Annual Report

2015

ENGAGING
Young Leaders
ON Aged Care & Community Boards

Achievements

TO DATE

55 Graduates from the Emerging Leaders Programs (ELP) 2013-15
40% of ELP Graduates have secured Board Director positions in aged care, health, mental health, disability, drug and alcohol, education, training and peak body groups
21 % of ELP Graduates have secured Board Traineeship positions
60 ELP scholarships offered since the Project's inception in 2012
30 Community Partners sponsoring the Project
317 e-Members (newsletters, website) of the Project

THIS YEAR

19 ELP Graduates
8 new Community Partners
Establishment of the ELP Alumni Network
115 New e-Members
Lotterywest Funding for new website (coming soon)
4 New Governance Resources:
- "*Emerging Funding Models for the Aged Care and Community Sector*;" Ebook
- "*Get on Board" – Helping to Develop Young and Emerging Leaders for Board Roles in the WA Aged Care and Community Sectors*" Ebook
- *"Embracing Age Diversity on Boards - The Power of an Untapped Resource"* Ebook
- *Governance Training List*

VISION

To create a world class aged care and community sector underpinned by strong Board governance and leadership.

MISSION

To facilitate age diversity on community Boards to improve Board performance

GOALS

- A successive recruitment stream of Board-ready young professionals to strengthen community Board governance
- A strong coalition of community partner organisations committed to cultural change and the inclusion of young professionals in Board governance and leadership
- An evidence body of research, information and resources to engage and promote age diversity on community Boards.

Project Director's Report

Systems Thinking For Better Leadership

Many of you would be familiar with the work of Peter Senge who wrote 'The Fifth Discipline', which is often cited as a seminal book to help managers overcome their obstacles to growth and create brave new futures for them and their organisations.

In 2015 he published the thought-provoking article, 'The Dawn of Systems Leadership'. The article maintains that Systems Leaders need three core competences to foster collective leadership. These are: the ability to see the larger picture; the capacity to foster reflection and generative conversations; and shifting collective focus from reactive problem solving to co-creating the future.

I am convinced that the larger picture that we are focused on today is the aged care and community sectors for which we have a shared ambition to create world class services for a civil society.

Our capacity to foster reflection is within the mirror we use to observe the prevailing assumptions we carry into conversations, and consider how they may limit us. I am continually challenging assumptions by asking "Why do you hold the belief that Young Leaders can't be Board Directors?".

Generative conversations are what I see occurring when Community Partners present to the Young Leaders in the collective atmosphere of our Unconventions or at one-to-one intergenerational mentoring sessions. These conversations centre on each of us being interested in learning and exchanging ideas about how we can improve governance and leadership. In these dialogues we undertake a shared exploration towards greater understanding, connection and possibility of what the future could look like. We also build Trust which is essential to allow us to listen to and hear the views of others.

Project Director's Report

We have just completed our third year of the Project. All along the way, we have been helping each other to articulate our deeper aspirations and we are continually building on the tangible accomplishments we have achieved together. We are building an inspiring vision, while at the time facing difficult tensions between this vision and the reality of our sector's shifting sands. It is a positive experience however because we are learning how to use these tensions to create new approaches to governance and leadership.

Without a doubt the Engaging Young Leaders on Aged Care and Community Boards Project is a clear demonstration of collective leadership. Each Community Partner has made this Project a success. You have given your money, your time, your knowledge and your experiences; and you have been courageous in opening yourself and your Board rooms to help develop Directors for our nation.

As we continue this Project, more and more Systems Leaders who catalyze collective leadership will emerge. I invite those leaders who are yet to engage with us to do so, so that you too may be part of this exciting journey.

Dr Nicky Howe
CEO, Southcare Inc

Project Facilitator's Report

I was so pleased to see Community Partner, Holyoake's CEO Angie Paskevicius win the WA Telstra Businesswoman of the Year Award earlier this year. I think it marks the increasing recognition of the leadership shown by the not-for-profit (NFP) sector.

The Engaging Young Leaders on Aged Care and Community Boards Project is about leadership - Leadership demonstrated collectively by Board Directors, senior executives and emerging leaders. It is a leadership that requires commitment and courage to be innovative and to support collaboration and diversity to strengthen the sector.

And momentum is building! With our third Emerging Leaders Program this year, we can now proudly say that 40% of the three groups (ie 22 participants) have been appointed as Board Directors with even more stepping up to Board traineeships and committee positions.

This is a wonderful achievement when there is still much stereotypical debate about the benefits of age diversity on Boards. The commitment, courage and leadership displayed by our Program Alumni and Community Partners to create this mindset shift is incredible.

The Unconventions have also continued to offer exceptional learning experiences bringing together a broad mix of attendees and allowing for exploration and discussion on governance issues facing the NFP sector. The first Unconvention showcased a remarkable mix of Board Directors to debate and discuss the issues challenging Boards, including Board composition, recruitment and leadership. Professor Paul Flatau from the Centre of Social Impact shared the latest research about NFPs and the greater need for professional development. The second Unconvention shared the knowledge and expertise of George Jones, 2012 WA Senior Australian of the Year as well as presenting panels and workshops on Board traineeships, innovation and entrepreneurship in the NFP sector.

We've had an exciting response already to the 2016 Emerging Leaders in Governance Program so we are confident to bring together another excellent group of aspiring Board Directors. I am always open to conversations with Community Partners about how we can provide more inspiring and useful Unconventions and training for emerging Board Directors in the NFP sector.

Alicia Curtis
Project Facilitator

The Team

ENGAGING Young Leaders ON Aged Care & Community Boards

Nicky - Project Director

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Sean - ELP Alumni

Laura - ELP Alumni

Brett- ELP Alumni

Tamara (r) - ELP Alumni

Martin- ELP Alumni

Emerging Leaders Program (ELP) Alumni

ELPAlumni@Outlook.com.au

www.youngleadersonboards.com.au

Investing in Leadership

Community Partners

Looking back to 2012 when Southcare launched this Project with MercyCare and Baptistcare, it is inspiring, encouraging and a remarkable success that we now have 30 aged care and community organisations supporting the Engaging Young Leaders on Aged Care and Community Boards Project as Community Partners. Eight organisations joined our coalition this year and we are currently having conversations with others who are keen to support it.

What started off as an initiative for the aged care sector has now extended into the community, sector, state and local government and the business sector. Our Community Partners are in disability, health, youth, education, training, drug and alcohol rehabilitation, advocacy, housing, recruitment and a wide variety of community, social and neighbourhood services. In our diversity, we are committed to the mission of attracting talented young people with a broad range of skills and experiences onto our Boards and Senior Committees to foster innovation with new ideas and perspectives, to develop a leadership foundation that connects effectively with our diverse community of customers and stakeholders and to promote succession planning.

Not only do Community Partners sponsor the Project financially (events and scholarships), they also share their knowledge and experience as speakers at our Unconventions and networking events and as intergenerational mentors. They invite our Emerging Leader Program (ELP) participants into their communities and for site visits, they offer Board observation and traineeship opportunities to ELP participants and graduates and several have welcomed outstanding graduates as Directors on their Boards of Governance.

Community Partners are also instrumental in securing new supporters. Community Partner, the City of South Perth hosted a breakfast presentation in August for Local Government Mayors and CEOs to engage with the Project; and we are pleased most recently to welcome the City of Canning as a Community Partner. Linkwest also gave us an exhibition stand at their 'Into the Spotlight' Conference in August where we were able to connect with many potential partners. Personally many Community Partner CEOs and Directors are also reaching out to their peers to promote this Project for our community.

We thank all our Community Partners for their courage, time, resources and money to facilitate opportunities for a new generation of leaders.

Community Partners 2015

Southcare
HACC
CommunityWest
Silverchain
Hall & Prior
Holyoake
MercyCare
Baptistcare
Linkwest
Bethanie
Rise
Ruah
Hope Community Services
Foundation Housing
City of South Perth
City of Canning
Nulsen Disability Services
YMCA
Anson
ACSWA
Swancare
Advocare
Anglicare
Community Vision
Mosaic
WACOSS
LASA
YWCA of Perth
Melville Cares
Rotary

"The program has impacted me in so many ways, however two main things that I've really been struck by are the generosity and expertise of the facilitators, mentors and community partners and how willing they have all been to pay it forward to a new group of emerging leaders and share their knowledge. Often we view leaders as unapproachable, however everyone involved has been so supportive throughout the program and has inspired me to ensure I am the same".

Marc Zen, ELP Graduate

The Emerging Leaders Program (ELP)

Nineteen outstanding leaders graduated from the Emerging Leaders Program (ELP) on 29 April this year. The Graduation Ceremony at Southcare Inc, was attended by Community Partners and leaders and family and friends of the graduates.

The ELP commenced in January 2015. Program commitments for participants included a leadership retreat, site visits, Board governance and skills training, networking and mentoring sessions, Board observations, media promotion and group projects. The Program was delivered by Alicia Curtis with Dr. Nicky Howe and guest presenters.

All 19 graduates secured scholarships and entry to the program in late 2014 through a competitive application process where each participant was identified as engaged, involved and ready to make a positive impact in the community as Board and community leaders. Applications for the 2016 Emerging Leaders Governance Program opened in November 2015. An information night on 4 November 2015 was very well attended and selections are underway.

Since the Program's inception in 2013, 40% of ELP Graduates have secured Board Director Positions in aged care, health, mental health, disability, drug and alcohol, education, training and peak body groups. All graduates join a network of ELP Alumni, members and community leaders committed to better Board governance.Congratulations to the following ELP graduates who have secured Board positions and traineeships at the time of this report:

Board Positions
Miguel Gomez - Southcare Inc.
Stephanie Johnston – Echo Community Services
Seemar Riyat – Linkwest
Karen Wellington – Classroom of Hope
Sean Thorpe – Starick Inc.
Louise Forster – Palmerston Inc.

Board Traineeships
Karen Wellington Community West Board Traineeship 2015
Tamara Findley Southcare Board Traineeship 2015
Davina Hunter Swancare Board Traineeship 2015
Travis Thomas CommunityWest Board Traineeship 2015
Brooke Jones Community Vision Board Traineeship 2015
Tara Burke Starick Inc Board Traineeship 2015-2016

ELP Graduates 2015

James Jegasothy
Nicole Brown
Davina Hunter
Miguel Gomez
Shanna Crispin
Victoria Long
Seemarpreet Riyat
Gabriel Reed
Marc Zen
Karen Wellington
Alana Bernstein
Tamara Findlay
Phil Beckett
Tara Burke
Laura Koh
Dane Etheridge
Maryam Khan
Stefanie Johnston
Travis Thomas

Miguel, Karen and Seemar

For a few months last year, Seemar Riyat an ELP graduate, was a 'shadow treasurer' on the Linkwest Board, learning the ropes from Linkwest's 2014-15 Treasurer. When the Treasurer stepped down at this year's AGM, Seemar, who is a management accountant, nominated for the Board and is now our Treasurer for 2015-16.

Linkwest as a Community Partner can certainly testify to the success of this Project.

Jane Chilcott, CEO Linkwest, Community Partner

"This program has delivered all that I expected and then some. I now feel equipped to become a board director and have learnt a great deal about myself as well. The training we have received has assisted my professional development, increased my confidence in the workplace, and improved my communication. "

Laura Koh, ELP Graduate

A Governance Mission

Talking about Governance

The Engaging Young Leaders on Aged Care and Community Boards Project is committed to strengthening Board governance and facilitating age diversity on community Boards.

We support these objectives through conversations, sharing Board knowledge and experience, delivering customised governance training, developing Board resources and offering Board observations and traineeships provided through Community Partners, ELP Graduates and our leadership networks.

Board Observations

Several of our Community Partners and supporters provided opportunities for ELP participants to sit in on their Board meetings and have exposure to Board papers, procedures, decision-making and operations. This experience gave many participants the confidence to apply for Board positions and traineeships after graduation. Our thanks to the following organisations who provided Board Observation opportunities during 2015: CommunityWest, Rise Network, Interchange, Southcare, Baptistcare, Anglicare, WACOSS, ACSWA, Linkwest, Hope Community Services, RUAH and Diabetes Research.

Board Traineeships

Board traineeships give emerging leaders the opportunity to experience the roles and responsibilities of a Board Director, without the financial and legal responsibilities. Through traineeships, participants gain an understanding of Board processes in a hands-on environment, by reading Board papers, attending Board meetings, and participating in Board discussions. In 2015, Southcare, Starick Inc, Swancare, Melville Cares and CommunityWest made Board traineeships available to ELP graduates. Several Community Partners set up Board Traineeships for staff in their own organisations. Many past graduates from past programs have also gone on to secure full Board positions after completing traineeships.

Unconventions

Two Unconventions in February ('Building the Board You Want") and September 2015 ("NFP Future Innovations") brought our Unconventions total to eight since the inception of the Project in 2013. Unconventions continue to book out early and enjoy strong support from aged care and community leaders and ELP alumni. Many of the Governance conversations in panel discussions, debates and speaker presentations are available in the Toolkit on the website.

Unconventions bring Board Directors, CEOs, Senior Executives, academia and young leaders together to work for better Board governance in the aged care and community sector. They are a forum to explore, debate, review and have conversations about Board governance, leadership and the inclusion of young people on Boards. ELP participants have the opportunity to meet, network and learn from the “real-world” situations and experiences of industry leaders.

Resources

In 2015, ELP participants produced 3 ebooks and a governance resource for the resource toolkit. These are available on the website.

- Emerging Funding Models for the Aged Care and Community Sector

- Get on Board – Helping to Develop Young and Emerging Leaders for Board Roles in the WA Aged Care and Community Sectors

- Embracing Age Diversity on Boards - The Power of an Untapped Resource

- Governance Training List

UNCONVENTIONS 2015

Twitter #boarduncon

What we spoke about...

How to implement a Trainee Board Director program

Do you trust your fellow Board members?

Using Edward De Bono Thinking Methodologies on Boards

Building Board Resiliency through Partnerships

Building a Successful Board Mix

Engaging Young Professionals in the NFP Sector

Are Board Chairs integral to choosing Board Composition?

Do NFPs need Corporate Professionals on their Board to Survive and Thrive?

Are skill set matrixes integral to Board Recruitment?

Unconvention 2015 Speakers

- Professor Paul Flatau, Chair in Social Investment and Impact and Director of the Centre for Social Impact at the UWA Business School
- Julian Keys, Chair, Swancare
- Dr Dorothy Jones, Board Member, Ruah
- Jonathon Woolfrey, Chair, Hope Community Services
- Tara Ludlow, Chair, ISHAR
- Geoff Parnell, Mosaic
- Bev Jowle, CEO South Coastal Women's Health Services
- Linda Crumblin , Chair, CommunityWest
- Garry McGrechan, Chair, Baptistcare
- Dr Moira Watson, Chair, Volunteer Taskforce
- John Barrington, Chair, Anglicare
- Ali Sumner, Chair, Green World Revolution and CEO, POWA Institute
- George Jones. Sundance Resources' Retired Chairman
- Dr Nicky Howe, CEO Southcare
- Jonathan Smith, Director, ANSON
- Megan Paull, Director - Postgraduate Research, School of Management and Governance, Murdoch University
- Maryam Khan, Business Analyst, Baptistcare
- Steph Shorter, Social Ventures Australia
- Alicia Curtis – Keynote Speaker and Facilitator
- Liz Prescott, CEO, AUSUM
- Rhys Williams, CEO Make Place
- Mario Gomes, Business Development and Marketing Manager, Holyoake

Leadership Communities

The Engaging Young Leaders on Aged Care and Community Boards is creating a supportive culture of leadership for young leaders to continue to be successful on their leadership journey.

Intergenerational mentoring sessions, dedicated networking events and the recent establishment of an alumni network are ensuring that our graduates have the ongoing support of the leadership community to continue their leadership growth.

"The mentoring session with Chris How from Bethanie, solidified my desire to work in the management and/or governance areas of an aged care organisation to achieve the best possible care and choice for consumers. Not only do I know where I want to be, I now have a plan for achieving the steps to get there".

Stefanie Johnston, ELP Board Graduate and Director Echo Community Services

Integenerational Mentoring

As part of the ELP Program, several community partners and supporters provided intergenerational mentoring sessions to each of the ELP participants. It was a unique opportunity for these young leaders to learn from the successes and experiences of established community leaders. Participants reported gaining valuable coaching and guidance to progress their personal leadership aspirations as well as insights into real world leadership techniques and challenges. Several have developed lasting connections with these leaders giving them the confidence to feel accepted into the leadership community.

Acknowledgements to all Community Partners who provided mentoring sessions to the ELP; including Rise Network, Holyoake, Southcare, Linkwest, MercyCare, Baptistcare, Silverchain, Anglicare and City of South Perth.

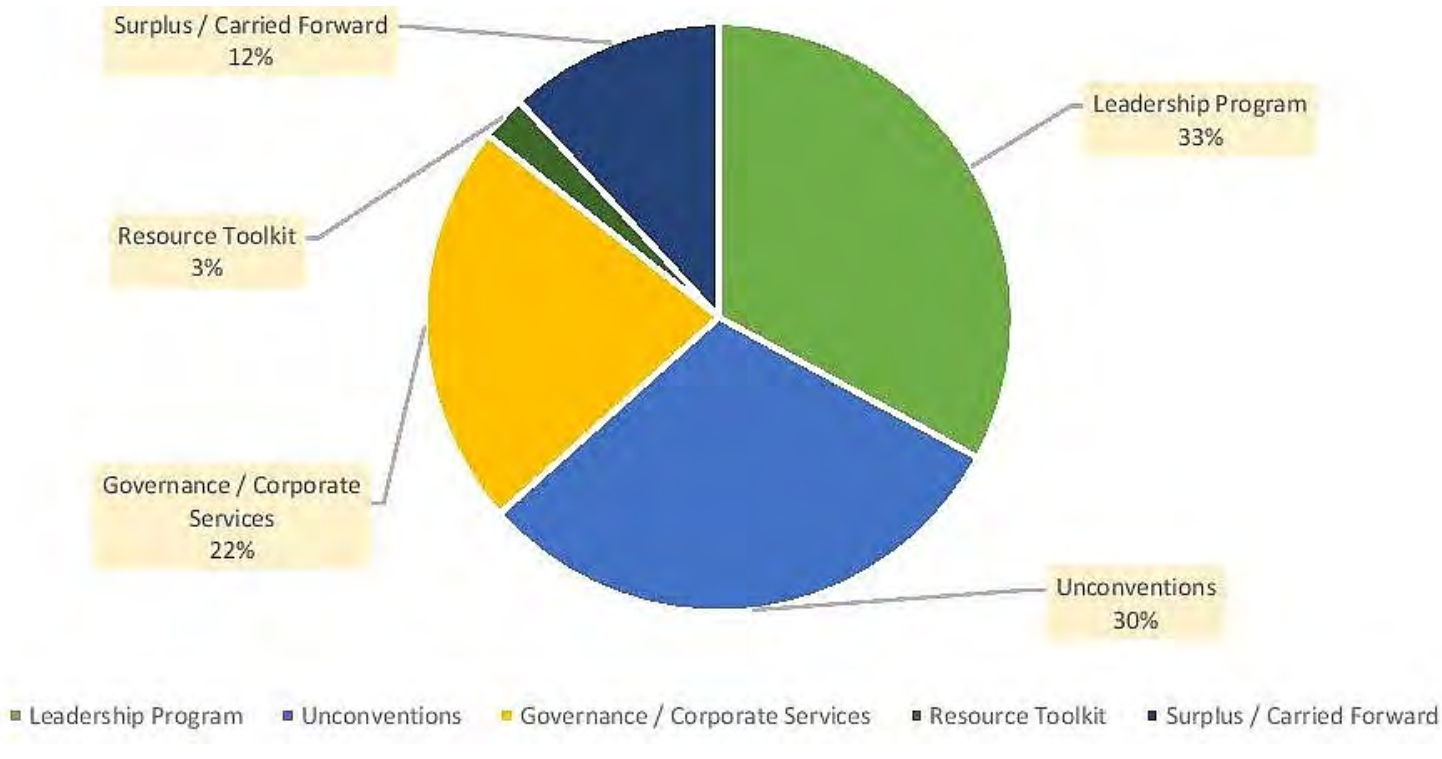
ELP Alumni

The creation of an ELP Alumni in June 2015 has generated new opportunities for ELP Graduates and other young leaders interested in the program to stay connected to each other through social, learning and networking opportunities which will occur over time. The Alumni's first event "Why now is a good time to be on a Board" in November featuring George Jones, Retired Sundance Chairman as speaker, was well attended. More events are planned for 2016 as well as a Linkedin group. The Alumni Committee is composed of ELP graduates Laura, Tamara, Sean, Brett; and volunteer Martin.

Networking

Community Partners, supporters and ELP participants had many opportunities to broaden their networks, share ideas, and make meaningful connections with each other at a dedicated networking night, the unconventions and several other events. Many of our ELP participants come from professional backgrounds outside of the community sector and these events were an important opportunity to meet and develop relationships in the community sector.

In 2015, we received $192,000 in financial support and $31,200 in-kind support (venues, training, services, speakers) from community partners.



The representation is provided with financial information for the calendar year to 2 December 2015.

Thank you for supporting good governance in the aged care and community sector.

A community collaboration led by

SOUTHCARE INC

Thanks to all Community Partners

hacc
home and community care
Funded by the Australian Government
Department of Social Services

CommunityWest
Advancing Community Services

HALL & PRIOR
Health & Aged Care Group

Silver Chain

HOLYOAKE
FAMILY • INDIVIDUALS • YOUTH

MERCYCARE
Bringing compassion and justice to life

baptistcare
communities for life

Linkwest
Community Learning and Development

Bethanie

Rise
Your Community
Support Network

RUAH

Hope
Community Services

nulsen
disability services

Volunteer Task Force
TIME TO MAKE A DIFFERENCE

City of South Perth

ANSON

Aged & Community Services

SwanCare
GROUP

Advocare
incorporated

ANGLICARE
THE CARE THAT CHANGES LIVES

Community Vision

LEADING AGE SERVICES
WESTERN AUSTRALIA

Melville Cares Inc

MOSAIC
Community Care Inc.

wacoss

YWCA

ROTARY INTERNATIONAL

GRAI
GLBTI Rights in Ageing Inc

beingthere
video conferencing as a service