

## Application for Skills-based Director



### Personal Details

Surname	Counsell
First names	David Elliot
Preferred name	
Honours and awards (if applicable)	1. Australian Active Service Medal (Slipper and Cataly:

### League Details

District Branch	Ashgrove-Bardon
Sub Branch	South Eastern District

### Period of League Membership

Date from	Date to	Sub Branch
2/1/21		Ashgrove-Bardon

### Details of League Service (e.g., Board/Committee roles, appointment as Delegate)

Date from	Date to	Role
3/26/23		Committee member

*(Please attach a separate page if required)*

## Experience and Expertise – Competency Matrix

Please indicate your level of experience for each of the competencies listed below using the following as a guide:


Rating	Description	Indicators / Examples
<b>0 – No Experience or Exposure</b>	The Director has no knowledge, qualifications, or practical experience in this skill area.	<ul style="list-style-type: none"> <li>Has not participated in relevant training or governance discussions</li> <li>Unable to contribute meaningfully to decisions in this area.</li> </ul>
<b>1 – Basic Awareness / Developing</b>	The Director has a basic understanding gained through limited exposure or introductory training.	<ul style="list-style-type: none"> <li>Can engage in high-level discussions but requires guidance</li> <li>Actively building capability through learning or limited practice - Example: Attended training on risk management but has not applied it extensively.</li> </ul>
<b>2 – Competent / Applied Experience</b>	The Director has relevant qualifications or solid experience and can apply the skill effectively.	<ul style="list-style-type: none"> <li>Confidently interprets information, asks informed questions, and contributes constructively</li> <li>Does not rely heavily on external advice in this area - Example: Can interpret financial statements and provide meaningful oversight.</li> </ul>
<b>3 – Advanced Expertise / Leadership</b>	The Director is highly experienced and often regarded as an expert in this area.	<ul style="list-style-type: none"> <li>Leads board discussions and provides strategic insights</li> <li>Mentors other board members in this skill.</li> <li>Anticipates trends and risks, guiding proactive decision-making - Example: Successfully overseen organisational transformation initiatives.</li> </ul>
<b>4 – Specialist / Authority</b>	The Director is recognised as a subject matter authority or thought leader in this area.	<ul style="list-style-type: none"> <li>Frequently sought externally for expertise</li> <li>Brings innovative strategies and shapes industry best practice - Example: Former regulator or nationally recognised expert in cybersecurity or ESG governance.</li> </ul>

Competencies Please see page 7 for details of the skills included in each competency\	Director, executive leadership and/or C-suite experience				
	None	Developing	Competent	Advanced	Specialist
<b>Essential</b>					
Strategic Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Corporate Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
People and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Corporate Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Desirable</b>					
Board Director and/or Board Committee Member experience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal, Risk & Compliance oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community Engagement and Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government Relations and Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Product development and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Commercial experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Digital, data and technology	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and Brand	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


## Nomination Form

In accordance with the RSL Queensland Constitution, each candidate for election as a Director must be nominated/proposed by a Service Member or Life Member and seconded by another Service Member or Life Member.

### Proposer Details and Signature

Surname	Wright
First names	Stephen
Preferred name	
Honours and awards (if applicable)	
District Branch	South-Eastern
Sub Branch	Ashgrove-Bardon
Signature	
Date	3/19/2026

### Secunder Details and Signature

Surname	Waite
First names	Lachlan
Preferred name	
Honours and awards (if applicable)	
District Branch	South-Eastern
Sub Branch	Ashgrove-Bardon
Signature	<b>Lachlan Waite</b>  Digitally signed by Lachlan Waite Date: 2026.03.20 13:09:29 +10'00'
Date	3/20/26

## Acknowledgement and Consent

I, DAVID COUNSELL

acknowledge and agree that:

	Yes	No
I consent to being nominated for election as a <b>Skills-based Director</b> of RSL Queensland, and if elected, will act as a Director of RSL Queensland and sign an Engagement Agreement with RSL Queensland.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I satisfy all Eligibility Criteria, including that: <ul style="list-style-type: none"> <li>I am not disqualified from managing a corporation within the meaning of the <i>Corporations Act 2001</i> (Cth).</li> <li>I have not been disqualified by the ACNC at any time from being a responsible person of a registered charity.</li> <li>I am not ineligible to be a director under the <i>Associations Incorporation Act 1981</i> (Qld).</li> <li>I am able to obtain a valid working with children's check before taking office.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I have read and understood the Position Description contained in Part A (including the Skills / Competency Matrix).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to uphold the RSL Queensland values and objects (as contained in the <a href="#">Code of Conduct</a> and <a href="#">Constitution</a> ).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If elected, I will hold office for a term of 3 years from the date of appointment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I have familiarised myself with the requirements, if elected, under both the <a href="#">ACNC Governance Standards</a> and <a href="#">Governance for good: A guide for Responsible People   ACNC</a> .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If I hold a position as an officer of Sub Branch or District Branch, I will resign from this position/s if elected as Director of RSL Queensland.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I consent to this form and accompanying information (including your resume/Curriculum Vitae and photo) being made publicly available to members for the purpose of informing them regarding my nomination if I am deemed to be a suitable candidate (see also the Privacy Collections Notice).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I consent to The Windsor Group and RSL Queensland undertaking those searches required to verify that I satisfy the Eligibility Criteria, including a criminal record check, and will assist The Windsor Group in this regard.	<input checked="" type="checkbox"/>	<input type="checkbox"/>



(Applicant signature)

20 MAR 2026

(Date)

**Subject: Nomination for Skills-Based Director – David Counsell**

Dear Company Secretary,

I am writing to nominate for the position of Skills-Based Director on the Board of RSL Queensland. As a veteran of the Australian Army and a senior executive with more than two decades of leadership experience across Defence, infrastructure and government, I am strongly aligned with RSL Queensland's mission of care, commemoration and camaraderie. I bring strategic insight, governance and risk expertise, and lived experience, to contribute meaningfully to the Board's work and to outcomes for veterans and their families.

My career has been defined by roles requiring strategic leadership, risk and compliance oversight, and financial stewardship. I have overseen billion-dollar portfolios, chaired capital governance committees, and briefed Boards and Audit & Risk Committees on performance, risk and transformation. My qualifications in risk management, asset management, portfolio management and corporate governance are complemented by hands-on leadership of large, multidisciplinary teams in high-risk, high-accountability environments.

I bring deep experience in risk, compliance and assurance, including as Head of Risk at AusNet Services, reporting to executive leadership and engaging directly with the Audit & Risk Committee. My time at Transurban and the Queensland Reconstruction Authority further strengthened my capability in operations, commercial negotiation, environmental compliance, and public sector accountability.

I am currently on the Executive at the City of Moreton Bay, Australia's third-largest local council. My governance function ensures sound selection and disciplined delivery across Moreton Bay's \$400M+ per annum capital program, and my delivery function is accountable for a \$100M portfolio of complex and sensitive infrastructure projects.

As a former Army officer with operational deployments to Iraq and Afghanistan, I understand the lived experience of service and the challenges faced by veterans and their families. I remain actively engaged with the veteran community through my local sub-branch and through corporate advocacy, including as a sponsor of Transurban's partnership with Legacy Brisbane.

I bring integrity, sound judgement, strategic thinking and resilience to every role I undertake. As a director, I would contribute through constructive challenge, clear communication, and a strong commitment to transparency, inclusion and continuous improvement.

My vision for RSL Queensland is to continue to strengthen governance and transparency in a complex environment; lift service outcomes through strategic partnerships and innovation; and support sub-branches to thrive.

Despite an increasingly crowded ex-service organisation (ESO) landscape, RSL Queensland's reach, credibility and capability position it to provide a unique and enduring value proposition for veterans. Thank you for considering my nomination.

Yours sincerely,

David Counsell

## David Counsell – Career Summary

### Board-Relevant Capabilities

- Corporate governance, risk management, regulatory oversight
- Strategy development, organisational performance, transformation
- Portfolio, program, and capital governance for multi-billion-dollar environments
- Commercial negotiation, contract management, financial stewardship
- Stakeholder engagement across government, regulators, boards, industry
- Leadership of large technical and non-technical teams
- Crisis leadership, operational risk, public accountability

### Experience

#### **General Manager, Enterprise Project Management Office – City of Moreton Bay (2025–Present):**

- Leads enterprise portfolio governance, investment prioritisation and performance uplift.
- Accountable for capital governance and delivery of a \$100M infrastructure portfolio.
- Aligns programs to strategy across one of Australia's largest local governments.

#### **Director, Portfolio – Queensland Reconstruction Authority (2023–2025):**

- Oversaw Queensland's \$11.7B disaster recovery and resilience funding portfolio.
- Established QRA's first Portfolio Office; briefed Board on performance and risk.
- Project Director for the Grants Management Solution transformation.

#### **Head of Maintenance & Environment – Transurban (2020–2023):**

- Accountable for \$50M annual budget and major services contracts.
- Delivered a \$300M+ services agreement and uplifted safety, environmental compliance, and asset performance.

#### **AusNet Services:**

- Manager, Asset Strategy & Planning (2019–2020)
- Manager, Portfolio Governance (2017–2019)
- Manager, Risk (Head of Risk) (2016–2017)
- Senior Risk Specialist (2014–2016)

#### **Various consulting roles – Dynamiq / Sypaq Systems (2012–2014)**

#### **Australian Army Officer – ADF (2000–2012):**

- Operational deployments to Iraq and Afghanistan; senior instructional and leadership roles.

### Qualifications

- MBA (Leadership & Communication)
- Bachelor of Science (Mathematics & Politics)
- Certified Practicing Risk Manager (RMIA)
- Certified Associate Asset Management (AM Council)
- PRINCE2 Practitioner
- Leading SAFe