ENGAGING
Young Leaders
ON Aged Care & Community Boards

ANNUAL REPORT
2019

Proudly supported by

SOUTHCARE

Rise
celebrating people

HALL & PRIOR
Health & Aged Care Group

Brightwater

activ
we believe in you

Jackson McDonald
Legal Depth | Breadth | Presence

baptistcare
communities for life

HOLYOAKE

SwanCare
GROUP

Bethanie

MercyCare

nulsen
disability services

City of South Perth

volunteeringWA

chorus

AnglicareWA

YMCA

Linkwest
Community Learning and Development

Rotary
CLUB of COMO

city of swan

foundation
HOUSING

Wanslea

therapyfocus
growing potential

RUAH

AMAROC
VILLAGE

Palmerston
Improving your wellbeing

MOSAIC
creating possibilities, transforming lives

Advocare
incorporated

TADWA
Providing Solutions for Independence

ACSA

Community Vision

Melville Cares

LASA
LEADING AGE SERVICES AUSTRALIA
The voice of aged care

Identitywa
Sharing the journey

GRAI
GLBTI Rights in Ageing Inc.

INDEPENDENT CENTRE FOR APPLIED NOT-FOR-PROFIT RESEARCH

wacoss
Ways to make a difference

United Way
West Australia

Town of Victoria Park

CONTENTS

2 Achievements
3 Vision, Mission, Goals
4 Program Director's Report
5 Program Facilitator's Report
6 The Team
8 Investing in Leadership and Governance
10 A Governance Mission
10 Component 1 – Emerging Leaders in Governance Programs
14 Component 2 – Unconvention Event Series
17 Component 3 – Online Resource Toolkit
18 Community Support
19 ELGP Alumni Committee – Annual Report
20 Difference Makers Diversity Awards
22 Our Graduates are 'Making a Difference and Paying it Forward'
25 State of the Nation
26 Program Evaluation
28 Financial Support
29 Save The Dates in 2020

OUR ACHIEVEMENTS

This year

20 Emerging Leaders in Governance Program (ELGP) graduates (100% of young professionals this year graduated from the program).

Continued the ELGP Alumni Network

Two new Community Partners.

Five projects undertaken by the ELGP 2018 graduates on the following topics:

- All Aboard: Why Board Inductions are Vital
- Ethical Decision-Making: Practical Tips for Not-For-Profit (NFP) Boards
- Stakeholder Engagement: A Quick Guide for Community Board Directors
- Digital Food for Thought: What's Your Board's Appetite for Social Media?
- Board Evaluation: A Practical Guide for Evaluating Boards as a Collective in the NFP Sector

Held the '*Difference Maker Diversity Awards WA*' aimed at recognising a Board and Individual for championing diversity on Boards.

To Date

39	Community Partners are sponsoring the Engaging Young Leaders on Aged Care and Community Board (EYLACCB[1]) Program.
140	Emerging Leaders in Governance Program (ELGP) scholarships offered since the program's inception in 2013.
136	Young professionals have graduated from the ELGP since 2013.
87	Board Director positions have been taken up by ELGP graduates in aged care, health, mental health, disability, drug and alcohol, education, training and peak body groups.
29	ELGP graduates have secured Board Traineeship positions.
432	eMembers on the program website, www. youngleaderonboards.com.au

1 Where EYLACCB is referred to please read as EYLB (Global)

VISION

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

MISSION

To facilitate age diversity on Aged Care and 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 based body of research, information and resources to engage and promote age diversity on Aged Care and Community Boards.

PROGRAM DIRECTOR'S REPORT

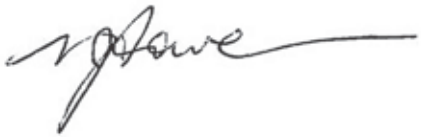
As I reflect on the past year and all that we have collectively achieved, I am drawn to how purpose and passion are not enough if we want to optimise our social impact. Governance and leadership are critical as are values, money, measurement and evidence. As leaders and directors, we must be clear that governance is about duty – Duty of Loyalty to act in the 'best interests' of our organisation, Duty of Obedience to remain compliant with laws and regulations and Duty of Care to the public (or key beneficiaries for whom we exist). It is also about mission development processes, accountability for mission performance and financial sustainability, as well as evaluation of executive and Board performance. As many of us operate under the Charities Act 2013, we must be clear that what we are doing is for the public benefit.

Whilst the vision of our program is for public benefit, we are constantly striving to exercise effective leadership for optimal social impact. We want to know we are making a social impact. We want to ensure that the financial and in-kind support our Community Partners provide is used for social impact. So, how do we do this?

In 2014, we embarked on a journey with Linkwest, who gave us pro bono support in developing our Results-Based Accountability Measures. Our population goal is defined as '*Diversity on Boards improves culture, customer outcomes, reputation, financial outcomes and innovation of organisations*'. Over the past seven years, we have been developing our understanding of the social impact of this program on the aged care and community sector by using this tool to track our progress. Each year, we report back at our '*State of the Nation'* event and through the provision of this annual report. In 2018 a group of Emerging Leaders in Governance participants undertook a research project to gather empirical data on the business benefits of ELGP placements on Boards. In summary, key findings from their research showed that young directors uniquely contributed to the development and execution of strategies; their open mindsets resulted in different questions being asked that offered new insights to problems; and their education and recent participation in the program saw them upskilling the Board with tools and frameworks. The research found that while younger Board members provide immediate business benefits to Boards, appointing younger Board members is also viewed as an investment in the future of Board leadership. The highly positive results of this research indicate that an ELGP graduate will not only be an effective and reliable board member but will also offer unique benefits that will translate into tangible results for the Board, and ultimately the beneficiaries of the services.

The inclusion of young people onto Aged Care and Community Boards is a positive step towards shaping this sector's future and addressing the challenges it will face. You can access the full report via our project page on our website.

I am proud to say that collectively we are creating positive social impact and we are making a difference, as is demonstrated in the following pages of this report.



Dr Nicky Howe CEO, Southcare Inc.
Program Director
nicky.h@southcare.org.au

PROGRAM FACILITATOR'S REPORT

Transforming paradigms can be motivating work; each year is filled with peaks, troughs and plateaus. EYLB 2019 started with Community Partner stakeholder meetings. We wanted to clarify the continuing need and relevance for this program and all that it has achieved. We were humbled by the positive feedback as well as the ideas to improve. A report was produced to capture the feedback received and sent to Community Partners.

One suggestion from the stakeholder feedback was to host an *Unconvention* in the evening to encourage more Board Directors to attend. Our second *Unconvention* for the year was our very first evening *Unconvention* and I am pleased to report that the event was a formidable success. As a result, we look forward to hosting an evening *Unconvention* each year.

It was another incredibly successful year for the *Emerging Leaders in Governance Program* (ELGP). Each year, the participants are more committed, more passionate, more impressive and ready to put their knowledge and experience into action. Over a four- month period of the ELGP, participants enhance and improve their knowledge, confidence, skills and experience about Board governance, leadership and the aged care and community sector. They are humble, curious, dedicated and hard-working individuals; they develop a deep sense of self-awareness about what they contribute in the boardroom, as well as the impact they have on those around them.

This self-understanding is a lifetime pursuit which is facilitated by mentors, evaluation, reflection and learning. It is these qualities that we emphasise in the ELGP as integral to being an exceptional Board Director and leader. It shows the depth of leadership maturity required by directors to not only understand governance, finances, strategy, risk, compliance and stakeholder engagement, but also the behavioural aspects that makes Boards effective. Thank you to the community leaders who contribute so much to the ELGP each year – it's undoubtedly a key ingredient to our success.

The *State of the Nation* in June this year was another highlight with generous support from the City of South Perth who hosted a dinner for Community Partners and guests. Congratulations to Jane Chilcott and Palmerston for winning the individual and organisation categories of the *Difference Makers Diversity Awards*. This award program is about recognising the leadership, courage and commitment of leaders and organisations championing diversity on Boards. It was most encouraging to see how many individuals and organisations are implementing strategies and practices to improve Board diversity.

Through the ups and downs of creating change on Boards, what is fulfilling to witness is the ongoing partnerships created between aspiring directors and community leaders, the strengthening of community organisations through greater diversity of ideas and people, and inspiration and support provided to directors and organisations to create world-changing community organisations.

Alicia Curtis
Program Facilitator
alicia@alyceum.com.au

In a time of unparalleled disruption for the aged and community sectors, it is more essential than ever that today's young leaders are equipped with the skills, knowledge and experience they need to govern both wisely and well – now and into the future.

At Mosaic, we know that sound governance is not only the cornerstone of a robust organisation but also of a sustainable sector; that is why we are passionate supporters of the Engaging Young Leaders on Aged Care and Community Boards program. We have seen firsthand the social value it creates and the flame of responsible stewardship it ignites.

Pip Cebis – CEO, Mosaic

MOSAIC
creating possibilities, transforming lives

INVESTING IN LEADERSHIP AND GOVERNANCE

Community Partners

Looking back to 2013 when Southcare launched this program with MercyCare and Baptistcare, it is inspiring, encouraging and a show of remarkable success that we now have 40 aged care and community organisations supporting the *Engaging Young Leaders on Aged Care and Community Program* as Community Partners.

What began as an initiative for the aged care sector has now extended into the community, state, local government and the business sectors. Our community partners are in aged care, disability, health, youth, education, training, offender, drug and alcohol rehabilitation, advocacy, housing, recruitment and a wide variety of community, social and neighbourhood services. We are committed to the mission of attracting talented young people with a broad range of skills and experiences onto our boards and committees. This will enable them to undertake governance roles, help ignite innovation through new ideas and perspectives, be part of Board succession planning and contribute to a leadership foundation that connects effectively with our diverse community of customers and stakeholders.

Not only do community partners sponsor the program financially (scholarships and events), but they also provide in-kind support by sharing their knowledge and experience as speakers at our *Unconventions*, and networking events, and as intergenerational mentors. Community Partners invite our *Emerging Leaders in Governance Program* (ELGP) participants into their organisations for site visits. They also offer Board observations and traineeship opportunities to ELGP participants and graduates, and several have welcomed outstanding graduates as Directors on their Boards of Governance.

- Baptistcare
- Bethanie Sub Committee
- Brightwater Foundation Housing
- City of South Perth Local Council
- Interchange
- Identitywa
- Linkwest
- Palmerston
- Rise
- Southcare
- Swancare
- WACOSS
- Wanslea
- TADWA
- YMCA

Community Partners are also instrumental in securing new supporters.

The *State of The Nation* event held in June 2019 saw our Community Partners bring with them potential new partners. This resulted in new people learning about the program.

We also thank Jackson MacDonald and Identitywa for providing venues and catering for our March and September *Unconventions*.

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

Community Partners 2019

SOUTHCARE

Rise celebrating people

HALL & PRIOR Health & Aged Care Group

Brightwater

activ we believe in you

Jackson McDonald Legal Depth | Breadth | Presence

baptistcare communities for life

HOLYOAKE

SwanCare GROUP

Bethanie

MercyCare

nulsen disability services

City of South Perth

volunteeringWA

chorus

AnglicareWA

YMCA

Linkwest Community Learning and Development

Rotary CLUB of COMO

city of swan

foundation HOUSING

Wanslea

therapyfocus growing potential

RUAH

AMAROO VILLAGE

Palmerston improving your wellbeing

MOSAIC creating possibilities, transforming lives

Advocare Incorporated

TADWA Providing Solutions for Independence

ACSA

Community Vision

Melville Cares

LASA LEADING AGE SERVICES AUSTRALIA The voice of aged care

Identitywa Sharing the journey

GRAI GLBTI Rights in Ageing Inc.

INDEPENDENT CENTRE FOR APPLIED NOT-FOR-PROFIT RESEARCH

wacoss Ways to make a difference

United Way West Australia

Town of VICTORIA PARK

New Community Partners

We welcomed Palmerston and the Town of Victoria Park as new Community Partners. These organisations support the program financially and through inkind contributions, including participant mentoring, board observations, and guest speaking. We are proud to have over 39 community partners working with us to make board diversity the standard.

Due to an organisational changes at UnitingCare West and a merger at Outcare, they have made the decision to cease financial support; we gratefully acknowledge their contribution to the program

A GOVERNANCE MISSION

The Engaging Young Leaders on Aged Care and Community Boards Program 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 observation experiences and traineeships which are provided through Community Partners, ELGP Graduates and our leadership networks.

To achieve our vision of creating a world-class aged care and community sector, underpinned by strong Board governance and leadership, there are three vital components of the program. They are represented in the following diagram:

Component 1 – Emerging Leaders in Governance Program

The Emerging Leaders in Governance Program (ELGP) is designed to inspire and support emerging leaders to actively volunteer in a governance and leadership capacity, as well as advocate for the not-for-profit aged care and community sector. This innovative four- month program has three main learning outcomes:

- Enhanced knowledge and awareness about the aged care and community sector;
- Improved knowledge, confidence, skills and experience about Board governance and leadership;
- Improved contacts and networks with senior managers and Board Directors of a range of aged care and community organisations.

The ELGP syllabus includes:

- Self-awareness: values, mindsets, goals, strengths and reflection;
- Communication: public speaking, networking, listening and social media;
- Project management and teamwork;
- Becoming a Board Director of a community organisation: governance, roles and responsibilities of a not-for- profit organisation, importance of vision, mission and values;
- Insights into the diverse opportunities for leadership in the not-for-profit sector;
- Group projects: to address a vision or strategic questions within smaller teams;
- Mini challenges between workshops; and
- Information exchange: updates, discussion forums

ELGP 2019

An information evening about this component of the program was held in November 2018. In December 2018, 50 young professionals applied for this highly competitive program (regrettably, demand for places surpassed availability).

Each of the successful applicants was identified as having a combination of three different sets of attributes (experiential, personal, and demographic).

In addition, applicants were ready to make a positive impact in the community as Board Directors and community leaders.

2019 ELGP Participant Attributes:

- Age Ranges: 23 – 38
- Professional backgrounds included journalism, law, community development, occupational therapy, health service planning, International tax, management consulting, logistics management, communications consultant, information systems architect, project management, engineering and business administration, accounting, science, pharmacy, clinical practice improvement, commerce, chemical, mechanical and process engineering, marketing, physiotherapy, criminology, insurance brokerage, information systems, actuarial science.
- Geographies of birth and culture: Indian, English, Australian, Alaskan/ American, Malaysian Chinese and Italian.
- Faith: Christian, Hindu, Catholic, Sikh.

The ELGP commenced in January 2019. 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 and supported by special guest presenters.

Several of our Community Partners and supporters provided opportunities for ELGP participants to attend and observe their Board meetings and have full 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.

Performance Results

Twenty outstanding leaders graduated from ELGP on 8 May 2019. The graduation ceremony, held at Southcare, was attended by community partners, community and business leaders, as well as family and friends of the graduates.

2018 EYLP Graduates **Back row (l to r)**: Nicole Chiam, Courtney Koenig, Imogen Davies, Annie Withrow, Mithun Parthiban, Luke Mitchell, Clare McNeill, Curtis Reddell, Lyndal Bick
Front row (l to r): Zoe O'Neill, Anastasia Brooks, Bindi Shah, Jolene Tan, Catrina Wold, Denise Cahill, Navneet Kaur, Michelle Tan, Karess Dias, Carly West, Amandeep Singh

GRADUATES 2019

Annie Withrow

Catrina Wold

Courtney Koenig

Imogen Davies

Mithun Parthiban

Karess Dias

Nicole Chiam

Michelle Tan

Zoe O'Neill

Anastasia Brooks

Navneet Kaur

Denise Cahill

Bindi Shah

Carly West

Jolene Tan

Curtis Reddell

Amandeep Singh

Lyndal Bick

Clare McNeill

Luke Mitchell

We offer our congratulations to the following 2019 graduates who have secured board positions and traineeships at the time of writing this report:

- Denise Cahill – Board Director, Nakuru Hoper
- Clare McNeill – Board Director, Solaris Cancer Care
- Catrina Wold – Board Traineeship, Southcare
- Luke Mitchell – Board Director, Southcare, Committee Member, Quality and Safety Committee Active
- Courtney Koenig – Committee Member, Essentials for Women Subcommittee of The Essentials Collective Inc.
- Amandeep Singh – Board Traineeship, Swancare
- Nicole Chiam – Committee Member, Marketing Sub-committee, 100 Women
- Anastasia Brooks – Board Director, Swan City Youth Service.

The ELGP provides next generation leaders with skills, connections and opportunities to secure community board positions. Throughout the program, participants gain unique exposure to the issues, debates and challenges affecting community Boards, whilst also developing their leadership and governance skills. All graduates join the Alumni to

- Foster relationships between the EYLACB Program and alumni for mutual development.
- Promote engagement between the Alumni for business, professional and social opportunities.
- Promote the EYLACB Program to brand and objectives

Board Traineeships

Board traineeships provide emerging leaders with 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. They read Board papers, prepare and attend Board meetings, participate in Board discussions and contribute their knowledge, skills and attributes.

In 2019, Southcare, and SwanCare offered 12-month Board Traineeships to ELGP graduates. Many graduates from previous programs have also gone on to secure Board Director positions after completing traineeships provided by Community Partners.

Luke Mitchell

Annie Withrow

Michelle Tan

Component 2 – *Unconvention* Event Series

An *Unconvention* – what is that? It's a common question. Unconventional forums are designed to shift, shake and reshape attendees' mindsets through experiencing a range of various alternative approaches to learning. We talk about unconventional ideas in the aged care and community sector. This part of the program includes half-day forums, which are directed at Board Directors and senior executive staff of aged care and community organisations. Our *Unconventions* use a range of communication methodologies including open space technology, TED-style speakers, group-mapping and social media to create conversations before, during and after the events. Mini challenges are used to help organisations work on issues of importance between workshops, and then share their knowledge and experience.

Navigating the Digital Transformation in the Community Sector *Unconvention*

On 19 March 2019, Jackson McDonald sponsored our 13th *Unconvention* which was attended by over 70 people. This *Unconvention* focussed on participants being exposed to the various case studies of organisations that had implemented wide scale digital transformations. Keynote speakers included Gry Stene, Geek Whisperer and Chief Product Officer, Moodle; Tony Panetta, Head of Digital Transformation Partnerships, Catholic Education; and Andy Weir, Executive General Manager, Technology and Transformation, Bankwest. Talking Technology on NFP Boards was explored by a panel comprising Andrea Dearden, Chair, Cahoots Governance and Risk Management Committee; Kim Allen, Director, Mullaloo Surf Life Saving & Director, Intellipulse; and Charlie Gunningham, Commercialisation Adviser, Department of Industry, Innovation and Science.

We also gave people the opportunity to talk to one of our tech experts that included: Gry Stene, Charlie Gunningham, Andrea Dearden, Elizabeth Meredith, Director, Technology Strategy and Innovation Consulting, Deloitte and Michelle Sandford, Technology Evangelist, Games Advocate, Chairman, ACS – The Professional Association for Australia's ICT sector.

These forums provided an opportunity for candid conversations about *Unconvention* topics and provided participants with a place to meet new people and build relationships and networks.

At the March *Unconvention*, we also launched the Difference Maker Diversity Awards WA for 2019, aimed at recognising a Board and Board Director who are championing diversity on Boards.

Business Case for Diversity on Not-for- Profit Boards Unconvention

On 3 September 2019, Identitywa sponsored our 14th *Unconvention*. This was our first evening event which was attended by over 60 people. This *Unconvention* explored the business benefits of diversity and inclusion and commenced with a panel of experts talking about their journeys with diversity. Speakers included Professor Dawn Freshwater, Vice Chancellor, The University of Western Australia, Geoff Parnell, Chair, Mosaic, Emma Jarvis, CEO, Palmerston, Vice Chair, WA AIDS Council, Non-Executive Director, WA Association for Mental Health and Jan Cooper, Player Development and Pathways Manager, West Coast Eagles.

Participants were then invited into small group discussions where they explored one of the six fundamental traits that foster diversity. These traits were developed from a study conducted by Deloitte Australia and include: Being Cognisant, Curious, Courageous, Cultural Intelligence, Committed and Collaborative. The research can be found at https://www2.deloitte.com/us/en/ insights/topics/talent/ six-signature-traits- of-inclusive-leadership.html

This session was followed by the Big Diversity Debate and involved two teams opposing the view: 'There is too much talk and not enough action on diversity on Boards'.

The teams:

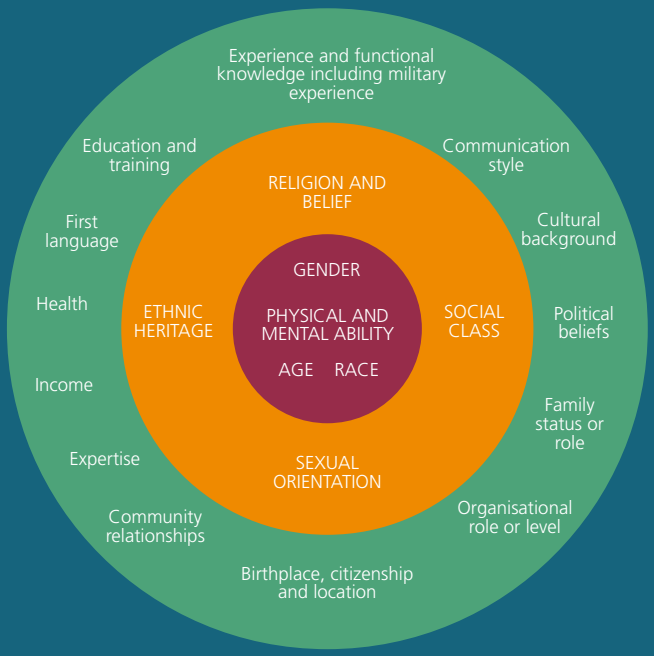
Against

- **Justine Colyer,** CEO, RISE, Non- Executive Director, ACSWA, CEWA, Dress for Success, Hygge, Leadership WA, National Disability Services, Volunteering WA, Shelter, WA Association of Mental Health.
- **Greg Madson**, Senior Consultant, GAM Industries, Vice President, Blind Citizens WA, Board Member, Deafblind West Australians.
- **Sonia Nolan**, Director Communications and Corporate Engagement, Royal Flying Doctors Service (WA); Non-Executive Director, Botanical Gardens and Parks Authority; Trustee, MercyCare.

For

- **Peter Le**, Legal & Governance, City of Rockingham, Chair, Asian Business Alliance, Vice Chair, WA Vietnam Business Council.
- **Miguel Gomez**, ELGP Graduate 2015; Management Consultant; Non- Executive Director, Southcare Inc.
- **Samantha Bowen**, ELGP Graduate 2013; Principal Advisor, Next Gen, LASA; Board Director, NHMRC's National Institute for Dementia Research.

This debate increased our knowledge about what is being done and what more we can do in increased diversity and inclusion on Boards. The following Diversity Wheel explains the external and internal elements that contribute to a person's diversity.



Value Diversity

The Diversity Wheel

Graphic adapted from Marilyn Loden's Implimenting Diversity.

Find out more about the Diversity Paradox: http://ow.ly/HoNe0

Typically **more visible core** diversity dimension

Typically **less visible core** diversity dimension

Secondary diversity dimension

THE B TEAM

B Team - https://www.virgin.com/virgin-unite/leadership-and-advocacy/its- time-change-conversation-diversity

Participants were asked
What did you find most useful at the *Unconvention*?

"Great range of special guests/ presenters. Really insightful"

Anastasia Brooks
ELGP Graduate 2019

"The broad scope of speakers, the topics they covered & their insightful ideas. Networking with others was useful too."

Finnette Chinnery
Maurice Zeffert

"Digital transformation presentations from CEWA and Bankwest."

Angie Paskevicius
CEO, Holyoake

"The industry panels. Kim Allen and Andrea Dearden delivered practical advise and tips. Charlie's focus on understanding customer problems is a good reminder."

Celia Jordaan
Ichiban Commercial Solutions

"Being updated on all the promising digital transformation possibilities and navigating pitfalls"

Beth Harvey
Ngala

"Meeting such a diversity of people from a variety of organisations I'd not crossed paths with previously. The fact the room was around 50/50 by gender on such a topic was refreshing!"

Jan Cooper
Player Development and Pathways Manager,
West Coast Eagles

"Discussion around the attributes of an inclusive leader"

Justine Colyer
CEO, Rise

"The first panel was very good and the panellists were very open and transparent. The size of the group was good, the mix of table discussion and panel was great."

Maryanne Wilson
Richmond Wellbeing

"Networking with people that I really value their thoughts and insights. I always leave these events feeling reinvigorated with work, my career or my board next steps (because I find these events support all areas of development)."

Catrina Wold
ELGP Graduate 2019

Component 3 – Online Resource Toolkit

The *Engaging Young Leaders on Aged Care and Community Boards Program* has generated an extensive collection of leadership and governance resources, including videos (events, keynote addresses and discussions), research, interviews and projects undertaken by participants of the *Emerging Leaders Governance Program*. This year we added all the learning from the Unconventions and governance resources. The resources were developed by the 2018 ELGP participants who produced five eBooks. These are available on our website at http://youngleadersonboards.com.au/ resources/elgp-2019-projects/

Five eBooks produced by the ELGP 2019 Graduates covered the following topics:

Tool Kit Contributions

- **All Aboard:** Why Board Inductions are Vital
- **Ethical Decision-Making:** Practical Tips for Not-for-Profit (NFP) Boards
- **Stakeholder Engagement:** A Quick Guide for Community Board Directors
- **Digital Food for Thought**: What's Your Board's Appetite for Social Media?
- **Board Evaluation:** A practical guide for evaluating Boards as a Collective in the NFP sector

COMMUNITY SUPPORT

Networking Event

Community Partners, supporters and ELGP participants had many opportunities to broaden their networks, share ideas, and make meaningful connections with each other at a dedicated networking event in March. Sponsored by Jackson MacDonald, over 40 leaders met and explored potential opportunities to further expand their knowledge about each other and the sector, as well as learning about Board and Committee opportunities. Many of our ELGP participants have professional backgrounds outside of the community sector, and these networking events offer a unique opportunity to meet and develop relationships in the community sector.

Intergenerational Mentoring

As part of the *ELGP Program*, we were able to offer intergenerational mentoring sessions with established community leaders to each ELGP participant. 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 gaining insights into real-world leadership challenges, techniques, and the traits of exceptional Board Directors. Several participants have developed lasting connections with these leaders, thus building their confidence to feel accepted within the leadership community.

Acknowledgements and our thanks to all Community Leaders who provided mentoring sessions to the ELGP:

Angie Paskevicius, CEO Holyoake
Chris How, CEO Bethanie
Danielle Newport, CEO Activ
Geoff Glass, CEO City of South Perth
Greg Hunt, Chair, Community Vision
Jane Chilcott, CEO Linkwest
James Lawton, MercyCare Senior Executive
Jennifer Lawrence, CEO Brightwater
Jill Jamieson, Board Director, Rise
John Dodman, Chair Southcare
Justine Colyer, CEO Rise
Kath Snell, CEO United Way Western Australia
Louise Giolitto, CEO WACOSS
Dr Nicky Howe, CEO Southcare
Paul Malcolm, Board Director, Wanslea
Ross Kyrwood, CEO YMCA WA
Mayor Sue Doherty, City of South Perth
Marina Re, CEO Identitywa
Michelle Jenkins, CEO Community Vision
Steve Pretzel, CEO TADWA
Sian Flynne, Board Director, Community Vision
Tricia Murray, CEO Wanslea
Tony Vis, Chair ICANR

EMERGING LEADERS IN GOVERNANCE (ELGP) ALUMNI

ELGP Alumni Committee – Annual Report

It is wonderful to see such an engaged Alumni group. So many of our Alumni continue to attend and support our program events, speak at events, support the incoming ELGP cohort, and mentor others. We enjoy hearing these stories and we believe it shows the character and heart that sets our Alumni apart from others. It is encouraging to see the following involvement this year:

- Four of our Alumni attended a Saturday workshop as part of the ELGP 2019 to share their experiences on Boards since they completed the program. This was a new addition to this year's ELGP, and the newest cohort derived great value hearing from our Alumni.
- One of our 2019 participants shared with us the value in meeting one of our Alumni at the ELGP Networking night and staying in touch through an informal mentoring relationship. This interconnection between the ELGP cohorts is wonderful to hear.
- Ten past participants attended this year's State of the Nation event, each one of them was also representing a not-for-profit Board on which they sat. It was a very proud moment indeed. Louise Forster (ELGP 2013) and Erica Lampropoulos (ELGP 2017) represented Palmerston when collecting the award for the 'organisation' category of the Difference Maker Diversity Awards.
- Two of our Alumni, Samantha Bowen (ELGP 2013) and Miguel Gomez (ELGP 2015), participated in the great Diversity Debate at the September Unconvention and did a fantastic job.
- The private Alumni Facebook group is always inundated with Board opportunities as people share the Board role opportunities.

Special congratulations to Alumni member, Violet Arrey (ELGP 2016) being inducted in the WA Women's Hall of Fame for her inspiring work with many African Australians, leading the African Leadership Initiative in Perth.

Congratulations to Samantha Bowen on her appointment as Leading Aged Services Australia's (LASA) Principal Advisor – Next Gen. This is a wonderful testament to her hard work over the years. It also shows the power of the ELGP projects. Samantha and her group developed the Acorns Network, which focusses on building awareness of the need to engage young professionals and supporting intergenerational connection in the workplace.

From this, Next Gen was developed by LASA WA. Today we see 15 young leaders sitting on the National Ambassador Council, while another 73 Ambassadors will form the SA, VIC & TAS, QLD, NSW & ACT, and WA Councils. This is a national initiative designed to attract the best and brightest young leaders and professionals to steer the age services industry through a period of unprecedented growth and change and into the future. It is designed to promote the changing face of aged care and profile the industry to young professionals as dynamic, innovative and life-changing. They are clinical and non-clinical professionals in a variety of leadership roles who are now providing advice on issues affecting them and their peers, and are advising on youth issues, creating innovative projects, and promoting age services to young Australians.

Today, LASA is ensuring younger generations are changing their perceptions of aged care by involving them in the industry's transformation, and ensuring they are part of building solutions that support high quality care and safety of our older adults.

As Paul Kelly sings, *'From little things big things grow'*.

In summary, the Alumni had several opportunities to connect and reconnect throughout the year by attending our main EYLB events, ELGP activities, as well Alumni specific events. Thanks to Laurent Brazier (ELGP 2018) and Lockton Insurance for hosting our Alumni event earlier in the year. The last Alumni meet- up for 2019 will be held in November.

THE DIFFERENCE MAKER DIVERSITY AWARDS

The Difference Maker Diversity Awards recognise a Board and Director in the WA not-for-profit sector who are championing diversity in the boardroom.

The award highlights those who are showing exceptional leadership, courage and commitment in promoting diversity to achieve better governance outcomes for their organisation and society. *The Difference Maker Diversity Awards* provide the opportunity to showcase the innovative programs, initiatives and strategies that Boards are using to enhance diversity and inclusion. We are delighted to advise the following people and organisations as finalists:

Individual Board Director Award Nominations

Jane Chilcott – CEO, Linkwest

Kath Snell – CEO, United Way Western Australia

Louise Forster – Head of Brand and People, Chorus

Not-For-Profit Board

Palmerston

Amaroo Village

Health Consumers Council

2019 Winners

Individual Award Winner: Jane Chilcott, CEO Linkwest

Linkwest's primary purpose is to assist the neighbourhood and Community Resource Centres be the best that they can be, to ensure they develop vibrant, inclusive and connected communities, and remain a part of the local landscape for generations to come.

As the CEO of Linkwest, Jane recognised that modelling inclusive behaviours and attracting diverse board members for the Linkwest Board positively influences the perceptions of their members. Being an active partner of the EYLACCB program has been important in changing the perceptions Directors have of young people through the Linkwest Board offering board meeting observation opportunities.

Regional diversity is also very important as Linkwest has 120 rural, regional and remote member centres. Ensuring that Linkwest has a good video conferencing platform has also been vital in enabling rural representation and has enabled board members to participate from all over the world and works well with younger board members. Jane regularly attends the AGMs of community run NFPs. This strategy gives her the opportunity to champion diversity and highlight how Linkwest offers governance training and board mentoring to their members. In 2016, Jane encouraged the Board to change the Linkwest Constitution to enable representation from the wider community in order to recruit new members. Since the change, Linkwest has received more nominations than available board positions for the first time in years.

At the same time, Linkwest partnered with EYLB program, and subsequently two of the ELGP graduates who had undertaken Board observations with Linkwest have become fully fledged Board members. Both these young leaders have risen to the challenge of taking on office bearer positions and have brought their own unique perspectives to the table which provides insights that may otherwise have been overlooked or not considered.

Over the years, Jane has targeted multicultural Board members as well as cross representation of Linkwest' s diverse membership. At present, their Board has an age range from early 30s through to a retiree, and cover professions including accountant, lawyer, social impact specialist, local government representative, and Centre Managers from the Wheatbelt, Southwest and Kununurra

Organisation Award Winner: Palmerston

Palmerston supports individuals, families and communities affected by alcohol and other drug issues with a range of services including counselling, group support and residential rehabilitation. Services are provided in the Perth metropolitan, Peel South West and Great Southern regions of Western Australia.

The strategies they have implemented to promote diversity on the Board include ensuring the composition of the Palmerston Board is diverse with gender balance, cultural backgrounds, diverse range of ages and professional abilities, skills and knowledge. The Board has two Noongar Board members, two young members who are graduates of the Emerging Leaders in Governance Program and a consumer representative. The Board is committed to aboriginal representation and has invested resources to facilitate Noongar engagement as it adds value, sets the tone and contributes to their Reconciliation Action Plan. The Palmerston Board diversity promotes multifaceted conversations and helps ensure the Board does not have 'group think'.

The outcomes that have been achieved, are due to the improved diversity on the board and includes how the board discusses diverse issues. It does not confine itself to business as usual and looks outside the box to ensure a thorough and diverse perspective is achieved.

For example, prevention and a stronger focus on evaluation has been added to the board agenda. Guest speakers attend some board meetings to ensure the Board can hear, and where possible, adapt to new ways of thinking and practice. The Strategic Plan is a fine example of a diverse and innovative outcome, as was the recent cultural awareness where Palmerston were encouraged to recognise their own conscious and unconscious biases. The Palmerston Chair effectively manages different voices and opinions around the Board table, avoids conflict and creates space for open, tolerant and constructive discussions. Board discussions respect individual perspectives, appreciate individuals for their unique contributions and allow for rich debates. The Board renewal/replacement processes are transparent and identify skill gaps. The Board recruits via a skills matrix to determine gaps and has clear succession plans for office bearer roles.

OUR GRADUATES ARE 'MAKING A DIFFERENCE AND PAYING IT FORWARD'

We love to hear how our past graduates are making a difference, and the following are just a few stories that highlight the business and social impact of having young directors on Boards.

Travis Thomas

2015 ELGP Graduate
Managing Director at Team Buffalo

Travis has worked in the culture and strategy space for more than a decade, developing organisations and leaders across sectors. Travis is Managing Director and Founder of Team Buffalo, a strategy and culture consulting firm focussed on balancing people, profits and purpose.

Team Buffalo is also a social enterprise. This means for every hour of consulting, a child in a WA school receives a one-year program to skill them in how to handle bullying and establish their own values as future leaders. Travis and the Team Buffalo group work with small-to-medium businesses, corporates, government and not-for-profits to unlock their people- centred growth.

Travis has served on several not-for- profit Boards including Community West, Integral Leadership Institute and The Essentials Collective. He is currently Vice Chair of The Essentials Collective, a local grassroots not-for-profit organisation in Perth generating donations of essential everyday items for people in need. The Essentials Collective collects 30,000+ items per year, driven by donations and volunteer efforts over the last five years. These items are distributed directly to the refuge and community centres in need.

Travis attributes the skills and experience needed to affect meaningful change in the sector to the AICD, MBA and ELGP programs. The AICD provided high standards of governance insights, while the ELGP provided exceptional connection to the community and hands-on learning. Travis' sole focus through his Board roles and Team Buffalo is to ensure that organisations create better outcomes for everyone involved, internally and in the greater community.

> Put yourself out there and connect with people before you need something. Too often people only build relationships when they need something. Start before then and offer help with no strings attached!

Lauren Brazier

2018 ELGP Graduate

WA Manager – Health and Community Services

Lockton Companies Australia Pty Ltd

As an insurance and risk advisor to a diverse array of not-for-profit organisations, predominantly within the aged and community services sector, Lauren gained a valuable and unique perspective of the core challenges faced by the sector through her participation in the Emerging Leaders in Governance Program (ELGP).

Lauren's interest in the ELGP came from her resolute desire to represent a not-for-profit organisation from a strategic perspective, putting into practice the theory learnt from her current MBA studies.

Following graduation of the ELGP, Lauren sought a trainee Board position in order to develop the relevant experience and skills required to serve as a Board member, and ultimately give back to the sector.

Lauren joined the Rise Board as the Youth Representative, on a Board Traineeship via the ELGP in July 2018.

The traineeship with Rise is a 12-month position during which Lauren can attend all Board meetings, Committee meetings, the AGM, staff events and industry events. In addition, the Rise Board have committed to a structured mentoring program, over the 12-month period, with four members of the Board. Lauren has the opportunity to meet with an experienced Board member on a fortnightly basis to discuss Rise Board matters and is able to delve into their vast and varied experience. Lauren has also established an ongoing mentor/mentee relationship with the Board Chair of Rise, meeting regularly to discuss a wide variety of topics.

> I have been in awe of Rise since commencing my Board journey; the Board, the Chair, the CEO and Executive Team are extremely professional, passionate, welcoming and dedicated. I am thoroughly enjoying learning how a Board functions, getting to know more about the organisation and the wonderful work they do in the community. So much so that Rise have agreed to extend my traineeship for a further 12 months.
>
> When I commenced the ELGP, one of my major concerns was around aligning myself with an organisation that I truly felt passionate about. However, my Board experience with Rise has taught me that by fully immersing yourself in the organisation, you increase your knowledge and understanding of the business; but more importantly, it generates a genuine passion for the amazing work being carried out every day.

OUR GRADUATES ARE 'MAKING A DIFFERENCE AND PAYING IT FORWARD'

Violet Arrey

2016 ELGP Graduate

Lawyer and Project Officer

Metropolitan Migrant Resource Centre

A 2019 inductee to the Western Australia Women's Hall of Fame and 2016 ELGP graduate, Violet Arrey has found a way to make significant contributions in community engagement and development whilst heading a law firm.

Despite being a practising lawyer, Violet coordinated the three years State Government funded, African Leadership Initiative (ALI) program ran by Metropolitan Migrant Resource Centre Inc. She chaired its steering committee. She co-coordinated an all African Human Library event at the 2017 UWA Social Impact Festival. She currently runs "Volunteering is Belonging", a fostering integration program funded by the Department of Home Affairs.

Appointed since 2017 to the City of Wanneroo's Multicultural Advisory Group, Violet continues to contribute to the city's multicultural inclusion plan. She is also a valued member of the WA Police Multicultural Women's Network and its subgroup on domestic violence. In September 2019, she won the Women in Leadership, Western Australian African Communities Award; and was recognised by the WA Police Commissioner for her outstanding contributions to the 2018 Dunsborough School Leavers Operation in collaboration with the Western Australian Police Force.

In 2017, Violet received the Women Lawyers of Western Australia (WLWA)'s Junior Woman Lawyer of the Year Award for her leadership and contributions to making justice for women accessible despite challenging circumstances; and was nominated by WLWA's Women in the Profession Committee for the Law Society of Western Australia's Lawyer of the Year Award (5years category). She is showcased in the Law Society 's "Lawyers Make a Difference" campaign, launched in May 2019, to debunk prejudice and stereotypes of the legal profession.

STATE OF THE NATION

Over 50 people attended the *State of the Nation event* on June 12 2018 hosted by the City of South Perth which included:

- Key Messages
  - Mayor of City of South Perth, **Sue Doherty**;
  - Community Partner, Activ CEO **Danielle Newport**
  - ELGP Alumni, **Elizabeth White** (now Board member on Linkwest)
- Reporting to Community Partners about the performance and achievements of the program;
- Announced the Diversity Award Winners; and
- Showcased the research projects developed by the 2019 ELGP Graduates;
- Presented our case for support to increase the number of Community Partners;
- Provided an opportunity for people to network and connect with the ELGP graduates;
- Attendees taking away resources to help them, and their Boards, navigate the major reforms in the aged care and community sector.

Mayor Sue Doherty, Mayor of South Perth

Danielle Newport, Activ CEO

Elizabeth White, Linkwest Board Member

PROGRAM EVALUATION

During the months of January and February 2019, the Program Director and Program Facilitator held a series of Community Partners Engagement and Feedback lunches. Our agenda was to update them on our results and provide the Results Based Accountability Report, the 2018 Annual Report and seek feedback on:

Level of involvement, participation and/or contribution (financial and in- kind) with the program;

- Engagement with the program across areas;
- Perceived impact of program (particularly in relation to Board governance and leadership);
- Perceived relevance of program to the organisation;
- Level of Community Partner satisfaction;
- Suggestions for program improvement.

A total of 14 Community Partners attended these sessions and the following recommendations were given to help strengthen the Community Partnership model to meet the challenge of making the program sustainable. The actions and outcomes are summarised as follows:

ELGP

New fee structure: Trial a new fee structure with the options for participants to apply for full scholarship ($500),

part scholarship ($2,500) or fully paid place ($5,000). For implementation in November 2019.

Unconventions

Unconvention timing: Change timing of Unconventions to an after-work time slot, trialling 4:00pm – 7:00pm or 5:00pm – 8:00pm. Implemented.

Diversity on Boards: Diversity on Boards to be explored again as an Unconvention, with the business case, practical strategies to implement, promote the Diversity Award winners and share how to implement a board trainee program. Implemented.

General Management and Funding Avenues

C**ommunity Partner Onboarding**: Improve the onboarding experience with an updated eBook on how to become involved and introduce a Board briefing paper about the program. A program to re-onboard new and existing Community Partners could be included.

Funding: Investigate funding opportunities through suggestions from Community Partners Lotterywest, Bankwest and Western Power to improve and expand the program. Refer to Leadership WA Rising Leaders Fundraising Strategy Project.

Promotion: Establish the program's own social media 'handles' and invite graduates to manage the accounts during the program and events (or university intern), create video interviews and social media graphics with graduates and Community Partners. Implemented.

Community Partner Committee: Reinstate the Community Partner Committee with specific actions to support the improvement of the program. Possibly open this to graduates to work alongside Community Partners as well. This Committee would advocate and champion the program looking at new funding sources, approaching possible new Community Partners, meeting with stakeholders and improving the branding of the program. Nominations have been received.

Donate to the program: Add onto the website, and reinforce through the blog, the opportunity to donate to the program (tax deductible). Promote to ELGP Alumni and Community Partners.

Communication to Directors: Use professional email provider channel to provide emails about the program with the EYLB logo and direct the emails to the Board Directors. A formal invitation was sent for the second Unconvention in 2019. Implemented.

Other ideas:

- Review the overall strategy – vision and mission.
- Board workshops as fee for service, e.g. support for Board chairs, boardroom behaviours, evaluation.
- Board recruitment service.
- Engagement strategy for small NFPs (under $250K turnover).

We are pleased to report that many of the above actions have been implemented and we are continuing to discuss the progression of the remaining ideas.

Leadership Western Australia Rising Leadership Program

We continue to investigate funding opportunities and seized the opportunity to apply to Leadership Western Australia Rising Leadership Program for them to undertake a project to develop a fundraising strategy aimed at fundraising $1 million over five years through the development of funding models and different revenue streams, e.g. grants, corporate, governance, philanthropy, and NFP; and to develop a marketing campaign that we could use for corporate and government to gather funds to run the program.

In March, we made the 'pitch' and a team comprising Maria Frumes, Kashinee Veeren, Lindal Rohde, Regan Ashley, Matthew Lee and Chantal Blais stepped up to help. Over the six months, they worked with the Project Manager and in September we received a report that explores funding opportunities and strategies to capture those opportunities in both the corporate and government sectors.

The report authors engaged a diverse group of corporate organisations to better understand motivations for supporting community programs and expectations and requirements they would have to support EYLB directly. The common theme of the feedback was that programs/projects must align with their values and be able to demonstrate a clear return on their investment.

To support corporate sector engagement, the project recommends that EYLB:

- target corporate suppliers of the aged care sector;
- work with organisations to develop a support model which will facilitate growth within their own organisations; and
- target corporations with a proven track record of community investment.

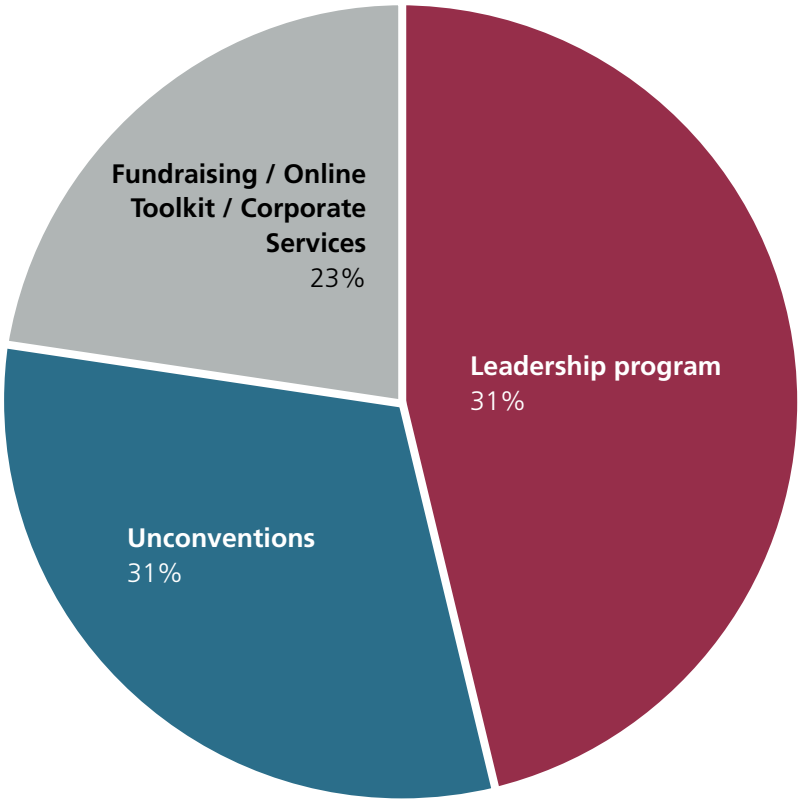
The project also explored participant contributions and surveyed a cross section of the community to understand price expectations of the program. The majority of respondents indicated that they would be willing (and expect) to pay more than the current fees. The project recommends increasing the participant fees currently being charged to help boost revenue generation.

The project examined the opportunities for funding from the government sector and identified several opportunities, particularly around the Federal Government's current Age Care Diversity Framework. The project has mapped out how EYLACCB can support the Government in its diversity objectives directly to points listed in the Diversity Framework, Diversity Action Plan and the Quality Standards Framework. This provides the EYLACCB with leadership tools to better engage Government and gain access to funding opportunities. The project also outlines strategies to gain access to Federal Ministers.

Finally, the project has compiled a list of grants that could be accessed. The content of this report will act as a tool and a guide to applying for the grants and will help to ensure applications demonstrate the high value of the EYLACCB program.

FINANCIAL SUPPORT

In 2018_2019, we received $146,393 in financial support and $26,000 in-kind support (venues, training, services and speakers) from Community Partners and community leaders.



The representation is provided based on the information obtained from the audited Southcare Inc 30 June 2019 Annual Report.

2020
SAVE THE DATE

Leaders in Governance Program

- Breakfast Launch
  Tuesday 4th February 2020
- Networking Night
  Wednesday 25th March 2020
- Graduation
  Wednesday 13th May 2020

Unconventions

- Unconvention 1
  Tuesday 10th March
  8:00am – 12:00pm
- Unconvention 2
  Tuesday 25th August
  5:00pm – 8:00pm

State of the Nation

- Tuesday 16th June
  6:00pm – 8:00pm

Link to website and program

http://youngleadersonboards.com.au

ENGAGING Young Leaders ON Aged Care & Community Boards

This is a community collaboration building a better future the aged care and community sector. Thanks to all the Community Partners.

SOUTHCARE

Rise celebrating people · Hall & Prior Health & Aged Care Group · Brightwater · activ we believe in you · Jackson McDonald Legal Depth | Breadth | Presence

baptistcare · Holyoake · SwanCare Group · Bethanie · MercyCare · nulsen disability services · City of South Perth

volunteeringWA · chorus · AnglicareWA · YMCA · Linkwest · Rotary Club of Como · city of swan

foundation HOUSING · Wanslea · therapyfocus · RUAH · Amaroc Village · Palmerston · MOSAIC

Advocare Incorporated · TADWA Providing Solutions for Independence · ACSA · Community Vision · Melville Cares · LASA Leading Age Services Australia The voice of aged care · Identitywa Sharing the journey

GRAI GLBTI Rights in Ageing Inc. · Independent Centre for Applied Not-for-Profit Research · wacoss · United Way West Australia · United Way · Town of Victoria Park

Become a Difference Maker

We invite your organisation to join our coalition of over 40 Community Partners who are rejuvenating governance and leadership for better Board performance in the aged care and community sector.

Contact Dr. Nicky Howe for more information: nicky.h@southcare.org.au