

Shooting Australia Board - Appointed Directors - Expressions of Interest

1. ABOUT SHOOTING AUSTRALIA

Shooting has been part of the Modern Olympic Games since its inception in 1896 and is Australia's sixth most successful medal sport in both the Olympic and Paralympic Games.

Shooting Australia (SA) is the peak body for Olympic and Paralympic target shooting in Australia and is formally recognised by the International Shooting Sport Federation (ISSF), World Shooting Para Sport (WSPS), the Australian Olympic Committee (AOC), Paralympics Australia (PA) and Commonwealth Games Australia (CGA).

Over the next four years, SA will receive approximately \$4M annually from the Federal Government through the Australian Sports Commission (ASC) and Australian Institute of Sport (AIS) to deliver the strategic initiatives and achieve the performance targets detailed in our [LA 2028+ High Performance Strategic Plan](#).

Our Vision is:

"In 2032, Australia (AUS) will host the Olympic and Paralympic Games in Brisbane (BNE). In the lead up to and including the 'home Games', Shooting AUS' (SA) vision of success will include the following:

- *AUS will achieve more finals and medals in more events;*
 - *We will be courageous and commit to Gold in events with medal history.*
- *This will be preceded by more medals at World Championships (WCH) and World Cups (WC).*
- *Depth and quality of athletic and coaching talent will be increased and continuing to grow;*
 - *Para Shooting will be strong, stable, successful and sustainable component of all discipline programs.*
- *SA's partnerships with the National Institute Network (NIN) will underpin a different but successful approach to world-class in Shooting and this will be our competitive advantage.*
- *There will be growth in the number and effectiveness of high-performance (HP) programs across AUS."*

2. SHOOTING AUSTRALIA'S BOARD

SA's Constitution has recently been updated to align it with the ASC's Sport Governance Standards. Key amendments to the Constitution include:

- **Board Size and Composition** – SA's Board will be comprised of four (4) Elected Directors and up to four (4) Appointed Directors. The ASC recommends an optimal Board size of seven or eight (7 or 8) members and a minimum of 40% of these must be Appointed Directors.

- **Provision for Diversity, Equity and Inclusion (DEI)** – SA's Board must demonstrate a strong and public commitment to DEI by ensuring that no one gender accounts for more than 50% of the total number of Directors (i.e. Elected and/or Appointed).

SA is required to comply with these Standards by 30th June 2026 as a condition of our funding from the ASC.

3. RECRUITMENT OF APPOINTED DIRECTORS

SA is seeking to fill up to three (3) Appointed Director vacancies with candidates that bring one or more of the following attributes:

- **Finance Expertise** - Recognised professional qualifications in finance such as Chartered Accountant (CA) or Certified Practising Accountant (CPA);
- **Governance Experience** - Demonstrated strength in governance, including experience serving on external boards or in senior executive roles reporting to a board.
- **High Performance System Knowledge** - Experience working within or in partnership with Australia's sporting network (e.g. ASC, AIS, or the NIN).
- **Strategic Capability** - Strong skills in strategic planning and implementation, with a track record of aligning operations with organisational goals.

We welcome expressions of interest (EoI) from individuals within and beyond the sport sector and who are committed to building a diverse and inclusive board. In line with our DEI objectives, we are aiming to appoint women to at least two (2) of the three (3) available positions.

To ensure objectivity and integrity in governance, candidates must be independent of SA and its athletes, staff, and key stakeholders, with no conflicts of interest. In accordance with our Constitution, EoIs from current directors or employees of SA's Member Organisations will not be considered.

4. HOW TO APPLY

EoIs for Appointed Directors can be forwarded to SA's Company Secretary, Jenni Thom, at email: jenni@shootingaustralia.org and should include:

- A letter of introduction outlining your interest in the position;
- A current CV or outline of professional skills and experiences; and
- Contact details for three referees.



EoIs will close on 8 September and all Appointed Director candidates will be reviewed by SA's Nominations Committee.

For further information about SA, its Board, Appointed Director positions and/or how to apply, please contact Jenni on mobile: 0412 535 676 or via the email above.

Shooting Australia

Future Board Composition Matrix 2025

Shooting Australia (SA) Objectives	Examples of Potential Director Skill / Attributes/ Background	Address via Elected Candidates	Address via Appointed Candidates
A well-planned business with successful execution An effective employer with a positive culture	Senior leadership in sport, business and/or government		
Prudent and effective financial and risk management	Senior professionals in finance or legal		✓
Strong governance	Directors with external board experience or senior executives who report to boards.		✓
Effective partner(s) with Shooting	Internal (to shooting) candidates who understand the sport, its governance (domestic and international), challenges and opportunities. May be past Olympians or Paralympians, but must not be current candidates for AUS team selection or their associates.		
HP Partner - System / Advocacy	Current or past leaders with a positive track record working with / within government and other relevant sport sector stakeholder organisations. Strong positive relationships with Government, ASC / AIS, AOC, PA, CGA, etc. Providing an opportunity to understand and influence.		
HP Partner - Performance Program / Success	Current or past leaders with a positive track record in developing and/or delivering successful high performance programs, teams or athletes.		✓
Strategic Planning and implementation	Previous experience in corporate strategy, leading teams or businesses with a strategic component. Strong strategic thinking, leadership and analytical skills, with relevant experience in driving cross functional initiatives and aligning operations with organisational goals.		✓

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National Gender Equity in Sports Governance Policy	<p>ASC Policy set gender equity targets for National Sporting Organisations (NSO) to achieve, including:</p> <ul style="list-style-type: none"> 50% of all board directors are women and/or gender diverse (by 31 May 2026) 50% of Chairs are women and/or gender diverse (by May 31 2026) 50% of specified sub-committee members are women and/or gender diverse (by 31 May 2026) <p>The ASC has indicated that NSOs failing to meet these outcomes will incur a 50% reduction in funding.</p>		
Decision making that is free of conflicts or competing interests	<p>Candidates should be as free as reasonably possible of actual, potential and perceived conflicts of interest (competing interests), AND candidates and directors need to be willing and able to place their director role ahead of their other activities in the sport.</p> <p>Practical examples of problematic situations or risks are outlined in Note 1 below.</p> <p>SA's Director Code of Conduct requires directors to avoid conflicts of interest. Directors agree in writing to comply with the Code of Conduct and commit to resign if otherwise.</p>	 (Applies to all candidates)	 (Applies to all candidates)

Notes:

1: Notwithstanding that these are volunteer roles, under law Directors always owe a fiduciary duty to the company (i.e. Shooting Australia). The obligation to protect and promote the company's interests applies to the activities (Directors must not act as 'representatives') – and applies whether acting for Shooting Australia in the board role or operating in the sport and community.

Some practical examples of problematic situations or risks include:

- Potential elite athletes and their associates (which would include formal and informal coaches and family members) have a conflict of interest and are directly excluded from acting as Directors under Shooting Australia's Constitution;
- Commercial operators within the sport have financial interests which can be expected to be more pressing than those arising from an unpaid Director role;
- Directors who are motivated by or focussed on a limited interest – for example a specific event, stakeholder group, venue or event – without clearly demonstrating a willingness to engage with the needs of the organisation and sport as a whole;
- Directors seeking to promote activities in the sport that are in competition or tension with Shooting Australia's activities; or
- Director appointment being seen as a stepping stone to other opportunities or appointments, domestically or offshore.