



# Board Pack

Neami National  
Non-Executive Directors

July 2023

**PRIVATE & CONFIDENTIAL**



# Welcome

Thank you for your interest in this exciting opportunity with Neami National (Neami), a specialist mental health provider dedicated to a vision of achieving full citizenship for all people living with mental health challenges in Australia.

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.

## Contents

### Neami National

- Background
- What's on the Horizon

### Governance

- The Current Board
- Additional Board information

### The Opportunity

- The Role
- Key Selection Criteria

### Further Information



# Neami National - Context

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## Background

Founded in Melbourne in 1986, and initially known as the North Eastern Alliance for the Mentally Ill, the organisation was established to address the housing needs and service gaps for people living with mental health challenges. Neami believes everyone should have the opportunity to live a full life and supports people to achieve the wellbeing and mental health outcomes that matter to them.

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 1200 staff and in the last year provided mental health supports to over 32,000 people.

We have offices and services in more than 80 locations across the country. We are largely funded through government, including 100 service agreements with the Commonwealth (via Primary Health Networks), State Governments (often via Department of Health and Justice), Local Health Networks and other sources.

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## What's on the Horizon

The Neami [Strategic Directions for 2020-2023](#) have formalized a more external facing approach highlighting engagement, partnership, advocacy and sector reform and also greater focus on research, monitoring, evaluation and understanding the impact of their services on consumers, the community and the sector more broadly.

The Strategic Directions were refreshed in late 2022 to highlight three key strategic drivers – workforce; diversity and inclusion; and eHealth pathways - to ensure Neami builds the foundations for a strong and sustainable future.

Neami is currently implementing our new Future State structure, moving from a geographical based operational structure to a function and streamed based model. This new structure will better support our core streams of service delivery and help us to continue delivering the highest quality support to consumers.

Central to supporting quality, safety, practice, learning and continuous improvement will be a hub connecting and coordinating activities that demonstrate service excellence in consumer experience and 'on the ground' service delivery.

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 National – Overview

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## Vision

- Full citizenship for all people living with mental health challenges in Australia.

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## Purpose

- To assist people experiencing the impacts of mental health challenges to achieve the outcomes they value.

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## Services

- Community-based mental health
- Residential mental health
- Housing and homelessness
- Suicide Prevention
- Clinical mental health
- Head to Health

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## Strategic Intent

- **To build on Neami's strengths** in evidence-based and lived experience informed services. This means further enhancing our consumer experiences of us and co-designing broader and deeper services.
- **To take a more active outward looking view.** This means working more with others, being a leading voice in changing the system and becoming a more sustainable and resilient national organisation.

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## Their Approach

Neami takes a recovery-oriented and evidence-informed approach to providing inclusive and person-centred support to ensure:

- Evidence-informed recovery
- Great consumer experience
- Safe and high-quality services
- A sound understanding of the value of lived experience
- Purposeful partnerships to support better consumer outcomes and extend capability and reach
- Commitment to diversity and inclusion
- Improving physical health



## Current Board



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### Anthony (Tony) Nippard, Chair

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

Tony was appointed to the Neami Board in 2014 and appointed Chair of the Neami Board in October 2019. Tony chairs the Nominations and Remuneration Committee. He is an experienced company director in the not for profit and public sectors and has previously occupied senior positions in the Victorian public service. Tony is a Principal at Thoughtpost Governance.



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### Ruth Faulkner (Vice Chair of Neami)

BSc (Hons), CA, GAICD

Ruth was appointed to the Neami Board in 2017 and is the Chair of the Audit and Risk Committee. Ruth is a Partner of Conus Business Consultancy Services located in Far North Queensland. She is a Chartered Accountant and a CA Risk Specialist, with more than 20 years' experience working in governance, finance, audit and risk in the not-for-profit, government and commercial sectors.



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### Richard (Rick) Callaghan

BMgmt, GradDipGov

Rick was appointed to the Neami Board in July 2022. Rick is a Potaruwutj man whose extended Aboriginal family is originally from the Tatiara or Padthaway Region of South Australia. He spent nearly 20 years working for the South Australian Government and then commenced on a private sector business career at KPMG, following which he established his own boutique consulting firm. Rick's core competencies involve working predominantly with Aboriginal and Torres Strait Islander peoples and mainstream businesses across Australia and its islands by assisting with entrepreneurial approaches to business creation, sustainability and expansion.

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## Current Board (continued)



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### Leesa Chesser

Leesa was appointed to the Neami Board in July 2022. Leesa is an accomplished senior leader and experienced non-executive director with expertise in highly regulated environments, sectors undergoing transformation and service reform. Leesa mentors start-up founders at Stone & Chalk Adelaide, women in business and leaders in Vietnam, Indonesia and Laos as a consultant to the Flinders University Gender Consortium.

Leesa is an alum of the Australian Institute of Company Directors Chair's Mentoring Programme and was a finalist in the inaugural Future Directors Award 2022 that seeks to recognise board directors pulling their organisations towards a fairer, safer and smarter future.

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### Dr Shaymaa Elkadi

PhD(Psych), ExecMPub Admin

Dr Shaymaa was appointed to the Neami Board in July 2022. Dr Shaymaa is the Chair of the Strategy Oversight and Futures Committee. She is Executive Manager, Strategy and Program Integration at Foundation House. Dr Shaymaa brings experience shaping innovative pathways of service excellence for the most complex and vulnerable in our community.

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### Fiona Nicholls

BA Welfare Studies, MHSS, GAICD

Fiona was appointed to the Neami Board in 2016 and is Chair of the Finance and Performance Committee. Fiona has 31 years' Commonwealth Government experience in health and social welfare policy, project management and administration, including nine years in the Senior Executive Service focussing on quality and accountability in aged care and system reform in mental health services.

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## Current Board (continued)



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### Silvio Pontonio

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

Silvio was appointed to the Neami Board in 2019 and appointed Quality, Safety and Clinical Governance Chair in October 2020. He is Principal at Health Nexus Group / Pontonio Consulting Group. Silvio has extensive experience as a health executive, including within public health, mental health and aged care services. He also brings experience as an advisor and strategist gained during his time as a consultant in the health and mental health sectors.



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### Lorraine Powell

CertIV MH (Peer Work), GAICD

Lorraine was appointed to the Neami Board in 2014. She has 20 years' experience as a mental health consumer representative and consultant at local, state and national levels. She is also a director and the WA Coordinator of Lived Experience Australia and a member of the National Register of Mental Health Consumer and Carer Representatives with Mental Health Australia.

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# Neami National - CEO

## Tom Dalton

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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

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## 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).

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## Composition

The Neami Board of Directors currently consists of eight Directors. The Constitution allows for a maximum of 10 Directors. There are currently five (5) Board committees: Audit and Risk, Finance and Performance, Strategy Oversight and Futures, Nominations and Remuneration, and Quality, Safety and Clinical Governance.

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

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## Tenure

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

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## 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.

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## Remuneration

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Directors are remunerated approximately \$20,000 pa and can access FBT exempt salary packaging.



# The opportunity – Non-Executive Director

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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

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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
- Commitment to ensuring Board diversity to reflect 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 at least one of the following:

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## 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

At least one of the following:

- Strong commercial or financial acumen, preferably with a background and oversight experience in finance, audit and risk; or
- Lived experience with unique knowledge, abilities and attributes and able to draw on their own life-changing experience, service use and their journey of recovery and healing, to support others.

## Qualifications

- AICD qualified and relevant professional memberships preferable
- For those bringing expertise in finance, audit, and risk functions, a CA or CPA qualification or a risk-related equivalent, is desirable

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## 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 of Neami

## 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 from time to time to attend scheduled meetings and events.

And geographical diversity, preferably based in the regions in which Neami works. Including NSW, Western Australia or the Northern Territory.



## Further information

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Website

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

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Annual Report

[Neami Annual Report 2021 - 22](#)

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Financial Statement

[Neami Financial Statement 30 June 2022](#)

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Constitution

[Neami National Constitution](#)

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Strategy

[Strategic Directions 2020 - 2023](#)

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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



Lindy Kingsford | Executive Consultant

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