

Tom Urban

Canberra, ACT

Core Capabilities

Governance & policy development Direct & systemic advocacy Lived-experience engagement Stakeholder & ministerial liaison Health and community sector strategy	Program design & evaluation Trauma-informed practice Crisis intervention & risk management Multi-agency coordination Cross-sector partnership building
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Governance Experience

Director of Governance & Engagement (Board Member)

Federal Golf Club | Canberra, ACT | 2026 – Present

- Serving as a Board Director contributing to organisational governance, strategic direction, and member engagement strategy at executive level.

Professional Experience

Policy and Planning Manager

The ACT AOD & Mental Health Alliance | Canberra, ACT | Present

- **Systemic advocacy:** Lead research, policy development, and advocacy for people experiencing co-occurring AOD and mental health needs across the ACT, working directly with the Health Community Services Directorate and the Minister for Health on behalf of two sectors of 40 to 60 organisations.
- **Service user modelling:** Leading a service user modelling project to strengthen the Alliance's policy and advocacy campaigns, translating consumer experience into evidence used in ministerial briefs and policy submissions.
- **Governance & policy:** Co-design governance frameworks for a co-occurring care model between the AOD and mental health sectors, and produce formal policy submissions, referral mapping, and service mapping reports for ACT Government.
- **Sector engagement:** Design and deliver Learning Circles, Communities of Practice, and a Training Suite for frontline workers across both sectors, building cross-sector capability and referral practice.
- **Stakeholder relationships:** Sustain productive working relationships with ACT Government directorates, non-government organisations, clinical services, and lived-experience representatives to drive service improvement and policy reform.

Sector Engagement Lead

The ACT AOD & Mental Health Alliance | Canberra, ACT | 2025 – 2026

- **Sector-wide engagement:** Led communication and engagement initiatives building practitioner networks and cross-sector collaboration across the ACT AOD and mental health sectors, including direct partnership with MHJHADS clinical and Lived Experience teams.
- **Executive reporting:** Prepared high-level reports and governance documentation for the ACT AOD and Mental Health sectors, including briefing materials for senior leaders, funding bodies, and government stakeholders.
- **Training architecture:** Designed and delivered the sector-wide Training Suite, embedding adult learning principles across the mental health and AOD workforce.

Key Achievement: Designed and implemented a capability-building model aligned to government outcomes, supporting measurable improvements in workforce practice and cross-sector collaboration across the ACT.

Team Leader / Therapeutic Youth Worker & Case Manager

Big Brown House | Albury, NSW | 2021 – 2024

- **Direct advocacy:** Provided sustained direct advocacy for young people subject to statutory intervention, ensuring their views were accurately represented in case conferences, departmental reviews, and formal proceedings, including custody proceedings for a young mother in the service.
- **Case management:** Held direct case management responsibility for vulnerable young people with complex trauma histories, coordinating across child protection, mental health, legal, and housing services.
- **Team leadership:** Led a team of six to seven casual staff, providing clinical supervision and practice oversight to maintain trauma-informed, rights-consistent care standards.

Key Achievement: Supported a young person through four placement breakdowns in six months to stable independent housing and part-time employment; advocated successfully for a young mother to retain care of her newborn child through coordinated multi-agency proceedings.

Growth & Engagement Lead / Central Australian Portfolio Manager

AFL Northern Territory (AFLNT) | Darwin & Central Australia, NT | 2024 – 2025

- **Indigenous community engagement:** Built trust-based relationships with remote First Nations communities across Central Australia, co-designing programs with Elders to ensure community ownership.
- **Workforce & pathway development:** Developed the CAFL Umpiring Model V2, a sustainable workforce and appointment policy framework.

Key Achievement: Achieved 46% growth in umpiring participation across the Northern Territory within 12 months.

Additional Professional Experience

Community Services Manager – Mobile Services

Albury Wodonga Health | 2019 – 2022

- **Service operations:** Managed healthcare service delivery and a dispersed mobile workforce, ensuring regulatory compliance and continuity of care for aged care residents and NDIS participants, including through the COVID-19 pandemic.
- **Governance & compliance:** Oversaw clinical governance, compliance frameworks, and formal stakeholder reporting to health service leadership.

Director Junior High Performance / Coach Education Manager

Kooyong International Tennis Academy & NSW Southern Sports Academy | 2016 – 2019

- Oversaw athlete development frameworks for approximately 160 athletes and 11 coaches, and implemented individual wellbeing and talent identification frameworks.

Education & Professional Registrations

- Bachelor of Psychological Science – La Trobe University
- Certificate IV Sport Coaching (Tennis)
- Therapeutic Crisis Intervention
- First Aid & CPR
- Working with Vulnerable People (WWVP) – ACT
- Current Driver's Licence

Capital Health Network Limited

Election of Directors 2026

Candidate Statement

Candidate name (please print):	TOM URBAN		
Tick the Director Position being nominated for:	E1 ☐	E2 ☐	E3 ☒

Statement in support of nomination

*Candidates for positions are invited to provide a short statement of **no more than 250 words** supporting their candidature for the Director position. Statements will be posted with the ballot papers and will appear on the Capital Health Network website. Election statements should provide a brief profile of the candidate including relevant qualifications and experience. Statements must be ethical, be able to be substantiated, and not be defamatory, and will be approved by the Returning Officer. Statements must be in 'Word' format and lodged electronically as a Word (.doc) attachment to an email. As a general rule the Returning Officer will not correct spelling or grammatical errors, only the presentation may be amended for publication purposes. The use of this pro-forma is not essential.*

I am a Canberra-based advocacy and health system leader with a career spanning policy, governance, and direct community advocacy. As Policy and Planning Manager at The ACT AOD & Mental Health Alliance, I lead research, policy development, and advocacy for people experiencing co-occurring alcohol and other drug and mental health needs across the ACT, working directly with the Health Community Services Directorate on behalf of two sectors of 40 to 60 organisations. I have co-designed governance frameworks between the AOD and mental health sectors, produced ministerial briefs, and co-produced policy submissions shaping how care is coordinated across the ACT.

Earlier in my career I provided case advocacy for young people in the adolescent trauma space, ensuring their views were represented in statutory proceedings and departmental reviews, and managed a pathology collection team spanning internal Albury/Wodonga Health services and community outreach, including through the COVID-19 pandemic. I also managed AFL Northern Territory's Central Australia portfolio, leading community engagement with remote First Nations communities and contributing to a 46 per cent increase in target participation over twelve months.

I currently serve as Director of Governance and Engagement on the Board of Federal Golf Club, and hold a Bachelor of Psychological Science from La Trobe University.

I am nominating for Director position E3 to bring frontline consumer advocacy experience, sector and government relationship skills, and current governance practice to the CHN Board, and to help ensure people who use primary health care in the ACT have real influence over how it is delivered.

NOTE: 250 word maximum

Capital Health Network Limited

Election of Directors 2026

Statement addressing the position requirements for Director position E3

Candidate name (please print):	TOM URBAN
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Statement addressing the position requirements

Candidates for positions are invited to provide a short statement of **no more than 500 words** supporting their candidature for the Director positions. Statements will be posted with the ballot papers and will appear on the Capital Health Network website. Election statements should provide a brief profile of the candidate including relevant qualifications and experience and address the position requirements as set out in the Election Notice Vacancy. Statements must be ethical, be able to be substantiated, and not be defamatory, and shall be approved by the Returning Officer. As a general rule, the Returning Officer will not correct spelling or grammatical errors, only the presentation may be amended for publication purposes. The use of this pro-forma is not essential.

Elected Director position E3

Nominees for **Director position E3** must meet the **essential** criteria that the person is a “**Consumer**” which is defined as a natural person who is suitably skilled and experienced in advocating for and representing the interests of consumers of Primary Health Care services.

CHN considers that all nominees should also have:

1. Demonstrated ability to contribute to the Board’s strategic thinking
2. Demonstrated ability to provide strong leadership, acting with integrity and high ethical standards
3. Appropriate governance qualifications or experience (i.e. completion of the Australian Institute of Company Directors training or equivalent).

I am a Canberra-based advocacy and health system leader. My career has centred on giving people more control over the systems that are meant to serve them, and I bring both direct consumer advocacy experience and current board governance experience to this nomination for Director position E3.

As Policy and Planning Manager at The ACT AOD & Mental Health Alliance, I lead research, policy development, and advocacy for people experiencing co-occurring alcohol and other drug and mental health needs across the ACT, working directly with the Health Community Services Directorate and the Minister for Health and Ageing on behalf of two sectors of 40 to 60 organisations. I am currently leading a service user modelling project to strengthen our policy and advocacy campaigns, turning consumer experience directly into evidence used in ministerial briefs, policy submissions, and governance frameworks that shape how care is coordinated across the ACT.

Earlier in my career, as a Therapeutic Youth Worker and Case Manager at Big Brown House, I provided sustained direct advocacy for young people subject to statutory intervention, ensuring their views

were accurately represented in case conferences, departmental reviews, and formal proceedings. I also managed a pathology collection team operating both internally within Albury Wodonga Health and through community outreach services, including through the COVID-19 pandemic, keeping care running for aged care residents and NDIS participants under significant regulatory pressure.

I currently serve as Director of Governance and Engagement on the Board of Federal Golf Club, contributing to organisational governance, strategic direction, and member engagement at executive level. This gives me current, practical experience operating at board level, not just advocating up to one, and a working understanding of directors' duties, financial and risk oversight, and the difference between governance and management.

This role interests me for the same reason every role in my career has. I have consistently sought out the chance to hand real influence back to the people a system is built around, from a young person's voice being heard in a custody proceeding, to a sector's frontline experience shaping ACT Government policy. My measure of good work has always been whether the people affected by a decision had a real say in it. Primary health care works best when the people using it, particularly those most at risk of exclusion, are treated as the authority on their own care.

I bring to the CHN Board frontline consumer advocacy experience, sector and government relationship experience, and current governance practice. I would put that experience to work making sure people who use primary health care in the ACT have real influence over how it is delivered.

NOTE: 500 word maximum