

THE NEW FACE OF **GOVERNANCE**



A Fresh Perspective

Our Vision

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

Our Mission

To facilitate age diversity on Boards to improve Board performance.

“This program 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”.

Justine Colyer, CEO Rise Network



Our Sector, Our Future, Our Responsibility

Community Partners are needed to invest in the development of our future governance leaders.

There are over 6,000 charities (ACNC Charities Report 2014), 190 aged care providers and 139 Local Governments in WA. They all need Board Members. Our sector competes for staff with a number of other sectors. This includes people who can take up leadership and Board Director positions. There is both a business and social imperative that we attract and retain younger people into our sector. If we assume an average of eight Directors per Board, the community sector in Australia needs around 472,000 Directors at any one time.

In a recent study by the Australian Institute of Company Directors (2015 AICD NFP Governance and Performance Study), it was reported that the average age of a Board Director is 56 years, with less than 5% being under 40 years of age. In the study, Directors

commented that "... the need to broaden the age ranges of directors was a pressing issue for many as they saw a need to develop the next generation of Board Members and to ensure that their Board was in tune with the requirements of its members or service recipients".

Currently, 62% of Board Members on publicly listed Boards across Australia are 50 years old or above (including 29% that are 60 and above).

Each year we provide scholarships to 20 young people to embark on the four month Emerging Leaders in Governance Program. We need the financial and peer support of the sector, by becoming Community Partners, to ensure the sustainability of the Program.

Our aim is to have 40 Community Partners.



"As a sector, this allows us to take a leadership role in developing our young people to become future governance leaders. This is sector succession planning and capacity building in practice. It's time for us to invest in the future and not leave it to others. It is our sector, our future and our responsibility"

Chris Hall, CEO MercyCare



By
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Southcare seeks to boost diversity on boards

Southcare's emerging leaders program is launching potential board careers for 20 young professionals each year.

Carrie Burns

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It seems the nation's ageing population is not only increasing demand for aged care services but also leading to change in how the sector will be run as board members age.

To better enable boards of aged care entities deal with the challenges of an ageing population, Perth-based services provider Southcare is running its emerging leaders program for the third year in 2015.

to prepare them for future board positions.

The idea is to inject younger, different perspectives into the boardroom to tackle the changes likely when the baby boomers among board members retire.

Southcare chief executive Nicky Howe co-developed the program in collaboration with program facilitator and mentor, Alicia Curtis.

Dr Howe identified the need for action to combat the two-pronged issue of an ageing society that will require services, and the

Meanwhile, ABS estimates show that the portion of the population over 65 years of age will increase from 14.6 per cent in 2014 to 20 per cent in 2044.

The number of people aged 85 and over is expected to be four times higher in 2044 than in 2014.

Across all sectors, on average, 60 per cent of board members on publicly listed boards across Australia are 60 years or older, with just 10 per cent under 40 years of age.

"We have got to work out new ways and new approaches to how we deliver services, and I see young people as being instrumental and key to that," Dr Howe said.

"It's about wanting to create a world-class aged care and community sector for Australia."

However, the program has been met with some resistance from board members at some organisations.

"I have had people ring me and say 'I disagree with you, there is a great risk to having young people on boards,'" Dr Howe said.

"Well, I think there is an inherent risk with any board member that you bring on to the board. I think there's a bigger risk that we do not

Achievements to date



60 Scholarships offered

for the Emerging Leaders in Governance Program 2013 to 2015.



55 Graduates



40% of graduates

have secured Board Director positions in aged care, health, mental health, disability, drug and alcohol, education, training and peak body organisations.



Nine trainee governance programs

have been set up by Community Partners, with 21% of graduates securing a traineeship.



Establishment of a graduate Alumni network



A library

of governance resources developed by the program participants for the community sector.



Seed funding

from the WA State Government Social Innovation Grant.



Funding from Lotterywest

for a new website.



There are 32 Community Partners



Award Winning Project

Aged and Community Services (ACSWA) 2013 Excellence in Care Award.

“ We have got to work out new ways and new approaches to how we deliver services, and I see young people as being instrumental and key to that ” - Nicky Howe

The program gives 20 young professionals exposure to board executives within the aged care and community not-for-profit sector while providing training

ageing workforce employed in the industry.

Of the 200,000 workers in the aged care sector, half will be of retirement age in 15 years.

What is the Program?

Starting in 2013, the Emerging Leaders in Governance Program is an intensive leadership program which runs annually from January to May.

Entry to the program is by competitive application for young professionals (under 40 years) who are keen to develop their leadership and community Board aspirations. Applications open in November each year. There were 65 applications for 20 places on the 2016 Program. Many of the young leaders who have participated in this program have since accepted Board internships or full Board positions.

There are weekly workshops on leadership development themes, including: leadership concepts and styles, effective communication techniques, project management and not-for-profit values.

The Syllabus includes:

- Self-awareness: values, mindsets, goals, strengths and reflection;
- Communication: public speaking, networking, listening and social media;
- Project management and team work;
- Becoming a Board Member of a community organisation: Governance, roles and responsibilities of a not-for-profit organisation, importance of vision, mission and values;
- The diverse opportunities for leadership in the not-for-profit sector;
- Group projects: to address a vision or strategic question within smaller teams;
- Mini challenges between workshops;
- Information exchange: updates, discussion forums; and
- Networking events.

"I have been involved with the Engaging Young Leaders on Aged Care and Community Boards Project since its inception. Three years down the track the project has successfully graduated a large number of Board-ready young professionals to strengthen community governance and Board diversity within the sector. A high number of graduates have been appointed to Director roles and many more are involved in Board traineeships and committee positions. I have enjoyed the learning, networking and opportunity to get to know many of the participants as part of our experience as a community partner and my own personal experience as a mentor. The success of the Project can be attributed to the clear and inspiring vision of both Dr Nicky Howe, Project Director and Alicia Curtis, Project Facilitator who have worked tirelessly to secure sustainable funding to grow the Project into what has become a much sought after, highly professional and contemporary governance Program for young leaders".

**Angie Paskevicius,
CEO Holyoake and
WA Telstra Business
Woman of the Year 2016**





What's in it for our young leaders?

This program 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.

There are three main learning outcomes of the program:

- I. enhanced knowledge and awareness about the aged care and community sector.
- II. improved confidence, skills and experience in Board governance and leadership.
- III. improved contacts and networks with senior managers and Board Directors of a range of aged care and community organisations.

To successfully graduate from the program, participants are required to attend the majority of workshops and return a learning portfolio displaying four completed leadership challenges. A Certificate of Participation is provided to all successful graduates.

“This program is by far one of the best things I have ever done. It has opened so many doors for me and allowed me to achieve goals that I didn’t think were possible”.

Ashley Dawson



Why do we need young leaders?

The urgency for the consideration of age diversity on Boards is grounded in the fact that 29% of Board Members on aged care and not-for-profit boards are over the age of 60, demonstrating the potential for these organisations to lose a third of their Board over the next five to ten years. 62% of Board Members on publicly listed Boards across Australia are 50 years old or above.

In such a competitive climate, where funding and resources are becoming scarce and competition is increasing, succession planning for the Board is paramount in ensuring the transfer of knowledge and experience to younger Directors.

Engaging young Directors not only strengthens succession planning but also introduces a variety of skills, knowledge and experience to a Board. Engaging Gen Y has the potential to transform the sector, providing access to individuals who may more closely associate with the member or client base and are more adept with social media, technology and connecting to a global community.



Community Partner Commitment

How you can help us

The most important way you can support us is to commit to providing a minimum of \$5,000 per annum for three years.

There are a host of other ways you can also be involved and add value, including:

- Promoting the program to your peers.
- Promoting the program within your organisation.
- Providing a mentoring role to one of our young leaders.
- Providing a Board or Committee experience for our young leaders.
- Attending the annual Opening Breakfast and meet the participants.
- Attending the Young Leaders' Program Retreat.
- Join us at the Graduation evening and hear from the participants, their journey and their learnings.
- Consider a Governance Trainee Program to place a young person on your Board or a Committee of the Board.
- Join us at our Unconvention Series – a cross-industry 'unconventional conventions' series facilitating honest discussions about how we can support more young leaders to join the Boards and Committees of aged care and community organisations.
- Participate on a leadership panel discussion at one of our Unconventions.

The Benefits

- Recognition as a Community Partner;
- Demonstrate sector support of this leadership initiative and support Board diversity and succession planning;
- Access to a stream of Board-ready young professionals for your Boards and Committees;
- Increased profile and brand awareness of your organisation through program events and publicity;
- Free access to Community Partner events and Unconventions;
- Opportunities to profile your organisation through hosting events and speaking opportunities; and
- Developing networks through Program events and collaboration with other Community Partners.

“The Emerging Leaders in Governance Program provides the community sector with the capacity to plan confidently for its future sustainability. It is reassuring that the sector’s future will be lead by people committed to its principles and vision, speaking from the heart and offering wise leadership and governance practice”.

Reverend Dr Lucy Morris, CEO Baptistcare



Program Founders



Dr Nicky Howe

Program Director and CEO, Southcare

Nicky is the CEO of Southcare since 2010. Previously, she has been employed at MercyCare and Centrelink in senior management positions. She has a Doctorate of Business Administration from the University of Western Australia, a Postgraduate in Management from Flinders University and is an Adjunct Professor at the School of Business at the University of Notre Dame. Nicky is a leadership and management expert and has a diploma in Ontological Coaching from the Newfield Institute. She published *Better Relationships with those You Lead* in 2013, a handbook of practical skills and strategies for leaders and managers.



Alicia Curtis

Program Facilitator, Alyceum

Alicia is one of Australia's most experienced mentors of emerging leaders as an award winning speaker and leadership facilitator. She develops and facilitates highly interactive and challenging leadership programs through her leadership company, Alyceum. Alicia has a Masters in Business Leadership from Curtin University and was recognised in the Australian Financial Review's 100 Women of Influence List in 2014. She is an experienced Board Director and has founded two community organisations, Millennium Kids and 100 Women.

The New Face of Governance

Some of our Graduates



A community collaboration led by



Thanks to all our Community Partners



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