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**Candidates are listed in alphabetical order of surname.

2 Director 3 – Strategy Development and Execution

2.1 Daniel Murray

Personal Details

First name/s	Daniel
Surname	Murray
Preferred name	Dan
Honours & awards	Chief of Army Commendation

League details

District Branch	South Eastern	
Sub Branch	Ashgrove	
Date from	Date to	Sub-Branch
July 22	Current	Ashgrove

League Service (including appointments and service as a delegate of Board Member)

Date from	Date to	Appointment

Military History

Date from	Date to	Service
1994	2006	Australian Army. Enlisted before commissioning.

Education

Qualification	Year	Institution
BA (Hon) Economics	1999	UNSW – ADFA
Master of Science (Telecommunications)	2002	UNSW – ADFA
Grad Dip (Business)	2017	UC

Candidate Motivation

Why are you nominating to be appointed to the Board of Directors?

Short answer: To continue providing service, but with a focus towards veterans and their families. Since leaving the military I have been fortunate to have worked across a range of industries including board positions. I believe this experience and desire to continue contributing will be of benefit to RSL Queensland.

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I joined the Australian Army at the age of 17 as an enlisted soldier before transitioning into Officer training. I was commissioned into the Royal Australian Corps of Signals in 1999 and served in a variety of appointments. While I never deployed on operation overseas, I was fortunate to provide support to several critical planning and capability development activities which directly benefited the initial phases of both the Iraq and Afghanistan campaigns. Having mates who were deploying at this time as well as knowing the risks made it even more important and for several years I lead several initiatives which delivered more secure and effective communications in both areas of operation. For this I was awarded a Chief of Army Commendation. During my service I was also able to obtain both undergraduate and post graduate qualifications across economics and telecommunication domains. I enjoyed my time in the military, the mission and working with soldiers was quite rewarding and I can recall a number of times I was able to make a personal contribute to their own welfare and that of their families.

Unfortunately, I was medically discharged in 2006 due to a degenerative eye condition and while my days in uniform were over, I was able to continue serving but this time as a member of Defence Industry where I established a specialist systems engineering and cyber security firm (Envista). The consultancy practice employed over 120 people and was a Australian leader in the planning, design and implementation management in complex and security sensitive systems used across the national security sector. In 2018 Envista was sold to Downer EDI, from which they established the "Downer Defence" business line. This group has become the largest sovereign Defence provider in Australia with 900 personnel, a number of them are ex ADF. Selling to Downer was important for this very reason. My business partners and I could see that the Defence Industry landscape was predominately made up of foreign firms and Downer, one of Australia's largest services companies, was committed to growing in the Defence sector, remaining Australian and employing veterans.

While I still support Downer in a part time advisory manner, my focus now is startup investing across a range of industries including those in the technology, renewable energy and alcohol sectors. I also hold various board and advisor positions mentoring the founders and working with senior management to deliver to their respective plans. This experience has been invaluable as it has exposed me to domains outside of the national security sector. While my skills were highly transferable, they also have also been developed further having worked with a range of people and unique business challenges.

Since relocating to Brisbane I also have become an active member in local sports. I am currently the President of the Ashgrove Rangers Athletic Club, a role that I have had for over 3 years (and prior a couple of years as Treasurer). The Rangers is one of the oldest athletic clubs in Queensland and has a strong community engagement focus but also competition at the state and national levels. Volunteering through this means has been rewarding and I have helped initiate a number of steps to increase members, improve operations and position the club, at the grass roots level, to take advantage of the opportunities that will come leading up the Brisbane 2032 games. I enjoy being able to contribute and working with other volunteers who are passionate with the club's purpose.

On the veteran side I have seen firsthand the challenges many have faced both within the service and upon exit. RSL QLD has a pivotal role to play in directly assisting transitioning ADF members but also those that have been discharged for a long time and whom may still need assistance. I also consider it to be one of the few veteran organisations who has the credibility to act as a voice on veteran matters which need to be raised with both military and government leaders. I believe my experience and qualifications would assist the governance

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function of the RSL and assist it in achieving its stated objectives. I also enjoy the challenge that such a role on the board would bring and, if fortunate to be selected, would endeavour to execute at a level of energy needed to help the RSL continue its important mission.

Candidate Experience

How will your experience contribute to the operation of the Board of Directors?

Short answer: As mentioned in the question 2.1, since separating from the ADF over 15 years ago I have had the fortune of working across a range of industry sectors and supporting a range of organisations in a variety of ways — both as an employee and a volunteer. My focus has been about maximising 'customer experience', so translating this to the context of the RSL is asking 'what can be done to maximise the outcome for veterans'. My military and commercial experiences over the last 25 years would provide direct benefit to the Strategy and Development and Execution board position. The roles I have been in have been quite broad and in many areas quite detailed covering most functions of an organisation. To summarise, these experiences can be grouped across four distinct periods.

- **Military** — As a Communications Officer in the Australian Army I gained valuable experience as a leader, particularly in organisations that were diverse, dynamic and complex. I was also exposed to a range of technology and security domains which reinforced the need for a business lead viewpoint as one looks at an organisation today and where it needs to move to. People, Policies and Processes are the focus, with systems providing an important enabling function. My time in uniform also exposed me to various planning methods which has helped in environments where considered structure is needed as well as those where a more time sensitive agile approach must be applied. Of course, my experience in the ADF also is behind my motivation to contribute to the veteran community.

- **Defence Industry** — After leaving the ADF I continued serving but in a Defence Industry capacity. It was here I started up, operated, scaled and exited my own systems engineering and cyber security consulting company (Envista) which was both challenging and rewarding. Our client base covered the breadth of the national security sector and including elements of critical infrastructure. I was directly exposed to the ins and outs of small business and later, after selling to Downer, the rhythm of a multibillion-dollar organisation. Strategic planning of course had a commercial focus and the experience of growing and transforming an organisation at the same time was invaluable. It highlighted the importance of strong leadership and communication at all levels as well as reinforcing the 'why' and 'purpose'. It was not without its challenges and through this it has helped me understand the relationship between incentives, individual behaviour and group culture. In particular, identifying strong leaders (including emerging leaders) who have the attitude, aptitude and skills.

Marketing was an important function for both Envista and Downer and was focused on largely brand building initiatives to support both account management and staff attraction/retaining. The importance of a brand strategy is central to this as it drives the priorities for execution in a consistent and structured way. It also reduces the risk of market confusion and errors leading to brand dilution especially when multiple parties are involved. Another key part of this is developing customer experience management approaches to drive better engagement leading to repeat business, referrals and recommendations. This also builds an 'outwards and outcomes focused' culture (and attracts the right sort of people to an organisation). For the RSL this translates to the engagement of veterans, providing the right services at the right time and attracting the next generation of members who can bring further energy to the cause.

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• **Investment** — After completing my time with Downer, I moved into a part time advisory role and have since focused my time in investing in both startup and growing companies. This has provided me a broad range of experiences across business lifecycles but also industries and has included several property development projects. Business concepts aside, 'Cashflow' and 'execution' are the two underpinning layers which everything else is built on. Cashflow of course is the blood of a business and execution covers the delivery of opportunities in a sustainable and risk tolerable manner. Understanding this and how other functions of the business interface to them and to each other has been vital in several successes.

I have also had the opportunity to provide both board and advisory support to a number of the businesses I have invested in. There are several examples but the most notable ones include Ballistic Beer Company (Ballistic) and Peoplebench. Ballistic has become one of the largest independent breweries in Queensland. They have also become a major national craft beer brand. Understanding their target personas and aligning the products and customer experiences has been critical in what is a very competitive market place. Peoplebench is an education technology company which provides data insights to assist in better teacher and student outcomes. It started in Brisbane and is now expanding in the US. It is a consulting lead business which uses a research lead approach to help with workforce outcomes and allows schools to benchmark (and learn) from each other. Both companies have focused scaling strategies which are centred around customer engagement and experience.

Organisations are complex and the larger they are in terms of people, services and geographic spread the more opportunity exists for inefficiencies to creep in particularly if not correctly setup for its size or purpose. Quite often key business risks are realised when problems with essential/core functions start emerging, leaving staff and end customers frustrated and confused. This can then lead to a flow on effect across other business functions and is difficult to unwind in the short term. Leadership, focus, planning and the right team is critical to both foreseeing this and resolving these situations.

Marketing has been at the centre of almost all of the companies I have been involved in. There are different approaches needed for different industries and where the organisation is at in their lifecycle. Brand development and activation activities generally go hand in hand, and are backed up by client engagement (sales). The target state is dynamic synchronisation between marketing and sales which is continually adjusted based on market feedback and data. External and internal messaging is key and sound governance around key aspects of this function are essential.

• **Volunteering** — After leaving full time work with Downer, I was able to gain more spare time and have become active in local sports. This has included volunteering on the board of the Ashgrove Rangers Athletic Club. Working with passionate volunteers who have a desire to help the sport and others is enjoyable. I have found that as people are donating their time, expectations on schedule and deliverables needs to be adjusted with continual focus being placed on the mission of the club and intent of everyone involved. Culture is important and I have found encouraging engagement and providing recognition at the member level is essential to this. The club is a small part of the wider Queensland Athletics group and the focus on Brisbane 2032 has created a level of energy and purpose across the member base. I have also found personal satisfaction in contribution, knowing that the work being done now is going to have a long lasting positive impact for the group in the years to come.

I have been heavily involved in the strategic planning process for the club and leading key elements of it towards implementation. To do properly requires a deliberate process involving

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alternative viewpoints, communications and stakeholder buyin. I have found it is a balance between an opportunity / growth mindset to one that is anchored on risk management principles. Once finalised, the next step is the creation of actionable plans and confirmation of accountabilities. Strategic planning is also an ongoing process and is not something that is shelved once completed. Creating this way of thinking can take time but once achieved it can have tremendous benefits as it leverages the skill, knowledge and energy of those involved.

Behind my experiences, I also have formal qualifications including:

- Bachelor of Arts (Economics), Honours
- Graduate Diploma (Business Administration)
- Masters of Science (Telecommunications)

This also includes a range of short courses and diploma awards conducted over the years. While nothing can beat direct hands on delivery, my academic qualifications have provided essential knowledge needed to perform my duties. I believe learning never stops and is something all staff should be encouraged to do as can lead to better engagement and productivity.

Candidate Ambition

What do you wish to accomplish as a Director, for both RSL Queensland and yourself?

Short Answer: The question is answered in two parts. Firstly, for the RSL QLD I would like to provide an objective governance role and work with fellow board members to deliver the outcomes needed. This also includes providing any support and guidance to the senior leadership team and Sub-Branches. Secondly, for myself, I would like to continue contributing back. Professionally I feel it is the right thing to do at this point in my career and I have the capacity to do so. Doing so to support ADF members would also be personally rewarding.

For RSL Queensland

If I am successful with the role, I would seek to work with both fellow board members, the senior leadership team and Sub-Branches to further the RSL's objectives namely, transform the lives of veterans so their average quality of life matches the of the general population, become the leading voice representing the interests of the ADC ad ex service organisation, continue to grow a sustainable business that enables relevance and influence. This will include helping review progress on the current strategy, commencing the ground work to develop a post 2025 plan and help work through how the RSL's marketing and brand initiatives so it can position itself as the leader in veteran support an advocacy. There are several approaches to undertaking these tasks but what they have in common is engagement with current members and the wider veteran community who are not engaged with the RSL. At the heart, its all about understanding them and what they want / need.

I note that the RSL is seeking experience across a range of business and technology fronts. I believe I will be able to assist with key areas including strategy development and delivery, marketing, finance, human resources, advocacy, service delivery, growth, risk management and technology. This includes a strong appreciation of third-party expertise and experience with how best to structure engagements to get the best overall outcome. I have a particular interest in growth strategies and how to structure an organisations around these plans. This also extends to a strong appreciation of technology, data science and cyber security. These are key enablers to business outcomes and I have experience setting IT and Security strategies and working with service provides to ensure outcomes. These are domains I built my original business around and I continue to invest in companies where this is their focus.

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Focus on execution is as important as the planning process. I would seek to work with all stakeholders to identify priority areas and work through the various steps to facilitate delivery. An organisation the size of RSL QLD has multiple moving parts and firstly visualising it as a whole is needed to build context and help with decision making. I believe I can assist in this area.

For Myself

In simple terms I would just like to help. I know there is a real focus on uplifting the RSL and positioning it for the future and it would be great if I am able to make contributions that directly and indirectly improves the quality of life and future opportunities of veterans and their families. The board member position will no doubt be challenging and there is a lot of work needed to familiarise myself with the organisation, but it is a role I am looking forward to tackling.

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2.2 Ashley Scott Naughton

Personal Details

First name/s	Ashley Scott
Surname	Naughton
Preferred name	Ash
Honours & awards	Operational Service Medal – Middle East & Australian Defence Medal

League details

District Branch	Southern District	
Sub Branch	Yeronga-Dutton Park	
Date from	Date to	Sub-Branch
29 Jun 22	Current	Yeronga-Dutton RSL
Jun 20	Jul 21	Currumbin RSL (Club membership)
Feb 13	April 17	Kedron-Wavell RSL (Club membership)

League Service (including appointments and service as a delegate of Board Member)

Date from	Date to	Appointment

Military History

Date from	Date to	Service
7 July 2009	2 Jul 2018	ARA GSO Officer
31 Mar 2020	Current	ARES GSO Officer

Education

Qualification	Year	Institution
Bachelor of Commerce	2015	University of Canberra
Master of Business	2018	University of NSW

Candidate Motivation

Why are you nominating to be appointed to the Board of Directors?
My motivation to be a member of the RSL QLD board is drawn from a genuine desire to give back and represent and advocate on behalf of the contemporary veteran. I am a proud veteran and now Active Reservist that service to the nation extends to almost 13 years. I

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believe in the mission and values that RSL QLD represents providing a sense of community and support to veterans and their families.

For context, my service history is one I am proud of, serving as an Army Officer, I graduated from RMC-D in 2010, since that time I have participated in Ex LongLook in 2012, RCB 103 as Platoon Commander in 2013, deployed on Operation Okra Rotation 1 working within a JTF 632 in 2015, Complete the Amphibious Officers Warfare course with the USMC graduating 1st in class in 2017 & Operation Covid Assist Rotation 1 2020. I am currently an RAInf Active Reservist serving as the Honorary Aide De Camp to the Governor of Queensland and the 2IC of B Coy, 9 RQR. With my next appointment as an Officer Commanding in 2023-2025 with 12/16 HRL & 9 RQR.

Concurrently I am appointed as the CEO and part owner of TwentyFiveFour Group (Encompassing On Duty & 254 Gunfire coffee), a Director of Gateway Syngery Pty Ltd (Veteran owned recruiting company) and a Non-Executive Director of Pilvo Pty Ltd (veteran owned education & learning company). Prior to taking on these roles in 2022, I spent 4 years with Retail Food Group as the General Manager running their global coffee roasting subsidiary company (Di Bella Coffee) with full P&L responsibility to the Chairman & board. I have transitioned into the corporate world successfully and am seeking to utilise these skills to support other veterans through QLD RSL to realise their potential.

To summarise I am a highly educated and young veteran that brings genuine context from both fulltime and reserve service combined with executive level corporate knowledge (ASX listed General Manger & now CEO and Non-Executive Director) and experience.

Advocate veteran & family needs

I firmly believe that RSL QLD has great intentions and is making headways in tackling the rising issues of veteran suicide and providing services to veterans and their families in crisis. My compassion and desire to help my fellow veteran and their family is also a key motivating factor for my application.

Champion professional services and support

RSL QLD is a reputable and highly capable veteran support entity, it has strong community ties across the state and strong ceremonial ties linking our current community with the past and the sacrifices of those who have served in all conflicts. As a board member it is necessary to hold true those core values and understand the impacts RSL QLD has on the core fabric of our Queensland community. Further there are many community focused charity entities that with the right support from RSL QLD would enable a complete service delivery of support to our veterans whether it be professional education and support or support in crisis etc. Enabling a coalition approach or shared journey will only strengthen the influence to government and capability of RSL QLD in the service of veterans.

Strategy future financial independence

RSL QLD is able to achieve what it does as a result of the financial capabilities it holds, enabling swift allocation of resources subject to internal policies in times of veteran crisis rather than relying on government funding that can be cumbersome in its timeliness especially in time of crisis.

Fundamentally I believe in RSL QLDs charter to;

1. Provide for the sick, helpless, wounded, aged, vulnerable, destitute and needy among those who are serving or who have served in the Australian Defence Forces and their

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dependants.

2. Perpetuate the close and kindly ties of friendship created by a mutual service in the Australian Defence Force or in the forces of nations traditionally allied with Australia and the recollections associated with that experience.
3. Maintain a proper standard of dignity and honour among all past and present members of the Defence Forces of the nation and to set an example of public spirit and noble hearted endeavour.
4. Preserve the memory and the records of those who suffered and died for Australia, erect monuments to their valour, provide them with suitable burial places, and establish and preserve, in their honour, the annual commemoration days known as ANZAC Day, Remembrance Day and other commemorative days.
5. Encourage loyalty to Australia and secure patriotic service in the interests of Australia.
6. Protect the good name and preserve the interests and standing of members of the Australian Defence Force.
7. Encourage Members, as citizens, to serve Australia with that spirit of self-sacrifice and loyalty with which they served as members of the Australian Defence Forces.
8. Provide welfare to the sick, helpless, wounded, vulnerable, aged, destitute and needy.

I believe it is essential for all board members to understand, embody and uphold the charter, in order to ensure the continuity of service delivery. Personally, I feel a great sense of duty to be part of the Board of Directors. That would enable and facilitate the resources and networks required to continue to deliver on the great work RSL QLD provides now and into the future, regardless of the challenges that lay ahead.

Candidate Experience

How will your experience contribute to the operation of the Board of Directors?

I was appointed as the Group CEO of TwentyFiveFour in late Jul 2022, the group encompasses 2 distinct business entities, being a retail and apparel company and a food & beverage company, with all entities operating nationally. I am also appointed as a Director of Gateway Synergy, a recruiting company that is expanding its services and portfolio to include veteran placements within Defence Industry, Mining, Consulting & other professional industries. Further I am Non-Executive Director of Pilvo Pty Ltd a registered educational training & tutoring company operating on the East Coast of Australia. Further I hold the position of Brand Ambassador for Wandering Warriors a veteran charity focused on delivering training and support to ADF veterans, a position I have held since early 2019.

In these roles, I am charged with raising capital, managing with the Directors the treasury & finances, establishing corporate structures, establishing teams and appointing management, setting strategic direction and ensuring financial and operational governance requirements are set and complied with; consistent with AASB & current legislation. Requirements very much aligned to the needs of RSL QLD, presenting an opportunity for myself to bring my contemporary skillset to a newly established board to provide strategic development and operationalisation strategies.

As briefly stated prior to these recent appointments, in Jul 2018 I transitioned out of Defence into a General Manager Operations role within Retail Food Group, an ASX listed company, that at the time was implementing a turnaround strategy and recapitalisation project. Within 9 months from initial appointment, I was promoted to General Manager for the global coffee business & Head of Group Procurement. With full P&L accountability to the Chairman & board for a \$80m subsidiary and for the procurement & supply chain division of the parent company servicing a \$600m global sales network.

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Over the last 4 years I delivered several projects delivering tangible operating costs reductions in excess of \$25m & revenue generating deals delivering in excess of \$40m for the business in addition to business-as-usual outputs. Focused on ICT service delivery, data management, transformation/change management, restructuring projects and sales diversification strategies to de-risk the company.

In all roles I have been involved heavily within strategy development & the execution, inclusive of sales, marketing & advertising. Further I have lead & supported multidisciplinary teams across all business divisions, finance, HR, productions, sales, marketing, procurement, supply chain and administrative.

In all appointed roles I was/am responsible for the culture and engagement of suppliers, customers & staff, on a global scale to deliver goods & services to our customers. I have extensive experience with corporate governance, contract negotiation, risk management working within the bounds of a listed entity on the ASX. Frequently working with the company secretary and public facing communications team to deliver communications to the ASX and customer base.

Some of the key projects I am involved with currently as the Group CEO are as follows;

1. Capital raise – Institutional lending, Private equity and Defence Prime
2. Total Group Strategy for the next 5 years encompassing several focus points
3. Sales & Marketing strategy and phased execution
4. Operational & Logistics strategy and phased execution
5. Supplier strategy
6. New Business & expansion of existing business sales strategy

Previous successful projects with Retail Food Group & Di Bella Coffee.

1. Optimisation of the Australian Supply Chain – Reducing Inventory by \$15m
2. 3PL Optimisation of the Australian & NZ Supply Chain – Reducing OPEX \$10m pa
3. 3PL Optimisation of Michel's Supply Chain – Reducing OPEX \$2m pa
4. Procurement "menu" optimisation for Crust and Pizza Capers – Network spend reduction 5%/ \$10m pa
5. 3PL Food Distribution contract renegotiation – reducing OPEX \$5m pa
6. Global Production capacity optimisation \$15m pa
7. Supermarket ranging of branded and home brand products - \$20m revenue pa
8. Online sales diversification - \$10m revenue

I believe my experience as an executive level manager in the private sector combined with my contemporary knowledge of service life as both a full-time serving member and current reservist will provide a great perspective as a Board Director for QLD RSL.

Further I am confident the soft skills sought namely the specified below:

1. High levels of integrity, dependability, and accountability,
2. Self-mastery and awareness.
3. Ability to think strategically and creatively,
4. Solution champions,
5. Collaborative working style,
6. Purpose driven,
7. Ability to communicate, influence, effectively challenge and negotiate,
8. Willingness to adapt to and champion change; and
9. A desire to grow own skills and experience in the interest of continuous improvement.

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Demonstrated by my appointment as an Army Officer, as an Executive level manager within an ASX listed company & more recently as a CEO and Non-Executive Director.

Candidate Ambition

What do you wish to accomplish as a Director, for both RSL Queensland and yourself?

If successful and appointed as a Director on the RSL QLD Board, I would seek to champion veteran services in a commercially sustainable setting. RSL QLD is in a unique position compared with the other state based RSL's given that it is financially independent. This also places RSL QLD in a challenging position to ensure it is seen to be doing all it can with the funding made available from its commercial endeavours to ensure trust and belief in mission from its members ranks.

What has become clear in the past few years is that for many veterans joining a RSL like Gaythorne RSL as a club does not grant you membership of RSL QLD. This shows a significant disconnect in recent years and presents a future opportunity to bolster the membership base and enable further insight into contemporary veteran needs.

As a member of a skills-based board, I believe my skillset is best suited to the role of Strategy Development & Execution, noting my contemporary corporate experience at the executive management level and academic qualifications.

I see RSL QLD as well placed and resourced to fulfill the care coordination function, noting the need for an entity like RSL QLD to coordinate government support and other large NGO's and charities to provide holistic and individualised care to veterans and their families

Further as a young veteran once you discharge it is a daunting reality that you have left an organisation that is more akin to a vocation than a job, therefore an organisation like RSL QLD could provide a mateship or mentoring function to pair veterans recently discharged with a veteran or social worker in the community. I believe no matter who you are in Defence you feel a sense of loss when you discharge from the service. That sense of being part of a higher purpose and sense of community is a void I believe we all as veterans suffer from. Some of us have strong networks and others less so, such a community and veteran focused initiative could be an excellent preventative method of engagement.

Further in this role I would like to see develop and implement a strategy that more broadly encompassing service delivery strategy that seeks to work with not-for-profit charity groups that close the gaps around, veteran employment, education, suicide prevention, PTSD support and veteran family support especially for vulnerable families that are victim to domestic violence and suffering.

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In order to achieve the prior mentioned, there is also a need to enhance the national strategy and ensure continued financial independence, seeking to commercialise further opportunities within the market to ensure a sustainable and capable RSL QLD. The commercial markets are my strength and as such I would seek to understand and expand on the current commercial channels.

My view is that RSL QLD has the resources and capacity to diversify its revenue streams seeking to replicate for the veteran community what organisations like YMCA offer the broad community. For a veteran who has recently discharged, the reality of having to find a property to rent (at full rate), day care or school (without preference), organising social welfare such as Medicare cards, health insurance etc these are significant life requirements that can be thrown onto a discharging member whom for a period of time has been provided assistance with these requirements by their employer.

Further I believe RSL QLD has the capacity to provide coordination and/or funding to place veteran support for basic services like lawn mowing, gardening, meals on wheels etc, all of these functions can be monetised and or charity focused.

Additionally for veterans who have transitioned successfully and are securing challenging roles in the community RSL QLD has the real estate available and resources to facilitate networking events with organisations such as Defence Industry Networking or Defence In Business, opening the door for community engagement within a high performing setting and organic mentoring establishment.

RSL QLD also in my view can establish relationships with serving members by building relationships with members in service through padre, RSMs and Bn XO's as primary points of contact for RSL services.

As briefly touched on for RSL QLD to provide these functions there needs to be a self-funding mindset. To that end diversifying revenue streams to encompass fitness, wellness, family support programs (like YMCA), adventure programs etc are an excellent way for RSL QLD to promote healthy living, community engagement and diversify the revenue streams to compliment the hugely successful raffle. As a measure of KPI's I would like to see the in my tenure as a director commercial performance improve YoY by 20% in FY25 based on FY22 financials.

My view is that I would as a director work should to shoulder with the executive and consultants within RSL QLD to develop the financial diversification strategy and review options based on their respective Return On Investment coupled with the community perception and service delivery enhancement.

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3 Director 1 – Financial Management (Appointed)

3.1 Tony Orchard

Personal Details

First name/s	Tony
Surname	Orchard
Preferred name	Tony
Honours & awards	Australian Service Medal United Nations Service Medal Australian Defence Medal

League details

District Branch	Moreton District	
Sub Branch	Ipswich	
Date from	Date to	Sub-Branch
2020	Present	Ipswich

League Service (including appointments and service as a delegate of Board Member)

Date from	Date to	Appointment
Jan 2021	Feb 2021	Ipswich SB Representative CSI Refinance representative
Feb 2021	Present	Honorary Financial Adviser
Feb 2021	Present	Club Services Ipswich Board Member

Military History

Date from	Date to	Service
Oct 1987	Mar 1995	Royal Australian Signals Corp – Regular Army – 104 Sig Sqn, 1 Sig Regt & Minurso
Mar 1995	Mar 2000	Pilbara Regt & Training Group – Emergency Reserves
Mar 2000	Mar 2004	1 st Joint Support Unit Army Reserve

Education

Qualification	Year	Institution
Bachelor of Business (Management)	2009	QUT
Advanced Diploma of Financial Planning	2013	Kaplan

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Diploma of Financial Services	2010	Kaplan
Diploma of Multimedia	2000	TAFE Qld

Candidate Motivation

Why are you nominating to be appointed to the Board of Directors?

I am very keen to pursue this role and contribute to the valuable work of RSL Queensland. This opportunity provides a unique chance to focus on my core passion of driving positive change for our veteran community. It is also as a way of showing gratitude for the transformative impact my time in the Defence Force had on my own life in terms of personal growth, contributing to the fulfilling career I have had and the lessons in accountability, integrity and staying true to personal ethics.

For background, I proudly served for seven years in the regular army and a further eight in the army reserve. This gave me the opportunity to gain a wider perspective of the world, as well as personally experience the strong sense of mateship (which still exists today with my group of veterans) and see the value of accountability and integrity.

One of my greatest pleasures is giving back via the Army Reserve and supporting and mentoring our young soldiers as well as actively volunteering in other community groups such as Legacy and the Salvation Army.

In addition to being passionate about the opportunities offered by this role, I bring demonstrated expertise and experience to meeting the role's priorities:

I offer extensive operational and strategic management experience gained over my career in both volunteer Board roles, and corporate management experience. I have made significant contributions in terms of best practice governance, risk management and driving performance for the organisations I have been involved with in my executive and volunteer career.

It has been deeply satisfying and enriching both professionally and personally to be a member of the Ipswich RSL Sub-Branch. During my time in this role, I have introduced cashflow analysis tools including new reporting requirements and accounting software. These provisions will significantly improve the monthly reporting process to members and increase situational awareness of our financial position and transparency of organisational costs within the Sub-Branch.

It is important to me to donate my time to contribute to building a healthier community. In addition to being a Justice of the Peace (Qual) and an Ipswich City Rotarian, I am an active member of our Sub--Branch assisting within the Management Committee and a Director on a 10-person representative board for the Community Service Ipswich (CSI) club.

In summary, I would derive great pleasure and satisfaction from contributing to the work of RSL Queensland. I view this opportunity as a way to keep giving back to an organisation that has made such a profound impact on my own life and the lives of so many others around me.

Candidate Experience

How will your experience contribute to the operation of the Board of Directors?

I have spent my career working to improve outcomes for the community and to improve profitability and growth for the organisations I have worked with.

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**Candidates are listed in alphabetical order of surname.

Since 1997 I have held roles as

- Investment Committee Member SEQ Advice
- Board Member, Club Services Ipswich
- Finance Representative, Ipswich Member, RSL Sub-Branch
- Financial Advisor, FTS Advice
- Senior Business Financial Planner, NAB
- Owner and Principal Director of my own business Orchard Financial Advice

In addition to my executive career experience, I am a Member of the Australian Institute of Company Directors, Accredited Tax (Financial) Practitioner and hold both a Bachelor of Business and Advanced Diploma of Financial Planning.

Relevant experience in key areas related to the role is as follows:

Governance and Aligned Values - As a Member of the AICD and an experienced board member for Queensland not for profit organisations, I am keenly aware of the importance of setting the framework for organisational performance, risk management and appropriate governance. This encompasses technology and systems, resourcing and financial governance to ensure accountability, transparency, risk mitigation and appropriate decision making. In addition, I believe my service record and continued involvement and support of Ipswich RSL Sub-Branch and involvement with Rotary and organisations such as Juvenile Corrections plus a recipient of the Australian Service Medal and Australian Defence Medal clearly demonstrates my commitment to the values of the RSL.

External Influence and Advocacy - I have cultivated strong relationships at local, state and federal Government levels and with business managers and influencers in the community. I have a good reputation in the community as an influential and dedicated business and financial manager and am known for finishing what I start. With a core competency for deeply analysing systemic and financial issues, I devise fit-for-purpose, sustainable solutions that provide ongoing productivity for organisations and positive outcomes for the community.

Financial Management and Strategic Financial Planning - I bring an extensive track record of expertly assessing financial performance, contributing to strategic financial management and expertise in providing investment advice. When employed by National Australia Bank as a business Financial Adviser, I was licensed to provide business management and investment advice for up to \$30 million. In this role, I reviewed the production and distribution of the retail and wholesale departments of a mid-tier greengrocer and farming facility. In the context of floods, the collapse of pricing and the increased cost of production, the business held \$8 million in total lending facilities secured over a \$23 million greengrocer farm production facility in Grantham. I refinanced the total facility from \$8 million to \$9.3 million providing short-term lending to replant whilst developing a succession plan for an assets takeover, spread over five years. This enabled an exit strategy for the owners and transition of all banking facilities to NAB whilst gaining control of expenses through utilising expert liquidity controls, including accounting and debt management principles.

Portfolio Management and Accounting Acumen - I led the highly successful review of the business strategy and financial position of a corporate group while they were seeking positional funding for expansion and further equipment utilisation. Collaborating with the group, we recommended selling off current facilities to a property fund manager, leasing back and expanding the business over the next three years, then selling the business at its peak. As part of this process, we encouraged the group to apply for energy grants and discount rates available via the Federal and off their \$3 million commercial property, pay down all business,

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investment and personal debt, including contributions to super and then sell the business with supply contracts in place for \$11.2 million.

Strategy development and Transformation Management - As the principal of Orchard Business Advice, my strength is in analysing and critically assessing all pertinent information to support good decision making leading to excellent business outcomes. Currently, I provide operational and financial management control to six small businesses with a total turnover of \$10 million per annum employing 21 staff. Further achievements are outlined in detail in my resume.

Candidate Ambition

What do you wish to accomplish as a Director, for both RSL Queensland and yourself?

RSL Queensland is poised to capitalise on the transformation from a representative board to a skills-based board. I would be excited to be involved in setting a new framework for organisational performance, through the development of training and education for Sub-Branch and secondary boards, around improving Governance, Finance and Risk.

Other financially relevant opportunities for RSL Queensland that can impact on profitability are the adoption of uniform accounting software for all Sub-Branches; Investment Bonds for wealthier Sub-Branches to assist the RSL and the provision of affordable housing and emergency accommodation to veterans.

Another initiative close to my heart is the funding of additional research programs to identify lost or unnamed soldiers within our community cemeteries. I believe we can continue the important work already underway, where in 2022, Matt Rennie from Ipswich RSL located more than 68 unnamed WW1 veterans.

Critical to advancing organisational goals and achieving positive outcomes for veterans is to focus on upskilling members in modern technologies, communications and marketing tools to enhance reach and improve results. Right now, we have a great opportunity to bridge the divide between socially and emotionally aware young veterans who more readily access support online or seek alternative help in the community; and older veterans who are conditioned to 'just keep your chin up and get on with it'.

I would be excited to be involved in supporting the entire veteran community across the age spectrum, following in the footsteps of the support for Mates 4 Mates and third-tier veteran community groups such as Swiss8, Soldier On and alternative healing programs such as Healing with Horsemanship.

As members of the Qld RSL, we are responsible for championing programs that support veterans in meaningful ways and lead to different pathways to healing. This will aid the objective to help transform the lives of the vulnerable and continue to improve services to connect with veterans more inclusively. I believe partnering with others to provide educational scholarship programs like the Westpac scholarship program are great opportunities for RSL Queensland for the future.

RSL Queensland is the most financially stable RSL in Australia with over \$200 million in investable assets. As Financial Manager Director I would utilise my financial acumen, education, career experience and skills to ensure financial viability and growth, for veterans, their families and the community of Queensland.

This is a unique opportunity to give back to a community that has been a big part of my life from the beginning of adulthood, and show gratitude for the great start in life I gained as an 18 year old, through the Australian Army.

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I enthusiastically look forward to discussing my thoughts and impressions on the future of RSL further and welcome the opportunity to meet in person.

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4 Director 2 – Stakeholder Engagement and Advocacy (Appointed)

4.1 Christopher Ernest Hamilton

Personal Details

First name/s	Christopher Ernest
Surname	Hamilton
Preferred name	Chris
Honours & awards	Honorary Aide de Camp to the Governor General

League details

District Branch		North Queensland
Sub Branch		Longreach
Date from	Date to	Sub-Branch
2011	Unknown	ADF Online Defence Virtual <i>Sub-Branch</i> managed by RSL Victoria. It closed at some point without advising members.
March 2020	Current	Longreach

League Service (including appointments and service as a delegate of Board Member)

Date from	Date to	Appointment
March 2021	March 2022	President – Longreach Sub-Branch
July 2021	Present	Member – Governance, Constitution & Awards Committee
July 2021	Present	Member – Veterans Affairs & Policy Committee

Military History

Date from	Date to	Service
1 March 1978	November 1983	Rifleman and NCO - Royal Australian Infantry Corps QAC Training Unit - Australian Army Reserve
December 1983	December 1997	Lieutenant, Captain, Major 31 st and 42 nd Battalions, Royal Queensland Regiment and The Regional University Regiment Queensland - Australian Army Reserve
January 1998	November 1999	Commanding Officer, 31 st Battalion, The Royal Queensland Regiment - Australian Army Reserve
December 1999	March 2000	Commanding Officer, Monitoring Team Wakunai, Op Bel Isi II, Bougainville - CFTS
April 2000	June 2001	Commanding Officer, North Queensland Cadet Units - Australian Army Reserve

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July 2001	June 2003	Deputy Director Reserve Recruiting, DFRO Canberra - CFTS
June 2003	December 2003	Army Recruiting Liaison Officer, Army Headquarters Desk Officer, Strategic Operations Division, ADFHQ - CFTS
January 2004	June 2004	Commanding Officer, Defence Cooperation Program, East Timor - CFTS
July 2004	January 2005	J3 Adviser, Timor Leste Defence Force, Timor Leste - CFTS
February 2005	May 2005	Acting Commander, 7 th Brigade, Brisbane - CFTS
June 2005	December 2007	Deputy Commander 7 th Brigade, Brisbane - Australian Army Reserve
January 2008	December 2010	Assistant Commander, 1 st Division, Brisbane - Australian Army Reserve
January 2011	December 2015	Chief Safety Officer, Land Operations, HQ Forces Command, Randwick - Australian Army Reserve
January 2016	December 2016	Inquiry Officer, Directorate of Army Administrative Inquiries, Victoria Barracks Brisbane - Australian Army Reserve
April 2018	April 2021	Colonel Commandant of the North West Mobile Force and the Pilbara Regiment.

Education

Qualification	Year	Institution
Diploma of Applied Science (Grazing Animal Husbandry)	1981	University of Queensland
Bachelor of Applied Science (Grazing Animal Husbandry)	1982	University of Queensland
Associate Diploma of Applied Science (Horticulture)	1995	University of Queensland
Master of Business Administration (Human Resource Management/Marketing)	2003	University of New England
Graduate Diploma, Company Directors Course	2008	Australian Institute of Company Directors
Diploma of Leadership and Management	2021	Registered Training Institute

Candidate Motivation

Why are you nominating to be appointed to the Board of Directors?

My primary motivation is my continued desire to “make a difference’ to the lives of my fellow veterans and their families.
 Having faithfully served my country and my community in both part time and full time capacities as a member of the Australian Defence Forces for over 40 years, I wish to continue to serve, albeit in a different capacity.

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During my service I was honoured to have worked for and work with some outstanding people. The majority of these, my superiors and my subordinates have transitioned from Defence into civilian life and they are now counted among the over half a million people who make up the Australian veteran community.

The Returned and Services League was formed in June 1916 to safeguard the welfare and represent the interests of returned Australian service personnel.

There is a shared obligation on all veterans to make the RSL work effectively. Over a century of investment of time and money should not be wasted on duplicated, ineffective and fragmented service delivery and organisational infighting. Our veterans deserve better.

To ensure the RSL continues to fulfill its purpose in Queensland, we must ensure that it is well governed through an effective and appropriately skilled Board of Directors.

Given my background working in both the civil and military sectors and my considerable experience as a member of both commercial and not for profit boards, I have the necessary knowledge, skills and ability to be a very effective member of the RSL Queensland Board.

Candidate Experience

How will your experience contribute to the operation of the Board of Directors?

My resume (as attached) provides the necessary detail of my work history, board and statutory appointments and the skills relevant to this position. I would like to highlight where my particular experiences fit the requirement of the role

I have relevant Board or Non-Executive Committee experience in the following roles.

- Member: South West Queensland Hospital and Health Board, 2021 - Present
- President: Longreach RSL Sub-Branch, 2021 - 2022
- Member: Queensland Veterans' Advisory Council, 2012 – 2021
- Company Secretary: RESQ Plus Pty Ltd, 2020 – Present
- Services Member: Veterans' Review Board, 2012 - 2018
- Director: RAPAD Employment Services Pty Ltd, 2013 - 2017
- Vice President & Committee Member: United Service Club Queensland, 2009-2017
- Director and Chair, Development Committee: Legacy Australia Inc., 2016-2017
- Chairman: The Legacy Club of Brisbane Ltd, 2014-2016
- Director: Legacy Brisbane Incorporated, 2012-2014

As a Graduate of the Australian Institute of Company Directors, I am a corporate governance expert that has formed the Boards of and restructured two commercial proprietary limited companies. In the not for profit sector, I led the process that saw the Legacy Brisbane Inc. transform to The Legacy Club of Brisbane Ltd.

In terms of my knowledge of the applicable laws, regulations, obligations and risks applicable to RSL Queensland I have experience in ensuring compliance with the *ACNC Act 2012* and ACNC Governance Standards, and the *Associations Incorporations Act 1981 (Qld)*, *Corporations Act 2001*.

I also have current experience with and a very strong working knowledge of all requirements of the *Australian Securities and Investments Commission Act 2001* (ASIC Act) and the *Corporations Act 2001*.

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**Candidates are listed in alphabetical order of surname.

I am known as a very good communicator, who is comfortable in front of a large audience. I can therefore communicate complex information and issues such as constitutional change to a broad audience i.e. the RSL membership.

In recent years while working for an ASX listed organisation, I added high level Change Management skills to my portfolio. This competency improved my ability to “cut through” with the audience especially at the corporate level, with the key audience of Boards, steering groups, executive management teams and key staff.

In terms of gaining the trust and cooperation of stakeholders, I have a demonstrated ability to create effective working relationships and negotiate with diverse groups. My years of business experience when coupled with my military leadership experience have moulded me into someone with high level interpersonal, cross cultural and communication skills. I have an engaging and participative manner which allows me to quickly establish excellent working relationships with anyone I work with, thus earning their trust and cooperation.

This skill is important when it comes to gaining the trust and cooperation of our internal stakeholders, the Districts, the Sub Branches and the members themselves. Additionally, my ADF service that spans 40 plus years and two operational deployments, the rank I attained and the fact that I have led and worked with a large number of RSL members provides me with a great deal of “street cred” and trust from all.

My membership and roles on the boards of Australia’s premier ex-service organisations, the RSL and Legacy, and my former positions on the State Premier’s Queensland Veteran Advisory Council and the Veterans’ Review Board, demonstrate an ongoing connection to purpose and my enduring passion for understanding the needs and improving the quality of life of Australia’s veterans and their families.

Candidate Ambition

What do you wish to accomplish as a Director, for both RSL Queensland and yourself?

My vision is that the entire membership in of RSL Queensland is unified and can maintain a singular focus on helping any Australian or Commonwealth veteran, regardless of the nature or type of their service.

For the veterans and their families I wish to see an organisation that is agile in terms of service delivery and responsive to their ever changing needs.

Organisationally, I wish to see RSL Queensland remain true to its Purpose and Objects primarily focused on designing programs and delivering outcomes that positively impact on the quality of life of veterans and their families.

Veteran services are relevant and delivered via a “joined up” and well-resourced network of Sub Branches that are engaged with those veterans that live and work in their respective communities.

Organisational governance and compliance is exceptional and driven by a highly competent and skilled Board that provides the strategic vision and direction required to achieve the organisational outcomes described above.

On a personal level, I wish for no more than to be part of this change and to ensure that it happens.

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**Candidates are listed in alphabetical order of surname.

5 Director 4 – Legal, Governance and Risk Management (Appointed)

5.1 Nicholas Larry Gould

Personal Details

First name/s	Nicholas Larry
Surname	Gould
Preferred name	Nic
Honours & awards	

League details

District Branch	Brisbane North	
Sub Branch	Gaythorne	
Date from	Date to	Sub-Branch
August 2021	Present	Gaythorne

League Service (including appointments and service as a delegate of Board Member)

Date from	Date to	Appointment
August 2021	Present	Board Director – Gaythorne RSL

Military History

Date from	Date to	Service
06 Feb 2006	01 July 2008	Australian Army Reserve
01 July 2008	06 February 2015	Australian Regular Army
01 July 2017	01 March 2019	Australian Embassy, Jakarta, Department of Foreign Affairs and Trade

Education

Qualification	Year	Institution
Certificate of Governance and Risk Management	2021	Governance Institute of Australia
Graduate Diploma of Legal Practice	2020	College of Law
Bachelor of Laws	2018	University of Southern Queensland
Graduate Certificate in Intelligence	2012	Queensland University of Technology

Candidate Motivation

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Why are you nominating to be appointed to the Board of Directors?

I am nominating for appointment to the Board of Directors of RSL Queensland as I believe I can make a significant contribution to the RSL. The change to the state constitution to adopt a skills-based board is long overdue and an opportunity I genuinely believe I can make a difference in. As a veteran, I am passionate about veterans affairs and advocacy and see this as an opportunity to leverage my skills, experience and networks to affect change in a positive way to an organisation with a rich history.

Since my separation from full-time service, I have had a vast amount of experience across the public and private sectors both as a Director of a number of private companies and as a Board Director of a RSL sub-branch. I believe I can bring this experience and knowledge to the RSL Queensland Board and work with the organisation to enhance our position in the community and optimise the delivery of services to our veterans and their families.

My time spent as a Board Director at the Gaythorne RSL has driven me to make further change to the RSL and to give back to the veteran community. It is the thought of giving back to a community that has played a significant part in my life journey that motivates me to nominate for appointment as a Board Director.

Candidate Experience

How will your experience contribute to the operation of the Board of Directors?

I believe that although my knowledge and experience will allow me to contribute to the success of the Board across several areas. My professional experience and personal areas of interest are in legal, governance and risk management issues. It is with these experiences and skills that I believe I can best contribute.

I have extensive experience in the areas of law, business strategy, risk management and governance. It is this capacity, amongst others, that I can contribute to the Board of Directors. As a veteran, lawyer and company Director I bring a unique perspective and insight to the Board that will be beneficial to the Board of Directors.

Having worked with both private and not-for-profit boards, I understand what successful boards require and what contribution is needed to affect positive change within an organisation. My experience as a veteran who has transitioned from full-time service, retrained to become a lawyer and having founded a number of successful companies have led to my experience and knowledge that will contribute to the Board of Directors.

One of my priorities, if appointed, will be to attract younger veterans to the RSL and reinvigorate the RSL brand across the community. This reinvigoration will be critical to the ongoing growth and success of RSL Queensland.

I bring a commercial, out of the box approach and legal expertise as well as a youthful approach to the Board. My formal qualifications in law, risk management and governance coupled with extensive experience on boards will greatly contribute to the Board of Directors. I have relevant experience as a volunteer Board Director at the Gaythorne RSL Sub-branch which has given me an important insight into the grass roots operations of the RSL at the sub-branch level.

Candidate Ambition

What do you wish to accomplish as a Director, for both RSL Queensland and yourself?

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**Candidates are listed in alphabetical order of surname.

If appointed to the Board of RSL Queensland, my top three priorities, in the first 12 months, to achieve organisational success are below:

1. Resolve the current legal dispute between RSL National and RSL Queensland.
2. Address and confirm our organisational strategy and priorities.
3. Define the future service delivery framework to ensure our organisation is postured for the future to better engage and deliver vital services to our veteran community.

The greatest form of success that could come from appointment to the Board of Directors is to be involved in the growth of RSL Queensland and to increase the brand awareness of the RSL in the community. The RSL has a rich history in the community over the past 100 years. It would be a privilege to use my knowledge, skills and experience to see the RSL be postured for another 100 years of service to the veteran community.

I am motivated to lead change and believe I have the skills and experience that will serve the Board of RSL Queensland well.

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