# Governance Resource List

## Marketing & Media

## TOOLKIT

Created as a contribution to the sector by the 2016 Emerging Leaders in Governance Program
*Mel Adams, Kim Hocking, Scott Marshall, Rachael West.*

The Governance Resource List is a public online directory that provides a single portal for accessing information, tools and resources related to governance. It was created in 2015 by participants in the Emerging Leaders in Governance Program (ELGP). This toolkit contains the recommended marketing and communications strategy for the resource and a summary of the research that contributed to its development.

ENGAGING Young Leaders ON Aged Care & Community Boards

## How we did it

Background research to understand who the resource list serves, their needs, and their communication preferences.

1. Interview potential users for governance challenges the resource could assist with
2. Review and verify existing resource for quality, accuracy and usability
3. Discuss design possibilities with Southcare web designer
4. Develop ongoing management options with ELGP Alumni committee
5. Discuss social media avenues with Southcare's media officer and ELGP alumni

Articulate goals for marketing strategy and best ways to reach intended users.

1. Identify key users, their needs and communication profiles
2. Identify key social media advocates and their interests
3. Define key messages
4. Identify key portals for marketing

Create marketing toolkit with recommendations and templates:

- Social media templates (Twitter, Facebook and LinkedIn) based on potential user profiling
- Media release
- Email templates for targeted marketing to notify key users and advocates
- Mockup web page design
- Recommended marketing portals and techniques
- Recommendation for ongoing management of list to ensure currency

# Overview

**Demographics**
The list serves current and emerging board leaders in the not-for-profit sector. Research revealed the target audience for the Governance Resource List is diverse.  The resource can benefit, and therefore should be marketed to:

- Existing board members, including those holding specific roles such as Chair
- Aspiring board members
- Young people interested in contributing to the sector
- Indigenous and CALD groups
- Persons seeking training and resources related to governance, for all budgets
- Persons seeking information on topics such as financials, general governance, and diversity on boards.

**Marketing strategy**
Our key recommendations are to upgrade the Governance Resource List web page as per the mockup and to invite ELGP community partners and participants to disseminate the Governance Resource List via their networks and social media. Secondary recommendations are to send a media release to Board Matters and similar publications, target members of relevant social media groups and use hashtags preferenced by key influencers. See attached templates for resources to help.

**Ongoing resource list management**
It's crucial the list is updated regularly. Committee members of the ELGP alumni have been informed and are considering the possibility of taking over this role. We also recommend they invite project partners to nominate an enthusiastic and diligent social media officer to assist with this and further give back to the sector.

# Communications and marketing strategy

**Purpose**

The purpose of this strategy is to ensure existing and potential board members are aware of, have access to, and see the value in the Governance Resources List created by participants in the ELGP.

**Current situation**

The Governance Resource List was developed by a 2015 team on the ELGP. The list brings together the diverse range of resources available to board directors, but has not been widely circulated and is not presently in an accessible or user-friendly format.

For this resource to be used to its full capacity it needs to be upgraded in design, material updated regularly, and promoted via an ongoing communications and marketing strategy.

**Know your stakeholders**

*Use this to work out the best way to communicate with list advocates, by understanding their motivation.*

| Stakeholder | What they want from us | What we want from them | Most effective communication channels | Characteristics of the communication |
|---|---|---|---|---|
| Existing board members | • Reliable place to find relevant up to date information relating to Board membership and responsibilities.<br>• To be up to date on current thinking, practices and legislation.<br>• Accessible resources that are easy to navigate<br>• Comprehensive set of resources that assist a board member's journey | • To find the resource useful and valuable .<br>• Share list with others positively and practically<br>• Contribute material<br>• Share ideas with other board members of resources they have found useful<br>• Act as advocates for the list<br>• Feature in a case study of how an item they found on this resource list helped them<br>• Provide feedback | Board papers<br>Phone calls<br>Chair interaction<br>Board Secretary<br>Email campaigns<br>ELGP presentation night<br>Social Media<br>Via AICD and peak bodies | Formal via short note in their board papers<br>Clear concise subject lines<br>Personal letter |

| Stakeholder | What they want from us | What we want from them | Most effective communication channels | Characteristics of the communication |
|---|---|---|---|---|
| Aspiring board members | • Training<br>• Skills checklist<br>• Expected behaviours<br>• Relevant Information<br>• “What I don't know I don't know”<br>• Inspiration<br>• Advice | • Share with others<br>• Provide feedback<br>• Be advocates<br>• Provide case studies of how an item they found on this resource list helped them | • LinkedIn<br>• Online forums and groups<br>• ELGP<br>• Mentoring programs<br>• Leadership WA<br>• AICD | Short, regular and informal<br>Information booklet |
| Board chairs | As per existing board member, plus<br>Tool to help induct new board members | Same as existing board members plus<br>Be advocates of self growth for their team | Board papers<br>Phone call<br>Via company secretary | Personal letter/discussion with clear concise explanations |
| Peak bodies | • A medium to inform<br>• Communicate appropriate training<br>• Build Skills in the sector<br>• Easy to use | Feedback on industry challenges to ELGP. | Media release or letter<br>Industry publications | Cites benefits for members |
| Diverse board e-book team | To include their ebook in our marketing strategy<br>Reference our page | To promote our web page as a location for their ebook<br>Provide answers to our questions on aspiring board members | | |

**Key messages**

*Use these to ensure your marketing material is consistent.*

- Being a young aspiring board member is an achievable goal and there are resources to help you upskill and prepare
- Being informed and educated is key for being ready to serve on a board and able to contribute
- There are information resources available to support you
- The Governance Resource List is a quick reference for keeping up-to-date with governance best practice

**Communications channels**

*Use to check you are covering appropriate media with enough frequency.*

| Communications strategy | Channels | Frequency | Responsible |
|---|---|---|---|
| Presentations | ELGP Presentation night<br>Unconvention | Once<br>Periodically | Marketing strategy team<br>Unconventional lead facilitator |
| Email introduction or personal letter, accompanied by request to share on social media where relevant | Program partner key contacts<br>Current and previous program participants<br>Company secretaries | At conclusion of each ELGP program | |
| One-to-one meetings | | As opportunity strikes | Alicia Curtis, Nicky Howe, and the alumni committee |
| Social media | LinkedIn<br>Twitter<br>Facebook | Weekly initially.<br>Monthly after 3 months | Community partners and social media advocates |

**Social media overview**

ELGP has 34 community partners who use different media channels. We have prepared a media package with an assortment of template Facebook, Twitter and LinkedIn updates that they can include in their own social media strategy. We recommend that key influencers in the field, such as Alicia Curtis and Nicky Howe, and community partners share widely through their networks, and champion how this resource list has proven useful.

**Recommendations**

As a result of our market research, we have been able to devise a communications and marketing strategy that we believe will best promote the Governance Resource List. By keeping the Governance Resource List up to date and current, the product itself is likely to be beneficial to its users.

It is critical that someone is allocated to maintain both the Governance Resource List and marketing strategy on an ongoing basis.

On recommendation by Nicky Howe, CEO Southcare, we looked into the possibility of the ELGP alumni taking over this role. The committee is in an early 'forming' phase. They have said this is something that may fit within their remit but need to discuss this at their next meeting, which hasn't been set. [change]

Given this is tentative we recommend approaching community partners to see if an enthusiastic social media officer is willing to take on this role, ideally someone actively involved at executive level.

Based on personal experience, we are also of the view that simplification of the Governance Resource List into a user friendly interface on the webpage is likely to increase use.

**Appendices**

A. Media release for Board Matters
B. Template social media posts (Twitter, Facebook and Linked In)
C. Template emails to board chairs, ELGP partners and ELGP participants
D. Social media advocates in the industry
E. Web page mockup

## APPENDIX A | MEDIA RELEASE TEMPLATE

*For distribution to Board Matters and other publications and websites with an interest in governance.*

[Recipient Name]
[Recipient Street Address]
[Recipient Email]

Dear [name]

MEDIA RELEASE – For immediate print

ONE STOP SHOP FOR GOVERNANCE GUIDANCE

Southcare's Governance Resource List contains a rich range of resources for current and aspiring board members. It includes training courses, fact sheets and web links.

The Governance Resource List is located at http://youngleadersonboards.com.au/resources/governance-resource-list/ and can be filtered to show information applicable to specific needs, including:

- Individuals aspiring to positions on a board
- Those currently sitting on a board and looking for guidance, such as about financials or their specific role
- Training options

The Governance Resource List was created in 2015 by participants in the Emerging Young Leaders in Governance Program (ELGP). The ELGP prepares people under 40 to sit on not-for-profit and community boards. The Governance Resource List was created by one ELGP group as a way to give back to the organisations who sponsor the ELGP.

The Governance Resource List has been updated by this year's ELGP participants and now contains the most current and up to date information and resources that you may require.

2016 ELGP participants Kim Hocking, Scott Marshall, Rachael West and Mel Adams: “The Governance Resource List is a one stop shop for governance guidance needs. We wish we had known about the Governance Resource List earlier.”

Please contact me via email at alicia@alyceum.com.au with any queries, or with information you would like us to add to the Governance Resource List.

Kind Regards,

Alicia Curtis

## APPENDIX B | SOCIAL MEDIA TEMPLATES

*Twitter, Facebook and LinkedIn posts that identify a challenge board members face and the resource that can help them. Distribute these to media officers in supporting organisations so they can schedule these.*

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Understanding financial reports / statements (Zenith Zeeman & Michael Piu) | Institute of Community Directors | https://www.communitydirectors.com.au/icda/tools/articleId=5843 | Various free financial help sheets and resources | Struggling to understand your entities financials? Check out the free financial help sheets available on the Institute of Community Directors' webpage | Understanding the financial statements can be a challenge for some board members. If you want to tighten up your skill set, check out the free financial help sheets available on the Institute of Community Directors' webpage | Financial help sheets available for free on the Institute of Community Directors' webpage. |
| Understanding an entities financial position (Zenith Zeeman & Michael Piu) | Davidson Institute | https://www.westpac.com.au/docs/pdf/bb/guide_communityboard.pdf | Financial literacy guide for community board members | Financial statements, budgets, the different types of accounting methods, what to look for when reviewing the accounts of your entity…its all covered in the Davidson Institutes Financial Literacy Guide for Community board members. | There's a lot to know and understand about an entities current financial position. For everything you need to know, check out the Davidsons Institutes financial literacy guide for community board members. | Financial literacy guides for community board members available at the Davidson Institute. |

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Understand difference between operational and strategic function | Public Sector Commission | https://publicsector.wa.gov.au/public-administration/public-sector-governance/good-governance-wa-boards-and-committees/resources/strategic-versus-operational | Brief outline of difference between strategic and operational functions | Strategic function vs Operational function - it can be a hard line to draw. Check out a brief summary put together by the Public Sector Commission to ensure that you're not crossing it. | Are you a board member that's not sure if you're involvement is crossing from the strategic function into operational ? Check out the brief summary by the Public Sector Commission to make sure you're asking the right questions. | A brief summary of the difference between strategic and operational functions for the benefit of board members is now available on the Public Sector Commissions webpage. |
| Board room etiquette | Institute of Community Directors | https://www.communitydirectors.com.au/icda/tools/?articleId=1373 | Brief outline of behavioural "do's" and "don'ts" applicable in a board room setting | Not sure of what behaviours are acceptable and unacceptable in the board room? Check out this succinct list of basic boardroom etiquette before you attend your next meeting. | Balancing your duties as a director with your responsibility to respect your peers requires you to adopt a tactful line when challenging decisions. To ensure that your boardroom etiquette doesn't let you down, check out the Institute of Community Directors' webpage for a succinct list of the "do's" and "don'ts". | Check out the Institute of Community Directors' information page on board etiquette for acceptable board room behaviour in a nutshell. |

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Understanding when you have a conflict of interest | Governance Institute of Australia | http://www.governanceinstitute.com.au/media/365711/ggg_nfp_conflicts-of-interest.pdf | Brief guide addressing how a board can deal with conflicts of interest | Has the board that you sit on got adequate strategies in place to ensure that conflicts of interest are disclosed and dealt with appropriately? Check out the Governance Institute of Australia's fact sheet on this topic to make sure your policies are sufficient. | Conflicts of interest can be problematic if not dealt with in an effective manner. Check to make sure that your boards' policies and procedures are as helpful as possible by comparing them against those suggested by the Governance Institute of Australia. | Ensure that your board addresses conflicts of interest effectively by checking your boards' policies and procedures against those recommended by the Governance Institute of Australia. |
| Understanding the topics in the board papers | Governance Institute of Australia | http://www.governanceinstitute.com.au/media/396844/ggg_board_papers.pdf | Fact sheet outlining manner in which board papers should be prepared and suggesting what should be included | Are you responsible for preparing and collating the board papers? For a guide on how to present the papers and suggestions as to what needs to be included, check out the Governance Institute of Australia's Fact Sheet on Board Papers. | The board appreciates well put together board papers. To ensure that your papers are being compiled in a manner which is conducive to a healthy, happy and productive board, check out the tips provided by the Governance Institute of Australia in its fact sheet entitled "Board Papers". | Collating the board papers? Check out the Governance Institute of Australia's fact sheet entitled "Board Papers" for your essential guide. |
| How to deal with boards that don't get on | Australian Charities and Not For Profits Commission | http://www.acnc.gov.au/ACNC/Edu/Tools/QT_001.aspx | Brief outline of how to deal with internal disputes at a board level | Need some guidance on how to deal with internal disputes at a board level? Check out the Australian Charities and Not For Profits Commission webpage for some tips. | Are you on a board that is constantly in dispute? Check out the Australian Charities and Not For Profits Commission webpage for some guidance on how to move forward. | Dealing with disputes in the boardroom? Check out the Australian Charities and Not For Profits Commission webpage for some guidance on your best practise. |

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Understand the relationship between the board and the executives | Institute of Community Directors | https://www.communitydirectors.com.au/icda/tools/?articleId=1376<br><br>https://www.communitydirectors.com.au/icda/tools/?articleId=1377 | Various fact sheets that address the role of and the relationships between the board and the executive | For a broad understanding of the role of the executive and a summary of how the executive and the board should be interacting and working together, check out the free fact sheets available at the Institute of Community Directors' webpage. | Ensure that the relationship between your board and your executive are as good as possible by reviewing the fact sheets available at the Institute of Community Directors' webpage. | For a summary of the relationship between the board and the executive, and the CEO and the board, check out the free fact sheets available on the Institute of Community Directors' webpage. |
| Where can I find all the information I need about becoming a board member or being on a board? | Governance Resource Toolkit | http://youngleadersonboards.com.au/resource-toolkit/ | One stop shop for all the resources you may need as a current or prospective board member | For everything you need to know about being on a board, check out the great list of resources contained in the Governance Resource List. | Currently sitting on a board and need some guidance? Wondering whether you have what it takes to become a board member? For all the information that you need, check out the Governance Resource List. | At last! One place for current and aspiring board members to access information about governance. |
| How to overcome challenges faced by women, both on boards and wanting to get on boards | Women on Boards webpage | https://www.womenonboards.net/en-AU/Home | Mentoring programmes, training information and fact sheets for women on boards and women seeking to get onto boards | Are you a female board member? Are you are female seeking to obtain a board position? Check out all the information available on the Women on Boards webpage to help you succeed in your quest. | More NFPs are actively seeking women for their boards. Visit the Women on Boards web page to see which women are on boards, plus advertised board positions and a whole host of resources. | Know a woman looking for a place on a board? Women on Boards have opportunities, and resources to help you. |

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Governance principles for the Indigenous board and / or entity | Indigenous Governance Toolkit | http://www.reconciliation.org.au/governance/ | Governance guides with a focus on indigenous values and attitudes | Looking for governance guidance tailored to indigenous values and attitudes? Look no further than the Indigenous Governance Toolkit. | Want to learn more about indigenous values when it comes to governance on NFP boards? Check out the Indigenous Governance Toolkit, just one of the resources available on the Governance Resource List, the hub of information for NFP boards. | The Indigenous Governance Toolkit is helping bring more diversity and cultural understanding to boards. They have fact sheets and videos about governance, with a focus on indigenous values and attitudes. |
| For not for profits / charity boards | Australian Charities and Not For Profits Commission | http://www.acnc.gov.au/ACNC/Pblctns/ACNC/Publications/Publctn.aspx? | Fact sheets, guides, checklists and templates to assist charities and not for profits comply with their obligations | Looking for resources to make your compliance requirements as a Charity or Not For Profit easy? Check out the available checklists and templates on the Australian Charities and Not For Profits Commission webpage. | Is your board functioning efficiently? Check out the resources available on the Australian Charities and Not For Profits Commission webpage for ideas on how to save time and make your life easier. | Want to get your board running more smoothly? Australian Charities and Not for Profits Commission contains a heap of useful information and templates to help. |
| Well regarded training | Australian Institute of Company Directors | http://www.companydirectors.com.au/ | Well regarded training, courses, including general director courses and specific board position role courses. | Are you looking for a reputable training course to improve your understanding of the role and responsibilities of a board director? Check out the courses available at the Australian Institute of Company Directors' webpage today. | Looking for reputable training to assist your quest to obtain a board position? Look no further than the Australian Institute of Board Directors. | The Australian Institute of Company Directors provides well regarded training seminars addressing a variety of topics, all board room related. Check out the webpage today. |

| Challenge | Resource | Link | Summary | Twitter (max 140 characters) | Facebook (chatty) | LinkedIn (professional) |
|---|---|---|---|---|---|---|
| Seeking to obtain a government board position | Department of Premier and Cabinet | https://registry.bigredsky.com/page.php?pageID=160&windowUID=0&AdvertID=108583 | Register | Looking for a position on a government board? Visit the Department of Premier and Cabinet page for opportunities. | Is your ideal board position on a government board? Register your interest with the Department of Premier and Cabinet today. | Are you looking to obtain a position on a government board? Register your interest with the Department of Premier and Cabinet today. |
| For persons involved in a not for profit looking to obtain further training / educational scholarships | Australian Scholarships Foundation webpage | http://scholarships.org.au/index.php#.Vt7nodJPq5s | Contains a variety of scholarships which are available for directors and staff of not for profits. | Looking to further your board education but don't have the bank balance to fund the process? Check out the Australian Scholarships Foundation webpage for scholarship opportunities today. | With all the changes to the NFP sector it's important that current and aspiring board members continue to develop their business and governance skills. Apply for a scholarship with Australian Scholarships Foundation to give you a bit of help. | To encourage NFP board members to continue to upskill, Australian Scholarships Foundation offers scholarships for directors and staff. |
| Indigenous | Indigenous Governance Toolkit (http://www.reconciliation.org.au/governance/) | | | Governance with a focus on indigenous values and attitudes: Indigenous Governance Toolkit | Want to learn more about indigenous values when it comes to governance on NFP boards? Check out the Indigenous Governance Toolkit, just one of the resources available on the Governance Resource List, the hub of information for NFP boards. | The Indigenous Governance Toolkit is helping bring more diversity and cultural understanding to boards. They have fact sheets and videos about governance, with a focus on indigenous values and attitudes. |

## APPENDIX C | TEMPLATE EMAILS

*Template emails to distribute to potential advocates, including program partners and key sector representatives. Emails inform them about the resource, suggest benefits relevant to them, and encourage them to share the resource with colleagues and on the most appropriate social media network for that audience.*

**Email or letter template for board chairs**
Subject: Resource to help current and aspiring board members develop skills

Dear [Board chair name]

I am delighted to let you know about The Governance Resource List, a one-stop shop for relevant, up-to-date information relating to Board Membership and responsibilities.

You'll find resources to help new board members get to know their responsibilities, such as ….., and courses and fact sheets for more experienced members, on topics like dealing with disputes.

Please share this link with your board team and colleagues in the industry. And feel free to contact me on … with any inquiries.

The resource list was produced by participants in the 2015 Emerging Leaders in Governance Program that [company name, if relevant] generously sponsors as a way of giving back to the sector that has made this opportunity available. We hope you find it useful.

Sincerely,
Alicia Curtis

**Email template for Program Partners**
Subject: ELGP Participants create resource to help current and aspiring board members

Dear [Sponsorship contact name]

I am delighted to let you know about The Governance Resource List, a one-stop shop for relevant, up-to-date information relating to Board Membership and responsibilities.

The resource list was produced by participants in the 2015 Emerging Leaders in Governance Program that [company name, if relevant] generously sponsors, as a way of giving back to the sector that has made their opportunity available. We hope you find it useful.

To help you share this resource with your staff and the wider public we have compiled a social media assistance pack. This includes template "tweets" and LinkedIn posts that your social media manager may like to include as content.

Please contact me if you have any queries, or resources that you would like to have included.

Sincerely,
Alicia Curtis

**Email template for ELGP Participants**

Subject: Governance resource list helps new board members know what's what

Dear past and previous ELGP participants

I am delighted to let you know about The Governance Resource List, a one-stop shop for relevant, up-to-date information relating to Board Membership and responsibilities.

The resource list was produced by participants in the 2015 program as a way of giving back to the community and to assist future program participants. I'm sure you'll find it useful for navigating your way on to a board - you'll find links to board opportunities, fact sheets and training programs, including a lot of free  or low cost resources.

Please share this with your networks. We'd love if you could post it to LinkedIn so that current and aspiring board members know this resource is available.

Please contact me if you have any queries.

Sincerely,
Alicia Curtis

## APPENDIX D I SOCIAL MEDIA ADVOCATES

*High-use social media users in NFP sector and trending groups, hashtags and themes.*

**Facebook analysis**

Often followed by staff or customers. Facebook's algorithms means no guarantee that everyone will see post. For example, Southcare web page - 70 followers, mostly used by staff

***Recommendation***

* Target potential board members through groups like Women in Social Enterprise

**Twitter**

A number of high profile users that share information and RT amongst the group. For example

Alicia Curtis 2910 followers, lots of leadership hashtags, good engagement, RTs others work

Nicky Howe 475 followers, moderate engagement from followers

Holyoake WA 1148 followers, moderate engagement, particularly around Angie and Drumbeat

AICD 5500 followers

Conrad Liveris 1500 followers good engagement on sensationalist headlines

Popular hashtags #changemakers #govsummit16 (next year #govsummit17) and other relevant events #diversity

***Recommendation***

* use hashtags for events board members are likely to attend

* provide tailored tweets for key users that also raise their profile (eg #diversity tweet for Conrad who uses this tag frequently)

**LinkedIn analysis**

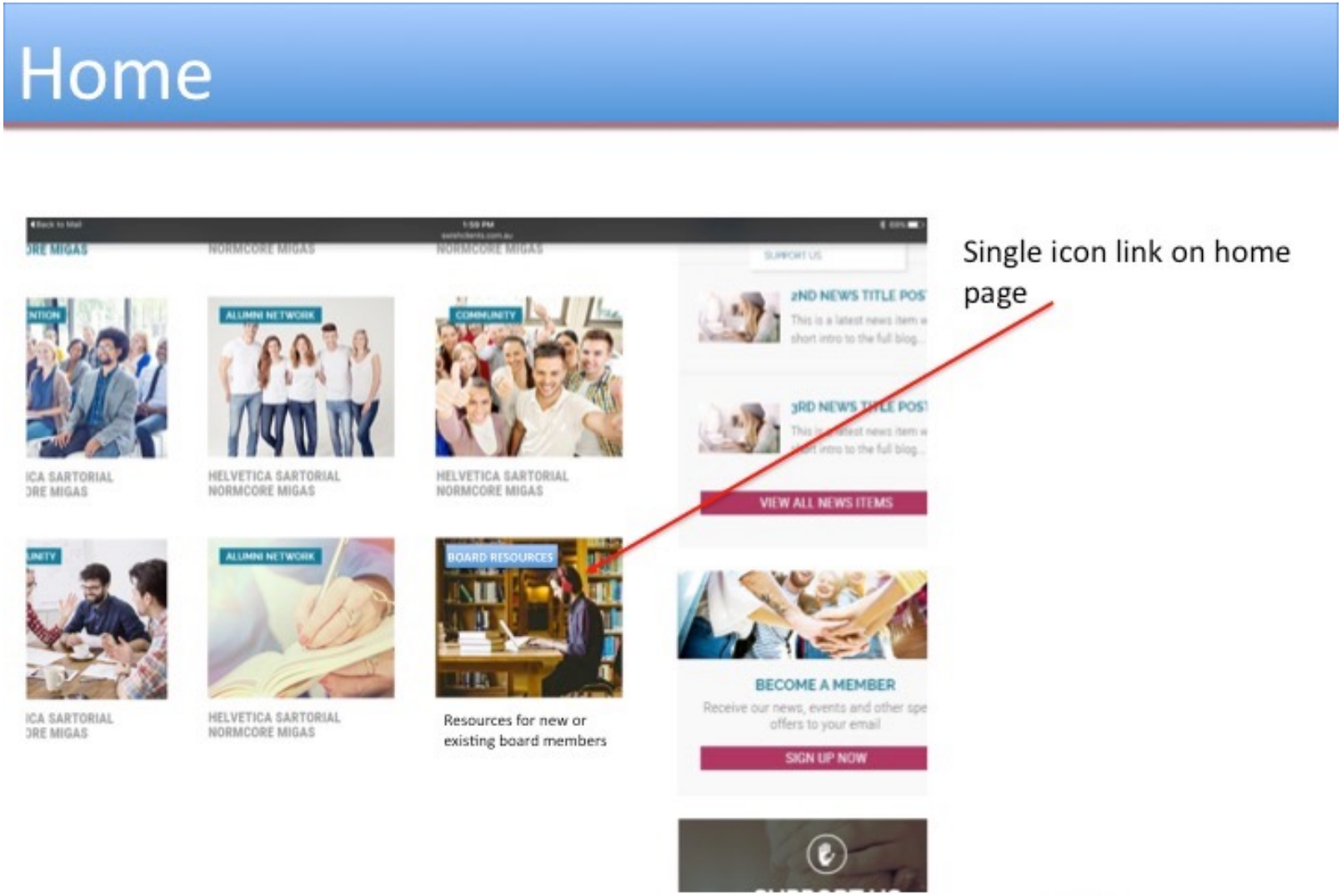
AICD 18000 followers. Shares articles with useful information.

***Suggestion***

* use media release template to help write a Linkedin post and tag ELGP connections

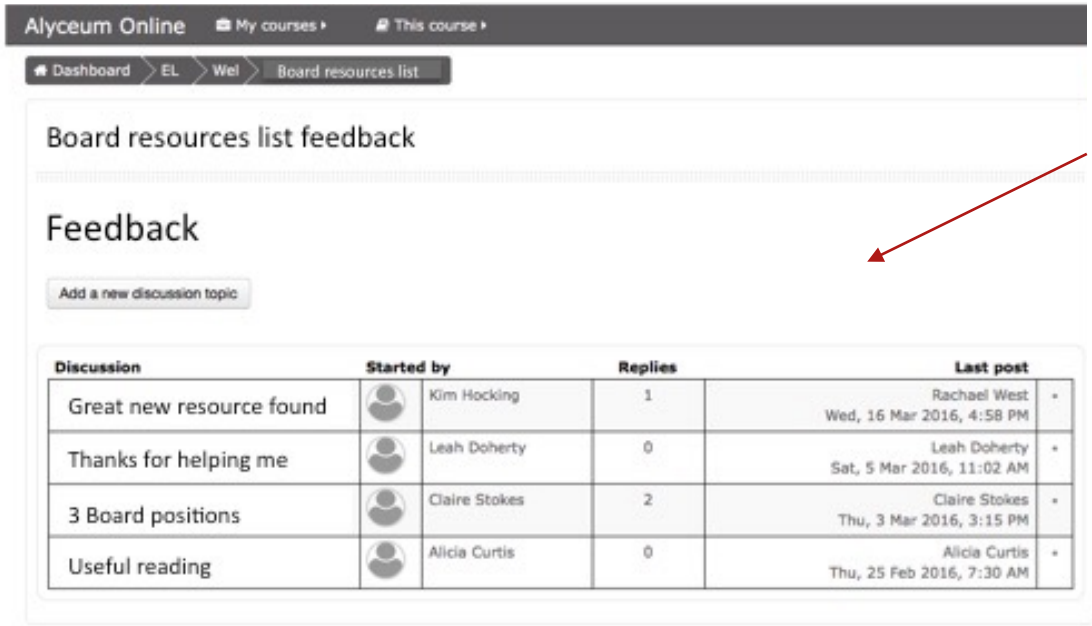
## APPENDIX E | WEB PAGE MOCKUP

*Recommended layout of a resource list web page, to compliment Southcare website*




Engaging Young Leaders on Aged Care & Community Boards

# Forum




Example of a forum where users can discuss, network and post unlisted resources. The list manager can add these resources to the list at regular intervals. If they then delete the thread it will avoid duplicates.

# Women on boards

| Resource | Description | Link |
|---|---|---|
| Free | Board Factsheets:<br>1. The case for a female director<br>2. Nominating for the board<br>3. Getting elected to the board<br>4. Questions to ask about gender representation at AGMs | http://www.womenonboards.org.au/resources/agm-advocacy/ |
| < AUD$1000 | Boardroom Toolkit | http://www.womenonboards.org.au/resources/boardroom/ |
| Free | Reading Materials | http://www.womenonboards.org.au/resources/reading/index.htm |
| Free | Articles on Gender Balance on Boards | http://www.womenonboards.org.au/pubs/articles/ |

Engaging Young Leaders on Aged Care & Community Boards

# Resources

The resource list categories shall be split into these proposed groups

A forum shall be linked to create a real time location for queries, additional resources and to report erroneous links.

Provide Feedback

Download whole resource as .xls

Make a donation

ENGAGING Young Leaders ON Aged Care & Community Boards