

WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF

Chief Executive Officer
AUSactive
April 2025



AUSactive

Presented by Watermark Search International.
Trusted for over 40 years, focused on the future.



About AUSactive

AUSactive is the national peak exercise and active health industry association with the largest register of exercise professionals and facilities across Australia.

AUSactive's vision is to activate every body, every way, every day, by encouraging all Australians to participate in physical activity and exercise more often. We exist to support our members to improve the health and wellbeing of Australians.

As a not-for-profit organisation, we aspire to professionalise the exercise industry through engaging in partnerships, advocacy, delivering education and accreditation. We lead advocacy for the active health and exercise sector, sponsor research, and set standards that reflect best practice, instil consumer confidence and ensure the wellbeing of Australians.

AUSactive membership is made up of almost 12,000 Professionals, 3,000 fitness, yoga and Pilates businesses, over 180 CEC providers (Continuing Education Credit providers, offering education programs and events to professionals in the active health, fitness, and exercise industry) and 35 Quality Accredited businesses who are leading the way in quality service delivery in an industry with over 8 million active consumers.

AUSactive's 2025-27 Strategic Plan is included below, our Purpose being to support AUSactive members to improve the health and wellbeing of Australians. We strive to be an essential player in Australia's preventative health environment, in terms of advocacy, recognition, policy and potential funding opportunities.

For more information, please refer to ausactive.org.au

AUSactive's Values



Leading

We are taking the lead in improving Australia's health by empowering, supporting and enabling AUSactive members to provide quality services for their local communities.



Trusted

We are honest and dependable always acting with integrity.



Professional

We listen to our stakeholders and provide opportunities to sustainably grow the industry and deliver best practice outcomes.



Passionate

We are passionate about our industry and approach our work with a focused and energetic enthusiasm.



Inclusive

We support and advocate for equality and recognise different strengths to enhance a sense of belonging and purpose within the industry.

AUSactive's Governance Framework

AUSactive is currently governed by a board of eleven-executive directors. The board has established the following committees to assist in the performance of its functions:

- Finance & Risk Committee
- Nominations & Remuneration Committee

The board is in the process of establishing several advisory groups to assist the board and management in the effective and efficient execution of the AUSactive strategies.

The board is ultimately accountable to members for ensuring that the company achieves its vision, purpose and strategic and business objectives in an ethical, legal, and sustainable way, considering risk.

The board's functions include the following:

- Setting the overall strategic direction and plans of AUSactive, monitoring management's implementation of that strategy, and providing guidance and mentoring when appropriate and required
- Setting, through its behaviour and the expectations it sets for the CEO, an appropriate organisational culture or 'tone at the top' for AUSactive
- Monitoring AUSactive's operational and financial performance including the approval of annual budgets and annual financial statements
- Setting a delegation of authority policy setting out limits of authority for CEO, management and board approval.
- Monitoring AUSactive's compliance with legal and regulatory obligations
- Setting AUSactive's risk appetite and ensuring that effective audit, risk and compliance management systems are in place to protect its assets and to minimise the possibility of the organisation operating beyond acceptable risk parameters
- Appointing the CEO and monitoring the CEO's performance against established performance objectives and providing guidance and mentoring when appropriate
- Required accounting to members and other key stakeholders for AUSactive's performance,
- Representing AUSactive in formal interactions with key stakeholders and ensuring that the good reputation of the organisation is upheld.

The CEO is responsible for the day-to-day management of AUSactive as outlined in this document.

AUSactive's Strategic Plan



AUSactive

Our Vision

Activating Every body,
Every way, Every day

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Strategic Plan (2025-27)

OVERARCHING STRATEGIC OBJECTIVE

Recognised as an essential player in Australia's preventive health environment

STRATEGIC PILLARS

Effective Advocacy

**Foster Professional
Credibility of Industry**

**Deliver Valued Support to
an Engaged Membership**

To achieve our objectives, we do this through increasing organisational activity and sustaining good governance, which includes:

- Driving the growth of our member base.
- Diversifying and increasing revenue channels and sustainable income.
- Leveraging technology to improve operational efficiency and enhancing organisational capacity.
- Embedding good governance practices and active risk management.
- Attracting and retaining a talented and diverse workforce equipped for the future.

AUSactive's Strategic Plan (continued)



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Strategic Plan (2025-27)

EFFECTIVE ADVOCACY

What We Stand For

- Influence all levels of government and policy makers to support and advance the exercise and active health industry.
- Recognition of our sector as the peak body in Australia's preventative health physical activity environment.
- Remove barriers that may prevent Australians from accessing and participating in the services offered in the exercise and active health industry.

What We Will Do

- Attract and secure funding for the delivery of a nationwide Million Moves program.
- Advocate for a public awareness and activation campaign that is a call to action to get Australia active.
- Advocate for the Federal Government for FBT equity and vouchers for bona fide active health participation and health club memberships.
- Advocate for recognition of AUSactive as each State's peak body for exercise and active health.
- Develop a library of relevant sector research

What We Will Achieve

- Deliver Million Moves in Qld (2025) and WA (2025-2027).
- Deliver Fit For Office nationally (with 10% increase year on year).
- Convene the CEO Fly In (annually).
- National Physical Activity Day/s.
- Budget submission/s.
- Public health campaign to become a reality.
- Secure government funding to run national Million Moves.
- Secure other government grants that support overall strategic objectives.
- Achieve Peak Body recognition and funding in all states.
- Partnerships and engagement with like-minded Health Associations and NFPs, (e.g. RACGP)

AUSactive's Strategic Plan (continued)



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Strategic Plan (2025-27)

FOSTER PROFESSIONAL CREDIBILITY OF INDUSTRY

What We Stand For

- Enhance the integrity of the exercise and active health industry through a contemporary registration framework.
- Drive meaningful and contemporary standards, guidelines and education.
- Ensure membership criteria encourages and enables professional development and career progress.

What We Will Do

- Update the CEC system to meet the growing and diverse needs of the sector.
- Reinforce service excellence and continuous quality improvement of our members of our Accreditation Program.
- Continue to publish contemporary, best practice exercise and physical activity guidelines.
- Continuous standard development to support new modalities.

What We Will Achieve

- Launch new Professional registration framework.
- Launch refined opt-in Accreditation model for businesses.
- Grow professional development offerings.
- Increased completion of iLearn education modules.
- Social prescriptions endorsed by GPs
- AUSactive recognised by media as the "go to" exercise and active health authority.

AUSactive's Strategic Plan (continued)



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Strategic Plan (2025-27)

DELIVER VALUED SUPPORT TO AN ENGAGED MEMBERSHIP

What We Stand For	What We Will Do	What We Will Achieve
<ul style="list-style-type: none"> • Provide membership offerings that are highly valued and meet the needs of our members. • Collaborate with key stakeholders / partners to provide benefits for our members. • Inspire community respect and credibility of/for AUSactive members. • Encourage private health insurers to take advantage of services offered by AUSactive members. • Recognise and celebrate outstanding achievement in the exercise and active health sector. 	<ul style="list-style-type: none"> • Deliver the annual National Awards Program recognising excellence and innovation. • Grow partnerships with private health insurers which allow the insurer's clients to receive benefits for services provided by AUSactive members. • Strongly and effectively define and communicate the membership value to all potential members in all cohorts. • Continue to build strong relationships with all key industry stakeholders (e.g. RTOs and universities). • Expand industry supplier partnerships to increase member benefits and services. • Partner with events that support our members. 	<ul style="list-style-type: none"> • Achieve membership growth in all member categories (Professional, Manager, GBR and independent Business and Student). • Private health partnerships maintained with existing insurers and new partnerships secured – targeting top 5 by market share (>80%) – Medibank, Bupa, HCF, NIB and HBF. • Increase in business members considering a bundled membership which covers staff Professional registration. • Increased submissions in Awards Program (+ increased attendance at Gala night). • Improved social media, website and digital engagement ratings.



Job Title: Chief Executive Officer

Location: The AUSActive team is based in Sydney. AUSActive is open to candidates outside of Sydney if they are willing to travel to Sydney regularly.

Reports To: AUSactive Board

About the Position

The current Chief Executive Officer (CEO) is transitioning to the next phase of his career and retiring from the role during 2025. As part of the orderly and planned succession process, the board is seeking to recruit a CEO, to take the organisation through the next stages of implementing the strategic plan and continued growth.

The successful candidate will be an experienced, strategic and inspirational leader, with a passion for advocacy and stakeholder engagement, who can build on the significant achievements of the current CEO.

The CEO role is Sydney based and reports to the board of directors (via the Chairman position).

This position offers a unique opportunity to lead an influential peak body, driving meaningful impact to the industry and to the health and wellbeing of Australians.

Position Purpose

The CEO is responsible for executing AUSactive's existing strategic plan, driving advocacy, providing strong leadership and taking full responsibility for the management and day-to-day operations, in accordance with the policies, plans and budgets approved by the board.

As the primary representative of the organisation, the CEO will provide influential leadership across the sector, leading policy, stakeholder engagement and ensuring AUSactive's continued relevance and impact.

Role Responsibilities

Strategic Leadership & Execution

- Implement and continue to evolve the AUSactive strategic plan, in collaboration with the board
- Ensure continued alignment between strategy, operations, and sector needs going forwards
- Monitor industry trends and proactively recommend adjustments to strategic priorities as necessary
- Develop relevant strategic partnerships to achieve our strategic goals

Advocacy & Stakeholder Engagement

- Act as the lead spokesperson, advocating for members and the sector with government, media, industry partners and other key stakeholders
- Develop and maintain strong relationships with Federal and State policymakers, industry bodies, and other relevant organisations
- Influence Federal and State public policy and funding decisions, through evidence-based advocacy
- Continue to build a high-profile brand by representing the organisation in media, conferences, and other key forums, to enhance visibility and authority as well as sector credibility and impact

Leadership & Organisational Culture

- Provide visionary leadership to the executive team and staff, fostering a culture of collaboration, innovation, and accountability
- Ensure high-performance leadership practices, staff development, engagement and succession
- Drive a values-based culture aligned with the vision and purpose of the organisation and the industry

Industry Representation & Membership Engagement

- Strengthen Member engagement through delivery of value-driven programs and services
- Build strong membership through clear communication, responsiveness and sector leadership
- Foster collaboration and knowledge-sharing within the industry

Governance & Board Relations

- Continue the strong and transparent working relationship with the board, to ensure ongoing good governance, transparency, and compliance
- Provide timely, accurate financial, operational, and strategic reporting, supporting the board in decision-making by providing data-driven insights and recommendations
- Maintain a thorough knowledge of governance practices to ensure AUSactive maintains compliance with contemporary regulatory and legislative obligations

Financial & Operational Management

- Oversee financial sustainability, budgeting, and resource allocation
- Drive continued revenue diversification and build reserves; through innovation, grants, partnerships, and membership growth
- Ensure strong risk management and compliance with all legal and regulatory obligations
- Optimise operational efficiencies and organisational effectiveness
- Develop and use data driven information, including industry trends and reports in decision making, planning and implementation

Key Selection Criteria

Essential

- Proven experience in CEO, Executive Director, or senior leadership roles, ideally within a NFP, industry association, or advocacy-based organisation
- Excellent leadership and people management skills, with the ability to inspire, align and lead teams
- High-level stakeholder engagement capabilities, particularly with government, regulators, industry, and media
- Demonstrated ability to execute an existing strategic plan, to manage competing priorities and to evolve the strategic plans as appropriate, in conjunction with the board
- Experience in risk management and mitigation and ideally in crisis management
- Strong commercial acumen, with experience in budgeting, revenue growth, and risk management
- Exceptional listening, communication and influencing skills, with the ability and credibility to communicate effectively with a broad range, and varied demographic of stakeholders
- The ability to critically analyse complex and detailed information, readily identify key issues, and develop innovative approaches and solutions to problems
- Demonstrated high levels of integrity and transparency in working with the board and stakeholders
- Energetic, enthusiastic, dynamic and driven individual with a passion to make a meaningful impact

Desirable

- Solid experience in advocacy, public policy and/or government relations is highly desirable
- Knowledge of, and experience of working in, the active health and well-being sector
- Experience leading membership-based organisations
- Experience in reporting to a board and effectively managing the CEO-board relationship
- Established relationships within government, media, and industry stakeholders

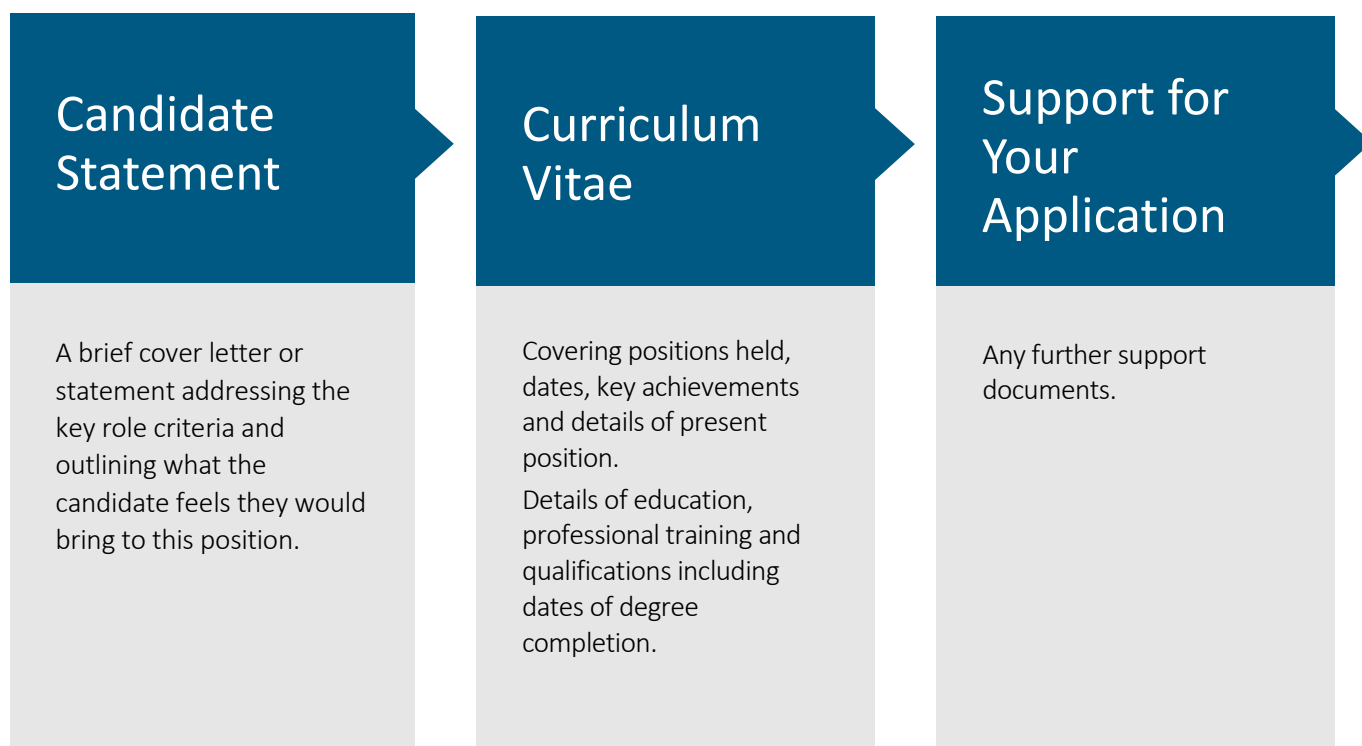
Key Performance Indicators (KPIs)

- Effective execution of the strategic plan with measurable outcomes
- Advocacy success, including policy influence, budget outcomes and government engagement
- Growth in all categories of membership and in Member engagement and satisfaction
- Commercial growth - funding, grants, financial growth
- High levels of staff engagement and accountability, with strong organisational culture
- Positive media, sector and public perception of the organisation's advocacy efforts
- Organisational financial sustainability, revenue diversification and growth
- Ensure that AUSactive meets all legal and regulatory requirements
- Provide the board with accurate, timely and quality reporting, to allow the directors to fulfil their responsibilities

How to Apply

An executive search is being undertaken by Watermark alongside the public advertisement.

Applications for the position will need to include the following:



For a confidential discussion please call Jocelyn Hinder or Alison Myatt of Watermark Search International who are leading the search on behalf of AUSactive.

Jocelyn Hinder
Partner, Executive Search
0438 124 217

Alison Myatt
Head of Research
0412 630 817

Erin Gillan
Project Administrator
02 9233 1200

Please send your application quoting **Ref No A005926** to Watermark Search International at search@watermarksearch.com.au. We will reply to the email address used for your application.

Closing date: 11:59PM AEST on Monday, 5 May 2025

Our Capabilities



Executive Search

Founded in 1979, we are one of the longest established Australian executive search firms. Even though we are, above all else, an Australian based firm, we have an established track record in attracting and then securing, overseas candidates.

We have considerable expertise in senior executive appointments across a broad range of public and private sector organisations. Our firm has been built on a substantial body of work undertaken for publicly listed companies, private companies, professional services, state owned corporations, government agencies, departments and advisory boards.



Interim Executive

We provide immediate and high-level specialist executives with the experience to bring stability to and provide guardianship for a company during a period of change, executive absence or performance turnaround. We also assist with providing executives who deliver on projects, programs or specialist reviews. When clients are ready to appoint an executive, we normally complete the assignment within two weeks. Our latest survey shows that those executives remain in place for an average of 9 months.



Board Appointments

We believe that strong boards make for better organisations and improved business performance. In conducting searches we do not simply look for 'a name' but rather search for candidates with the relevant skills to add real value to a board. We often start our board search by working with the client to produce a Board Skills Matrix, which then informs the specific brief.

Our track record ensures familiarity with the specific, and often sensitive, challenges involved in appointing Non-Executive Directors and Chairs with the right skill, personal and cultural fit.



Thought Leadership

As thought leaders, we undertake various pieces of research and market analysis to form our Agile Leadership Lessons Podcast, Annual Interim Executive Survey and Board Diversity Index. To view our current reports please [click here](#).

Candidate Care



At Watermark, we recognise we have a duty of care to both our clients and the candidates. As an ambassador for AUSactive, we recognise how important our role is in representing your brand, we take this responsibility seriously and treat successful and unsuccessful applicants with the same level of respect:

- All candidates filtered out before an initial interview are advised in writing.
- Candidates sourced by Watermark are called and given feedback on their performance throughout the selection process; this includes feedback about their experience, knowledge, capabilities and fit for the organisation as well as feedback about their interviewing and presentation techniques.
- Candidates who proceed to client interviews are debriefed and receive feedback either face-to-face or over the phone; this includes feedback as outlined above, plus specific feedback from any notes taken during the interview. We also provide feedback on areas for development such as interview skills, professional development and career guidance.

Candidate Charter



We respect our candidates as individuals and value them as an integral asset to our business. Our focus is on understanding their talents and aspirations and matching them to the right role and organisation. Whether we approach you about a specific role or you contact us to explore opportunities, we want you to experience our commitment to providing a seamlessly professional, constructive, integrity driven service where we care about our engagement with you.

[Association of Executive Search Consultants](#) (AESC) members and their people are guided by a Code of Professional Conduct and Professional Practice Standards.

The AESC Code of Professional Conduct is summarised through these critical values:

- **Ethics & Integrity**
 - We put integrity above all else
- **Excellence**
 - Excellence guides the work we do
- **Objectivity**
 - We exercise independent, objective judgement
- **Diversity & Inclusion**
 - We know the power of diverse talent and inclusive cultures
- **Confidentiality**
 - We safeguard any confidential information entrusted to us

To read the full AESC Code of Professional Conduct, please [click here](#).

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If ever you feel we have not lived up to this Code of Professional Conduct, please tell us. We want to know. Email our Managing Partner at David.Evans@watermarksearch.com.au

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