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Westpac Banking Corporation



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Chair Report

Dear Members,

It has been another milestone year for your Association and the superannuation sector we so ably represent, with funds under management ticking over \$1 trillion - a testimony to the ongoing appeal of SMSFs. When coupled with the growing numbers of younger people opting to take personal responsibility for their retirement savings via an SMSF, it paints a picture of a sound super sector with a viable, exciting future.

With this strong growth comes greater responsibility for our members - and the need for your Association to play our role in helping ensure you are professionally equipped to meet the many and varied demands of your expanding client bases.

This is why it's so pleasing to report that our specialist accreditation programs for advisors and auditors attracted record numbers this year, highlighting our members' thirst for knowledge so they can deliver better client outcomes.

It's not just the specialist accreditation programs. There has been strong engagement across all member activities. The National Conference returned to Melbourne and attracted record numbers a tribute to the organising committee and the engaging program they devised. In 2026, the conference moves to Adelaide, with early planning suggesting this will be another memorable event.

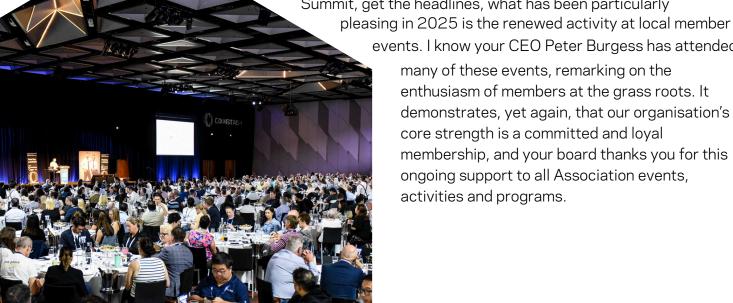
The decision to repeat holding the Technical Summit over two days in Sydney was validated by the numbers that attended and the feedback we received about the calibre of the speakers and the topicality of the issues they addressed. Other recent initiatives that have enjoyed member support

> are the virtual SMSF Audit Day, Crossroads of Control focusing on trustee incapacity, and the In Practice webinars.

> > While the National Conference and, to a lesser degree, the Technical Summit, get the headlines, what has been particularly

> > > events. I know your CEO Peter Burgess has attended

many of these events, remarking on the enthusiasm of members at the grass roots. It demonstrates, yet again, that our organisation's core strength is a committed and loyal membership, and your board thanks you for this ongoing support to all Association events, activities and programs.



Over the past 12 months, your Association continually demonstrated its relevance to myriad industry debates, ranging from the proposed Div 296 legislation, the regulatory framework underpinning professional advice to the Compensation Scheme of Last Resort.

Ensuring we remain at the forefront of these critical debates, your Association kept its key role as co-Chair of the Joint Associations Working Group (JAWG) – a coalition of 12 like-minded associations working in partnership to have a positive influence on legislation and regulations that impact on our industry.

We have also maintained a close – and fruitful – working relationship with our sector's regulator, the ATO, as well as having the Government's ear on policy matters relevant to our members. There is no better evidence of this than the number of times we have been invited to attend Treasury and Government consultations about a range of issues.

That your Association gets a seat at the table is not only due to our persistence and professionalism – it also reflects the economic clout of our sector.

As I mentioned in my opening sentence, funds under management now exceed \$1 trillion, but it's not just that figure that's important, with University of Adelaide research findings showing SMSFs outperforming APRA funds over the five years to 30 June 2023 – highlighting the consistency of investment performance in the SMSF sector.

It's a super sector that's not only delivering to the more than 1.1 million who opt for this retirement savings vehicle, but one that's having growing appeal to the younger

generations. That this is happening certainly helps explain why Canberra wants to hear what your Association has to say on issues such as legacy pensions (successfully negotiated) and the reforms relating to Delivering Better Financial Outcomes and the Compensation Scheme of Last Resort.

Where your Association has been particularly diligent regales to the proposed Div 296 legislation. At the time of writing, its final outcome remains uncertain, despite being on the drawing boards for nearly three years. The recently announced changes are a promising sign that our advocacy efforts have been effective, and we will continue to monitor the position and advocate on behalf of our members as the rules develop.

I believe it's fair comment to say our efforts in mobilising opposition to this legislation has been a factor in its delay and – hopefully – at least its amendment on the critical issue of taxing unrealised capital gains. To achieve that would indeed be the icing on the cake for 2025.



Scott Hay-Bartlem Chair | SMSF Association

Our Strategic Plan



Membership

SMSF Association Specialist Members are recognised for their SMSF expertise and knowledge and considered to be at the peak of their profession in the SMSF sector. Our members receive a range of different benefits, depending on their membership type.



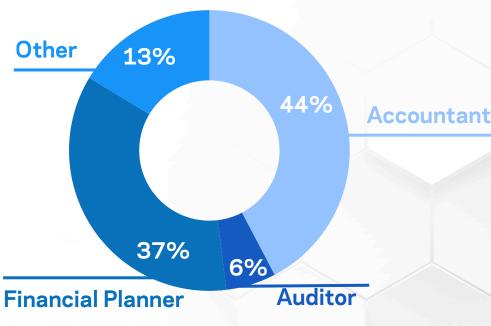


Increase in SMSF Specialists





Member Primary Occupation



Recognising Our Members



Now in it's third year, our annual SMSF Specialist Scholarship Program provides successful applicants with the tools and support required to become a leading industry professional in a like-minded community of SMSF practitioners.

Congratulations to our newest Fellow Members

Fellow Member status recognises Specialist Members for their significant commitment and contribution to both the Association and the SMSF sector.



Larry Cavallo FSSA
Nicholas Ali FSSA
Christine Hornery FSSA
Solomon Forman FSSA, FSSAud
Megan Kelly FSSA
Chris Launer FSSA

Shari Neagle FSSA
Kevin Zhang FSSA
Matthew Stevenson FSSA, FSSAud
Richard Asquith-Charlton FSSA
Lyn Formica FSSA
Alice Stubbersfield FSSA, FSSAud

2025 Member Awards

Each year, at the annual SMSF Association National Conference, we celebrate our members who have made a significant contribution to the Association in recent times and our members who have achieved the top score in our accreditation programs.

Chair Award

Leigh Mansell FSSA



This award recognises a member who has made an outstanding contribution to the growth and sustainability of the SMSF sector, and no one better symbolises this description than Leigh who has been a major contributor via her exceptional education skills.

In addition to her contributions to education, Leigh's leadership and insights during the 2024 Treasury legacy pension amnesty consultations were instrumental. Her influence played a key role in shaping a legislative outcome that will benefit many SMSF members.

CEO Award

Brooke Hepburn-Rogers SSA



The CEO Award is conferred on a member who had made a significant contribution to foster the SMSF community and embodied the values of the Association.

The Founder and Director of the ACT-based Foxton Financial, who had more than 22 years' experience in the sector, Brooke was Chair of the ACT Local Community Committee from March 2020 to July 2023, and always a strong advocate of our Association. Sadly, Brooke passed away in 2024, but is recognised for her unwavering support and dedication to the sector over many years.

Special Achiever Awards

We also congratulate these members for their top achievements in completing our Specialist programs.

Top SSA® Achiever
Michael Lorimer SSA

Top SSAud [®]Achiever

Ryan Ding SSAud



Newly Accredited Members

Congratulations to all members who received their Specialist Accreditation in the 2024/25 Financial Year.

SMSF Specialist Advisor (SSA®)

Adam Faulkner
Adrian Ng
Adrian D'Mello
Adrian Casabene
Aileen Penrose
Aime Berg
Ainsleigh Lugger
Akshay Ruggoo
Alexander McMillan
Alison Rose
Alyssa Turner
Alyssa Marie Gueta
Amie Baker
An Shew

Andrea Sacchetti Andrew Romano Andrew Satinover Andrew Langham Andrew Garrigan Angela Reissis Angela Aspinall Angelo Quinquileria Angelou Pauline

Angelou Pauline Espanta Ankit Hunjon Ankush Gupta Annette Hyslop Anthony Kane Anya Wooden Ashlea James Ashley Quick **Ashneel Chand** Ben Alexandre Benjamin Payne Benjamin Velcek Benjamin Harrison Brenda Wishey Brendan Murtagh Brendan O'Brien **Brian Chung**

Bridgette Jones

Briellen Fenoglio

Caite Brewer Caitlin Buckley Cameron Felice Cameron Szyszka Cameron Pel Carl Longshaw Carlee Maisev Caroline Kaitoni Casey Jurd Cassandra Duhaylungsod Caue Rodrigues Charles Ratcliff Charlotta Blomavist Charlotte West Cheuk Yan Wong Chi Zhang Chi On Tang Christie Wilson Christine Carles Christopher Phillips Cindy Tran Curtis Gaston

Dale Barratt Damien Jordan Damon Green Daniel Krstevski Danielle Barrow Danielle Pearse David Vitale David De Angelis David Guerrero David Patterson David Rossbach Dean Moore Deven Costigan Diana Wong **Edwin Bae** Ekaterina Adams Eleanor Bagg **Emlyn Olivier** Emma Haines-Darby Emma Ward Emma Russoniello Erica Williams Fabian Postiglioni Fe Martin Felicity Yang Gabriel Guppy Gareth Crov Geoffrey Moore **Geoffrey Taylor** Georgia Lane Gilda Brisotto Gisella D'Orio Giuliano Vinci **Grant McCarthy** Guana Lin Guillermo Federico Hanming Rong Hannah Jarrett Hardeep Singh Henri Sackley Huicui Yuan Indralekha Wanninayaka

Isabele Maxwell-Gould
Jac Holmes
Jacob Corbett
Jamal Hazim
James Proud
James Wyber
James Power
James Boulter
Janahan Kumaralingam

Janet Ward
Janine Henderson
Janine Lanigan
Jason O'Connell
Jay Grant

Jemma Smith Jeremiah Tan Jeremiah Fawkner

Javdean Latham

Jeremiah Fawkner Jessica Zhang Jessica Robinson Jessica Fisher Jessica Morgan Jiayi Shen

Jody-Ann Alexander Johan Kuyler John Byatt

Josef Coates
Joshua Logan
Joshua McCall
Joy Zhu

Judy Brymer
Julian Chan
Julian Turton
Julian Chan
Julie Lindrea

Kabindra Shrestha Kamila Gallagher Karen Maher Katarzyna Maczka Katherine Hann Kazi Hossain Kellie Payne Kelly Williams Kelly Lindsell

Kelly Williams
Kelly Lindsell
Ken Oglesby
Kevin Reincastle
Kirsten Reid
Kong Lau
Kritika Dawar
Kubra Ozdil
Kurt Chapman
Lachlan Einsiedel
Lance Infante
Lawson Mayondo

Leanne Montaldo Lei Zhang Lei Zhang Leisi Guo

Leonette Arnolda

Liberty Arlaine Macapinlac

Liming Zhang

Lisa Evans Lisa Morgan Lucian Russ Luis Arguello Luke Sawyer Magda Rocha

Magda Rocha Betlem Malcolm Wicks Mandar Bapat Manisha Bhudia

Manlin Li Marcel Jacobs Marcus Nyholm Marilyn Go Mark Wenzel Mark Zlokich

Martin Muhriz

Mary Elphinstone Matthew Nicholson

Matthew Nicholson
Max Song
Max McKinnon
Michael Johnson
Michael Hogg
Michael Mulcahy
Michael Curnow
Michael Orchard
Michael Duffy
Michelle Healy
Michelle Rauber
Mikhail Fanti
Mingfeng Chi
Mohammed Ali

Montana-Maree Ojeda Muhammad Khan Muntasir Shams

Mona Moorjani

Muntasir Shams Nadeeka Weeraman Natalie Martin-Booker Natasha Johnson

Neha Reddy

Nicholas Vlavianos

Nick Davos Nicola Baxter Nicole Neale

Nishani De Almeida Nuala Hautop

Pao Chan
Paul Nevin
Peta George
Peter Andreassen
Peter White

Phillip Jennings
Phillip Kirk
Phillip Luck
Prabhat Koilada
Randell Smith
Rebecca Falzon
Rebecca Peck
Richard Coleman

Robert Dekkan Rodney Wark Rodney Taylor Rony John

Ross Buttenshaw Ryan Pinkerton Ryan Gillespie

Ryan Samarasekera

Sam Myers
Sam Senadeera
Sam Baring

Samuel Yip Samuel Romeo Sanjay D'souza Sarthak Sobti Saurabh Dass Scott Farrell

Scott Westerweller Sebastian Pfab Shane Lenehan Shannon Ashton Shaun Ward Shaun Gordon Sheila Weisshardt Shona Sherman

Simone Goudie Skye Sommerville Sonia Ambwani

Stephen Charalambous

Stephen Chiang
Steven Amor
Steven Packer
Stuart Hunter
Stuart Sheary
Suman Devkota
Sweta Kunuku
Tammy Norregaard
Tamsyn Lindsay

Tatjana (Tanya) Hofbauer

Taryn Hayne Taylor Kent Thi Nguyen

Thivanka Abeygunawardene

Thomas Newton Tim Wortlehock Timothy Meggitt Tina Puckett
Tom Jamieson
Tracey Corbett
Troy Dodd
Tracey Chi Humb

Tuong Chi Huynh Tyler Szepanowski

Tyler Ellery
Varjeet Nagra
Vaughn Brand
Vera Amputch
Vicky Jiang

Victoria Anderson Victoria Zavrazhnova

Vikki Seldon Vitaly Voronov

Wei Li

Wei Jie Phang Weisen Zhou Weiyi Yan William Nakos

Xanthe Macklinshaw

Yang Wei Yanrong Tao Yao Dong Yeral Rafinian Yiming Duan Yogendra Adhikari

Yu Lam

Yuki Hasegawa Yuvraj Kapadia Yvette Goss Zhiwen Yan Zixu Wang

SMSF Specialist Auditor (SSAud®)

Ann Mariya Emmanuel Anthony Aspridis Bikram Nagarkoti Brendan Macdermott

Chu Sian Wee Danielle Ewart Deanne Firth Ebonie McVilly
Helen Qing Xu
Jen Grimsey
Jimmy Morrison
Kalrav Patel
Kellie Grimsey

Lavinia Breje

Lianshun Gao Lisa Reynolds Michelle Spender Natalie Daggar Nicholas Court Rebekah Alesi

Seema Nanayakkara

Sudhir Kothari Huyen-Tran Thi Nguyen

Zixuan Jin

15 Year Membership Milestones



Congratulations to the following SMSF Association members who are celebrating their 15 year membership milestone during 2025. We thank these members in particular for their ongoing and unwavering support of the SMSF Association and our great SMSF sector over many years.

Adrian Leung SSA Alan Lake SSA

Amanda Nielsen SSAud Annette Pulbrook SSA

Anthony Bates

Anthony Stedman SSA Ashok Tulsiani SSA

Balaji Swaminathan SSAud

Barry Knowles SSAud

Ben Dean SSA Ben Stokes SSA

Brendan McKenzie SSA

Bruce McGurk SSA Bryce Figot SSA Carl Sinapius SSAud

Carlo Scali SSA

Christopher Watson SSA, SSAud

Christopher Levy SSAud

Christopher Heppingstone SSA

Clive Todd SSA Colin Ward

Craig Ayling SSA
Darryl Paul SSA
David Myers SSA
David Pero SSA
Dean Doctor SSA
Elena Cherry SSAud

Elizabeth Meiklejohn SSA

Fiona Hinrichsen Gabriela Rusu SSA Gemma Woolley SSA Georgina Holland SSA Giuseppe Abbriano SSA

Hamish Salmon

Hugh Walker SSA

Ian Barden SSA Jeffrey Scott SSA

Jessica Cane SSA

John Lethbridge SSA

John Murdica

Josef Stadler SSA

Josh Mashman SSA

Justin Wood SSA

Justin Gilmour SSA

Karen Ridge SSA, SSAud

Kristian Lunardello Lara Kable SSA Leesa Graham SSA

linda alexander
Louise Biti SSA
Lyn Formica FSSA

Lynda MacPherson SSA

Marianne Keet

Mark Beveridge SSA

Mark Grist SSA Mark Morcos SSA Mark Chan SSA

Martyn Kennedy SSA, SSAud

Matthew Scholten SSA
Matthew McConnell

Megan Stubbersfield SSA

Megan McGrath SSA Michael Rees-Evans SSA Michael Harvey SSAud

Michele Harrod SSA

Michelle Summers SSAMurray

Nicol SSA

Nathan Harris SSA

Nicholas Moustacas SSA

Olivia Long

Peter Rae SSA

Peter George SSA

Peter Bobbin

Peter Vilaysack SSA

Poonam Di Iorio SSA

Prichie Dunn SSA

Rebecca Wishart

Rebecca Rossi SSA

Renee Simpson SSA

Rick Goldberg

Robert Baharian SSA

Robert Gould
Roger Thomson

Ross Manea SSAud

Sam Hunt SSA

Scott Maroske SSA

Shane Ellis SSA

Sheila Cabacungan SSA

Stephen Barker SSAud

Stephen Gray SSA

Steven Dobson SSA

Tania Tonkin

Tania Wright SSA

Tim Liston SSA

Timothy Phang SSA, SSAud

Tony Negline SSA

Tony Castellano SSA

Tracey Ashton SSA

Troy Munro SSA

Tyrone Cockle SSA

Vic Hill

William Vuong SSA



Growing Expertise

Our commitment to education

We are committed to continually improving the professional standards of those advising SMSFs, and the critical role education plays in this. All Associate and Specialist members are required, as a condition of ongoing SMSF Association membership, to achieve minimum levels of CPD hours in areas relevant to the provision of advice on SMSFs.







Resource Library

The SMSF Association Resource Library gives access to quality Technical Resources to keep SMSF professionals up to date to provide the best information and advice to their clients.













Technical Support & CPD

Complimentary Member CPD

The SMSF Association is committed to fostering and enhancing integrity and professionalism in the SMSF sector as well as encouraging SMSF professionals to achieve excellence in their education, knowledge and skills. The SMSF Association recognises professional development as an integral part of this process.





Association Events

Throughout the 2024/25 financial year, the Association again delivered a diverse range of high quality events, aimed at improving accessibility and ensuring all members from our membership had a chance to connect.

69+

In-Person Events & On-demand Webinars Delivered

10,100+

Individuals Attended SMSF Association Events 26+

Local Community Events Australiawide

Technical Summit 2024

Held over two days in Sydney and online, Technical Summit 2024 featured 15 sessions, 20 CPD hours, 14 sponsors, and two in-Summit events: the Class Networking Function and Wilson Asset Management Breakfast. With 330+ attendees and a 93% average session rating, the summit delivered high-impact learning and valuable industry engagement.



Virtual Events

We hosted our second SMSF Audit Day, a one-day virtual event tailored for SMSF audit professionals. Additionally, in partnership with STEP Australia, we delivered Crossroads of Control, exploring trustee incapacity through legal, strategic, and compliance lenses—bringing together SMSF and estate planning experts for a rich, insightful discussion.

Local Community Events

Scheduled throughout the year, our Local Community Events offered professionals a chance to connect locally. With technical CPD sessions and relaxed networking, over 585 attendees joined events across Australia, including Roadshows in Port Macquarie and Perth.

Webinars

Our webinars offered rich learning and connection opportunities, including the monthly In Practice series (by advisors for advisors) and Audit Discussion Group for our SMSF Specialist Auditor Members. Quarterly SMSF Industry Updates keep you informed, while ad hoc sessions such as Craig Day's \$3m Div 296 Tax: Separating Fact from Fiction tackled key sector issues.

National Conference 2025

The SMSF Association National Conference once again proved itself to be the premier event in the SMSF and superannuation sector, drawing over 1,600 key financial services professionals in 2025, from the Financial Advice, Accounting, Audit and Legal professions.



Collaboration: Unleashing Collective Potential



Our Partnerships

The SMSF Association delivers a range of exciting partnership opportunities to organisations wanting to raise their profile, demonstrate their commitment to, and engage further with the SMSF sector. The following partners have supported the SMSF Association throughout the 2024/25 Financial Year:









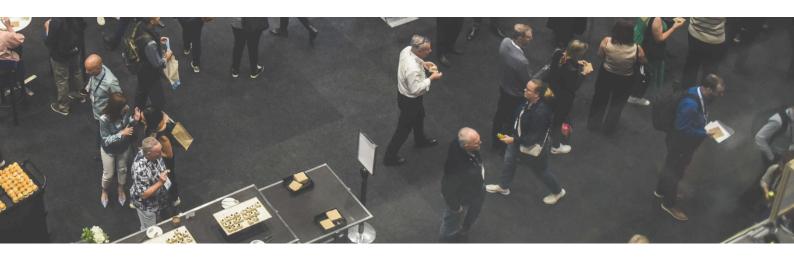
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SuperRecords



We are dedicated to fostering strong partnerships and supporting businesses within our vibrant SMSF sector. By working together, and attending industry events, we strive to drive growth and ensure a prosperous future for all our partners and our sector at large.

> webinars, podcasts, round table presentations

Industry Events attended

Accredited Education

The SMSF Association is dedicated to lifting the standards of professional SMSF advice and services through quality SMSF education. We have a CPD accredited education program to validate SMSF education for practitioners within the sector.

We have a register on our website that lists a range of SMSF events and education that are SMSF Association CPD accredited. Listed providers have all been assessed against the Association's education standards that set the benchmark in the SMSF sector.

Accredited Educators

The SMSF Association Accredited Educator logo sets these educators apart from other providers as a pillar of SMSF education in the sector. We encourage our members to look for the SMSF Association Accredited Educator brand mark to ensure they are undertaking accredited, quality SMSF education and continually enhancing their SMSF knowledge.















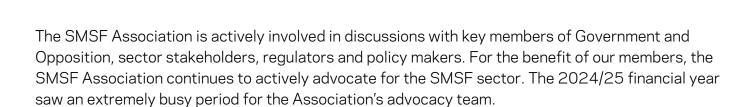


Accredited Education hours available on the SMSF Association website.





Advocacy



Our Key Policy Positions

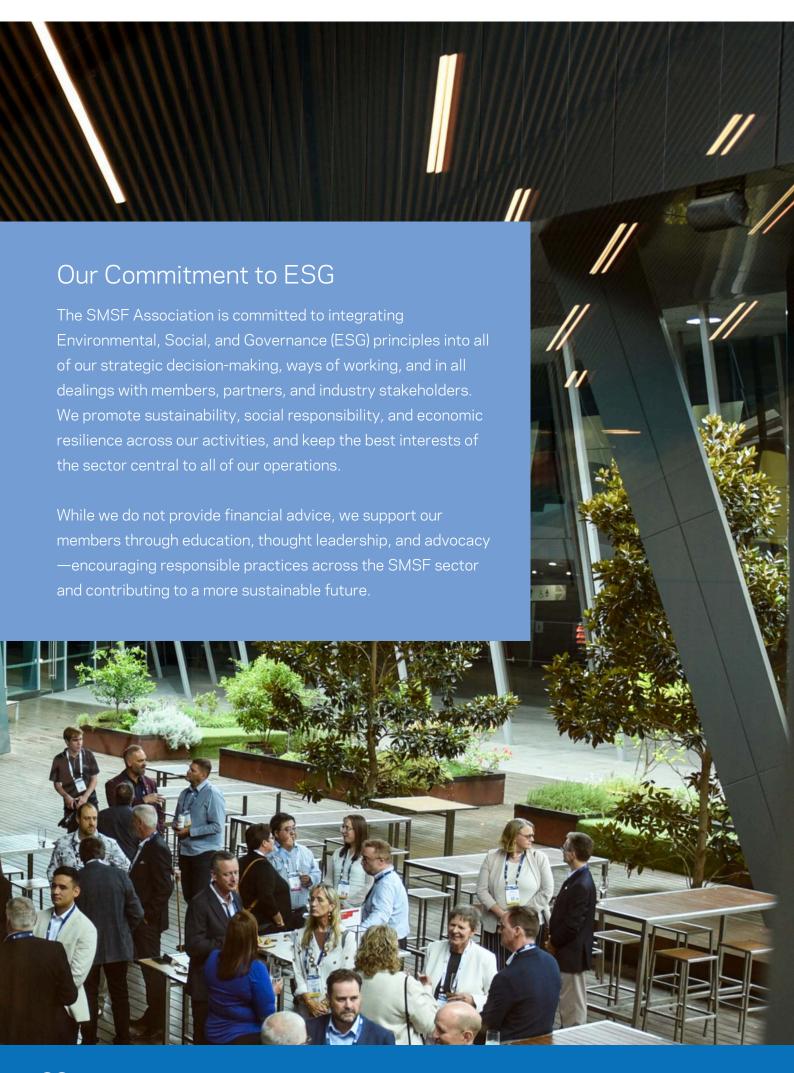
- Uphold the importance of consumer choice and support inclusive policies that balance the needs of all, across the diverse range of superannuation sector participants.
- Support more Australians to access affordable, high quality SMSF advice from their choice of professional adviser.
- The reduction of red tape and regulatory burden for SMSFs and SMSF professional advisers.
- Support sector neutrality and an equitable an efficient compliance and taxation framework.
- Support professional standards that apply proportionately across sector participants, recognising that many professional service firms are small businesses.

Our Submissions

As always our approach to policy and advocacy will be to represent our members' views to Government and strive to influence policy in the public interest to lead the professionalism, integrity and sustainability of the SMSF sector.

30
Public Submissions

Feedback from our members plays an important role in shaping and informing the 30 public submissions made by the SMSF Association in the past year. We always encourage our members to share their feedback with us.



Our Board, Association and Advisory Committees

Board Committees

Finance, Risk and Audit Committee

Michael Houlihan - Chair

Geoff Rooney

Brett Griffiths

Lachlan Sue

Peter Burgess

Joshua Geers

Cassandra De Conno

Governance, Nomination and Remuneration Committee

Christine Franks AM - Chair

Scott Hay-Bartlem

Meg Heffron

Peter Burgess

Public Policy Committee

Meg Heffron - Chair

Hon. Bernie Ripoll

Lachlan Sue

Bryan Ashenden

Robin Bowerman

Peter Burgess

Tracey Scotchbrook

Education Committee

Meredith Lawley - Chair

Liz Ward

Scott Hay-Bartlem

Peter Burgess

Keddie Waller

Association and Advisory Committees

National Membership Committee

Liam Shorte - Chair

Stephen Blake

Dean Ireland

Con Gotsis

Melanie Dunn

Rod Jones

Wayne Bolin

Marjon Muizer

National Conference Program Committee

Mary Simmons - Chair

Scott Hay-Bartlem

Mark Ellem

Dan Butler

Shirley Schaeffer

Peter Crump

Louise Biti

Fabian Bussoletti

Tarun Malhotra

Professional Standards Committee

David Saul - Chair

Fiona Hinrichsen

Nathan Baker

Lisa Papachristoforos

Rebecca Edwards

Tracey Scotchbrook

Corporate Governance Statement

The SMSF Association Ltd follows the AICD Not-For-Profit Governance Principles promoting good governance for Not-for-Profit Organisations.

1. Purpose, Vision and Strategy

The Board approves the purpose and strategy of the Association which is monitored on a regular basis. The Association's Vision, Mission and Strategic Plans are reviewed at least annually by the Board and executive team. As part of the Board's decision-making process consideration is given to the impact and alignment with the Association's strategy. The Association's vision and mission are made available via the Association's website.

2. Roles and Responsibilities

The Board of Directors is the principal body responsible for the corporate governance of the Association and has primary oversight of its performance and the development and approval of long-term strategy. The Board Charter sets out the roles, responsibilities and authorities of how the Board functions.

The Board has a management framework, risk management process and system of controls and established ethical standards. The Board is responsible for:

- Determining and reviewing the Association's short & long-term strategies
- Approval of budgets
- Appointment and evaluation of the CEO
- Risk oversight
- Integrity in financial reporting
- Monitoring of the activities and reputation of the Association

In accordance with the Association's delegation authorities, the Board has delegated to the CEO responsibility for the day-to-day management of the Association. The detailed delegations are reviewed regularly and approved by the Board.

3. Board Composition and Effectiveness

The Board is comprised of up to nine non-executive Directors who are appointed to three-year terms. Directors may seek re-election for a maximum of two additional terms. The CEO is invited to attend Board meetings as an observer and has speaking rights.

This ensures that the decisions of the Board and the background to decisions are clearly communicated to the Executive team.

The Governance, Nomination and Remuneration Committee (GNRC) meets regularly to review the Board's composition and uses a skills matrix to review the needs and skills of the Board and any potential nominations for new Directors.

The Board is committed to an inclusive, diverse culture in the belief that this approach will enhance an egalitarian culture and improve overall governance. As part of the consideration of potential directors the committee looks for continuity of expertise, broad experience, representation across regions and different sectors, demographic, cognitive, and skills diversity within the Board.

The Association adopts two approaches to fill vacant director positions; an Expression of Interest process is conducted within the membership to ensure that members with appropriate skill sets are represented at a Board level; direct appointment using a fit-for-purpose approach is also adopted to ensure the selection of the most appropriate skillsets within the Association's resource constraints where a specific skill requirement exists.

The GNRC must include at least two Board nominated independent non-executive Directors, and the Board may appoint one or more external non-Board members provided they have suitable qualifications and experience.

Board members are confirmed by resolution at the Annual General Meeting following their appointment. The Board meets a minimum of four times each calendar year and undertakes annual Board performance reviews. The Board also reviews its effectiveness at the conclusion of each Board meeting and follows up recommendations for improvement. Where required, circular resolutions may be used to ensure decisions are made in an effective and timely manner. he Board also reviews its effectiveness at the conclusion of each Board meeting and follows up recommendations for improvement.

All new Directors receive a comprehensive induction program including information outlining their duties and responsibilities as directors. The Board is committed to the continual learning and development of Directors so they can contribute to the highest standards of governance and leadership of the Association.

The GNRC is charged with ensuring ongoing Board development through various briefings, internal and external presentations and strategic presentations with the senior executive.

To maximise Board effectiveness, some of the detailed work of the Board is considered by a number of Board committees. Each committee has clear terms of reference and major issues, and action items are tabled at each Board meeting.

Minutes and action items are taken by the minute secretary and approved as an accurate record of the meeting at the subsequent meeting.

4. Risk Management

The Board has an established risk management framework to recognise and manage risk including risk culture. The Board is responsible for the setting of the Association's risk appetite, risk monitoring and oversight of risk. This is reviewed regularly by the Board as part of the monitoring of the Association's strategy.

Risk management is shared across all levels of the Association. The executive team identifies, assesses, monitors and manages current and emerging risks using the risk framework. This is reviewed regularly by the Finance, Risk and Audit Committee (FRAC) and at Board meetings.

5. Performance and Accountability

Organisational performance is assessed against several financial and non-financial performance indicators that are determined as part of the strategic planning process. To ensure a balanced approach to performance management these are categorised against the Focus areas within the strategic plan.

The Board approves an annual budget for the Association which the FRAC regularly reviews against actual performance and provides reports to the Board.

Remuneration for the CEO which may include a performance-based component, is recommended by the GNRC which assists the Board in its duties relating to remuneration, CEO performance review and remuneration policy and strategy.

Remuneration of the CEO is regularly reviewed to ensure it is in line with relevant market rates, expectations of members and based on the independent advice received by the GNRC.

The Board monitors the performance of the CEO through a range of agreed performance measures and targets reflecting the Association's strategic objectives.

All the key documents outlining the governance of the Association and its expectations of members are available on the Associations website or via Membership Services. The Board regularly communicates to the membership on any relevant outcomes of Board meetings and regularly consults with the Membership Committee on decisions or issues impacting on the Membership.

As part of our governance processes, the Board aims to use a variety of different channels to ensure regular and transparent communication with members and stakeholders.

Remuneration for the Board is recommended by the GNRC. Any changes to Board remuneration are subject to approval at the AGM in accordance with the Constitution.

The FRAC is responsible for assisting the Board in ensuring integrity in the Association's financial reporting. Committee members must include two independent non-executive Directors who have an appropriate level of financial literacy. The Board may appoint additional non-Board members provided they have suitable qualifications and experience.

All financial reports that are provided to the Board are reviewed by the FRAC for integrity and completeness.

The Association engages an external Auditor whose performance is reviewed on an annual basis.

6. Stakeholders

As part of the strategic planning process, the Association identifies its key stakeholders, including government, regulators, industry bodies, corporate groups, members and staff, taking a long-term view of where the Association's interests lie, while seeking to maintain as respectful and transparent a relationship as possible with stakeholder groups. Active engagement plans are developed for each category to maximise communication and build relationships.

The Board has established formal governance structures, such as the National Membership Committee and other discussion groups, and regularly conducts member forums and policy roundtables to ensure that its decision-making is informed by stakeholder voices.

Given the diverse and occasionally conflicting interests of our stakeholders, engagement ensures that all perspectives are considered within the framework of the Association's purpose, strategic objectives and activities.

Board appointments may include directors with specific stakeholder connections or lived experience to ensure decision-making reflects diverse perspectives while upholding the organisation's best interests and common director duties.

7. Sustainability

Sustainability is regularly assessed in a manner that is consistent and in line with the Association's Vision and Strategic Plan.

The Association is a forward-thinking organisation, committed to advancing practices that not only meet the current needs of our members but also have a positive impact for future generations. This involves embracing environmentally friendly initiatives, promoting social responsibility and inclusion, and fostering economic resilience across our activities.

The Board is responsible for overseeing the integration of Environmental, Social, and Governance (ESG) considerations into strategic decision-making, ensuring compliance with evolving regulatory requirements and best practices in sustainability reporting. As part of its oversight responsibilities, the Board will monitor climate and environmental risks that could impact the Association's operations, industry reputation, or regulatory obligations

By integrating sustainability into our governance frameworks, the Board aims to lead by example, encouraging our members to adopt similar practices in their own operations. Furthermore, our sustainability efforts are designed to strengthen community ties, enhance member engagement, and ensure the long-term viability of our association.

8. Organisational Culture

It is recognised that the Board and its Directors play a critical role in shaping culture which significantly influences the Association's ability to achieve its purpose.

The Board through the strategic planning process has developed and oversees a set of clear values that align with the strategy and the culture of the Association. The Board is committed to modelling these values and behaviours.

The Association conducts frequent surveys of staff to monitor culture as well as a regular performance management cycle. Board and Association culture forms part of the annual Board performance review.

The Association maintains a Whistleblower Policy that ensures protections for individuals who report ethical concerns, misconduct, or governance violations in good faith.

The Association maintains a structured grievance resolution process with clear escalation pathways, ensuring that complaints relating to governance, workplace issues, or professional conduct are handled transparently and fairly.

The Board receives regular reports on organisational culture and actively engages with staff, volunteers and members throughout the year.

The Association has documented policies relating to the conduct of the Directors, employees, volunteers and members which sets clear expectations for behaviour.

The Board acknowledges its obligation to meet legal standards and promotes a culture of compliance within the organisation. Additionally, it understands the importance of a balanced approach to emotional intelligence and recognises that culture encompasses more than just legal compliance.

Board policy requires that if there is, or could be, a conflict of interest for Directors the relevant Directors do not participate in those discussions or vote on that issue and also absent themselves from the meeting room when those discussions are held. The policy provides for a register of interests and Directors are required to notify of any changes to conflicts of interest as a standing item at each Board meeting.

The Board delegates authority to the Professional Standards Committee to manage the process and investigate any complaints of misconduct or other compliance issues involving the Association's members. Complaints relating to the Association's corporate governance, operational procedures and accountability or services offered are dealt with by the CEO and/or the GNRC.



Our Directors

Scott Hay-Bartlem



Qualifications

Bachelor of Laws (Hons), Bachelor of Business (Accy) Diploma of Superannuation Management, Foundation Diploma of Financial Planning, Chartered Tax Adviser, Trust and Estate Practitioner, SMSF Association SMSF Specialist Advisor.

Experience

Scott is a lawyer, specialising for more than 30 years in assisting clients and their other advisers including accountants and financial planners with tax and superannuation (particularly SMSFs) advice; estate planning, administration and disputes; family businesses, business structuring; business succession arrangements; asset protection and restructuring. Scott has a particular interest in how these areas intersect with selfmanaged superannuation funds and the impact of and on these structures.

Special Responsibilities

- Chair
- Member of the Governance, Nomination and Remuneration Committee
- Member of the National Conference Committee

Michael Houlihan



Qualifications

Diploma of Superannuation Management, Graduate Certificate of Business Administration, Member of Australian Institute of Company Directors, SMSF Association SMSF Specialist Advisor, Justice of the Peace.

Experience

Michael's professional experience includes more than 30 years of senior leadership in superannuation and financial services, holding roles including Head of Product and Technical Services at both JBWere Investment Management and Vanguard Investments Australia, Senior Consultant and Administration Manager at Buck Consultants and Senior Administrator at Australian Eagle Insurance. Up to December 2018, Michael was the CEO of Mainstream Group subsidiary Mainstream Superannuation Services since 2010, incorporating the role of CEO of Combined Super, an industry fund for independent schools. Michael is currently Joint Managing Director of Strategic Wealth Services.

Special Responsibilities

- Vice Chair
- Chair of the Finance, Risk and Audit Committee
- Member of the National Membership Committee (Former)

Hon Bernard Ripoll



Qualifications

Bachelor of Business (Mkt), Electrical fitter and mechanic by trade

Experience

Bernie was a member of the Federal Parliament from 1998 to 2016, in government serving as the Parliamentary Secretary to the Treasurer with responsibility for Financial Services and Corporations, the Australian Securities and Investments Commission, the Australian Bureau of Statistics, and other agencies in the Treasury portfolio. Shadow Minister for Financial Services and Superannuation, and Small Business and Sport. Represented the Commonwealth Government in an international capacity as the alternate delegate to the Ásian Development Bank and lead on a number of official parliamentary and government delegations. Chaired the Parliamentary Joint Committee on Corporations and Financial Services leading the delivery of many reforms and in particular work that led to the Future of Financial Advice legislation (FoFA). A nonexecutive and executive Director on a number of private and public sector boards.

- Director
- Member of the Public Policy Committee

Geoff Rooney



Qualifications

Bachelor of Commerce, Degree qualified RG146 compliant financial planner, ASIC registered SMSF Auditor, Registered Company Auditor and chartered treasurer.

Experience

Geoff Rooney is a Sydney based Partner within the Financial Services Audit practice. Geoff provides audit and assurance services to the financial services industry, including wealth management, funds management, superannuation, retail and investment banking, leasing and insurance clients. Prior to BDO, Geoff was a Director in a global accounting firm's Financial Services advisory and audit practice.

Special Responsibilities

- Director
- Member of the Finance,
 Risk and Audit Committee

Christine Franks AM



Qualifications

Member (AM) in the General Division of the Order of Australia for "significant service to the community through social welfare initiatives", Fellow of Australian Institute of Company Directors, Habitat for Humanity Australia Life Membership, Results Australia Life Membership, Master of Management (Community), Bachelor of Arts (Statistics, Sociology), Registered Nurse.

Experience

Chris is a highly experienced nonexecutive director and executive in the financial service, Not-For-Profit and Commercial sectors. Extensive knowledge and experience in governance, finance, strategy development, organisational change, risk management, marketing, mergers, and acquisitions and evaluation. Successful track record in business development, research, sales & marketing, standard setting, fundraising, and communications.

Special Responsibilities

- Director
- Chair of the Governance, Nomination and Remuneration Committee

Brett Griffiths



Qualifications

Bachelor of Business, Registered Tax Agent, RG146 compliant, SMSF Association SMSF Specialist Advisor, Fellow Certified Practising Accountant

Experience

Brett commenced his career in the SMSF space in 1998 with a regional accounting firm and specialised in the industry from 2000 when he moved to an administration and financial planning firm. In 2011, Brett was appointed Director of Superannuation at Vincents. Over this time he has lead the SMSF team at Vincents, developed systems and processes, mentored numerous staff, conducted numerous client presentations, conducted education sessions for other accountants and lawyers, and grown the client base by 150%.

- Director
- Member of the Finance, Risk and Audit Committee

Our Directors

Meg Heffron



Commenced 1 January 2025

Qualifications

Bachelor of Economics, Fellow of Actuaries Institute, SMSF Association Fellow SMSF Specialist Advisor.

Experience

Meg Heffron has been a member of the Association for over 20 years, advising trustees, members and practitioners in all areas of superannuation, including corporate superannuation funds, industry funds, small APRA funds and now SMSFs.

Meg is a founder and the Managing Director of Heffron Consulting – a firm that has specialised exclusively in SMSFs since 1998. Her passion is education, and she is a regular speaker at the Association's National Conference and other professional development events for accountants, financial advisers and other SMSF practitioners.

Meg is a past recipient of both the Association's Chair Award (2010) and the CEO Award (2020) recognising her long contribution and commitment to the industry.

Special Responsibilities

- Director
- Chair of the Public Policy Committee
- Member of the Governance, Nomination and Remuneration Committee

Lachlan Sue



Commenced 1 January 2025

Qualifications

Bachelor of Business Administration with Bachelor of Laws, Graduate Diploma of Financial Planning, Graduate Diploma of Applied Tax, ASIC registered SMSF Auditor, Registered Tax Agent, Chartered Tax Advisor, SMSF Association SMSF Specialist Auditor, Admission to Supreme Court of NSW as Lawyer, Certified Practitioner of Herrmann Brain Dominance Instrument (HBDI).

Experience

Lachlan is a Partner of Matrix Norwest, a Sydney-based integrated financial services business with financial planning and taxation & accounting branches. Currently serving as both a hands-on Strategic Financial Adviser and the General Manager of Matrix Norwest, Lachlan brings a breadth of knowledge and experience to the SMSF Association Board. He also sits on the Matrix Norwest Investment Committee and is a Responsible Manager & Chairperson of Matrix Intagrated Professional Advice Pty Ltd, an Australian Financial Services Licensee. Lachlan is passionate about the right for Australians to manage their own superannuation and has a strong technical knowledge of the SMSF industry, whilst also bringing a commercial and pragmatic business-minded approach to the advancement of the industry. Selfmanaged superannuation has been central to his professional career, with experience in administration, audit and advisory aspects of the field.

- Director
- Member of the Finance, Risk and Audit Committee
- Member of the Public Policy Committee

William Shorte (Liam)



Retired 20 November 2024

Qualifications

Bachelor of Business in Accounting & Economics, Advanced Diploma Financial Services (Financial Planning), ASX Accredited Listed Products Adviser (ALPA); SMSF Association Fellow SMSF Specialist Advisor.

Experience

Liam is Managing Director of Sonas Wealth and has been providing strategic advice on superannuation, trusts, retirement, insurance, estate planning, investment, and tax strategies for the past 30 years with experience and knowledge gained from working in banking, insurance, accounting and financial planning firms. Liam was awarded SMSF Adviser of the Year 2021 in the IFA Excellence Awards.

Special Responsibilities

- Director
- Chair of the National Membership Committee

Dr Deborah Ralston



Retired 20 November 2024

Qualifications

Bachelor and Master of Economics, Doctor of Philosophy in financial regulation, Fellow of CPA Australia, Fellow of Australian Institute of Company Directors.

Experience

Dr Deborah Ralston has more than 25 years of board-level experience across commercial and public sectors. She is currently a member of the Future Fund Board of Guardians and the Reserve Bank of Australia Payments System Board. She also chairs the Household Capital Advisory Board and is a member of the Conexus Advisory Board. Deborah is a Professorial Fellow at Monash University and is a member of the Steering Committee for the Mercer CPA Global Pension Index. In 2019 Deborah was appointed by the Treasurer Josh Frydenberg to the 3-member panel for the Retirement Income Review.

Special Responsibilities

- Director
- Chair of the Public Policy Committee
- Member of the Governance, Nomination and Remuneration Committee

Bryan Ashenden



Retired 20 November 2024

Qualifications

Bachelor of Law, Bachelor of Commerce, Graduate Diploma Financial Planning, SMSF Association SMSF Specialist Advisor

Experience

Bryan Ashenden leads the BT Tech Services team at BT - a group of professionals committed to supporting the adviser community with technical, regulatory, and policy support. Bryan has many years' experience in leading and delivery comprehensive technical solutions to advisers and their clients, the last 23 spent with BT and Asgard. Prior to that, he spent six years with KPMG in their taxation consulting division. Bryan is a frequent presenter and facilitator at many industry events, lectures in financial planning subjects and regularly contributes to trade and consumer publications.

- Director
- Member of the Governance, Nomination and Remuneration Committee
- Member of the Public Policy Committee

