



**AUSCYCLING**

## **2022 ANNUAL GENERAL MEETING**

**Elected Director Candidate Packs**

This pack contains the cover letter's, CV's and application forms for the candidates up for election at the 2022 AGM

**LET'S RIDE TOGETHER**

# IAN BENNETT

## EXECUTIVE AND MANAGEMENT PROFESSIONAL

30/03/2022

Auscycling Board of Directors  
Auscycling  
PO Box 445  
Collins Street W, VIC 8007

Dear Mr. Fechner and members of the Board,

I am writing to express my interest and put forward an application for a Directorship on the Auscycling Board of Directors. I was made aware of the openings by a current Auscycling member of staff and my skillset, professional experience, personal demeanor and passions strongly align to what I believe Auscycling are looking for.

I have strong experience working directly within digital sales having amassed over 5 years of knowledge and performance in this space. I understand what it takes to build and deliver a customer centric experience having done so during my time leading Carconnect, a national new car procurement business, as the Executive General Manager.

Currently I am working for a vehicle subscription business, Carbar, as its Director of New Ventures, who leverage e-commerce as the method of transacting. My role is vast, encompassing partnerships (supply chain & new customer channels) through to product and the very recent introduction of an entirely new business unit. With a strong focus on high performance and demonstrated sustainable growth across the business' parallels, some achievements include:

- Doubling our available inventory on offer within a 12 month period;
- Introduction and establishment of agreements with White Label Partners;
- Commercial negotiations with corporate partners resulting in new channels of inbound customers;
- Designing and developing a new product due to go to market in Q2 2022;
- Internal process improvement resulting in faster approval and delivery times for our customers; and
- Entirely new pricing strategies that are more logical and fairer for the consumer.

I am a current Director of Bennestar Group, which is a private Australian company focused on investment in energy projects across Australia. My involvement with the company extends to business development opportunities, innovation and thought leadership in emerging market sectors such as the expansion of EV mobility. Through my highly motivated and driven approach I bring a diversity in perspective, expertise and experience to any corporate setting and my years as an Executive in complimentary industries have equipped me to add value as a Board member.

On a personal level, I enjoy being challenged and will often challenge the status quo. As a cycling enthusiast with a desire to contribute to a sport I am so passionate about I'd consider it a disservice to myself and AC if I didn't throw my helmet in the ring.

Included is my resume which details my current and relevant past experiences. I can make myself available for a phone or video call should you want to get to know me more.

I appreciate you taking the time to read this and look forward to speaking with you soon.

Yours sincerely,

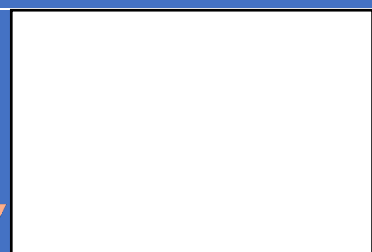


Ian Bennett.

## ABOUT ME

On a personal level, I am passionate about health & fitness and enjoy socialising, unique experiences, and the essence of luxury. I have keen interest in cycling and ride & race with various groups in Sydney's Upper North Shore. Professionally, I value integrity above all else & aspire to surround myself with like-minded people who are driven and motivated to succeed.

## CONTACT



GORDON, NSW



## EDUCATION



HIGH PERFORMANCE  
LEADERSHIP  
BIG Consulting  
2019



PORSCHE ACADEMY  
Porsche Sales Global  
2012-2015

# IAN BENNETT

## EXECUTIVE & MANAGEMENT PROFESSIONAL

### OBJECTIVE

To progress my career into its next phase by having the ability to shape and guide an organisation to positively impact communities and shape a national movement through a sport which I am deeply passionate about. I am seeking a position that is both challenging and rewarding that can offer longevity, professional growth and support my desires to contribute back to social, sporting and community circles.

### RELEVANT EXPERIENCE

#### DIRECTOR, NEW VENTURES – CARBAR

*(October 2020 – present)*

Senior executive reporting directly to the CEO. In my current role I am responsible for developing and leading new growth & product initiatives across the business, including but not limited to,

- A new car buying function for Carbar's largest investor, IAG;
- Evolving to a new virtual sales model to replace traditional bricks & mortar methods for used (and new) inventory with the inclusion of a financing & disposal channel; and
- Establishing White Label Partnership Programs with OEMs & Dealer groups nationally

Key achievements in this role include:

- Increasing product inventory within 12 months by 100%;
- Increased savings benchmark on a per unit basis across the 'total loss' replacement program; and
- Reducing order-to-fulfilment time from 72 hours to within 24 hours.

#### EXECUTIVE GENERAL MANAGER – STRATTON FINANCE

*(January 2019 – august 2020)*

Senior manager reporting directly to the CEO, overseeing Stratton Finance NSW sales divisions (Consumer & Commercial finance) as well as Stratton's car procurement partner, Carconnect.

Key achievements in this role include:

- Maintained profitability during the heights of COVID-19 (FY20).
- Implemented new technologies & automations to enhance individual efficiencies.
- Expanded the business interstate (Carconnect).

#### GENERAL MANAGER – CARCONNECT

*(July 2018 – January 2019)*

Senior functional manager reporting to the Executive General Manager of NSW, responsible for the development and performance of Carconnect.

Key achievements in this role include:

- Achieved the greatest uplift to EBITDA by strategically increasing GPU & conversion.
- Developed and implemented lean operating processes & principles.
- Improved bottom-line profitability by 20%.

#### HEAD OF SALES – CARCONNECT

*(May 2016 – June 2018)*

Head of sales department, responsible for the day-to-day operations of the business & achieving monthly sales budget.

Key achievements in this role include:

- Exceeding annual budget of new cars sold during FY17 by 25%.
- Developed and implemented skills uplift/coaching across the sales dept.
- Strategic brand development resulting in a successful online footprint.

## AUSCYCLING DIRECTOR APPLICATION FORM

AusCycling (AC) has a commitment to securing and maintaining a balanced and skilled Board to represent the interests of all disciplines of cycling, AC, its Clubs, Members and other key stakeholders. AC is also committed to providing contemporary, respected corporate governance and leadership to its membership.

Key competencies include:

- Sports industry experience.
- Deep understanding or experience with high performance environments or pathways development and participation - cycling industry experience would be advantageous but is not essential noting that proven non-cycling sport credentials will also be highly regarded.
- Broadcast and media.
- Digital and data.
- Customer, retail and sales.
- Brand, marketing, communications, corporate affairs.
- Experience with Government advocacy; connections or network with Federal/State Governments; understanding of machinations with government negotiations.
- Commercial, Finance and Accounting
- Risk Management
- Governance & Strategy
- People and culture.
- Demonstrated experience in working on boards or committees.

Candidates wishing to apply as a Director of AusCycling should note the eligibility requirements and criteria set out in the Director Position Description.

Applicants should note the current strategic priorities of AC, and ensure their application is as relevant as possible to these.

Typed applications for Directors (submitted by email) should include the following completed documents/forms (executed where applicable):

- A cover letter (max 1 page);
- A CV/resume (max 3 pages);
- Director Application form;
- Elected Director Nomination form;
- Consent to Act as a Director form;
- No Doping Declaration form; and
- Completed Declaration of Interests form

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ACN 644 149 351

**Applicant's Name**

Ian Bennett

**Specifically address Key Selection Criteria in the AC Director Position Description**  
(maximum 100 words)

My professional experience in related customer facing, retail and sales sectors have demonstrated my skills and expertise to add value to an organisations penetration across digital and bricks and mortar commercial pathways. I have championed the use of smart data collection and deployment for real-time analysis of customer trends and opportunities, which in turn have shaped efficient and effective media and marketing strategies.

I have a proven track record in developing strong culturally aligned high performing teams, which in part is due to a focus on 'cultural fit' throughout the recruitment process, but also due to upholding a culture of integrity and performance throughout the organisation.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable** (maximum 100 words)

I carry a focused community-minded approach to my passion for cycling. I am an avid participant in various local riding groups on the Upper North Shore and Northern Beaches of Sydney. My involvement in these various clubs extends to local club rides, crit racing, road racing, time trials and charity rides. I have a strong desire to increase my involvement and participation through AusCycling where possible and through established NRS cycling clubs such as Northern Sydney Cycling Club, of which I am a member.

For completeness, I have also represented the state in short field athletics across 100m, 200m and 4x100m relay.

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ABN 70 644 149 351  
ACN 644 149 351

**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

I am a current AusCycling member and I average 250km per week via local rides, road and crit racing and time trials. To date, I have not had a professional associated with AusCycling, however I have a strong desire to do so as a Director.

**Professional / Management Experience (maximum 100 words)**

I am an experienced senior manager and executive, having held various GM level and Director level positions at established and start-up companies. These positions are detailed in my CV, however the salient takeaways are:

- I have a proven track record of establishing and guiding a business to improved performance;
- I have a proven track record of parlaying transferable skills across industries to realise innovation, improve corporate strategy and mitigate corporate risk; and
- I have a proven track record of establishing new commercial pathways in a highly competitive and market-saturated environment.

**Board Experience (maximum 100 words)**

I am current Non-Executive Director of a private Australian company, Bennestar Group Pty Ltd. Bennestar is an investment vehicle focused on energy projects and I was approached to join the board to bring diversity in thought, diversity in network and diversity in expertise with respect to market channels, business development and corporate affairs. My involvement with Bennestar has given me the foundational knowledge and experience to be a board member as well as recognition of the responsibility that comes with being a company director.

**Board Qualifications and relevant Professional Development**

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

I am currently enrolled in the July intake for the AICD Company Directors course. I do not anticipate this course interfering with my ability to perform duties required of board members.

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Nominations Committee  
[agm@auscycling.org.au](mailto:agm@auscycling.org.au)

Jenni McLeod  
[jenni.mcleod@auscycling.org.au](mailto:jenni.mcleod@auscycling.org.au)

31 March 2022

Dear Nominations Committee

Please find attached my application form, CV, consent form and completed nomination form for the position of Director with AusCycling.

As a current Director, I have had the privilege of being a part of the inaugural Board, overseeing AusCycling's first year of operations. The challenge of transitioning the former entities into one NSO has been humbling, illuminating, challenging and rewarding. Overlaid with 2 years of COVID, 2022 will be a year much of the groundwork will be realised especially as our strategic plan is rolled out.

I am excited to be Co-Chairing the Diversity and Inclusion Advisory Group and see this as an opportunity for the organisation to set the frameworks and strategies that will create a more inclusive organisation. AusCycling has an opportunity to be a sport leader in this space and we have ensured members of the Advisory group have the skill set to achieve this goal. Additionally, I am working closely with Board members to keep them in the loop as 'Board champions' for this cause.

One of the strengths I bring to the Board is my hands on experience of kickstarting ideas and organisations from nothing, and often with nothing. It is my aim to continue bringing a solutions focus to the Board, while also meeting governance requirements.

This year will also be an opportunity for me to complete a Women in Sport Leadership scholarship through Sport Australia – an opportunity only made available because of my role with AusCycling and the support from the organisation. Thank you for creating this for me.

I trust you will view my application favourably and if you have any further questions, please do not hesitate to contact me.

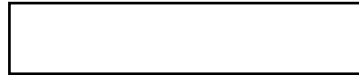
Thank you for taking the time to read this.

Warm regards

Jenni McLeod



# Jenni McLeod



3 Jervis Street, South Arm Tasmania 7022

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## Employment

**2019 – current**

**Owner**

**The Bee Collective**

- Strategic planning and partnership building
- Marketing and branding
- Developing policy and governance procedures
- Securing funding and overseeing implementation of grant deeds
- Negotiating and implementing state and national sponsorship deals
- Building relationships with media and content creation
- Stakeholder and customer engagement
- Advocacy and lobbying to local, state, and federal government
- Developing and implementing several campaigns

**2017-2020**

**Founder and President**

**Shredding Betties**

- Establishing Australia's first women's specific mountain bike club
- Brand development and management
- Promotion and marketing
- Project management
- Building and maintaining key stakeholder relationships in Australia and overseas
- Identifying and negotiating sponsorship opportunities
- Drafting and implementing our constitution in accordance with legislation
- Establishing and collaborating with a management committee
- Delegating responsibilities and building team capacity
- Drafting and implementing strategic plans to increase women's participation

**2011-September 2019**

**Electorate Officer and Campaign Manager**

**Office of Scott Bacon MP**

- Developing, implementing and managing successful campaigns
- Project management
- Community connect
- Establishing and maintaining stakeholder and constituent relationships
- Managing and leading volunteers
- Event and financial management
- Developing social media content
- Developing and maintaining webpage and content
- Liaising with state and federal political offices and diary management
- Mentoring, supporting and connecting community towards a collective goal

- Developing and implementing internal policies and procedures
- Designing and implementing fundraising activities

<b>2009-2011</b>	<b>Office of Lin Thorp MLC Electorate Officer</b>
<b>2004-2009</b>	<b>STEPS Employment and Training Manager-Sorell and Rosny</b> <ul style="list-style-type: none"> <li>• Managing operations across two offices, overseeing government contracts, assisting with tender writing processes, managing staff KPIs, ensuring successful outcomes for staff and clients, building a cohesive team.</li> </ul>
<b>2002-2004</b>	<b>Anglicare Work for the Dole Supervisor</b>

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## Education

2018:	Managing Successful Projects NDA
2007:	Certificate IV Employment Services
2001:	Graduate Diploma Outdoor Education Latrobe University, Bendigo
1993:	Bachelor Social Science (socio-environmental assessment and policy) RMIT, Melbourne

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## Other Volunteer

2022 – current	Committee member South Arm Peninsula Residents Association
2021 – current	Board member Southern Tasmanian Beekeepers Association
2019 - current	Volunteer, HCC Planning Advisory Group-developing mountain bike trail concept plans in collaboration with other users on Mt Wellington. Budget- \$1million.
2019 – current	Volunteer, GCC Expert Advisory Panel, Glenorchy Mountain bike park masterplan
2019	Campaign volunteer Glenorchy Skate Park. Successfully retrieved \$250,000 of public funding to ensure public infrastructure is built.
2017-current	Coordinator

Bee Literate Tasmania. Successfully develop, implement and oversee the 'Bee Book' project idea. Book now in 4<sup>th</sup> print run and authors nominated for Tasmanian Achievers award.

2017-2018	Women's Development Officer Hobart Wheelers/Dirt Devils Cycling Club
2009-2018	Secretary and Committee Member South Arm Peninsula Residents Association
2009-2015	Volunteer South Arm Coastcare
2005-current	Trail builder and Event volunteer Kellevie mountain bike park
2001-2007	Volunteer Migrant Resource Centre

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## Interests

Mountain Bike riding, beekeeping, sailing, gardening, hiking, community development.

**Applicant's Name**

Jenni McLeod

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

As owner and operator of my own business, I have developed and implemented all facets of operations, including branding, marketing, policies, media, project partnerships and government strategy. The core of my work and skill set is building social infrastructure.

Examples include \$100,000 awarded at the end of 2021 through the Tasmanian Government's supporting women to succeed initiative to develop the Sister Hives program. Further examples include sponsorship deals I have successfully negotiated with State and National private entities to facilitate social infrastructure builds in some of Australia's most disadvantaged communities, giving children a voice.

Prior to this, I spent 10 years as an on ground political staffer, developing, managing and overseeing successful campaign and electorate strategies.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable (maximum 100 words)**

I have been a mountain biker since 1998 and since that time I have been involved on committees, volunteering at events and track building activities. This culminated in forming Shredding Betties to address the lack of female participation in mtb. I have also sat on the Mt Wellington Project Advisory Group, where I was a key part of consulting with all stakeholders to a successful end point. Additionally, I have taken part in the Glenorchy City Council mtb masterplanning process as a member of their Advisory Panel.

I am now Co-Chair of the AusCycling Diversity and Inclusion Advisory Group and have recently been awarded a Women in Sport Leadership scholarship through Sport Australia to complete a Company Directors course.

Although I am an occasional racer, my experience sits in the sport participation and inclusion space.

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**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

- Current Board Director AusCycling
- Current Co-Chair Diversity and Inclusion Advisory Group
- Founder and immediate past President of Shredding Betties

**Professional / Management Experience (maximum 100 words)**

2019- current - Owner/Operator of the Bee Collective  
2011- 2019 - Office Manager and Electorate Officer, Scott Bacon MP  
2007-2009 - Manager STEPS Employment

**Board Experience (maximum 100 words)**

2020- current - Board member AusCycling  
2031- current- Board member Southern Tasmanian Beekeepers Association

**Board Qualifications and relevant Professional Development**

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

Currently enrolled to commence an AICD Company Directors course July 1 2022

2019 completed Project Management course with NDA training.

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27<sup>th</sup> March 2022

Dr Phil Hamdorf  
2 Oliver Way  
Cherrybrook NSW 2126

People Committee Chairperson  
AusCycling  
agm@auscycling.org.au

Dear Chairperson

I wish to express my interest in joining the Board of AusCycling.

The prospect of joining this Board represents an outstanding opportunity to contribute to the future growth and development of cycling in Australia.

This is particularly exciting given recent efforts to merge the disciplines of track, road, mountain bike and BMX into one unifying body.

I bring a comprehensive background to the Board having worked across the sport, exercise science, higher education and health sectors through government, private and not-for-profit organisations.

My extensive experience is underpinned by my academic background including a Bachelor of Education (Physical Education) and Doctor of Philosophy (Exercise Science). Additionally, I am a graduate of the Australian Institute of Company Directors.

As a senior executive with the Centre for Physical Activity in Ageing (South Australia), Office for Recreation and Sport (South Australia), Australian College of Physical Education (New South Wales), Department of Premier and Cabinet (New South Wales) and the Office of Sport (New South Wales), I have also provided high level leadership to organisations of varying size and complexity.

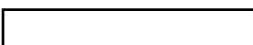
I bring an array of relevant skills to the Board of AusCycling particularly in the areas of governance, risk, finance, government and stakeholder relations, strategic thinking, change management and participation.

Experience gained through the range of roles and organisations mentioned above, provides me with a wide-ranging understanding of the Australian sport system, with particular insights from a governmental agency perspective.

In conclusion, I consider my skills, knowledge, reputation and acknowledged integrity within the wider sport community, give rise to my capability to meaningfully contribute to the strategic vision and enduring sustainability of AusCycling.

Yours Sincerely

**Phil Hamdorf**



# Dr Phil Hamdorf

PhD FESSA FSMA CF GAICD

AUSTRALIAN INSTITUTE  
of COMPANY DIRECTORS



 Sydney, NSW

Experienced senior executive with wide-ranging knowledge across diverse policy areas, demonstrated high-level leadership and strategic capabilities at national and state level.

An accomplished track record of successful business transformation and program delivery, savvy advice, and effective collaboration.

Extensive leadership, strategic planning and management skills across complex and highly regulated people-orientated environments, outstanding stakeholder engagement capabilities and an excellent communicator.

Proficiency in leading small and medium sized organisations in the areas of sport and recreation, higher education, rehabilitation, preventive health, strategic and policy development, corporate services, data analysis and applied research.

Successful in applying, refining and demonstrating high level 'hard skill' executive capabilities including:

- strategic planning in alignment with priorities from development and implementation to monitoring and review
- policy development and application to drive high level strategic priorities
- change and rationalisation in accordance with policy and resource allocation whilst driving reform initiatives
- proven high order strategic and operational problem forecasting, solving and resolution skills in complex and fast paced environments.

## Directorships

Muirfield Golf Club Limited	Privately-owned golfing facility, offering a quality, affordable, golf and hospitality experience, in a friendly and informal atmosphere for members and visitors.	November 2021 - Present
Outdoors NSW & ACT	Peak body for the outdoor sector in NSW. Enriches communities by connecting them with nature to lead healthier and more fulfilled lives.	September 2021 - Present
Australian Sports Diplomacy Advisory Council	Advise the Australian Government on initiatives to help strengthen Australia's influence internationally through sport.	January 2020 - Present
Wollongong 2022 Limited	\$25M event to host the UCI Road World Championships 2022 in Wollongong, NSW. The Local Organizing Committee has overall responsibility for event delivery.	March 2019 - April 2020
2015 AFC Asian Cup	The Premier football event in Asia, contested every four years <b>to determine Asia's representative in the next FIFA Confederations Cup</b> . Participating Australian governments (NSW, VIC, QLD, ACT and the Commonwealth) jointly committed \$61.0 million to host the Asian Cup.	February 2012 to April 2015
ANZ Championships	Known non-commercially at the Trans-Tasman Netball League, the ANC Championships was the premier netball league in Australia and New Zealand. The annual budget was in the vicinity of \$12M.	May 2008 to April 2011

## Education

*Doctor of Philosophy*, Flinders University, South Australia

*Bachelor of Education*, University of South Australia, South Australia

*Graduate*, Australian Institute of Company Directors



## Achievements

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- Created the highly successful Active Kids Voucher program for the NSW Government with an annual budget of \$127M - the program is the largest of its type anywhere in the world
- Established the SPRINTER research centre with the University of Sydney - a unique research unit, dedicated to researching the evidence-base of the value of sport, active recreation and physical activity
- Managed jurisdictional financial interests, including the safeguarding of post-event dividends, as government appointee to the highly successful 2015 AFC Asian Cup Board
- Past President, Fellow and Life Member of Exercise and Sports Science Australia
- Past President and Fellow of Sports Medicine Australia (SA Branch)
- Founded the Centre for Physical Activity in Ageing (a Centre of Excellence in rehabilitation and preventive health), Royal Adelaide Hospital

## Skills and Attributes

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- Accomplished executive level sports administrator experienced in dealing with NSOs and SSOs across program and service **delivery initiatives in the areas of membership, governance, grants, high performance, children's vouchers, regional academies**, major events, sports integrity, participation, infrastructure, evidence-based policy, strategies and programs
- Highly adept analytical thinker embracing a strong evidence base for strategy and policy development
- Experienced in building relationships and engaging in meaningful consultation with the community, stakeholder groups and working across teams, agencies and jurisdictions
- Effective in working with Ministerial offices while maintaining neutrality and demonstrating political nous and savvy when providing advice
- Skilled in implementing new concepts and services within complex and highly regulated people-orientated environments
- Successful in managing high performing teams through collaborative and inclusive approaches thus empowering responsible delegation and decision making
- Incorporates high ethical standards of practice as the basis of all interactions with organisations, communities and individuals
- Ability to remain calm under pressure while applying good judgement to provide considered insight and advice

## Executive Experience

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Office of Sport, NSW Government	Executive Director (Sport Development Group), 32 staff and an annual budget of \$141M	March 2015 to April 2020
Premier and Cabinet, NSW Government	Director Regional Coordination, 8 staff and an annual budget of \$1.8M	January 2012 to March 2015
Communities NSW, NSW Government	Various Director roles (including Research and Development, Strategy and Policy and Corporate Services). Corporate Services had 105 staff and a recurrent expenditure of \$850M (operating), \$150M (capital) and \$10.5B asset portfolio through a divisional budget of \$6.5M	June 2009 to August 2011
Australian College of Physical Education Ltd	Chief Executive Officer, 80 staff and an annual budget of \$17M	November 2007 to March 2009
Office for Recreation and Sport, SA Government	Executive Director, 135 staff and an annual budget of \$51M	June 2002 to October 2007
Centre for Physical Activity in Ageing, Royal Adelaide Hospital	Founder and Head, 22 staff and an annual budget of \$2.6M	January 1997 to May 2002

*Referees available on request*

**Applicant's Name**

Dr Phil Hamdorf

**Specifically address Key Selection Criteria in the AC Director Position Description**  
(maximum 100 words)

I have an extensive background of industry experience as a senior sports executive for two state governments (SA and NSW).

I have worked alongside numerous NSOs and SSOs across program and service delivery initiatives in the areas of membership, governance, grants, high performance, vouchers, regional academies, major events, integrity, participation, infrastructure, policy, strategies and programs.

Additionally, I have worked directly with Sport Australia on a range of issues including governance reform, grant assessment, national participation campaigns, high performance strategy and policy alignment.

I understand what good governance is, with previous Board experience and completion of the AICD Company Directors course.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable** (maximum 100 words)

I have experience with athlete pathways having oversighted development of the adapted FTEM model for NSW with the original author.

I have worked with the NSW Academies of Sport over recent years particularly with their junior development pathways.

Participation has been a focus and development of the worlds largest children's voucher program was one of my most satisfying achievements.

As Chair of the Committee of Australian Sport and Recreational Officials, I led inter-jurisdictional collaboration, strategic agenda development and the National Institute Network review of high-performance sport, which laid the foundation for development of the National High-Performance Sport Strategy.

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**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

As Executive Director, Office of Recreation and Sport (SA) which included the South Australian Sports Institute, I had high level administrative engagement with cycling through government management of the Adelaide Super-Drome.

While in this role, I also had significant involvement in the Tour Down Under as a major government sponsor as well as development of the inaugural 'be active' ride that facilitated a general public ride of one of the official tour legs.

More recently, as a Board member of Wollongong 2022 Limited I had direct involvement in event delivery of the UCI Road World Championships 2022 in Wollongong.

**Professional / Management Experience (maximum 100 words)**

The role as Executive Director of the Office for Recreation and Sport entailed provision of advice to Ministers, government, Chairmanship of SASI, administration of grant programs and management of government owned/operated trails, stadiums and facilities.

As CEO of the Australian College of Physical Education my focus was monitoring resource management, income streams and discretionary expenditures to improve profitability and shareholder value.

As Executive Director of Sport Development, I managed dedicated units focused on operational priorities including: development of strategies and implementation plans to increase participation of women and girls, strengthening participation in sport across regional NSW, implementation of sport integrity programs.

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**Board Experience (maximum 100 words)**

Muirfield Golf Club Limited, Director  
Outdoors NSW & ACT, Director  
Australian Department of Foreign Affairs and Trade, Sports Diplomacy Advisory Council  
Wollongong 2022 Limited, LOC Director  
2015 AFC Asian Cup, LOC Director  
Australian College of Physical Education Ltd, Academic Board Chair  
ANZ Championships, Board Director  
Exercise and Sports Science Australia, President and Chair of Management Board  
Sports Medicine Australia (South Australia), President and Chair of Management Board  
2007 World Police and Fire Games, Corporation Board Director  
Australasian Masters Games, Board Director

**Board Qualifications and relevant Professional Development**

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

March 2021 - AICD Company Directors Course - Successful completion of all elements including exam and assignment

February 2022 - Successful completion of the Sport Australia - Start Line Director Education Course

March 2022 - Successful completion of the La Trobe University - Sport Diplomacy Massive Open Online Course

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1300 137 397  
ABN 70 644 149 351  
ACN 644 149 351

# JOHN NICHOLSON



## Cover Letter

I would like to put forward my candidature for the position of Director of AusCycling.

The skills that I would bring to board would include:

- Having been a President of Blackburn Cycling Club for more than 10 years
  - Understanding of the culture of a successful cycling club
  - I have a first hand experience of the issues which clubs encounter day to day
- Having competed at the highest level
  - Dual World Champion, Olympic Silver and Dual Commonwealth Gold
  - Having been a member of an International Profession Team Jolly Ceramica
- Innovation and creative forward thinking
  - Inventor of the clip less pedal system
  - contributor to Shimano's 10mm chain drive system (recognised as part of Shimano's key history)
- Commitment to Junior Development
  - Revitalised Victorian School competitions
  - Commitment to Junior events

I believe I will be able to bring key knowledge and skills to the AusCycling board.

Yours in Cycling

John Nicholson

# JOHN NICHOLSON



## KEY STRENGTHS

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- Have experienced and acquired knowledge of cycling at all levels.
- Ability to think outside the box.
- Ability to work well within a team environment.
- Ability to listen and relate to other people.

## PROFILE

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- Dual World Champion, Olympic Silver Medallist and dual Commonwealth Games Gold Medallist
- Member of the Australian Sports Hall of Fame.
- Winner of the Oppy Award
- Life Member of Cycling Victorian and the Blackburn Cycling Club.
- Inventor of the clip-less pedals for cycling.
- Club President of the Blackburn Cycling Club.
- Qualified Cycling Commissionaire and Coach.
- Degree in Business Management and Computer Science from Copenhagen Business School Denmark.
- Managed IT environments focusing on a friendly and harmonious team atmosphere.
- Produce and managed IT budgets in the million-dollar range through my working career.

## CYCLING CAREER

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- Started racing at the Blackburn Cycling Club as a junior.
- Quickly rose to Victorian and Australian Champion in the Sprint event
- Was selected for the Mexico Olympic Games as the young sprinter.
- I interrupted study at Monash University in Engineering to go to the Commonwealth Games in Edinburgh where I won the Gold Medal in the Sprint.
- As part of my Engineering degree I developed and produced the first clip-less pedal system where I attached my cycling shoes to a modified pedal. This became the forerunner of the clip-less pedal system now used by most racing cycles.
- Straight after Edinburgh I went to the World Championships in Leicester where I was placed 4<sup>th</sup>. Following Leicester I was invited to post World Championship events in Europe and in Denmark I was invited back to race the normal track season the following year.
- I raced extensively around the World based in Denmark over the next couple of years taking the Silver medal at the Munich

Olympics after being forced to return from Europe where I was racing for a rudimentary training camp in Australia prior to the Olympics.

- After winning the Gold Medal in the Sprint in Christchurch I returned to Europe and offered a professional contract with a World Tour standard Italian Trade Team Jolly Ceramica. I believe that this was facilitated by the French who were anxious for me not to ride at the Montreal Olympics in 1976.
- After racing for Jolly Ceramica for a year I signed a 3 year deal with Keizo Shimano and delivered Shimano's first World Champion on Shimano equipment.
- Won 2 consecutive World Championships in the Sprint
- Was invited to Japan as part of the first International riders to compete at the Japanese Kerin Championships which I won two years in a row.

## CYCLING ADMINISTRATION

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### **Victorian Cycling Board member**

- Created the new Development portfolio and engaged a part-time employee Ray Bowles into the position.
- Restarted the Schools Championships which has ever since.

### **Blackburn Cycling Club President**

- I was asked to take over the club Presidency and held that role for quite a number of years.
- Ensured that the club actively supported the racing with the establishment of the Eildon Junior Tour as well as many Victorian State level events.
- We were the first club to establish traffic management standards and were the first club to have trained traffic controllers to stop cars at cycling events, ensuring greater safety at events.
- Over saw the development of many of the Blackburn riders from first ever ride through to World Champion and National Champions.

### **Danish development roles**

- Involved with development programs at the Ordrup junior track program and also other programs at the Aarhus club.

## WORK EXPERIENCE

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I have worked in a number of diverse IT roles both in permanent and contract positions, a couple of these described below:-

## **VicRoads**

### *Team Leader Server Management*

- Managed a team of support technicians who supported the server farm at VicRoads.
- Project managed an accelerated program of server replacements and upgrades across VicRoads and their offices state wide.
- Used industry standards including ITIL and Prince 2 methodology in my position.

## **Acterna**

### *Network Manager Asia Pacific*

- Originally this was a German company Wandel and Golterman which was overtaken by the American Company Acterna
- I managed the network, servers and IT infrastructure services for this global company in the Asia Pacific region and travelled extensively in the Asia Pacific region from India to China and Singapore.
- Meeting the changes across the region with diverse cultural background and quite diverse technical challenges.

## STATEMENT ON USE OF DRUGS IN SPORT

- I made a conscious decision not to use drugs as I believed that there would be a health cost in latter life apart from the obvious argument of unfair advantage.
- Having being tested multiple times through my career with no positives, however this seem not to carry much weight now a days.
- There is no doubt that I competed against cyclist who had been drug affected.

## EDUCATION

Bachelor of Science  
Business Administration / Computer Science  
Copenhagen Business School

## LANGUAGES

English (first language) and Danish (fluent)

## CITIZENSHIP

Australian and Irish



**Applicant's Name**

**John Nicholson**

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

1. Professional cyclist for Jolij Ceramica (Pro Italian Team) and Shimano. Competed in events across the world.  
<https://sahof.org.au/hall-of-fame-member/john-nicholson/>
2. As a Professional sportsman competing at the highest level I have a deep and personal experience high performance. After competing at this level I have had an on going interest in development and have seen many of our International cyclist from their beginnings as junior cyclists.
3. Multiple activities for TV, press and related media related to my professional career
4. Extensive digital and data experience
5. Through my business in Denmark I developed my customer, retail and sales skills
6. As a Professional cyclist these skills were required
7. I ran the Server Management Team at VicRoads and was involved in all of the above
8. My education at the Copenhagen Business School which I have used in several of my career positions
9. In previous board positions involved in risk management
10. I have run and participated in each of these in my previous board positions and club positions
11. I have lead several teams developed my people and culture skills
12. Have been on several board positions

**Involvement in Sports Industry including experience in high performance environments  
or pathways development and participation if applicable (maximum 100 words)**

In the 10 years I lived in Europe I was involved in several HPU from different countries. This included training with national teams from Denmark, France and Italy.  
I have worked at a strategic level with development programs for Cycling Victoria and the Blackburn Cycling Club  
I am recognised as the inventor of the modern clip less pedal system  
Also I was part of Shimano's 10mm track drive system and was the first World Champion for Shimano  
I ran a cycling import business in Denmark

**Involvement in Cycling / AusCycling (including Board / Committee experience)**  
(maximum 100 words)

I have been elected to the Cycling Victoria Board on a couple of occasions. I was also responsible for the restarting of the Schools Cycling events in Victoria. Also I was chair of the Cycling Australia Sport Commission  
For more than 10 years I was President of the Blackburn Cycling Club and have been involved at the club in addition to this term as President.  
In Denmark I was part of the development program at Ordrup Cykelbane in Copenhagen and in Aarhus.

**Professional / Management Experience** (maximum 100 words)

Team leader of the VicRoad Server Management group  
Manager of the WWG Asia Pacific network (including India, China and Australia)

**Board Experience (maximum 100 words)**

I have served on the Cycling Victoria board also lead the Blackburn Cycling executive and ran their board meetings.

**Board Qualifications and relevant Professional Development**

Please be specific in relation to course duration, auspicng authority etc.

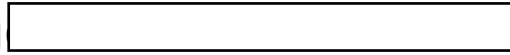
For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

I have a degree in Computer Science and Economics from the Copenhagen Business School.  
This included a mixture of accounting, economics, management as well as Computer Science.  
Qualified as a Level 2 Coach and Level 2 Commissaire for both road and track.  
I am a member of the Sport Australia Hall of Fame  
Dual World Champion  
Olympic Silver medallist  
Dual Commonwealth Games gold medallist

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Anne Gripper |



Ms Marne Fehner  
Chief Executive Officer  
AusCycling Limited

*via email: agm@auscycling.org.au*

30 March 2022

Dear Marne,

I would like to be appointed as a Director of AusCycling for another term.

As a member of the transition Board, I have enjoyed being part of the AusCycling adventure so far. I feel inspired by the progress made in our first full year of operation and look back on the two years of preparation by so many people and think “yes – this really was worth all that work”. I would like to continue my commitment to ensuring that AusCycling becomes a role model for sport unity within the Australian sport landscape.

I am passionate about the positive role that sport generally and cycling specifically can play in strengthening communities and making people’s lives better. I feel completely aligned with AusCycling’s new strategic direction of “sport plus” and strongly believe that we can have a significant impact on improving the mental and physical health of Australians and our environment.

As a member of the Oceania Cycling Confederation Executive Committee and recently elected member of the UCI Management Committee, I believe it is beneficial for AusCycling if I remain on the Board to ensure clear lines of communication between the OCC, the UCI and AusCycling.

My particular area of interest and contribution to AusCycling is in the Ethics and Integrity area. I would like to continue my involvement with the Ethics and Integrity Committee as a representative of the AC Board, and potentially as the committee chair.

I have attached a short resume and the requisite documents in support of my application and look forward to further discussions about the role.

Yours sincerely,

A handwritten signature in cursive script that reads "Anne Gripper".

Anne Gripper

## Resume - Anne Gripper



### SUMMARY

In a range of professional and governance roles over the last 25 years I have enjoyed being able to influence good decisions on both sides of the board table at local, state, national and international levels.

As a Chair and Non-Executive Director of diverse boards and committees, I pursue the art of effective chairing and contributing at a governance level to organisations in the philanthropic, social enterprise, government and sport sectors.

As a CEO in the not for profit sector and at Executive Director level in government, I am recognised for my success in achieving significant business turnaround, primarily through exceptional employee engagement, passion and loyalty.

### PROFESSIONAL ROLES

A diverse career in leadership roles across public and private sector environments based in Sydney, Canberra and Switzerland has enabled me to develop a strong suite of skills in governance, management, stakeholder relations, finance and risk management.

#### **Executive Director, Sport and Recreation | NSW Office of Sport** *October 2016 – March 2020*

Responsibility for a budget of \$120m and a staff of 280 enabled me to contribute to a significant improvement in the way sport and recreation services are delivered to the people of NSW. Effective strategic positioning, innovative financial arrangements and operational improvements led to government approval of a new regional delivery model for sport.

#### **Chief Executive Officer | Triathlon Australia** *September 2010 – October 2015*

The national governing body for the sport of triathlon in Australia was close to insolvency when I assumed the CEO role. Over 5 years I led a business turnaround by increasing membership by 42%, winning back the trust of government and corporate supporters. I left an innovative Strategic Plan and strong balance sheet as my legacy.

#### **Director, Anti-Doping | Union Cycliste Internationale (UCI) (Switzerland)** *September 2006 – March 2010*

I accepted the role following the disastrous events of the 2006 Tour de France with the sport of cycling in danger of losing its place in the Olympic Games and sponsors leaving the sport in droves. I led a paradigm shifting new approach to eliminating doping and increasing integrity in the sport by coordinating

scientists, lawyers and medicos and engaging the difficult stakeholder groups of professional team owners, event organisers and riders.

**General Manager, Operations | Australian Sports Drug Agency (ASDA)**  
*August 1999 – January 2006*

After leading the operational aspects of ASDA's contribution to the Sydney Olympic Games, I led the significant changes to the agency's public interest and user pay testing programs and the development of the legislation which led to the creation of the Australian Sports Anti-Doping Authority in March 2006.

## **NON-EXECUTIVE ROLES**

**Chair | June Canavan Foundation**  
*2010 - current*

A medium sized philanthropic foundation established to provide financial support to organisations making a high impact in health, education, conservation and sport. As Chair, I have guided the organisation from start up to distributions of over \$2 million. The Foundation enjoys respect from the philanthropic sector as an advocate for and best practice example of medium scale philanthropy.

**Non-Executive Director | AusCycling Ltd**  
*October 2015 – current*

The governing body for the sport of cycling in Australia, recognized by the Australian Olympic Committee, Sport Australia and the International Cycling Union. As a board member, I provide leadership on national and international sport systems, governance and ethics.

**Chair | Ethics and Integrity Committee | AusCycling Ltd**  
*November 2019 – current*

A Board Sub-Committee of Auscycling. As Chair, I led the reconstitution of the committee with a contemporary mandate and new members. As a large Olympic sport, I am chairing the committee towards being recognized as a best in class example of how a sport protects its integrity and deals with ethical issues.

**Non-Executive Director | Australian Centre for Rural Entrepreneurship**  
*April 2018 – current*

A social enterprise established in regional Victoria which led the landmark community buy-out of the Old Beechworth Gaol through a blended finance model. As a Board member, I provide leadership on governance, risk and philanthropic aspects of the enterprise

**Chair | Athlete Advisory Committee | NSW Institute of Sport**  
*November 2019 – current*

A committee established to advise the NSWIS Board on athlete's issues and bring the voice of

the athletes to the management and governance of the Institute. As Chair of the group (who are generally inexperienced in governance and meeting protocols), I provide structure and consistency to agenda setting and meeting practice.

## EDUCATION

### **Master of Sport Administration (MSA)**

2007 | *AISTS (University of Lausanne / University of Geneva / International Olympic Committee)*

### **Bachelor of Arts (Honours, Psychology)**

1987 | *University of Sydney*

### **Performance Leaders Program**

2016 | *Melbourne Business School*

### **Foundations of Directorship**

2015 | *Australian Institute of Company Directors (AICD)*

## MEMBERSHIPS

**Australian Institute of Company Directors** | Affiliate level

**The Ethics Centre** | General member

**Philanthropy Australia** | Active member

**Women on Boards** | Full member

## PUBLICATION AND PODCAST

Interviewee | **Active CEO Podcast - *The 6 Cs of Leadership***

2018 <https://nrg2perform.com/anne-gripper-6-cs-of-leadership/>

Book Chapter Interviewee | **“Secrets of Successful Sports CEOs”**

2013 <https://trove.nla.gov.au/work/190057359?selectedversion=NBD52728534>

## REFEREES

**Mr Matt Miller** | Former CEO | **NSW Office of Sport**

0419 720 822

**Mr Duncan Murray** | Chair | **AusCycling** (formerly Cycling Australia)

0409 217 176

**Applicant's Name**

Anne Gripper

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

Of the 12 key selection criteria, I have strengths and experience in the following seven criteria:

1. Sports industry experience.
2. Deep understanding or experience with high performance environments or pathways development and participation
3. Experience with Government advocacy; connections or network with Federal/State Governments; understanding of machinations with government negotiations.
4. Risk Management
5. Governance & Strategy
6. People and culture
7. Demonstrated experience in working on boards or committees.

My experience in each of these is outlined in the paragraphs below and in my resume.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable (maximum 100 words)**

I have been involved in the Australian and international sports industry in both professional and governance roles for 28 years.

In a professional capacity, as CEO of Triathlon Australia for 5 years I was deeply involved in both the participation and high performance aspects of the sport. During my time at triathlon I was responsible for our 4 year preparation for the 2016 Rio Olympics and Paralympics. We also employed our first pathways manager during this time to focus on athletes who would be competing in Paris and LA. At a participation level, we introduced "TryStars" as a welcoming entry point for school age children to the sport.

At the NSW Office of Sport I was responsible for the 11 Regional Academies which provide pathways to NSWIS. I also led the development of 9 Sport and Active Recreation plans for each of the 9 regions in NSW.

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### **Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

I was initially appointed to the Board of Cycling Queensland in 2015 and then approached to join the Cycling Australia Board in 2016. I served for four years as an appointed Director before joining the transition Board of AusCycling as one of three representatives of the road and track disciplines.

I re-established an Ethics and Integrity Committee for Cycling Australia in late 2019 with a new mandate and carefully selected members. With the appointment of one additional members, the CA committee transitioned to the AusCycling EIC. I have chaired the committee since its inception.

I was a member of the Cycling Australia High Performance Advisory Group and the Hall of Fame committee.

At an international level, I am a member of the Executive Committee of Oceania Cycling Confederation, the UCI Management Committee and the UCI Paracycling Commission. I currently Chair the UCI Anti-Doping Commission.

### **Professional / Management Experience (maximum 100 words)**

I have worked at CEO level in the private sector and Executive Director level in the government sector.

My professional background in Human Resources has resulted in my leadership roles being focussed on the people aspects of the organisation. I also developed a strong interest in operations aspects of leadership while involved in anti-doping roles at the Australian Sports Anti-Doping Authority and at the UCI.

I understand the peculiar nuances of leadership in a government environment through my roles as Director of Operations at ASADA and Executive Director of Sport and Recreation at the NSW Office of Sport.

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### Board Experience (maximum 100 words)

In addition to my cycling Board roles, I chair the NSWIS Athletes Advisory Group and the CombatAUS Nominations Committee.

Outside of sport, I was the founder and am the current Chair of the June Canavan Foundation, a medium sized philanthropic foundation.

I am a Director of the Australian Centre for Rural Entrepreneurship (ACRE) based in Beechworth and a member of ACRE's Growth Fund Committee

### Board Qualifications and relevant Professional Development

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors' Course (5 days). Completed and passed both exam and assignment.

2015 - 2016: Performance Leaders course conducted by Melbourne Business School on behalf of the AIS

2017: AICD Foundations of Directorship course (3 days)

2022 - I will undertake the 5 day Company Directors course on a scholarship provided by Sport Australia.

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# BRAD BELLETTE

## BMX TRAGIC

**To the current AusCycling Chair,**

I believe that your community is only as good as what you put into it, and I've put my money (and time) where my mouth is to back up this statement. I've committed to active roles on advisory groups and operational roles within local not-for-profits and government. I have over 20 years experience volunteering across local, state and national level boards, holding a chair role in almost every instance.

My work within these groups has seen increases in revenue, attracted new attendees, and brought more sponsors to the table to continue the economic longevity of the organisation after I've left it.

When I'm working in an advisory role, I'm able to put aside my ego and think ahead to what's next for the organisation, and how I can be a part of bringing the organisation to the next level.

I have spent the last year on both the State and National Advisory Committees for AusCycling, a corporate sponsor for five years, and a rider for six. I would be able to bring a perspective from each stakeholder group as an AusCycling board director.

The opportunity to be a part of a revolutionary organisational movement within a sport that I am incredibly invested in is an honour that I would live up to. A position of being an active change agent in BMX's next chapter and attracting more riders to the multidisciplinary fields across the country is a role I would embrace wholeheartedly.

Best regards,



**Brad Bellette**

**LET'S RIDE TOGETHER**



Email: [brad@bellette.com.au](mailto:brad@bellette.com.au)  
Alice Springs, Northern Territory



# BRAD BELLETTE

BMX TRAGIC

## PROFILE SUMMARY

As an NT local, the Territory is in my blood. Having built two successful businesses in Alice Springs, I've found that I have a passion for problem solving and innovation. I have learnt so much in my twenty-plus years in the CEO realm, and it always comes from being able to take a backseat and just listen every now and then.

Trust the experts you employ, provide an excellent product for the customers you serve and LISTEN to what they need.

There's no point doing anything if you're not passionate about it.

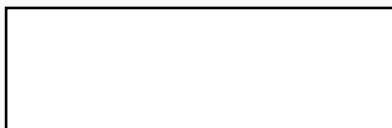
Make your work meaningful and you will enjoy every challenge.

HutSix and bellette have both developed into strong service-based businesses, it gives me great joy to look at how we have changed and grown over the years.

## SELECTED HIGHLIGHTS

- Chair of AusCycling NT State Advisory Committee
  - Member of AusCycling National Advisory Committee
- Chair of the Central Australian Show Society for over 10 years
  - President of the Red Centre BMX Club
- Enforcing correct governance practices in multiple not-for-profit environments
  - Racing in national BMX Championships with my son
- Opening two businesses in the Territory, with multiple offices and remote staff.

## FIND ME HERE:



## WORK EXPERIENCE

### CHIEF EXECUTIVE OFFICER (BUSINESS OWNER) HutSix | 2006 - Present

The nature of working in an industry based in technology is that it is always changing, evolving and growing. I am constantly working on business development and bringing new innovative solutions to the work we do. I lead a team of web and software engineers who are constantly teaching me new, fascinating things about the work they do.

#### Accomplishments

- I bought the organisation in 2006 to fill a demand for complete web solutions that were mobile responsive. I have pivoted this business to house a full-suite of software engineers that create world-leading customer relationship management (CRM) systems.
- Our team is small but mighty, executing projects with budgets of up to \$2.5 million with an Agile Methodology whilst utilising the latest technological innovations.
- I've been able to source a diverse client base for our organisation, sourcing clients from across Australia that are desperate for a custom solution that suits their unique needs.

### CHIEF EXECUTIVE OFFICER (BUSINESS OWNER) bellette | 1998 - Present

bellette is my first business, my baby. I stepped into the world of advertising to create an agency that would provide an all in one marketing solution for Alice Springs businesses and organisations. Nothing like this had existed in Alice Springs prior to this, and I was able to provide a hub for content creation services - from TV ads, to fully fledged retail campaigns. This enterprise has grown exponentially since 1998, becoming a fully-fledged marketing agency. This has been possible by my thirst for new innovative tools, and has allowed us to thrive in an intensely competitive environment.

#### Accomplishments

- Building a solid client base that has helped bring our average monthly project amount to 120 projects a month.
- Developing cohesive workplace practices by reviewing workflows and bottlenecks to ensure the organisation doesn't get left behind and ensure staff retention.
- Using our skills for good by contributing in-kind support to community organisations to help maintain their own brand recognition and marketing at no extra cost for them.

## **COMMUNITY INVOLVEMENT**

### **CENTRAL AUSTRALIAN ECONOMIC RECONSTRUCTION COMMITTEE**

**2020 - Present**

#### **AUSCYCLING**

**2020 - Present**

Chair of AusCycling NT State Advisory Committee

- Member of AusCycling National Advisory Committee

### **RED CENTRE BMX CLUB - PRESIDENT AND COMMITTEE MEMBER**

**2015 - Present**

Accomplishments:

- Acquired Community Benefit Funding to make a \$140,000 upgrade on the track to make it UCI compliant
- Consolidated accounts and governance
- Reduced debt levels
- Created ongoing 'cash based' sponsorships
- Reduced workload for volunteers
- Creation of relationships with BMX SA
- Modernisation of accounting facilities and website
- Creation of a fair and equitable coaching roster
- Establishment of relationships with local mountain biking groups in Alice Springs for future growth
- Execute professional marketing for the club
- Design of a modern race jersey
- Organisation now runs at a profit
- Securing sponsorship for 'club bikes' for riders to borrow
- Establish a culture of a people driven organisation
- Securing funding and coordinating the coaching clinics with World Champion BMX rider Saya Sakakibara at our club.

### **CHAIR OF THE NT SHOW COUNCIL**

**2007 - 2012**

#### **BELLETT AND HUTSIX IN-KIND**

##### **SPONSORSHIP**

**1998 - PRESENT**

RSPCA

Music NT

Arid Lands Environment Centre

Carols by Candlelight

Desert Song Festival

Riding for the Disabled Alice Springs

Darwin International Film Festival

NAIDOC Week Events

Bush Bands Bash

## **BMX TITLES - COMMENTATOR**

**2015 - 2020**

- BMX SA Titles

- BMX NT Titles

- BMX National Titles

## **CENTRAL AUSTRALIAN SHOW SOCIETY -**

### **PRESIDENT**

**2005 - 2013**

Accomplishments:

- Achieved the largest crowd attendance on record - 19,000 people
- Modernised the operation with EFTPOS, automation and online entries
- Created a financially stable event with a \$90,000 profit in the first year
- Achieved the largest number of entries across all events - 4,000
- Creation of an electric shuttle bus service for pensioners and seniors to access the show grounds
- The ability to extend stall holder locations across the entire grounds by fostering sustainable business relationships
- Introduce roving performers throughout the show
- Creation of an alliance with the rural sector by running successful 4 day events in camp-draft
- Develop relationships with all Alice Springs primary schools to encourage show participation
- Formulation of a relationship with members of the Australasia Showman's Guild.

## **ECONOMIC DEVELOPMENT COMMITTEE - COMMITTEE CHAIR**

**2006 - 2007**

### **BLATHERSKITE PARK - CHAIR**

**2000 - 2005**

Accomplishments:

- Moved the park from a loss making venture to a revenue producing venture
- Modernised accounting and financial practices
- Reduced bottlenecks regarding face-to-face decision making
- Increased public profile
- Increased awareness of groups who utilise the parks space
- Creation of links with other community groups in Alice Springs
- Reduced payments to suppliers from 120 days to 30 days
- Reconciled 7 years worth of audits and improved governance practices.

## **FORMAL EDUCATION**

### **KANGAROO POINT TAFE**

**Apprenticeship: Printing and Machining, 1986**

**Applicant's Name**

**Bradden (Brad) Bellette**

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

With over 25 years expressing working in sales, media, retail advertising, marketing and brand, software development and strategic planning, I am well suited for the role of a Director with AusCycling. Coupled with my intense passion for BMX which I have been both a rider and club president of my local club for the last six years, I can bring a variety of professional experience and passion to the AusCycling board.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable (maximum 100 words)**

I have been riding BMX at a local, territory and national for the last six years. I have worked directly with elite riders such as Erin Lockwood and Saya Sakakibara at a club level to forget partnerships and professional development for our coaches and riders.

**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

Alongside my role as Club President for the Red Centre BMX Club in Alice Springs, NT which I have held for the last 6 years, I have be directly involved with AusCycling since its inception in late 2020. I have held a seat on both the National and State Advisory Committees and am the current chair for the NT State Advisory Committee.

**Professional / Management Experience (maximum 100 words)**

I have started and continue to run two highly profitable SME in the Northern Territory and South Australia. My first, bellette, is a communications agency which was founded in 1998, and currently employees 9 people. My second, HutSix, is a software development agency I bought in 2010, and have turned it into a multi-million dollar business which employees 8 people. I am currently CEO of both of these companies and directly manage the operational team members, cash flow and client acquisition components of the businesses.

### Board Experience (maximum 100 words)

I have had the privilege of sitting on both government, non-government and not-for-profit boards since 2000, and have been the chair/president of the majority of the boards I have been involved with.

### Board Qualifications and relevant Professional Development

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

I have not completed any formal training with any of the boards I have sat on, but have had 20 years of experience improving board governance, cash flow, marketing and volunteer engagement throughout the extent of my board career.

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ACN 644 149 351



# Bianca Pickett – Cover Letter



To Whom it may concern,

Please accept my application for the Director role on the Board of AusCycling. With over 25 + years of life skills and professional experience, and an absolute passion for all things cycling, I think I am best placed to assist in helping my sport and community to make a real difference. As a previous Board member of Cycling Victoria, I gained an understanding for the elements that constitute a cycling governing body, along with a depth of experience in building and developing high performing teams in professional environments.

As a current racing cyclist with on the ground experience of planning and executing road races, I have gained an understanding of what it takes across all facets to organise a safe and successful race; whilst creating an environment to bring people together and challenge them through sport. Through this I have also found a passion for strengthening my local cycling club community and participation through small measures and would welcome the opportunity to work with clubs and organisations on a national level.

Key strengths:

- Leadership and management
- Strategy development
- People, Finance and General Management
- Business Development and Sales Management
- People & Culture
- Mentoring and coaching all levels including CXO and Board
- Training and facilitation
- Public speaking
- Organisational transformation

As a plain-speaking pragmatist, I am an open and transparent leader who aims to help improve everything that I am part of.

Thanks for your consideration  
Bianca

# Bianca Pickett

Bianca is an ICT Executive with depth & experience in business strategy, human resources, finance, leadership and business growth. Her foundation as a technologist has allowed her to develop into business leadership and strategy roles. Her versatility has been applied across a range of organisation types including Software, Professional Services and Finance. These organisations and have ranged from start-ups through to multinationals. Bianca has been instrumental in growing businesses and setting them up for success.

- Strategic ICT leader with the ability to lead & oversee positive and profitable growth
- Decisive, smart and capable with a breadth of understanding of business fundamentals
- Competitive cyclist

## Achievements:

- As CTO of Intuit Technologies created an FY22 Strategy, including a complete services restructure; Organisational KPIs; Technical stack and Vendor simplification.
- Developed an extensive Partner network for INDEX throughout Australia, to provide the client base with specialist skills and capabilities well beyond the INDEX team, providing the ability to compete with larger consulting organisations.
- Member of OBS and Nintex leadership team responsible for non-sales growth enablers including strategy, brand, HR, recruitment and team management. In 4 years grew the team from 30 to 180 people. Value created in the business was realised in a \$300M sale.
- Lead OBS to the #1 BRW Great Place to Work and Top Ten, 4 years running until its acquisition for \$300 million in 2013
- Established an employee retention and recruitment plan for Serraview which resulted in over 70% headcount growth in 15 months and less than 5% employee turnover.
- As COO of Serraview enabled efficient operations and established the business systems to overcome growth inhibitors. The business sold for \$100 M in 2019.
- First female technical consultant in Microsoft Australia
- Developed a strategy offering at Microsoft to assist in client roadmap development
- Restructured many Technology businesses to address profitability and cultural issues, including Kiandra IT, who successfully sold the IT division that Bianca headed up.
- Established her own Consultancy business supporting strategy, culture and recruitment processes
- Mentored many amazing people to great success throughout her career and continues to do so today.
- Her goal-oriented nature has also seen her accomplish an Ironman, Victorian Masters and Club Champion in Cyclocross and Road Racing, National Team Time-trial champion, and achieved a cycling Everesting. A competitive cyclist in road and criterium races in both Women's A grade and Men's B grade.

### **Skills:**

- Strategy development
- Leadership and management
- People, Finance and General Management
- Business Development and Sales Management
- All elements of Human Resources
- Mentoring and coaching all levels including CXO and Board
- Training and facilitation
- Public speaking
- Organisational transformation
- Consulting and Professional Services
- Stakeholder Management
- Technologist with skills based in the Microsoft and Cloud space

### **Experience:**

- Chief Technology Officer, Intuit Technologies
- General Manager, INDEX Consultants
- Board Member, Cycling Victoria
- Head of Technology Services, People & Culture – Kiandra
- Director of Operations & Transformation (COO) – Serraview
- Director & Consultant – Employee Ecosystem
- Service Delivery/General Manager – OBS
- People & Performance Manager for both OBS & The Nintex Group
- Enterprise Strategist – Microsoft
- Technical Account Manager – Microsoft
- Consultant – Microsoft
- IT Manager – Victorian Arts Centre

### **Qualifications / Certifications:**

- Bachelor of Information Technology and Business, Swinburne University
- Real Time Speaking Facilitator
- Previously MCNE, MSCE, ITIL, MSF, Prince II certified
- Women on Board Member
- Realising Your Board Potential Course

### **References:**

Recommendations available on [LinkedIn](#), or available on request

**Applicant's Name**

**Bianca Pickett**

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

1. Racing cyclist
2. Depth of experience in building high performing teams
3. Public speaker i.(see linkedin posts)
4. 27 years in the IT Industry
5. Sales Management & experience
6. Dept of experience in Brand, Marketing and communications
7. Working inside Government to establish a new team and speciality, and worked in and around for 25+ years.
8. Finance & P&L responsibility.
9. Strategic mindset and experience
10. Extensive experience in People & Culture.
11. Cycling Victoria Board until it was absolved into AusCycling.

**Involvement in Sports Industry including experience in high performance environments  
or pathways development and participation if applicable (maximum 100 words)**

Lifelong sports person from competitive Go-Karts to Triathlon and have been a racing cyclist for the last 10 years.  
Although not directly involved in the sports industry, I have extensive experience in building and running high performing teams and in some cases award winning. The goal of any successful team is to create an environment where high performance thrives, and that takes a lot of elements to work cohesively together to achieve that. As a competitive athlete with a passion for all things pro cycling, I am highly aware of the requirements that create success.

**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

A racing cyclist with extensive experience in Road and CX, including recent National Team Time Trial champion.

Focused on mentoring and supporting women to get into the sport.

Elected to the Cycling Victoria Board a year prior to Auscycling.

Involved in both the clubs that I am member, Southern Masters and Hawthorn, helping organise racing like the Women's Hanging Rock Handicap.

Worked with the SMCC committee to write a detailed Gender Action plan to support gender diversity in racing, and make fundamental changes to how we approach bringing on new members.

A massive cycling fan pro racing, & watch every single race, podcasts, and am a complete bike nerd.

**Professional / Management Experience (maximum 100 words)**

25+ years in the IT Industry from technical roles, through to strategy, Management and Executive roles. Built up businesses from nothing and taken them on in many states to grow and evolve them into successful and high performing companies. Managed and lead teams in all areas of an organisation, with a key focus on effective leadership of a business through establishing the right people and culture.

### Board Experience (maximum 100 words)

Appointment to the Cycling Victoria Board November 2019 until the AusCycling change at the end of 2020. In that time, I assisted the Board and the General Manager in building a strategy; alignment of values; regular interactions with clubs, recruitment and mentoring of the General Manager on key people concerns.

In many of my Executive roles I have reported directly to the Board, therefore have a depth of understanding of what a Board seeks and requires.

### Board Qualifications and relevant Professional Development

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

Member of Women on Boards

Completed the Women on Boards 2 day Effective Director Course

As part of that course many key elements were for self-professional development which I completed alongside.

As an active and ongoing learner, I have been party to a lot of professional development over the years, in recent times a lot of in-depth Leadership and Executive training and coaching.

Including a 5 day in-depth workshop with

Ariel Group Australia | Leadership & Presence Training and ongoing coaching.

I am a trained Public speaker and teach and train other in a variety of tailored courses depending on the needs of my team or organisation.

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ACN 644 149 351

Katrina Cowan



31 March 2022

Attention: John McDonough

RE: Director Auscycling

Dear John,

I would like to be considered for the elected Director position on the board of Auscycling.

As a previous director of Auscycling elected in November 2019 I meet the following key competencies with sports industry experience and Board experience as current director of Auscycling, BMX Australia (reelected as a director by members three times) and Manly Lifesaving Club Treasurer as well as volunteering as a race official for Snowsports Interschools competitions at Perisher. Through these roles I have an understanding and knowledge of high-performance environments, athlete pathways and how developing and emerging athletes need to consider their progress as well as participation.

I have past experience with broadcast and media through my previous board roles at BMX Australia through media releases, website communications, member surveys and sponsorship deals with external consultants. I also have experience in managing our Customer and Corporate Relations finances at Westpac Banking Corporation which includes corporate communications, media, government, advocacy and sustainability which has given me an great understanding of the area.

I have provided input into digital and data with consultants in role at BMX Australia and have been involved in Financial Control Forum for whole of bank of Westpac with input into data governance, strategy and uplift as well as development of action plan around data risks.

With experience with member organisations and customers and with the work currently underway on the Insurance Working Group I understand the importance of having the member at the centre of everything we do and consideration of how to maximise interaction with our touchpoints to encourage membership sales, events, and how to position our member propositions and categories.

I have experience with government advocacy and funding through interactions with AIS and state bodies. I also have contacts with state government ministers. Knowledge of how government budgets work and corporate experience with government through interactions with ATO, APRA, Revenue authorities and State governments. I have been instrumental in

lobbying and providing input into submissions on legislative changes being proposed for income tax and gst.

With over 25 years financial services experience I have strong skills in Finance, Accounting, Tax and Risk. I have been a key member of the Finance Audit and Risk Committee of Auscycling and believe I have been able to add value in this forum. I have commercial skills and acumen in running small businesses and consulting experience with a number of international software development companies.

My Risk management expertise has been shown through the merger providing the risk matrix I developed for BMX Australia and through the FAR, Risk working group within the FAR, and board interactions. I have attended working group sessions with Deloitte to discuss information to develop our framework and policies. Corporate experience in current role as Director Financial Control and Risk in Chief Operating Office Finance with oversight of risk and financial control in a portfolio of shared services covering technology, finance, HR, Legal, Risk, Financial Crime and Customer and Corporate Relations with expenses approx. \$1.6b also gives me a broader risk perspective. I have uplifted the risk culture in the COO Finance areas with improved risk culture survey results after implementing "What risk means to me?" sessions with employees.

Governance and strategy experience in both sporting organisations with discussions at board level working with management in developing strategy over multi year periods with financial and operational requirements. Corporate experience in developing operating model within Chief Operating Office Finance areas to align priorities to strategic objectives to deliver on our transformation agenda. I have lead teams and have developed, coached and mentored staff. I am a Mentor on the Westpac Bank Graduate program and UNSW mentor program. Experience on setting up skills capability matrix for staff and board gap discussions.

I have enjoyed my time as a Director of Auscycling and would relish the chance to continue to contribute for another term.

I would be happy to discuss my experience further at your convenience.

Yours sincerely,

Katrina Cowan



# RESUME

Katrina Harnwell



## Summary

- Experienced Finance executive & Board Director with over 25 years banking experience, including leadership of teams, change management and transformation.
- Chartered Accountant specialising in Finance, Tax, and Risk.
- Governance and financial control experience with a practical understanding of strategic development and how to execute and operationalise the strategy.
- Board experience with National Sporting Organisations – BMX Australia and the merger of all cycling entities in Auscycling as well as SME and Start up organisation.
- Experience in executing initiatives which have created improvements in processes using innovation, challenge and strategy.
- A problem solver with continuous improvement mindset and analytical skills.
- Leadership skills in managing teams and influencing stakeholders through mentoring and coaching.
- Project management experience on large complex entity wide regulatory projects.
- Outstanding communication skills with experience communicating to C-Suite executives.
- Passionate about making a difference in the environments I serve, across corporate to small business as well as not for profit including Board experience with Auscycling, BMX Australia, Ausrichter Pty Ltd and a start-up.



## Qualifications

Bachelor of Economics – Macquarie University 1991

Chartered Accountant – Institute of Chartered Accountants 1994

Masters of Tax – UNSW 1997

Graduate of Institute of Company Directors – GAICD March 2017

Certificate of Executive Leadership – November 2017

Introduction to Project Management – University of Adelaide 2020

Lean Yellow Belt – August 2021

[kharnwell@hotmail.com](mailto:kharnwell@hotmail.com)

## Director Career Summary

### Auscycling – Director, FAR member, Lead on Insurance Working Group

- Director of Large membership organisation with members throughout Australia
- Experience in government funding, setting budgets, financial reporting and working with auditors and government around financial outcomes.
- Skill set includes strategy, risk, finance as well as an understanding of membership organisations including participation, athlete pathways, events and high performance.
- Strategic work with Board and management team on development of strategic plan.
- Lead on a number of initiatives identified by the FAR including reporting, risk and insurance
- Attendance at Board meetings, Finance Audit and Risk Committee, Lead on Insurance Working Subcommittee and member of both the reporting and risk subcommittees.

### Achievements

- Working with the board on the establishment of the Strategy for the next three year period with the CEO and ELT.
- Working toward refresh of financial reporting pack and development of multiple revenue streams to ensure financial capability and flexibility in line with strategic plan.
- Lead on the Insurance Working Group to develop a longer term plan for the organisation to meet member insurance requirements with financial budgets.
- Compliance with statutory requirements, working to manage and monitor risk and enhance organisational performance.
- Risk champion with challenge around the timelines and deliverables of our risk framework
- Working to diversify revenue streams and clarify membership propositions.
- Identification of financial oversight of separate SPV for Board members.

### Finance Director + Board Director - BMX Australia (April 2015 to November 2020)

- **As Finance Director of BMX Australia, responsible for delivering healthy financial performance of the membership organisation and managing all financial control, tax and governance requirements for the organisation.**
- One of two directors successfully appointed to the merged entity Auscycling after rigorous interview process with Sports Australia.
- Driven improvements in the financial reports and information for our auditors. Worked with the CEO on improving the financial reporting function with review of processes and improving the reports provided to the Board. Simplified entity structure implemented.
- Discussion with board members on strategic issues including review of our marketing and digital content strategy in conjunction with our events.

- Understanding of funding requirements and experience with event budgets and balancing of the event requirements.

#### **Achievements**

- Streamline audit and reporting process to deliver reports on time.
- Risk champion with challenge around the organisation process and strategies from risk perspective.
- Initiation of Director induction packs and training when onboarding new directors.
- Deliver strong financial results at the AGM and to clubs and states regularly working closely with members.
- Working to diversify revenue streams and clarify membership propositions.
- Worked with management to review all policies and frameworks and setup practices to reduce risk as well as formulation of director induction pack and establishment of the Audit and Risk Committee.

#### **Ausrichter Pty Ltd – Consultant & Board Director**

- **Finance director and consultant for Veterinary Pharmaceutical Company which has reinvented itself due to consolidation within the sector and loss of products.**
- I have consulted for Ausrichter Pty Ltd for the past 10 years and worked on a number of projects including the R & D claim for development of products, strategic direction of the company, Share buy-back, Tax planning, grant application and financial statement review and planning.
- Compliance and governance management and development of strategy to future proof the business taking into account future risk and issues.

#### **Member of State Leadership Committee of Women in Banking and Finance**

- Member of subcommittees of Advocacy and Collaboration. WiBF is a not for profit member association aimed at increasing the representation of female leaders in the banking and finance sector.
- Identification and development of areas that WiBF are interested in and see as important in increasing skills and gaining next roles.
- Working with committee to develop strategies to increase females in leadership positions as an industry.

## **Career Summary**

### **Westpac – Chief Operating Office Finance – Business Performance, Financial Controls and Operating Model execution**

- Development of the operating model for the Chief Operating Office which includes the Technology area and includes devising the rhythm and execution of the model including consideration of capacity issues within teams and workflow.
- Identification of skills matrix of all within the COO Finance area and development goals.
- Determined priorities and goals are aligned within our area and working with stakeholders to deliver these.
- Manage all risk and financial controls within COO Finance including attestations, changes in controls, documentation, record management and incidents and issues.
- Lead on Finance Control Committee to support CFO
- Uplifting risk awareness and risk culture amongst the COO Finance team including training, sharing knowledge and creating an improved risk culture.
- Knowledge transfer on group wide risk and financial controls initiatives and project impacts.
- Ensure all business performance meets broader company strategic goals.
- Undertaking the Lean Yellow Belt and improving a specific finance process over 12 week period

### **Westpac – Enterprise Finance – General Counsel (January 2020 – May 2021)**

#### **Delivery of large Regulatory projects including stakeholder engagement and reporting of progress and financial results.**

- Finance lead on a large multi-stream project affecting 14 different business lines.
- Managing the forecasts and costs for all 14 workstreams including payments under settlements.
- Communicating with stakeholders, sponsors and project management teams to manage the finances of the project to ensure delivery of project on time and within budget.
- Working with Group Finance at half year end and year end reporting around notable items and provisioning for ASX purposes.
- Organising and payment of large payments in relation to the project.
- Team lead on process improvement, lead on Women in Finance initiatives and member of Diversity and Inclusion committee for Finance and on executive committee of Women of Westpac.

### **Westpac – Group Tax – Tax Controller Indirect Taxes (April 2018 – January 2020)**

**Partnering with the business to ensure tax risk is minimised and correctly calculated ensuring all reporting and compliance is met.**

[kharnwell@hotmail.com](mailto:kharnwell@hotmail.com)

- Business unit reviews in our Institutional Bank to ensure compliance and correct processing of GST in our transactions.
- Oversight of Projects within the Group Tax area and co-ordinating the tax response from GST, income tax, payroll tax, withholding tax, superannuation guarantee and FBT.
- Project manager on our voluntary disclosure issues to the ATO, Justified Trust and updating policies and controls and review of our tax policies and obligations framework.
- Technical input into ATO guidance on credit cards. Involvement in large tax project and working with regulators on this.
- Employees and payroll – keeping up to date and ensuring business understands impact of any legislative or ruling changes affecting these areas.
- Creating and sustaining relationships around the bank to enhance the ability to service our customers as effectively as possible.
- Lead on Women in Finance initiative with CFO sponsor and steering committee to help women in finance engage, connect and develop their careers.

## **Referees**

Referees available on request

**Applicant's Name**

**Katrina Cowan**

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

The first 2 selection criteria are detailed below and in the Board experience section.  
 For broadcast and media I have been involved in the preparation and review of media releases, negotiation of contracts with sponsors around broadcast and media including broadcast of live event footage, website upgrades and member communications. In my corporate role I looked after the Customer and Corporate relations financials for the bank which included the media and corporate communications team, government and advocacy as well as sustainability.  
 For digital and data I have provided input to external consultants on briefs for work undertaken in this space and have corporate experience on data governance and risk and uplifting our data capability.  
 Having been part of member organisations for the past 9 years I have a depth of understanding around members and how to engage to maximise interaction and touchpoints including sales of both events and merchandise.  
 Experience with government advocacy and funding and have connections to state governments through a number of Ministers. Understanding of funding, acquittals through stakeholder engagement with Sports Commission (now AIS) and corporate experience through business partnering with CCR.  
 Strong financial executive with skills in Finance and accounting as Chartered Accountant and tax professional. Commercial acumen in running small businesses and consulting experience as well as stepping in as CEO at BMX Australia whilst in process of replacing our CEO. Finance experience in financial services organisations and volunteering as Treasurer and finance director of BMXA.  
 Risk management expertise on both the Auscycling working group within the FAR, board interactions, Working groups sessions with Deloitte to develop our framework and policies. Whilst working with BMX Australia developed risk matrix to present to  
 Governance and strategy experience in both sporting organisations in discussions at board level with management in developing strategy over multi year periods inline with financial and operational requirements. Corporate experience in developing operating model within Chief Operating Office Finance areas to align priorities to strategic objectives to deliver on our transformation agenda.  
 Leadership experience in leading teams and developing, coaching and mentoring staff. Lead on skills capability matrix, mentoring program with graduates, cultural diversity shadowing program.  
 Experience on BMXA board on skills matrix and board position discussion.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable (maximum 100 words)**

My sports industry experience is as past Treasurer of the Junior Activity Club of Manly Lifesaving Club working with Club Treasurer to develop events and fundraising budgets, revenue streams and merchandise budgets as well as carnival expenses and other expenses in running the junior club. Worked to deliver consolidated accounts and annual report to the member for 5 years from 2014 to 2019. Experience in delivering athlete pathway and team selection as well as participation  
 As former Finance director of BMX Australia experience with high performance environments as a provider of Olympic athletes including team selections, athlete pathways, selection criteria and ability to meet these via overseas event attendance and points awarded. Participation program approvals including liason with ASC on grants and working with BMX staff on development of participation pathways and funding criteria.  
 Current director of Auscycling since November 2019 and input at board meeting on the High performance strategy review and refresh including selection criteria of new HP coach. Experience in reviewing athlete pathway and identification of developing and emerging athletes including pathways, selection, event attendance and funding in relation to these. Understanding of states and attendance at state advisory councils on issues regarding these. Input into participation models, strategy and future state for Auscycling.

**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

Recreational bike rider  
Finance Director of BMX Australia including attendance at national and state BMX events ( 2014-2019)  
Current director of Auscycling since November 2019  
Member of Finance, Audit and Risk Committee since November 2019  
Lead on the Insurance Working Group since standup in July 2021  
Member of working group on Financial Reporting and Risk.

**Professional / Management Experience (maximum 100 words)**

Finance professional with over 30 years accounting, finance and risk experience in chartered accountancy, small business, consulting and financial services organisations. Not for profit experience and charity experience both as volunteer and as support through Westpac family of foundations including advice for Westpac Foundation, St George Foundation, Matching gifts, and other organisations. I have held numerous roles across accounting, tax, risk, governance and project management. Highlights include GST project when introduced in 2000 for BT Financial group, Acting Head of Tax for Funds Management, Lead on Westpac Research and Development claim for number of years, Project lead on tax stream on the Panorama Wealth Platform BT Financial group, Implementation of bank levy bankwide working with ATO and APRA to execute when first introduced, Project Finance lead on AUSTRAC project which was a bankwide project with 14 workstreams to manage consultants, externals and internal resources across years including Safer communities, Data donations and regulatory payments. Current role is looking after financial control and risk and implementing our operation model for Chief Operation Office Finance which includes Technology, HR, Finance, Risk. Financial crime, Legal and Secretariat and shared services with approx \$1.6b in expenses. Founder of Women in Finance to encourage women in Westpac to connect, network and develop their careers. Committee member on Women of Westpac with 4000 members, member of Diversity and Inclusion finance committee and be Academy which develop our curriculum for our finance professionals.

**Board Experience (maximum 100 words)**

Director Auschter Pty Ltd - Veterinary Pharmaceutical company focussing on strategy development and refresh on consolidation in the industry as well as company succession, share buy backs and digitisation and consolidation of product and services  
 Director of 2Kays Pty Ltd - Consulting company providing services to international consulting companies developing Wealth platform and tax refresh.  
 Director of My Property Circles - Director from 2018 to 2020 on startup organisation developing property circles and ability to allow people to invest in property circles.  
 Director of BMXAustralia - 2014 - 2019 and re-elected three times to the Board. With finance focus attended board meetings, annual general meetings and meetings as required from time to time. Provided input on strategic direction of organisation, events, athletes pathways and HP, participation, officiating and coaching, grant funding, sponsorship partnerships, and marketing. Also presented the financial reports at each board meeting together with the CEO, worked with the auditors, presented financials at the AGM. Worked with the board to maximise revenue streams and impact of that funding and worked with AIS around acquittals. Stepped in as CEO during 6 month period when recruiting. Created first director induction packs for new directors.

**Board Qualifications and relevant Professional Development**

Please be specific in relation to course duration, auspicing authority etc.

For example:


- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

2022 - Attend 4/10 Digital Directors webinar series through AICD  
 2022 - The Start Line - Completed this course Jan 2022  
 2022 - Lean Yellow Belt completed February 2022  
 2021 - Learn to Lead - 6 week short course with UNSW  
 2020 - Introduction to Project Management - University of Adelaide  
 2018 - Certificate of Executive Leadership - 18 month course with AGSM  
 2017 - AICD - Company Directors Course ( 5 days) Completed and passed both exam and assignment  
 Master of Tax - UNSW  
 Chartered Accountant - Finished and passed all requirements of the Institute of Chartered Accountants  
 Bachelor of Economics - Macquarie University Major accounting.

Continuing professional development required by both ICAA and AICD over period. ICAA requires 120 hours which has to be tracked and reported and 60

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31 March 2022

To Whom it May Concern

I write to tender my nomination for an elected Director position on the AusCycling Board.

With an extensive career in business growth and development, I am excited by the opportunity to combine my professional experience with my passion for cycling which I believe would be of benefit to AusCycling and its members. I am and avid supporter, advocate, promotor and participant across many disciplines of cycling. Above all I love riding and the impact it has on people, in particular the enjoyment and happiness it generates by bringing diverse groups of people together. I am a product of the life changing impact that cycling can have from a personal and health perspective; at a time when my fitness was not a focus and after being challenged to start cycling by some friends, I have made the journey from being a non-cyclist to a multi-disciplined dual Australian Masters Champion. I love cycling, the ways that it has enriched my life, and I'm well prepared to give back to the community of cycling.

I have extensive and highly relevant experience representing stakeholders through elected board positions in similar/adjacent membership bodies. Having recently represented Cycling SA as a board member and supporting it through the final stages of restructure provide a solid foundation to contribute to AusCycling. Most recently I held the position of Vice President of the Real Estate Institute of South Australia where we took the business through a transformation phase to delivered a new contemporary structure to provide value and relevance to members. Additionally, I was a council member for the University of South Australia Council (Board) through which I gained valuable exposure to a large and diverse business with extensive experience related to the development and execution of strategic direction and vision, governance, capital projects, and building and enhancing relationships internally and externally.

Having spent ten years as a state Chief Executive Officer and now as the global Chief Operating Officer for one of the largest international real estate franchise groups, I am well positioned from a professional perspective to provide counsel and support to AusCycling in delivering on its goals and values. My professional experience allows me the insight and opportunity to provide the Board knowledge and expertise beyond my years, focusing on the interests and priorities of members and the broader cycling community, combined with an ability to positively influence relationships across many countries and stakeholders.

I would bring a unique and rare set of attributes to the Board, as with current experience competing at the top level of cycling having recently competed in the Australian Road Mens Elite Road Race in Buninyong, Victoria. I am the current dual Masters Time Trial Champion and Masters Road Race Champion. I also regularly compete in local and NRS races which will enable me to relay unfiltered and timely insights and feedback to assist the Board in its decisions and direction. Behind this is an experienced, qualified, measured and energetic individual who wants to give back to the cycling community.

Cycling is a way of life for me and it is sharing this with others and helping them to achieve their goals which motivates me, whether that be getting started, achieving health goals or racing at an elite level.

I am acutely aware of the importance of the contribution of volunteers and the boarder community to the success of our sport. I am community minded and am passionate about combing my love for cycling with community service and advocacy activities. Across a number of years, I have participated in various cycling charity events pushing myself to the extreme both mentally and physically because of my belief and commitment to the associated cause. This has included raising money for cancer research by riding multiple challenges for Smiling for Smiddy and Chain Reaction. Perhaps my most proud achievement was personally coordinating a charity ride along the Great Ocean Road from Melbourne to Adelaide in 2012 which raised in excess of \$75,000 for community housing in support of disability, a cause close to my heart.

Yours sincerely  
Andrew Friebe



## Professional Profile and Expertise

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With the purpose of creating success, I am dedicated to ensuring everyone's experience with the company and brand that I represent is better than that before.

I am dedicated to delivering strong leadership and playing my part in developing strategies and business plans.

As a passionate and creative leader, my key measure is the ability to turn strategy into results. Delivering this requires a strong 'Why', a clear purpose, resilience and a consistent focus on solutions. With a strong 'Why' you can overcome any 'How'.

I am a recognised and experienced leader in the Real Estate industry with specialist skills in management, leadership, growth and negotiations combined with extensive experience as a sales consultant and owner of a property development company.

I am regularly requested to provide expert comment to the media on real estate matters and am regularly invited to present to organisations, many external to the real estate industry, to share my knowledge and reflections on my career to date.

## Career Profile

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**January 2021 – Present**

**Chief Operating Officer - Harcourts International**

Key Accountabilities:

To play a lead role in the continual enhancement and development of the value offering to ensure it meets the growing needs of the global network, and to ensure that global operational delivery aligns with the Harcourts International strategic focus areas.

- To play a lead role in the development and enhancement of the value offering for the network to ensure it delivers on the current and future needs of the global network.
- To ensure there is alignment between the Country and Property Management business plans, and the strategic focus areas of Harcourts International.
- To work closely with the Property Management CEO to ensure our Property Management business grows.
- To provide strategic leadership and support to Harcourts master licenses in South Africa, USA, Canada, Indonesia, Hong Kong and China to ensure their growth and success.
- To ensure alignment, cohesion, operational delivery and performance throughout the operational arms of our network.
- To support the creation and implementation of growth strategies.
- To structure communication and reporting for the role as determined in consultation with the Harcourts International CEO.

**August 2018 – December 2021**

**Managing Director - LJ Hooker**

Scope of responsibilities encompasses South Australia, Western Australia, Victoria, Tasmania and southern New South Wales equivalent to half of the national operations of the LJ Hooker network in Australia.

Key Accountabilities:

- Develop and enriched relationships with Franchisees
- Build business plans and accountability processes
- Significantly increased attendance and engagement with, and positive feedback in relation to, training offerings, events and community service initiatives.

**June 2015 – August 2018**

**Chief Executive Officer and Shareholder  
Harcourts Real Estate - South Australia**

Key Accountabilities:

- Development and delivery of the Harcourts South Australia Strategic Plan and budget.
- Effective leadership and management of the Harcourts South Australia corporate team.
- Driving the growth of Harcourts in South Australia.
- Providing direct support to Business Owners in South Australia through business planning, quarterly reviews and monthly contact.
- Meeting the expectations of the Harcourts International and Harcourts South Australia Boards.

Key Achievements:

- Sales growth from \$1.2 billion to \$1.9 billion
- Significant growth of properties under management
- Exponential growth of the RTO and associated revenue, including establishing a foundation for future success and revenue by attaining accreditation for the licencing of property management professionals state-wide (not limited internally to Harcourts)
- Consistent recruitment of sales consultants and offices
- Increased engagement and a stronger and value-add relationship between the state team and the network

Key Strategic Initiatives:

*Harcourts SA Brand Campaign (2017)*

- Innovative use of mixed-media messaging and editorial content to drive brand awareness by providing information to educate the target market
- Introduced and drove a new level of real estate branding on social media platforms
- Partnered with external companies and media channels to negotiate contracts and cost-effective solutions
- Established a Business Owners Advisory Committee to encourage active engagement with the process and facilitate shared decision making
- Created and implemented new specialist positions to support the network, e.g. Videographer

The campaign was successful in that it increased brand awareness and market share and was subsequently replicated by Harcourts in the other states of Australia.

*Property Management Transition Strategy (2018)*

- Identified and partnered with an external cloud-based software company to move Property Management for the SA network from a server to cloud-based environment
- The transition was undertaken well in advance of competitors
- Added direct value to the operations of businesses within the network by providing a cost-effective solution supported by a training program.

**September 2014 – June 2015**

**General Manager  
Harcourts Real Estate – South Australia**

**August 2013 – September 2014**

**Business Development Manager  
Harcourts Real Estate – South Australia**

**September 2006 – August 2013 Senior Sales Consultant  
Smallacombe Real Estate – Mitcham, South Australia**

**Key Accountabilities:**

- Establishment of an effective business unit
- Developing and implementing an annual business plan to increase business and ensure continuous improvement (culminated in sales in excess of 76 in final year of sales)
- Establishing and creating effective and efficient end to end sales systems and processes to ensure consistent high-quality service and outcomes
- Establishing and refining the role of each member of the sales team to ensure quality delivery of service and reduce duplication of effort
- Daily management and supervision of the sales team to ensure smooth workflow and achievement of Key Performance Indicators Performance management through ongoing feedback and annual performance reviews with a focus on professional development, mentoring and building a high performance culture
- Marketing of properties including delivering result within/on marketing budget
- Management of the Property Process
- Management of multiple concurrent sales and marketing campaigns
- Liaising and managing multiple vendors
- Undertaking contract work for Housing SA and Renewal SA requiring a strong understanding of the 'Affordable Homes Program' and its impact on the community and meeting significant reporting requirements against KPIs.

**Key Achievements:**

- Finalist 2013 Real Estate Institute of Australia National Awards for Excellence - Community Service Award
- Winner 2012 Real Estate Institute of South Australia Community Service Award
- Finalist 2012 Real Estate Institute of South Australia City/Eastern Sales person of the Year
- 2012 - Top 4 Sales Person Smallacombe Real Estate
- 2010 - Top 5 Sales Person Smallacombe Real Estate
- 2009 - Top 5 Sales Person Smallacombe Real Estate
- 2007 - Rising Star winner Smallacombe Real Estate

**May 2005 – September 2006 Sales Consultant  
LJ Hooker – Unley, South Australia**

**Key Accountabilities**

- Establishing and creating effective and efficient end to end sales systems and processes to ensure consistent high-quality service in the following areas:
  - Appraisal to Listing
  - Listing to Sales
  - Post-sale
- Marketing of properties including delivering result within/on marketing budget
- Management of the Property Process
- Management of multiple concurrent sales and marketing campaigns
- Liaising and managing multiple vendors

## Education

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- 2017 Masters of Business (Property), University of South Australia
- 2013 Graduate Diploma in Property, University of South Australia
- 2011 Graduate Certificate in Property, University of South Australia
- 2009 Bachelor of Commerce (Marketing and Finance), Flinders University
- 2005 Certificate IV – Real Estate Sales, TAFE SA

## Board Membership

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- 2018 - 2020 Director and Vice President  
Real Estate Institute of South Australia
- 2020 Board Member  
Cycling SA
- 2012 – 2014 Council Member  
University of South Australia
- 2012 – 2014 Board Member  
UniLife, University of South Australia

## Community Service

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- 2016 – 2018 **Smiling for Smiddy**  
Established in 2006, Smiling for Smiddy raises funds for research or world-class research projects happening at Mater Research in the areas of melanoma, prostate, breast and ovarian cancers.
- For three consecutive years Harcourts colleagues formed a team to participate in cycling challenges from Adelaide to Uluru (2016), Christchurch to Queenstown (2017) and Launceston to Hobart (2018) raising in excess of \$100,000 for cancer research.
- I was awarded a Harcourts Foundation award in SA in recognition of my contribution in fundraising and participating in the gruelling physical and mental challenge associated with the cycling events.
- 2014 **Chain Reaction Charity Ride**
- March 2011 **Pedal for a Purpose**  
In 2011 I co-founded Pedal for a Purpose and initiated a charity ride from Melbourne to Adelaide to raise money for the disabled housing in Adelaide.
- Key responsibilities**
- Recruiting a team of 14 cyclists
  - Securing a minimum level of sponsorship funding to meet logistical costs
  - Developing a strong brand and designing a logo
  - Managing a launch event
  - Organising and chairing regular team meetings
  - Creating team spirit and upholding motivation and focus.

- Developing an itinerary, booking accommodation and coordinating catering for 25 people for the ride
- Coordinating the design and custom build of a transport container to fit on the back of a truck to transport 14 bikes to Melbourne
- Designing jersey and nicks to incorporating sponsor logos, team colours, logo, obtaining multiple quotes and then sourcing from Italy
- Recruiting a support crew (seven people) and support vehicles (one truck and two 4WD vehicles branded with sponsors). Identifying and delegating key responsibilities for support crew on the ride.
- Developing a webpage linked to the Bedford website to promote the event and facilitate online donations.
- Developing a sponsorship pack and website outlining tiers of funding and associated recognition for sponsors followed by numerous meetings to recruit sponsors.
- Regular rides for the 14 cyclists to get used to riding together and establish team riding rules.
- Liaison with the South Australian Police regarding rider road safety.

#### **Achievements**

- Raised \$74,000 for Bedford Group to use for Disabled Housing Projects
- Increased awareness of the Bedford Group in the local Community through media coverage on TV (Channel 10) and print media (The Advertiser, The Eastern Courier)
- Winner REISA Community Service Award and nominee for the REA Community Service Award.

#### **Professional and Personal Referees**

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Available on request.

**Applicant's Name**

Andrew Friebe

**Specifically address Key Selection Criteria in the AC Director Position Description  
(maximum 100 words)**

If elected, I will bring the dual perspective/experience of having sat as an elected member on the University of South Australia Council, Real Estate Institute of South Australia Board and Cycling SA Board, combined with having reported to an International Board throughout my employment as Chief Executive Officer, Harcourts South Australia. I have a resultant comprehensive understanding of board operations and associated governance across diverse sectors.

I have the skills and experience to contribute to a range of prioritised competencies: Broadcast and media; Digital and data; Customer, retail and sales; Brand, marketing, communications; Demonstrated experience in working on boards/committees.

**Involvement in Sports Industry including experience in high performance environments or pathways development and participation if applicable (maximum 100 words)**

My involvement in cycling, and interested in competing and contributing to the sport, has increased over the time that I have been involved in the sport.

I have regularly participated in a diverse range of cycling events held in South Australia and Queensland both individually and as part of a team. This has included team membership with Rokit Racing (SA), Harcourts Racing Team (QLD) and as an invited guest rider for NCMG Criterion Racing (NRS).

I have also sought to combine my love of the sport with a genuine commitment to give back to the community and enhance public awareness of issues important to me by participating in numerous charity bike rides inclusive of personal fundraising responsibilities.

**Involvement in Cycling / AusCycling (including Board / Committee experience)**

(maximum 100 words)

I have been a regular participant in Cycling Australia events, most recently the Australian Masters Championships and the Australia National Road Race Elite Championships.

I was the 2020 Champion of Champions M2 (Gold Road Race and Gold Time Trial) and am the current/2021 Time Trial M2 Champion. I also competed in the 2022 National Road Race Elite which was a personal aspiration and challenge however based on feedback also generated awareness and interest in the sport of cycling across professional, personal and cycling networks.

I served as an elected member of the Cycling SA Board just prior to the end of the transition point to AusCycling back in 2020 – this provided me with a clear understanding of the consolidation.

**Professional / Management Experience (maximum 100 words)**

I have in excess of 10 years ' experience in senior management roles including as Chief Operating Officer, Managing Director, Chief Executive Officer and Business Development Manager, most recently with multi-state or international scope and responsibility. Each of these roles has had included leadership of teams, significant internal and external stakeholder relationship management and accountabilities against the full breadth of business operations and deliverables, including regularly reporting to the Board on performance.

My career trajectory and decisions have always been influenced by aligning myself with values-based organisations that focus on culture, diversity, opportunity and inclusion.



### Board Experience (maximum 100 words)

Previously I have been elected to the roles of Director and Vice President of the Real Estate Institute of South Australia (REISA), Council Member and Postgraduate Student Representative of the University of South Australia Council, and Board Member of Cycling South Australia.

In my roles at REISA and Cycling Australia I played a lead role in driving a reform agenda to ensure future sustainability and enhanced governance and transparency. Central to this was consolidation of a mission and values proposition that resonated with, and provided value to, members and the broader community.

### Board Qualifications and relevant Professional Development

Please be specific in relation to course duration, auspicing authority etc.

For example:

- 2019 AICD – Company Directors’ Course (5 days). Completed and passed both exam and assignment.

2017 Masters of Business (Property), University of South Australia

2013 Graduate Diploma in Property, University of South Australia

2011 Graduate Certificate in Property, University of South Australia

2009 Bachelor of Commerce (Marketing and Finance), Flinders University

2005 Certificate IV – Real Estate Sales, TAFE SA

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