

Application for Skills-based Director



Personal Details

Surname	Robinson (Dowrie)
First names	Cathryn Maree
Preferred name	Kate
Honours and awards (if applicable)	Australian Defence Medal

League Details

District Branch	Brisbane North
Sub Branch	Gaythorne

Period of League Membership

Date from	2021	Date to	Current	Sub Branch	Gaythorne
-----------	------	---------	---------	------------	-----------

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

Date from	Date to	Role
-----------	---------	------

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

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
Essential					
Strategic Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Desirable					
Board Director and/or Board Committee Member experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Community Engagement and Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Government Relations and Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product development and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Service Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Commercial experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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	Dowrie
First names	Stewart Paul
Preferred name	Stew
Honours and awards (if applicable)	AASM (ICAT), ASM (SO), HOSM (IO), DLSM (4 Bars), ADM
District Branch	Northern
Sub Branch	Gaythorne
Signature	<i>SP Dowrie</i>
Date	7 Mar 26

Seconder Details and Signature

Surname	Keanneally
First names	Llani
Preferred name	LJ
Honours and awards (if applicable)	AOSM, JSCM, DLSM, ADM, CAF Gold Commendation
District Branch	Gold Coast
Sub Branch	Currumbin/Palm Beach Sub Branch Inc.
Signature	<u><i>LJ Keanneally</i></u> <small>LJ Keanneally (Mar 15, 2026 05:53:24 GMT+10)</small>
Date	10 Mar 2026

Acknowledgement and Consent

I **Kate (Cathryn) Robinson** , acknowledge and agree that:

	Yes	No
I consent to being nominated for election as a Skills-based Director 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"> I am not disqualified from managing a corporation within the meaning of the <i>Corporations Act 2001</i> (Cth). I have not been disqualified by the ACNC at any time from being a responsible person of a registered charity. I am not ineligible to be a director under the <i>Associations Incorporation Act 1981</i> (Qld). I am able to obtain a valid working with children's check before taking office. 	<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 Code of Conduct and Constitution).	<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 ACNC Governance Standards and Governance for good: A guide for Responsible People ACNC .	<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"/>

C. Robinson

(Applicant signature)

10 March 2026

(Date)

17 March 2026

Dear Members of the Board Recruitment Committee,

I am writing to express my interest in serving as a **Skills-Based Director** on RSL Queensland's Board. As a veteran, the spouse of a currently serving member, an experienced governance professional, and an ethics advisor, I bring a unique combination of military insight, academic expertise, and leadership experience that aligns strongly with the responsibilities of a skills-based director. I am committed to contributing to the Board through strategic oversight, ethical governance, and collaborative leadership to advance RSL Queensland's mission of supporting veterans and their families.

Selection Criteria – Qualifications, Skills, Experience and Governance Background

I hold a PhD in leadership and ethical decision-making in rules-based organisations, providing a strong foundation for board oversight, accountability, and strategic policy development. My research examines how complex organisations make ethical and strategic decisions, directly informing my professional approach to governance and leadership.

I currently serve as Vice Chair of Women Veterans Australia, contributing to board governance, strategic planning, stakeholder engagement, and advocacy for women and underrepresented veterans. This role has honed my understanding of governance responsibilities, organisational sustainability, and strategic direction within the not-for-profit sector.

As founder and director of CommuniKate Consulting, I advise organisations on leadership, strategy, ethics, and organisational development. My prior experience with a Big Four consulting firm included leading strategic change management and program initiatives for clients, including the RAAF. These roles strengthened my capacity to analyse complex issues, guide strategic planning, and engage effectively with diverse stakeholders.

Combining academic expertise, governance experience, consulting insight, and military service, I bring the skills and perspective to support the Board in strategic oversight, ethical decision-making, stakeholder engagement, and organisational leadership. I am committed to contributing to strong governance and sustainable organisational outcomes.

Vision for RSL Queensland's Future

My vision for RSL Queensland is to strengthen its position as Queensland's leading advocate and support network for veterans and their families, while adapting to the evolving needs of the veteran community. I am committed to ensuring high-quality programs, fostering collaboration across the veteran sector, and advocating for policies that improve lives. Aligned with RSL Queensland's values of service, respect, and commitment, I recognise the organisation's critical role in honouring service, building community connection, and providing support. Strategic governance will ensure RSL Queensland remains relevant, resilient, and impactful for veterans and their families.

Commitment to Supporting Members and Collaboration

I am deeply committed to supporting veterans and fostering collaboration across the sector. At Women Veterans Australia, I work with government, ESOs, and community groups to advocate for recognition, services, and opportunities for women veterans. I believe strong collaboration is key to meaningful outcomes. On the Board, I would support initiatives that enhance member engagement, strengthen sector partnerships, and ensure RSL Queensland delivers programs reflecting its diverse membership. My consulting and stakeholder experience equips me to build relationships, facilitate strategic discussions, and drive shared results.

Military Service

I served seven years in the Royal Australian Air Force (1988–1995) in supply, logistics, and air movements, gaining a strong understanding of Defence operations, organisational culture, and military service realities. As the wife of a currently serving member, I maintain a lived perspective on the demands of military life and the challenges faced by serving personnel, veterans, and their families. This insight into the broader family dimension informs my approach to shaping veteran-focused programs and policies that meet the diverse needs of the community.

Additional Perspective and Contribution

In addition to my governance, corporate, and professional experience, I bring a perspective shaped by contemporary research, strategic advisory work, and active engagement with the veteran community. Advocating for women veterans and underrepresented groups has reinforced the importance of inclusive leadership and evolving support systems to reflect the diversity of today's veterans. I am passionate about contributing to organisations that honour service while ensuring veterans and their families receive the support they deserve. I would welcome the opportunity to bring my skills in strategy, ethics, governance, and stakeholder engagement to the RSL Queensland Board to advance its long-term goals.

Yours sincerely,

Dr Kate Robinson BBusComm, MBA, MASR, Ph.D

Kate-robinson@bigpond.com

Ph. 0400 421 786

Education

2002 - Bachelor of Business (Communications/Public Relations) - Queensland University of Technology

2008 - Master of Business Administration (Leadership & Communication) - Deakin University

2010 - Graduate Certificate in Professional Writing – Deakin University

2013 - Master of Applied Social Research (Leadership & Communications) – Deakin University

2022 – Doctor of Philosophy - University of Queensland (Leadership & Ethics)

Experience

Women Veterans Australia (Advocacy/NFP/ESO)

August 2024 – Present

Vice Chairperson of the Board

CommuniKate Consulting Pty Limited (Professional Services)

May 2013 – Present

Director and Founder

Change Management, Strategic Communications, Ethics and Leadership

Communications and Change Management Leadership Roles (Corporate & Professional Services)

2005 - 2013

National Alliance for Mental Illness (NGO -USA)

August 2003 – March 2005

Senior Manager Public Relations/Marketing Communications

Royal Australian Air Force

February 1988 – January 1995

Supply, Logistics, Air Movements