opportunity exists for the sector to more strongly advocate with funding bodies and government for them to better understand the contributions the university sport sector makes to Australia (and globally). There is also the opportunity to partner with agencies and industry to deliver sporting and training programs as an alternative source of revenue to memberships.

### Why do you want to be a part of the UniSport Board?

As a higher education professional, I have 25+ years of experience in the University sector and a genuine passion for student life. I had a wonderful experience at University in the 1990's, dedicating my career to building opportunities for others to have the same experience. Unisport offers students and the community so many opportunities to connect with others from a wide range of backgrounds, continue their personal growth and expression through sport and fitness and to contribute to national and international excellence. I'm excited by the opportunity to support the success and growth of Unisport.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Ms Julia Newton CV

# JULIA NEWTON

(SHE/HER)



**Director of Student and Faculty Marketing and Communications  
University of Sydney**

I am a trusted professional with more than 26 years' experience at the University of Sydney. My strengths are in senior stakeholder management, building relationships and networks, people management, collaboration and driving strategic projects.

Email: [Julia.Newton@sydney.edu.au](mailto:Julia.Newton@sydney.edu.au)

Phone: available upon request

## **SKILLS & EXPERIENCE**

### **Strategic and operational leadership of a large teams and budgets**

I oversee a team of 30 marketing and communications professionals and a \$3 million non-salary operating budget. I co-lead an award-winning university marketing and communications team, contributing to the University of Sydney's standing as the first choice for students in NSW (brand tracking research 2023) and a top 3 choice for international students coming to Australia (QS rankings 2023 and brand research).

### **Stakeholder relationship management, negotiation and conflict resolution**

I am a respected influencer in a complex organisation. I manage competing priorities, variable resourcing and a decentralised structures with professionalism and an eye on strategy. I can negotiate excellent solutions, resolve conflicts when a project goes off track and mend fractured relationships. I am regularly required to respond to requests that are not aligned with University strategy and I am comfortable diplomatically saying no to or negotiating prioritisation. I am also well connected in the higher education sector, representing the University with the Study NSW Marketing Committee and membership of IEAA (International Education Australia Association).

### **Project management**

I am known for my collaborative and methodical approach to project management, often leading cross-functional teams, establishing strategic vision and goals, ensuring team alignment behind those goals, setting milestones and measures and evaluating progress towards those goals. My team has contributed to several initiatives under Strategy 2032 including the launch of the MySydney Scholars program, The India Sydney Scholars and Equity Awards, The Horizon Educators program and Sydney Biomedical Accelerator.

### **Crisis communications and risk management**

I am a highly skilled communicator, tailoring messages and formats and selecting the most appropriate channels for those audiences. I can work to tight deadlines under pressure and in the face of complexity. I show sound judgement in the way I consult, use data, form insights from large volumes of information, present recommendations and come to a decision.

**EMPLOYMENT  
HISTORY**

**DIRECTOR, STUDENT AND FACULTY MARKETING, UNIVERSITY OF SYDNEY**

**2018– PRESENT**

I am responsible for domestic and international future student marketing and communications at the University of Sydney and the promotion of all faculties and schools including research reputation, brand management and partnerships/sponsorships.

**HEAD, FACULTY MARKETING AND COMMUNICATIONS, UNIVERSITY OF SYDNEY**

**2015-2018**

I was responsible for 6 teams delivering strategic marketing and communications for the faculties and schools at the University of Sydney

**HEAD, MARKETING AND COMMUNICATIONS (ARTS AND SOCIAL SCIENCES, LAW SCHOOL, EDUCATION AND SOCIAL WORK) UNIVERSITY OF SYDNEY**

**2013-2015**

I was responsible for delivering strategic marketing and communication for the Faculties of Arts and Social Sciences, Sydney School of Education and Sydney Law School.

**DIRECTOR, MARKETING AND INTERNATIONAL RELATIONS, FACULTY OF ARTS AND SOCIAL SCIENCES, UNIVERSITY OF SYDNEY**

**2010-2013**

I was responsible for marketing and communications, student recruitment and international partnership and agreements in the Faculty of Arts and Social Sciences, University of Sydney.

**STUDENT RECRUITMENT OFFICER, FACULTY OF ARTS AND SOCIAL SCIENCES, UNIVERSITY OF SYDNEY**

**2006-2010**

I was responsible for the delivery of a program of student recruitment activity in Australia and overseas.

**PUBLICATIONS AND SPECIAL PROJECTS OFFICER, FACULTY OF ARTS AND SOCIAL SCIENCES, UNIVERSITY OF SYDNEY**

**2004-2006**

I produced the faculty handbook, student handbooks, promotional materials and managed faculty projects such as planning and delivering student welcome events.

**STUDENT SUPPORT OFFICER, FACULTY OF ARTS AND SOCIAL SCIENCES,  
UNIVERSITY OF SYDNEY**

2001-2004

**ADMINISTRATIVE OFFICER, DEPARTMENT OF ENGLISH, UNIVERSITY OF SYDNEY**

1998-2001

**EDUCATION**

Global Executive MBA (University of Sydney) currently enrolled.

American Chamber of Commerce (AMCHAM) Global Leadership Academy 2023

Company Directors Course, Australian Institute of Company Directors (AICD) 2023

Master of International Relations (with Merit), University of Sydney 2007

Bachelor of Arts (Philosophy, Government and English) University of Sydney 1997

**RECOGNITION**

Vice Chancellor's Award, International Student Arrivals Pilot, 2022

(Planning and delivery of the return of international students to the University post-COVID)

Vice Chancellor's Award, Semester 2 Campaign during COVID19, 2020

(Award for the delivery of most successful student recruitment campaign in Australia during the pandemic)

Vice Chancellor's Award, Sydney Undergraduate Experience Launch, 2018

(Award for the public launch of the new undergraduate curriculum)

Australian Tertiary Education Management (ATEM) Award for the launch of the Sydney Undergraduate Experience 2018.

**LEADERSHIP**

Committee Member, Study NSW Marketing Advisory Committee, 2023-4

Member of International Education Association Australia (IEAA)

**REFERENCES**

Available upon request

## 5.2n Nomination of Directors – Stephanie Taylor

Nominee	Nominated by	Seconded by
Stephanie Taylor	Melanie Schipp (UniSC)	Pamela Abrey (UQ)

**Current Position Title:** Director Student Success and Wellbeing; ANZSSA President

**Current Employer:** Bond University

### What would be your key achievement in your current role to date?

I have worked in leadership positions in the higher education sector since 2006, currently as the Director responsible for Student Success and Wellbeing at Bond University. Prior to this I was the Executive Director responsible for the Student Experience portfolio at the University of Tasmania for more than 15 years, which included the majority of student facing services and supports outside the L&T environment, including the University Sport portfolio. For nearly two decades I have been committed to enabling student success and engaging with highly diverse student cohorts. As a result of my experience in the sector, I am particularly proud of the role I have played at a national level including President of ANZSSA and through my invited participation in Universities Australia and/or Government initiatives, including the National Expert Reference Group – National Code, for the Universities Accord, Dept. of Education, Headspace University Support Program Advisory Group, the National Student Safety Survey – Technical Working Party, for Universities Australia, and the Advisory Group for the Australian University Mental Health Framework.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

In the current climate, I believe there are two significant risks facing university sport; the first is the increasing competition and financial stressors facing the sector, which is driving changes in strategic priorities and allocation of people and financial resources. This is likely to have impact on the sustainability of offerings, and create challenges in relate to the accessibility of university sport to diverse cohorts. This presents serious risk to university offerings which are not directly related to key revenue streams and priorities of learning and teaching and research, including university sport.

The other is the dynamic and complex nature of the political, legislative and regulatory environment, and the subsequent requirements related to utilisation of SSAF, gender based violence, racism, child safety, positive duty, and work, health and safety. In relation to many of these areas of focus, national surveys have identified sport as high risk, and university sport providers will need to demonstrate intentional responses to these heightened requirements to be sustainable in this environment.

### Why do you want to be a part of the UniSport Board?

I am a passionate advocate of the critical importance of sport in university communities, from attracting students who may not have seen tertiary education as their natural pathway, building strong sense of belonging, connection to community and sense of pride, and the role it plays in providing holistic psychological and physical health and wellbeing which is vital for student academic success. I have 20 years of experience in the sector in universities and involved in national initiatives, and I am keen to direct my efforts toward sustainability of university sport in challenging climate through my extensive sector networks and partnerships.

**Do you identify as Aboriginal or Torres Strait Islander?**

No

**Attachment**

Stephanie Taylor CV



# STEPHANIE TAYLOR

Mobile/Email: available upon request | Gold Coast, QLD

## EXECUTIVE LEADER – STUDENT EXPERIENCE AND UNIVERSITY LIFE

Brings significant experience in higher education.

Inspirational, values driven strategic leader with experience spanning the tertiary education, human and community services and not for profit sectors. Strong record of leading and motivating large multidisciplinary teams to evolve and transform, leveraging a commitment to creating an inclusive, high-performing culture and a collaborative approach to achieving strategic goals. Brings extensive experience in people-centered leadership, driving systematic change and high performance in complex, dynamic environments, using data driven evidence-base to inform continuous improvement to support student experience, success and wellbeing.

Leadership & Management ▪ Higher Education

▪ Student Services and Campus Life ▪ Student Health, Wellbeing and Sport Participation

Governance, Strategy & Risk Management ▪ Continuous Improvement ▪ Stakeholder Management

Transformation & Change Management ▪ Diversity, Inclusion & Equity ▪ Partnership Development

## CAREER SUMMARY

### Governance:

**President of Board** | AUST & NZ Student Services Association (ANZSSA) Dec 2021 – Present

**Member of Council / University Lead for Affiliation Partnership** | Jane Franklin Hall

### Executive Career:

**Director, Student Success and Wellbeing** | Bond University Sept 2023 – Present

**Executive Director, Student Life & Enrichment (Student Experience)** | University of Tasmania Jan 2017 – 2023

**Executive Director, Student Services (Student Centre)** | University of Tasmania 2012 – 2017

**Director, Student Centre (Support)** | University of Tasmania 2009 – 2012

**Manager Student Services** | University of Tasmania 2007 – 2008

**Head of Services, Counselling & Disability Services** | University of Tasmania 2006 – 2007

**Executive Director** | Spina Bifida Foundation, VIC 2002 – 2006

**National Initiative Manager** | Foundation for Young Australians Jan – July 2002

### Recent National Contributions:

**National Expert Reference Group – National Code** | Universities Accord, Dept. of Education 2024-2025

**Headspace University Support Program Advisory Group** | headspace 2024-2025

**National Student Safety Survey – Technical Working Party** | Universities Australia 2025

## FLAGSHIP ACCOMPLISHMENTS

- **Led the Australian and New Zealand peak body for student services during the pandemic** and initiated the resetting of governance and strategy to reinvigorate, strengthen impact and financial sustainability in post-pandemic environment.
- **Led the transformation of University Sport and Recreation at UTAS** including successful advocacy for dedicated Director role and enhanced staffing structure, reinvigorated and expanded participation in national competitions, developed affiliations with University Sport Clubs and introduction of Community Sport Program.
- **Lead role in the University responses to National Student Safety Surveys** (2017 and 2022) including oversight of internal reviews of counselling and mental health services and student accommodation.
- **Advisory contribution to National University Mental Health Framework** (Orygen Report) and initiation of the development of the University of Tasmania Mental Health Framework.
- **Championed inclusivity, diversity and equity at the University** included leading implementation of the Disability Inclusion Action Plan as Chair of the Governance Group and hosting ADCET and National Disability Office (NDCO, TAS).
- **Achieved 98% rating for line management** from direct reports in 2022 University of Tasmania staff engagement survey.
- **Delivered large-scale transformation of student services and strategic oversight of new service delivery models to better respond to student needs** including implementation of improved student information and communication model, with student satisfaction rates at 86.5% - 94%.
- **Introduced and implemented digital platforms and technologies to enhance student services** including new student management system, CRM, Advocate and Studiosity.
- **Member of the transaction and project implementation team of the University's strategic 30-year, \$100M+ partnership** for student accommodation, and strategic lead in rebuilding intentional residential communities.

## EDUCATION

**Bachelor Social Work** | Curtin University

**Master of Business** | University of Tasmania

## PROFESSIONAL EXPERIENCE

**Bond University**

2023-Present

### **DIRECTOR, STUDENT SUCCESS AND WELLBEING) | SEPT 2023**

#### **Reporting to University Registrar with 6 direct reports, staff of 70+ students**

Lead a multi-disciplinary professional team of to deliver world class on campus student experience at Australia's first private, not for profit university, across seven portfolio teams. Chair Student Transition, Wellbeing and Safety Committee; Chair University Ally Network Committee, Member Inclusion, Diversity and Equity Governance Group; Member Student Services and Amenities Fees (SSAF) Working Group; Lead, Student Critical Incident Management.

### Strategic Responsibility For:

- Orientation and transition to university, retention strategies and intervention programs
- Academic Skills Centre
- Library
- Counselling and Medical Services, including mental health and student wellbeing strategies
- Faculty Student Advisory Services and International student transition support
- Nyombil Centre (First Nations student supports and cultural programs)
- Educating for Equality Framework (response to Action Plan Addressing Gender Based Violence in HE)
- Safer Community Responses (SASH, complex cases)
- Accessibility and Inclusion Services
- Careers, Employability, Extension and Leadership Programs

University of Tasmania

2006 – 2023

### EXECUTIVE DIRECTOR, STUDENT LIFE & ENRICHMENT (FORMERLY STUDENT EXPERIENCE) | JAN 2017 - 2023

#### Reporting to Provost with 6 direct reports, staff of 200+, 250+ students and casuals & operating budget of \$17+M

Lead a team of five Directors and Head of Service, Riawunna to deliver a high performing, integrated student experience and service division, across six large portfolio teams, operating over multiple TAS and NSW campuses and online. Member of University Academic Leadership Team (UALT); Chair Academic Senate Sub-Committee (Student Experience Committee); Chair Disability Inclusion Action Plan (DIAP) Governance Group; Chair Student Services and Amenities Fees (SSAF) Working Group; University Lead for Partnership Affiliation with Tasmanian University Student Association; Student Affairs lead of the University Crisis Management and Response Team (CMRT).

### Strategic Responsibility For:

- Student, Library and College services information and communication, digital platforms
- Orientation and transition to university, retention strategies and intervention programs
- College (Faculty) Student Advisory Services and International student support, learning and language services
- Riawunna Centre (Aboriginal student supports and cultural programs)
- Counselling, mental health and student wellbeing strategies
- Safe and Fair Community Unit (student, staff and community complaints, conduct, SASH, complex cases)
- Accessibility Services, ADCET and NDCO
- Careers, Employability, Extension and Leadership Programs
- University Community Experience Model (student, staff, and alumni engagement)
- Tasmanian University Student Association Partnership
- Sport, Recreation and Affiliated Sport Clubs
- Student Accommodation and Residential Communities

### Achievements:

- ✓ Lead role in the core crisis management and response team throughout the pandemic.
- ✓ Led University responses to National Student Safety Surveys and development and embedding of the Safe and Fair Community Unit as single point for wellbeing related concerns, complex cases, complaints, and conduct.
- ✓ Oversight of all student accommodation across state (approximately 2500 beds) across 5 precincts in Sandy Bay, Hobart, Launceston and Burnie; key role in design of two new 400+ purpose-built student accommodation (PBSA) projects.

## EXECUTIVE DIRECTOR, STUDENT SERVICES (STUDENT CENTRE) | 2012 – 2017

**Reported to the Deputy Vice Chancellor, Students and Education; portfolio of over 200 staff and 200+ casuals.**

Led portfolio for all student support services; first year, faculty based and international advising model, orientation and transition, counselling, disability, student equity, learning and language, career services and employment, #UTASLife (student engagement and events). Oversight of student academic administration, first tier information and communication, student admissions and enrolment, recruitment, fees and scholarships, and timetabling.

### **Achievements:**

- ✓ Operationalised new institutional systems to enhance service delivery including Student Management System and CRM.
- ✓ Lead of institution wide people transformation in created fully integrated student service model.
- ✓ Designed and led implementation of College Student Advisory Hubs which created greater consistency of academic administration and advisory systems, business processes and performance across institution.

## DIRECTOR, STUDENT CENTRE (SUPPORT) | 2009 – 2012

*Reported to Academic Registrar and then PVC Learning and Teaching; portfolio of 80 staff and approximately 50 casuals.*

## MANAGER STUDENT SERVICES | 2007 – 2008

*Reported to Academic Registrar; led a portfolio of 40 staff and oversight of the student support services.*

## HEAD OF SERVICES, COUNSELLING & DISABILITY SERVICES | 2006 – 2007

*Reported to Manager, Student Services; portfolio of 15 counsellors and disability practitioners, and administrative staff.*

## Spina Bifida Foundation

2002 – 2006

## EXECUTIVE DIRECTOR

*Reported to Chairperson of Board of Directors; responsibility for oversight of all aspects of the business and financial sustainability; 5 administrative, fundraising and project staff, contract appointments, casuals and volunteers.*

REFEREES AVAILABLE ON REQUEST

## 5.2o Nomination of Directors – Ms Michelle Wilson

Nominee	Nominated by	Seconded by
Michelle Wilson (AU)	Tim Lee (MELB)	Kathleen McCaskie (ANU)

**Current Position Title:** CEO

**Current Employer:** Adelaide University Sport and Fitness Inc

### What would be your key achievement in your current role to date?

Navigating and facilitating the merge of AUSF and UniSA Sport as part of the broader University merger.

2019 strategic review to identify opportunities for growth, diversify income streams (to avoid being reliant on SSAF funding), business optimisation and inform 2021 – 2025 Strategic Plan.

Led a governance review to enable the expansion of operations to incorporate the three on campus gyms into the business and facilitated subsequent change management process (constitution, staff and stakeholders).

Improved engagement and operational success resulting in 60% increase in student, alumni and staff participation,

Development of masterplan for \$2.5M multisport West Beach Recreation Hub including successful capital grant submission.

### What do you feel is one of the biggest challenges being faced by the university sport sector at present?

Funding and funding models are the first thing that comes to mind. For example, government reforms have cut per student funding, caps on international student numbers plus the lingering COVID enrolment declines have impacted revenue streams. The legislative amendments requiring Universities to allocate at least 40% SSAF to student led organisations is also challenging where sport is not part of the student union / association.

The other challenges I see are:

- the balance between traditional sport (clubs, competitions and events) and the desire from students to participate socially and without commitment for outcomes more related to student wellbeing and engagement.
- Limited resources and greater expectations and compliance requirements for sport departments, associations and especially volunteer led university clubs.

### Why do you want to be a part of the UniSport Board?

I feel have a range of experience in not only sport but stakeholder and community engagement and strategic partnerships and collaboration that I could bring to the board. My previous role at the Heart Foundation was focused on successful strategic partnerships in a public health setting and the direction of the FISU Healthy Campus work is exciting and something I feel I could contribute to. I am also excited by the opportunity to step outside my comfort zone to learn more about the Unisport sector outside of SA.

### Do you identify as Aboriginal or Torres Strait Islander?

No

### Attachment

Michell Wilson CV



## ABOUT

Passionate executive and board director with over 20 years of experience.

Strong collaboration skills in building relationships and strategic partnerships to improve health, physical activity and sport outcomes.

Proven track record of leading organisational change to enhance efficiencies and drive productivity.

Expertise in program management, development, planning, implementation and evaluation across government, not-for-profit and higher education organisations at both state and National level.

Strong people management skills, with a focus on developing teams and fostering collaboration to achieve long-term partnerships and success.

Michelle's passion lies in community empowerment and working for and with programs and places that make a difference in the community, particularly in the area of sport and physical activity.

She is a former elite karate athlete representing Australia at junior and senior World Championships for over 25 years.

## CONTACT



[www.linkedin.com/in/michelle-wilson-a77142b5/](https://www.linkedin.com/in/michelle-wilson-a77142b5/)



[michelle.wilson@adelaide.edu.au](mailto:michelle.wilson@adelaide.edu.au)



available upon request



Adelaide, South Australia

[UniSport Australia 33rd AGM Papers](#)

# MICHELLE WILSON

## CAREER HISTORY

### ADELAIDE UNIVERSITY SPORT & FITNESS INC

#### Chief Executive Officer

2018 - Current

- Strategic, operational and financial leadership of AUSF, an organisation of 7,500 members engaging in 40 sporting clubs, five outdoor sports facilities and licensed club rooms, three on campus gyms and an annual budget of \$4.5M.
- Management of 33 FTE staff delivering the AUSF Strategic Plan. Develop strong, sustainable, collaborative relationships with the University of Adelaide and sporting clubs.
- Lead the participation and inclusion strategy including two annual sport sector events for women in sport and LGBTIQ+ communities.

#### Key Achievements

- 2019 strategic review to identify opportunities for growth, diversify income streams and business optimisation.
- Led governance review to expand operations to incorporate the three on campus gyms into the business and facilitated subsequent change management process (constitution, staff and stakeholders).
- Improved engagement and operational success resulting in 60% increase in student, alumni and staff participation.
- Development of masterplan for \$2.5M multisport West Beach Recreation Hub including successful capital grant submission.

### NATIONAL HEART FOUNDATION OF AUSTRALIA

#### National Manager - Community Engagement

2010 - 2018

- Management of 10.5 FTE staff delivering Heart Foundation Walking (HFW), Heartmoves and Healthy Communities programs.
- Operational management of HFW including strategic planning and budget management to deliver HFW with 2,000 walking groups to 50,000 members per month.
- Successful local, state and federal government and corporate submissions and contract management worth over \$15M.
- Marketing and stakeholder engagement plans leading to 120% participant growth 2017 - 2018.
- Led internal review of HFW identifying opportunities to standardise, streamline and enhance systems, processes and practices, while optimising other business units. E.g. brand and revenue. HFW redesigned to achieve annual cost recovery.

#### HFW National Senior Project Officer

2007 - 2010

- Seconded to National office to review of six state-based walking programs and develop one centralised model.
- Developed National operations manual to ensure streamlined, consistent model of implementation via state project officers.
- Collaboration with state project officers to develop tailored marketing and recruitment plans for local communities.
- Oversight of implement quality control measures and evaluation.
- Coordinated recruitment, retention and training strategies for community Host Organisations.

## PREVIOUS EMPLOYMENT

### National Heart Foundation (SA Division) 2004 - 2007

- 'Just Walk It' Project Coordinator
- Local Government Awards - SA Manager

### Flinders University 2006 -2008

- Topic Coordinator Health Promotion Work Placement - Part time

### Riverland Regional Health Service Inc 2002 - 2004

151 of 160

- Senior Health Promotion Officer, Primary Health Care Team

# MICHELLE WILSON

## EDUCATION

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Curtin University, Western Australia

Bachelor of Science (Nutrition and Health Promotion)

1999 - 2002

Australian Institute of Fitness, SA

Certificate III and IV Fitness (Master Trainer) – Completed 2005

2005

## VOLUNTEER & BOARD EXPERIENCE

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### **National Heart Foundation SA Advisory Board 2024 - Current**

Support the SA General Manager to deliver strong stakeholder engagement. Provide advice and recommendations on local issues to further the vision, mission and goals of the National Heart Foundation in SA.

### **South Australia National Football League (SANFL)**

*SANFL Juniors Committee – Co Chair: 2022 – Current*

The committee assists with the management of the SANFL Juniors competition and other relevant areas including umpiring, integrity, rules, regulations and policies and strategic direction.

*SANFL Boundaries Commission – Independent Representative 2022*

2022 SA Football Boundaries Review conducted every five years in line with ABS census data to ensure equitable realignment of club zones to meet population and participation changes in metropolitan and country areas.

### **South Australian Institute of Sport: Premier's Be Active Challenge Ambassador 2022 - Current**

Elite athlete ambassador connecting with primary school students providing engaging and informative presentations on the importance of being active and encouraging students to complete the Challenge.

### **Australian Institute of Sport: Share a Yarn Ambassador 2020 - 2022**

Elite athlete ambassador connecting with Indigenous communities. Program involves meaningful opportunities to learn about Indigenous country, traditional owners of the land, their history and culture, in order to be better role models for the Australian community.

### **Walking SA Board Member: 2015 - 2018**

Assist with oversight of strategic and operational plans transforming Walking SA from a bushwalking only organisation to a peak body for all forms of walking activity. Member of community engagement working group. Completed Women in Sport Leadership and Governance training.

### **Karate Australia: 2009 - Current**

*Appointed Board Member 2023 – Current*

Contributing to the strategic leadership of Karate Australia by developing the 2024 – 2027 Strategic Plan. Assist with government relations and implementation of Sport Australia's Play Well initiative in the karate community.

*Grants and Development Officer 2009 - 2022*

Develop and implement strategic and business plans. Develop grant applications and acquittal of successful funding submissions. Management of state and national competitions including competitor registration, risk management and volunteer coordination.

*Chair Athlete Commission 2009 – 2018*

Advocated for athlete needs by presenting feedback to the KA Board; recommendations influenced policy and operational changes that positively impacted more than 100 Australian squad athletes.

### **Karate South Australia Board Member 2008 - Current**

Preparation of 4-year strategic plan and annual operational plans. Work with clubs to identify opportunities to increase female participation in karate. Management of Karate SA sanctioned competition events. National Coaching Accreditation Scheme, Silver Karate Coach.

## SHORT COURSES & CERTIFICATIONS

Leading Teams Short Course for UniSport CEOs

2021

Crisis Media Training

2018

Manager as a Coach and Leadership in Box Coaching for High Performance

2015

Self Leadership – An art of possibility

2009

Australian Institute of Management, Winning the Bid

2005

Leaders With a Life, Proteus Enterprise

2004

## REFERENCES

## **6.1 Consideration of any items of special business**

There have been no items of special business received for the consideration of the 33rd AGM.



## 7.1 Noting of the Board appointment of Auditor for 2025

### Background

In accordance with rule 30.2 of the Constitution, the annual financial statements shall be audited by an auditor appointed by the Board. The auditor shall be a qualified accountant.

### Notification

That the meeting NOTE the Board appointment of MGI Audit Pty Ltd for 2025.



## 7.2 Consideration of Life Membership Nominations

### Background

In accordance with rule 8 of the Constitution, a person shall become a Life Member by recommendation of the Board and subsequent approval vote by three-quarters (75%) majority of those present, in person or by proxy, and entitled to vote at a Meeting of Members.

There is two Nominations for the award of Life Membership received for consideration this year:

- a) David Schmude
- b) Paul McJannett

Following consideration of the nomination received, the Board strongly recommend to the membership the endorsement of the nomination for Life Membership. See supporting documentation.



## 7.2a Nomination of Life Membership – Mr David Schmude

Nominee	Nominated by	Seconded by
David Schmude	Matt Pine (UNE)	Ed Smith (USYD)

### Relevant Details of Nominee

#### Relevant Qualifications

Masters of International Sports Management

#### Membership of relevant organisations

See below.

#### Contribution to UniSport Australia and/or university sport over 10 years.

- Began as Sports Manager at UNE in 2004, moving to Executive Director of Sport UNE in 2008, then CEO of UNE Life in 2014 - a position held for over 10 years.
- Served as the Chair and Board Member of UniSport Australia from 2016 - 2021.
- Is currently the Chair of FISU Oceania, a position held since 2019.
- Recently appointed as the General Manager of Sports Diplomacy for UniSport Australia.

#### Draft proposed citation (including a brief, concise tribute)

David Schmude has had substantial impact on the Australian University sport landscape for a sustained period of time. From humble beginnings as a sports officer at UNE, he went on to serve as the CEO of UNE Life for more than 10 years. He also held the position of Chair of the Board of UniSport Australia from 2016 - 2021, and is the current President of FISU Oceania, a position held since 2019. Throughout this time, Dave has been a passionate advocate for the importance of regional universities, as well as the impact that sport can have on driving positive change.

## 7.2b Nomination of Life Membership – Mr Paul McJannett

Nominee	Nominated by	Seconded by
Paul McJannett	Ed Smith (USYD)	Ian Fitzpatrick (UWA)

### Relevant Details of Nominee

### Relevant Qualifications

Paul McJannett has postgraduate qualifications in management and property economics, and as a Graduate of the Australian Institute of Company Directors (GAICD).

His UniSport Australia Involvement includes:

2019 – BOARD: Elected Director (May 2019)

2020 – FARM Committee: Member (March 2020)

2021 – FARM Committee: Appointed Chair (April 2021)

2023 – BOARD: Appointed Deputy Chair (April 2023)

\*2025 – BOARD: end term as Director (May 2025)

### Membership of relevant organisations

In addition to above UniSport Australia involvement:

University Involvement:

Australian Catholic University as the Director, Sport, Wellbeing & Residential Life  
CEO of University of Sydney Union

University Sport Club Involvement:

Member of Sydney University Water Polo Club since 1986  
(as a player, coach and Vice President)

Awarded the Stewart Moar Award for Outstanding Long Service to the Club

### Contribution to UniSport Australia and/or university sport over 10 years.

It is with great pride that we nominate Paul McJannett for Life Membership to UniSport Australia in recognition of his extraordinary service, leadership, and unwavering commitment to the university sport sector across Australia.

Paul's formal involvement with UniSport Australia began in 2019, when he was elected to the Board in May. His strategic insight and deep-rooted passion for student sport quickly became apparent, leading to his appointment to the Finance, Audit and Risk Management (FARM) Committee in March 2020. By April 2021, he was appointed Chair of the FARM Committee—a position in which he has demonstrated exceptional stewardship, particularly during a challenging period of financial uncertainty brought on by the pandemic. Paul's prudent oversight and long-term vision have been critical in ensuring the organisation's financial sustainability and strategic growth.

In May 2023, Paul was appointed Deputy Chair of the Board, a role he continues to hold with distinction. Throughout his tenure, he has provided measured and impactful governance, driven by his values of collaboration, integrity and innovation. With his Board term concluding in May 2025, Paul's legacy will be one of principled leadership and an unwavering commitment to student and university sport.

Paul's influence, however, extends far beyond the UniSport Australia Boardroom. For over four decades, he has played a transformative role in shaping university sport at both the grassroots and executive levels. His involvement with the Sydney University Water Polo Club spans from the 1980s to today—as a player, coach, long-term Vice President and tireless volunteer. In 2024, Paul was honoured with the Club's prestigious Stewart Moar Award for Outstanding Long Service, recognising his extraordinary contribution to the club's culture and success. That both of his sons have followed in his footsteps—soon to both represent Australia while playing for the club—speaks volumes of the legacy he has helped build.

### **Additional Comments**

Professionally, Paul brings over 20 years of experience as a university sport and student services executive, including 11 years as Director of Sport, Wellbeing & Residential Life at the Australian Catholic University. There, he played a pivotal role in transforming the student experience by delivering holistic, campus-wide programs that championed wellbeing, inclusivity, and sport. His earlier tenure as CEO of the University of Sydney Union (2008–2013) saw him lead one of the largest student organisations in the country.

With postgraduate qualifications in management and property economics, and as a Graduate of the Australian Institute of Company Directors (GAICD), Paul combines robust governance knowledge with an unparalleled passion for sport and student engagement. His unique ability to bridge executive management with community-focused leadership has made him an invaluable figure within the UniSport ecosystem.

Paul McJannett has been a relentless advocate for the transformative power of university sport, dedicating decades of service to the betterment of the sector. His contributions have enriched student lives, strengthened institutions, and elevated the national sporting landscape. For these reasons and more, Paul is an outstanding candidate for Life Membership with UniSport Australia.

### **Draft proposed citation (including a brief, concise tribute)**

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## 7.3 Board Term Recognition

### Background

There are two Board Directors who will not continue into the next term and the Chair would like to take this opportunity to thank them for their valuable contributions that they have made to the Board, the Members, the management team and the various Committees they have served on over their term of involvement with UniSport Australia.

The current elected Directors holding these positions are Paul McJannett and Deborah Wright.

- Paul has served two full terms and is not eligible to nominate.
- Deborah has left the sector and therefore her term will conclude at the AGM.

