



Welcome to our final double-issue of Board Alert for 2014. As the year is coming to an end, it's a great time to reflect on your board career, and to consider how you'd like your career to develop in 2015. This month we speak with Rob MacLean from Equitas Partners who shares some insight regarding the importance of director due diligence. We also consider the questions that directors should ask when beginning a new directorship in our thought leadership article on page 6.

For more information about what's inside – take a look at the index below, you'll find a great mix of relevant articles, news, event information, exclusive director offers from some of our partners, and of course hundreds of exclusive board opportunities to consider.

Enjoy!

Kylie Hammond
CEO | Founder

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Australian Turf Club®

Director Institute is thrilled to announce our new partnership with The Australian Turf Club, one of the world's finest and most desirable destinations for thoroughbred racing, events and hospitality.



Earlier this month we spoke with Tony Partridge the Chief Operating Officer to tell us more about the ATC, and how Director Institute members can enjoy the benefits of this world-class entertainment precinct.

Racing seems to be at the forefront of everyone's minds this month. Can you tell us a bit about why our members might be interested in joining the ATC?

What people might not be aware of is that there is literally something for everyone here at the ATC. We race 113 days of the year – every Wednesday and Saturday, and during public holidays across four race tracks that include Royal Randwick, Rosehill Gardens, Warwick Farm and Canterbury Park.

While Sydney's biggest racing carnival is in Autumn, the Spring carnival is also popular with members who are able to enjoy Melbourne's carnival atmosphere right here in Randwick.

Over the last few years the ATC has undergone a major transformation. What big changes will people notice?

We now have a great mix of entertainment spaces and membership options that appeal to the broad mix of ATC members. The Chairman's Club at Royal Randwick is a statement in style, luxury and service. Located on Level 1 of the Queen Elizabeth II Grandstand it provides the ultimate experience to its members on a race day. The Chairman's Club includes floor to ceiling frontage overlooking the Winning Post and also a private terrace that overlooks the Theatre of the Horse and City Skyline. It's certainly the most prestigious way for you and your clients to experience a race day, providing the opportunity for racing purists and corporates to mix with high profile race-horse owners and industry heavyweights.



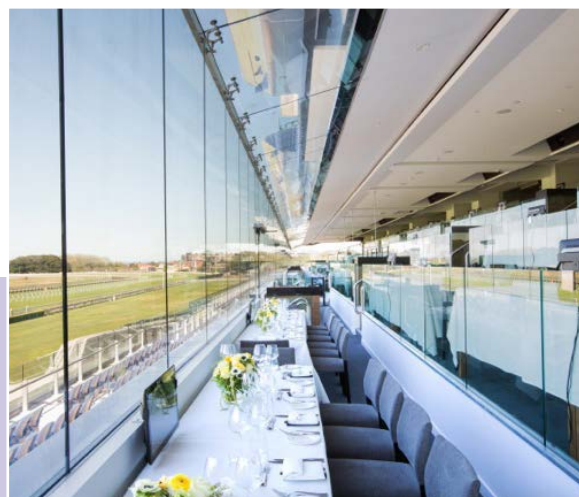
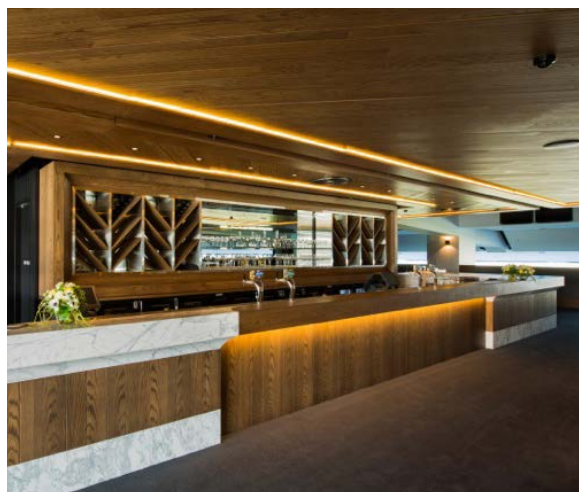
We've also teamed up with the Keystone group (who also own Cargo Bar, bungalow 8, Rushcutters to name a few) to create The Stables which is a full service members club designed for people to enjoy premium lifestyle experiences seven days of the week. This fantastic environment suits young executives who often use the club as a 2nd office. The club features a restaurant and terrace, reading room complete with a pool table and library, free wifi and a fantastic BMW concierge service... not to mention the brand new whiskey bar!

How does racing and the ATC differ from other Australian sports and sporting venues?

The difference between a racing event and a football event is that you have plenty of time – six hours or so to socialise and network around the actual racing events which might take up 20 minutes of the day in total. Racing is very social, and a great way to entertain friends, colleagues and clients. While the racing is very important - food, fashion and a little bit of luxury all come together to create a great day out at Randwick.

What is your favourite event?

Derby Day on Easter Saturday at Royal Randwick is a great tradition and next year Easter falls once again on Race Day. Fashion is a big part of racing, and on Derby Day everyone gets dressed up in Black and White - it's a key event on the Sydney social calendar. My favourite race is the Doncaster Handicap, and next year will be the 150th running of the race. There aren't too many events that can boast that history.



Exclusive 'The Chairman's Club' Membership offer for Director Institute Members.

The Australian Turf Club are excited to be partnering with Director Institute and would like to extend an invitation to Director Institute members to join the Chairman's Club at a significant discount.

Join the Chairman's Club for the ultimate race day experience.

The Chairman's Club is the most prestigious way for you and your clients or guests to experience a race day. Individual Membership offers the Member access to The Chairman's Club lounge area and grandstand seating on 28 race days including Carnival periods and feature race days. Members will enjoy informal dining options in the lounge area during Carnival periods and have the option to book a table during all other times, subject to availability.

To view more information on the Chairman's Club, visit the www.australianurfclub.com.au/chairmansclub

Chairman's Club membership usually costs \$3,300 plus a one off joining fee of \$1,000, however Director Institute members are invited to join for only \$2,500.

Contact Deanna Lane (National Member Relations – Director Institute) at Deanna@directorinstitute.com.au now to find out more about this special offer.



Director Due Diligence

Building a portfolio of Directorships can be a professionally and personally rewarding one. However, it's vital to undertake regular due diligence on your personal circumstances to make sure you have the appropriate strategy to protect against risks to your career, income, family and lifestyle.



Equitas Partners

This month we speak with Rob MacLean – Founder, CEO and Principal Advisor, Equitas Partners who has assisted hundreds of Directors to manage the personal risks associated with building a board career.



What are the key issues and questions that you need to consider when becoming a board director?

Each individual's personal and financial situation will be very different, so I suggest the following check-list as a starting point.

- Understand the ownership and control structure of your assets. Who owns what?
- Educate yourself about current legislation and how it will impact your current financial position
- Understand your cash flow requirements and the remuneration structure of your directorship(s) and how it will impact on cash flow
- Consider what plans you have for the immediate and medium term future that might impact your finances
- Ensure you have an estate-plan in place. If you died tomorrow can your estate plan be executed according to your wishes and will someone challenge it?
- Review your superannuation structure to ensure it is compliant and offers maximum tax effectiveness

What are the biggest issues that individuals often fail to consider when starting a board career?

I meet with many directors who well understand the importance of undergoing due diligence on the company and its board before taking on a board appointment, however all too often they fail to consider or apply the same thinking to their personal situation.

There are a number of areas to consider when managing the due diligence process related to your personal finances. These include asset protection and structuring, reviewing the structuring of your directors' fees, reviewing your directors' contracts and your personal insurance and risk management.

Risk management, in the case of being a company director, involves understanding what risks you may be potentially exposed to, your propensity to withstand these risks and what strategy you have in place to mitigate and protect yourself from these potential risks.



How often should you consider reviewing your personal financial risk management strategy?

Even if you did restructure your finances before you started your directorship career, it is important to review this structure every few years to ensure it is still appropriate for your needs, that it reflects the range and complexity of your directorship portfolio, and provides sufficient protection from potential liabilities that may befall you as a director. I recommend reviewing your financial strategy every 2 years. Some areas you should focus on include:

- Familiarising yourself with any changes to legislation and investigating the impact on your financial position.
- Identify if there have been any changes to your family and dependents that need to be accounted for.
- Update your estate plan.
- Identify any changes in your board portfolio – specifically in relation to the remuneration structures for each directorship.
- Have your cash flow requirements changed?

How about Insurances?

Another important area to review on a regular basis is your personal insurance. Many directors rely on the director's and officer's liability insurance but neglect other vital policies like up-to-date life insurance and asset protection insurance. If you were incapacitated and couldn't undertake your duties as a director, you need to know how this would affect your financial position, lifestyle and family.

What should directors consider when managing contracts and remuneration relating to board positions?

There is no single best way of structuring director fees. Fees for non-executive directors may take the form of cash, non-cash benefits, superannuation contributions or salary sacrificing into the company's shares. There can be significant financial outcomes between a director fee and a consulting fee. For instance, a consulting fee may offer more flexibility.

Professionals, executives and senior managers need to appreciate that a career as a non-executive director requires a different approach to structuring and managing wealth. For most people it will take 12 – 18 months to secure your first NED position and several years to build an interesting and financially rewarding



portfolio of directorships. Planning early will ensure you have an income stream while building your directorship portfolio and the appropriate wealth protection in place when your directorship career takes off.

As part of our regular event calendar, Director Institute will run a Director Due Diligence Networking and Seminar event on **WEDNESDAY 19TH NOVEMBER** at Work Club – Level 8, 99 Elizabeth Street, Sydney.

Tickets are still available and can be purchased via the home page of www.directorinstitute.com.au or via the link: <https://www.eventbrite.com.au/e/director-due-diligence-seminar-and-networking-event-tickets-13276910597>

SHOWCASE OPPORTUNITY



ECIA – Early Childhood Intervention Australia (NSW Chapter)

CEO | NSW | Paid

ECIA NSW is the peak body for early childhood intervention in NSW. Our organisation of professionals and parents promotes the interests of young children with developmental delays and disabilities and their families.

We are funded through membership fees, income from conferences, training and publications, a peak body grant from Department of Family and Community Services, Ageing, Disability and Home Care and occasional project-specific, non-recurrent grants.

The CEO is the public face of ECIA NSW who will lead the strategic direction of the organisation by identifying and capitalizing on opportunities in the current climate of transition to the National Disability Insurance Scheme. The intention of the position is to ensure the growth and sustainability of the organisation.

Under the direction of the Board of Management, the Chief Executive Officer will have the following key responsibilities:

- Executive support to the ECIA NSW Board of Management (BOM)
- Advocacy
- Oversight of ECIA projects;
- Organisational management (financial, compliance, reporting)
- Oversight of the development of ECIA NSW membership
- Communication with members and the wider sector.

We seek applications from individuals who can demonstrate strong, effective and inspirational leadership; excellent written skills; strategic thinking and interpersonal skills; well developed analytical, conceptual and research skills; and have a demonstrated ability to work with Boards of Management or committees.


Candidates should ideally also have a demonstrated knowledge of the early childhood intervention system; and an understanding of current trends, issues, policy and relevant legislation. Tertiary qualifications in management and a demonstrated ability to lead and manage projects is also highly desirable as is a demonstrated ability to work co-operatively with state and Commonwealth government and other key stakeholders.

For more information about this role, and to receive an information pack, please contact Kylie Hammond. Ref: ECIAKH



"We recently appointed Board Portfolio to manage the search assignment for a new CEO for Connect Child & Family Services. The service provided and the level of detail that they went into on our behalf to ensure we attracted the best, and most appropriate candidates for the role was excellent. Their focus on the recruitment intricacies enabled us to concentrate on the appointment itself. We are pleased to announce that via this search process we have appointed Chris Gardener to the role of CEO. Chris brings with him a wealth of experience leading not for profit organisations and a real connection with our region, and local community."

Robert Crowe
Chairman of Connect Child & Family Services



Twelve questions every new director should ask.

Induction programs for new directors typically don't provide sufficient detail to enable a thorough understanding of the business. New directors should take ownership of their induction, designing and conducting their own due diligence by asking twelve critical questions.

INTRODUCTION

The typical orientation for new directors combines a few internal meetings to learn about the company and one or two days at an external program to learn about the fundamentals of governance. Unfortunately, the internal meetings are often far too brief and the external programs far too standardised to provide real insights. As a result, directors are rarely prepared effectively for the role they are about to play.

We clearly need a different model to educate new directors, and one source of inspiration might be private equity.

The directors of private equity firms use due diligence to understand their companies in much greater depth than structured learning programs can provide. They spend more time, devoting 5-10 days instead of 1-2, and spend those days engaging with a wider range of managers, customers, analysts, and industry experts. As a result, they rate the quality of their induction and expertise much higher.

New directors should follow their lead and take ownership of their induction, designing and conducting their own due diligence. One way to start is by asking a number of critical questions. To be clear, these are not questions that a new director would ask at their first board meeting—they are questions the new director might keep in mind while scanning through company documents and during one-on-one conversations with top managers.

BOARD ROLES AND RELATIONSHIPS

1. What strengths are they expecting you to leverage?

Before diving into company analyses, it's useful for new directors to learn about the role that they are expected to play on the board, including the skills they have that other members may lack. Director selection committees often fill positions with specific functional or sector gaps in mind: a board may be well covered on risk, finance, and operations but lack legal expertise, or it may not understand the industry dynamics of one of its key subsidiaries. One way to start is to simply ask the chairman and CEO what they're looking for: What are the weaknesses of the board and how can I help to address them?

2. What will be your level of engagement and contribution to board dynamics?

The level of engagement of boards can vary dramatically. On corporate strategy, for example, boards can range from being kept informed about the strategy and its rationale to actively developing the strategy with the CEO and top team. It's important to get a read on these dynamics early on: does the CEO hold the board at arm's length or do they actively solicit the board's guidance? Do board members regularly challenge management's point of view or do they prefer consensus? Once new members understand the norms, they can of course decide the degree to which they want to follow them—in many cases new board members are brought in to provide a more independent view.

3. How will you proactively shape key relationships?

Another critical thing for a new director to learn about is their colleagues: the chairman, other board members, and key executives. The chairman, in particular, can help new directors to build support for strategic ambitions and discover hidden boundaries.

Within the remaining board members, there are often factions that wield a disproportionate amount of power—getting to know

those dynamics will ensure that a new director becomes effective as soon as possible. And within the executive ranks, there may be 1-2 “confidants” who can provide unvarnished facts about the organisation outside of the usual board-level presentations. In most cases there are 3-4 relationships that a new director should proactively shape, perhaps by starting with some informal dinner conversations.

INDUSTRY AND COMPANY CONTEXT

4. How is the competitive context evolving?

An obvious first step in understanding the external context facing the company is to understand recent gains and losses by core competitors and the behaviours that have driven those changes. But new directors shouldn't limit their questions to the traditional players in the industry; it's more important to test if managers understand who the next generation of competitors might be. One way to do that is by asking managers for their list of top ten competitors and then ask which companies would be the competitors of those companies—you may find that some companies are getting systematically closer to your industry.

5. Where are the priority opportunities for the company?

When learning about company performance, new directors will naturally want to see which customer segments and product categories have experienced the most growth in recent years. They should also test whether executives are truly aware of the company's geographic momentum—not just in terms of revenue growth by country, but also in terms of recent shifts in talent and new initiatives, ideally at the city level. Comparing that momentum to GDP projections in key cities around the world, managers may find that the company is significantly underexposed to key cities based on their growth potential.

6. Which uncertainties could cause disruptions or opportunities for the company?

When trying to understand the key trends within the industry, directors shouldn't stop with a list of generic trends like “ageing populations”.

The next step is even more critical: making sure that management understands the financial implications of the top 3-4 trends facing the industry. The most effective way to do that is to ask which trends

represent the biggest uncertainties, because managers can then use those to build alternative scenarios, estimate the probability of each scenario, and estimate the industry impact under each. For example, an auto manufacturer trying to estimate the impact of rising Chinese manufacturers might estimate the market share impact under two uncertainties: whether Chinese companies develop significant scale advantages in clean tech and whether Chinese companies buy additional developed-market companies. That level of specificity allows management to translate trends into specific opportunities or threats.

STRATEGIC DIRECTION

7. Does everyone have a consistent understanding of the corporate strategy?

The first clue to a sound corporate strategy is whether it is universally understood: new directors should see if top management and the board give the same explanation for what kinds of businesses they own and don't own—and why. Do they have the same understanding of the company's relative advantage? Do they describe the company's new growth platforms and investment requirements in similar terms? And have the core elements of those views been communicated to the entire organisation?

8. Are resources dynamically aligned with opportunities?

A balanced portfolio will naturally include some initiatives to meet current earnings expectations, some to create medium-term growth, and others to serve as high-return options. The key is to check whether this portfolio is constantly refreshed by forward thinking

Within the remaining board members, there are often factions that wield a disproportionate amount of power - getting to know those dynamics will ensure that a new director becomes effective as soon as possible.

continued>

WORK CLUB - BECOME A MEMBER

Work Club offers a complete rethinking of the ideal working environment. Bringing together the best in spatial design for today's business leaders and innovators, this is the new corner office of the future.

Intended for solopreneurs, business leaders and those leading small teams, Work Club is a global membership transforming how and where you do business. Work Club provides functional working environments and meeting points that promote conversations and connections amongst members and guests.

If you'd like to arrange a time to take a look around, please contact Susan Sutton on susan.sutton@workclub.com.au or phone 02 9019 1888.



investments: whether businesses are divested before investors suggest it, whether the CFO asks challenging questions about the trajectory of even high-profit core businesses, and whether the company sees potential assets for acquisitions well before other potential buyers to avoid multiple bidder situations. One of the most critical levers in creating value is active resource allocation, so ask for examples of regular, non-incremental shifts of resources such as R&D, sales and marketing dollars across different businesses and geographies, and test if capital spending is a leading indicator of how the company's growth emphasis is shifting across businesses and geographies.

9. Do business unit strategies meet the bar of effectiveness?

At the level of individual business unit strategies, directors should understand the assumptions, priorities and options put forward by management. A director can test for flaws by rating each strategy against ten tests of effective strategies. These tests include whether the strategy taps a true source of advantage, is granular about where to compete, and avoids biases.



ORGANISATIONAL HEALTH

10. Is the board's dashboard value-driven and does it cover non-financial metrics?

Whereas senior management might monitor key performance indicators (KPIs) monthly with business unit managers, board members typically review results quarterly, discuss material variances, and ensure that corrective actions are taken. New directors should test if value is the common denominator of the performance management system. This implies that management understands which businesses and drivers create value, uses a balanced set of performance and health metrics that take value creation into account (EVA, ROIC, etc.), and then links strategy and value creation to operational KPIs.

A frequent gap is value-driven KPIs that are non-financial in nature, such as customer satisfaction, employee productivity, or attrition of top performers.

11. Who are the 6-8 people that could make a real difference?

Getting to know the company's talent pool includes understanding

not only potential CEO candidates but also the level of effectiveness within the top team, the development plan of pivotal roles, the optimal capabilities needed below the top team.

In particular, it's critical to understand the half dozen people within the organisation that could make a real difference to performance—either positively or negatively—in the coming year or two. New directors can begin to understand talent issues across key layers of the organisation by asking to rotate executives who present to board, interviewing the peers and direct reports of CEO succession candidates, and asking for the performance reviews of the top five candidates for critical senior management positions.

12. Is management optimising the trade-offs around risk?

The board is charged with setting the company's risk parameters, understanding major risk exposures, and ensuring that appropriate risk mitigation approaches are in place. A director establishing a view on the company's key risks might begin by testing whether management has a list of the potential crises that could occur—ranging from liquidity crises and patent disputes to product defects and natural disasters—as well as the steps the company has taken to prepare for those situations.

But directors shouldn't stop there: key areas to probe on here are whether management is ignoring big risks, paying too much to reduce minor risks, or missing high return / low risk projects. The emergence of sophisticated risk-transfer markets allows companies to own only those risks of which they are a natural owner, encouraging a shift from pure risk mitigation to risk-return optimisation.

While the questions above aren't comprehensive, they do provide new directors with a guide to help them understand the company's critical issues and enable them to begin influencing board decisions quickly. Given the need for improved governance in most companies, new directors should set their aspiration at not only meeting the bar set by fellow board members, but exceeding it.



"A frequent gap is value-driven KPIs that are non-financial in nature, such as customer satisfaction, employee productivity, or attrition of top performers."

SUMMARY OF QUESTIONS

BOARD ROLES AND RELATIONSHIPS

1. What strengths are they expecting you to leverage?
 - What types of skills or experience are missing on the board?
 - How can you help to address them?
2. What will be your level of engagement and contribution to board dynamics?
 - Does the CEO hold the board at arm's length or actively solicit the board's guidance?
 - Do directors regularly challenge management's point of view?
 - How much time does the average director spend on board matters and do they feel it is sufficient?
3. How will you proactively shape key relationships?
 - Which board members and executives represent the most important potential relationships?
 - How will you proactively shape those relationships?

INDUSTRY AND COMPANY CONTEXT

4. How is the competitive context evolving?
 - Where are your core competitors gaining share?
 - Who is revolutionizing the industry from the periphery?
5. Where are the priority opportunities for the company?
 - Where is the geographic momentum?
 - Where is the product/service momentum?
 - Who are the emerging customer segments?
6. Which uncertainties could cause disruptions or opportunities for the company?
 - What are the key trends within the industry?
 - Which trends represent the biggest uncertainties?
 - What are the probabilities and implications of alternative scenarios?

STRATEGIC DIRECTION

7. Does everyone have a consistent understanding of the corporate strategy?
 - Do top management and the board give the same explanation for what kinds of businesses they own and why?
 - Do they have the same understanding of the company's relative advantage?
 - Do they describe the company's new growth platforms in similar terms?
8. Are resources dynamically aligned with opportunities?

- Does the CFO ask challenging questions about the trajectory of even high-profit businesses?
 - Does the company see potential assets for acquisitions well before other potential buyers?
 - Are there regular, non-incremental shifts of resources across businesses and geographies?
9. Do business unit strategies meet the bar of effectiveness?
 - Does the strategy tap the true source of advantage?
 - Does the strategy embed superior insight and foresight?
 - Have alternatives been evaluated without bias or false inference?

ORGANISATIONAL HEALTH

10. Is the board's dashboard value-driven and does it cover non-financial metrics?
 - Does management understand which businesses and drivers create value?
 - Do they use metrics that focus on value creation and link value to operational KPIs?
 - Do they include non-financial KPIs (e.g. customer satisfaction)?



11. Who are the 6-8 people that could make a real difference?
 - Who are the potential CEO candidates?
 - Who is in other pivotal roles?
 - What are their performance records and development plans?
12. Is management optimising the trade-offs around risk?
 - What are the potential crises that could occur?
 - What steps has the company taken to prepare for those situations?
 - Is management ignoring big risks, paying too much to reduce minor risks, or missing high return /low risk projects?

ACKNOWLEDGEMENTS

This article has been edited from the original published by McKinsey & Company entitled "Twelve questions every new director should ask".

Strictly Entrepreneur - Investor Ready Mentoring Program

Accelerate Your Business and Gain A
Competitive Advantage Today!



Applications are now open for the 2015 intake of participants in Kylie Hammond's exclusive Strictly Entrepreneur Investor Ready Mentoring Program. The program is limited to 25 business owners and entrepreneurs who are seeking to raise between \$500K and \$5million in capital for a high potential emerging business.

Please take careful note of the requirements and ideal criteria of participants accepted into this comprehensive and unique program:

- Business must have existing revenues, ideally \$500K plus or very substantial IP
- Entrepreneur must be personally invested in the business and have relevant experience
- Close attention will be paid to the management team and their ability to execute
- Industry is open, we have a preference for IT, Media, eCommerce, Education, Technology Businesses
- Ideally with the potential to go National and Global, disruptive technology and business models
- Willingness to be mentored and assemble a world-class board of directors & advisors around the company.

If accepted into the Strictly Entrepreneur Investor Ready Mentoring Program you will receive:

- 12 months of business mentoring services delivered by Kylie Hammond and her personally selected business advisory team.
- Development of a comprehensive Information Memorandum suitable for raising capital.
- Listing on the Australian Small Scale Offering Board, with Board Portfolio as your Sponsor
- Exclusive introductions to Family Offices, High Net Worth Individuals, Sophisticated Investors
- Showcase presentations and opportunities to introduce your business to the funding solution that you require to grow your business.
- Assembly of a world-class Board of Directors & Advisors that will be dedicated to your business success.

- Introductions to executives and advisors that can join your business to help with strategy, business growth and execution.
- Full project management of your Capital Raising Program from start to finish.

Our Strictly Entrepreneur Investor Ready Program is a fixed fee annual program, and is charged on a per monthly basis, ideal for the growing business. No hidden extras, no gotcha's, no commissions on referrals.

Contact Kylie Hammond for more information about commercial terms via phone (02) 9967 2121 or email kylie@boardportfolio.com.au

To apply please submit your business plan to Kylie Hammond at info@boardportfolio.com.au for a confidential assessment.



IN THE NEWS

Prime Minister Tony Abbott gives Australian entrepreneurs a \$400m break

Source: Pulse LinkedIn

Jeremy Liddle

Author, Advisor & Speaker | President G20YEA

Australia | Director of Entrepreneurship @ ENYA



The Abbott government recently confirmed that it will introduce a \$200 million tax break for employee share schemes, invest \$188.5 million into innovation centres, and amend the 457 visa programme, as part of a \$400 million industry plan.

The 'National Industry Innovation and Competitiveness Agenda' aims to foster the creation of more entrepreneurs in Australia, and drive economic growth and employment in five industries: food and agribusiness; mining equipment and services; oil, gas and energy; medical technology and pharmaceuticals; and advanced manufacturing. Each of the five industry-led centres will receive funding of up to A\$3.5 million per year, and be required to establish a plan to become self-sustaining after four years. Grants of up to A\$1 million will also be on offer for the commercialisation of ideas.



The priorities in this agenda are very closely aligned to the recommendations of the G20 Young Entrepreneurs Alliance Summit presented to G20 leaders and central bank governors, and to many local Australian federal members over the past 2 years. It is extremely encouraging to see the Australian government listen to the G20 Young Entrepreneurs Alliance and take tangible action in support of the importance of entrepreneurs and startups to the Australian economy!

The Abbott government is now revoking rules that require employees to face immediate tax costs on share options they receive from employers. Businesses that are unlisted, have been incorporated

for less than 10 years, and have an annual turnover of less than \$50 million will be able to provide employee share options at a small discount that will not be subject to up-front tax, as long as the employee holds the shares or options for a minimum of three years. Employees will be able to defer their tax bills from seven to 10 years under the new policy.

The government will also update the 'safe harbour' valuation tables, which are used by companies to value their options, so they reflect current market conditions, according to the agenda.

A science council will be introduced to provide advice on science and technology, while \$12 million will be invested to improve science, technology, engineering and mathematics (STEM) subjects in primary and secondary schools.

The 457 visa program will also undergo amendments to make it easier for employers to hire skilled overseas workers "while improving program integrity, to ensure that sponsored workers on 457 visas are a supplement to, and not a substitute for, the local workforce.

The government will streamline the processing of sponsorship and visa applications to reward low-risk applicants, increase the sponsorship approval period from 12 months to 18 months, and provide greater flexibility in English language testing to ensure the standards are appropriate for their industry. The government will cap the income of skilled overseas workers at \$53,900, but will review this within the next two years.

The Competitiveness Agenda is just the beginning. There is a LONG way to go for Australia to have a legislative environment capable of catapulting Australia's entrepreneurship ecosystem to the top of world rankings. It is however a huge step in the right direction.

Legislation is expected to come into effect on July 1, 2015 following the Treasurer's consultation with industry.

Join the Director Institute and become a member of Australia's fastest growing network of Director Talent.

Director
INSTITUTE

Since our launch in June of this year we have been delighted with the response from executives and directors from all over Australia. Submissions of interest have been received from more than a thousand people seeking to start their board career as well as those who are looking to expand their existing board portfolio.

Via our Director Institute members website, members gain access to the hidden Directors jobs market, are able to apply for exclusive board opportunities available no-where else in the market, network with other Directors at exclusive off-line events, and are given access to all the tools and resources needed to build a successful board career. Our live 'News' page also provides relevant Board related news from Australia, and around the world to ensure that our members are kept fully informed.

We are currently working with a diverse range of organisations from industries that include the arts, community, sports, technology, medical, government and listed companies. Each of these organisations is looking to connect with quality director talent to help them build their inaugural board, or refresh their current board. One of the benefits that we offer organisations is the diverse range of director talent that we can connect them with. In these challenging times it's vital that organisations can access unique skills,

experiences, capabilities and talents associated with board members of different age, gender and background. Currently we have over 200 exclusive board opportunities available for consideration via our jobs board.

All new opportunities are updated daily on the jobs board – which is accessible via the Member login. We also produce this Board Alert every 6 – 8 weeks which provides a point in time overview of a large portion of the roles that are available – including a round up of the best opportunities available in the broader market.

Another Member benefit is delivered via our Special Member Events where we create opportunities for members to network with and learn from guest speakers as well as each other. Our most recent events have been held in Melbourne, Brisbane and just this week in Perth. Our next event will be held in Sydney on the 19th November – where we'll be discussing the importance of Director Due Diligence, offering key tips and valuable information to consider when building your board career.

We are currently in negotiation with organisations with whom we are forming a strategic alliance for the benefit of our members and will make an announcement once those relationships are confirmed.



Director Institute Member Benefits

Director Institute membership provides a range of benefits that depending on your level of membership include:

- Exclusive Board Opportunities
- Expert Advice
- Up to the Minute Board News from Around the World
- Exclusive Workshops & Networking Events
- One-on-one mentoring session with a senior board consultant
- Refreshed Board Resume - written by one of our professional resume writers

For more information about becoming a member of Director Institute, please contact Deanna Lane via email at Deanna@directorinstitute.com.au.



Deanna Lane
National Member Relations



www.directorinstitute.com.au



Earlier this month we spoke with Elie Shuggi, founder and CEO of Loocl.

Can you tell me a bit about Loocl?

Loocl is a new mobile App that lets cafes, restaurants, retailers and other sellers bring in new customers in real-time using last minute deals. When a business has empty seats to fill or stock to clear, they simply post a deal on Loocl from their mobile phone. New deals take less than 2 minutes to post and previous deals can be re-posted in seconds. We push these deals to people within walking distance along with a map to the store, an image of the deal and the time left to take it (as short as an hour or as long as the day). Someone recently described it back to me as a cross between Tinder and Groupon – a ‘Tinder for Deals’.

Where did the idea for the business come from?

Until recently, I headed up Shipping and Local at eBay Australia. I was in a café one day doing research in to the challenges of Local business when I had one of those light-bulb moments. The café had a chalkboard that offered \$1 dollar coffee between 1pm – 4pm each day. It was a great offer, but unless you walked in to the café, you wouldn't know it existed. I realised there was no effective platform that let businesses offer last minute location based deals easily and effectively.

Interviewing 25 businesses over a very short space of time, 21 were keen to sign up to the idea straight away. After learning more about their businesses and what appealed to them, I realised that there was a strong need for a promotional tool like Loocl and formerly kicked off the business.

How will Loocl make money?

Although we'll be offering Loocl to our pilot sellers for free in order to learn and scale fast, Loocl will charge sellers a monthly subscription fee between \$99 - \$149 per month – the price of a coffee a day. For a fraction of the cost of an ad in a local paper, businesses will get a tool that lets them react to real-time trading conditions and engage customers when they're near their store, not when they're at home reading the paper. It's incredibly intuitive to



use and business owners can sign up in a few minutes and start using it right away. A deal can be posted in under 2 minutes and everything, including sign up can be done via mobile.

Why will Loocl succeed?

We've solved pain-points around marketing and 'deal sites' which our seller conversations consistently highlighted and no other 'deal site' has addressed.

We created a novel and scalable approach to deal creation giving sellers flexibility and control whilst maintaining quality and authenticity on behalf of our customers. Furthermore, we will only send out a push notification to a customer when there's enough value around them to warrant one.

Distance plays a key role in relevancy and we ensure customers only see walking distance deals by default. The short shelf-life of deals and subsequent countdown timer creates an innate call to action for customers and minimises risk for sellers creating the opportunity for deeper discounts that can't be found anywhere else.

What have been the biggest challenges for you, and for Loocl?

My first challenge was making the decision to leave eBay and launch Loocl. eBay is a great place to work and I had an incredible, high profile role. Much of what I learnt about online retail, the Local experience and double-sided marketplaces came from my time there. But, having done the research and observing the visceral feedback in my seller interviews, I realised Loocl was an incredible opportunity and my unique background meant I was in the perfect position to make it happen.

Our tag-line says it all;

**Real deals,
real close
right now.**

Financing the development was another challenge. Loocl wasn't an easy App to build. Simplicity, design, scalability, concurrency and our long term roadmap all had to be considered. Thankfully, a tier one developer in Melbourne came to the table. Having shared the business plan and vision with them, they offered to become Loocl's long term strategic technology partner and provided a fully on-shore team for less than the price of an off-shore outfit. How many start-ups can claim to have a team of 4 full-time on-shore developers from a business whose typical clients are Mercedes, Nestle and RACV? The agreement involved no equity either as they saw Loocl as a loss-leader which would win them work for years to come, the best marketing investment they'd ever make.

While there is enormous scope for Loocl, another key challenge for us has been to ensure we stay focussed and don't "boil the ocean". We have global ambitions but must start small to build our virtuous eco-system one location at a time. People have been very excited about the enormous potential for Loocl and where we could go but

we need to hold course, launch and get some runs on the board as a priority.

What are the benefits of working with Kylie Hammond from Board Portfolio?

Kylie has enormous experience working with start-ups and early stage organisations, and having her vet the initial opportunity was very encouraging. Her rigour, and diligence around pitfalls has been of real benefit, and her broad network of quality director talent is incredibly appealing.

What type of Director talent are you looking to bring into the organisation?

As a priority we are looking for a Director with high calibre marketing expertise. Following that we would like to bring on-board someone with a background in small business or retail. We would also consider a technology Director / CTO if the right person came along although this isn't a priority.

What advice or tips would you offer other entrepreneurs?

1. Make sure your business has a purpose which you're passionate about! Your passion is what will keep you going when times get tough. Loocl empowers local business and saves people money at the same time! It's true community commerce, something I believe in deeply.
2. Not all feedback is equal. I've already made several small pivots based on feedback from industry heavy-weights but I always consider the source before I take action.
3. Think really big but take small steps. I like the analogy of mountain climbing; sure, you can see the peak of the mountain but what matters most is where you put the next peg.

Where are you at the moment in terms of your rollout?

We aim to launch in January (we're currently testing the platform).

At launch we will be targeting a very tight geographic area – currently Coogee, The Spot and Randwick in Sydney. We already have 32 (of the 41 sellers we approached in the area) wanting to use Loocl meaning we'll have a very strong offering from day one!

We've also just introduced Loocl to the public and we're extremely buoyed by the enormous interest so far. It looks as if we'll truly have a "rolling start".

If you would like to find out more about Loocl, please contact Kylie Hammond for a confidential briefing. Ref: LOOCKH

**SHOWCASE EXCLUSIVE
COMMERCIAL OPPORTUNITY**

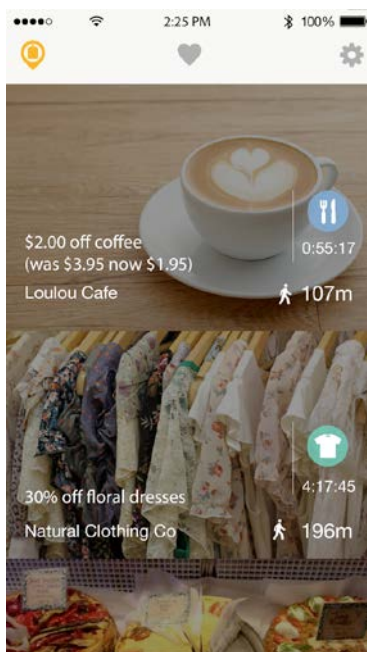


Loocl is a mobile based buyer acquisition tool connecting local sellers with buyers close by in near real-time.

Sellers broadcast deals as short as an hour or as long as the day.
Buyers only see live deals within walking distance.

Local commerce presents a significant opportunity however legacy interests (such as existing classifieds or payments businesses) have resulted in previous entrants ignoring key seller and buyer pain points to the detriment of all.

To date, Loocl has achieved an 81% seller engagement rate (and we have not yet launched). We believe this is because Loocl has been designed from the ground up to address all seller and buyer pain points.



Local newspapers charge an average of \$1,130 a week to advertise.

With 230k retail and hospitality businesses in Australia, there is strong demand for an alternative, highly targeted and cost-efficient buyer acquisition platform. We believe Loocl is that platform and so do the sellers and buyer's we've spoken to.

THE TEAM

The CEO & founder has 15 years of operational strategy and execution experience. Coming from a technology, consulting and online commerce background, he has delivered under extreme pressure many times over. Having taken a senior management role at Australia's most recognised online marketplace, he was later appointed Head of Shipping and shortly after, Head of Shipping and Local where he developed his local commerce insights and expertise.

Loocl technology is being developed by Appscore, a tier one on-shore development agency who, after seeing the founder's vision for the business, offered to become Loocl's strategic technology partner.

The business is also privileged to have an exceptional advisory team including the founder of Aussie Farmers Group and MD of Intuit Australia amongst others.

OUR LAUNCH PLAN

Loocl will launch in late spring 2014 within Sydney's Eastern Suburbs. The hyper-local launch will validate the business model, provide analytics for monetization and ensure future scaling is as seamless as possible before expanding across Sydney, and then across Australia.

BUILDING OUR BOARD OF DIRECTORS

With the imminent launch of Loocl, the business is seeking to establish a seasoned Board of Directors to guide the business through its early growth phase and beyond. In addition, we would be looking for these Directors to contribute seed investment to accelerate buyer acquisition.

We are seeking expressions of interest from executives and investors with expertise in one or more of the following areas:

- Marketing, advertising, public relations or media
- Industry expertise in retail, small business or banking & payments
- Technology management (CTO or Product Lead)
- High growth ventures
- Financial advisory or accounting (CPA, CA)
- Aggressive location based expansion

Ref: LOOCKH

SHOWCASE OPPORTUNITY

Sport Aviation Australia

Recreational Flight School

Sport Aviation Australia (SAA)
Advisory Board & Investors

Recreational Aviation worldwide is a growth industry. In Australia recreational aviation is administered by Recreational Aviation Australia (RAA) and is accountable to the Australian Government regulator CASA. RAA is a members organization and administers all aspects of recreational aviation including pilot training, aircraft registration, instructors ratings, flight school approvals, pilots certificates and compliance. Most other western countries, USA, UK, NZ, Europe have similar organization's to Australia's RAA.



Deregulation of Chinese Airspace

China has had a closed airspace policy, which has prevented the establishment and growth of a recreational aviation sector. Over recent years China has embarked on a policy to deregulate its air space to allow for the establishment of private and recreational aviation – and has used USA and Australian air space policy to frame its regulatory policy. The deregulation of the Chinese air space and the opening of the country to recreational aviation is to be implemented in 2015, however some deregulation has already taken place.

The deregulation of China's air space creates enormous opportunity for the Chinese middle class to participate in recreational aviation through out China. While there are currently no flight schools (or very few) in China currently, Australian flight schools - which are widely regarded as being the best in the world - are well positioned to take advantage of this new market.

Fully Inclusive Flight-Training Packages

Our business model is focused on providing Chinese students with a fully inclusive recreational aviation flight-training package. The flight students will come to Australia on the highly regarded and recognized Australian student visa. The student package will promote and deliver the highest level of flight training and aircraft safety, the aircraft will all be fitted with a Ballistic Recovery System (BRS) and the flight school package will provide the student with comprehensive flight training resulting in an RAA pilot certificate, China Air Services endorsement and a comprehensive and memorable Australian experience.

We are excited about our growth plans and are now looking for directors with experience in marketing, Asia, aviation, training, RTO, education and capital raising. For more information about this exciting opportunity contact Kylie Hammond.

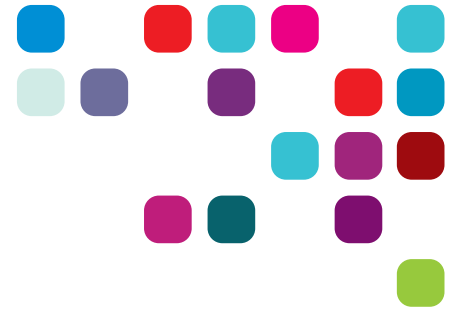
REF: SAAKH



SHOWCASE OPPORTUNITY



One World Resourcing



One World Resourcing
Investors, Directors & Advisors

One World Resourcing is a privately owned international recruitment, immigration and consulting company. With offices in Ireland, UK, Canada, Australia, New Zealand and the Philippines we offer clients an international network of capability and supply. We are an energetic and dynamic company changing how recruitment is done by providing innovative solutions to challenges in market conditions.

One World Resourcing has developed solutions for assessment and training, financing, accommodation and pastoral care. We are one of a few Philippines Overseas Employment Agency (POEA) accredited agencies giving us the ability to recruit directly from the Philippines. We partner with our clients to help them grow their businesses in confidence in the knowledge that we have the capacity and skills to supply the right people when they need them.

The most successful projects are those that have a strong teaming culture supported by effective project management processes. Whether the need is for internal organisational change and improvement, or organisational expansion through tendering or acquisition, we can facilitate high performance team outcomes that can be extended to high performance relationship management, strategic partnering and alliance development. A core competency of One World Consulting is the facilitation of multiple team and stakeholder relationships to improve performance.

“The most challenging aspect of strategic and operational change is ‘how to’ bridge the current state to achieve the desired future state.”

Where there is a need, we can facilitate strategic partnerships, local and global business alliances, and other high performance related commercial relationships that require vision, leadership, engaged people, complex planning and effective management during the implementation of a change strategy. Our approach to the progression of any change process is the creation of a high performance team to carry the organisation through the following three stages:

1. Future State Planning and Design
2. Change Implementation
3. Ongoing Improvement

We are now looking to broaden our global footprint and seek investors, directors and advisors to assist us with these growth plans.

If you would like to find out more about this opportunity, contact Kylie Hammond. Ref: OWRKH



NEW EXCLUSIVE OPPORTUNITIES

Email Security Business
Advisory Board Opportunities

This organisation was founded in Australia 2001 to address the growing online security concerns of business. Recognising that organisations needed a simple and inexpensive way to manage unwanted email and web content, they pioneered a range of cloud security solutions to provide complete protection against online threats such as malware, spyware, viruses and spam.

Today, they've built a reputation as one of Australia's best technological innovators and become the trusted name in enterprise cloud security with a rapidly expanding suite of products and services. From their origins in email security, we now offer email hosting, filtering, continuity and archiving, as well as website filtering and monitoring and internally developed Salesforce.com apps, CCRM and isayso.

The organisation is looking to put together an advisory board to assist with the next stage of international growth. For further information about this opportunity please contact Kylie Hammond. Ref: CMCKH



Wise Education Group

This organisation is one of Australia's leading education service providers, offering a wide range of nationally recognised vocational courses and corporate training programs. In partnership with leading institutions, their education programs are tailored for all levels of professional learning needs, from school-leavers right through to corporate executives. Experienced instructors with relevant industry knowledge teach programs and qualifications are nationally recognised, and highly respected by employers.

The organisation is now looking to establish a board of directors and seeks expressions of interest from individuals with relevant experience.

For more information please contact Kylie Hammond. Ref: WIEDKH

Head Hunting As A Service Platform
Investors, Directors & Advisors

This truly disruptive online platform has the potential to replace major incumbents in the recruitment industry by providing an easier and more accurate way for employers and hiring managers to find talent - instantly. With a global database of over 180 million professionals - both active and passive, their platform provides the only tool for global, role-based talent mapping on the market.

The subscription based revenue model provides earnings of between \$299 and \$1k per client per month, and placement - fee revenue earns between \$2k - \$10k per placement. The organisation is now seeking to raise capital and requires advisors and non-executive directors to help provide governance and strategic advice. Ref: PASIKH



CoAxe Engine Company Pty Ltd
Advisors & Non-Executive Directors

This organisation is seeking to develop and launch its patented diesel coaxial internal combustion engine for the rapidly expanding commercial and military drone market.

The engine, with the benefit of low emissions, high durability and cost-effective technologies, has application in humanitarian aid, disaster response, search and rescue and border protection. Military applications, to be developed in due course, represent the largest segment of the market.

Ref: COAXKH

KLP Safety Controls Pty Ltd

Safety in a World of Toxic Flammable and Explosive Refrigerants

KLP Safety Controls Pty Ltd
Advisors, Non-Executive Directors & Investors

From January 2015 widely used hydrochlorofluorocarbons refrigerant gases (CFCs) will be restricted globally and progressively phased out from use in Heating Ventilation Air Conditioning and Refrigeration installations. Additionally environmental, safety and energy conservation legislation already in effect or soon to be in place will see dramatically increased demand to replace, upgrade or refurbish existing installations in these multibillion dollar industries.

This organisation is developing the most advanced and comprehensive master control and monitoring solution to date, offering energy savings of up to 50%, along with refrigerant gas leak detection, gas containment, and comprehensive alarm notification and safety shutdown. The Company is now looking to bring on board high-level directors and advisors to assist with the next stage of growth. Ref: KLPSKH

**AUSTRALIAN
SMALL SCALE
OFFERINGS BOARD**



- High Growth Start-up Companies
- Unique Opportunities for Investors, Advisors and Directors

What is the Australian Small Scale Offerings Board (ASSOB)

The Australian Small Scale Offerings Board (ASSOB) is Australia's largest capital raising platform for high-growth unlisted companies looking to raise between \$250,000 and \$5 million in equity capital or to facilitate a capital restructure. ASSOB provides an innovative mechanism that facilitates liquidity and capital raising for small to medium sized companies, a scenario that was previously only within reach for very large companies. ASSOB's low cost, interactive platform connects quality private, unlisted and pre-IPO companies with investors, and provides the information, tools and assistance that companies need to support their capital raising campaigns.

Through ASSOB, companies can easily showcase their business and investment opportunity to ordinary people who can then invest in their business in exchange for equity. ASSOB provides a platform for shareholders in SME's to sell their shares on a fair and equitable basis, which has the benefits of:

- Providing an exit for the owners or founders to partially or wholly cash out
- Makes for a great "succession plan" and provides an exit for investors
- Reward & retention of key staff through an Employee Share Ownership Participation plan
- Enables Company's once listed, to raise extra working capital if required.

Why Board Portfolio as your ASSOB Sponsor?

As an accredited ASSOB sponsor, Board Portfolio have introduced hundreds of high calibre, experienced directors and investors to a broad range of unique, high growth business opportunities.

"Kylie gets results and does it in a professional manner. Her extensive contacts and ability to synthesise these into matches for the Board positions we need to fill is highly valued. No hesitation in writing an unqualified recommendation." Paul Niederer, Chief Executive Officer, ASSOB



As accredited ASSOB sponsors we are fully conversant with the complexities and requirements of the ASSOB platform and can assist you with the preparation of the documentation and presentations required to showcase your product or service. We can also assist with the necessary preparation of the financial reports that prospective investors will require. Board Portfolio's unique capabilities include:

- Specialist Board Search for Start-Up Businesses
- Board Search for Private Equity Firms & Business Partners
- Specialist in Identifying Investor NED's & Advisory Boards
- Chairperson, Non-Executive & Director Appointments
- Board Renewal 'Celebrity' Boards That Attract Investment
- Accredited ASSOB Sponsor, Capital Raising Programs





**Current Opportunities for Investors,
Directors & Advisors**



Ocular Robotics

Ocular Robotics markets high performance sensing systems including 3d Laser Scanners, Stabilised Camera Systems and High Resolution Panorama Systems, which it develops from its patented scanning technology.

The Company's systems have been designed to provide dramatic performance improvements over alternative solutions and at the same time deliver this in a form that is ideally suited to the harsh



operating environments in mining, defence and other industry sectors.

Ocular Robotics Limited holds granted patents for its unique two axis scanning system in the United States, Japan, China and Australia, with an application in progress for the European Union. These territories cover the majority of the world economy and all of the most important markets for Ocular Robotics' systems.

Ref: OCULKH



Hello Real Estate Limited

Hello Real Estate is a fixed fee real estate service seeking capital to establish a national network of licensed satellite business units, providing a scalable distribution system for the sale of residential property.

Hello Real Estate Limited has carried out proof of concept and trialed the system in Adelaide – and has now rolled out to NSW, VIC, and QLD with plans underway to launch soon in the ACT.

The Company's growth plan is to have 44 business units operating across Australia by the end of year two and 54 by the end of year three. Each will have its own license and geographic range defined by postcodes.

Ref: HELLKH



IntaCept

The Company has developed a technology that is set to revolutionise the way portable appliance testing (PAT) is carried out. The IntaCept Tag is an Australian developed digital tag device, that will supersede existing paper / plastic portable electrical appliance testing and tagging systems.

The IntaCept tag features include Radio Frequency Identification (RFID), audible and visual warnings, date and test memory, automatic shut down that will reduce the time, cost and risk associated with portable electrical equipment testing (PAT).

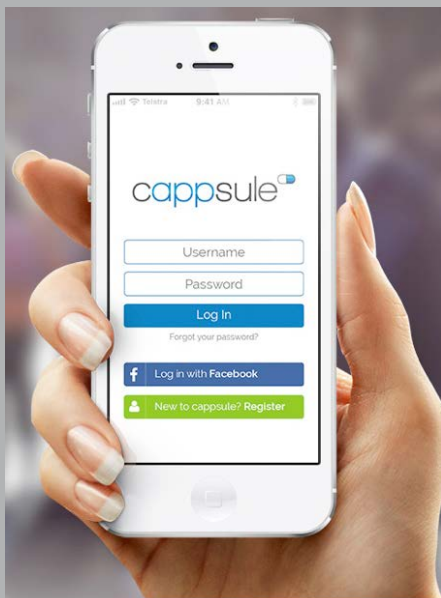
IntaCept Limited is the holder of a domestic and international patent portfolio and is offering early investors the opportunity to share in the rewards of a PAT system that is set to revolutionise the way electrical testing and tagging is performed.

Ref: INTAKH

Capsule

Capsule is developing a single portal/hub application that aggregates data from service providers to monitor all of life's deliverables (AKA "stuff") on one convenient dashboard on a user's smartphone or computer - replacing the need to open and view statuses in multiple applications/websites. Providers can also interact with users more effectively and push feature-rich updates and notifications direct to the app with messages, offers, photos, and status updates etc. Additional transactions can be processed from within the Application.

Ref: CAPPKH



Language Discovery Limited

Language Discovery Ltd has developed a revolutionary new product, 'Palaygo' that enables students to learn foreign languages in an engaging and fun manner. The Palaygo product is an interactive portal where students communicate with other overseas students in a foreign language, both in real time and through an innovative email system.

Palaygo is built upon research that shows foreign languages are easier to learn and more motivating when people are able to communicate with it. The platform was developed to revolutionise the way people learn and communicate in foreign languages and to transcend national borders in an easy, fun and safe manner.

The Company is seeking funding to implement a major marketing campaign to ensure it has sufficient working capital to help commercialise Palaygo in Australia and Japan as well as funding an expansion into the Chinese market.

Ref: LANGKH



Spanish Boutique Beverages

The Company has been established to launch a ready to drink premium sangria into the commercial market place. The product emerged out of the success of a Spanish Tapas bar/restaurant owned and operated by the Lopez family in Brisbane, where clientele ordered more sangria than food.



The Company's own 'SKA Sangria' was launched in Queensland in 2014. Spanish Boutique Beverages is looking to raise equity to fund an increase in production, further product development and to launch in the market with key personnel.

Ref: SPAKH



For more information about any of these business opportunities, or to find out about others, please contact Kylie Hammond from Board Portfolio via email: kylie@boardportfolio.com.au.

SHOWCASE OPPORTUNITY



bzpay®

Seeking Advisors, Directors and Investors

bzpay is the culmination of two decades work by Denis Stollery, a payment facilitation innovator.

When Denis started the long road to the development of the bzpay concept in 2004, he had an ambitious three-fold mission, which has been his inspiration and unrelenting focus for over a decade:

- To help small and medium business operators overcome the burden of cashflow problems
- To build a global payment solution that makes it easier and more customary for buyers to pay their suppliers promptly, offering the numerous benefits that improved cash flow provides
- To reduce risk associated with banks and financiers providing credit to businesses, thereby reducing imposts on SMEs and facilitating improved growth and employment opportunities for the sector.



For the last 18 months bzpay has conducted manual trials involving a number of companies in Australia and New Zealand. These trials have been very successful and resulted in glowing testimonials from participants and other prominent business people. The participants have since registered interest in participating in the bzpay solution once it has been deployed as an online Transaction Platform.

bzpay is now developing the platform to trial the solution with an Issuer and plans to launch the solution in Australia and New Zealand.

EXPANSION PATHS

The company has identified an expansion path for the product and geographic expansion of its use. A major feature of the bzpay solution is that unlike credit card or factoring transactions - or any other forms of debt - buyers are linked to suppliers on the bzpay transaction platform in a way that significantly reduces the risk position of the issuer. The solution is also less labour intensive.

PROPERTY PROTECTION

The bzpay concept is protected by a number of patents and trademarks. These include:

- Trade Marks for Australia and New Zealand.
- Domain Names.
- Business Patents in Singapore and in New Zealand have been granted and is pending in Australia.
- Patents have been filed in the U.S.A., Japan, the U.K., and all European countries that are members of the EU, along with other countries.

The patents are continually being updated to reflect ongoing changes to the solution. This further extends the patent time limits.

OPPORTUNITY

To find out more about how you can be a part of the bzpay opportunity, please contact Kylie Hammond for a confidential briefing. Ref: BZPKH

SHOWCASE OPPORTUNITY

Television and the Internet Finally Get Together!

GOTCHANETWORK.COM PTY LTD

Exclusive Opportunity | Investors | Value-Add
Advisory Board Members



ABOUT

The GOTCHANETWORK.COM PTY LTD is an Internet protocol television digital entertainment organisation with channels that include gotchacartv.com and a pipeline of other channels planned for launch in the near future.

Gotchacar's goal is to be Australia's principle online, IPTV, audio visual channel dedicated to Automotive / Car Products, broadcasting 24/7, 375 days a year.

Gotchacar will be a fun digital content and online community channel delivering high impact, targeted entertainment. Designed to be both informative and creative, Gotchacar intends to bring together individual car and motor lifestyle brands with programs, music, film clips, news items on motor shows, car reviews and road tests. It will literally showcase everything a viewer would want to find about cars and its ecosystem. When a viewer is not watching the latest original Gotchacar content programming, selections can be made from numerous other audiovisual shows, reports and movies at leisure.

Gotchacar will appeal to a broad range of viewers - from passionate to interested car enthusiasts across all age and socio economic groups, on a daily, weekly and annual basis - and will provide car dealers, manufacturers and importers with a dynamic platform from which to promote the sale of both new and used cars, and related automotive products and services.



THE TEAM

GotchacarTV is backed by a highly experienced team which includes Douglas Christie, Dominic Malson, Tony Forrest and Lynne Emanuel - who add specialist expertise in the areas of marketing, advertising broadcasting, entertainment and finance.

THE OPPORTUNITY

Gotchanetwork is now looking to bring on-board selected individuals to support the organisations growth plans. To find out how you can be a part of this unique media environment contact Kylie Hammond for a confidential briefing. Ref: GOTCKH

Director Institute Member Events

Over the last few months we have held a number of Director Institute networking events around Australia that have been well attended and enjoyed by all.

This week we are in Perth, and we look forward to welcoming many of you to our upcoming networking event being held in Sydney on the 19th November where we'll discuss the importance of Director Due Diligence. A limited number of tickets are still available for this event.

Our first 'Start Your Board Career' event for 2015 will be held in Sydney on Wednesday February 18th.

A link to event details can be found on the www.directorinstitute.com.au home page.

Director
INSTITUTE



"Thank you for the invitation and hosting the event last night. I really enjoyed the presentation and feel I got a lot from it. It was also great to meet some of the other attendees at the event. I built some good business contacts and realise that I need to make these types of events a higher priority."

Brendan



For more information about upcoming Director Institute events please check the events tab at www.directorinstitute.com.au or contact Deanna Lane – National Member Relations on Deanna@directorinstitute.com.au

Starting a board career or expanding a board portfolio can be a daunting prospect.

WHERE DO YOU BEGIN?

Who should you speak with? Do you have a long-term board career goal? Do you know what kind of board portfolio you want to build? How do you find directorship opportunities? How do you make sure that your application stands out from the crowd?

WHY BOARD PORTFOLIO?

We have been mentoring professionals for 10 years and know what it takes to build a successful career and board portfolio.

Our one-on-one guidance and advice will help you to:

- Identify the type of career portfolio you are looking to create
- Understand and clearly articulate your personal value proposition, and correctly position yourself for all opportunities
- Access a wide variety of board opportunities
- Build essential networks to ensure you are meeting the right people, and making the right connections
- Gain valuable personal insight that will help you to improve your performance, and enhance your career

WHY SHOULD YOU CONSIDER MENTORING?

The higher up the corporate ladder you climb in your career, the lonelier it can be. No matter how successful you've been - or how good you are in your job, there will always be times when you make mistakes, or bad judgement calls. There is enormous value in being able to speak confidentially with someone external to your organisation or group of friends; a trusted advisor who can listen to your objectives, challenge your assumptions, answer your questions with honesty, and provide unbiased advice and perspective. Friends may tell you what you want to hear; A mentor will tell you the truth, whether you want to hear it or not.



HOW ARE WE DIFFERENT FROM OTHER MENTORING ORGANISATIONS?

1. We run one of the largest and most successful board search practices in Australia, and have made hundreds of board appointments in the last 12 months.
2. We are engaged by you, not your company so you can be confident of complete confidentiality and impartial advice.
3. We are a candidate-centric board search practice; representing only your best interests during the search process.
4. We present exclusive paid board appointments to registered Board Portfolio mentoring clients as a priority.
5. We make our extensive global business network available to you, provide introductions to key contacts and help leverage professional and informal networks to access the unadvertised job market.

JOINING A BOARD PORTFOLIO PROGRAM

We offer a number of Mentoring and Membership programs for individuals at various stages of their corporate and board career. To find out more about our programs, or to discuss how Board Portfolio can assist you to achieve your goals please contact Kylie Hammond (02) 9967 2121 or via email: info@boardportfolio.com.au



TechBeach MANLY

Q&A with the Founder and CEO of TechBeach Darren Younger



Tell us a bit about TechBeach?

TechBeach is essentially a business acceleration hub that offers high-growth start-ups with a complete support ecosystem. Based in Manly, we are able to accelerate business growth by connecting entrepreneurs with essential start-up resources and high calibre mentors, advisors and investors who are able to speed up access to new markets.

We provide a collaborative working space with state of the art facilities that encourages innovation and creativity - and an added bonus is that it's only 100 feet or so from Manly Ferry terminal, enabling quick transit into the heart of the city.

How did you get started?

My background is in IT and in 2005 I started a company called IPScope which Telstra invested in and is now servicing 28 countries. During my last years at IPScope I started working with a group called Manly Entrepreneurs, which over time grew to have a membership base of over 1200 people. Manly has a great community of entrepreneurs, but there was no real glue pulling it all together - hence the inspiration for TechBeach was born and in October last year, Mike Baird launched our offices in Manly.

What makes TechBeach different from other Business Incubators?

Originally the concept for TechBeach came from watching what was happening overseas - particularly in places like Silicon Valley. While we took the best ideas from those models, we think ours is a lot more collaborative, and certainly more powerful. We focus on bringing the highest quality talent to start-ups to ensure their best chance of success and in return there are tangible rewards in place that incentivises those high level people. It's a win-win scenario for everyone involved.

How do you attract the best business leaders, mentors and advisors to TechBeach?

Over the last six months we've built a very strong following, and over time word has got out that we are doing some impressive things for start-ups. Over the last few months we've also started to work more closely with Kylie Hammond at Board Portfolio who has been able to introduce us to a network of high-calibre Non-Executive Director and mentor talent. To date we have 8 mentors on our panel which have come directly from introductions via Board Portfolio - those people are working either directly with start-ups or directly with TechBeach.

What types of start-up organisations are you working with?

We are working with start-ups from a broad range of industries that includes fashion, sport, education and financial services. From a tech perspective, we're working on projects that involve the development of small apps right through to web platforms and even hardware solutions in some cases. We've also started partnering with major corporates, government departments and media organisations like News Corps Innovation Department who have work stations at our office. Not only do they sponsor 3 start-ups for 12 months at a time, but they use our premises to be inspired, engaged and to look for opportunities within the tech start up culture and industry. Their involvement in TechBeach is helping us to bridge the gap between fast innovation and the corporate environment.

What do you see as the biggest challenge that early stage businesses face?

There are many challenges that start-ups face including attracting the right calibre of people into the business and getting the funding that they need - but the biggest challenge overall is being able to take a start-up into market. So if you can help to open doors for them then you're really adding value.

What advice would you give to start-up entrepreneurs?

1. Get your product to market with minimal cost and features as possible.
2. Surround yourself with as many high calibre advisors as possible and focus on bringing in people who have different skills to you.
3. Don't try to learn things that others have got 10 - 15 years experience in. Do what you do best, and bring in experts for everything else.
4. Be prepared to listen to the advice

What's next for TechBeach?

Since we launched in October last year, things have grown very fast. We now have 22 staff working with us who are assisting entrepreneurs and start-ups bring their business ideas to reality. Our aim is create start-ups in our area with a total Market Value of \$1.7 billion over five years. There are exciting times ahead!

www.techbeach.com.au

TechBeach Start Up Profiles

All of these organisations are now looking for top quality Advisors, Non-Executive Directors and Investors to help bring to life their growth plans. If you have interest in finding out more about any of these opportunities contact Kylie Hammond for a confidential briefing.



Plus Connect

Plus Connect's objective is to re-shape the lottery, gaming and betting industry by offering a series of socially positive products aligned to the entertainment needs of the majority of the population. Its support for charities and the community reflects the values of the Company.

Ref: PLUSKH



Smart Detail

Delivering waterless car washing into the Digital World through a simple app to allow consumers to display a map of all available SmartDetailers in the area and select their level of service

Ref: SMARKH



SportsCard

SportsCard provides an online platform for athletes, sports professionals and industry management to meet and connect. Individuals are able to manage their personal sports profile and brand with the platform enabling the sharing of video, sports related information and achievements. SportsCard helps athletes to connect and stay connected with industry and sports recruitment agencies.

www.sportscard.co

Ref: SPORKH



Imagecloud

IMAGECLOUD offers property photographers a powerful, personalised online platform that empowers you to take your business to the next level. Connect with our community of certified industry suppliers to offer your agents a range of property marketing products from cinematic real estate videos and virtual property staging to interactive floor plans, print solutions and targeted copywriting. Manage all your digital assets from your personalised portal with automated workflow management that seamlessly links with cost effective media storage to deliver better solutions to your agents, faster. And we'll help you build new autonomous revenue streams into your business as you operate at the forefront of industry innovation.

Ref: IMAGKH



Crowded Mirror

Crowded Mirror is a social network that connects people with friends and fashion experts for instant style advice. The platform helps to eliminate self-doubt, by delivering feedback from a trusted circle, and empowering users to look good and feel confident for any occasion. Users can share their digital wardrobe with other fashion experts and get tailored advice on outfits, or an opinion on potential wardrobe purchases.

Ref: CROWKH

Beat Your Rival

Allows people to create rivalries – either with a friend or with another user who has a similar goal they want to achieve. the current



weight-loss edition allows users to keep both parties engaged, focused and motivated. Their challenge is visually presented through various dashboards in the form of head-to-head charts, statistics and an interactive chat system.

Ref: BEATKH



In Ten Min

In Ten Min have developed a unique insights platform that provides financial institutions with the ability to run high speed analytics on billions of historical data and real-time stock ticker and social media data to provide a 360 degree view of the stock price, 10 min into the future. www.intenmin.com

Ref: INTENKH



Lakeba Frameworks

Any app in the world can be cracked believe it or not. Lakeba Frameworks is the only platform in the world that prevents security breaches by providing multi-level security and encryption for developers to secure their App from cracking and decompiling. www.lakeba.com

Ref: LAKEKH



Class Cover

Designed by a team that includes long-time casual teachers, and in consultation with teachers, admin staff, senior management and other casual teachers, Class Cover is set to change the way education providers are able to find and recruit cover teachers. With over 9000 schools in Australia, Class Cover offers a simple online solution that enables schools to quickly and easily locate cover teaching staff, potentially replacing the need for recruitment departments of many large education groups. With the ability to view teachers available online and in real time and with a streamlined booking system, Class Cover is going to transform the way casual teachers are currently sourced and booked. Contact us today for access to the Information Memorandum.

www.classcover.com.au

Ref: CLASS



Manly Emporium & Tech Beach

Tech Beach | Multiple Roles & Opportunities | Exclusive Partnership

Board Portfolio is delighted to be supporting this exciting business which is Manly's equivalent of Silicon Valley – offering fast-growing technology and web companies an environment where they can work side-by-side, sharing ideas, and pushing creative boundaries. The co-working space offers desks, meeting rooms, boardrooms, high-speed internet which can be hired under a casual or month to month contract, allowing entrepreneurs to choose from a number of flexible plans and the option to scale their business as fast as they need to. TechBeach is a community of people that collaborate to drive success for the entire community. The passion and drive of the people, coupled with the expertise, knowledge and experience is the essence of TechBeach. The TechBeach difference is the tightknit community that thrives in the Northern Beaches and the belief that it is a very special place. TechBeach is a place where dreams are converted into reality through the sweat equity of the very early stage to the VC backed superstars that still call Manly home. As we look into the crystal ball, TechBeach will create \$1.7b of companies in the next five years using a secret sauce that is unique to the beach lifestyle, location and community that Manly provides.

The TechBeach Incubator is made up of the following components:

■ **TechBeach Digital**

All the tech resources to build your app/web site from MVP stage to global scale production.

■ **TechBeach Accelerate**

A focussed program for acceleration leveraging the entire TechBeach Networks across all aspects of business.

■ **TechBeach Educate**

Education platform for delivering the learning required for entrepreneurs to be as successful as possible in their journey.

There are multiple opportunities available to join this early stage tech business in roles that include Board Director, Investor, Advisor and Mentor. Contact Kylie Hammond for a confidential briefing.

Ref: MEKH

paloma

Paloma

This year, consumers in emerging markets will buy more than 900 million smartphones. Most of these mobile phones are used primarily on wifi – NOT on mobile networks.

This user behavior is not a paradox: consumers have figured out that Facebook and other popular apps are too data-hungry to run well on low-bandwidth networks, and they use too much network data to be affordable – except on wifi.

Paloma anticipated this issue in 2011. After three years of development and market trials, our cloud-based platform is now the first in the world to deliver extremely data-efficient smartphone services, with carrier-grade service quality.

Ref: PALKH

MicroApps

Micro-Apps

Micro-Apps are simple applications that use SMS, voice calls and email to fully automate each micro-process. They are fully customisable to your requirements and are self-service providing full control over the content of all the messages

Ref: MICRKH



StudyLane

StudyLane is linking international students with Australian education providers with a comprehensive portal of knowledge, information and services relating to Australian educational institutions.

Ref: STUKH



MyWitness

MyWitness turns your smart phone into a digital witness that records your immediate surroundings and notifies loved ones when you need help.

Ref: MYWKH

CrewWithMe

CrewWithMe is a rideshare web application helping recreational boaters make greater use of their boats by matching them to keen crew. Owners get to use their vessels more often, while crew get onto the water without ownership, and they share the costs.

Ref: CREWKH



VisionVault Store. Search. Share.

VisionVault

VisionVault securely and independently stores every production, audio and visual asset – from raw footage and video masters to layered art, images, documents and sound files.

The VisionVault ecosystem of software, hardware, archive and connectivity was envisioned by producers, not software entrepreneurs and IT boffins. So we understand the media implications, the use cases, and the implicit marketing needs that a next generation Digital Asset Management (DAM) solution has to encompass – and the complex multi platform marketing environment that it has to slot into. The two directors, Warwick Boulter and John Lambie, have over 45 years of commercial, content, agency and post production experience between them. VisionVault reflects this experience in the approach to industry and deep understanding of marketplace intricacies.

Ref: VISIKH



Cant2Can

Cant2Can is an effective, positive and motivating site that provides a platform for people to help people. It is very satisfying to hear the positive reactions as people discover this project's intention and potential.

The strength of Cant2Can is its diversity, as it's based on stories of how ordinary people have overcome all types of obstacles to live better quality lives or achieve their dreams. And they've contributed their stories in Cant2Can to help you achieve that too.

Ref: CANKH



Welcome to the Boardroom Mentoring Program

This mentoring program is for mid-senior level executives who are interested in starting a board career.

If you have recently decided that seeking a board position is essential to your career path, partnering with Board Portfolio can help you to open the door to the Boardroom. When you join, you will gain access to our experienced Board Search Consultants who will equip you with the right tools, training and network connections to ensure that you are ready for either executive or non-executive Board roles.

“Board Portfolio will equip you with the right tools, training and network connections to ensure that you are Board ready ”

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

- Up to 5 in-depth consultations with our Board Portfolio Mentor and Director of Search to:
- Develop your individual value proposition
- Determine your board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
- Review of opportunities in the market and review of current Board Portfolio mandates
- Assist you with due diligence on each board opportunity, contract negotiations and work with you to achieve appropriate board remuneration
- Interview preparation for hiring interviews
- Work with our professional resume writer to develop a comprehensive Board Resume, Corporate Biography & LinkedIn profile
- Proactive marketing and representation aimed at securing at least 1 x quality board appointment

SHOWCASE OPPORTUNITY



WORK CLUB

A complete rethinking of the ideal working environment. This is the new corner office of the future.

Work Club is a global business that provides serviced offices with club style facilities, enabling members to transform how and where they do business. With plans to expand into the Melbourne CBD, this organisation is now seeking expressions of interest from individuals interested in providing board advisory services.

A BETTER WAY OF WORKING

By working collaboratively with international designers, craftsmen and furniture suppliers, each working environment sees the convergence of the office, home, hospitality and retail space into one symbiotic environment while still offering various distinct settings for members to work their way.

QUALITY OF MEMBERS

Work Club is a business membership intended for both solopreneurs and those leading smaller teams. Work Club is a complete rethinking of the ideal working environment for today's business leaders, entrepreneurs and creators from all fields of business.

NEXT STEPS FOR WORK CLUB

We seek advisors and investors with skills and experience related to

- Early Stage Businesses
- Serviced Offices
- Commercial Property
- Capital Raising
- Finance & Legal
- Marketing, Membership Driven Environments

Ref: WORKKH



“Offices are no longer just desks and chairs. Technology is now enabling us to work from anywhere at anytime. The line between office, home, retail and hospitality is becoming increasingly blurred.”

Soren Trampedach



**EXCLUSIVE COMMERCIAL
OPPORTUNITIES**

Multiple Directorship Opportunities

Sophisticated Investor Opportunities | FMCG | Paid

Our client is an organisation that provides a highly innovative solution to the current poorly served online grocery market. Their impressive model provides Paddock to Plate supply within time-frames currently not available in the Australian and New Zealand markets. Importantly, they have the ability to deliver FMCG groceries to a customer within 90 minutes of an order being placed.

This supply chain solution utilises technology to drive efficiency with effect of reduced cost, improved quality and premium pricing. Building on strong attention to quality and customer service and social/environmental credentials, the organisation is focused on achieving 25% market share over the next 7 to 10 years, across Australia and New Zealand.

Our client currently seeks to appoint high-calibre individuals to their advisory board. Roles include:

- Group Chairperson
- 3 x FMCG Non-Executive Directors
- 3 x ICT Non-Executive Directors
- 3 x Energy Non-Executive Directors.

We will be finalising a short-list of candidates by 30th November 2014, with appointments to commence in June 2015.

Ref: SUSTKH

OHS Software platform for Industrial Companies

Investors | Directors & Advisors

Our client has developed software that automates the risk management and compliance specifically related to the OHS regulatory obligation of Industrial companies. The company is less than a year old, the technology platform is fully developed and monthly revenues are already hitting \$50k to \$100k.

The organisation has a strong pipeline of bluechip industrial company clients, key people on board and identified, and the key shareholder has developed a multi-million dollar business. Exit is planned within 3 years.

The company is seeking capital of \$500k to accelerate the commercialisation of the technology and business.

Ref: TAUPE1

Medical Records Imaging

Investors | Directors & Advisors

Our client is a successful business with revenues of around \$3m per annum, a solid track record and high quality clients in the public and private hospital domain. The company is seeking \$1.5m of capital to accelerate growth within the niche market identified by the Executive Management Team. The organization has offshore and domestic bluechip operators in the pipeline with sales pitches at various stages.

Ref: TAUPE2

Free Range Egg Production

Investors | Directors & Advisors

Our client operates a highly profitable free range egg farm, packaging and distribution business. With revenues of over \$20m per annum currently, the organization has plans to increase the revenues to around \$35m per annum. Recent upgrades of plant and equipment, new farm development and additional property acquisitions has positioned the Company to capitalise on the increasing market demand. The company is seeking growth capital of \$5m with potential to accept a higher level of capital.

Ref: TAUPE3

Medical Devices and Diagnostic Fund

Investors | Directors & Advisors

A portfolio of medical devices and diagnostics opportunities have been assembled by this highly accomplished team with demonstrable transaction experiences from venture stage to executing exits at international level. The team is committing its own capital and seeks to raise \$5m to co invest in the opportunities with a view to executing exits for each of the opportunities.

Ref: TAUPE4

Profitable Importer and Distributor

Investors | Directors & Advisors

A highly profitable importer and distributor is seeking a business partner to take the business to next level of growth. Current revenues sit at approx. \$10m and EBIT of \$3m with no debt on the balance sheet. Detailed information available to interested parties on execution of NDA.

Ref: TAUPE5



Slasher Teck

Non-Executive Directors, Advisors and Investors | Paid

Slasher Teck has developed technology that improves the slashing process of grass and other vegetation on roadside verges, and reduces the cost of maintaining roadside reflector and roadside management posts. Maintenance costs related to maintaining this infrastructure costs councils and governments millions of dollars every year. Slasher Teck's technology increases the efficiency of the slashing process by reducing the labour costs associated with slashing, by dramatically reducing the infrastructure replacement and maintenance costs and by improving WHS outcomes and the improvement of the authorities environmental outcomes. The company's intellectual property comprises a provisional patent application and relevant trademarks.

Ref: SLASHKH

Modular Shelters

Non-Executive Directors, Advisors and Investors | Paid

This organisation has developed unique 100% polymer shelters that are able to be rapidly deployed to any global location. This temporary modular housing solution is easy to construct without the use of power tools, are safe, durable and environmentally friendly.

Ref: MODUKH

ScaleInvestors

Advisors, Non-Executive Directors & Investors | Paid

Scale is a female-focused Angel investor network with a vision to build a member based organisation of Angel investors whose aim is to connect with, invest in, and support Australian female entrepreneurs in early stage businesses. Scale will equip its pre-qualified Australian Angels with the Angel investor education and networking opportunities to give them confidence to invest in high growth, gender diverse businesses at an early stage in their development. While our founding board members are women, and the networks we seek to develop will be female focused, we will also welcome men who share our vision of maximising returns by supporting early stage businesses that value gender diverse leadership.

Ref: SCALKH



CareerLine

**Value Add Director
Opportunities**

CareerLine is an on-line candidate search and job matching platform created to specifically serve the 16-28 year old segment who may be seeking their very first part time or casual role whilst undertaking study, or may be entering full time employment, in what is a critical first step in their career path. This segment is currently unserved by the mainstream, mass market on line job seeking websites.

CareerLine is the eHarmony of the career world, using a fusion of personality profiling and matching software to find best candidate and job matches. It is a social hub - a place for candidates to hang out, meet other candidates, gain career knowledge, and be seen by employers as more than just a resume.

For more information please contact Kylie Hammond.

Ref: CAREKH



MoxieGo

**Advisors | Mentors |
Non-Executive Directors |
Investors**

MoxieGo is a first to market social activities and wellness site and is unlike any other social media site or app. The MoxieGo product has two independent but integrated components:

MoxieGo Activities: revolutionary social site which enables real life connects in a defined geographic area based on profile matching of commonality of interests - sports, hobbies and wellness.

MoxieGo Wellness: facilitates individuals to pursue, monitor and achieve their personal Wellness Goals by providing relevant Tailored Generic Wellness Programs, wellness information, and data specific to their Wellness needs.

Ref: MOXIKH

GEOROC International

Value-Add Director Opportunities

The safe treatment and storage of nuclear waste represents the largest environmental and political issue in our world today. The company has developed a synthetic rock ('synroc') which is a revolutionary and superior means of immobilising and safely storing radioactive waste. Since its inception Synroc technology has evolved and matured and a wide range of Synroc formulations have been developed to cope with a diverse range of radioactive waste streams. The organisation now seeks to commercialise and maximise the significant potential of this technology on a global scale. Interested parties should contact Kylie Hammond for a confidential briefing. Ref: GEOKH



MyUltimate 4WD

Directors | Advisors | Private Equity

My Ultimate 4WD is a new interactive app for 4WD enthusiasts. Unlike any other product on the market, this app enables users in real time to customise and create their own Ultimate 4WD in a fun and interactive way. A comprehensive range of compatible quality parts and accessories is held within the App library.

For more information please contact Kylie Hammond Ref: MY4WD



nicoBLOC[®]

NicoBLOC Manufacturing

Value Add Director Opportunities

NicoBloc Fluid is a unique, innovative and patented smoking cessation product which is focused on delivering nicotine and tar reduction to smokers. It addresses all smoker motivations whether the aim may be to quit, reduce frequency and duration or to continue smoking at less risk. Derived from 100% natural ingredients consisting of water, a complex carbohydrate and citric acid, the secret of NicoBloc Fluid is in the blending and processing of these ingredients which is covered under patent protection until 2035. All the ingredients within NicoBloc Fluid are FDA approved as food additives noting that NicoBloc Fluid is not a drug nor a medical device. Additionally, in the UK market, NicoBloc Fluid is listed with the Prescription Pricing Authority enabling pharmacy reimbursement under the NHS. Management envisage seeking similar approvals in other markets.



Ref: NICOKH



Solid Gold Executive Mentoring Program

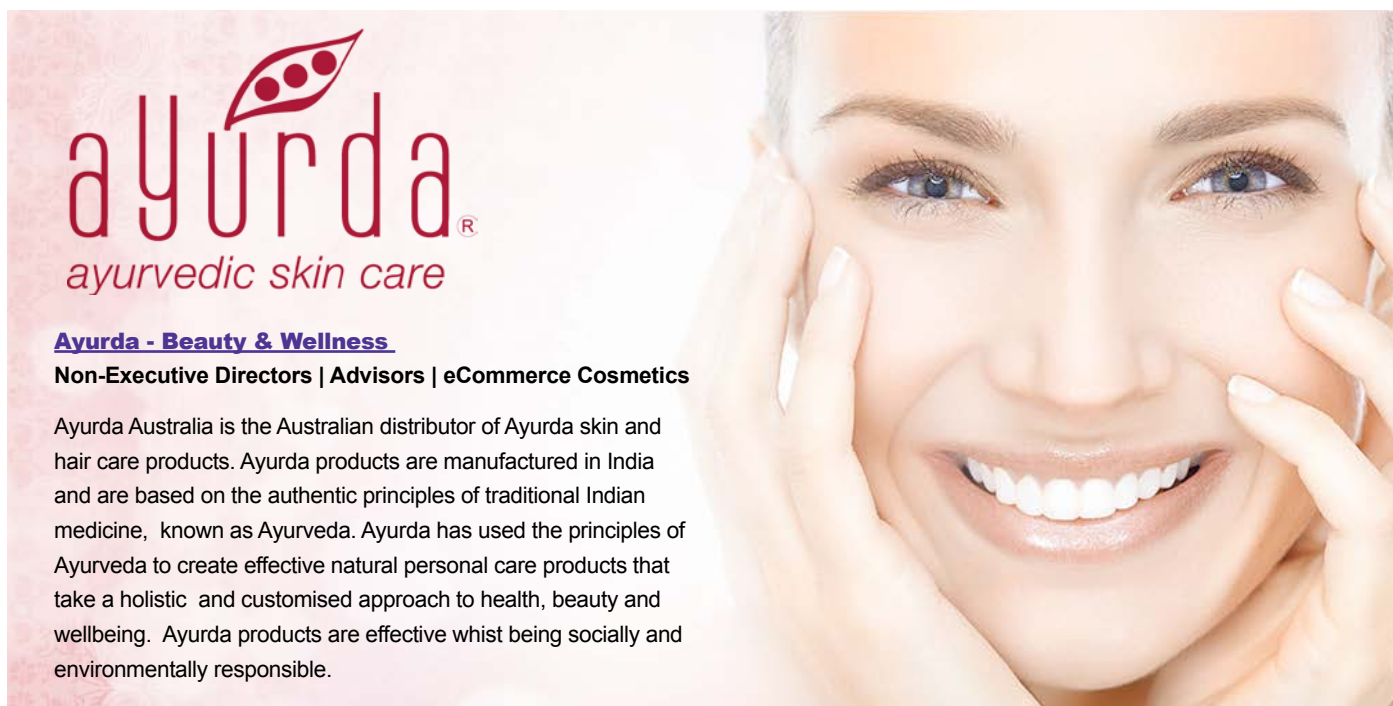
This year-long program is suited to talented mid to senior level executives who want access to unbiased guidance and advice to help manage and work through career obstacles, evaluate career options and plan for a broader career portfolio that may include board directorships in the future.

Through-out the mentoring engagement we partner closely with you to develop your career plan, identify target organisations in your chosen field, and highlight specific career and business opportunities. We assist you with useful market intelligence and work closely with you to negotiate the best possible outcome.

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

- Regular mentoring sessions - either in person or via Skype - with full access as required between sessions to:
 - Develop your individual value proposition
 - Develop your personal strategic career plan
 - Review opportunities in the market
 - Job interview preparation and contract negotiations
 - Review of cover letter and personal marketing materials where required
 - Discuss personal and performance issues
- Detailed Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Access to confidential market intelligence reports and information which may include salary and remuneration package benchmarking information as well as senior executive movements taking place in relevant industries and markets.



Ayurda - Beauty & Wellness

Non-Executive Directors | Advisors | eCommerce Cosmetics

Ayurda Australia is the Australian distributor of Ayurda skin and hair care products. Ayurda products are manufactured in India and are based on the authentic principles of traditional Indian medicine, known as Ayurveda. Ayurda has used the principles of Ayurveda to create effective natural personal care products that take a holistic and customised approach to health, beauty and wellbeing. Ayurda products are effective whilst being socially and environmentally responsible.

Demand for Natural and Holistic Skincare is Growing

In recent years, the global skincare market has seen a shift from aesthetic beauty to natural and holistic wellness. Consumers are becoming increasingly environmentally conscious and their attitude to skin care is no exception. The Australian Cosmetic and Toiletry retailing industry is expected to generate \$3.6 billion in 2013-2014 and increasing demand for natural product is predicted to spur 3% annualised growth over the next five years.

Time-tested Ayurvedic Beauty Formulations

Ayurda was developed by Dr Ajit, who is the most experienced Ayurvedic Doctor in Australasia. He is also the only Doctor outside India who has worked for the Government of India for over 18 years, holding positions in both Ayurvedic hospitals and pharmacies. Dr Ajit has developed time tested Ayurvedic beauty formulations to create simple, fuss-free skin care products already popular in New Zealand.

Ayurda Australia has worked with the brand for over six years, establishing au.Ayurda.com portal and a small but growing presence in beauty salons and health spas across Australia. The unique offering of the brand is its Ayurvedic heritage offering a well-founded, natural, holistic and sustainable approach to beauty. The Directors believe they are the first to market with a truly Ayurvedic skin care system that adheres to consumer demand for natural, organic, ethical ingredients and production methods. Having worked closely with the brand, Ayurda Australia is poised to become a leader within the Australian Natural personal care retail market.

Ayurda Australia is raising \$1.1million to fund the launch of three retail stores across Australia, a Spa Ayurda and to further develop the online platform. They seek investors, directors and advisors with a background in cosmetics, beauty, finance, eCommerce, supply chain management and retail. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref:AYUKH



SHOWCASE OPPORTUNITY



MAINLINE

Investors | Directors | Advisory Board Members

Mainline® is an innovative power track with global application allowing users to access power and data anywhere.

THE PROBLEM

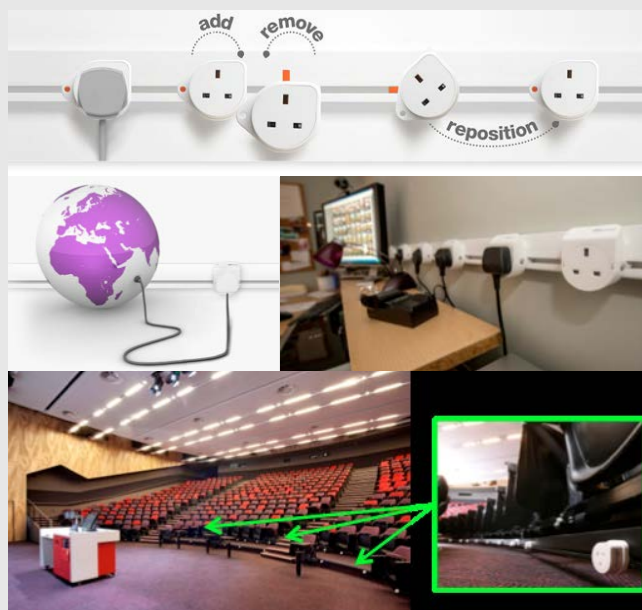
Take a look around you... How many plug sockets can you see? More often than not, there are far too few and they are just not in the right place.

THE CAUSE

Demand for Power has increased. Conventional, fixed sockets are simply too limited to meet the continual demands of today's technology driven world.

THE SOLUTION

Mainline® makes life far easier and less frustrating by allowing you to simply and safely add, remove and reposition power and data sockets anywhere you wish.



THE MARKET SIZE

Estimated current global building stocks are approximately at 150 - 160 billion m²

- The global addressable market for Mainline® is estimated to be approximately 8 billion metres.
- A 0.1% market share is 8 million metres, equivalent to US\$200 million in revenues for PDC.
- Mainline® has barely scratched the surface with just over 150,000 metres of track supplied to date

WHY MAINLINE?

In order to maximise the adoption of Mainline®, PDC is focussing on the education sector in Australia, Europe, North America and China.

- The education segment is attractive for a number of reasons:
- Track and adaptor volumes are relatively high
- Education continues to be a focus for investment in developed and developing countries.
- The range of potential application areas within individual educational institutions is large.
- The engineers, architects, designers and Mainline users of the future are exposed to it in day to day life.
- We are developing a focused sales and marketing campaign addressing the decision makers in the educational institutions.
- As footholds are gained we will also farm the segment by presenting the benefits of Mainline® in collaborative learning spaces, libraries, cafeterias, laboratories, technical training and admin areas of the institution.
- We are encouraging the issuing of Mainline® adaptors to Students in starter packs and their sale in Student Union Shops through promotional offers linked to the volume of track installed.
- Mainline® has very credible, references in this sector and a compelling, economic value proposition.

For a university lecture auditorium, Mainline's® total installed cost is at least 40% lower per seat than for a conventionally wired solution - providing a saving of US\$10,000 for a 200 seat auditorium.

THE OPPORTUNITY

Mainline is now looking for individuals with skills related to Marketing, Operations, Electrical and Infrastructure projects; experience working with Early Stage Businesses; a thorough knowledge of Chinese and Indian manufacturers; and experience related to the commercialisation of patented solutions.

Ref: MAIKH

COMMERCIAL OPPORTUNITIES

RaiseUps Australia

Blue Ocean Strategy Fund | Seed Capital Funding

RaiseUps Australia is a seed capital funding investment organisation that utilises Blue Ocean Methodology as a key tool to determine investment decisions. Along with seed funding, each project validated as innovative under the Blue Ocean Methodology would also receive ongoing advice and monitoring by a team of highly trained advisors, and a set of practical tools and frameworks to create and test breakthrough business growth strategies.

Contact Kylie Hammond ref: RAISKH



BOXTCODE

Directors & Advisors | Under Incubation

BOXTCODE provides merchants with a simple and effective solution to aggregate their marketing efforts across the many advertising mediums without the need to design a specific application. The simple 4 digit BOXTCODE provides consumers with a way to interact with media in a way that they can remember, and provides merchants and advertisers with a faster and cheaper way to create a digital footprint to communicate with customers.

Ref: BOXTKH



dotCEO

The new Internet for Leaders

Be the proud owner of a powerful new Domain Identity on dotCEO – The Top Level Domain for Leaders.



Claim your dotCEO domain name
Activate your domain page
Join dotCEO communities

<http://mbsy.co/dotCEO/8827015>

Dustee

Investor Directors | Advisors



This company have created an innovative solution to address the short-comings of current breathing protection technology in the building and construction market. With assistance from CSIRO who have conducted a research project on the companies behalf, they have developed a high performance 'filter' that enables outstanding air flow and breathability not currently available in current dust masks.

This patented filter technology (owned and patent protected by Dustee Pty Ltd) has many potential applications however in the first instance the organisation will be focussing on manufacturing 'certified/rated' re-usable dust masks.

The organisation seeks investors and key advisors and all interested parties should contact Kylie Hammond for more information. Ref: DUSTKH

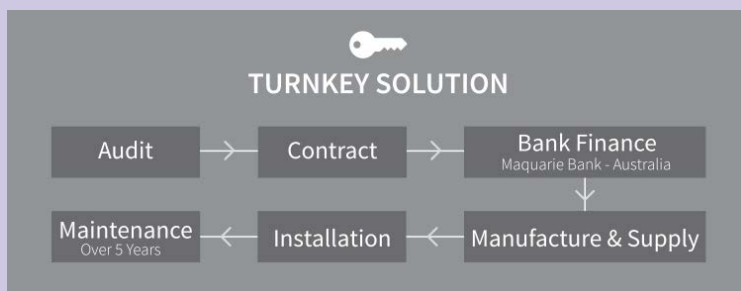
SHOWCASE OPPORTUNITY



Eco Energy Group
Seeking Investors & Directors

This new and unique public company have developed turnkey retrofit energy saving solutions for corporate and Government clients, anchored by Light Emitting Diode (LED) lighting and smart switching with no upfront fees with:

- Patented Eco E proprietary equipment
- World recognised high quality brands
- Installation by fully trained licensees under the Eco E banner
- Fully financed and maintained over 5 years
- With no capital outlay, the new monthly lease cost plus the new electricity cost is guaranteed to deliver a 20% reduction on the current electricity cost.



The Opportunity:

Between 2005 - 2010, Australian Electricity prices have increased by an average of 45%, and an average of 35% in the past 3 years alone. Furthermore, the Australian Electricity Commission estimates that prices will jump a further 37% by the end of 2014. The market size for this technology energy saving solution is enormous with initial focus being given to large energy consumers such as Hospitals, Shopping Centres, Multi Story Buildings, Factories and Storage providers, Jewellery Chains, Car Dealerships, Street Lights and Supermarkets.

The Team and their Partners

Eco E has an impressive management team in place, an independent in-house research and development team and an ongoing working relationship with Griffith University who provide access to the latest production methods, work study students and Eco E and GU joint venture projects. Eco E also has a relationship with the Semiconductor Engineering Centre at the Kitakyushu Foundation for the Advancement of Industry Science and Technology in Japan. The business also has a number of proprietary partnerships in place with key equipment supply manufacturers.

To find out more about this fast growing technology business, please contact Kylie Hammond. Ref: ECOEKH

Platinum Executive Portfolio Membership Program

This year-long membership program is designed for CEOs and Senior Executives who want to either begin their board career, expand their board portfolio, or execute a senior level career change strategy.

Each program is tailored to suit your individual needs and offers unlimited support, guidance and advice from our team to help you plan and build your ideal career portfolio. We will assist you to define your board objectives – whether that includes a particular composition of board directorships - or a single focus; and we will work with you to develop a personal strategic plan to ensure you successfully achieve your goals.



WHAT YOU CAN EXPECT:

- Regular one-on-one mentoring sessions, either in person or via Skype to:
 - Develop your individual value proposition
 - Develop your personal strategic plan and board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
 - Review opportunities in the market and review current Board Portfolio mandates with our Director of Search
 - Assist you with due diligence on each board opportunity, help manage contract negotiations and work with you to achieve appropriate board remuneration
 - Interview preparation for board director meetings and board panel interviews
 - Review of cover letter and personal marketing materials where required
- Full Board & Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Development of a corporate biography as required
- Extended DISC Personality Assessment - a useful coaching tool to assess strengths, weaknesses and behavioural insights.
- Access to confidential market intelligence reports and information which may include remuneration data and salary benchmarking information as well as senior executive movements taking place in relevant industries.
- Exclusive members only monthly Newsletter 'Board Alert' – featuring world-class insight, thought leadership, and the most comprehensive overview of available board opportunities available in the market.
- Access to exclusive board opportunities available only to Platinum Executive Portfolio Members.
- Exclusive introduction to extensive business networks and access to networking and training events.
- Access to the broader Board Portfolio team who will support you through-out the your membership period.

To discuss how BOARD PORTFOLIO can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

EXCLUSIVE OPPORTUNITIES

Global Payments Technology | Private Equity & Family Office Backed

Sophisticated & Wholesale Investors

This sophisticated global payments company is strategically positioned to be the leading enabler of encrypted mobile payments worldwide. Our patented platform provides banks with the only mobile payments solution that will increase their revenue opportunities while reducing fraud rates through the creation of a 'virtual wallet' which does not expose critical data. The technology solution is frictionless for consumers to adopt and for banks and merchants to implement.

Contact Kylie Hammond for further details about this exciting opportunity.

Ref: DRIFTKH

Private Equity | Multiple Industries | Private & ASX Listed Opportunities

Our client is a substantial private equity firm and we have been exclusively mandated across multiple Chair, Director and Advisory roles for investee companies in the ICT, Clean Technology and BioScience sectors. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref: KAZKH

Private Australian Technology Business | SaaS Platform | Sophisticated Investors

Our client is a privately held Australian technology company that has created, and deployed a unique Software as a Service (SaaS) platform revolutionizing the \$25 billion Commercial Information industry. The company has a presence in Asia and the UK, with the aim of becoming a US entity in the early part of 2014. The platform brings together information on people, properties and companies that are held in multiple disparate public registers. The Commercial Information is compiled through the results of searches, data matching and data aggregation algorithms, then delivered in the form of an interactive picture via any web browser. Information facets that are of high value are linked and displayed in one overall picture making the information easy to understand saving considerable time and effort and maximizing operational efficiencies. The company is undergoing successfully deployed in the Commercial Information market in Australia in conjunction with channel partner SAI Global, Australia's leading Information Broker. SAI Global (ASX:SAIG) is an Australian listed corporation with a market capitalization of around \$1 billion and services over 30,000 professional service firms and financial institutions. For confidential details please contact Kylie Hammond. Ref: ENCKH

NetBlockR

Under Incubation | Mobile Application | Directors & Advisors | Mentors

This start-up operation has developed a ground breaking mobile application that enables users to protect entire wifi networks and all the devices connected to it - blocking adult content with a simple on and off switch. The app also filters social sites such as facebook, youtube, twitter, web proxies and file share sites to give parents and business owners full censoring control.

Ref: NETBKH



ENTREPRENEUR CARD
— PRIVILEGES PROGRAM —
The Ultimate Business Card

Entrepreneur Card – The Ultimate Business Card

A new membership program dedicated to business owners has entered the market, offering exclusive access to benefits, privileges and savings from hundreds of brands in the travel, hotel, lifestyle, dining and business services categories.

Entrepreneur Card is not a credit card, a points program or a rewards program. It is simply designed to save businesses tens of thousands of dollars from well-known and respected suppliers of products and services every business uses regularly.

We've worked closely with our brand partners to secure incredible offers and have pre-negotiated best possible pricing terms and conditions exclusively for our members.

In addition to these valuable benefits, membership to the Entrepreneur Card provides access to exclusive Lifestyle / Networking Events and a Personal Concierge service.

Our comprehensive events schedule is designed to offer business owners and executives access to money can't buy experiences as well as networking opportunities in more social environments. Intimate dining experiences, movie premieres, luxury drive days and golf days are just some of the many events that members are invited to attend.

Our personal concierge service provides assistance in organising all business and family travel and accommodation at the best available rates in the market, and will manage upgrades and redemption of other member benefits.

Some of the founding members benefiting from the service include Kylie Hammond - Founder of Board Portfolio, Pierce Cody - Chairman of Cody Live, Andrew Morello - Winner of Australia's first Apprentice show, and many more.

As a founding member and brand partner of the program, we've negotiated a special offer to sign up to Entrepreneur Card at over 50% Off the regular price of \$620.

Use invitation code 'board' to pay only \$295 for annual membership with no joining fee.

To explore all the brands and benefits available visit www.EntrepreneurCard.com.au



EXCLUSIVE COMMERCIAL OPPORTUNITY



What's On

Investors | Directors & Advisors | e-Commerce, Tourism

What'sOn publications launched in the mid 1980's targeting the very lucrative inbound Tourism industry. The publishing business concentrated on promoting tourism related product, events and attractions in and around Perth & Fremantle areas and was purchased by Eyezon Pty Ltd (John & Deirdre McLeay) in August 2002.

The stable of publications has grown to include:

What's On After Dark | Ezyfold Perth, Fremantle Surrounds Map | Locality Maps | What'sON Chinese Edition | Ezyfold Regional Maps

The original What'sON publication has a current distribution of over 320,000 copies per annum. Published monthly, What'sOn is Perth's leading Tourism magazine that is distributed both locally, intrastate, interstate and internationally. The Ezyfold Free Map - Perth is a quarterly publication that has distribution of over 200,000 copies annually. The combined circulation of all products is in excess of 620,000 copies per annum.

The "What'sON" brand name is a valuable asset for the organisation and the onset of the online and digital age has created new and exciting opportunities for the business. In the mid 2000's, the company launched its website which enabled merchants to list events or business information for free in various categories, as well as create premium listings. This model was highly effective in producing leads for the sales team to upgrade the free listings to premium packages. It also served as a great tool for market development as the business could enter new markets at minimal cost and gain almost instant feedback regarding its effectiveness.

Developed to support the tourism industry with information for tourists about What Is ON in particular cities, regions or localities, the basic first generation of the website (with minimal investment) attained 65,000 unique visitors per month. At its peak and with little optimisation it was regularly in the top 3 (unpaid) of Google searches for "What's On". An interim site relaunched in late November 2013 will be replaced (post capital raising) by a fully functional site.



In February 2012, What'sON Group acquired the I.P. for ShopTown (www.shoptown.com.au), an Online Retail site that acts like an online shopping centre dedicated to traditional shops and quality online retailers. Shoptown delivers a multi-vendor single checkout facility making purchasing even easier for the consumer. It is currently under rebuild to fit within the What'sON Group business philosophy and branding. The What'sON strategy is to be a multi-platform advertising solution for business online, mobile, print and publishing. In October 2012, the business secured the online group buying business of Deal2Day and their associated online URLs. The Deal2Day business was rebranded and recently re-launched under the new name of WhatsONdeals.com.au.

For more information about this business opportunity please contact Kylie Hammond. Ref: WHAKH



Freshie.
the fresh water co.

Water Vend

**Investor Non-Executive Directors | Advisors |
Executive General Manager**

Our client has developed an Eco-Friendly solution to the problem of plastic bottles. Our pervasive use of plastic bottles for the convenient supply of drinking water is devastating the environment and specifically marine life and coastal ecosystems. Freshie is meeting the challenge with two innovative solutions that represent viable and profitable alternatives to disposable bottles for still and sparkling water and a range of drinks. Website: www.drinkfreshie.com. The Freshie Refill Station provides chilled water and a full line of drinks without the need for the plastic bottle, via a 'BYO bottle' vending machine (or dispensed in a paper cup), and the Freshie Boutique Water System is an Italian-built dispenser which provides premium chilled and sparkling water through chiller taps, specifically for the hospitality industry. We are seeking Investor Directors, Advisors and will also consider an Investor Executive Director to join the business. For access to the company Information Memorandum please contact Kylie Hammond. Ref: WATKH

**Private Equity | Multiple Opportunities |
Sophisticated Investors & Directors**

Opportunity #1 Electronic health services company with one of only two electronic messaging platforms in Australia that link GPs and pharmacists to dispense e-prescriptions.

Opportunity #2 Substantial production facility for Urea which is a key fertiliser produced from the brown coal mining process.

The production facility is to be placed on brown coal tenements held by the company in Latrobe Valley, Victoria. 80% of urea in Australia is imported at this point, so there are significant economic gains from a local source. Agreements with large scale farmers are in place throughout South Eastern Australia.

Opportunity #3 Global brand with £25million retail sales enables the consumer to stop smoking at their own pace, with a higher degree of safety (nicotine elimination versus nicotine substitution), intended for the smoker who wants to quit, and Harm Reduction, for the smoker who does not want to quit.

Ref: JGPEKH

CogNovo

**Medical Device Opportunity #3 | Investors |
Pre-IPO Capital Required | Directors & Advisors**

CogNovo is a Medical Informatics Company. It's business model is driven by the rapidly evolving medical information market. The company will transcend this market change by combining globally leading technologies and disciplines already in existence to produce invaluable medical information that people will pay for. In so doing it will generate data sets, novel bioengineering models of human anatomy and pathology and toolboxes that will interrogate the data to provide clusters of novel and important clinical medical information. The market is breast screening, a large global market for which there is no globally applicable solution. For CogNovo it's "a game of two halves" in so far as the "front end" is a novel diagnostic device with proven competency which collects anatomical breast data for analysis as most current diagnostic products do. The "backend" is a complex blend of Bioengineering competencies including human modeling, and the use of subject specific toolboxes which are used to interrogate data and produce novel, useful, and valuable information. The business has been designed to achieve global scale quickly and at low cost.

Incorporated in its design and function is the existing competencies of mobile computing, simple internet access via the internet and cloud computing. The founders predicted the convergence of medical technologies with IT and now that it is evident have a firm belief that rapid data acquisition and novel data management and utilization to provide novel and valuable information are the attributes of companies that will thrive in the new global commercial environment

CogNovo is seeking pre-IPO and commercialisation capital.
Please contact us for further details. Ref: ATA3KH

NOVEMBER - DECEMBER 2014

SHOWCASE OPPORTUNITY



**Non-Executive Directors
New Retirement Organisation
Melbourne**

Our client is a new entrant into the wonderful world of retirement. They have been 3 years in the planning and are now ready to launch into the market place with this new and innovative service offering.



About Cruise Retirement

Cruise Retirement Ltd (CRL) is an Australian company which has extensively researched the concept of retirement living on board a cruise ship. Cruising “residents”, typically in the 50+ age group have the opportunity to travel the world, visit many different places and cultures, as well as some of the wonders of the world - whilst enjoying their retirement. With costs similar to retirement costs in Australia, Cruise Retirement also provides residents with a full array of facilities including medical, nightly entertainment performances, restaurants, dining rooms, gymnasiums and a casino amongst other facilities.

THE OPPORTUNITY

We are currently seeking expressions of interest from individuals with senior level experience within Hospitality, Aged Care and Retirement and/or Cruising Line industries. There are at least 3 x Non-Executive Director positions available with an offering of equity for successful applicants. Please contact Kylie Hammond for further details about this exciting new business. Ref: CRUKH





Forticom Group

Investors | Non-Executive Directors | IT Security Company

Opportunities exist for top level, value-add Non-Executive Directors and Advisors to join an established IT company who has developed a unique security innovation that will eliminate identity fraud. Only limited opportunities remain for directors with experience in taking new technology platforms to market, software application development and IT professional services expertise.

The "Forticom Solution" is a novel security innovation that can assist in reducing fraud and identity theft across all systems that require a user to authenticate [i.e. username/password, ID/PIN]. It is a powerful tool in combating the high growth trend of identity theft and subsequent fraudulent activities. Forticom's innovative security method suppresses fraud opportunity and allows individuals to authenticate their identity in plain sight of others. This is because the Forticom Solution is random. Forticom considers that it is implausible that it will ever be predicted or reverse engineered.

Current security practices which require a PIN or a password to be entered, may leave individuals vulnerable to simple, observational fraud. The Forticom Solution requires users to respond with a FortiCode – an interpreted response based upon their choice of "keywords" and "methods".

In an example implementation, when a system wishes to validate someone's identity, the Forticom Solution generates a random sequence of numbers between 0 and 9, and then randomly associates them to the 26 letters from the alphabet. This will be displayed as a challenge which the user will use to identify their FortiCode response and enter the corresponding number. This response will only be valid for that one off instance and will be invalid for subsequent challenges.

This technology is a drop-in replacement or additional barrier to any existing authentication process and should be capable of being introduced anywhere, regardless of industry, location or technology base.

Contact us for access to the Information Memorandum.
Ref:FORKH



SharkShield - Seachange Technology Holdings Pty Ltd Directors

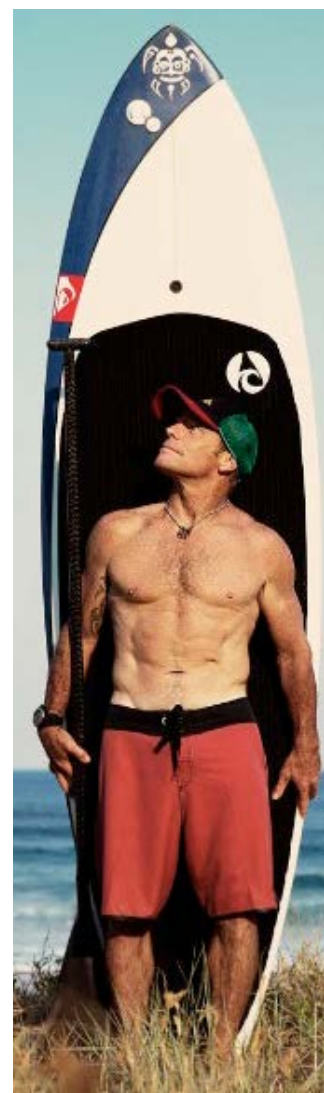
Shark Shield is the world's only scientifically proven and independently tested electrical shark deterrent designed to reduce the risk of a shark attack. Shark Shield is a personal safety device which provides peace of mind to enjoy scuba diving, spearfishing, free-diving, ocean kayaking, fishing and surfing while supporting the conservation of sharks.

The Shark Shield range of electrical shark deterrents are the result of over twenty years of scientific research by some of the world's leading experts in sharks including the KwaZulu-Natal Shark Board in South African which has resulted in an extensive portfolio of patents protecting the company's product range and markets.

Shark Shield is extremely honoured to have partnered with Tom Carroll as our new brand Ambassador in the surfing and stand-up paddle board markets. Tom will be assisting the organisation with surfboard design, manufacture, user performance and will extend his brand to the global launch and marketing of the company's new surfboard innovation.

Shark Shield has successfully applied for State and Australian commercialisation grants which will fund prototype and development of the surfboard innovation. The organisation now seeks value-add directors to assist in the next stage of growth.

Ref: SHAKH



Material Science Platform Company
Investors | Pre-IPO Capital Required | Directors & Advisors

Our client is an Australian unlisted public company that has developed and patented unique technology, tested and certified 100% compostable bio-composite composition of matter simulated timber specifically developed as a replacement for non-biodegradable plastics and as an alternative to timber used to produce disposable export shipping pallets and several other products. This company has robust IP strategy and Patents in place and is targeting the large pallet market initially with plans to expand into other products. The export pallet market annually consumes circa 6 billion one way disposable single use export pallets, a global industry which generates revenues of over US\$90 billion per annum. The products manufactured from patented composite material are an attractive and compelling alternative to the current materials used in the pallets market. The Company is seeking commercialisation and Pre-IPO funding. Ref: ATA4KH

Highly Profitable Import and Distribution Company
Acquisition Opportunity | Directors & Advisors

Our client - a highly profitable import and distribution company - is offered for sale for the first time in 40 years due to generational succession planning. Revenues of around \$11m and EBITDA of around \$3.5m with strong upsides. This will suit an importer and distributor as an add-on to the existing operations or an individual who wishes to invest and operate the business as a standalone operation. Globally recognized products and brands with a Tier 1 global manufacturer backing. Blue Chip customer base with significant recurring revenues and repeat orders. Zero debt on balance sheet provides great opportunity for partially debt funding the acquisition. Ref: ATA5KH

Highly Profitable Manufacturing and Distribution Business
Acquisition Opportunity | Directors & Advisors

Our client is a well-known brand within the market segment it operates in. Highly profitable business with revenues of around \$30m and EBIT of around \$10m per annum. Strong IP portfolio, product leadership, operational scale, market presence and formidable track record. 100% of business is for sale. Will suit an industry roll-up strategy or as a stand-alone operation. Zero debt on balance sheet provides scope to leverage the transaction and extract higher returns. Ref: ATA6KH



Produce Collective Ltd
Investors | Commercialisation Capital | Directors & Advisors

Our client has developed a portal specifically designed to streamline the agricultural marketing and supply chain (seller-buyer-customer) to maximise trade efficiency and business profitability at all points. Fundamentally the portal provides industry with a platform to trade and market produce, however, the portal's functionality embraces a broad spectrum of features and services, including:

- The provision of current and relevant market information, including price data and forecasts
- A universal trade centre structured to involve fresh produce Growers and Buyers from around the world
- A buy-sell-trade classifieds
- A job centre (for employers and workers)
- A 'green pages' business directory
- An industry-specific discussion forum
- A public section that will invite chefs and cooks to share recipes and produce information

Essentially, ProduceCollective.com provides 24-hour access to buying customers, opening up a whole new worldwide market and uniting the agricultural industry both domestically and globally. A technology evolution facilitated by Produce Collective will remedy traditional market practices that currently inhibit the fresh produce sector. Consequently, the portal is the solution to many aspects challenging the agricultural industry. Ref: ATA7KH



PSNEWS ONLINE

Exclusive Opportunity | Directors

PS News provides the only online news and information service for Australian public sector employees and is the only website of its kind anywhere in the world.

The news and information content, which is provided free to subscribers is funded by advertising revenue. The content is delivered via email with links to a website with federal and state news editions. There are approximately 110,000 current subscribers - out of a potential 1.2 million Australian public sector employees - with at least 500 new subscribers being added each week.

The business is experiencing long-term rapid growth in online traffic and is seeking funding to support its highly profitable expansion plans which include the development of careers, conference and PS Shop services.

For more information about this exclusive opportunity please contact Kylie Hammond Ref: PSNKH



PregTech Pty Ltd

Advisors | Directors | Investors

Preg Tech owns the I.P. and rights to commercialise a disruptive implantable biosensor technology developed jointly with Uni S.A. This technology will drive efficiencies in the dairy industry by significantly increasing conception rates for farmer using Artificial Insemination. Such efficiencies are estimated to deliver economic benefits from \$60 to as much as \$200 per cow per year. With over 150 million dairy cows worldwide, including around 6 million dairy cows in ANZ alone there is a strong market pull for the product, with key stakeholders expressing interest. Preg Tech has the team to commercialise this technology and is now seeking investors, advisors and Non-Executive Director talent to assist with the next stage of growth.
Ref: PREGKH

Emersion

**Chair | Non-Executive Directors |
Investors |
Billing Software Solutions**



There has been very strong interest to join this exciting Billing Software Solution organisation. There is a growing demand for solutions that reduce the complexity involved in setting up and managing new customers, usage, creating auditable billing, receiving and processing payments. This is especially the case for those businesses that generate revenue from subscription or high volume digital transactions across multiple products. The number of businesses fitting this profile is increasing rapidly as the digital economy expands. These include some of the world's largest companies and services that encompass digital and virtual services (voice, data, video, books, software and other content), commission streams, tolling, managed and in-the-cloud services, electronic meters (photocopying, parking, electricity etc.), fines, subscription fees and more.

Businesses that deal with high volume transactions need to act fast, understand which products and service bundles will maximise profits and serve customers' changing demands quickly. The customers of these businesses demand timely and accurate billing for multiple bundled services that is preferably online and on a single bill, with the ability to switch products and service bundles mid-term and empower the end user to make changes.

Whilst companies focus on differentiating themselves within their growing markets, Emersion supports their customers, services, billing and payment processes; allowing them to focus on their core business activities. Emersion's SaaS platform can be transferred into any market from low volume subscriptions to high volume or complex transactions such as the booming cloud services market and content distribution businesses.

Contact us for access to further information. Ref:EMEKH



NOVEMBER - DECEMBER 2014

SHOWCASE OPPORTUNITY

GLOMESH

GLOMESH INTERNATIONAL PTY LTD

Exclusive Opportunity | Executive & Value-Add Directors

Background

Founded in Australia in 1958, Glomesh was the 'must have' brand in the Australian fashion accessories market for over 20 years.

Now almost 60 years since it's original launch into the global market, GLOMESH is back.

Daniel Goldberg, grandson of the GLOMESH founders, acquired the lapsed intellectual property and has recently expanded the patent portfolio globally ahead of re-launching the brand. Daniel is the driving force behind the re-launch and brings with him nearly 20 years of fashion industry experience with specific skills in design and development.

Vision

Goldberg's vision is to position Glomesh as Australia's premier aspirational luxury accessories brand in the same space as brands such as Orotan and Mimco and international brands such as Michael Kors, Alexander Wang, Philip Lim and Torey Burch.

Glomesh has recently signed an exclusive wholesaling agreement with David Jones which will provide the impetus for growth in the local market and help prepare the company for international expansion, particularly into Asia.



Products and Market

The core product range includes handbags, totes, clutches, wallets, purses and satchels. In the near future, iPad and iPhone covers, costume jewellery, fragrance, lip and nail cosmetics and pet accessories will be added.

Australia's specialist apparel and accessories retail market is currently estimated at \$12.1 billion in annual sales.

In the aspirational luxury segment, the range and offering available in the Australian market is dominated by two players - Orotan and Mimco, leaving a clear opportunity for a new entrant that can deliver exciting styling with a comprehensive fashion image.

Growth Plans

The company plans to use a mix of distribution channels to cover the market and service consumers' personal preferences. Channels will include department store concessions, stand-alone flagship stores, independent boutiques who carry like-minded brands and online channels to service a global marketplace.

The Opportunity

We now seek individuals who are interested in becoming a part of our exciting growth plans and who bring with them experience in public relations, retail sales, celebrity placement, product design, and business development.

If you would like to find out more about this exciting opportunity please contact Kylie Hammond for a confidential discussion. Ref: GLOKH

Great roles to consider for first time board directors



Starting a board career can be a daunting prospect, and finding the right role to cut your teeth on can be a challenge. While most board directors would like to be remunerated for their time and services, there are some great (often unpaid) opportunities available within government that provide first time board directors with essential governance experience.

Recently we received information from the Victorian Government about roles existing on the Victorian Cemetery Trust – particularly in relation to Class B opportunities.

What are Cemetery Trusts?

Cemetery trusts are responsible for the provision of cemetery services, the administration of the cemeteries under their control, and are accountable to the Minister for Health for the governance of the cemetery and the cemetery trust, for setting the strategic directions of the trust, as well as general oversight operations and financial control.

These opportunities provide first time board directors with governance experience that includes:

- Setting the strategic direction for the organisation
- Approving annual budgets
- Monitoring organisational performance
- Compliance and controls
- Policy development
- High level stake-holder management
- Development of risk management frameworks

In addition to this, directors who serve on cemetery trusts will deal with issues that include workplace health and safety, environment, industrial relations, privacy, social media and diversity.

There are currently several roles being advertised via the Department of Health, Victoria, however after speaking with Louise Hallahan - Senior Project Officer responsible for promoting the roles, they accept applications from interested parties all year round, as roles regularly become available. Application forms can be accessed via the department of health website – www.health.voc.gov.au/cemeteries/

Currently advertised roles include:

- Trentham Cemetery Trust
- Arthurs Creek
- Corinella
- Euroa Cemetery Trust

In NSW, the government is currently advertising opportunities to join a Crown Land Reserve Trust Board which provide similar opportunities for first time board directors.

What are Crown land reserve trusts?

Crown land reserve trusts care for important land and public assets on behalf of, and with the involvement of, the New South Wales community, government and local councils.

Crown land reserve trusts are given corporate names and are legal entities, just like businesses. They have someone who manages their affairs, such as a board, the Minister administering the Crown Lands Act 1989 (generally delegated to Crown Lands staff), an incorporated body such as a council, or an administrator.

If a board is appointed, a chairperson, secretary and treasurer of the board are elected. The board can then appoint a management committee, volunteers or employ others to assist it in managing its reserve if funds are available.

A Crown land reserve trust board acts like a company board of directors. It can be made up of community volunteers, local government councillors or other people appointed by the Minister. Board members are empowered to make decisions regarding the use and management of the reserve land and are responsible for the implementation of those decisions. Most tasks boards carry out can be completed in a few hours a week.

Crown land reserve trust boards make decisions about things like:

- How a reserve is used
- Hours of entry
- Driving and parking or mooring of vessels on the reserve
- Fees charged for entry
- Permitted or prohibited activities within the reserve
- How reserve trust funds are spent
- Environmental management within the reserve.
- Crown land reserve trust boards also produce and review a code of conduct

Current vacancies include:

- Ophir (R65909) Reserve Trust – Near Orange – Opportunity closes 28th November, 2014
- Tuncurry Public Hall Reserve Trust – Forster – Opportunity closes 3rd December 2014
- Ogunbil Reserve Trust (South East of Tamworth – near Nundle) – Opportunity Closes 22nd November, 2014.
- Woolomin Children's Playground Trust (South East of Tamworth, near Nundle) – Opportunity closes 22nd November, 2014



For further information about these opportunities in NSW please contact the Crown Lands Reserves Team P: 1300 886 235, press option 4, then press option 1, or email: reserves@crowland.nsw.gov.au. For more information you can also visit the website http://www.lpma.nsw.gov.au/trusts/join_a_trust



Indigo Shire – Local Government
Member | Audit Committee | VIC | Paid

Indigo Shire, located in Victoria's picturesque North East, is bordered by the Murray River and Australian Alps and is an area renowned for natural beauty and preserved historic character. The Shire welcomes thousands of visitors every year. Rutherglen and Wahgunyah are world-famous wine regions and Beechworth, Chiltern and Yackandandah are rich with history and legends.

The key objectives of the Audit Committee are to provide advice, as part of Councils governance obligations to its community, to the Chief Executive Officer and the Council on ensuring:

- Effective recognition, identification and management of risk
- Improved credibility and objectivity of internal and external financial reports
- Compliance with relevant laws and regulations
- The effectiveness of the annual Audit Committee Work Plan.

Current audit committee members are listed at http://www.indigoshire.vic.gov.au/Your_Council/Audit_Committee
For more information about how to apply contact Dalene Voigt on (03) 5728 8011 or via email info@indigoshire.vic.gov.au. Applications close on 21st November 2014.



GOVERNMENT OPPORTUNITIES



Newcastle Airport Pty Ltd

Non-Executive Director | NSW | Paid

Newcastle Airport Pty Ltd is seeking to appoint an independent, non-executive Director to the Company's Board of Directors to fill a vacancy that will shortly be arising following a prospective Director retirement. The initial period of appointment is for a term of at least two years.

The Board wishes to appoint a highly motivated individual who has aeronautical industry experience and who is well versed in commercial airport operations management and has extensive Executive management and Board level exposure and experience.

The Company operates the Newcastle Airport situated at Williamtown, New South Wales as a growing regional airport on behalf of a partnership of the two Council owners, Newcastle City Council and Port Stephens Council.

Newcastle Airport Terminal is currently undergoing significant expansion and in 2015 will be extending its scope of operations to include new airline overseas routes, in particular New Zealand, Bali, Singapore and Fiji.

More background information about Newcastle Airport is accessible from the Company's website: www.newcastleairport.com.au

Expressions of interest, including a brief resume should be forwarded marked to the attention of Mr Frank Giordano, Manager, Council and Legal Services, Newcastle City Council at fgiordano@ncc.nsw.gov.au.

Applications close at 5pm on Friday, 28 November 2014.



NEW SOUTH WALES CROWN
HOLIDAY PARKS TRUST

NSW Crown Holidays Parks Trust

4 Board Members | NSW | Paid

The NSW Crown Holidays Parks Trust is a high profile Trust responsible for the care, control and management of a significant portfolio of Crown land assets comprising 28 iconic coastal caravan parks and reserves, as well as 8 major holiday parks around inland waters in New South Wales. The Trust manages assets valued at \$200 million with a turnover of around \$40 million.

Following an independent review, the Government now seeks to refresh and expand the number of independent Board Members for the Trust by four.

The Board provides an effective management structure and business framework to:

- Improve the financial sustainability of the Trust.
- Ensure sound policies for operational and asset management.
- Leverage economies of scale to provide improved support for marketing, finance, human resources and risk management.
- Make strategic investment decisions to balance social, environmental and economic outcomes.
- Oversee an infrastructure renewal program to comply with health and regulatory standards.
- Maintain community engagement through parks advisory groups.

The Board seeks to fulfill its effectiveness as a skills-based Board through the appointment of new Members with specific skills in one of the following areas:

- Financial management and risk management
- Property and asset management
- Human resources and regulatory compliance
- Marketing
- Legal

We also seek individuals with strong leadership, corporate governance and stakeholder management capability, underpinned by previous experience as a Board Member or at a senior executive level. Experience in the tourism and hospitality sector would be well regarded, although not essential.

Please contact Watermark Search International to obtain the application form (02) 9233 1200. Applications should quote Ref No 67643 and be sent to Watermark Search International. Email: search@watermarksearch.com.au. Applications close on Sunday 16th November 2014.



Department of Environment and Primary Industries

Department of Environment and Primary Industries (DEPI)

Risk and Audit Committee (RAC)

Members | VIC | Paid

DEPI provides an efficient management approach for public and private land, and water for the people of Victoria. The department is focused on protecting our environment, boosting productivity in Victoria's world-class food and fibre sector and the management of our natural resources, strongly influenced by decision-making at a local level.

The Department of Environment and Primary Industries (DEPI) has established an independent Risk and Audit Committee (RAC) as part of its governance framework in accordance with the Standing Directions of the Minister for Finance under the Financial Management Act 1994.

It provides assurance to the Secretary that the department's risk and control environment is operating effectively and efficiently. RACs responsibilities cover risk management, insurance, financial reporting, audit and compliance.

At present the Committee comprises an independent chairperson, three independent members and four departmental executive members. Independent members will be required to contribute to the effective performance of the Committee. They must demonstrate a commitment to environmental, economic and social sustainability. Members must also show a personal commitment to integrity, disclosure of interests and be able to maintain confidentiality on relevant Committee matters.

Under government policy, a yearly remuneration of \$17,600 (including GST) is currently paid to independent members. The terms will commence on 1 January 2015 and expire on 31 December 2017.

Appropriate expertise in financial accounting or auditing is desirable.

The successful candidates will be experienced in senior executive roles relevant to the DEPI portfolio, with proven understanding of strategic business management and corporate governance principles and practices.



Potential candidates should possess a broad range of executive management skills, however the following areas will form part of the key selection criteria and are weighted equally:

- Board, Committee or other relevant oversight experience
- Proficiency in public and/or private sector governance, risk and compliance frameworks
- Expertise in strategic and operational risk management and business planning principles
- Expertise in the delivery of risk based internal audit and assurance programs
- Experience and/or expertise in a relevant technical field (e.g. risk management, audit, finance, information management & technology) gained working for or advising government agencies and major corporations
- Ability to work collaboratively and deliver results
- Proven high level of commitment to professionalism underpinned by DEPI's values
- Dedication of time and effort, with capacity to commit to the workload required and to attend scheduled committee meetings.

Background information on the Risk and Audit Committee can be obtained by contacting Mr Ben Hasker, Director Business Governance Services on (03) 9637 8720 or via email: ben.hasker@depi.vic.gov.au Applications close on 23rd November, 2014.

COMMERCIAL OPPORTUNITIES



Aboriginal Benefits Development Trust

Non-Executive Director | QLD | Paid

The Aboriginal Development Benefit Trust (ADBTT) was established under the Gulf Communities Agreement negotiated between Century Mine, Queensland State Government and Gulf Native Title groups and was established to administer negotiated funds from the Century Mine, primarily for business development and indigenous ownership/ investment in business.

ADBTT is committed to the development of self-sufficient and economically sustainable Gulf Communities that continue to value traditional cultures. We do this by offering a range of products including:

- Small business finance and support
- Community Economic Development
- Community infrastructure

Further information can be found at www.adbt.com.au. Board meetings are held throughout the region including Burketown, Doomadgee, Normanton, Mt Isa, Karumba and Townsville, 5 – 6 times each year lasting approximately 1.5 days on each occasion. All travel and food expenses are covered, and remuneration is to be negotiated.

We seek applicants with experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, and oversee funding arrangements. Candidates with CPA / CA qualifications and corporate governance experience would be beneficial.

Please send your relevant CV, and a covering letter to: The ADBTT Chairman PO Box 3124 Mt Isa, Queensland 4825

No closing date has been provided for this opportunity however we recommend applying as soon as possible to avoid disappointment.

ASA – Australian Sonographers Association

External Director | National | Expenses

The ASA is the professional association representing sonographers. The purpose of ASA is guiding the advancement of our profession to ensure the community has access to quality sonographic services. Formed in 1992, it transferred to a Company limited by Guarantee in 2004. With a membership of over 4000, the ASA's core objectives are to:

- Promote and advocate for best practice in medical sonography
- Support and disseminate research that contributes to the profession's body of knowledge
- Position the profession as the experts in medical sonography
- Provide and influence quality academic and clinical education
- Deliver innovative resources and opportunities to foster quality practice and enhance the professional success of our members

With a growing number of qualified and trainee sonographers providing diagnostic ultrasound services across Australia and New Zealand, there is considerable scope for the ASA to further expand its membership base.

The Association's Board of Directors comprises of up to nine elected sonographer directors from whom the President and Vice President are selected, together with up to two external directors. Serving on the Board of the ASA will provide external directors with the opportunity to contribute to the further growth and development of a professional association which is highly regarded in both the healthcare and not-for-profit sectors. It has a well-documented Governance Charter and is now embarking on its planning process to update the current 2015-2020 Strategic Plan.

As a member-based not-for-profit association, the role of the Board of Directors is to govern. Responsibilities include, but are not limited to:

- Acting as an interface between the ASA, its members and other stakeholders
- Setting the association's goals providing the overall strategic direction of ASA
- Appointing and reviewing the CEO approving major operating plans, including the annual business plan and annual budget.

An annual review of the performance of the Board, and individual directors, is conducted.

For more information please look at job opportunity on the Director Institute job board. Please send all applications to Carolyn Todhunter - Company Secretary via email: carolyn.todhunter@as-a.com.au or phone (03) 9552 0000

Applications close on 21st November 2014.

QCTF Pty Ltd

Trustee / Director | QLD | Paid

QCTF Pty Ltd is the trustee for the Queensland Construction Training Fund. It is a charitable, not for profit institution that receives and distributes funds for training. The object of the Fund is to generally foster and promote the acquisition and enhancement of skills, training and education of workers in the construction industry.

The trustee company, QCTF Pty Ltd, is owned by three shareholders (employer association and unions) who appoint a total of eight directors. The Fund is led by a General Manager who is appointed by and reports directly to the Board of Directors. There is a close working relationship between QCTF Pty Ltd and BERT (the Employees Redundancy Trust).

A position description is available from <http://www.btqld.org.au/>

A vacancy has arisen for a director with experience as an employer in the commercial or civil construction sector. Experience as a BERT contributing employer will be highly regarded. The successful applicant will also need to be experienced as a company director and display a preparedness to work collaboratively with other directors and company management. The Director will be appointed by the designated shareholder following a selection process.

For further information please contact the Company Secretary on applications@btqld.org.au.

Applications close 30th November 2014.



Australian
Nursing & Midwifery
Accreditation Council

ANMAC

Committee Members (3) | National | Paid

The Australian Nursing and Midwifery Accreditation Council (ANMAC) are seeking members for three committees.

- Registered Nurse Accreditation Committee - Academic expert
- Enrolled Nurse Accreditation Committee - A senior education expert (with particular skills, knowledge and experience in curriculum development)
- Nurse Practitioner Accreditation Committee - Academic expert

These Committees have a key role in the governance structure for the ANMAC accreditation functions. Their purpose is to review the outcomes of assessments undertaken by ANMAC assessment teams in relation to nursing and midwifery education programs leading to registration or endorsements in Australia and make recommendations to ANMAC in relation to the accreditation determination, any conditions and the reporting requirements for monitoring purposes.

ANMAC has now been the national accreditation authority responsible for nursing and midwifery education programs leading to registration or endorsement in Australia for more than 2 years. Members of the ANMAC Accreditation Committees include nursing and midwifery academics and clinical leaders from across Australia.

The Committees usually meet once a month via teleconference or videoconference. Also, several face-to face meetings are held each year in Canberra. Travel costs and sitting fees are covered for the face-to face meetings.

If you are interested in being part of the national accreditation scheme, please send an expression of interest, a resume of qualifications and experience and the names and contact details of two referees. If you require further information please contact Donna Mowbray on (02) 6274 9128 or via email: donnamowbray@anmac.org.au.

Applications should be sent to Alison Sette, Executive Coordinator Alison.sette@anmac.org.au by 14th November 2014.





Bendigo Bank Hobsons Bay Community Financial Services Limited

Board Director | Legal | Hobsons Bay | Paid

We are seeking a professional to join our Board as Director (Legal). In this role, you will make an important contribution to the Board by providing advice and direction to the Board on key legal matters.

Hobsons Bay Community Financial Services Limited (HBCFSL) is a community-owned and operated franchise operating Bendigo Bank branches in Laverton, Altona and Point Cook. Board members manage the company's performance; ensure that the company meets its compliance obligations; provide advice and direction to the Board on key legal matters.

Applicants should be prepared to participate as an active member of the Board and at all times act in the best interests of the company. This will include but will not necessarily be limited to:

- Advising the Board on key legal matters
- Ensuring that the company is compliant in relation to all relevant legislation and accounting standards
- Complying with the legal and fiduciary responsibilities of a director
- Setting the strategic direction of the company
- Promoting the Community Bank® branch within the community
- Introducing potential customers to the Branch
- Participating in Board Committees as agreed with the Chair
- Attending at least one Bendigo Bank Director Education Program or Conference each year
- Being an active contributor at Board meetings

The position of Director (Legal) is now available on the Board of the HBCFSL. To be successful in the position you will need:

- Qualifications, knowledge and experience in financial law, practice and procedure
- Legal research skills
- Financial, planning and business experience, eg in a leadership or management role.
- A commitment to community such as membership of sporting clubs or community groups.

Preference will be given to applicants who live and/or work in the Hobsons Bay area, preferably with strong community networks and experience as a Board member and/or experience in a leadership/management role.

If you are interested in being part of a growing national network of community banks, and in making a difference in the local community, please email your resume and covering letter to the Executive Administrator biljana@hobsonsbaycfs.com.au.

Applications close on 14th November 2014.

RSL Care Limited

Non-Executive Director | QLD & NSW | Paid



- One of Australia's largest aged care providers
- Strong background in health industry sought
- Exciting transformational change

RSL Care Limited is one of Australia's largest providers of retirement living, residential aged care and home care services. RSL Care is a not for profit organisation and grew out of a commitment of the Returned Services League (RSL) in Queensland to care for current and ex service people and their dependents.

The organisation is currently providing retirement living and aged care services at more than 28 sites throughout Queensland and New South Wales servicing over 23,000 customers.

RSL Care is undergoing a significant period of review and reform in line with nationally legislated changes to Aged Care provision together with a need to consolidate business processes internally so that the organisation is positioned for future growth. There is also further transformational change with demand predicted to increase exponentially over the next 10 to 15 years requiring providers to differentiate themselves in a crowded marketplace.

The board is seeking to recruit an additional non-executive director to assist the organisation in its next stage of growth.

The successful candidate will possess strong board level capabilities in strategic thinking, governance, monitoring financial and non-financial performance, and working effectively with varied stakeholders. It is also essential that the candidate has:

- A strong background and understanding of the health industry and/or management in health-related fields such as, but not limited to, government, private hospitals and/or health fund services
- Connections within the health industry and is able to utilise those connections to provide strategic guidance and direction for further growth and expansion within this industry.

All RSL Care directors are required to have an interest in, and commitment to the defence and ex-service community. Directors will be paid a market competitive annual fee plus the ability to avail themselves of FBT concessions.

All applications should be sent to Carolyn Penklis on carolyn.penklis@directorsaustralia.com 0413 270 877.

Applications close on Thursday, 13 November 2014.

NOT FOR PROFIT OPPORTUNITIES



Community Care (Northern Beaches)

Limited

Non-Executive Director | NSW | Expenses

Community Care Northern Beaches (CCNB) is seeking a volunteer Non-Executive Director to join our Board. All Board and Committee meetings are held at our office in Mona Vale, Sydney. A commitment of approximately 4 hours monthly is required as a Board member to attend meetings. As a member of a Board Committee, an additional 4 hours bi-monthly is required.

An understanding of at least two of the five markets in which we operate (aged care, disability, dementia, carers and mental health) as well as knowledge of the current relevant government reforms and funding models in community care will be highly regarded. A genuine interest to contribute to the community services sector is essential. In addition to the specific experience and qualifications outlined, membership of AICD is required.

The Director should have experience as both a senior executive and company director in for profit or not for profit organisations and have had prior roles in both strategy development and oversight. We are looking for someone who has solid experience in business transformation. Our ideal candidate will have experience in guiding an organisation to increase and diversify revenue streams, improving processes and developing a sustainable growth pathway.

For a briefing pack, please contact ccnb@ccnb.com.au

For a confidential discussion about the role, please contact: Cecile Cooper - Chairperson on (02) 9998 2900 between 830am – 430pm Mon-Fri.

Please submit your expression of interest comprising a resume and cover letter addressing the relevant key requirements with the words "Ned role, transformation" in the subject line to: recruitment@ccnb.com.au by cob Monday 17th November 2014.

*** First Time Board Director Opportunity***

CODI – Coordinating Organisation for the Disabled in Ipswich
Community Board Member | QLD | Unpaid

CODI is the Co-ordinating Organisation for the Disabled in Ipswich. We are a non-profit organisation providing transport for the frail, aged, disabled and transport disadvantaged in the Ipswich and West Moreton regions. Our transport services span westwards to Walloon, south of the river as far as Springfield and as far east as Oxley (including Inala and Jindalee). At present, we are partially funded by HACC for the Ipswich and West Moreton area only.

We currently seek applicants with skills that include community, fundraising, information technology, Legal and Marketing.

If you are interested in applying for this opportunity please forward your resume through and with a covering letter outlining your interest in the role. Applications should be sent to Jodie Redenbach - Manager C.O.D. I. Inc Email: manager@codi.org.au.

Applications close on the 28th November 2014.



Freemantle Womens Health Service

Treasurer | WA | Unpaid

The Board is made up of women who are committed to supporting the improvement of women's health and well being and have particular skills sets to contribute to providing good governance and setting the strategic direction for Fremantle Women's Health Centre.

The purpose of the organisation is to improve women's health and well-being in the south west metropolitan region of Perth, prioritising the needs of women with the highest risk of poor health outcomes, through provision of services based on a social model of health.

FWHC provides a range of medical and counseling services, a program of groups and health promotion /education activities. Staff members are compassionate, highly qualified and experienced in women's physical and mental health issues.

We currently seek a treasurer with the following skills and capabilities:

- Accounting
- Business Operations / Development
- Governance / Company Secretarial
- Leadership
- Risk Management

Please send all expressions of interest (including a CV and 2 references) to the Chairperson - director@fwhc.org.au
Applications close on 12th December 2014.



Campfire Film Foundation

Board Directors | National | Unpaid

Campfire is a Company limited by guarantee, which aims to spark honest discussion of cultural, spiritual, and philosophical issues in primary and secondary schools using the power of short films. Launched as a start-up Social Enterprise in June 2011 with the support of Social Traders, Campfire's work has become even more significant in the socio-political climate of 2014.

Campfire's vision is to be the most profound gathering of short films and resources for teachers, so young people can learn deeply about all dimensions of life, regardless of intellect, belief or ideology. It is based online but also delivers Professional Development and live screening opportunities for school-related activities and associations.

We are now looking for a new Board Member with E-commerce experience to expand its reach into schools at this time of global convergence of TV and web.

The Board's role is to establish and oversee operations; monitor the main activities and assess the organisations performance; give strategic advise based on their assessment of Campfire's performance; and overseeing legal, structural and governance related issues.

For more information please contact Richard Leigh on Richard@campfire.org.au or phone on (03) 9005 5415.

Applications close on 3rd December, 2014.



Big Picture Entertainment

Non-Executive Director | Finance | National | Unpaid

Big Picture Education Australia (BPEA) is seeking the services of a director with financial qualifications and experience who is interested in serving in an honorary capacity with an education based not-for-profit organisation. BPEA is a Registered Training Organisation with Deductible Gift Recipient status. Our head office is in Sydney and we operate nationally to support schools wanting to improve education outcomes for students through an innovative and proven learning model. The new director will contribute as a director to all matters before the Board. Big Picture Education Australia (BPEA) is governed by a board of directors who have responsibility for the organisations overall strategic direction and performance.

Once appointed, directors remain in office until they resign or are removed, in accordance with the constitution. If a casual vacancy occurs, the board may appoint a director to fill that position. However, a director appointed in this way remains in office only until elected to be a director at the next Annual General Meeting of the members.

The prime role of the new director is to chair a finance sub-committee of the Board and provide advice on alignment of the budget and strategic plan, the status of the budget at Board meetings, internal accounts management, investment strategy audit, and other reporting requirements.

More information about the position can be obtained by contacting Big Picture Education on (02) 9590 5341.

Applications including a curriculum vitae and brief statement about why you would like to join BPEA can be sent to grace.vaughan@bigpicture.org.au or to PO Box 544 Strawberry Hills NSW 2012.

Applications close on the 28th November, 2014.



Gymnastics Australia

Gymnastics Australia

Board Sub-Committee – Nominations Committee Member | Unpaid

Gymnastics Australia (GA) is the peak body for gymnastics in Australia, incorporating Gymnastics for All, men's and women's artistic gymnastics, rhythmic gymnastics, aerobic gymnastics, trampoline gymnastics, acrobatic gymnastics and cheerleading.

In response to the Australian Sports Commission's mandatory sport governance standards, the GA Board and Association Members have recently established a Nominations Committee, via a formal By-Law, to oversee the processes of selecting individuals to stand for election of the Board and for Appointed Directors. The Nominations Committee comprises of three members, with two positions already filled, being the Chair and State representative. The third position requires an independent from outside the sport, with expertise in the HR field, with particular background in successfully recruiting for senior leadership roles such as President/Chairman, Directors or CEO.

The position is voluntary, with committee meetings twice a year. The GA office is based in Albert Park, Melbourne, however it is not necessary for the committee member to be Melbourne based.

The Committee will review at least annually this Committee charter and recommend to the Board for approval any appropriate amendments. The Nominations Committee appointed by the Gymnastics Australia Board assists the Board in fulfilling its oversight responsibilities relating to: -the selection of individuals to stand for election as Directors of Gymnastics Australia (GA); -the selection of individuals to be appointed to the GA Board as Appointed Directors or under a casual vacancy.

For more information about this opportunity please log into the Director Institute Job board www.directorinstitute.com.au/job_board.php

For more information contact Jacqui Briggs-Weatherill on president@gymnastics.org.au. Closing date not provided.



NSW State Emergency Service Volunteers Association

Finance Director | NSW | Unpaid

The NSW State Emergency Service Volunteers Association is calling for Nominations for the Voluntary Position of Finance Director. The main duties of this non-paid position as Finance Director of this Not-for-Profit Organisation are to oversee the financial administration of the Company, review procedures and financial reporting, advise the Board on financial strategy and advise on fundraising.

For more information about the duties involved in this role please see www.directorinstitute.com.au job board.

Applicants should preferably have a Bachelor's degree in accounting or finance, plus 10+ years of progressively responsible treasury experience with a major company. Being a current member of the Institute of Chartered Accountants Australia or other relevant professional body is a desirable requirement for this position.

Applicants should also:

- Have extensive knowledge in preparing financial statements or reports.
- Demonstrate attention to detail and good record keeping skills to meet rules and regulations for not-for-profit entities.
- Have outstanding verbal/written communication skills to work with Staff, Directors, Members, Suppliers and Community donors.
- Have good IT, analytical, interpersonal, numerical and time management skills.
- Be able to train staff or show first-hand knowledge of an ability to do account reconciliations, asset management and depreciation, financial reporting, budgeting and forecasts and participate in the development of financial policies and controls.
- Preferably have SES Volunteer experience.

Please email a covering letter along with your relevant Board CV to office@nswsesva.org.au. All applications must be received by 28th November, 2014.



Community Kinders Plus
Board Member | Victoria | Voluntary

CKP is a leading provider of early childhood services through the management of eighteen (18) kindergartens across the City of Frankston and Mornington Peninsula Shire. We are seeking a volunteer Board Member with skills and capacity to contribute to the development and delivery of our Strategic Plan.

We are seeking a skilled professional with a commitment to good governance who possess one or more of the following skills:

- Senior management experience
- Business and finance acumen
- Risk Management and Compliance skills
- Marketing and Media
- Capacity to manage complex matters
- Strategic thinking and problem solving
- Highly ethical and committed to advocate on behalf of CKP
- Demonstrates independence and collaboration in decision making

Being a Board Member at CKP involves a commitment of approximately one (1) to three (3) days per month.

Further information can be obtained from our website www.ckp.org.au or phone our Chief Executive Officer Jane Spencer on (03) 9783 3931.

Expressions of Interest marked 'Confidential - Board of Management Vacancy' can be lodged at info@ckp.org.au. Applications close Monday 17th November, 2014



Brisbane Boys College Foundation
Non-Executive Director | Brisbane | Voluntary



Brisbane Boys' College (BBC) is part of the Presbyterian and Methodist Schools Association (PMSA). BBC is one of Australia's most innovative and successful schools where generations have enjoyed the benefits of our extensive curriculum, outstanding facilities and caring community.

Brisbane Boys' College is a GPS boys school with day students from Prep to Year 12 and boarding students in Years 4 to 12. As a boys' school, BBC is specifically tailored to meet the needs of young men as they progress through their education.

The Brisbane Boys' College Foundation is formally seeking applications from appropriately qualified people to join the Brisbane Boys' College School Council (the BBC Council).

The BBC Council is a standing committee of the College's governing body, the Presbyterian and Methodist Schools Association (the PMSA) and is comprised of PMSA appointees, the Headmaster and Community Members. The PMSA is seeking to appoint an additional Community Member and has afforded the BBC Foundation the honour of identifying and recommending potential candidates.

The role of a Community Member is to participate fully in the School Council business and perform the duties to the best of his/her ability while exercising due care and diligence.

Primarily the position requires the Community Member to:

- Provide independent expert advice to assist the School Council.
- Act impartially in the performance of the role and in the best interest of Council.
- Operate as a representative of the PMSA.

A candidate for the position of Community Member must, in the opinion of PMSA Council, be independent of the organization and free from any potential conflicts of interest and have:

- Comprehensive knowledge and experience in relation to the operations of a large diverse organization.
- A clear understanding of the principles of good governance.
- Held senior positions that provide the experience to support the technical expertise to be provided to the School Council.
- The ability to develop strong working relationships with Councillors, Senior Executives and staff.
- Excellent communication skills.
- It is expected that a Community member of a School Council has an active affiliation with a recognised Christian Church.

The Community Member will not normally be a parent of a student currently attending that school.

For more information contact (07) 3309 3513.

Applications should be sent to The Nomination Committee / BBC Foundation Limited via email: development@bbc.qld.edu.au and should be received by the Nomination Committee by close of business 21 November, 2014.

Grampians Tourism Board
Board Member | VIC | Unpaid

Grampians Tourism Board Inc. is the peak industry body for tourism in the Grampians region. It encompasses (and is directly supported by) the Rural Cities of Ararat and Horsham and the Shires of Northern Grampians Shire, Southern Grampians Shire and Pyrenees. Its charter is to develop a coordinated approach to marketing, product development, infrastructure investment and industry development for the Grampians Region.

Grampians Tourism Board is responsible for and has the authority to determine all matters relating to the policies, practices, management and operation of Grampians Tourism.

Some of the functions may be delegated to Board committees and Grampians Tourism staff. However, the Board has final responsibility for the successful operation of the organisation.

The key roles of the Board include setting the goals and strategic direction of Grampians Tourism including:

- Approval of major plans
- Determining required policies governing the operation of Grampians Tourism
- Establishing and determining the powers of required Board committees
- Approving budget and major items of capital expenditure
- Ensuring compliance with legal requirements.

We seek applications from individuals with skills that include:

- Consulting / Strategy
- Governance / Company Secretarial
- Investment
- Marketing / Sales / Public Relations / Communications

Applications should be in writing, addressing the key selection criteria & providing contact details for 3 referees and emailed to Will Flamsted, CEO, Grampians Tourism Board on ceo@grampianstourism.com.au. For more information please phone Will on 0427 004 402.

Applications close on the 15th November 2014.



The Footpath Library
Board Member | NSW | Volunteer

The Footpath Library (TFL) is a registered charity, located in Sydney with branches in Melbourne, Brisbane and Perth. TFL aims to enrich the quality of life for homeless people, encourage literacy and promote a society that is well informed about homelessness. TFL encourages the benefits of reading and connection by giving quality books to homeless people.



We are looking for a director with marketing and /or business development expertise, with strong links into the private sector to join the board in a voluntary capacity. Successful applicants will also have a passion for literacy and the issues of homeless. AICD qualifications would also be favourably received.

For more information please contact Sarah Garnett on sarah@footpathlibrary.org.

Applications close on December 10th, 2014.

Ishar Multicultural Women's Health Centre
Member | WA | Unpaid

Ishar Multicultural Women's Health Centre is a gender specific organisation of women providing health and wellbeing services, support and empowerment for women, including women from culturally and linguistically diverse backgrounds. Women with considerable qualification and experience in the development and provision of health and wellbeing services are invited to apply.



Multicultural Women's Health Centre

Ishar, like many other not-for-profit organisations, is dependent upon the vagaries of government funding for its continued existence. Women with skills and experience in organisational sustainability, fundraising, lobbying/advocacy are invited to apply. Women with skills and experience in social research, particularly in areas relevant to multiculturalism are encouraged to apply.

For more information or to send an application please contact Mrs Andrea Creado – CEO, 21 Sudbury Road, Mirrabooka WA 6061, Tel: (08) 9345 5335, or email: andrea@ishar.org.au. Applications close on 10th December, 2014.



NT Working Women's Centre

Northern Territory Working Women's Centre **Committee of Management - Member | NT | Unpaid**

The Committee of Management (COM), is the legal authority for the NTWWC, which is an incorporated association governed by the NT Associations Act 2012.

The COM ensures that the NTWWC complies with all legal requirements, including the NTWWC constitution, the Associations Act, employment laws, and occupational health and safety laws. The COM assists the NTWWC to perform to its best potential, by developing and implementing a vision, a strategic plan and policies. The COM identifies risks and their causes and manages them appropriately. The COM has no operational involvement in the conduct of organizations business activities and delivery of services. Whilst maintaining ultimate responsibility, the COM has delegated authority for the day-to-day activities of the organisation to the Coordinator.

We seek applications from individuals who are able to:

- Demonstrate commitment to the work of NTWWC and to women's employment rights.
- Be available for approximately 6 hours per month, (includes meeting preparation and attendance at monthly meeting, sub-committee meetings and AGM, as well as participation in email discussions between meetings).
- Be prepared and actively engaged; ie reading COM papers, asking questions, expressing opinions, making informed decisions, and participating in discussion and debate.
- Follow through on all tasks, responding to emails and RSVP'ing for meetings.
- Have respect for privacy and confidentiality.
- Be independent and act in the best interests of the NTWWC without giving thought to personal gain. Being aware of, reporting and abstaining from any conflicts of interest.

Ideally candidates should have knowledge and skills in one or more areas of Board governance: financial management, risk management, policy, community advocacy, marketing and fundraising, media and public relations. Please address the selection criteria and send along with a CV to Emily Webster (emilywebster@gmail.com) or Golden Noble-Harris (golden.noble0harris@nt.gov.au) by 31st December, 2014.

Mental Health Carers ARAFMI NSW

Chair of Fundraising Committee | NSW | Expenses

ARAFMI NSW is a community organisation of families' carers and friends of people living with a mental illness which encourages an active membership from among all of the diverse communities of NSW, which is informed by their experiences and provides support, education and advocacy in order to help them effectively fulfill their caring role.

Our vision is for a community that understands and responds to the impact of mental illness on families and carers and the many people who are living with a mental illness.

We seek applications for individuals with skills and competencies that include:

- Business Operations / Development
- Fundraising
- Leadership
- Lobbying / Advocacy

Applicants should also:

- Meet standard legal eligibility criteria
- Have an interest or lived experience of Mental Health issues within the community and workplace
- Have experience in fund-raising for NFP sector
- Have proven leadership and relationship building skills.

Please send your EOI and CV to Anne Stedman via email at annestedman@hotmail.com. Applications close on 1st December, 2014.

Coffs Harbour, Bellingen & Nambucca Community Transport **Board Member | NSW | Expenses**

The Governance Body (the Board) of Coffs Harbour, Bellingen & Nambucca Community Transport sets the strategic direction of the organisation, and oversees service, financial, compliance, risk, safety, and resources of the organisation. The organisation is one of the largest and busiest Community Transport services in NSW. We have three offices located in Coffs Harbour, Bellingen and Macksville.

Our vision is access, inclusion, equality and independence for all people living in our community. Our mission is to achieve this through the provision of flexible and creative transport solutions. We rely on around 100 volunteers who drive our vehicles and act as bus attendants. Our clients are people who are frail, aged, have a disability and their carers, and people who are otherwise transport-disadvantaged.

We seek to appoint a board member with skills and experience in either indigenous affairs, law, marketing & sales, quality assurance and risk management.

Please send your covering letter along with your CV to Bethany Simmonds – CEO via email: bethanysimmonds@communitytransport.net.au. Phone Bethany for further information on (02) 6651 1137.

Applications close on 28th November 2014.

International Art Space

Board Directors x 2 | WA | Expenses

International Art Space is a not-for-profit arts organisation. Since 1998 we have successfully run international programs of visual arts and new media projects as interpreted within the context of regional Western Australia. Notably through our 'spaced' program we promote a dialogue between realities that are typically separated by cultural, social and economic, ethnic or geographical distances. Our activities comprise artist residencies, context – specific projects, solo exhibitions, touring group exhibitions, publications, educational and mentoring programs.

Our goals are to:

- Increase access to contemporary art in regional areas;
- Create diverse, challenging experiences for established artists;
- Broaden Australian contemporary arts expression;
- Increase arts-related professional development, mentoring and educational activities in regional areas.

We are seeking two Directors with special skills to join International Art Space

Due to our regional focus, we encourage applications from Directors located in regional and remote Western Australia.

Participation in the Board is facilitated via teleconference monthly and occasional sponsored travel.

Two (2) Board vacancies exist requiring either of the following -

1. Visual Arts Professional - as a practicing artist, experience in arts management or curation; and/or
2. Fundraising and Networking - experience with business development, fundraising management and/or strong networks within regional Western Australia.

As a Board Director you will have a passion for connecting regional and remote Western Australia to cutting edge international visual arts. This is a 'hands on' Board requiring some involvement in event launches, networking and fundraising. For more information please contact Virginia Miltrup at Virginia.miltrup@gmail.com.

No closing date provided.



Sorcit Ltd

Non-Executive Director | WA | Expenses

Sorcit Ltd is a social enterprise in the eastern metropolitan region of Perth, operating three distinct businesses focused on providing job seekers the opportunity to gain real experience, learn employability skills and develop networks to help them get a job. Our business includes community recycling, IT recycling, training, second hand furniture sales, and a community café and gift shop.

We are looking for a person with the focus and interest in employment to join our Board. We help people into work through our social. People who are looking for work come to us for experience, real-life employment skill development and professional job search support, such as resumes and job-hunting techniques. We are very people focused, believing that "it's all about work" with employment at the center of social and economic capacity. Directors meet monthly and provide strategic oversight and governance to our company.

We ideally seek individuals with an interest in the services we offer, whether they are currently out of work, have experienced the employment gaps, or simply believe that to get a job, you must first be in a job.

Applicants must understand financial statements and the role of a director in a contemporary company and be willing to contribute their experience and passion for employment.

People with tertiary qualifications and experience are welcome, but equally, we welcome no qualifications with life experience, too.

For more information please contact Allison I'Dell on Allison.idell@sorcit.org.au.

No closing date provided.



Netball SA

Board Members | SA | Unpaid

Netball SA is the State Sporting Organisation responsible for the promotion and development of the sport of netball in South Australia. In addition to the provision of services and support to its 37 Associations, 340 Clubs and 30,000 members, Netball SA also manages the operations of the Adelaide Thunderbirds and Netball SA Stadium.

In accordance with the Netball SA Constitution, three Board positions will become vacant at the 2014 AGM to be held in February 2015 and Netball SA is seeking expressions of interest from appropriately qualified, experienced and passionate people who are committed to working with the organisation to achieve its strategic objectives and can demonstrate their ability to contribute to the continued growth and development of the sport.

Appointments are for a two year term and are on a voluntary basis and interested persons are invited to forward an application, which should include a Curriculum Vitae and a statement supporting the application to the Netball SA President, Graeme Gilbert, via email to andrea.fielding@netballsa.asn.au. Applications close on November 14th, 2014.



Fitzroy Learning Network

Board Member | VIC | Unpaid

The Fitzroy Learning Network is a community-based Neighbourhood House that welcomes people from diverse educational, cultural and social backgrounds.

We provide education, English language skills, job interview skills, computer skills and basic life skills particularly for newcomers to our community.

Since August 2000, Fitzroy Learning Network has been a lead agency in supporting Temporary Protection Visa holders released from Immigration Detention Centres.

We now seek expressions of interest from individuals with experience in the following areas:

- Fundraising, Marketing and Sales
- Governance
- Finance / Accounting
- Education
- Law
- Event Co-ordination / Management
- IT (website and data management)
- NFP sector

The election of Board members (both newly elected and any re-elected members) will take place at the Annual General Meeting held on 25th November 2014. If there are surplus nominations to positions available on the Board, a vote will be taken at the AGM in order to determine the elected members.

In order to nominate for election to the Board, all interested persons must submit a covering letter to the Chair of the Board - Claire Woods at woodsclaire2000@yahoo.com.au, and the Secretary of the Board - Heather Stock at hstock@vtown.com.au, stating their intention to nominate for the Board and including a supporting statement, along with a CV or similar outline of professional experience.

Applications close on 14th November 2014.

CHOICE (Australian Consumers Association)

Non-Executive Director | National | Expenses



Choice (Australian Consumers Association) is seeking a Non-Executive Director with a seasoned digital background and a passion for consumer advocacy.

This is an opportunity to join one of Australia's best known and trusted consumer brands during a time of exciting business transformation. CHOICE has a strong governance structure, supported by a CEO and Senior Management Team, so this role provides an opportunity to focus your skills helping the Board to make the right decisions about strategy, investment and risk.

We use a skills and diversity matrix ensuring we have the right mix of Directors to guide the organisation. We are looking for a NED with experience and skills in some of the following areas:

Entrepreneur/intrapreneur:

- Experience launching something disruptive within an organisation or externally Knowledge of the startup/innovation world and an established network

Business transformation:

- Experience working with businesses established in a pre-digital environment to help them to transform into innovative, nimble businesses that successfully take advantage of digital opportunities.

New products and services:

- Experience in the evaluation, development and launch of innovative, commercially successful new products and services, particularly digital.

Under CHOICESs constitution, candidates must also have experience commensurate with a position on the CHOICE Board and demonstrate a high degree of freedom from potential conflicts of interest, having regard to CHOICES reputation as an independent and unbiased consumer organisation. In addition, the Board has identified that candidates should demonstrate an understanding and/or experience of social enterprises such as CHOICE and support CHOICES purpose and objectives.

Along with approximately five face-to-face meetings (approx 1 day each) and two 1-2 hour teleconferences, the Candidate will also join the Digital Transformation Committee adding approximately 6 additional meetings per year. The successful candidate will need to make the necessary time commitments to CHOICE.

If you feel you fit some or all of these criteria, initial expressions of interest providing either your LinkedIn profile or Resume can be made to Sandra Davey, sandra.davey@netgem.com. Applications close on the 22nd November 2014.

Westside Housing Association Inc.

Director | SA | Expenses

Westside Housing Association Inc. was established in 1984 and began with 39 homes, which were supplied by the State Government under a Funding Agreement by the Community Housing Authority and Westside Housing Association Inc. to manage these properties. In more recent years, our housing stock has increased with Westside Housing currently managing in excess of 300 properties.

With plans for future developments and sustained growth Westside Housing aims to be an integral part of Community Housing now and in the future. Westside Housing is governed by an elected skills based Board of Directors, independent of our day to day operations which are managed by the Chief Executive Officer and supported by our professional and dedicated staff.

Westside Housing Association, having recently separated from its former parent organisation, is in a process of renewal. The organisation is looking to establish itself as a leading player in the community-housing sector. The board meets monthly, and there are currently two sub committees: development and finance.

We ideally seek applications from individuals with experience in property or real estate, with previous directorship experience ideal – but not essential.

For more information please contact Peter Fisher on 0419 852 216, or via email at 123peterfisher@gmail.com.

Applications close 6th December, 2014.

Creativity Australia

Treasurer | Non-Executive Director | Melbourne | Unpaid



Creativity Australia is seeking a Treasurer/ Non-executive Director to provide financial governance and oversight and assist the board in ensuring Creativity Australia remains financially viable.

Creativity Australia Ltd is a not for profit organisation that delivers creative programs that result in positive social and economic outcomes for individuals, organisations and communities and inspires people 'find their voice'. Our main activity focuses around the With One Voice social inclusion and community wellbeing programs. These choirs aim to recognise and celebrate each unique voice and are unique in that they deliberately build and bridge social capital. They bring together people of all ages and from all walks of life, cutting across socio-economic, cultural, religious, generational and linguistic barriers in the pursuit of harmony.

For more information please contact Tania de Jong on (03) 8679 6088 or email: tania@calorg.au. No closing date was provided.

DIRECTOR INSTITUTE THOUGHT LEADERSHIP

Personal Qualities for Every Directorship

by *Kylie Hammond*

Becoming a prolific and trusted Board Director is a wonderful goal to have for any senior executive. Many of the discussions that revolve around Directorships and Board searches often relate to the experience, knowledge and industry skills that a Board Director must have. But what about the personal traits a Board Director must embody?

For me, personal qualities are less about business-driven skills and more about how an executive sustains himself as a leader and a person, even outside of the Boardroom. It's a small word, but it means much. Integrity must rest at the heart of every Board Director (or leader) if he or she is to achieve even an ounce of long-lasting success and trust.

What is 'integrity' really? While it is easy to say, "Yes, I'm an honest Director", integrity also means employing sincerity and transparency in your words and actions and speaking up about something that you truly don't believe in or agree with.

A Director with integrity is essentially the same on the outside as he/she is on the inside, regardless of whether they are in a Board meeting, having lunch with a colleague or entertaining friends on the weekend. Someone of this calibre attracts trust, accountability and followers. Remember, a lack of integrity, especially around the boardroom table, will quickly be uncovered.

Imagination

Great Board Directors use their imagination in all facets of their professional lives, from how they see industries progressing to how they evaluate ideas and solutions for various organisations or individuals.

While creativity should be valued, it is the imagination of leaders that often takes them to the next level.

Think of Richard Branson's imaginative vision of what we can do not only in relation to commercial air travel, but how we can develop recreational space exploration; or consider Steve Jobs's vision in not only creating a computer, but in imagining how computertised technology can ultimately influence and enhance our everyday lives.

Investment

Ask yourself, as a Board Director, just how invested are you?

A trusted and valued Board Director is invested at every level – personally, professionally, financially, mentally and emotionally. This means that they exhibit passion and motivation, they believe in what they are doing and their interests exist cohesively with the goals and needs of the organisation.



The best Board Director is someone whose heart is in everything he/she does and this extends to not only Board Director governance, but to every other professional aspect of their lives.

Inquisitiveness

Every successful Board Director is inquisitive by nature, with the built-in ability to challenge ideas, assumptions, beliefs and expectations and to question what a particular concept or plan essentially entails.

This quality is linked to imagination and instinct and also to the notions of integrity (in upholding best practices and speaking up about uncertainties) and investment (believing wholly in a process or idea).

On a more fundamental level, being inquisitive is also about revealing and mitigating risk, which is a critical component in any leadership personality.

Self-Awareness

People who are self-aware are generally much more successful in life; they're more controlled and in tune with who they are. As a result, they can make better decisions and manage and influence others to produce great outcomes.

Board Directors with a strong sense of self-awareness – in how they think, feel, behave and communicate – will be able to engage, communicate and draw the best out of their fellow Directors and executives.

They will have the ability to communicate more effectively during Board and company conversations, listening and speaking and adapting their communication style and tone to create understanding, sensitivity and collaboration.

Likeability

It is a common assumption that great leaders don't necessarily have to be likeable. After all, leadership is not so much about making friends as it is about driving innovation and success.

But likeability is crucial for any leader, simply because it is the culmination of all of the above traits and more. Leaders who are authentic, imaginative, invested, curious and self-aware are intrinsically likeable people because they exemplify and represent who we all really want to be inside, whether as Board Directors, industry leaders or simply high-functioning executives.

Leaders who are good at what they do but who are not necessarily liked can only go so far in life and in their leadership careers. A likeable leader is someone who inspires motivation and belief in others and who also values the contributions and hard work of the people around them, which, at the end of the day, is vital to achieving true success.



EXPRESSIONS OF INTEREST

‘INVITATION ONLY’
Director Institute Events

EARLY 2015

HENSCHKE



Director Institute is excited to announce a series of Invitation Only Henschke and Penfolds wine-tasting events, to be held in conjunction with BlackEvents in early 2015.

Expressions of interest are now invited from Director Institute Members who are interested in attending this, and other exclusive members only events.

More details will follow in the next issue of Board Alert.

About BlackEvents

BlackEvents hosts Invitation Only exclusive events held throughout Australia. We run a series of tasting events held in conjunction with the world’s most prestigious wine houses, vineyards and restaurants Australia wide.



BOARD NEWS

Leaving the chair: generational change under way.

A much-needed generational swing is taking place at the head of many ASX-listed companies and the new chairmen are tipped to bring a greater focus on digital innovation and a stronger push for female directors.

In the past month many well-known chairmen have announced their intentions to step down in coming terms or annual meetings. They include Aurizon's John Prescott, Fairfax Media chairman Roger Corbett, Ray Horsburgh of Toll Holdings and BlueScope Steel chairman Graham Kraehe. Others who have signalled their departures are Bob Every, chairman of Wesfarmers and Boral, Southern Cross Media's Max Moore-Wilton and Virgin Australia chairman Neil Chatfield.

"We have some of the oldest boards in the western world. The nation is at risk when boards are not in touch." Mr Bertinetti said Australian boards needed younger members.

"If you look abroad in the United States, at Nasdaq companies and tech companies on the Dow Jones, the average age of their boards is much lower and the spread of ages is far wider.

Bob Every has indicated he will end his tenures as chairman of Wesfarmers and Boral.

"We're going to keep seeing an increase in women ... there will also be a focus on technology skills, age and geography."

The youngest of the group is Mr Chatfield, who is 60. Most chairmen of major companies are older than 70. In March, the ASX Corporate Governance Council recommended that once a director had served more than 10 years on a board their independence be regularly evaluated. A former head of research at proxy advisory ISS, Ulysses Chioatto, said this change in corporate governance guidelines was encouraging some chairmen to step down.

"If there is a recommendation against a director by CGI Glass Lewis or ISS, that will mean they will most likely not be re-elected ... that's damaging," he said. "It's better to step down and get onto another board." Dr Chioatto said with generational change, boards needed to expand the director "gene pool" to have greater gender diversity and skills that matched a company's strategy.

"The people coming through need to have skills to deliver shareholders wealth ... the big question is how many directors have

tech skills to allow them to understand social media and the world in which we operate today.

"But a company won't achieve generational change unless it knows the skills it needs."

Ownership Matters director Dean Paatsch said companies liked to appoint chief executives and chairmen at different times.

"The worst is a new chairman and a new chief executive in a business which has no need for such shock," he said.

Most experts preferred the appointments of chairmen to be internal. But companies in need of directional changes or lacking the appropriate mix of skills on their boards often looked externally. The rumour mill has been working overtime, predictions flying as to who is likely to take on the vacated chairmen positions.

According to the speculation, former Qantas chief executive Geoff Dixon and current board member Mark Vaile are frontrunners for the Virgin Australia job. Fairfax Media board members Linda Nicholls, Sandra Mcphee and Peter Young are also considered possible replacements for Roger Corbett. Leon Pasternak, Chris De Boer and Kim Williams have been tipped as potential candidates for the Southern Cross Media chairmanship. Internal appointments tend to promote those who have served between one and two terms on a board and are highly involved in its committees.

Australian Shareholders Association head Ian Curry said he was in favour of some of the current chairmen stepping down.

"We believe their time has come," he said. "A number of those chairmen have been involved in the corporate world for some time and it has change significantly since they left executive roles.

"The emergence of technology has been so rapid over the past decade, companies need directors and a chairman who understand this world and can challenge executives as to their use of technology."

Source: SMH – November 5th 2014

Gina Rinehart quits Ten board

The boss of the Ten Network has paid tribute to Australia's richest person Gina Rinehart who has resigned from the board of the struggling free-to-air broadcaster.



Mrs Rinehart formally announced her resignation on Monday and recommended Hancock Prospecting's chief development officer, John Klepec, to take her place as a director.

Source: Fairfax - November 3rd 2014.

Battle of super trustees intensifies

The debate over changes to the eligibility criteria for appointing superannuation trustees has intensified, with industry and retail superannuation funds at loggerheads on a proposal to ban members from joining the boards of their super funds.



First Super chief executive Bill Watson believes that member representation on superannuation boards has been a driver of the historical outperformance of industry funds over retail funds. He said that industry fund trustees had a strong record of acting in members' interests and that he had never seen evidence of conflict between employers and unions.

The debate over the eligibility requirements for trustees resurfaced this week amid speculation that the Abbott government may legislate a ban on members, unions and employers having representation on superannuation boards.

While some industry funds have already appointed independent directors to their boards, most are opposed to government proposals to narrow eligibility requirements for trustees.

Source: The New Daily – 6th November, 2014



Cabcharge chairman Russell Balding attacks shareholders' association spill threat

Cabcharge chairman Russell Balding has hit back at the Australian Shareholders' Association's plan to vote to spill the taxi network's board at its annual general meeting, arguing it will "serve no useful purpose".

In an unprecedented move, the ASA has decided it will call for the whole board to stand for re-election if Cabcharge gets a fourth strike against its remuneration report at its November 26 meeting.

The ASA claimed Cabcharge had given no "real details" about short-term bonuses, except that they "will not align with shareholders' interest, as it will all be in cash".

It also disagrees with a "hurdle rate" of 9 per cent total shareholder return, leading to 50 per cent of long-term incentives vesting, rising to 100 per cent once 11 per cent TSR is reached.

Other complaints were that the board still lacked independence.

Source: SMH - November 5th 2014.

New directors for TAL superannuation board

Experienced board director Peter Lewinsky has been appointed as the new independent Chair of the Trustee Board, while Anne Templeman-Jones has been appointed independent Director and will chair TASL's Remuneration Committee, and Roslyn Ramwell has been appointed independent Director and will chair TASL's Audit, Compliance and Risk Management Committee.



Source: Professional Planner - 3rd November 2014.

GFC distracted us, says CBA chair

Commonwealth Bank chairman David Turner has blamed the distraction of the global financial crisis as the reason why the board and management did not see the bank's financial planning scandal coming.

Under questioning by angry shareholders at the bank's AGM, Mr Turner said the board had acted as soon as it realised the extent of the problem and created the best and most generous remediation program the industry had ever seen.

Source: The West Australian, 12th November 2014.

Breaking through the family glass ceiling

According to US research by Deloitte, Perspectives on family-owned businesses – Governance and succession planning, one in 10 (11 per cent) of family business boards are comprised of 41-50 per cent women and 16 per cent have 31-40 per cent.

According to the latest figures from the Australian Institute of Company Directors, the latest percentage of women on ASX 200 boards is 18.6 per cent.

Source: Business Spectator – 12th November 2014.

The Last Word...

I have just come back from an amazing trip in the USA spending time with Jack Canfield, America's #1 Success Coach at his private sanctuary in Hope Ranch, Santa Barbara. I had the opportunity to spend time with Jack talking about my business and goals for the future, his amazing support team including President of Canfield Training Group Patty Aubery, and 26 dynamic entrepreneurs from all over the globe.

Jack is the co-creator of the New York Times #1 best-selling Chicken Soup for the Soul book series now with more than 225 titles and 500 million copies in print in 47 languages. Jack is also the co-author of The Success Principles, Dare to Win, The Power of Focus, The Aladdin Factor and Tapping into Ultimate Success. I wanted to share with you some of the key insights I took away from this amazing experience:

Power of Mastermind Groups

Each day we would break into small groups to work together on our individual business plans. Despite the fact that each entrepreneur had different business and industry experience, each were able to provide really high quality insight and suggestions about my business operations and strategy. I was quite surprised at how beneficial these sessions were. As we got to know each other better over the course of the retreat, the feedback I received from these sessions was very helpful for testing ideas, debating new business models and formulating business strategy. Having seen how well these mastermind groups can work in practice, I am going to stay in touch with my Santa Barbara mastermind group and will also form a local group of business entrepreneurs that I can leverage to springboard new ideas.

Finding Clarity

Many entrepreneurs and coaches attending the retreat were searching for answers to some pretty big picture life and business questions. There is peace to be found when you place yourself in the moment and allow the answers that you are seeking to come to you. I was very fortunate to gain real clarity to my life purpose and direction. I put that down to being open, away from the noise of my day-to-day business and personal life – allowing the messages that I needed to hear come to me. There is a lot to be said for taking time out from business and personal situations when you feel that you are not in harmony with your life purpose or when confusion starts to creep in. I came away energized, feeling lighter in each step and knowing that I have made friends for life from this experience.

Even Success Guru's.....

Jack & Patty were generous in sharing some of their challenges in the early days of running their business. It is a bit of a trap to start believing that success gurus are without flaws or have not experienced failure and challenge in their lives. There really isn't such a thing as an overnight success. Success comes from practicing, mastering and persistently following the principles of success. Gaining clarity, focus and with the right mindset anything is possible. I highly recommend reading The Success Principles and seeing what you can start applying today to your business or life to achieve truly amazing results.

