

Legacy Brisbane

Chief Executive Officer

Success Profile | September 2026



ontalent

EXECUTIVE SEARCH | RECRUITMENT | CAREER MANAGEMENT

Introduction

Thank you for your interest in the **Chief Executive Officer** selection process.

OnTalent is privileged to lead the process of this appointment on behalf of **Legacy Brisbane**. This Success Profile provides you with information regarding the organisation, the role, our ideal candidate and the process we will use.

Once you have reviewed this material, and if you haven't already, please visit our [website](#) for details on how to apply.

I look forward to working with you through this process and invite you to contact Jay Baxter or myself on 07 3305 5824 if any additional information is required.

Natasha Olsson-Seeto

Chief Executive

OnTalent



Job Advertisement

Legacy Brisbane is one of Australia's largest Legacy clubs, supporting the families of deceased and incapacitated veterans and working to prevent social and financial disadvantage for the families in its care. With approximately 30 staff, 250 Legatees and volunteers and 3,473 clients supported annually, Legacy Brisbane delivers an enduring mission grounded in service, commitment, understanding, trust and empathy.

At the heart of Legacy Brisbane's work is a simple but powerful idea: that families should not be left to face hardship alone because of a loved one's service. That promise has guided the organisation for generations, and today it is being reimagined for the future with a strong focus on service design, collaboration, connection and measurable impact for veterans' families. Legacy Brisbane is entering an important and energising new chapter. The organisation has invested in a \$10 million purpose-built facility within the Greenslopes Health and Medical Research Precinct, creating the opportunity to bring veteran and family services together in a more coordinated, contemporary and person-centred environment. This is not simply a move to a new building; it is an opportunity to reshape how care is designed, delivered and experienced.

Reporting to the Board of Legacy Brisbane and the President, the Chief Executive Officer will provide strategic, operational and values-led leadership as the organisation delivers its Strategic Plan 2025–2029, transitions to Legacy House at Greenslopes and embeds a new collaborative model of care.

This is a significant purpose-led leadership opportunity for an executive who understands that strong service delivery is not just about programs, processes or funding, it is about designing systems of support that meet people where they are, respond to changing needs, and create genuine outcomes in people's lives.

The CEO will lead a capable and committed Senior Management Team and work with an organisation where there is genuine care for the mission, strong goodwill and an engaged culture to build from. Central to the role will be creating clarity, confidence and cohesion through change, strengthening organisational capability and ensuring Legacy Brisbane continues to deliver high-quality, responsive and trusted services to veterans' families.

The role will also require a leader who can thoughtfully connect mission with sustainability, focused on strengthening partnerships, building philanthropic and community support, and ensuring Legacy Brisbane has the resources, relationships and operating model required to deliver enduring impact.



Job Advertisement

Key Priorities will include:

- Leading the implementation of Legacy Brisbane's Strategic Plan 2025–2029 and guiding the organisation's transition to its new Greenslopes facility;
- Shaping, championing and embedding the new collaborative model of care, with a strong focus on service design, beneficiary experience and measurable outcomes
- Ensuring services remain responsive, accessible and well-coordinated for veterans' families, while continuing to improve programs, partnerships and impact;
- Building trusted relationships across the Australian Defence Force, Department of Defence, Department of Veterans' Affairs, government, health organisations, ex-service organisations, community partners and the broader Legacy network;
- Strengthening relationships with corporate, community and financial supporters, and personally leading engagement with major donors, trusts, foundations and corporate partners;
- Building senior leadership capability, strengthening succession planning and enabling a more resilient, empowered and future-ready organisation.

About You

You will be an accomplished, emotionally intelligent and service-oriented executive who is drawn to work that matters. You may have led a purpose-driven organisation, a substantial service delivery portfolio, or a complex community, health, human services, member-based or not-for-profit environment. What will matter most is your ability to lead with clarity, empathy and commercial discipline and to translate purpose into practical, sustainable impact.

You will bring demonstrated experience designing, leading or transforming service delivery models, ideally in environments where outcomes depend on collaboration, trust and the ability to work across multiple stakeholder groups. You will understand how to move from aspiration to execution: taking a strategy or service vision and turning it into a clear operating model, strong teams, good decisions and better outcomes for the people being served.

You will also bring the maturity to lead through change. Legacy Brisbane is entering a period of significant transformation, and the successful candidate will need to provide confidence, steadiness and energy, bringing staff, Legatees, volunteers, the Board and partners with them while keeping the needs of veterans' families at the centre of every decision.

Importantly, you will be comfortable operating at the intersection of mission, service delivery, stakeholder leadership and financial sustainability. You will bring experience in organisational management, philanthropic fundraising, major donor engagement, grant funding and partnership development, together with the confidence to personally engage government, corporate partners, trusts, foundations and high-net-worth individuals to secure support for meaningful work.



Job Advertisement

You will be an emotionally intelligent and credible leader who values people, builds trust quickly and knows how to get the best from capable teams. You will work effectively with the Board, support and develop a strong Senior Management Team and contribute to a culture that is engaged, service-minded and proud of the work it does. Experience in government engagement, collaborative care or service delivery, member-based organisations and transitioning capital donors into ongoing program funders will be highly regarded.

Why This Role Is Great

This is a rare opportunity to lead an organisation with an enduring and deeply meaningful purpose, a committed team and a culture that is ready for its next chapter. With the move to a new purpose-built facility, implementation of an innovative collaborative model of care and an increased focus on partnerships, service quality and sustainable impact, the CEO will have the opportunity to shape how Legacy Brisbane serves veterans' families for years to come, honouring its proud history while helping design a more connected, contemporary and impactful future.

For the right leader, this is a chance to honour Legacy Brisbane's history while helping design its future: more connected, more contemporary, more sustainable and even more impactful.

How to Apply

OnTalent is partnering with Legacy Brisbane to appoint this critical leadership position. To apply, please provide an up-to-date resume and a two-page cover letter outlining what attracts you to the opportunity and how your experience and leadership style align with the requirements of the role.

For a confidential discussion, please contact Natasha Olsson-Seeto or Jay Baxter on 07 3305 5824.

For more information, to view the Success Profile and to apply, please visit our microsite: <http://www.ontalent.com.au/legacybrisbane-ceo/>

Applications Close: Sunday, 13th of September.





About Legacy Brisbane

Legacy Brisbane supports 3,473 family members of fallen and injured veterans across South-East, Central and Western Queensland. The Legacy Club of Brisbane Limited keeps the promise by providing long-term social, emotional, developmental and financial support to the families of Australia's veterans.

Since being founded on 18 May 1928, Legacy Brisbane has worked to assist the partners and children of veterans, who gave their lives or health in recognised military service, to fully realise their potential. We care for those in need, believing adversity in service should not lead to financial or social disadvantage.

At the heart of Legacy Brisbane's work is a simple but powerful idea: that families should not be left to face hardship alone because of a loved one's service. That promise has guided the organisation for generations, and today it is being reimagined for the future with a strong focus on service design, collaboration, connection and measurable impact for veterans' families.



Legacy Charter, Mission and Vision

Charter

THE SPIRIT OF LEGACY IS SERVICE.

The care of dependants of those who served their country; namely, veterans who died on operational service or subsequently, and Australian Defence Force members who died as a result of their service, affords a field for service. Safeguarding the interests of dependants, especially children, is a service worth rendering.

Personal effort is the main essential.

In as much as these are the activities of Legacy, it is our privilege to accept the legacy of the fallen.

Mission

Supporting the families of deceased and incapacitated veterans.

Vision

Preventing social or financial disadvantage for the families in our care.



Values

COMMITMENT

We are committed to the best outcomes for our beneficiaries. We realise this imposes obligations upon us however, we will never forget our Legacy pledge. We are committed to all Legacy family members.

UNDERSTANDING

We commit to listening to the needs of our beneficiaries in order to understand how best we can meet their needs. Only through truly understanding the needs of the people that we serve can we deliver solutions that can empower those in our care.

TRUST

We realise trust is hard-earned and easily lost. Trust must underpin our engagement with our beneficiaries and protect their interests and information. Trust must be maintained amongst the whole Legacy Brisbane family of Legacy House staff, Legatees and volunteers. United in trust, we are a powerful team.

EMPATHY

We understand that empathy is a strength, not a weakness. It requires us to truly understand another person's perspective or circumstance whether we agree with it or not. Through an empathetic approach, collaborative solutions can rise from chaos.



History

Some 60,000 Australian service personnel were killed and more than 150,000 were wounded, many dying soon after.

Realising the dire circumstances of the tens of thousands of veterans, widows and children left behind, those who returned set out to help them. In 1923, Major General Sir John Gellibrand formed the Remembrance Club in Hobart. Another returning soldier, Lieutenant General Sir Stanley Savige, was inspired to establish a similar club in Melbourne which was named Legacy.

Originally, it was returned servicemen who took this duty of caring for and supporting widows and children. They later became known as Legatees. To this day, it is the Legatees who volunteer the support that Legacy provides to its beneficiaries.

Legacy is still caring for tens of thousands of widows who have lost their loved ones and been affected by their partner's service in the Korean War, Malayan Emergency, Vietnam War; as well as campaigns in Iraq, Afghanistan and in peacekeeping operations across the globe.

Legacy Clubs started as a small organisation with local Legatees assisting local families. Today, there are 42 Legacy Clubs, including 1 in London, providing emotional, social and financial support.



Services

To ensure Legacy and Legacy Brisbane's Charter, Mission, Vision and Values are being effectively lived, Legacy provides the following services to its members:

- Claims Help
- Socialisation Activities
- Community Visitors and Legatees
- Holidays and Camps
- Aged Care or in home care support
- Medical and health access support
- School-age education support
- Tertiary education support
- Professional development opportunities

Please click [here](#) to learn more about Legacy Brisbane's services.



Key Stakeholders

Key Stakeholders are those groups which have an impact on, or an interest in, the activities of Legacy Brisbane.

Legacy Brisbane's Key Internal Stakeholders are:

- Beneficiaries/Clients
- Legatees
- Staff
- Board of Directors
- Volunteers

Legacy Brisbane's stakeholders of Influence are:

- Brisbane North and South Primary Health
- Networks (PHNs)
- Central Queensland and Sunshine Coast PHNs
- Queensland Mental Health Commission
- Department of Social Services
- Department of Health and Ageing
- Office for Veterans

Legacy Brisbane's Key External Stakeholders are:

- The Australian Defence Force (ADF)
- The Department of Defence
- The Department of Veterans' Affairs (DVA)
- Legacy Australia Incorporated
- Legacy Club Services
- Queensland and other Legacy clubs
- Corporate, community and financial supporters
- Ex-service organisations (ESO) and other service delivery partners
- Industry Regulatory Peak Bodies
- Federal and State Health and Social Care Bodies





President

Dr. Annabel McGuire,
President

Annabel, with a PhD in Psychology, is the Director of Gripfast Consulting, leading the Advisory Consulting team on projects ranging from policy rewrites to business cases for hydrogen plants. She specialises in evaluating and advising on community programs.

Previously, she was the Director of Research at the Centre for Military and Veterans' Health at The University of Queensland, publishing nearly 100 peer-reviewed papers on the health impacts of military service.

Annabel is a graduate of the Australian Institute of Company Directors and has served on multiple advisory boards. As a military wife, she also has a deep personal understanding of the need for Legacy services.



The Board



Don Roach

Vice President

Don Roach is responsible for Defence and Industry engagement at Defence Jobs Queensland, where he works to identify and pursue strategic opportunities for the state's defence industries. With over 30 years of service in the Australian Army, retiring as a Brigadier, Don brings extensive military experience and strong networks within the ADF and Defence industry.

His past roles include leading Government and Defence programs at Volvo Group Australia and serving as the Industry Director for Prominence Consulting. Don is well-versed in state and federal government Defence industry programs and has been actively involved in initiatives supporting SMEs, supply chain integration, and export opportunities.

He holds multiple advanced degrees, including a Master of Strategic Studies and a Master of Defence Studies, and serves in honorary and leadership roles, including as a Colonel Commandant for the Royal Regiment of Australian Artillery and a Director for Brisbane Legacy. Known for his strategic thinking and leadership, Don fosters a collaborative environment focused on robust, executable plans and frameworks.



Anne Irwin

Treasurer

Anne is a veteran who graduated from Duntroon in 2008 as an Intelligence Officer and served in Afghanistan across multiple deployments from 2012 to 2014. A legatee since 2015, she has been an active member of the Finance & Sustainability Committee since 2018 and brings experience from serving on various management committees.

Holding a Master of Advanced Economics from the University of Queensland, Anne combines her financial qualifications, corporate governance experience, and a contemporary veteran perspective to contribute to the Legacy Brisbane Board. With a strong ethos of community service, Anne is committed to ensuring Legacy Brisbane remains relevant and sustainable in the future.

The Board



Paul Smith

Board Member

Paul has over 30 years of experience in the construction industry, holding senior management roles with contracting companies. After initially completing engineering qualifications, he earned a Bachelor of Business and has since managed complex projects across various sectors, including education, health, aged care, and commercial developments.

With expertise in Early Contractor Involvement (ECI) and 2 Stage Managing Contractor delivery methods, Paul has helped set up projects for success, ensuring that risks, value management options, and safety considerations are addressed from the outset. Recently, he co-founded Construction Unity Group, providing advisory services, project management, superintendency, and construction services.

Paul is also deeply involved with Legacy Brisbane, serving on the Legacy Brisbane Board and as Chair of the Legacy House Development Committee, where he is excited to contribute to the delivery of a new head office for the organisation.



Todd Crowley

Board Member

Todd has a long history of supporting both for-purpose organisations and the Australian Defence Force. He has provided strategic guidance to a range of organisations, including the Edmund Rice Foundation, Xavier, Red Cross, and Endeavour Foundation, and has recently supported the Legacy Brisbane Development Committee in their efforts to transition to a new headquarters.

Over the past 20 years, Todd has worked with the ADF, allied forces, the U.N., and international development agencies, providing strategy and logistics support in remote and austere locations such as Timor Leste, Afghanistan, and the Democratic Republic of Congo.

As Managing Director of Vaxa Group, a Brisbane-based firm specialising in communications, data analytics, and organisational growth, Todd has a proven track record of delivering impactful outcomes for commercial, government, NGO, and for-purpose clients.

The Board



Professor Elisabeth Findlay

Board Member

Professor Elisabeth Findlay is an academic at Queensland College of Art and Design at Griffith University. Elisabeth has held various senior leadership roles within the tertiary sector, with responsibilities for strategy and the management of financial and staff resources.

Elisabeth was a military spouse for nearly four decades. Her husband, a veteran of five deployments, is a retired Major General. They have two children and moved 17 times before settling in Brisbane.



Dr Amy Johnson

Board Member

Dr Amy Johnson is a senior lecturer and Head of Course for Arts at Central Queensland University. She holds a PhD in military sociology. Amy's research focuses on supporting modern Defence families, particularly through projects like the Children Family Resilience Program, which provides online resources for parents and educators of young children from military families.

With lived experience as both a reserve officer in the Royal Australian Navy and the partner of a Navy veteran, Amy was a finalist in the 2023 Prime Minister's National Veterans' Employment Awards. She has been a Legatee with the Rockhampton and Central Queensland Group since 2021 and lives in Rockhampton with her husband, two teenage sons and their golden retriever.

The Board



Andrew Middleton

Board Member

Lieutenant Colonel (LTCOL) Middleton, now retired, served as the Australian Army Liaison Officer to the United States Marine Corps in Quantico, Virginia. A distinguished graduate of the Royal Military College and the Australian Command and Staff College, he holds a Master of Military Studies and several graduate diplomas.

LTCOL Middleton's military career spanned numerous operational roles, including Joint Aviation Operations Officer on Operation Anode, Troop Commander on Operation Sumatra Assist, and Battle Captain in Headquarters Regional Command – South during Operation Slipper. He also commanded Joint Task Force 637.2 Aviation Rotary Wing Group during the Queensland Flood Relief. LTCOL Middleton's leadership was recognised as Army Aviator of the Year, and he played key staff roles in various commands, culminating in his role as Commanding Officer of the Army Helicopter School.

Outside of his military career, he is passionate about triathlons, photography, and reading autobiographies, and is an active volunteer for organisations including Surf Lifesaving Australia and Legacy.



Mitch Watson CSC

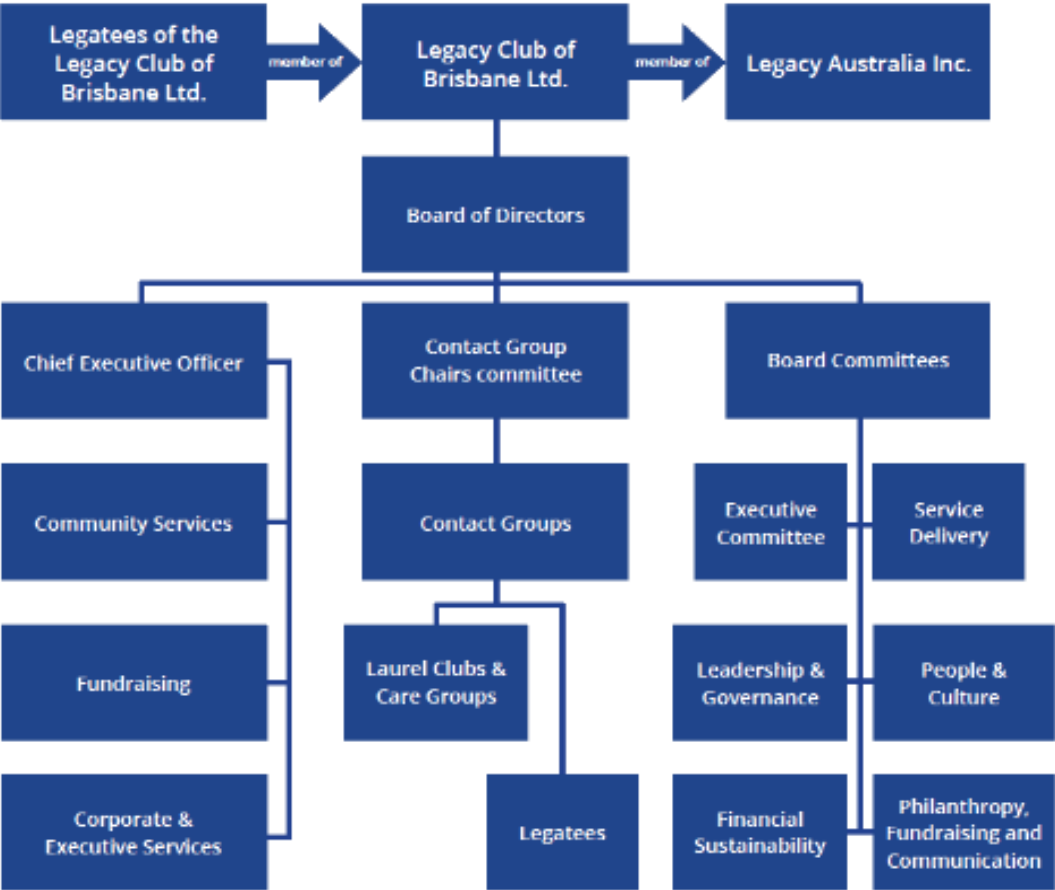
Board Member

Mitch Watson joined Legacy in 2024 following more than 23 years of service as an Australian Army officer. He remains committed to supporting Defence members, veterans and their families through his professional work, ongoing engagement with the Defence community, and volunteer service with Legacy. Following his military career, Mitch has worked as a defence industry consultant, providing strategic advice to organisations seeking to work with the Department of Defence and supporting growth across Australia's defence sector.

Drawing on extensive leadership experience gained through command, training and staff appointments, including operational deployments, Mitch brings strong governance, strategic and organisational expertise. He holds postgraduate qualifications in defence and security studies, business and management, and is a graduate of the Australian Defence Force Academy, the Royal Military College Duntroon, the Australian Command and Staff College, and the Australian Institute of Company Directors.

Mitch is committed to contributing to Legacy's mission and serving its families with care, integrity and purpose.

Organisational Structure





Chief Executive Officer

The CEO of Legacy Brisbane, reports directly to the Board and President, with responsibility for leading the organisation through a significant period of meaningful transformation while ensuring its enduring mission to support the families of deceased and incapacitated veterans remains at the heart of decision-making. Legacy Brisbane comprises 30 staff, approximately 250 Legatees (volunteers), supports around 3,473 clients annually and operates with an annual budget of \$4.7M.

The Chief Executive Officer:

- Leads the organisation and Senior Management Team, creating a harmonious, productive and purpose-driven workplace while championing Legacy Brisbane's mission, values and new collaborative model of care.
- Drives delivery and ongoing review of the Strategic Plan 2025–2029 and leads the organisation's transition to its new purpose-built Legacy House facility at Greenslopes.
- Ensures high-quality, responsive service delivery for veteran families, continuously improving programs, measuring outcomes and strengthening collaboration with community and service delivery partners.
- Builds trusted relationships across the Australian Defence Force, Department of Defence, Department of Veterans' Affairs, government, ex-service organisations, community partners, corporate supporters and other key stakeholders.
- Leads advocacy for veterans' families at State and National levels, including representing the Board's position and advancing the needs of families impacted by veteran suicide and poor mental health.
- Drives financial sustainability and diversified funding through strategic philanthropy, major donor engagement, grants and corporate partnerships, while balancing competing funding pressures within the For Purpose sector.
- Supports and reports to the Board, maintains strong governance and regulatory compliance, and builds senior leadership capability and succession planning to strengthen organisational resilience.

 Position Description: Chief Executive Officer





Our Ideal Candidate

You will be an accomplished, emotionally intelligent and service-oriented executive drawn to purpose-led work. You may have led a purpose-driven organisation, substantial service portfolio, or complex community, health, human services, member-based or not-for-profit environment.

Most importantly, you will combine empathy and commercial discipline with the ability to translate purpose into sustainable impact. You will bring demonstrated experience designing, leading or transforming service delivery models, turning strategy into clear operating models, capable teams and improved outcomes. You will provide stability and confidence through change, bringing staff, Legatees, volunteers, the Board and partners with you while keeping veterans' families at the centre of decision-making.

Comfortable operating across mission, service delivery and financial sustainability, you will bring experience in philanthropic fundraising, major donor engagement, grants and partnership development, with the credibility to engage government, corporate partners, trusts, foundations and high-net-worth individuals.

You will build trust quickly, develop strong teams and work effectively with the Board and Senior Management Team. Experience in government engagement, collaborative service delivery, member-based organisations and converting capital donors into ongoing program funders will be highly regarded.





Our Process

At OnTalent, we specialise in partnering with purpose driven organisations to identify and secure exceptional leadership and we are pleased to be working with Legacy Brisbane on this significant appointment.

Our approach is deliberate, strategic and people centred. Every step of our process is designed to ensure alignment between candidate capability and organisational purpose. From understanding the culture and objectives of our clients to engaging and assessing talent in a considered and thorough way, we don't cut corners.

We are deeply committed to creating inclusive and equitable recruitment experiences. Our process is built to reduce bias and support diverse representation at all stages. We will work closely with you to ensure we are able to create an inclusive, fair and accessible pathway for you throughout the process. We encourage all candidates to discuss their individual circumstances with our team at any time.

Our recruitment process is built to deliver results that last.



OnTalent Commitment

At OnTalent, service is not an add-on, it is embedded in how we operate. Our commitment to Connecting People and Purpose is reflected in clear, measurable standards that protect your reputation, strengthen candidate experience, and ensure a defensible and high-quality appointment process. We commit to:

Responsiveness & Communication

- All client and candidate enquiries acknowledged and actioned within one business day (same day wherever possible).
- Weekly proactive progress updates provided to the client, including market feedback and risk insights.
- Immediate notification of any emerging risks, sensitivities or market challenges.

Candidate Experience & Reputation Protection

- All applicants acknowledged promptly and advised of an outcome within 10 working days of decision.
- All shortlisted/interviewed candidates provided with timely, constructive verbal feedback.
- All candidates professionally briefed and prepared for panel interviews to ensure informed, high-quality engagement.
- Interview logistics managed discreetly and respectfully to protect confidentiality and candidate experience.



If you have questions about this role, please reach out to one of the team below. We welcome your application via the apply button on the [OnTalent Website](#).

Natasha Olsson-Seeto
Chief Executive
OnTalent
07 3305 5824



Jay Baxter
Head of Research
OnTalent
07 3305 5824

