



**DISABILITY
SPORTS
AUSTRALIA**

**2013 / 2014
ANNUAL REPORT**





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“THE SPORTING FIELD IS WHERE FRIENDSHIPS ARE FORMED, LIFE SKILLS ARE LEARNED AND HEROES ARE MADE...”

John Wylie, Chair, Board of the Australian Sports Commission



Australian Government

Australian Sports Commission

It has been another significant year for the Australian Sports Commission and the sports network as we continue working together to encourage all Australians to experience the joy of sport.

The sporting field is where friendships are formed, life skills are learned and heroes are made — and this is why in 2013–14 the Australian Government invested almost \$120 million in our national sporting organisations despite a challenging economic environment.

In the past year the ASC has worked with sports to reform their governance structures and develop strategic and commercial capabilities. The ASC is determined to create better businesses — ones that will thrive in the years ahead — and we are leading the way with a lean and agile operating model and ongoing commitment to our own good governance.

One of the highlights of 2013–14 was the Australian Government's announcement of the Sporting Schools program. This \$100 million program, which builds upon the successful Active After-school Communities program, will commence in 2015 and reach more than 850,000 children. It will allow the sports to boost their participation numbers and is a significant endorsement of the importance of community sport to the Government.

Other highlights in 2013–14 have included:

- **Community Coaching General Principles** — a free online training course that provides coaches with the basic skills they need.
- **Grants programs** — a number of national grant programs were delivered to improve the participation of people from under-represented groups.

The ASC also continues to pursue success on the world stage — both in Olympic and non-Olympic sports — to deliver Australians the exceptional performances they crave.

There have been few periods in Australia's sporting history filled with so much activity or promise, and on behalf of the ASC I thank you for your hard work and support. You continue to prove your capacity to succeed in an ever-changing sporting landscape, and I look forward to working with you in the future.



John Wylie
Chair
Board of the Australian Sports Commission



FOCUS ON

*Strengthening programs
Partnerships
Sports Hub website
Brand profile
Effective fundraising*

CEO AND CHAIR'S REPORT



It has been a busy and productive year for Disability Sports Australia, building on the important organisational changes implemented the previous year and establishing the platforms required to deliver our objectives, specifically enabling the organisation to present one strong brand and voice for members, improving our profile and increasing our impact as the peak national body for sport and recreational organisations representing people with a physical disability.

This year DSA particularly focused on:

- Further building our brand profile, following our name change from Australian Athletes With a Disability in 2013
- Deepen existing and establishing new relationships with stakeholders, government and partner organisations
- Strengthening the national wheelchair rugby program
- Establishing a strong base for effective fundraising, and
- Significantly upgrading our website, including the new Sports Hub online resource

In July 2013, after five successful years as Executive Officer of Australian Athletes With a Disability, Gillian Ting left the organisation to pursue a career in the health care sector. Peter Tate acted in the role of Executive Officer while DSA undertook an executive search and subsequently appointed Jenni Cole as its new Chief Executive Officer. Jenni has extensive experience in management across various roles within the disability sport sector, and brings strong leadership skills and ample energy, which will play a crucial role defining of Disability Sports Australia's new strategic direction.

Our Progress in Sport

Disability Sports Australia is proud of its achievements, and those of its members and partners over the past year. Details of

2013/2014 sports programs can be found in the relevant sections of this report.

Strong national sporting programs are essential to support development of grass roots through to elite pathways and to underpin success on the international stage. In 2013/2014 Our key focus has been:

- Strengthening our capability as the national governing body for Wheelchair Rugby in Australia, as recognised by the International Wheelchair Rugby Federation (IWRF), including participation in the IWRF General Assembly and Development Workshops in Odense, Denmark in August 2014.
- Working with our partner National Sporting Organisations, Basketball Australia and Volleyball Australia, to support mainstreaming programs and grow opportunities for sport participation for people with a physical disability.
- Commencing the process of mainstreaming Lawn Bowls through our partnership with Bowls Australia.
- Building strong relationships with a range of government and non-government organisations in the disability and sport sectors, to support our advocacy and development objective of increasing the participation of people with a physical disability in sport and active recreation in Australia.



CEO AND CHAIR'S REPORT



Our Work With Members

DSA continues to work closely with our members, including providing funding support to conduct development activities supporting participation from grassroots to national level competition in the following areas:

- 2014 Lawn Bowls Multi-Disability National Championships
- 2014 Fierce 4 Rugby Nationals in partnership with Wheelchair Sports NSW and GIO
- Referee clinics and referee evaluation in wheelchair rugby
- Classifier development in both lawn bowls and wheelchair rugby
- Officials and classifier training and development in lawn bowls
- International sport federation memberships and representation

Since 2003, DSA has provided in excess of \$100,000 in grants to directly support the development of multiple sports (eg. wheelchair rugby international referee accreditation, wheelchair basketball referee development).

DSA anticipates that in excess of 350 programs and competitions will be conducted during the year to December 2014, in partnership or directly facilitated by:

- State Sports Organisations for people with a Disability (SSODs)
- State Sports Organisations (SSOs), and
- National Sports Organisations (NSOs)



Our member SSODs deliver sporting programs:

- Where there is no NSO or SSO (eg. wheelchair rugby)
- In collaboration with NSOs, SSOs and other stakeholders (eg. wheelchair basketball)
- In metropolitan and increasingly in regional areas
- In multiple sports as part of the NSO or SSO sporting pathway, particularly for juniors (eg. athletics, swimming) and those newly injured

Throughout 2013/2014, DSA management represented DSA and its members at numerous functions, workshops and events, including meetings with Federal Government, the Australian Sports Commission and the Australian Department of Defence.

"...DSA HAS PROVIDED IN EXCESS OF \$100,000 IN GRANTS TO DIRECTLY SUPPORT THE DEVELOPMENT OF MULTIPLE SPORTS..."

CEO AND CHAIR'S REPORT



Our Focus on the Future

To expand DSA's capacity to achieve its strategic objectives, we have focused on building the foundations of a fundraising platform and increasing awareness of DSA and its objectives. DSA now has clearer branding collateral, partnerships with agencies such as Charities Aid Foundation, Pro Bono Australia and The Funding Network and is incorporating enhanced donation and fundraising functionality in its new website, due late 2014.

This year Esme Bowen handed over the reins of Chair to Paul Bedbrook. Esme is the current Chair of Wheelchair Sports Australia and was previous President of Wheelchair Sports Western Australia. Esme has been involved with disability sport for almost thirty years and will continue on the Board of DSA.

Paul Bedbrook is an independent non-executive director on the boards of the National Blood Authority, Zurich Australia Ltd and Credit Union Australia. Paul's father, the late Sir George Bedbrook, was a pioneer in wheelchair sports as early as the 1950s. Paul brings more than two decades of business experience to the Chairmanship of DSA and the Board is pleased to welcome him as its new Chair.

We take this opportunity to thank the ASC, Minister for Sport, Shadow Minister for Sport and our ASC Partnership Manager, Amanda Beehag, for their ongoing support.

We would like to acknowledge the Directors of DSA for all their work over the past 12

months including their time and expertise dedicated to the various DSA sub-committees and their passionate and energetic commitment to the future of disability sport in Australia. Special thanks go to the team at PricewaterhouseCoopers, and Steve Johns from Norton Rose Fulbright for providing pro bono advice and services to DSA.

A big thank you to the players, coaches, officials and volunteers who continue to 'be the team behind the team' in disability sport, making many of our programs possible.

Sincere thanks to the passionate, dedicated and hardworking team at DSA, Tamara and Adrian, and the tireless support of Bill Hooker, our pro bono accountant. Jenni, as CEO (from November 2013) has energetically guided the team with passion and vibrancy in the face of a challenging workload and the Board is very appreciative.

We would also like to thank the state CEOs and staff for their expertise, dedication and commitment. Their hosting of grass roots state and national events is paramount to our success. Finally, thanks to the sports committees, who ensure that sport and recreation is available to people of all abilities.

We look forward to working closely with our members, partners and stakeholders in the coming year to help Australians with a disability participate in sport and active recreation for fun, fitness and to achieve their personal best in both life and sport.



Jenni Cole
Chief Executive Officer



Esme Bowen
Chair



OUR VISION

TO PROVIDE SPORT AND ACTIVE RECREATION OPPORTUNITIES FOR ALL AUSTRALIANS WITH A DISABILITY.

STRATEGIC DIRECTION



Our Vision

To provide sport and active recreation opportunities for all Australians with a disability.

Our Mission

As Australia's peak body, and through our members and partnerships, we assist people with a physical disability to develop and engage with the community through sports participation and active recreational opportunities.

Primary Purposes

We provide leadership in the fields of sport and active recreation for people with a physical disability by:

- Performing the role of national coordinating body, providing a single point of contact between partner organisations (eg. ASC, APC, NSOs) and our state and territory members (eg. Wheelchair Sports NSW)
- Being the National Sporting Organisation managing the Wheelchair Rugby national program and pathways in Australia, including providing opportunities for the development of athletes, coaches and sport officials from grassroots through to elite level

- Supporting our partner organisations in provision of sport and active recreation opportunities for people with a disability throughout Australia.

Our Objectives

- **Growth** – to increase participation of people with a physical disability in sport and active recreation
- **One Voice** – to provide one strong national brand and voice for members
- **Sport Partnerships** – to work collaboratively with:
 - NSOs to support mainstreaming of all sports
 - Our members, the APC and IWRF, developing Wheelchair Rugby pathways and competition in Australia and the region, and
 - Other organisations to increase the range of sport and active recreation choices
- **Effective Advocacy** – to provide effective lobbying and advocacy at a national level, focusing on recognition, rights and opportunities
- **Resources** – to ensure we have the human, governance, technological and financial resources required to deliver sports programs in a sustainable manner





DSA aims to advance sporting opportunities for people with a disability in Australia by focusing on our five key objectives. This section outlines the strategies and activities undertaken by DSA during 2013/2014 in pursuit of this aim.

1. Growth

- Participated in Information and Communications Technology (ICT) Workshop hosted by Australian Sports Commission focusing on optimising the management and collection of membership and event data
- Revised member data collection template
- Collaborated with stakeholders in the development of an online sports information resource to assist people to participate in sport and active recreation
- Collaborated with members and sports organisations to promote participation opportunities and sports development programs
- Worked with Bowls Australia to select squad for 2014 Commonwealth Games

2. One Voice

- New brand launched
- Brand collateral developed to provide consistent branding across all communications
- New website designed to provide central hub for sports information for Australians with a disability, including direct links to member association websites and programs
- New Facebook page launched

3. Sport Partnerships

a. NSOs to support mainstreaming of all sports

- Regular meetings with Volleyball Australia to develop Sport Partnership Agreement and progress development plans for sitting volleyball and ParaVolley Beach (Standing)
- Partnership with Volleyball Australia to bid for 2015 ParaVolley Beach (Standing) World Championships
- Commenced development of Sport Partnership Agreement and mainstreaming planning with Bowls Australia
- Delivered 2013 Lawn Bowls Multi-Disability National Championships in partnership with Bowls Australia and Bowls Victoria
- Funded and coordinated Lawn Bowls Classification Workshop
- Provided support to Basketball Australia in preparation for the 2014 NWBL and WNWBL Season

b. Our members, the APC and IWRF, developing Wheelchair Rugby pathways and competition in Australia and the region

- IWRF formally recognised DSA as the national governing body for Wheelchair Rugby in Australia
- Represented Australia at IWRF General Assembly and Development Workshops and deepened relationship with IWRF Board

OUR OBJECTIVES

Growth in participation

One voice for members

Sport partnerships to increase choice

Effective advocacy

Sustainable resources



- Revised Wheelchair Rugby Committee Structure to incorporate referee and classifier representation
- Funded and facilitated two Wheelchair Rugby referee development courses in partnership with state member organisations
- DSA nominee George Hucks appointed IWRF Zonal President
- Regular meetings conducted with APC regarding Wheelchair Rugby competition structure, pathways and development activities to improve cooperation from foundation to elite levels of the sport
- Conducted national audit regarding the number and development status of Wheelchair Rugby athletes, coaches, classifiers, referees, and score-bench officials and competition structure as stage one of Wheelchair Rugby Development Strategy

c. Other organisations to increase the choices in sport and active recreation

- Commenced discussions with Australian Electric Wheelchair hockey to facilitate improved governance and national development of the sport and preparation of the national team for the World Electric Wheelchair Hockey Championships in Munich in August 2014
- Established partnerships with universities and research institutions to facilitate research into disability sport to increase opportunities and provide evidence of benefits of sport and active recreation for children and adults with a physical disability



4. Effective Advocacy

- Government Relations Plan developed
- Meetings with Federal Ministers and advisors held
- Meetings with Defence Rehabilitation Director General regarding return to adaptive sport for injured service personnel
- Meetings with Australian Paralympic Committee conducted to improve sport pathways from grassroots to elite and facilitate collaboration with DSA state members

5. Resources – to ensure we have the human, governance, technological and financial resources required to deliver programs in a sustainable manner

- Board Charter revised and committee structure reviewed
- Board evaluation conducted and director recruitment commenced to meet skills needs into the future
- New CEO recruited and appointed
- New Administration and Finance Officer appointed
- New brand collateral developed to strengthen communications and branding
- Fund Raising Plan revised
- Fundraising collateral and processes established, including donation facilities and programs for workplace giving, donor matching and philanthropic giving
- New website designed to provide enhanced sports information services, improved calendar function, news and programs as well as links to member organisations
- Established pro bono and low bono relationships in website design, branding, advertising and photography
- Continued to develop relationship with key sponsor GIO and secured a three year agreement to sponsor Wheelchair Rugby national championships

MEMBER ORGANISATIONS



Wheelchair
Sports WA



National Organisations



WHEELCHAIR SPORTS
AUSTRALIA

Wheelchair
Sports
Australia
(WSA)



Cerebral Palsy
Australian
Sport and
Recreation
Federation
(CPSARF)



Disability
Recreation and
Sports SA



Disabled Sports Association NT



Sporting Wheelies & Disabled Assoc. (QLD)



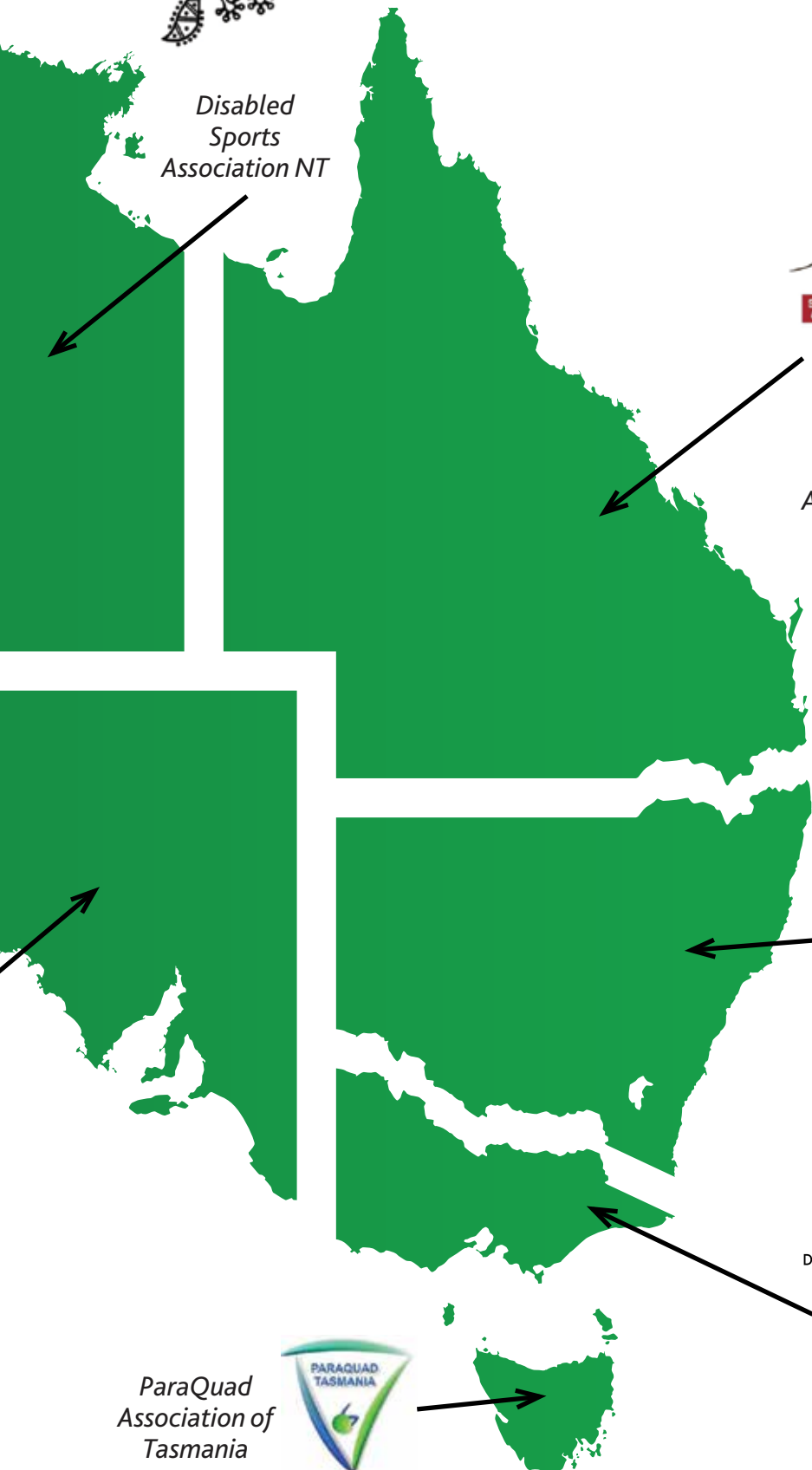
Wheelchair Sports NSW



Disability Sport & Recreation (VIC)



ParaQuad Association of Tasmania



WHEELCHAIR RUGBY



Wheelchair rugby development has been a key focus for Disability Sports Australia during 2013/2014.

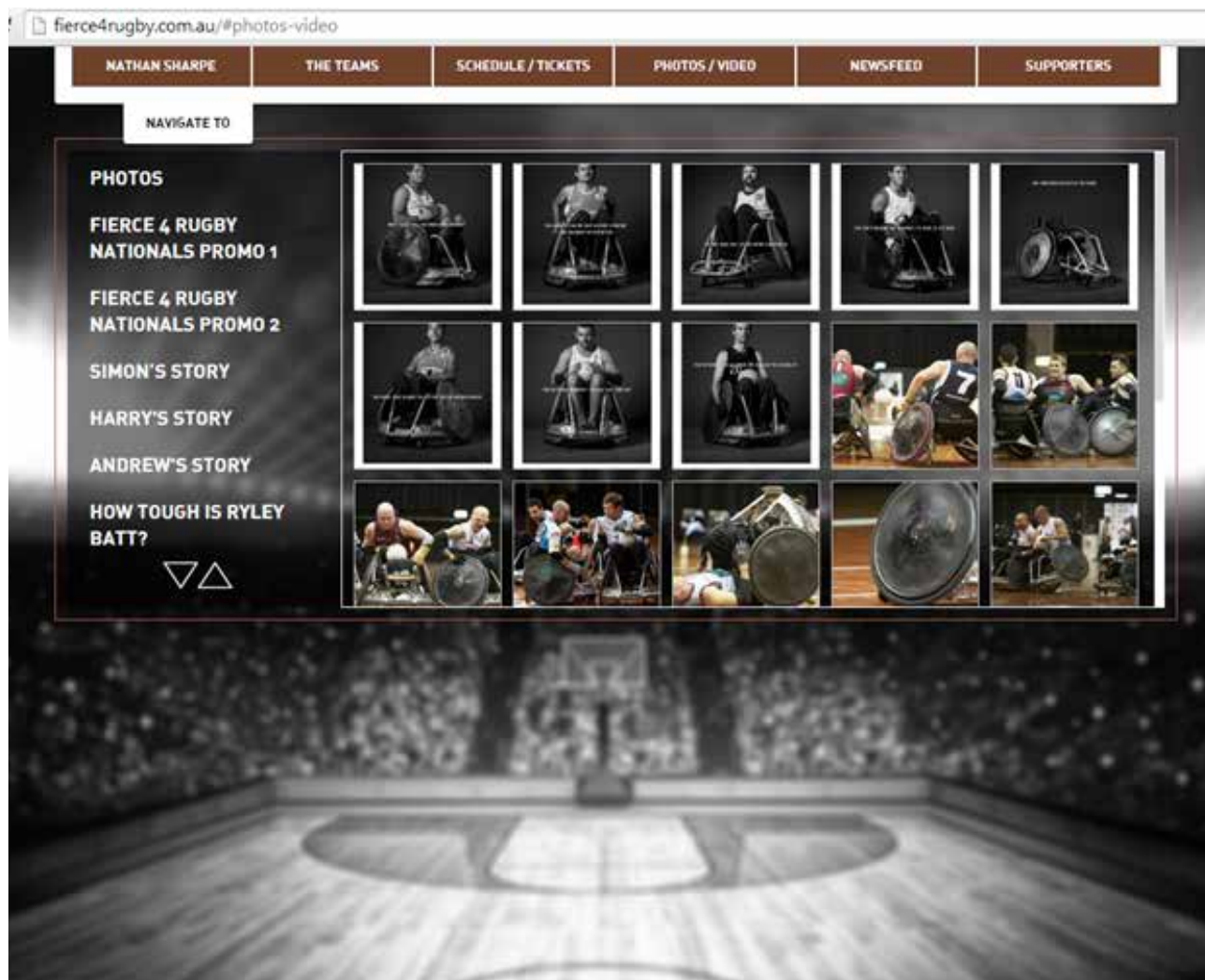
A detailed analysis was conducted of state based wheelchair rugby programs, auditing the various pathways for players, coaches, classifiers, referees and score bench officials as well as consulting with the Australian Paralympic Committee. These programs were applied to the Foundation, Development, Elite + Mastery model created by the Australian Sports Commission to ensure a holistic approach that aligns our competition structure and programs with national and international programs. Ongoing collaboration and development workshops will produce a 3 – 5 year development plan for Wheelchair Rugby, to establish a consistent foundation and pathway across Australia.

The 2014 GIO Fierce 4 Rugby Nationals will be held in Sydney in October 2014 in partnership with our naming rights sponsor

GIO and Wheelchair Sports NSW. This year we have secured significant pro bono services in advertising and promotion to raise the profile and public awareness of this event.



Excitingly this includes new “Fierce 4 Rugby” branding, a new website for Wheelchair Rugby, ambassador spokesperson Nathan Sharpe and media/communications assistance provided by Australian Rugby Union to help promote this event. The Grand Final will be streamed live internationally and later screened on Fox Sports.



WHEELCHAIR RUGBY



The International Wheelchair Rugby Federation formally recognised Disability Sports Australia as the national governing body for Wheelchair Rugby in Australia in 2014.

In August 2014 Jenni Cole and DSA Director George Hucks represented Australia at the IWRF General Assembly and subsequent development workshops in Denmark. George and Jenni also spent considerable time with IWRF Board and Committee members, developing future plans for Wheelchair Rugby in Australia. DSA sought input from various stakeholders, including APC before nominating George Hucks to be the IWRF Zonal President. George is Chair of the Wheelchair Rugby Executive Committee in Australia and was appointed by the IWRF Board of Directors as IWRF Zonal President.

During 2014, Disability Sports Australia appointed new Head Referee, Lloyd Whyte. DSA funded and facilitated two referee development courses in partnership with

state member organisations, resulting in four new referees being accredited. A score bench officials training clinic will also be conducted at the Fierce 4 Rugby Nationals. DSA nominated and provided a financial grant for referee Emma Stewart to attend the 2013 IWRF Zonal Championships. At this event, Emma attended the IWRF referee course and examinations, and received her International Zonal Referee qualification.



I MAY BE SITTING DOWN BUT I'LL STILL KICK YOUR ASS

LAWN BOWLS



The 2014 Lawn Bowls Multi-Disability National Championships were run by Disability Sports Australia, Bowls Australia and Bowls Victoria. This was the 29th year for the Australian nationals and was hosted by the Fitzroy Victoria Bowling and Sports Club in Melbourne.

43 participants from six states and territories competed at the 2014 Multi-Bowl, including athletes from Victoria, New South Wales, Queensland, Western Australia, South Australia and Australia's Capital Territory.

Over six days of competition, 39 athletes took to the green to compete in a new competition format which aligned the International Bowls for the Disabled (IBD) format of competition for each class. B5 and B6 classes combined to create one division and B7 and B8 classes combined to create another division. Also, Open Triples was introduced to the event for the first time.

During the event DSA also conducted a Classification Course, run by Sheila Corcoran the Lawn Bowls Chief Classifier.

The New South Wales team won the overall National Championships trophy.

The Clover / Lester Encouragement Award, promoting future potential was awarded to Matt Anderson (Vic). The Graham Golley Memorial Award for best international performer was awarded to Tony Bonnell (Qld).

The Australian Lawn Bowls Para-Sport Triples Team debuted at the 2014 Glasgow Commonwealth Games as part of the Australian Jackaroos Team. The team comprised Tony Bonnell (Qld), Tim Slater (Vic) and James Reynolds (NSW). The level of competition was extremely high on heavy Scottish greens. The team did not win a medal, but received a commendation proudly represented their country.



WHEELCHAIR BASKETBALL



Embracing sport inclusivity, Disability Sports Australia transferred administration of the National Wheelchair Basketball League (NWBL) and the Women's National Wheelchair Basketball League (WNWBL) to Basketball Australia in 2014. Further to this change in administration, the Wheelchair Basketball Reference Group (WBRG) was officially disbanded in October 2013. To ensure continual improvement, DSA and members of the WBRG will conduct an evaluation of the 2014 NWBL and WNWBL season and provide feedback to Basketball Australia and league representatives.

Disability Sports Australia is an active member of the International Wheelchair Basketball Federation (IWBF).

At the 2014 IWBF General Assembly in South Korea, Greg Love represented DSA. Prior to the General Assembly, DSA sought input from the APC and Basketball Australia to collaboratively represent Australia's perspective.

During the General Assembly, Don Perriman, nominated by DSA as the IWBF Classification Commissioner, was elected to continue in the role. DSA will continue to support Don through an annual grant to financially assist his position on the IWBF Executive.



PARTNERSHIPS

A primary purpose of Disability Sports Australia is to perform the role of national coordinating body; being the single point of contact between partner organisations such as National Sport Organisations (NSOs) and our state and territory members, supporting our partner organisations in the provision of sport and active recreation opportunities for people with a physical disability in Australia.

DSA continues to build sport partnerships with NSOs. Integral to this role is the collaboration and assistance provided by the Australian Sports Commission. Mainstreaming of all sports to achieve an inclusive Australia continues to be a key driver for the benefit of all athletes with a disability. Below are some highlights from this financial year.

Disability Sports Australia and Basketball Australia have executed a formal Memorandum of Understanding. Regarding the recent change in wheelchair basketball administration, DSA will continue to collaborate with BA in the development of a Sports Partner Agreement which will include the annual review of both NWBL and WNWBL Leagues.

DSA and Volleyball Australia have a formal Memorandum of Understanding which is reviewed annually, designed to increase opportunities for people with a disability in Australia to play volleyball. DSA and Volleyball Australia have collaborated closely preparing the bid for the first ParaVolley Beach (Standing) World Championships, hopefully to be hosted on the Gold Coast in 2015.

DSA and Bowls Australia are continuing to develop a Sport Partnership Agreement with a view to effectively mainstream multi-disability lawn bowls in Australia. DSA and Bowls Australia have collaborated on various programs, such as the Commonwealth Games team selection and partnerships with local organising committees to deliver national championships.

FUNDRAISING

Disability Sports Australia has maintained a strong focus on fundraising this year to enable us to deliver our programs in a sustainable manner. This has involved establishing an effective fundraising platform including the following:

- Fundraising Plan reviewed and approved
- DGR Level 1 Status maintained and all Australia's Charities and Not-for-profit Commission (ACNC) reporting requirements met
- Fundraising collateral created
- Processes, infrastructure and donation facilities established
- Relationships and connections with fundraising and philanthropic organisations developed
- End of Financial Year fundraising drive implemented
- Profile of DSA promoted to facilitate fundraising and communications



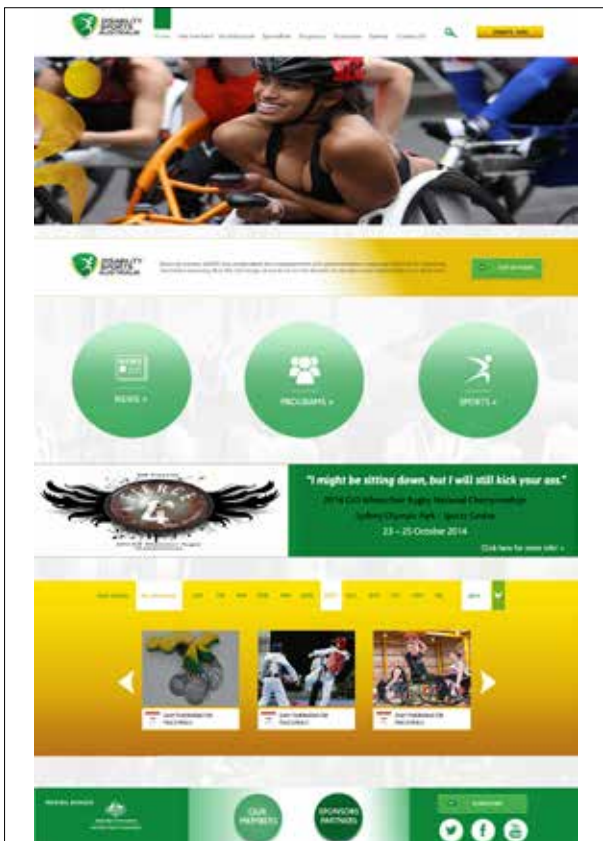
WEBSITE



One of the most significant barriers for people with a disability to get involved in sport is the difficulty experienced accessing information about sport and recreation opportunities. In Australia there is currently no central national resource which meets this need. Disability Sports Australia has widely consulted with a range of stakeholders, including the Australian Sports Commission to scope a new website and online architecture to address this barrier.

The centrepiece of this new website will be the Sports Hub. This information portal will include over 30 sport and recreational activities across Australia. The Sports Hub will provide information about various sports, how they are played, who can play and how to get involved from grass roots to elite level. The Sports Hub aims to profile and connect people with a physical disability with our member and other organisations that deliver these programs across Australia.

Other features of the new DSA website will include enhanced profiling of member organisations, stakeholders, interactive calendar, news and facilitation of fundraising, work place giving and online donations.



COMMUNICATIONS



2013 saw the official launch of the new Disability Sports Australia brand at the National Wheelchair Rugby Championships Welcome Reception in August.

To establish One Voice and to build a strong base for effective fundraising, an overall brand look was created and rolled out across all brand collateral.

This powerful look will also be adopted in the new website for consistency of image to build visible awareness of Disability Sports Australia.





Disability Sports Australia recognises that effective governance requires the right structures, leadership, integrity and good judgment and ensures effective decision-making, transparency, accountability and responsibility in the activities it undertakes and the resources it expends.

At DSA we have implemented a best practice corporate governance model that guides how we:

- Develop our strategic goals and direction
- Monitor performance to ensure we achieve our strategic objectives
- Establish systems to ensure compliance with our legal and regulatory obligations
- Ensure the Board acts in the best interests of its members as a whole and does not favour individual constituents

DSA Directors understand their legal responsibilities, including the requirement to:

- Act in good faith and for a proper purpose
- Exercise due care and diligence
- Ensure DSA does not carry on business while insolvent
- Adhere to its code of conduct
- Comply with its conflict of interest policy
- Maintain a register of related party transactions
- Undertake continuing professional development and engage in regular performance assessments

Principle 1: Board Composition, Roles And Powers

DSA was incorporated as a company limited by guarantee under the Corporations Act 2001 (Cth). In 2013 the members of DSA adopted a revised constitution, drafted by Corrs Chambers Westgarth. The revised constitution incorporates the Australian Sports Commission (ASC) best practice principles regarding:

- Interpretation — objects and powers

- Members — membership and meetings of members
- The Board — powers, appointment of Directors, other roles and meetings of the Board
- Reporting, recording and execution of company documents
- Accounts
- Auditors
- Indemnity and insurance of Directors
- Winding up

Board Charter

DSA developed a Board Charter in 2003 which clearly defines the roles, responsibilities and powers of the Board and management. It also addresses the effective monitoring of management, the Board's accountability and balance of authority. The Board Charter was reviewed and substantially updated in March 2014.

The members of DSA elect all Directors and all decisions, whether at a Board or General meeting, require a majority of votes to be passed, based on 'one member one vote'.

The Board Charter also highlights that individual Directors, the Chief Executive Officer and Board Committees hold no authority to act on behalf of DSA by virtue of their position alone. All authority rests with the Board, which has documented specific delegations of authority.

The Chair of DSA is appointed by the Board and works closely with the Chief Executive Officer, who manages the operations of the organisation. The Chair facilitates discussion among and provides leadership to the Board.

The Board of DSA appoints, evaluates the performance and determines the remuneration of the Chief Executive Officer. The Board also:

- Approves, monitors and is accountable for the financial and non-financial performance of DSA



- Has oversight of DSA's internal controls systems and ensures that appropriate policies are in place regarding key issues
- Ensures DSA complies with all relevant laws, codes of conduct and appropriate standards of behaviour
- Provides an avenue for key stakeholder input into the strategic direction of the organisation
- Ensures Director, Board and Chair performance is evaluated bi-annually and professional development occurs as required

Board Composition

Throughout the year the DSA Board comprised eight non-executive Directors, five of whom are independent. Directors deliver a comprehensive blend of expertise, skills and diversity. The Board is empowered to make external appointments to fill skill gaps or casual vacancies. These appointments are subject to approval by members at the next AGM. Directors retire bi-annually and are eligible to stand for re-election. The Board has adopted a preferred tenure of no greater than four terms of two years.

Directors affiliated with members are aware of their fiduciary duty to act in the interests of the company as a whole and not to represent individual constituents. DSA has a conflicts of interest policy in place that governs a Director's involvement in any decision where they have a conflict of interest. DSA maintains a register of Directors' interests. No Director holds an official or administrative position within DSA.

The Board has established a Nomination and Remuneration Committee, which works on behalf of the Board to identify prospective future Directors and set the remuneration of the CEO. New Directors receive a letter of appointment outlining the responsibilities and expectations associated with their role and DSA has a formal Director induction process in place to ensure all Directors have:

- An appropriate level of knowledge of the industry

- A clear understanding of DSA's business operations, financial circumstances, strategy and direction
- A clear understanding of what is expected of a DSA Director, including legal responsibilities
- Knowledge of DSA's business risks

Management also offer a briefing session to all new Directors and each new Director receives:

- Details of the Directors and Officers insurance policy
- A copy of the Constitution, Board Charter, governance policies, strategic plan and any other key governance documents

Disability Sports Australia Direction

DSA and its members have complementary objects and purpose ensuring effective and efficient achievement of strategic plans. DSA and its members work closely together, striving to operate as one body to deliver effective services to members and stakeholders. Members, the Australian Sports Commission and other key stakeholders have input into DSA's Strategic Plan which forms the basis of all its activities.

Principle 2: Board Processes

The DSA Board Charter documents Board processes, including its decision-making approach, protocols for the conduct of meetings and expected Director behaviour.

The DSA Board meets at least 8 times per year. An agenda and papers are distributed one week prior to each meeting and minutes are approved at the subsequent meeting. The Board meeting calendar is agreed annually in advance and the annual calendar of Board activities forms a standing item at each meeting. The Board reviews progress against its strategic and operational plans semi-annually.

The DSA Board Charter is complemented by the Terms of Reference of all Board Committees. The DSA Board Charter also outlines when and how Board members are entitled to access external resources in relation to Board issues.



Principle 3: Governance Systems

The DSA Board oversees the development of a four year Strategic Plan, which is developed in consultation with members. Annual Operational Plans are then developed by management detailing the steps required to achieve its strategic objectives. These Plans become KPIs, the achievement of which are monitored by the Board. KPIs include financial and non-financial objectives.

Performance of the CEO is reviewed annually, comprising a self-assessment coupled with Director and key stakeholder assessments. Results of the assessments are discussed between the Chair and CEO and development plans agreed.

Audit and Risk Committee

The DSA Board established an Audit and Risk Committee to oversee the preparation and presentation of the annual Financial Statements and to review and monitor internal control systems. Audit and Risk Committee members have financial expertise which enables them to interpret and actively challenge financial information presented. Committee members are independent of management and the Committee Chair is not the Chair of the Board. The Committee meets with its auditor PricewaterhouseCoopers annually, without management present. This private meeting allows Directors to question the auditor regarding internal control systems and processes and the financial operations and health of DSA.

The Audit and Risk Committee has primary responsibility for:

- Reviewing the annual financial statements and recommending them to the Board
- Overseeing the relationship, appointment and work of the external auditor
- Overseeing DSA's risk management framework

Nomination and Remuneration Committee

The DSA Board has established a Nomination and Remuneration Committee, the members of which are independent of management. The Nomination and Remuneration Committee has primary responsibility for:

- Reviewing the Board's skill mix and determining any skill gaps
- Identifying and considering Director nominations and making candidate recommendations to the Board
- Considering and recommending to the Board the remuneration of the CEO

Funding Committee

The DSA Board has established a Funding Committee to oversee the implementation of fund raising strategies. Committee members are independent of management. The Funding Committee has primary responsibility for:

- Reviewing the Fundraising Plan and recommending it to the Board
- Overseeing DSA's internal and external fundraising infrastructure and systems
- Ensuring DSA complies with all relevant fundraising laws, including privacy, DGR Status 1 requirements and State and Territory fundraising licenses/permits

Operations Committee

The DSA Board has established an Operations Committee to oversee implementation of the annual Operational Plan, which comprises the first year of the Strategic Plan. The Operations Committee generally meets at least 8 times per year and works closely with the Chief Executive Officer, who manages the day to day operations of the organisation. The Operations Committee has primary responsibility for:

- Reviewing and recommending to the Board the annual Operational Plan
 - Establishing KPIs, both financial and non-financial
 - Monitoring progress against these KPIs
-



Principle 4: Board Reporting and Performance

DSA has a comprehensive reporting and performance management framework in place to ensure organisational effectiveness and efficiency, including:

- The preparation of monthly financial accounts and annual financial statements
- Review of the performance and independence of the auditor
- Assessment of competency and effectiveness of the CEO and individual directors
- A Board and Committee performance evaluation process
- Regular monitoring of progress against KPIs

DSA has appointed Marsh as its insurance broker, providing expert advice regarding its insurance coverage to the Board annually. Directors may also access independent professional advice as required.

Principle 5: Stakeholder Relationship and Reporting

The DSA Board ensures its members and key stakeholders are:

- Consulted regarding the development of its Strategic Plan

- Supportive of, and actively involved in, achieving the outcomes of its Plan
- Regularly provided with timely and accurate disclosure regarding all material governance and performance matters of DSA

Regular tele-conferences are conducted between member and DSA CEOs and members receive regular newsletters and activity updates. DSA also produces an Annual Report in addition to annual Financial Statements for the information of members. Members have the ability to remove Directors and amend the constitution. Directors do not have voting rights at General Meetings, other than as proxy for a member.

Principle 6: Ethical and Responsible Decision-Making

The DSA Board actively promotes ethical behaviour and responsible decision-making through:

- A comprehensive code of conduct
- Quality decision-making processes
- Retaining Directors and employees of the highest integrity

Board of Directors

During the financial year 10 meetings of Directors were held. Attendances by each Director were as follows:

Attendance of meetings	Number eligible to attend	Number attended
Esme Bowen, Chair	10	7
Paul Bedbrook, Vice Chair	10	10
Tanya Cox	10	10
Peter Debnam	10	10
Michael Lane	10	9
Elizabeth Pollock	10	6
Cornelis Van Eldik	10	6
George Hucks	7	6

BOARD PROFILES



Esme Bowen, B Sc (Nursing), GAICD, Chairperson

Esme originally trained as a Registered Nurse in Paediatrics, and then specialised in spinal and orthopaedic injuries and has almost 30 years of disability experience. She was involved in tourism for 25 years in the far north Kimberley region and is a company Director of a Perth based family retail surf business.

Esme has also been involved in Community Road Safety, and is the President of the Royal Automobile Club of WA and is a member of the Australian Institute of Company Directors. She has served as President of Wheelchair Sports WA - 2002 to 2012, President of Wheelchair Sports Australia since 2008, and was elected on to the DSA Board in 2011.



Paul Bedbrook B Sc, FSIA, FAICD, Vice Chairperson

Paul Bedbrook has had a career of over 30 years in financial services, originally as an analyst, fund manager and then the GM & Chief Investment Officer for Mercantile Mutual Investment Management Ltd (ING owned) from 1987 to 1995. In all, Paul was an executive for 26 years with the Dutch global banking, insurance and investment group, ING, retiring in 2010. Paul's career included the roles of: President and CEO of INGDirect Bank, Canada (2000 – 2003); CEO and director of the ING/ANZ wealth management JV, ING Australia, now ANZ OnePath (2003 – 2008) and Regional CEO, ING Asia Pacific, Hong Kong (2008 – 2010).

As well as Disability Sports Australia, Paul currently holds non-executive directorships on the Boards of: Zurich Financial Services Australia; the listed company, Elanor Investors Group (Chairman), Credit Union Australia and the National Blood Authority.



Tanya Cox, MBA, MAICD, FCIS, FCSA

Tanya has over 25 years' experience in the finance industry, most recently as Chief Operating Officer and Company Secretary of DEXUS Property Group (DXS), an ASX top 50 listed property trust. Prior to joining DEXUS in July 2003, Tanya held various general management positions, including Director and Chief Operating Officer of NM Rothschild & Sons (Australia) Ltd and General Manager – Finance, Operations and IT for Bank of New Zealand (Australia).

Tanya has more than 20 years' experience as an Executive Director and over 10 years' experience as a Non-Executive Director. Tanya is currently a Director of the Green Building Council of Australia, Disability Sports Australia and Wheelchair Sports Australia and is a member of the NSW Climate Change Council. She is also a member of the Australian Institute of Company Directors and a fellow of the Institute of Chartered Secretaries of Australia.



Peter Debnam MBA, MAICD

Peter served in the NSW Parliament for seventeen years and was Opposition Leader and Leader of the Liberal Party between 2005 and 2007. Previously he had been a Shadow Minister responsible for many portfolios including Treasury, Police, Transport, Planning, Energy and Infrastructure. Peter's earlier experience began with his Navy service then business development and general management in the aerospace and rural service industries prior to being elected to State Parliament.

Peter now contributes much of his time and energy to helping charities and NFP organisations. He is currently Chairman of The Muscular Dystrophy Association of NSW, Chairman of the Advisory Board of Our Big Kitchen, Deputy Chairman of Care Australia and a Director of Disability Sports Australia, the Muscular Dystrophy Foundation of Australia, The Paraplegic and Quadriplegic Association of NSW and Soils for Life.

BOARD PROFILES



Michael Lane, B Sc

Michael has over 25 years' experience in the commercial property industry having worked for organisations such as Coles Myer, Growth Equities Mutual, Lend Lease and DEXUS Property Group. Michael is currently General Manager – Developments at Vinta Property Group. Michael has held positions on various property committees at both State and National level and has previously been an active participant on the City of Sydney Better Buildings Partnership Leadership Panel. Michael has completed various management courses with the Australian Graduate School of Management.



Liz Pollock, B App Sc, B Bus, Grad Dip PE & Rec for Disabled, MBA

Liz is currently the Manager Service Innovation and Reform at VicRoads. Liz has over 30 years of disability experience, starting in 1980 when she was working in the rehabilitation field and was introduced to wheelchair basketball. During Liz's time in rehabilitation she was instrumental in getting people involved in sport and recreation opportunities. Liz is an International Volleyball Referee and involved in referee education and development in Victoria.



Cornelis Van Eldik, B Ed, Grad Dip IT

Cornelis is a retired teacher of Advanced Mathematics and Science from Brisbane's largest high school. Cornelis has over 30 years of disability experience beginning as a Board Member of Sporting Wheelies and Disabled Association. He was a founding Director of CPASRF in 1989. He has been a team manager to two Paralympics; to the FESPIC games; and to three World CP games. Cornelis represents CPASRF at Cerebral Palsy International Sports and Recreation Association (CPISRA) meetings, and was an Executive Committee member from 1997 to 2014. He volunteers as the Director of Services for CPASRF.



George Hucks Dip Bus (Accounting)

George has over 20 years' experience in Health and Finance, specialising in research and non-government funded projects. George is currently a Finance Officer for the Department of Health (SA). Prior he was employed at the Repatriation General Hospital (SA) for fifteen years.

George represented Australia in four Paralympics 1996 to 2008, winning two silver medals for wheelchair rugby. He also competed in four World Championships between 1995 and 2006. George has been part of the National Wheelchair Rugby Program for over seventeen years, winning 6 national championships. From 2010 to 2012, George was a director of Disability Recreation and Sports SA and was elected on to the DSA Board in 2013.

COMMITTEES



Board Audit and Risk Committee

Chair	Tanya Cox
Non-Executive Director	George Hucks
Non-Executive Director	Paul Bedbrook

Board Nomination and Remuneration Committee

Chair	Paul Bedbrook
Non-Executive Director	Esme Bowen
Non-Executive Director	Tanya Cox

Lawn Bowls Executive Committee

Chair	David Bailey
Head Coach	Jan Palazzi
DSA CEO	Jenni Cole
DSA MOM	Tamara Hohnberg

Lawn Bowls Reference Group

Executive Committee	As above
SA Representative	Jacob Gracey (DRSSA)
VIC Representative	Tim Nield (DSR)
QLD Representative	Charlie Harkness (Bowls QLD) / Bernie Wolland
NSW Representative	Mark Wilson (WSNSW) / Doug Lambert
ACT Representative	Kate Lyttle (Bowls ACT)
NT Representative	Jan Palazzi (DSANT)
TAS Representative	Kevin Faulkner (ParaQuad Tas)
WA Representative	Gary Lees (WSWA)

Wheelchair Basketball Reference Group

Dissolved October 2013

Board Funding Committee

Chair	Paul Bedbrook
Non-Executive Director	Peter Debnam
Non-Executive Director	Michael Lane

Board Operations Committee

Chair	Esme Bowen
Non-Executive Director	Paul Bedbrook
Non-Executive Director	Michael Lane

Wheelchair Basketball Advisory Group

Chair	Esme Bowen
DSA Director	Liz Pollock
Sporting Wheelies CEO	Ray Epstein
DSA CEO	Jenni Cole

Wheelchair Rugby Executive Committee

Chair	George Hucks
League Commissioner	Darryl Wingard
Head Referee	Lloyd Whyte
Chief Classifier	Katie Bourke
Ex Officio	Jenni Cole

Wheelchair Rugby Reference Group

Executive Committee	As above
Wheelchair Sports NSW Representative	Mark Wilson
Sporting Wheelies & Disabled Assoc. Representative	Robyn Stephenson
Disability Sport & Recreation (VIC) Representative	Tim Nield
Wheelchair Sports WA Representative	Gary Lees
Disability Recreation & Sport SA Representative	Jacob Gracey

MAJOR PARTNERS AND STAKEHOLDERS



Australian Government

Australian Sports Commission

Supporters

DEXUS Property Group

Kensington Business Solutions

Hatch Agency

Norton Rose Fulbright

Ploott Designs

PricewaterhouseCoopers Australia

Wicked Promotions

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GIO

KooGa Foundation

Partnered National Sporting Organisations

Basketball Australia

Boccia Australia

Bowls Australia

Volleyball Australia

The images contained in this document have been kindly provided by William A Stewart AAPS, Robyn Stewart, Jenni Cole, Max Illingworth, Serena Ovens, Tamara Hohnberg and DSA supporters.

STAFF



Chief Executive Officer:	Jenni Cole (from November 2013)
Executive Officer:	Gillian Ting (until August 2013)
Acting CEO/Funding Project Officer:	Peter Tate (FPO from March to July 2013, ACEO August to October 2013)
Marketing and Operations Manager:	Tamara Hohnberg
Sports Development and Operations Coordinator:	Luke Cevolani (from April 2013 to January 2014)
Finance and Administration Officer:	Adrian Gilchrist (from February 2014)
Accountant:	Bill Hooker
Auditor:	PricewaterhouseCoopers

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