

Expression of Interest for the recruitment of Three Directors for the MHLEPQ

Background

The Mental Health Lived Experience Peak Queensland (MHLEPQ) will shortly recruit three new Board members to fill casual vacancies. To help us do that we seek to partner with an external recruitment agency. The successful agency will work closely with the MHLEPQ Nomination, Remuneration and Governance Committee (NRG Committee) to nominate successful candidates for the Board's consideration.

Your proposal will be considered by the NRG Committee. The committee may seek to interview the proposer prior to awarding the project. The NRG Committee may choose to nominate one or more than one proposer if the Committee feel a particular proposer is best place to fill a position requiring a specific skillset or experience.

Expected Cost

The MHLEPQ will accept proposals ranging between \$5,000 and \$10,000 per successful candidate. Proposals will not be assessed based on price but "value for money" being value against the price.

Proposals

Proposals will be no more than three pages long and will address key selection criteria:

- Experience in Board Recruitment for purpose and advocacy organisations.
- A strong framework for candidate care before, during and after the recruitment process.
- The proposer supporting the MHLEPQ's commitment to advancing economic, environmental and social objectives.

The MHLEPQ will give preference to proposers who:

- Are Queensland based,
- Are a social enterprise,
- Have a clear social charter including social and environmental objectives,
- Have a stated commitment to reconciliation with Australia's first nations people,,
- Have an established policy on diversity, and/or
- Have a history and/or policy of employing people with lived and living experience of mental ill-health.

Proposals will be submitted by e-mail to ceo@mhlepq.org.au no later than 1st July 2023.

Recruitment Brief

Background

The MHLEPQ Board currently have three vacancies. The Board seeks to fill these vacancies as casual vacancies until the next Annual General Meeting in November. The Board does this in consultation with the Nominations, Remuneration and Governance Committee. In order to have a rounded board with a variety of skills the Board conducted a skills audit of the existing Board members, Company Secretary and CEO to identify skills gaps. The intention is that any recruitment will be targeted towards any identified skills gaps.

The Candidates we are seeking;

It is a pre-requisite for selection that the candidate is eligible for membership of the MHLEPQ. This means the person is required to be over the age of 18, has a self-identified experience of mental illness and/or suicidality and lives within the State of Queensland.

In addition, we are seeking candidates with specific focus on the following areas of experience, expertise, knowledge, and skills:

- Culture and Governance,
- Cultural Safety (both First Nation and CALD),
- Legal, Audit and HR, and
- Cybersecurity.

Additional perspectives that would be beneficial include experience of Boards of member-driven advocacy organisations such as trade unions, environmental organisations and other community organisations. Experience from other Peak organisations within or outside the mental health sector would also be desirable.

We are focussed on the engagement of these Directors as soon as practicable and before November 2023.

Remuneration

The Board positions are remunerated with \$500,00 per month or \$6,000 per annum and compensation for all reasonable expenses associated with Board meeting attendance. The MHLEPQ is a health promotion charity and the full remuneration can be salary packaged. The Board's remuneration is subject and proposed by the MHLEPQ Nominations, Remuneration and Governance Committee provided that any changes to remuneration of the Board will be subject to approval at the Annual General Meeting.

MHLEPQ Purpose and Values

The MHLEPQ was established for the purpose of providing a collective voice towards systems reform and advocacy for persons living in Queensland, over the age of 18 and self-identifying as having or having had a mental illness and/or having experienced suicidality. The focus of the MHLEPQ is specifically to seek out the voices of those who are marginalised and disadvantaged. A second objective of the MHLEPQ is to identify and develop advocates and representatives to engage in committees and reference groups representing the voices of people with lived experience.

Any recruitment must be targeted towards individuals who share the values of the MHLEPQ as articulated by the Board, that is:

We will work in ways that achieve mutual:

- **Safety** - *Will this be safe for our members?*
- **Respect** - *Will this portray our members wholistically?*
- **Intentionality** - *Will our members see this as centred on Lived Experience?*
- **Integrity** - *Can we justify this to our members?*
- **Outcomes Matter** - *How will our members be better off as a result of this?*

Past Focus of the Board

The Board was established with the MHLEPQ in July 2021 and had six directors and a chair. The MHLEPQ was established with funding from the Mental Health Community Services Branch through an auspice arrangement with the Queensland Mental Health Commission. The establishment of the MHLEPQ was overseen by a Steering Committee of sector, government and lived experience representatives. This committee supported the appointment of the initial CEO and recruitment of the inaugural Board of six directors and a chairperson. The establishment phase of MHLEPQ was also supported by two dedicated staff engaged in the QMHC.

The Board's work has to date been focused on formation. The Board has experienced some not unexpected formation challenges and has experienced not unreasonable turnover for a new organisation, which has resulted in the resignation of two directors and the inaugural CEO. The Board has developed a working relationship which has resulted in stability and good working relationships between directors and staff. The primary focus of the Board has been to lead the organisation out of auspice and setting up structures and governances for an independent, member-based, systems advocacy organisation.

Future Challenges

The MHLEPQ is primarily funded by Queensland Health. The Board has identified that this single revenue stream is an existential threat to the organisation, leaving it susceptible to the whims of a changed political environment. The organisation also needs to navigate the dual role of advisor on lived experience matters to Queensland Health and advocacy on behalf of its members regardless of the interest and views of the existing health system. There is a risk that

this dual role may be compromised in the event that the advocacy component in the best interests of members is unpalatable to the provider of the funding, the government of the day, or other influential stakeholders.

The MHLEPQ is a member-based organisation, and a major focus of the organisation is to build a solid and strong membership.

Skills and Experience Assessment

The Board conducted a skills audit using skills categories identified through the OnBoard portal with additional skills added which are specifically relevant to the MHLEPQ. In total 26 skills or areas of experience/expertise were identified across six categories of skills/experience/expertise:

- **Board Experience:** Audit Committee, Board Chair, Committee Chair, Nominations and Governance Committee, Risk Committee and For Purpose Boards
- **Cultural Experience:** CALD/ Cultural Safety, First Nation/Cultural Safety, Psychological Safety
- **Governance Experience:** Audit, Cybersecurity, Financial Analysis, Legal, Regulatory and Compliance
- **Operational Experience:** Fundraising, Human Resources, Operations, Risk Management, WH&S
- **Sector Specific Experience:** Industry Experience, Lived Experience or Mental Ill-health advocacy, Mental Health Sector
- **Strategic Experience:** Business Development, Business Transformation and Change, Digital Strategy, Strategic Planning

Board members were asked to self-assess their skills / experience according to a six-point scale:

- **1= Little Experience;** I have a little experience of this topic. I may have worked on the topic as part of a group or committee. Little experience means I have engaged with this topic superficially at a Board / Governance level.
- **2= Some Experience;** I have some experience of the topic. I have been on Boards or committee where this topic has been discussed but I was not in a leading role but a participant. I have been part of a group providing Board / Governance leadership on this topic.
- **3= Experienced;** I have experience of this topic. I have routinely worked on this topic providing proactive advice and leadership. When the topic is discussed I am able to provide a dept of understanding to the topic that is above average but perhaps not unique. I have been in leadership roles in Board / Governance on this topic.
- **4= Advanced Experience;** I have advanced Experience on the topic. I may hold formal qualifications and/or have extensive experience in leadership in this area. I would be capable of leading a committee or working groups on the topic and take effective responsibility leading the board / governance of the Board in this field.

- 5= Expert Experience;** I am an expert in the field / topic. I hold post graduate qualifications and/or extensive experience and are seen as a leader in the field (at a level appropriate to this Board). I am capable of providing the Board with expert knowledge and input within the field / topic. Me being associated with this topic should give the organisation confidence that the topic is well covered and understood.

Skills Audit Results

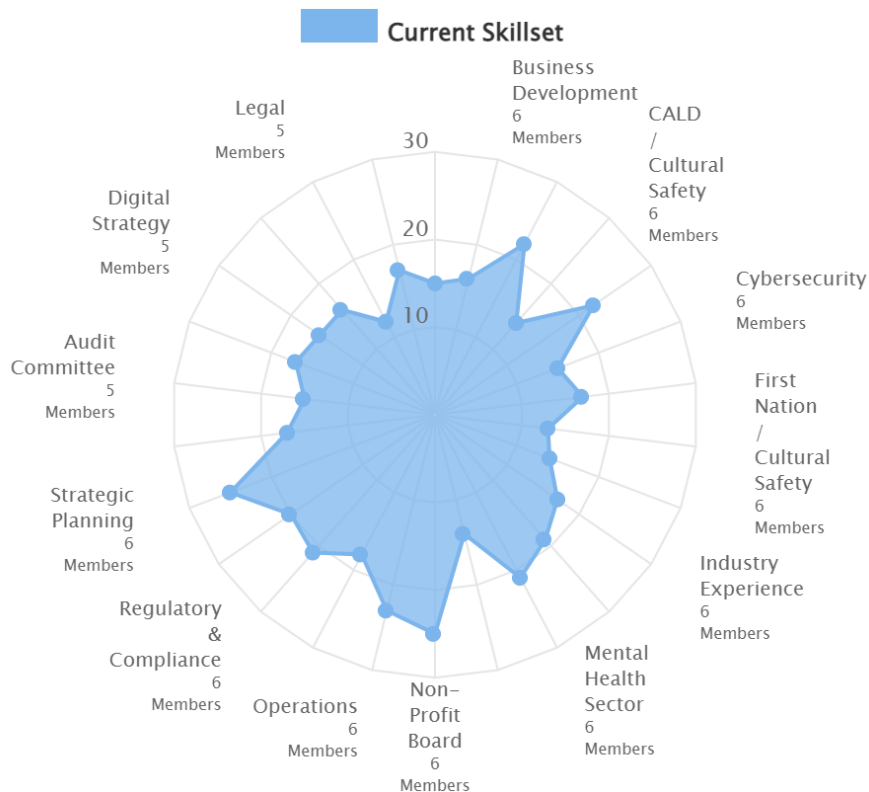
The average rating of skills on the board was 2.9 out of 5. There were six skills ratings of 0 meaning not experienced at all and 9 ratings of 5 meaning expert expertise in the field.

The Board had the highest level of expertise in the area of strategy with an average rating of 3.3 with Strategic Planning rated at 4.2 followed by Business Transformation and Change rated at 3.7 while Business Development and Digital strategy rated the lowest in this category at 2.7.

Board Experience and Sector experience rated 3.1 with strong experience as Committee Chairs (3.7), Risk Committee (3.3) and experience in the Mental Health Sector (3.5 and Lived Experience (3.2) also rating highly.

Operational experience was average at 2.9 with strongest experience in Operations (3.8) and lowest in Fundraising (2.3). Governance skills and expertise rated below average at 2.7 while Culture rated the lowest at 2.5. Within Governance Regulatory and Compliance was strongest at 3.5 and Legal skills lowest at 2. Within Cultural expertise / Skills First Nations Cultural safety rated lowest at 2.2 while Psychological Safety rated highest as 3.0.

Distribution of skills:



Ratings according to skill category (from lowest to highest):

- Culture 2.5
- Governance 2.7
- Operational 2.9
- **Average 2.9**
- Sector 3.1
- Board Experience 3.1
- Strategy 3.3

The lowest rated 10 skills experiences:

- Legal 2.0
- First Nation/ Cultural Safety 2.2
- CALD / Cultural Safety 2.3
- Fundraising 2.3
- Nominations and Governance Committee 2.3
- Audit 2.5
- Cybersecurity 2.5
- Audit Committee 2.5
- Business Development 2.7
- Human Resources 2.7
- Digital Strategy 2.7

The highest 5 skills:

- Strategic Planning 4.2
- Non-Profit Boards 4.2
- Operations 3.8
- Committee Chair 3.7
- Business Transformation and Change 3.7

Recruitment Strategy

It is a pre-requisite for Board selection that the candidate is eligible for membership of the MHLEPQ. This means the person is over the age of 18, has a self-identified experience of mental illness and/or suicidality and live within the State of Queensland.

Perspectives that would be beneficial is experience of Boards of member driven advocacy organisations such as trade unions, environmental organisations and other community organisations.

Experience from other Peak organisations within or outside the mental health sector would also be desirable.

The board has a skills / experience deficit in the area of Culture and Governance. Specific emphasis should be paid to Cultural Safety both First Nation and CALD knowledge and Legal, Audit, Cybersecurity skills and Human Resource skills.