

14 October 2019

Attention:- Richard Vaughn

Chief Executive Officer

Squash Australia Limited

Email: - ceo@squash.org.au

**Re: Board Nomination Squash Australia**

Dear Richard,

Please find attached my application and resume for the position of Director of Squash Australia Limited

**1. Governance**

Good corporate governance plays a vital role in underpinning the integrity and efficiency of your business. Corporate Governance is about how committees/directors oversee the running of a business by its managers and how a management committee is in turn accountable to its members and the company. Corporate Governance is a balance between Performance and Compliance.

My key focus areas are Governance, Performance and Strategy (GPS) – “Get on track”.

I am a business advisor who gets businesses on track. I am a multi-skilled leader, who provides operational and strategic support to businesses. Using a skillset acquired over 20 years in CEO, Executive and Senior Management positions with strong focuses in the areas of Finance, Auditing, Corporate Governance, Risk Management and Compliance. I am committed to enhancing internal business processes and systems to improve business performance – both internally and to their clients. I have energy and naturally curious nature constantly challenging businesses to apply innovation and creativity to every task.

I link my skills in governance, strategy and performance management to provide a clear direction for clients on planning and budgeting. My goal is to help clients improve efficiency and ensure they are compliant. Always generous with my advice, I form close connections with clients and able to relate to people at all levels.

I work closely with Boards, Committees and Executives as well as grassroots to understand the issues and risks and provide a solution to get the business back on track.

I have extensive experience in Director and Board Advisory roles over the last ten years. I am currently the Chairman of St Patricks College, Shorncliffe, Brisbane as well as the Chairman of the Finance Committee and on the Masterplanning Committee.

I have been a member of the Australian Institute of Company Directors and the Governance Institute of Australia.

I have assisted several sporting clubs and not for profit kindergarten boards with board reviews of their constitution/model rules, Board and Committee Charters and their overall governance framework.

I have have been a director on Racing Australia representing Racing interests in Queensland and been a director 6 times in the last 10 years.

**2. Sport**

I have been involved in sport all my life from racing BMX and coming 5<sup>th</sup> in the world to representing Zimbabwe as a junior in squash. I am a cricket coach and umpire. I have been playing squash in Queensland for the last 16 years for Sandgate Squash making it to division 2 and now more for fun and fitness.

I have been involved in sports administration in Australia since 2003 in Thoroughbred racing, Harness and Greyhound racing. I held various executive roles from CFO to Acting CEO.

I consult and a business advisor and mentor to race clubs, sports clubs on strategic planning, business planning and seek funding opportunities for them to improve their sustainability.

I work with a specialist Equestrian arena and race track builder as their Business Manager.

**3. Skills and Experience**

I am a strategic thinker who helps business owner focus on the business rather than being stuck in the business. Based on my experience reporting to boards over the last 25 years and observing what to do and what not to do as a director.

I have held Executive roles and management of high-performance teams in large diversified organisations. The three I have held have provided me with valuable knowledge and experience in developing, planning, leadership and performance management to a high standard.

I have been a leader who was the Chairman's "Wingman" and have experience at Racing Queensland working with 2 Chairmen through significant transition periods. I can adapt quickly can an ever-changing environment. I understand my audience through my many diverse roles across many countries and cultures. I am operational as

well as strategic and deal with the operations person to Boards and Audit Committees. I can influence stakeholder groups from CEO's, Boards, Government, Clubs, Stakeholder and Community Groups. I can drive the numbers and partner with executive teams to deliver a positive outcome. I also can be the face of the company who enjoys being part of a supportive team and be future thinking.

Some of the key initiatives I was part of whilst being an executive at Racing Queensland were:

1. Restructured organisation and took into account people first and made it more professional and accountable and had the highest rating of employee satisfaction during my tenure
2. Led 160 full-time staff and led a review of the organisation through an organisational analysis and design and benchmark to other racing jurisdictions and other sporting codes
3. Identified the top talent and invested in the people and improved communication and accountability
4. Turnover over \$200 million and racing 363 days a year across all 3 codes of racing
5. Transitioned the 3 codes from a company limited by guarantee to a statutory body
6. Provided Governance, Financial and Compliance support to 130 clubs in Queensland
7. Infrastructure Grant and Business Case Funding Applications to Queensland Treasury for major facility upgrades at
  - a. Review of Industry Infrastructure and Development of Industry Infrastructure Plan
  - b. Brisbane Racing Club, - Tunnels, Track \$22M
  - c. Gold Coast Turf Club – Conference, members and corporate facilities \$15M
  - d. Sunshine Coast Turf Club – Stables \$12M and Lights \$7.2M
  - e. Beaudesert Race Club – Track and Facilities upgrade \$4.5M
  - f. Mackay Turf Club - \$7.5M
  - g. Cairns Jockey Club - \$1.8M
8. I implemented a Business Intelligence tool Cognos to improve the time of reporting and ensuring a central source of truth of 8 disparate systems across 3 codes of racing to have more real-time data both financial and non-financial. This ensured more informed decision could be made based on factual detailed reports and commentary to ensure we were maximising our revenue opportunities and minimising our costs therefore ensuring we were ensuring our return on investment.
9. Development of operational plans to hold staff accountable to ensure we were on target with the annual business plan and strategic plan.
10. Oversaw the improvement of customer service dealing with over 6,000 licensees across the 3 codes of racing from trainers, stable hands to club CEO's, jockeys and associations.
11. Delivered the Federal Government Emergency Funding - Commercial Horse Assistance Payment Scheme during horse-equine influenza in 2007/2008 crisis of over \$55 million with a clean federal audit.
12. I worked with the Internal Auditors Deloitte and delivered a risk management and event management framework following the EI outbreak and provided workshops and guidance to race clubs and participants.
13. Oversaw the \$110 million Racing Industry Infrastructure Strategy for race clubs which included the Business Case development and application process, monitoring and compliance of the State funding agreements and the reporting thereof.
14. As Acting CEO, I reported at Budget Estimates in Queensland to both sides of State Government and had direct communication with the Director Generals, Ministers and staff.

My experience as the CFO with Racing Queensland for over 10 years, Acting Chief Executive Officer (CEO) for 18 months and Finance roles since March 2003. I managed all functions of the business analysis both internally and externally there including wagering analysis and performance and club financial and non-financial analysis of over 130 race clubs in Queensland. In the CEO/CFO position, I was responsible for business planning, strategy, business analysis of all departments, monthly financial and management reporting and annual financial statement preparation, Human Resources/payroll, Internal audit and Business Process Improvement, Corporate Governance, Policy Improvement, Procurement, Compliance and Risk Management.

I was part of the Executive Leadership team and worked closely with them on financial performance reported to the CEO and I presented to the Board and Audit and Risk Committee. I can influence at all levels bottom-up both up and down.

My extensive experience in professional sporting and high integrity environments, and my ability to cultivate strong team relationships as well as being the CEO's and Chairman's "Wingman" and ability to influence external stakeholders are some of the unique attributes I can bring to the position. I have a passion for squash and want to resurrect to the pinnacle sport it should be with more children playing and more schools, more families and growing the professionalism.

I can nominate my self to Chair either the Participation, Facilities or Membership working parties given my experience above.

I look forward to the opportunity of discussing my application with you further. Should you require further information please do not hesitate to contact me on 0400 761 700 (m), or (07) 3869 2573(h) or [acarter@carmalkconsulting.com.au](mailto:acarter@carmalkconsulting.com.au) or my website [www.carmalkconsulting.com.au](http://www.carmalkconsulting.com.au)

Yours sincerely,



Adam Carter