

# Engaging Young Leaders on Aged Care and Community Boards



**ANNUAL REPORT**

**2014**

ENGAGING  
**Young Leaders**  
ON **Aged Care & Community Boards**

[www.youngleadersonboards.com.au](http://www.youngleadersonboards.com.au)

*A Community Initiative led by  
Southcare Inc*



# Project Director's Message

*Rejection, Determination and Expansion  
- these three words come to mind as I  
reflect on the year ...*



The first word 'Rejection' was a word that I made a commitment to embrace early during this year. It centred on my need to get over 'being rejected' if we were to fund this project into its second year and beyond. As many of you may know, the Inaugural Project was funded by a Social Innovation Grant from the WA Government. It was a resounding success – we had community support, resources, many young people enthusiastic to be part of the next program; and the potential to make a meaningful impact in community Board governance was vast - however we didn't have the ongoing funding which was vital to the expansion of this project.

I started to seek this by approaching our current community partners and many others to support the project financially. Asking for money, as we know, can result in rejection and I started to brace for this. But then I changed my thinking because I realised that if you can learn to love rejection, you can overcome many obstacles. Whilst some have rejected our proposal many of you have responded with your commitment to help fund the project with your cash and your in-kind support; and for this, I am very grateful. For those who have not yet had the opportunity to contribute to capacity building, please contact me.

The second word 'Determination', is simply not giving up no matter how hard things get or how badly you want to just give up. We all know that being determined is vital to each of us if we are to shift, shake and reshape the thinking that locks so many into believing that young professionals cannot be directors on Boards. If we are to build a viable aged care and community sector that is clever, flexible, collaborative, inclusive, smart and astute about the future, we cannot leave out young people. We have to be determined about diversity on Boards.

The third word 'Expansion' brings to mind a practice I do each morning as part of my somatic learning and ontological coaching. It involves me physically expanding my body through stretching. My intention is to expand my own thinking about our project so it becomes greater in extent, volume, size, scope. I want to increase our knowledge, research, stories and topics so we can lead and govern more effectively. Each person who has engaged with us on this project has helped us to expand.

In summary leadership requires us to take risks, sometimes that is the risk of rejection, to be determined and to expand outside our usual networks to learn and grow.

Dr Nicky Howe – CEO Southcare Inc. [nicky.h@southcare.org.au](mailto:nicky.h@southcare.org.au)



# Project Facilitator's Report

One of my favourite quotes comes from John Robbin's book, *Healthy at 100*, "Whether we acknowledge it or not, we all have a choice to be either accomplices in the status quo or everyday revolutionaries".

What I love about facilitating the Engaging Young Leaders on Aged Care and Community Boards project is that I'm surrounded by everyday revolutionaries! From our leadership team, Community Partners, Young Leaders Program participants and audience members, everyone wants to challenge the status quo, learn from each other and contribute to a stronger aged care and community sector.



2014 has seen two very successful Unconventions and a second cohort of the Young Leaders Program (to be renamed Emerging Leaders Program in 2015). This is an achievement in itself having no ongoing funding until the Community Partners model was established.

We are pleased that our Unconventions have become known for being warm, friendly environments, exploring governance issues in a safe and supportive atmosphere. Everyone attends in the spirit of learning, sharing and being unconventional! The speakers and audience reflect our values of diversity and inclusiveness, sharing candid reflections to challenge and contribute to the sector, from past Young Leaders Program participants to CEOs of prominent community organisations. We also challenge ourselves to use varied learning methodologies during these sessions (staying true to our Unconvention title) including fishbowls, open space workshops, panel discussions and role plays.

Participants in the second Young Leaders Program again came from varied backgrounds including culture, industry and geography, with our first participant from the eastern states completing the program. We had great continued success in educating and inspiring these emerging leaders on Board governance and leadership as well as connecting them with a wide range of NFP Boards through networking, Board observations, mentoring and workshops. For me, it's most rewarding to watch the journeys of the participants of the program flourish in all sorts of areas including Board appointments, public speaking, social entrepreneurship and leadership.

As we head into our third year of the Emerging Leaders Program and Unconvention event series, we continue to push the boundaries of what is possible. I'm always open to conversations with Community Partners about how we can provide more inspiring and useful Unconventions and training for emerging leaders in the NFP sector.

Alicia Curtis

[alicia@aliciacurtis.com](mailto:alicia@aliciacurtis.com)



# Community Partners

We could not have come this far without your support. We thank each and every one of you for:

- supporting the project financially
- sharing your experiences and knowledge to mentor leaders on the Young Leaders Program
- genuinely debating, considering and influencing the opportunities for young leadership on NFP Boards for inclusion, training and professional governance
- providing executive shadowing and site visit opportunities
- providing Board observation and Board traineeship opportunities with your organisation
- setting the agenda for and contributing at our Unconventions
- **SUPPORTING RESPONSIBLE BOARD GOVERNANCE IN THE WA NOT FOR PROFIT SECTOR**



## *From Community Partner, Rise Network...*

I see three levels of benefit to this program for us:

First, it attracts and retains the cream of the crop into our sector; smart, values-driven young people from every field of business who have the ability and drive to make a difference.

Secondly, with Rise Network being a regular contributor and participant, we have learnt much about how to engage these young superstars and implemented a number of ideas picked up from the program, including the establishment of our inaugural Youth Board position.

Third, as a financial supporter of the program, the value for money we receive from our contribution is significant. Our name and brand is linked with a multi-award winning program including awards for the program founders from ACSWA and Telstra Businesswoman of the Year events. We also raise the profile of what the sector does and what Rise does with tomorrow's leaders.



*Justine Colyer, CEO Rise Network*

## Community Partners 2014

Southcare Inc  
 Community West  
 Silverchain  
 Holyoake  
 Mercycare  
 Baptistcare  
 Linkwest  
 Bethanie  
 Rise Network  
 Ruah  
 Hope Community Services  
 Anson  
 ACSWA  
 Swancare  
 Advocare  
 Anglicare  
 Community Vision  
 Mosaic  
 WACOSS  
 LASA  
 YWCA of Perth  
 Melville Cares  
 Rotary



# The Unconvention Series

## *Gatherings for Governance*

This year, we hosted two Unconventions attended by Board Directors, Senior Executives, Community Leaders and participants from the Young Leaders Program. For those of you who haven't yet attended an Unconvention, it is a forum for Board and Community Leaders to network, explore and collaborate openly and informally on Board governance, leadership and Youth diversity on Boards. The Unconvention series is a key element of the *Engaging Young Leaders on Aged Care and Community Boards* Project, in that it works alongside the Young Leaders Program to create change and facility in the sector, so that as Board-ready young leaders train and graduate from the program, there is a place and more opportunity in the sector for their inclusion in governance and leadership.



### Next Unconvention

26 February 2015



#### Unconvention 1 2014, 1 April – A Candid Look at CEO and Board Leadership

Chris McGowan Group CEO of Silver Chain expertly lead a fishbowl discussion about Board leadership on a range of topics such as shared values, professional and community mix, remuneration, specific Board roles and inclusion of younger Board members. Mark Fitzpatrick CEO of St Vincent de Paul gave a candid insight into CEO and Board dynamics for organisational development and change.

#### Unconvention 2 2014, 29 October 2014 – Board Behaviours for Success

Keynote speaker, Liz Ritchie, State Director of Committee for Economic Development of Australia (CEDA), spoke about understanding the gender gap in business and public life leadership in terms of social constructions of gender and pre-conceived gender models in society. A key part of the Unconvention was a Board Meeting Role-Play set up to demonstrate the range of functional and dysfunctional director personality types and behaviours. Participants were invited to identify the various personality dimensions and behaviours that can lead to unprofessional Boardroom cultures and develop strategies to address, mitigate and create functional directors and productive Board meetings.

**Unconventions generally run for half a day at a central venue and book out quickly. If you'd like to attend one and are not yet on our email list, make sure you are signed up through our website, so that you don't miss out on key updates and events.**





## The Young Leaders Program

### *Getting Young Leaders on Board*

The Young Leaders Program commenced in March this year. An exceptional group of young leaders (under 40 years) from diverse professional backgrounds such as allied health, taxation, engineering, law, and aged care and disability committed to the program delivered over four months. Application was competitive and drew participation from professionals from diverse gender, geographical and cultural experiences. Program themes and outcomes included:

- Defining personal leadership styles and development;
- An overview of the Aged Care and Community NFP sector: funding, standards, law, service delivery and models;
- Inside the Board Room: Leadership positions and accountability;
- Unique Challenges and Benefits of being a Community Board Director;
- Making the most of a Mentor: Board and Mentor Matching;
- Finding and approaching a Board - Overcoming barriers to inclusion;
- Role of Advocacy and Government relationships in the Community sector;
- Specialist skills in media promotion and public speaking;
- Group/team leadership skills and cohesion.

#### 2014 Graduates

Emma Ashcroft  
 Kirsty Augustson  
 Mariska Button  
 Divya Bhardwaj  
 Tim Smith  
 Julian Clark  
 Matthew Horgan  
 Peter Klauz  
 Emer Long  
 Sarah Marshman  
 Lauren Muir  
 Bianca Padbury  
 Cettina Raccuia  
 Lisa Rynne  
 Sankari Sivaramalingam  
 Sean Thorpe  
 Emily Scarff  
 Victoria Van



### *CONGRATULATIONS!*

to all the graduates of the  
 2014 Leadership Program.  
 At the end of this year, 40%  
 are now in Board  
 Traineeships or have  
 accepted Board positions.

## What the Graduates have to say...



*"Following the program, I was fortunate to gain a year-long traineeship as a director on the Board of the SwanCare Group. I have had two board meetings and one sub-committee meeting so far and am loving every minute of it. I would strongly recommend the program to any young professional looking to gain/learn more about directorship positions in the community sector as well as those with an interest in leadership and connecting with other like-minded, young professionals"*

**Matthew Horgan, Engineer**

*"The Young Leaders on Boards program was a wonderful experience that allowed me to develop my leadership skills and network with prominent individuals in the aged and community sector. The program was practical, hands on and delivered with energy and professionalism. I highly recommend the program for young leaders from any industry who are passionate about age diversity and influencing change"*

**Emily Scarff, Local Area Coordinator (Disability Support)**



**December 2014**

**Emerging Leaders Program (ELP) 2015 - Applications Now Open**

Go to: [youngleadersonboards.com.au](http://youngleadersonboards.com.au)

## Alumni Update



*"Since completing the inaugural Young Leaders Program in 2013, I have completed a Board Director Traineeship with SwanCare Group, been appointed to the Board of MercyCare and graduated from the Australian Institute of Company Directors course in 2014.*

*MercyCare's Board had a number of important projects throughout 2014, including a major strategic planning process, ceasing delivery of acute care services and reviewing their constitution. I also used my internal auditing skills as a member of the Board's Risk and Audit Committee. These incredible experiences have enabled me to develop and continue my governance journey to benefit the community sector in WA "*

**Louise Forster, Senior Training and Workforce Development Consultant**

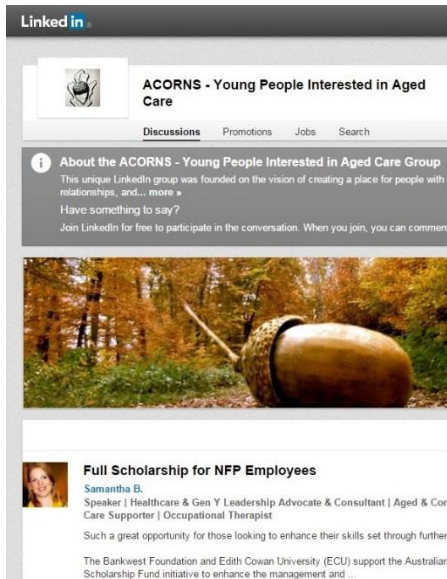




# ToolKit

Our website <http://www.youngleadersonboards.com.au/> is a real time toolkit of blogs, links, projects, updates, video presentations and tools developed from the intellectual property and learnings of the Project. It contains professional resources for people and organisations interested in Board development, governance, young leadership and Board diversity; and hosts a community of over 200 people passionate about contributing positively to governance and leadership in the aged care and community sector. When you sign up (free), you will directly receive updates about the program and event notifications.

ACORNS, a LinkedIn group for young people interested in aged care, is an online tool to network and share industry news. As part of the Young Leaders Program, we have a free networking night at a central venue in collaboration with ACORNS.



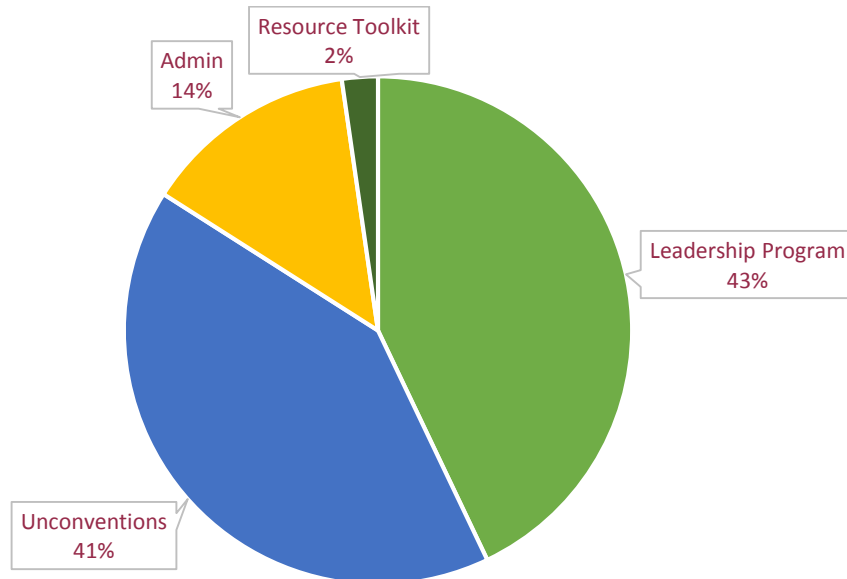
For (ELP) Emerging Leaders Program (previously Young Leaders Program) Participants		FOR Board Directors, CEOs, Community Leaders and ELP Participants	
Dates 2015	Event	Dates 2015	Event
28th January / 7 - 8.30am	ELP Launch Breakfast	26 February 2015	Unconvention 1
18th March / 6 - 8.30pm	Networking Night		
6th May / 6 - 8.30pm	ELP Graduation		





## Where Your Money went ...

In 2014, we received \$178,000 in financial support and \$41,600 in-kind support (venues, training services, speakers) from Community Partners. Thank you for supporting good governance in the aged care and community sector.



*This representation is provided with financial information for the calendar year to 3 December 2014. No further financial activity is anticipated until 2015.*

*“CommunityWest has been an active participant in the Engaging Young Leaders Project having supported two staff members to participate in the program, extended financial support and hosted a Young Leaders (YL) Program participant as a Board observer. We have been inspired by the program and the opportunities it provides to both individuals and organisations to grow and develop. Our staff who have participated in the program have gained a deeper understanding of governance and extended their personal skills and professional networks as a direct result of the program. They’ve also shared their enthusiasm with their work colleagues and our Board. Our own organisational journey is soon to culminate in the hosting of a YL Board Traineeship – we are looking forward to this exciting next step in our journey to greater diversity on our Board”*

**Helen Attrill, CommunityWest Chief Executive Officer**



# How it Works



## Unconventions

FOR Board Directors, CEOs, Community Leaders and Young Leaders Program Participants



## Young Leaders Program

Leadership Program for Young Professionals (under 40yrs ) interested in Community Board Directorships



Project Outcome: Toolkit



Online resource toolkit at [youngleadersonboards.com.au/](http://youngleadersonboards.com.au/)

# Who Is Involved



Community Partners support the Project with financial and in-kind support



Talented Young Professionals (under 40) apply and are selected for the Young Leaders Program by competitive application



A community collaboration of organisations, Boards, community leaders and young professionals change the face of governance in the community NFP sector



# Become a Community Partner

## Why?



Over 20 organisations support this program because they understand the **business benefits** of developing young professionals to **strengthen Board leadership** and **facilitate succession** planning in the sector.

As well, your organisation will reap the rewards of a host of other benefits including **name and brand PR**, free access to **program events, expansive networks, event hosting** opportunities and access to a talented group of **Board ready young professionals** with the potential to be senior leaders in your organisation.

To become a Community Partner, email Dr Nicky Howe, CEO Southcare Inc. at [nicky.h@southcare.org.au](mailto:nicky.h@southcare.org.au)

# Support Us

## How?



- ❖ **Become a Community Partner** – Make a financial commitment over a 3 year period to support the program and receive full Partnership benefits
- ❖ **Be a Mentor** to a Young Leaders Program participant (for Board Directors and CEOs)
- ❖ **Provide Board Observation Opportunities** – for Young Leaders Program participant(s) on your Community Board
- ❖ **Sponsor an Unconvention** financially and/or In-Kind (Speakers/Topics/Activities)
- ❖ Make **Board Traineeship** opportunities available to our graduates
- ❖ Advertise your **Board vacancies** within our Graduate networks

# ENGAGING Young Leaders ON Aged Care & Community Boards

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Mob: 0413 565 338

*“Graduating from the inaugural Engaging Young Leaders on Community Boards program has opened more doors for me than I thought possible. Since the completion of the program I have been fortunate enough to be appointed to two NFP boards, including my appointment to the Southcare Board. The knowledge, skills and connections I made through the program have presented opportunities that would ordinarily not be available to a young person wanting to gain Board experience, and the mentorship shown by the entire Southcare Board and leadership team has been truly invaluable”*



**Ashley Dawson CPA Senior Manager and Southcare Board Director**



*“The programme is an exciting and innovative way of attracting young leaders into the sector and engaging them directly in the work of aged care. Baptistcare is very pleased to be associated with this program as a sponsor. It is making a difference to how we are seen in the wider community, both as an organisation and as a service more broadly; and it is attracting younger people to reconsider a career in aged care. It is also making them more aware of the complexities, challenges and joys of working in aged care services”*

**Rev'd Dr Lucy Morris, CEO Baptistcare, Community Partner**

