



Board Pack

Neami National
Non-Executive Directors

September 2024



Welcome

Thank you for your interest in this exciting opportunity with Neami National (Neami).

Neami is a specialist mental health provider dedicated to a vision for all people in Australia living with mental health and wellbeing challenges to live a life that is meaningful to them.

On the following pages you'll find information you need to better understand Neami, discover what the Non-Executive Director role involves and what is required.

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Neami National - Context

Background

Neami was founded in Melbourne in 1986 to address the housing needs and service gaps for people living with mental health challenges. Neami has grown, evolved and expanded since that time and Neami now offers more than 70 services across the nation – encompassing mental health and wellbeing support, housing, suicide prevention and residential support.

Our practice is informed by evidence; what's been proven to help people with mental health challenges and adversity and what people tell us helps. Collaborative Relational Practice (CRP) has been proudly designed to guide our approach across Neami's diverse services and programs.

We aspire to place lived and living experience at the heart of what we do. We use our voice, as one of Australia's largest mental health specialists, to advocate for change and system reforms, to improve outcomes for all Australians.

Neami's annual turnover is approximately \$150m, with more than 1300 staff and in the last year provided mental health supports to over 32,000 people. We are largely funded through government, via the Commonwealth (via Primary Health Networks), State Governments (often via Department of Health and Justice), Local Health Networks and other sources.

What's on the Horizon

The Neami [Strategic Directions for 2024-2028](#) have set out four commitments to help us realise our vision and purpose. They compass our consumers and communities, our dedicated workforce, our partners, and the infrastructure, systems and processes that are essential to drive and deliver our services. At the heart of our Strategic Directions lies our core values of connecting, collaborating, learning and belonging. They shape our approach and guide our decisions and actions.

We are proud to affirm our commitment to placing lived and living experience and First Nations perspectives at the centre of our approach. This strengthens our workforce and organisational structure and supports our work.

Neami continues to support diverse workforce teams, including 50:50 clinical and lived experience service teams. These transdisciplinary teams combine diverse perspectives, knowledge and skills into a practice approach that places collaboration at the centre of how we work with people, the community and each other.

Neami is implementing a Service Excellence Hub to support the practice needs of teams to deliver high quality, safe and inclusive services to better support consumers to achieve their outcomes.

Our external environment and our internal operations reflect the shifting and changing priorities in the mental health sector across the country. Across the country there are new service models and approaches to mental health being developed and there is an increasing emphasis on how all mental health services reflect the voice of lived and living experience in all aspects of their work.

Neami continues to collaborate and partner with other stakeholders to understand, and work to create positive change, for consumers and communities especially in relation to psychosocial support and services.



Neami National – Overview

Vision

- For all people in Australia living with mental health and wellbeing challenges to live a life that is meaningful to them.

Purpose

- To support people to achieve mental health and wellbeing outcomes that matter to them, through access to resources and opportunities they need.

Services

- Community-based mental health
- Residential mental health
- Housing and homelessness
- Suicide Prevention
- Clinical mental health
- Head to Health / Medical Mental Health Centres

Values

Connecting: We build strong connections as we believe relationships are fundamental for wellbeing. We take time to engage and communicate with respect, care and compassion. We foster safe, genuine relationships with the people we work with and within our broader community. It's about connecting authentically to create a thriving network.

Collaborating: We work together for positive change and embrace collaboration to address social issues. We are bold, innovative, and accountable. We navigate power dynamics, create boundaries, and handle tensions respectfully. We stay present and notice if we can't be. Our strength lies in working as one team to deliver positive outcomes for our consumers, partners and the larger community.

Learning: We learn and adapt by being responsive with others through relational ways of working. We listen, observe, use research and data, and respect community knowledge. We self-reflect, we learn from mistakes, and stay curious and humble. We evaluate and adapt for continuous improvement.

Belonging: Everyone matters at Neami. We embrace and enrich our organisation through diverse stories. We understand the impact of past and present events on individuals. We prioritise safety, care, and respect for everyone – within our team and the broader community. We celebrate diversity and create opportunities for participation to ensure a connected and inclusive future.



Current Board



Ruth Faulkner, Chair

BSc (Hons), CA, CA Risk Specialist, FAICD

The Board elected Ruth as Chair in 2023. She is a Chartered Accountant (CA) and a CA Risk Specialist. Ruth has more than 20 years of experience working in governance, finance, audit and risk across the not-for-profit, government and commercial sectors.

Ruth is a Principal of Conus Business Consultancy Services.



Anthony Nippard, Vice Chair

BCom (Hons), BA, MA, FGIA, FCIS, FCHSM, FAICD

Tony is an experienced company director in the not-for-profit and public sectors. He has held senior positions in the Victorian public service.

Tony is a Principal at Thoughtpost Governance.



Leesa Chesser, Director

MAICD

Leesa is a skilled senior leader. Leesa has worked across state and federal government, advocacy, public policy and governance for more than 25 years. This is across the not-for-profit, public works, membership-based organisations and start-up sectors.

Leesa is a Director at Blue Sky Consulting Australia Pty Ltd.

Current Board (continued)



Dr Shaymaa Elkadi, Director

PhD(Psych), EMPA

Dr Shaymaa is a skilled strategist. She has more than 15 years of experience leading transformation and reform of organisations and services.

Dr Shaymaa is Executive Manager, Strategy and Program Integration at Foundation House.



Fiona Nicholls, Director

BA Welfare Studies, MHSS, GAICD

Fiona has 31 years of Commonwealth Government experience across health and social welfare policy, project management and administration. This includes nine years in the Senior Executive Service. During this time, one of Fiona's focuses was system reform in mental health services.



Silvio Pontonio, Director

BA (Hons), BSW, MASc, MAASW, AFCHSM.

Silvio has extensive experience as a health service program lead and executive director, both in Australia and the National Health Service in the UK. Silvio has a strong background in developing new and substitution programs. This is across public, private and mental health settings.

He is currently the Director of Health Nexus Consulting.

Current Board (continued)



Ryan D'Lima, Director

B Bus, Exec MBA

Ryan has a decade of dedicated service in the consumer and lived experience sector, across private mental health hospitals, frontline peer roles and public mental health. This experience is at both state and national levels.

Ryan is currently the Lived Experience Coordinator at Southern NSW Local Health District.



Fiona Bennett, Director

B Bus, CPA, GAICD

Fiona is a Certified Practising Accountant. She has extensive experience in financial management, governance, audit, and risk management across listed companies, NSW government and banking. Fiona lives in Central West NSW and is passionate about equity of access to healthcare.

Fiona is Chair of the Australian Mutual Bank and Deputy Chair of the Western NSW Local Health District.



Jane Stanton, Director

B Ec.Acc. FCA, GAICD

Jane is a Chartered Accountant and risk management specialist with 20 years' experience in senior risk management, internal audit, and finance roles within the financial service sector. Jane has significant experience in the design, implementation, embedding and oversight of risk management, conduct and culture, assurance, and governance frameworks.

Jane is Partner in Grant Thornton's risk consulting practice.



Neami National – Chief Executive Officer

Tom Dalton



Tom is a highly experienced and accomplished CEO with a strong background in both the legal and mental health sectors. He was appointed to the role of CEO at Neami National in June 2019, following a successful tenure as CEO of Forensicare, Victoria's statutory provider of forensic mental health care.

He originally trained as a lawyer, who has worked in private practice, Community Legal Centres and the public sector. He later moved into senior government roles in the (then) Victorian Department of Human Services where he gained valuable experience and knowledge in the field of human services. This background provided him with a deep understanding of the complexities and challenges associated with mental health care.

Tom also contributes to the mental health sector as a board member of Mental Health Victoria and the Australian Alliance to End Homelessness. These positions allow him to further advocate for the needs of individuals and families affected by mental health issues.

Tom's leadership at Neami National is characterised by his strong values-based approach. He brings his personal experience as a carer for family members with mental health issues, which undoubtedly informs his commitment to improving mental health services and advocating for those in need.

Qualifications: Bachelor of Arts/Bachelor of Law, Executive Masters of Public Administration

Governance

Structure

The Board of Neami Limited is the legal authority of the company, limited by guarantee and regulated by the Australian Securities and Investment Commission (ASIC) and the Australian Charities and Not for Profit Commission (ACNC).

Composition

The Neami Board of Directors currently consists of nine Directors. The Constitution allows for a maximum of 10 Directors. There are currently five Board committees: Audit and Risk, Finance and Performance, Strategy and Futures, Nominations and Remuneration, and Quality, Safety and Clinical Governance.

Directors are expected to sit on at least one, but preferably two committees.

Tenure

Maximum tenure is nine years – with three terms of three years.

Board Meetings

There are 8-10 Board meetings per year. The expected time commitment is approximately 20 hours per month. Board meetings are currently held face-to-face and committee meetings are held via teleconference.

There is also an annual Board Retreat, held face to face, of at least two days.

Directors also assist with other working groups such as recruitment and attend conferences and site visits as part of their role.

Remuneration

Directors are remunerated approximately \$28,000 pa and can access FBT exempt salary packaging.



Strategic themes

Great consumer experiences

Everyone should have the opportunity to live a meaningful life and achieve the mental health and wellbeing outcomes that matter to them. As this looks different for everyone, so does our approach.

Building collective knowledge and partnerships

We understand that systems have many parts that need to work together to ensure people have access to the support they need. Through our collaborations and partnerships across the country, we work to create positive change for consumers and communities.

Sustainable and resilient organisation

We are accountable to our consumers, communities and the environment. We use our resources responsibly to deliver services now and into the future. We consider our impact within the systems we work in and make conscious and ethical decisions about how we operate.

Capable and diverse workforce

Neami staff are essential to the delivery of our services. An engaged and empowered workforce is vital to support people to achieve the mental health and wellbeing outcomes that matter to them and achieve positive social impact.



The opportunity – Non-Executive Director

The primary aims of this position are to collectively govern with other Directors to:

- Demonstrate leadership
- Set the strategic direction and culture of Neami
- Keep Neami's vision and mission at the centre of decision making
- Act in the long-term interests of Neami
- Guide and monitor the management of Neami to innovate and thrive in accordance with the core values and risk appetite of Neami

Duties and expectations of Directors:

Each Board member must:

- Have strong governance experience
- Fulfil their duties as directors under legislation, common law and the ACNC governance standards
- Actively contribute during Board meetings to ensure the Board effectively fulfils its role and achieves its strategic direction
- Commit to ensuring Board diversity is reflected with a broad and inclusive range of backgrounds and skills
- A personal commitment to equality, diversity and inclusion
- Model Neami's values and culture



Key selection criteria – Non-Executive Director

Neami is looking to expand and refresh their Board as current Directors retire and are seeking non-executive directors to support and provide governance of the highest quality and rigour as the organisation enters a phase of increased impact. Preferred candidates will bring the following:

Attributes and experience:

- Robust experience in governance and operating as an effective non-executive director, is essential
- Experience in strategic development and implementation
- Knowledge or understanding of service delivery in a human services or mental health services context
- An ability to contribute new perspectives to a high performing board with demonstrated curiosity and courage to ask questions and participate in robust discussions
- Diversity is valued at Neami. First Nations people, those identifying as LGBTQIA+, people with disabilities and culturally and linguistically diverse people are encouraged to apply.

At least one of the following:

- Quality governance experience and expertise demonstrated through previous experience in overseeing quality and safety, clinical and/or practice governance frameworks, or
- Strong service delivery and operational experience in the community health sector especially mental health, homelessness or suicide prevention services.

Qualifications

- AICD qualified and relevant professional memberships preferable
- Tertiary qualifications related to allied health such as psychology, occupational therapy, nursing or social work is desirable but not necessary



Plus exhibit:

- Knowledge of a Director's responsibilities including an understanding of the role as well as the legal, ethical, fiduciary and financial responsibilities
- Well-developed legal knowledge and understanding to oversee compliance with numerous laws as well as understanding the individual Director's legal duties and responsibilities
- Demonstrated commitment to fulfilling a Director's duties and responsibilities, acting ethically, appropriate independence, putting the organisation's interests before personal interests
- High levels of personal and professional credibility and integrity
- Mirrors and is committed to Neami National's motivations and values

Additional Requirements

- All Non-Executive Directors will be required to undergo probity checks including criminal record checks
- As Non-Executive Directors, you may be required to work outside the span of business hours and undertake travel to attend scheduled meetings and events

Further information

Website

<https://www.neaminational.org.au/>

Annual Report

[Neami Annual Report 2022 - 23](#)

Financial Statement

[Neami Financial Statement 30 June 2023](#)

Constitution

[Neami National Constitution](#)

Strategy

[Strategic Directions 2024-2028](#)

Other

[Tyson and Hellie – Who we are](#)
[Tyson and Hellie – What we believe in](#)
[Lived Experience Workforce Guidelines - National Mental Health Commission](#)



For more information



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For all enquiries please contact
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