

**Executive Summary - Candidate - Deputy Director-General, Sport - JOB ID QLD/626457/25**

**Anthony Moore – Fortitude Valley, Queensland**

**Executive Background:**

Anthony Moore is a highly respected senior executive with over 25 years of experience in elite sport leadership across national and international domains, including the Australian Sports Commission, Basketball Australia, and the AFL industry. His career encompasses senior executive and CEO roles, including most recently as Managing Director APAC for Wiz-Team SA (Switzerland), and previously as CEO of Basketball Australia and the EJ Whitten Foundation. Anthony is currently President of the International Table Tennis Federation – Oceania, and has served on the ITTF Board of Directors and Continental Council. He has led complex programs across governance, commercialisation, participation, and infrastructure-delivering significant transformation in sporting organisations and government-funded initiatives.

**Suitability for the Role:**

Anthony's deep sector knowledge, national influence, and global credentials position him as an ideal candidate for the Deputy Director-General, Sport role. He has led major reforms in sport governance, designed and delivered national participation strategies such as *Play.Sport.Australia*, and negotiated a \$100 million Federal Government investment into the Sporting Schools initiative. His experience with high-profile commercial events-including securing a \$10 million USA Basketball partnership-reflects his ability to drive results at scale. Anthony's leadership spans grassroots development, elite sport, and Olympic-level governance, enabling him to offer strategic insight and operational capability aligned to Brisbane 2032 legacy objectives and DSROPG's mandate.

**Leadership Competency (Queensland Executive Stream) Alignment:**

Anthony aligns strongly with the Queensland Executive Leadership competencies, particularly in areas of strategic vision, stakeholder influence, and system leadership. His success in delivering governance reform across 65 national sporting bodies demonstrates a commitment to sound governance, ethical practice, and long-term sustainability. Anthony is a collaborative and inspirational leader, adept at navigating complex environments and motivating diverse teams, from 280 staff at the Australian Sports Commission to boutique high-performance units. His strengths in negotiation, communication, and commercial strategy reflect deep credibility across multiple stakeholder groups. A long-time advocate for gender equity and inclusion, Anthony also contributes globally through his role on the ITTF Gender Equity, Diversity & Inclusion Taskforce.

**LinkedIn Profile:**

[Anthony Moore – LinkedIn](#)

Please find attached Anthony Moore's application for the Deputy Director-General, Sport position within the Department of Sport, Racing and Olympic and Paralympic Games (DSROPG), including the Application Form, Cover Letter, and CV.

Position applied for:	Deputy Director-General, Sport - Department of Sport, Racing and Olympic and Paralympic Games	
Job Reference Number:	QLD/626457/25	
Last Name:	Moore	
First/other names:	Anthony	
Full home address:	2903/179 Alfred Street, Fortitude Valley, Queensland	Postcode: 4006
Country (if outside Australia):		
Phone:	Mobile: +61 410 432 174	Other:
Email:	anthony@anthonymoore.org	
Highest level qualification:	Executive Masters Sports Organisation Management (MEMOS)	

Current position:	Managing Director
Current employer:	Anthony Moore Consulting
Date appointed:	Business commenced February 2019
Notice period required:	None

Please list your previous two (2) positions/employers here:

#1 Position Title	Managing Director APAC
#1 Employer	Wiz-Team SA (HQ in Lausanne, Switzerland)
#1 Dates From - To	August 2023 to December 2024
#2 Position Title	Chief Executive Officer
#2 Employer	EJ Whitten Foundation (now RULE Prostate Cancer)
#2 Dates From - To	March 2021 to September 2022

Why have you applied for this role? What is it about this role that interests you the most?	<p>I have recently relocated to Brisbane with a view to securing a role exactly like this.</p> <p>First and foremost, the role allows me to lead a team and share with colleagues my unique mix of experiences across a multitude of sporting organisations and government over many years.</p> <p>The opportunity to shape the community pathway for Queensland sport on the journey to 2032 is my primary motivation. I am passionate about the place that grassroots community sport has in this country as a contributor to social cohesion as well as being the foundation of Australia's sporting success.</p> <p>Importantly, my understanding of the Olympic Movement allows me to confidently advocate for legacy outcomes over the next seven (7) years before the Games as well as those legacy benefits in the Games afterglow.</p> <p>There are so many aspects of this role that excite me as I have significant subject matter expertise across the position portfolio that I can provide the Department in the delivery of this role.</p>
In your opinion what is it about your application that makes you a compelling or unique candidate?	<p>I genuinely believe I am the most appropriately qualified candidate for this role.</p> <p>For close to 30 years, I have worked in the sports industry in a range of roles including the Australian Sports Commission, the AFL industry and national sporting organisations.</p>

	<p>I understand the priorities of government having worked in Canberra briefing the Department Secretary, Cabinet Ministers, preparing budget submissions and appearing at Senate Estimates.</p> <p>Having worked at Cricket Australia and Basketball Australia, as well as being on the Board of Table Tennis Australia, I am fully aware of the challenges of the federated system of sport, the unique challenges of the state sporting organisations and the importance of the club system as the foundation stone of the pyramid of our talent pathways.</p> <p>My decade long experience in the AFL industry with two (2) Clubs allows me to bring the commercial lens of those businesses to any conversation regarding elite talent pathways and infrastructure development.</p> <p>In 2019 I was awarded a scholarship by the IOC to undertake its Executive Masters of Sport Management program (known as MEMOS) and my project thesis was the creation of a stakeholder communication model for sporting organisations working with complex stakeholder ecosystems.</p> <p>With superior stakeholder relationship skills, I am well placed and ready to lead and mentor a team to achieve great outcomes for the Department.</p> <p>Lastly, I am now based permanently in Brisbane and available for an immediate start.</p>
<p><b>Briefly outline your experiences in a similarly complex strategic leadership role:</b></p>	<p>As General Manager Participation and Sustainable Sports at the Australian Sports Commission, I led a division responsible for participation outcomes for 65 funded national sporting organisation. I led a team of ASC consultants to identify barriers to participation and then designed and implemented programs to remove those barriers while building capability within the national federation.</p> <p>This role worked across the Australian Federal Government, worked with State Government Sport and Recreation Departments as well as working alongside the national institute of sport network. As important as those key stakeholders were (and are) to the system of Australian sport, I worked closely with national federations, their state sporting organisation colleagues and with grassroots community sporting organisations at various times across a range of sport.</p> <p>Accordingly I have significant depth of experience working from the top of the pyramid through to the foundation of community sport.</p>
<p><b>Briefly outline your team management experiences, including number of staff and how they would describe your leadership style:</b></p>	<p>Having a range of roles within the sporting industry, I have worked in businesses big and small and those that were incredibly cash-poor as well as those that were well funded. At Cricket Australia I started my staff management career with two (2) full time staffer members and at the Australian Sports Commission I managed 285 full time staff members with six (6) direct reports.</p> <p>I believe my management style would be described as an inclusive, caring knowledgeable leader who is able to clearly articulate a vision and share how each individual contributes to the success of that vision.</p> <p>On many occasions I have had positive feedback on that as a strength of mine as a leader.</p>
<p><b>Briefly outline your stakeholder relationship management experiences:</b></p>	<p>I pride myself on being able to relate and connect with everyone I meet.</p> <p>My AFL Club experience had me working with the Cheer Squad, the most ardent, passionate, diehard fans on a game day and within the same day meeting, greeting and hosting the Prime Minister, the Premier or global Chief Executive of a major commercial partner.</p> <p>I am genuine and authentic in my connections, adept at finding mutual shared</p>

	<p>experiences and proudly continue to maintain relationships long after I have departed an organisation.</p> <p>The best example of this approach is my recent move to Brisbane where I am catching up with my extended network in my new home city. Many of these colleagues and friends have been connections for years, yet we may not have seen each other for some time. Reaching out and re-connecting has reinforced my view that my network values our connection.</p>
<p><b>Briefly outline your governance, financial and risk management experience:</b></p>	<p>I have outstanding and extensive financial management experience and governance expertise across a multitude of sporting business and not-for-profit organisations.</p> <p>Having worked in hands-on volunteer Boards with annual turnover of less than A\$50,000 to elite professional sporting clubs in charge of commercial revenues and the Australian Sports Commission where my annual budget remit was \$95m with 285 staff, I have had budget accountability throughout my career.</p> <p>At the Australian Sports Commission, I led the implementation of the Mandatory Sports Governance Principles, working closely with 65 national sports bodies to drive sector-wide reform. This required extensive stakeholder engagement, advocacy, and change management.</p> <p>I facilitated extensive consultations, developed tailored support plans, and communicated the long-term benefits of governance reform.</p> <p>The initiative was successfully implemented across the top 10 highest funded sports and ultimately all 65 national sporting federations, improving governance and aligning with best practices.</p> <p>At Basketball Australia I led a financial turnaround taking a near-insolvent organisation with minimal cash reserves to a highly profitable one with a war-chest of funds. I achieved this through prudent expenditure review, cost-cutting and organisational change management in both people and financial systems &amp; processes as well as a focus on growing new commercial revenues.</p> <p>The result was a near-double of annual turnover and consecutive A\$1.0 million profits which enabled re-investment back into the business for people and programs.</p> <p>As CEO of the EJ Whitten Foundation, a not-for-profit charity raising funds for prostate cancer research, I led the merger with a specialised cancer treatment facility and successfully drove all governance reforms required for that process.</p>
<p><b>Briefly outline your experience (if any) working in or with high profile, complex programs or major events:</b></p>	<p>I have extensive experience in planning and delivering major international sporting events.</p> <p>One of the biggest challenges in event management is balancing commercial objectives with operational execution. In this case, I have significant experience in managing complex negotiations with multiple stakeholders, including government agencies, broadcasters, sponsors, and venue operators, to ensure a seamless and commercially successful event.</p> <p>My approach is always meticulous planning, stakeholder coordination, and risk mitigation to ensure world-class delivery.</p> <p>As a Technical Official at the Paris 2024 Olympics, I have recent and relevant firsthand experience in the operational execution of the world's biggest sporting events.</p> <p>At Hockey Australia I oversaw the delivery of the inaugural FIH Pro League matches in Perth, Australia.</p> <p>During my time in the Australian Football League, I led ground-breaking events for the League. One of these events, a celebration of Australia's indigenous athletes, continues to this day and will celebrate its 20th year in 2025.</p> <p>As CEO of Basketball Australia, I developed a strategy to secure a high-profile event</p>

	<p>with major financial outcomes that would change the fortunes of the organisation in Australia.</p> <p>In seeking to host the USA Men's National Team in Melbourne, the challenge was to secure government funding support, manage multiple stakeholders (sponsors, broadcasters, event operators), and deliver a world-class experience for fans while ensuring financial success.</p> <p>I successfully led negotiations with government bodies, broadcasters, and sponsors to secure funding and commercial support in excess of A\$10 million.</p> <p>This experience reinforced my ability to create a vision, strategically plan, navigate challenges, and deliver world-class events. The importance of stakeholder communication and relationship management was a vital part of this ground-breaking event.</p>
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<b>Any personal commitments over the next 12 months? (e.g. Holiday):</b>	I am attending the International Table Tennis Federation's AGM in Doha Qatar between 19-29 May.
<b>Are you an Australian Citizen / Permanent Resident and/or legally eligible to work in Australia without immigration sponsorship?</b>	Australian Citizen
<b>Do you presently hold or are you eligible to hold a Working with Children Check?</b>	Victorian Working with Children Check
<b>Do you confirm all representations when applying for this position, whether oral or in writing, about your qualifications and experience are true and correct, and you have not deliberately failed to disclose any matter which may materially influence the decision to employ you?</b>	I confirm all representations are correct and I have not failed to disclose any matter.
<b>Are you currently employed by the Queensland Government (i.e. not paid by a contracting, labour hire or employment agency)?</b>	No
<b>Have you ever received a voluntary medical retirement benefit from a Queensland Government entity, or an early retirement, redundancy or retrenchment benefit within the last 12 months or a voluntary separation payment within the last 3 years?</b>	No

*We want to check your general availability for early screening and/or attendance at formal interviews. Depending on when you are completing this Application Form some of these dates may have already passed. You only need to indicate availability where the dates are current and not already passed.*

<b>Availability for interview week commencing 7 April</b>	Available
<b>Availability for interview week commencing 14 April (excl Good Friday)</b>	I am heading to Melbourne for Easter on Thursday 17 April

20 March 2025

Mr Andrew Hopper  
Director General  
Department of Sport, Racing and Olympic and Paralympic Games

Dear Andrew

I am writing to express my enthusiasm for the role of Deputy Director General, Sport.

With over 25 years of leadership experience across the sports industry, I have a proven track record in strategic management, clear decision making to transform strategic plans into actionable outcomes and ensuring operational alignment across complex, multi-jurisdiction environments.

My executive roles at the Australian Sports Commission (ASC), Basketball Australia, and within global and national sports federations have given me the ability to drive innovation, foster strong stakeholder relationships, and deliver sustainable commercial outcomes.

This experience is complemented by my direct engagement with a range of sports; meaning I possess a deep understanding of the sports development pathways that should enable Queensland athletes to progress from the backyard to the world stage.

### **Stakeholder Engagement**

At the heart of my professional journey is stakeholder management—an area where I combine both practical experience and academic expertise. I hold an Executive Masters in Sports Organisation Management (MEMOS), awarded by the International Olympic Committee, which focused specifically on stakeholder engagement strategies in complex sporting ecosystems.

The MEMOS program, recognised as gold standard in the Olympic and international sports community, deepened my understanding of stakeholder management and how to engage diverse groups effectively. My thesis on communication theory in stakeholder management reshaped how I approach stakeholder relationships, highlighting the importance of tailoring communication strategies to the unique needs of each group for maximum impact.

Throughout my career, I have built strong, trust-based relationships with government agencies and departments, national sporting organisations, international federations, commercial sponsors, media partners, athletes, coaches, and grassroots participants.

My success in stakeholder management has been grounded in authentic, empathetic communication, always focused on positive outcomes.

As an example, as Chief Executive Officer at Basketball Australia, stakeholder management was pivotal to the organisation's transformation. I rebuilt trust across a fragmented landscape and worked closely with athletes, sponsors, state associations and government bodies to deliver record revenues and secure the largest commercial partnership in the organisation's history. This included driving a 75% revenue increase, from A\$10.2m to A\$18.6m through a mix of commercial partnerships, broadcast & media rights, fan engagement initiatives as well as national team events.

### **Policies, Programs and Governance**

At the ASC, I led governance reforms across 65 national sporting bodies, implementing systems that prioritised transparency, accountability, and ethical leadership.

This work not only strengthened the governance frameworks of these organisations but also laid the foundation for long-term, sustainable growth.

These reforms remain a central aspect of my work in global table tennis and have equipped me with the tools to effectively influence and support governance structures within any organisation.

During my time the ASC my conversations with national sporting organisations identified that participation in grassroots sports needed stronger investment from the Australian Federal Government. It was clear that I needed to secure government funding and design programs to increase grassroots participation.

Through considerable stakeholder engagement and discussion, I designed and led the implementation of *Play.Sport.Australia*, a national participation policy that sought to increase engagement in community level sports.

This included securing \$100M in Federal Government funding for the *Sporting Schools* initiative, expanding access to structured sports programs within primary schools across Australia.

As a lifelong advocate for inclusivity, I bring a deep commitment to diversity and governance reform in all my professional endeavours. Currently serving on the Gender Equity, Diversity & Inclusion Taskforce for the International Table Tennis Federation, I work to ensure that inclusivity is at the heart of strategic decision-making and policy development.

This current work continues my previous involvement with the Champions of Change Coalition and has reinforced my ability to drive initiatives that align with organisational values and global trends, particularly in promoting gender equality and broader representation.

### **Infrastructure and Legacy**

I have a strong track record of working with all levels of government to secure funding for sporting infrastructure that delivers sustainable outcomes for high performance programs and community sport.

During my tenure at St Kilda FC, I led the development of the Club's elite training facility in outer Melbourne, working closely with funding partners in the AFL, Victorian State Government and the local Council to deliver a training facility fit for purpose for an elite sporting team. There were considerable community benefits in accessing the facility for grassroots sporting clubs which strengthened the connection between AFL heroes and the local community.

At Basketball Australia I led a project team comprising the national body, Basketball Victoria, the Knox Raiders Basketball Club, Gymnastics Victoria and its local community club and the local Knox Council to further develop the State Basketball Centre. Each stakeholder had unique requirements to be considered and accommodated as part of our pitch.

The bid was successfully funded with an investment of A\$132m to the project which was unveiled in 2024.

Through this experience, I have gained a deep understanding of sport's unique ecosystem - from grassroots participation to elite performance - and the importance of finding ways to make sure everyone is heard, buys into the vision and becomes invested in its success.

With my direct experience in participation, commercial strategy, stakeholder engagement, and sports governance, I am confident that I can bring a fresh, innovative, and results-driven approach to the Department of Sport, Racing and Olympic and Paralympic Games.

Thank you for considering my application.

I look forward to the opportunity to discuss how my leadership, vision, and strong connection to Australian sport at all levels can contribute to the Department's continued success.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Anthony Moore', with a stylized, cursive script.

**Anthony Moore**

# ANTHONY MOORE

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**CHAIR | STRATEGIST | CONSULTANT | EXECUTIVE LEADER | NON-EXECUTIVE DIRECTOR**  
**COMMERCIAL EXPERTISE | STAKEHOLDER EXPERTISE | NEGOTIATION EXPERTISE | PUBLIC SPEAKER**

## PROFILE

- A highly professional senior executive with over 25 years' experience in leadership & management roles in elite sporting organisations and various levels of government.
- Proven track record of leading strategic & transformational change, building & fostering positive stakeholder relationships and driving commercial success through innovation.
- Superior deal making and negotiation skills with expertise in commercial partnerships, fundraising and philanthropy via retail campaigns and major gift giving.
- Leader in high performance and participation programs that create pathways to elite performance and success.
- Significant experience working with Boards on governance, strategy and change management.
- A confident public speaker comfortable with audiences big & small, talking with journalists & broadcast media and briefing all levels of government, stakeholders, commercial partners & donors.

## EXPERTISE

Leadership	Stakeholder Management	People Management
Strategy & Planning	Governance	Change Management
Deal Making & Negotiation	Sponsorships & Partnerships	Fundraising & Philanthropy
Commercial Planning	Revenue Forecasting	Budget Planning & Control
Legal, Contracts & IP	Crisis Management	Brand & Digital Marketing

## CAREER HIGHLIGHTS

- International Olympic Committee Executive Masters Study Scholarship
- Attended Paris 2024 Summer Olympic Games as an International Technical Official
- Represented Basketball Australia Rio de Janeiro 2016 Summer Olympic Games
- Led National Integrity Framework for Basketball Australia
- Directed sector-wide governance reform for Australian Sports Commission
- Represented Australian Sports Commission at Glasgow 2014 Commonwealth Games
- Board of Management Member Australian Commonwealth Games Association

## CAREER SUMMARY

Managing Director	Wiz-Team APAC	Aug 2023 – Dec 2024
President	International Table Tennis Federation Oceania	April 2022 - Current
Chief Executive Officer	EJ Whitten Foundation / RULE Prostate Cancer	Mar 2021 – Sept 2022
Managing Director	Anthony Moore Consulting	Jan 2025 to Current Oct 2022 – Aug 2023 Dec 2018 – Feb 2021
Chief Executive Officer	Basketball Australia	Oct 2014 – Nov 2018
General Manager Participation & Sustainable Sports	Australian Sports Commission	Jun 2013 – Sept 2014
General Manager Commercial Operations	St Kilda Football Club Limited	Jul 2007 – May 2013
Chief Operating Officer	SPARQ Training Talent Identification	Oct 2005 – June 2007
General Manager Commercial Operations	Richmond Football Club Limited	Jul 2003 – Sept 2005
Advertising & Licensing Manager	Australian Cricket Board / Cricket Australia	Jul 1998 – Jul 2003
Brand Manager	National Basketball Association (USA)	Feb 1993 – Jul 1998



## RELEVANT EXPERIENCE

### International Table Tennis Federation Oceania

April 2022 – Current

- *Led creation of recently launched new Strategic Plan 2025 to 2028.*
- *Secured Strategic Quadrennial Agreement with International Table Tennis Federation (ITTF) guaranteeing funding support through to LA28.*
- *Championed and led significant governance reform to become a Company Limited by Guarantee with a new contemporary Constitution.*
- *Appointed new Chief Executive Officer with created KPIs linked to Strategic Plan outputs*
- *As a member of ITTF Board of Directors and ITTF Continental Council, I work collaboratively with regions and continents on knowledge sharing and continuous improvement.*
- *I spearheaded engagement with National Olympic Committees across Oceania to ensure athletes were optimally prepared and teams were adequately resourced for peak performance outcomes at the 2024 Paris Olympic Games and Paralympic Games.*

### EJ Whitten Foundation / RULE Prostate Cancer

April 2021 – September 2022

- *Navigated complex organisational dynamics to deliver a merger between not-for-profit entities EJ Whitten Foundation and Australian Prostate Centre; including leading the governance changes to combine two (2) high-profile Boards.*
- *Created strong communications plan to successfully launch new RULE Prostate Cancer as new business brand.*
- *In first year of new entity, delivered \$2.1m in mass retail fundraising through celebrity golf days, race nights, AFL Grand Final Lunch and a further \$1.8m in philanthropic donations from high-net worth individuals.*

### Basketball Australia

October 2014 – November 2018

- *Established a partnership with the NBA to base the NBA Global Academy at Basketball Australia's Centre of Excellence in Canberra for elite talent development to maximise investment in the world-class facilities at the Australian Institute of Sport.*
- *Conceived and negotiated \$10m investment deal for Team USA to play Australian Boomers team at Marvel Stadium in Melbourne in August 2019 (game attendance was 103,000).*
- *Secured multi-year broadcast & digital streaming deal and commercial partnerships for Women's National Basketball League (WNBL).*
- *Grew annual turnover from \$10.2M to \$18.6M and delivered consecutive annual profits through combination of revenue growth and expense management; despite regular turnover of Board members and Chairs during my tenure.*

### Australian Sports Commission

June 2013 – September 2014

- *Led the sector engagement for Australian Government's national participation policy Play.Sport.Australia.*
- *Conceived, developed and led successful Federal Budget bid for the first allocation of \$100m for Sporting Schools, the Australian Government's school participation program.*
- *Led the implementation of Australian Government's Mandatory Sports Governance Principles working with the Boards & Executives of 65 national sporting organisations.*
- *Managed 280 participation staff nationally and a budget of \$98m on national participation programs working directly with national federations.*
- *Regularly briefed Minister for Sport, Department Secretary, appeared at Senate Estimates, led budget bids and navigated machinery of government changes with ease.*

## RELEVANT EDUCATION

Université Catholique de Louvain

Executive Masters – Sport Organisation Management (MEMOS)

Project Thesis on Stakeholder Management for National Governing Bodies

2018-2019