RSL AUSTRALIA
NATIONAL ESO FORUM 3
PRE-READ REQUIREMENT
Tuesday 10th October 2023

Pre-Forum Papers

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Purpose and outcomes

In response to discussions across and outside of the Ex-Service Organisation (ESO) sector, RSL Australia collaborated with RSL State Branches to facilitate a process to enable the ESO sector to come together to address issues surrounding the Royal Commission into Defence and Veteran Suicide.

Since November 2022, RSL has facilitated two ESO National Forums which have brought together over 80 representatives from across Australia. The national forum process has been supported by the Australian Minister for Veterans' Affairs and the Department of Veterans' Affairs. Further to this, participants have heard from the Royal Commissioners into Defence and Veteran Suicide at each forum. Several experts based in Australia and overseas have delivered presentations and participated in Q&A sessions to increase participants' understanding and knowledge about the issues tabled and discussed.

At the first forum, participants jointly decided five priority issues to collectively address:

- Establish a peak body for the ESO sector to represent and advocate the needs of ESOs
- Map and categorise the services ESOs deliver, and provide measurements of service quality to assist veterans navigating service needs and providers
- Explore standardised reporting and measurement frameworks for ESOs that use quantitative and qualitative data to measure the success of services and programs
- Prioritise the establishment of ESO-led, in-service transition coaching, support, and resources from ESOs for veterans
- Advocate for enhanced defence family engagement by calling on government to expand DVA's transition seminars to next of kin to ensure family members are aware of support services available to veterans

Participants agreed that the second forum should focus on mapping and categorising the services ESOs deliver and an ESO Peak Body. At the second forum participants agreed:

- A potential classification system for ESOs
- The purpose and scope of an ESO potential Peak Body
- The priority functions of an ESO Peak Body

The reports from Forum 1 and Forum 2 are at Appendix 1 and Appendix 2 (p.15). This paper represents paper 2 or 2, with paper 1 of 2 being the Forum 2 report.

This paper is provided to support participants to engage in discussion and decision making at the third National Forum for ESOs (Forum 3). It builds on the outcomes of the first two forums and has been developed in consultation with ESO stakeholders, the issues to be considered are:

(i)   An updated ESO Classification System list
(ii)   The establishment of an ESO Peak Body

- Framework options
- Membership options
- Financial considerations

(iii)   Advising stakeholders, including the Royal Commission into Defence and VeteranSuicide, of the forum agreements and outcomes.

This paper is not exhaustive, and participants are encouraged to undertake their own further research. Participants are asked to consult widely across their organisations and be ready to respond to each of the following questions on behalf of their organisations at the forum:

1. Do you endorse the updated ESO classification list as the starting point for the development of an ESO Classification System?
2. (a) What is your preference of the options for the operational capability (initial settings) of an ESO Peak Body?
   (b) Do you endorse initially using the ACNC Governance Standards for an ESO Peak Body?
3. Do you endorse peak body membership that is initially based on the updated ESO Classification list?
4. Do you support the development of an external business case to provide a blueprint to establish an ESO Peak Body?

By collectively addressing these questions, Forum 3 participants will seek consensus on an agreed set of priorities and preferences for an ESO Peak Body.

This paper recognises that there will need to be further detailed work, informed by expertise that is likely beyond the scope of the forum process to establish an ESO Peak Body. It is therefore proposed that the agreements reached at Forum 3 are used to inform the development of a detailed external business case for the establishment of an ESO Peak Body.

The outcomes of Forum 3 will be formally reported to the Royal Commission into Defence and Veteran suicide as a collaborative submission representing the discussions and agreements reached on the day. This submission should not deter individual ESOs from making their own submissions to the Royal Commission on any appropriate subject, including about an ESO peak body. Forum participants are reminded that the deadline for submissions to the Royal Commission is 13 October 2023[1].

Collective decision making at Forum 3

The first and second ESO National Forums adopted a consensus approach, seeking to build agreement amongst participants about the many ideas and proposals surfaced by different participants, presenters, and facilitators.

This approach has successfully enabled different thinking and views to surface, and to be shared, considered, and refined. It is proposed to again use this approach at Forum 3 to develop a set of agreed preferences and responses about the issues raised in this paper to inform the development of an external business case for an ESO Peak Body.

The following information papers are referenced throughout this paper and are attached as appendices for ease of reference:

- Appendix A – Forum 1 report
- Appendix B – Forum 2 Report

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[1] [Royal Commission into Defence and Veteran Suicide](#) accessed 2 August 2023

Definition of an ESO

The term ESO (ex-service organisation) has been used throughout the forum process and is understood to mean *all non-government organisations that provide support to current serving ADF members, veterans, and their families as their core function.* This is a very broad application of this term, but the most suitable considering current usage of the term ESO in the veteran services sector.

At Forum 2, participants highlighted the emerging term - veteran service organisations (VSOs). VSO also appears to have a broad application and can be used interchangeably with ESO, but for consistency this paper will continue applying the ESO terminology.

Currently, the Department of Veterans' Affairs' website defines the roles and responsibilities of ESOs as[2]:

An ex-service organisation (ESO) supports current and former ADF members and their families.

They can support you with:

- *advocacy services to access payments and other benefits*
- *visitation services at home, hospital or an aged care home*
- *seeking financial help, employment or vocational studies*
- *social activities to make friendships and to improve general health and wellbeing.*

They also support you by lobbying governments for better services and payments to live a meaningful life.

Although not overtly included in the DVA's definition of an ESO – for the purpose of reflecting the diversity of ESOs and supporting the sector to consider the issues before it, it is acknowledged that some ESOs support veterans and their families to:

- *maintain connection to limited membership groups such as Unit specific, defined service period or geographical area.*

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[2] [What is an ex-service organisation? | Department of Veterans' Affairs (dva.gov.au)](https://www.dva.gov.au) accessed 27 July 2023

ESO Classification System

Forum 1 identified mapping and categorising the services ESOs deliver, and providing measurements of service quality to assist veterans navigating service needs and providers, as some of the priority issues to be addressed through the national forum process *(National ESO Forum 1 Report, p.13).*

Forum 2 considered an initial ESO classification system based around service and activity types, including how classification might also inform measurement of service quality. There was agreement that an ESO classification system was required and that the draft classification list provided for discussion at Forum 2 should be amended based on participant feedback provided on the day; which covered both the classification system and the inclusion of principles for the system. *(National ESO Forum 2 Report, Paper 1, Action 1, p.5).*

The classification list below has been updated to reflect the feedback provided at Forum 2, including the intention to order the list from lowest to highest need to strengthen the veteran narrative - focusing first on service, contribution and wellbeing rather than injury or illness.

Main Classification	Core Purpose and sub-groups
Commemoration	• Remembrance and honour
Camaraderie	• Mateship and social connection
Connection and Referral Services	• Assisting veterans and their families to access different types of services (including services provided by organisations outside of the Defence and ESO sectors)
Claims Advocacy	• Assisting veterans and their families prepare and lodge claims to DVA, supporting veterans and their families in appeal processes and other engagements with DVA, the Veteran's Review Board (VRB) and the Administrative Appeals Tribunal
Wellbeing Services – General	Informed by the Australian institute of Health and Welfare's Domains of Wellbeing Veteran-centered model[3]. Classified into sub-groups for those providing services related to: • Employment – securing and sustaining a job. • Education, skills, and training – delivery, access, scholarships and funding for education, skills development and training • Transport • Income and finance • Justice and safety • Social support • Health and eHealth

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[3] [Understanding the wellbeing characteristics of ex-serving ADF members, Introduction - Australian Institute of Health and Welfare (aihw.gov.au)](#) accessed 1 June 2023

Wellbeing Services - Housing	• Housing and accommodation – including emergency and crisis accommodation.
Wellbeing services - Aged Care Services	• Aged care – including services in homes and age specific settings.
Veteran and Family Advocacy and Awareness	• Policy advocacy - informing and influencing policy development and government decision making. • Awareness – communications and activities to raise awareness of the social and economic contribution of veterans and their families and issues specific to them. • Fundraising

Figure 1: Updated ESO Classification List

An ESO Classification System is intended to help the sector more easily communicate the services that are delivered by ESOs. It is also intended to be used as a framework to make it easier for service providers, users, and funders to identify ESO service capability and identify those ESOs that deliver across multiple categories.

The Classification System is a framework that can also support the development of service standards and quality assurance approaches. By clarifying the different types of service offerings, it provides room for different governance requirements rather than a one-size-fits-all approach to ESO governance. This framework is foundational and is expected to evolve over time as the needs of current and former serving ADF members and their families change and the ESO sector adapts to meet those needs.

> **Question 1:** *Do you endorse the updated ESO classification list as the starting point for the development of an ESO Classification list?*

Establishing an ESO Peak Body

Forum 1 participants identified the establishment of a peak body for the ESO sector to represent and advocate the needs of ESOs, to strengthen their collective voice and the benefits they deliver for Australian veterans and their families as the priority need (*Forum 1 Report, p.13*).

Forum 2 participants received presentations from the Australian Council for International Development (ACFID) and the Confederation of Service Charities (Cobseo) UK. They also undertook an exercise which identified agreement of distinct 'must have' functions for an ESO Peak Body:

- Policy advocacy (collective voice to lobby for the interest of veterans and their families)
- ESO Code of Conduct and setting service standards
- Communication, engagement, and representation on behalf of veterans and their families

Through conversations at Forum 2, participants also discussed various characteristics of the sector and proposed Peak Body. Those that were almost unanimously supported were agreed as being must-have **Principles of an ESO Peak Body**:

- Independence – from government, from individual ESOs and from service provision to current serving members, veterans and their families

- Separate from regulation – does not undertake any regulatory functions, but will support service standards and processes for reviewing and checking alignment to those standards

Based on the priority functions, it was agreed that exploration commence on various Peak Body models that could best address those functions. It was decided these options would be presented at Forum 3 for participant consideration and feedback (*Forum 2 Report, Action 2, p.13*).

This work identified that despite differences in organisational structure, mission and intention, peak bodies share a common set of components. Based on these findings, the following components therefore need to be considered for an ESO Peak Body:

- Initial operational capability
- Initial governance framework
- Initial membership structure

Details of the peak body models reviewed are in Appendix C.

(i) Initial operational capability

Across the peak body models reviewed (Appendix C), operational capability was seen as providing:

- Day-to-day running of the organisation (support functions such as financial administration and accounting, facilities management arrangements, HR)
- Connection and engagement with membership
- Support for connection and engagement with non-member stakeholders (government, media, academia, etc)

- Delivery of strategy (including strategic actions such as policy advocacy, facilitation of a member Code of Conduct, education and support around service standards and/or compliance, education for skills development, communications and marketing)
- Reporting and quality assurance of peak body performance and delivery

Administrative capability is usually a cost to the peak body as it is undertaken by paid employees. For example, the Australian Council of Social Services (ACOSS – the membership based peak body for Australia's community services sector) reported that in 2021-2022 wages accounted for 80 per cent of total costs[4].

The operational capability of an ESO Peak Body must align with the amount of available funding. Given that funding has not yet been determined, this paper presents three options with estimated costs[5] for three different phased approaches to establishing a functional ESO Peak Body that is focused on delivery of the priority agreed functions (p.8). Some of the possible benefits and limitations of each model are noted, but they are not exhaustive.

Option 1 – Small start

A small peak body, two or three staff including a CEO, is stood up to begin functional establishment. Initial work over the **first 18 months** focuses on the launch and co-ordination of membership. Some work to develop a sector response to the final report of the Royal Commission, build relationships with key government stakeholders and to ensure that the peak body complies with appropriate reporting requirements.

A benefit of this model is it that it begins with building the membership base to develop a solid foundation of engagement and understanding across the sector to inform the future development of policy advocacy and an ESO Code of Conduct. A further benefit may be the smaller start-up funding required in comparison to other approaches.

A potential risk of this approach is that some ESOs may perceive it as a 'slow start' and want more immediate benefits from membership.

Estimated initial operating cost per year: $485,000 (see Appendix C for further explanation)

Option 2 – Intermediate approach

An intermediate size peak body, approximately six staff including a CEO, is stood up to begin establishment of the body. Initial work over the **first 18 months** includes the launch and co-ordination of membership, building relationships with key stakeholders, developing a peak body strategy, including resource strategy, and beginning to plan for the development of an ESO Code of Conduct. Also ensuring appropriate reporting and compliance for the peak body.

A benefit of this model is that it has increased capability to consult across the sector as it begins its operations. A potential risk of this model is that membership growth does not keep pace with work of the peak body and as such external funding would be required to achieve this model's intent.

Estimated initial operating cost per year: $1.2 million (see Appendix C for further explanation).

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[4] Treasurer's Report 2021-2022 - ACOSS accessed 27 July 2023
[5] Cost estimates are based on expected salary costs being 80% of total operating costs as informed by Appendix E, and ratios demonstrated by the financial reporting of ACFID and ACOSS (Appendix C)

Option 3 – Full-service approach

An appropriately staffed peak body, employing at least 15 FTE, able to begin working to deliver a comprehensive set of outputs and outcomes in the **first 18 months**. Including launch and co-ordination of membership, development of a peak body strategy. establishment of sector reference/working groups into service clusters to inform policy advocacy activities, enabling a sector-wide response to the final report of the Royal Commission, building relationships with key stakeholders, undertaking a project to prepare a proposal for an ESO Code of Conduct and develop a position paper on ESO Service Standards. Ensure appropriate reporting and compliance for the peak body.

A benefit of this model is the capability to quickly begin to work across each of the priority areas identified through the forum process.

A limitation of this model is similar to Option 2 but more amplified as the cost required to deliver the full benefit requires a mature and sustainable funding model.

Estimated initial operating cost per year: $2.4 million (see Appendix C for further explanation).

> **Question 2a:** *What is your preference of the options for the operational capability (initial settings) of an ESO Peak Body?*

(ii) Initial Peak Body governance framework

Governance frameworks and governance practices aid organisations, including peak bodies, to identify and deliver their strategic objectives and ensure fidelity to mission or purpose.

In seeking to identify appropriate governance framework options for an ESO Peak Body this paper proposes that it is necessary to first understand the initial operational settings for the Peak Body (which will be considered by participants at Forum 3). As such this paper has looked to the Australian Charities and Not-for-profits Commission (ACNC) as a potential option for the initial Governance Standards for an ESO Peak Body.

Some forum participants are likely familiar with the ACNC's Governance Standards, which are a set of core, minimum standards relating to charity governance and how a charity is run – including its processes, activities and relationships. These charities can be independent organisations or peak bodies (such as ACFID). An entity registered for charitable or not-for-profit purposes with the ACNC must be able to demonstrate that it meets those standards to register with the ACNC and it must continue to comply with the standards to retain its registration and be able to provide evidence of compliance if requested.

The ACNC Governance standards require a registered entity to remain charitable, operate lawfully, and be run in an accountable and responsible way. The Standards include[6]:

1. Purposes and not-for-profit nature
2. Accountability to members
3. Compliance with Australian Laws

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[6] ACNC Governance Standards | ACNC accessed 31 July 2023

4. Suitability of Responsible People
5. Duties of Responsible People
6. Maintaining and enhancing public trust and confidence

In further considering governance standards, this paper recognises that an ESO Peak Body will need an appropriate governance capability to support transparent and sound decision making. This can be achieved in a number of ways, for example by appointment or election of a board or executive council. Governance structures can be complex; particularly when seeking an appropriate governance structure for a peak body representing a sector as diverse as Australia's ESO sector.

This paper acknowledges that forum participants have already voiced the importance of independence for an ESO Peak Body. This paper has considered how this principle can best be upheld in options for a governance capability and proposes that while ESO representatives may be appointed or voted into governance positions (responsible persons) for an ESO Peak Body, no one ESO should seek to Chair any governance committee or executive council in perpetuity.

Further, this paper suggests that deciding an appropriate governance capability cannot be determined in detail before the intended operational capability of an ESO Peak Body has been determined. This paper therefore proposes that governance be a priority consideration of the proposed external business case (p.13). The benefit of this approach is that Forum 3 participants can identify their preferred operational capability to inform the development of a suitable governance capability within the business case process. Another benefit of this proposed approach to governance is that the business case can build on the ESO sector's understanding and application of the ACNC Governance Standards to ensure that an ESO Peak Body can at least meet those minimum standards.

> **Question 2b:** *Do you endorse initially using the ACNC Governance Standards for an ESO Peak Body?*

(iii) Initial membership structure

A membership structure, also known as a membership model, is essentially a plan for how members access the services and benefits of an association[7]. A membership structure helps organisations to define membership levels, can assist outline revenue sources, and hold group events[8].

Participants at Forum 2 heard presentations from ACFID and Cobseo, which included details about how these peak bodies structure and organise their membership. Their arrangements provided examples of organisations where membership structure is linked to the benefit members receive and annual membership fees are charged. For example, ACFID has two types of organisational membership – full membership and affiliate membership. An individual person may not be a full or affiliate member[9].

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[7] https://www.springly.org/en-us/blog/membership-structure/#:~:text=it%20for%20later.-,What%20Is%20a%20Membership%20Structure%3F,sources%2C%20and%20hold%20group%20events accessed 9 August 2023
[8] https://www.mckinley-advisors.com/blog/choosing-right-membership-model accessed 9 August 2023
[9] ACFID-Membership-Application-Guidelines-2023-Final-1.pdf accessed 27 July 2023

Peak bodies have a responsibility to ensure that members do not, by act or omission, engage in activities or actions that are likely to be detrimental to the interests of the peak body, its members or those it serves. For some peak bodies this requires members to meet certain criteria and a membership assessment to be undertaken before membership is approved or not.

Some peak bodies require members to abide by a code of conduct, for example ACFID asks that members voluntarily comply with a self-regulatory code of good practice. The code is primarily regulated through a second-party verification process whereby signatories self-assess and report their assessment of compliance to ACFID at regular intervals in their compliance cycle[10].

This paper suggests that Forum 3 participants focus discussion on how an ESO Peak Body might initially organise membership to facilitate delivery of the agreed priority functions and support the sector to make it easier for veterans and their families, governments, and other stakeholders to understand and navigate the sector (p.3).

This paper proposes using the updated Classifications List (p.6) as an initial framework to organise members to help facilitate the development of advocacy and messaging into government and other stakeholders, enabling the Peak Body to be the voice of the sector from the get-go. Secondary benefits of using this framework are that forum participants have already agreed it can support the development of service standards applicable to each grouping, as opposed to a blanket approach, which was identified as a priority at Forum 2 (p.8), and that it can support communities of like practice.

Figure 2 illustrates how membership organised by ESO classification might look. Clusters based on primary classification with cluster leads responsible for facilitating cluster activities to develop advocacy and messaging on cluster specific issues; sharing information and learning appropriate to that cluster, such as in-depth details of changes to aged care legislation, in addition to high-level communications from the Peak Body secretariat to all members; and possibly creating communities of practice.

Figure 2: Example of Peak Body membership organised by ESO Classification List

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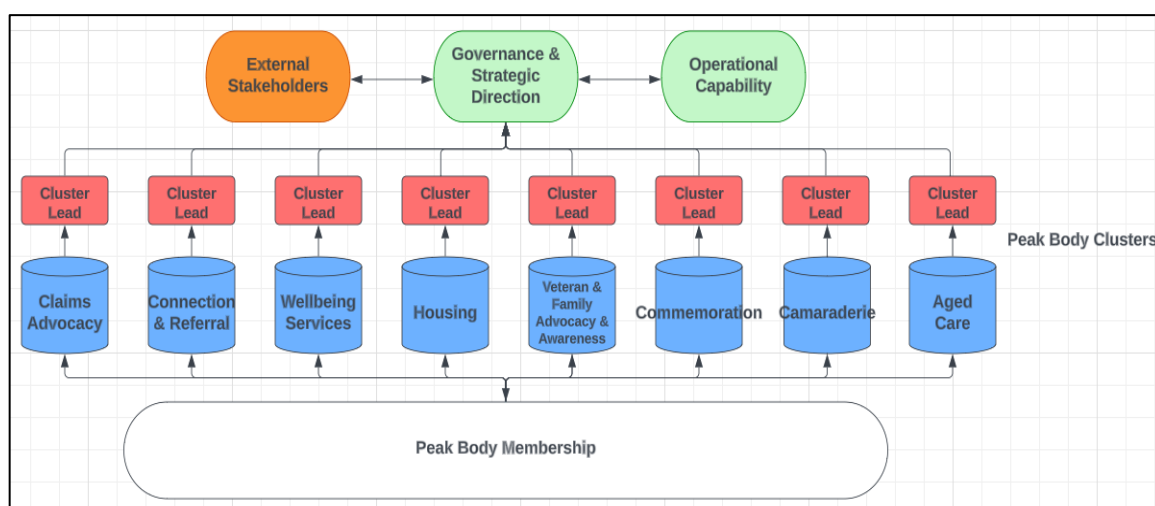
[10] https://acfid.asn.au/members/become-a-member/ accessed 31 July 2023

This paper notes that the proposal to initially organise membership based on the ESO Classification list does not address questions surrounding the criteria of membership, such as a code of conduct and suggests that discussion at the forum may cover those items.

> **Question 3:** *Do you endorse peak body membership that is initially based on the updated ESO Classification System?*

Next steps – developing the business case for an ESO Peak Body

The National Forum process, through the commitment of participants, has identified areas of opportunity and importance for the ESO sector. The key finding is that an ESO Peak Body is essential to supporting the sector in its mission to empower veterans and their families.

The collaborative forum process has explored and agreed some of the key settings for an ESO Peak Body. However, the detail and nuance required to move these considerations beyond a framework and deliberate the wider functional, legal, governance and financial requirements for establishing an entity is outside the scope of the national forum process.

One example of these wider considerations is the requirement for an annual operating budget. The ACNC Charities Report 8th Edition (2022) estimated that 52 per cent of small charity expenses are incurred in *Other Expenses* (rent, insurance, bank charges, consultancy fees, cost of goods sold, equipment hire, depreciation, fundraising expenses, utilities, and other administration)[11]. An ESO Peak Body is likely to incur some, if not all, of these costs. Determining the options to address these operational costs, such as through member fees or government funding, needs expert assessment with the final approach planned in detail before the Peak Body begins is operations. The priorities and preferences agreed by forum participants can provide the foundational elements on which to build a detailed business case, undertaken external to, but in consultation with the sector to:

- Develop detailed structures for operational capability, governance, and membership
- Propose a funding model/models
- Ensure the proposed Peak Body can be effective and sustainable before it becomes operational

There are different options for commissioning and funding the business case. Some early considerations are listed below:

- The sector could approach the Department of Veterans' Affairs to fund the business case. Business case processes are being used to deliver the DVA Veterans' and Families Hubs; grants of up to $50,000 excl. GST are awarded to support the critical analysis and implementation plans for new hubs. This paper suggests that an approach to DVA to fund the development of an independent business case for an ESO Peak Body could be an option to explore.

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[11] https://www.acnc.gov.au/sites/default/files/documents/2022-06/Australian%20Charities%20Report%20-%208th%20edition.pdf accessed 27 July 2023

- The Royal Commission into Defence and Veteran Suicide manages a research program with the aim of providing context and background information, and to fill critical knowledge and evidence gaps. There may be an option to explore with the Royal Commission how it might undertake a business case to inform a recommendation for government support to establish an ESO Peak Body. This approach would require budget assignment from the Royal Commission.

- The ESO Sector might self-generate funding for the business case study. A consideration of this approach is that further to ESOs pledging funding, the sector would need to undertake transparent commissioning processes, review recommendation, and collectively decide and manage implementation (establishment).

- The ESO Sector could explore different sources of sponsorship and/or grant funding for the business case. This would likely require the sector to determine how it might commission the business case and subsequent implementation.

These funding options are not exhaustive and have been drafted to demonstrate the multiple funding avenues that may exist. However, the specific focus to advance the Peak Body framework, is that Forum 3 participants will be asked to consider whether they endorse the proposal for an external business case process be undertaken to continue the momentum and ensure an ESO Peak Body is developed using the insights from the sector.

The development of a business case for an ESO Peak Body will necessarily require the continued input and particular experience of the ESO sector itself. The mechanism as to how that might best work will be explored at the Forum itself, including through a representative reference group.

> **Question 4:** *Do you support the development of a business case to provide a blueprint to establish an ESO Peak Body?*

Appendix

Appendix A – Forum 1 report

The Forum 1 report can be found here [RSL National ESO Forum Report 14 Nov 2022](#)

Appendix B – Forum 2 report

The Forum 2 report can be found here [RSL National ESO National Forum 2 Report 30 May 2023](#)

Appendix C - Estimated costings for an ESO Peak Body

A high-level analysis was completed of the costs for roles that could deliver the three primary functions of the Peak Body, in a staged manner across a two-year set up. The costs for salaries have been informed by the Hays Salary Guide 2023/24 which provides salary insights for different industries[12].

It is noted that the estimated costings are limited, they are provided to inform initial thinking and consideration by forum participants.

Option 1 – Small start, estimated initial operating cost per year $485,000 (p.9)

Item	Estimated annual cost
1 x FTE CEO	$180, 000 (below benchmark)
1 x FTE Policy Officer (Generalist)	$80,000
1 x FTE Administrative Assistant	$61,000
Staffing on-costs (superannuation, leave, payroll tax etc.) [13]	$82,000
Other expenses approx.[14] (e.g. office space, IT provisions, insurance and registration, utilities, travel, incidentals)	$81,000

Option 2 – Intermediate approach, estimated initial operating cost per year $1.2 million (p.9)

Item	Estimated annual cost
1 x FTE CEO	$200-320,000 ($280, 000 typical not-for-profit CEO)[15]
1 x FTE Senior Policy (including Secretariat)	$112,000 (typical)
1 x FTE Member Support Officer	$95,000
1 x FTE Marketing and Communications Manager	$115,000
1 x FTE Finance/Accounting/Payroll etc	$120,000
1 x FTE Administrative Assistant	$61,000

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[12] https://www.hays.com.au/salary-guide accessed 10 August 2023
[13] ACT Payroll Tax 6.85%, Superannuation 11.5%, Workers Compensation 2%, 1.35% Annual Leave Loading, 3.5% Long Service Leave Levy = 25.2%
[14] Calculated at 20%
[15] https://www.hays.com.au/salary-guide accessed 10 August 2023

| Staffing on-costs (superannuation, leave, payroll tax etc.) [16] | $200,000 |
| Other expenses (e.g. office space, IT provisions, insurance and registration, utilities, travel, incidentals) | $197,000 |

Option 3 – Full-service approach, estimated initial operating cost per year $2.4 million (p.10)

Item	Estimated annual cost
1 x FTE CEO	$200-320,000 ($280, 000 typical not-for-profit CEO)[17]
1 x FTE Government Relations Manager	$115,000 (typical)
1 x FTE Senior Policy (including Secretariat)	$112,000 (typical)
1 x FTE Policy Officer	$80,000
1 x FTE Governance Manager	$130,000
1 x FTE Regulatory Advisor	$100,000
1 x FTE Member Support Officer	$95,000
1 x FTE Marketing and Communications Manager	$115,000
1 x FTE Campaign Manager	$110,000
1 x FTE Marketing and Communications Team Member	$75,000
1 x FTE Finance Manager	$120,000
1 x Accountant	$90,000
2 x FTE Administrative Assistant	$61,000
1 x FTE Secretariat Services Officer	$95,000
Staffing on-costs (superannuation, leave, payroll tax etc.) [18]	$403,000
Other expenses (e.g. office space, IT provisions, insurance and registration, utilities, travel, incidentals)	$396,000

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[16] ACT Payroll Tax 6.85%, Superannuation 11.5%, Workers Compensation 2%, 1.35% Annual Leave Loading, 3.5% Long Service Leave Levy = 25.2%
[17] https://www.hays.com.au/salary-guide accessed 10 August 2023
[18] ACT Payroll Tax 6.85%, Superannuation 11.5%, Workers Compensation 2%, 1.35% Annual Leave Loading, 3.5% Long Service Leave Levy = 25.2%

Appendix D – List of Peak Bodies reviewed

The following peak bodies were reviewed to inform the development of this paper and facilitation of the national forum process included:

Peak Body	Sector	Website
Academy of United States Veterans	USA veteran community	ausvfoundation.org
Australian Council for International Development (ACFID)	International aid and humanitarian action	acfid.asn.au
Australian Council of Social Services (ACOSS)	Community services	acoss.org.au
The Alliance of Defence Service Organisations (ADSO)	Defence and veteran community	adso.org.au
Australian Health Promotion Association (AHPA)	Health	healthpromotion.org.au
Coalition of Peaks	Aboriginal and Torres Strait Islander community controlled peak organisations	coalitionofpeaks.org.au
The Community Services Industry Alliance (CSIA)	Community services	csialtd.com.au
The Confederation of Service Charities UK (Cobseo)	UK Defence and veteran community	cobseo.org.au
National Council of Veterans Associations in Canada	Canadian veteran community	ncva-cnaac.ca
Royal Automobile Club Queensland (RACQ)	Motorists, road safety	racq.com.au
Royal Commonwealth Ex-Services League	Veteran communities in commonwealth countries	commonwealthveterans.org.au