

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



**ANNUAL REPORT**  
2018

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



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# OUR ACHIEVEMENTS

41

## COMMUNITY PARTNERS

are sponsoring the Engaging Young Leaders on Aged Care and Community Board (EYLACCB<sup>1</sup>) Program.

120

## SCHOLARSHIPS

Emerging Leaders in Governance (ELGP) program scholarships offered since the EYLB program's inception in 2013.

116

## YOUNG PROFESSIONALS

have graduated from the ELGP since inception.

75

## 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.

27

## BOARD TRAINEE POSITIONS

have been taken up by ELGP graduates in aged care, health, mental health, disability, drug and alcohol, education, training and peak body groups.

406

## eMEMBERS

on the program website  
[www.youngleaderonboards.com.au](http://www.youngleaderonboards.com.au)

<sup>1</sup> 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.

# 20

## GRADUATION 2018

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



## AWARDS

Held the *Difference Maker Diversity Awards* WA aimed at recognising a Board and a Board Director for championing diversity on boards.



## ALUMNI

Continuation of the ELGP Alumni Network.

# 5

## COMMUNITY

5 new Community Partners.

# 5

## eBOOKS

Produced by the ELGP 2018 Graduates on the following topics:

- Diversifying Boards: Beyond Tokenism
- The Business Benefits of ELGP Placement on Boards
- Creating an Effective Board Culture: A Best Practice Guide
- The Role of Boards in Governing Organisational Culture in the West Australian Not-For-Profit Sector
- An Innovation Tool Kit – to assist boards in cultivating innovation during the strategic planning process.



## 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



## Board Decision-Making “Talent Matters”

Decision-making, at its most basic, is the process of identifying and choosing an alternative course of action to meet the demands of a situation. It is essentially the main purpose of the Board. Decisions all Boards face can be categorised in a variety of ways and include routine decisions the Board makes frequently or repetitively, such as the next Board meeting or approving the minutes. Non-routine decisions occur over the course of the year and are a result of recommendations for management. These can be further categorised into three areas: level of controversy, level of importance and level of urgency.

Many non-routine decisions of the Board are strategic decisions that can involve significant changes to the organisation's people, finance and physical assets. It is the strategic decision of having the 'right people on the Board' that makes an exceptional Board and an exceptional organisation. Talent matters in the boardroom, so I am delighted and excited about how the Engaging Young Leaders on Aged Care and Community Boards program attracts talented young professionals who are keen to be selected to undertake the Emerging Leaders in Governance Program (ELGP).

This year's participants were drawn from the corporate, government and not-for-profit sectors and their professional backgrounds were wide-ranging (law, accounting, science, pharmacy, clinical practice improvement, chemical, mechanical and process engineering, commerce, marketing, physiotherapy, criminology, insurance broker, information systems, and actuarial science).

Whilst the young leaders selected have diverse backgrounds, they share the common values of wanting

to make a difference and wanting to be of service. This is extremely heart-warming at a time in our history where we see and hear so much negative news.

As content curators for the two Unconventions, this year we chose to explore the topics of Champions of Diversity and Future of Board Leadership. Our aim is to continually provide people with an experience that challenges their perspectives, and offers new learning methodologies, innovative solutions and vital connections.

Without a doubt, Engaging Young Leaders on Aged Care and Community Boards is a clear demonstration of collaboration. Each Community Partner is unique, and each has made this program a success. You have given your money, your time, your knowledge and your experiences; and you have been courageous in opening yourself and your boardrooms to young professionals, so they can develop into outstanding Directors.

Whilst on the subject of outstanding young leaders, I continue to admire and appreciate the energy Alicia Curtis brings to the program. She has a clear vision and purpose and is always looking at ways in which we can improve. I would like to take this opportunity to extend my thanks to Alicia for all her hard work.

As we continue this EYLACCB Program, more and more diverse leaders will emerge. I invite those leaders who are yet to engage with us, to do so, so you too may be part of this exciting program that is helping to build a world-class aged care and community sector.

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

# PROGRAM FACILITATOR'S REPORT



## 2018 Marks Six Years of the Program!

That's six Emerging Leaders in Governance Programs, 116 graduates, one industry award, 12 Unconventions, one Difference Makers book, four Diversity Award winners, 41 Community Partners and one huge paradigm shift! Thank you for your support, guidance and sense of adventure over the last six years. I look forward to embracing the next six years with the same sense of bold ambition, authenticity and vision.

Each year, we are curious and excited to read the applications from young professionals who are seeking to develop their skills and knowledge, so they can become Board Directors. We then have the great privilege, on behalf of our community partners, to offer 20 scholarships. Over a four-month period they 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 Emerging Leaders in Governance Program as integral to being an exceptional leader. It shows the depth of leadership maturity required by Directors to not only have an understanding of governance, strategy, performance, risk, compliance and stakeholder engagement, but also the behavioural aspects that makes Boards effective.

Clearly, Board behavioural dynamics (often referred to as 'Board culture') are not only the bedrock for organisational culture, they must also be conducive to the Board effectively and efficiently carrying out its role. A key element of having 'exceptional directors' on Board, means we must continually champion diversity.

This year marks our second year of holding 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 very encouraging to see how many individuals and organisations are implementing strategies and practices to improve Board diversity. All our award nominees and winners showcased their outstanding commitment to diversity and inclusion. This year, Cate Rocchi, Chair of Linkwest (and a woman who inspires action and optimism) won the individual Difference Makers Diversity Award. Community Vision (an organisation seeking to assist people 'live their life their way') was the organisational winner.

Thank you to all the Directors who share their wisdom and experience through our program – key ingredients to our success. If you have any thoughts on how we can continue to improve the program, I would be very interested in having a chat.

Here's to the next six years of the program!

Alicia Curtis  
Program Facilitator  
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**Dr Nicky Howe**  
**Program Director**

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Mobile: 0413 565 338

## ALUMNI COMMITTEE



Penelope Wakefield



Crystal Bartsch



Amber-Rose Currie



Kim Hocking  
(until April 2018)





“

**Jackson McDonald is passionate about governance and supporting the Not-For-Profit , aged and community care sector, so we were very proud to support the Engaging Young Leaders on Aged Care and Community Board Program . Not only does this program provide opportunities for our future leaders, it also engages in thought leadership, governance in action and helps to build a robust sector.**

**Elizabeth Tylich, Partner, Corporate Commercial  
Jackson McDonald**

# 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 41 aged care and community organisations supporting the Engaging Young Leaders on Aged Care and Community Board 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 disability, health, youth, education, training, offender, drug and alcohol rehabilitation, advocacy, housing, recruitment and a wide variety of community, social and neighbourhood services. In our diversity, we are committed to the mission of attracting talented young people with a broad range of skills and experiences onto our Boards 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.

Community Partners are also instrumental in securing new supporters.

The State of The Nation event held in June 2018 saw our Community Partners bring with them potential new partners. This resulted in new people learning about the program.

We also thank Price WaterhouseCoopers (PWC) and the RAC for providing venues and catering for our April and September Unconventions.

This year we were involved with one of our Community Partners, Leading Age Services Australia (LASA), who showed the way by holding a NextGen forum to hear from current and emerging leaders in the aged care sector. The Federal Minister for Aged Care, Ken Wyatt, opened the forum by calling on all young Australians to consider diverse and exciting new careers in the rapidly-growing aged care sector. Southcare was selected to present at this forum, thus giving us the platform to share with attendees how we can repackaging Aged Care by leading differently.

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

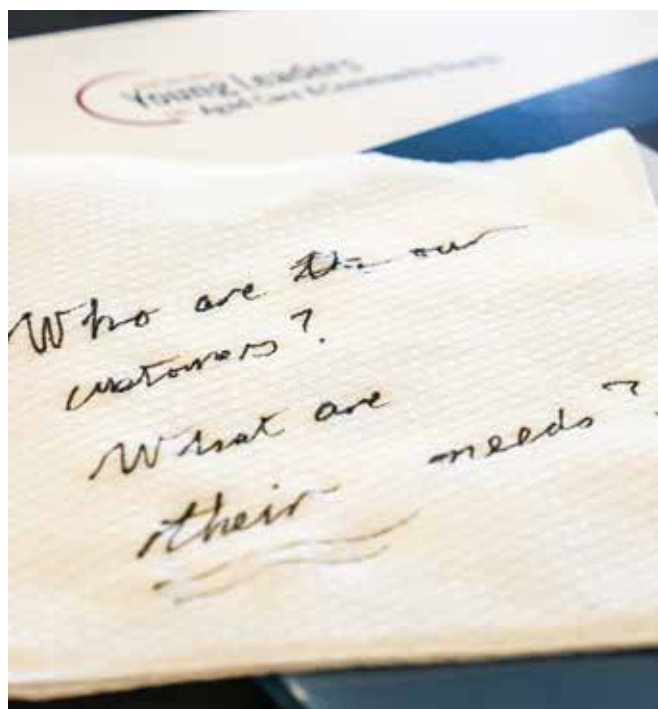
# Community Partners 2018



## New Community Partners

We welcomed TADWA, IdentityWA and United Way West Australia as new Community Partners. In addition, we received a one-off grant from the Western Australian Government's Department of Communities. These organisations support the program financially and through in-kind contributions, including participant mentoring, Board observations, and guest speaking. We are proud to have Community Partners working with us to make Board diversity the standard.

Unfortunately, due to the downturn in the economy, four Community Partners withdrew their financial support. We farewelled and gratefully acknowledge the contributions that Silverchain, Hope Community Services, ANSON and Anglicare made 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; and
- Improved contacts and networks with senior managers and Board Directors of a range of aged care and community organisations.



2018 Emerging Leaders in Governance Program Cohort on retreat

The ELGP 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 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.





2018 Emerging Leaders in Governance Program Graduates

## ELGP 2017 - 2018

An information night about this component of the program was held in November 2017. In December 2017, 58 young professionals applied for this highly-competitive program (regrettably, demand for places out-weighted availability).

Each of the successful applicants was identified as having a combination of three different sets of attributes; these included experiential, personal, and demographic. In addition, applicants were ready to make a positive impact in the community as Board Directors and community leaders.

### 2018 ELGP Participant Attributes:

- Age Ranges: 22 – 38;
- Professional backgrounds included law, accounting, science, pharmacy, clinical practice improvement, commerce, chemical, mechanical and process engineering, commerce, marketing, physiotherapy, criminology, insurance broker, information systems, actuarial science;
- Geographies of birth and culture: British, Italian, Mauritian, Indian, Zambian, German, Hungarian, Australian;
- Faith: Christian, Hindu, Catholic.

The ELGP commenced in February 2018. 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 had 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. We would like to thank Activ, Amaroo Village, Baptistcare, Bethanie, Brightwater, Community Vision, Foundation Housing, Interlife Group, Linkwest, RISE, Ronald McDonald House Charity, Southcare, TADWA, Therapy Focus, Interchange, WACOSS, Wanslea and YMCA WA for providing these experiences.

## Performance Results

Twenty outstanding leaders graduated from the Emerging Leaders Program (ELGP) on 23 May 2018. The graduation ceremony, held at Southcare, was attended by Community Partners, leaders, family and friends of the graduates.



## Graduates 2018



Amy Hallam



Joseph Kufakwandi



Brock Delfante



Courtney Reynoldson



Bart Morris



Amanda Rickman



Candelle Nestor



Gabriella Re-Mathews



Danielle Spagnolo



Chloe D'Souza



Dawn McAleenan



Lauren Brazier



Sankarashwaran  
Thiagarajan



Georgina Ferreira



Jordan Oakley



Kerry Bloxham



Kashinee Veeran



Libby Kraus



Amanda MacNamara



Gabriela Di Perna

**We offer our congratulations to the following 2018 graduates who have secured Board positions and traineeships at the time of this report:**

- Amy Hallam - Board Director, Nardine Wimmins Refuge
- Dawn McAleenan - Board Director, Outcare
- Sankarashwaran Thiagarajan, Board Traineeship, Southcare Inc
- Courtney Reynoldson - Board Traineeship, SwanCare
- Kerry Bloxham - Board Director, Nardine Wimmins Refuge
- Amanda MacNamara - Board Director, St Georges Arts Foundation
- Kashinee Veeran - Anglehands
- Lauren Brazier - Board Youth Representative, Rise
- Gabriela Di Perna - Board Member, Melville Cares

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 a network of ELGP Alumni, members and community leaders committed to better Board governance.

**2019 ELGP**

**Applications for the 2019 Emerging Leaders Governance Program opened 22nd November 2018.**

**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 2018, Southcare, SwanCare, and Melville Cares 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.



## Component 2

### Series of Unconventions

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.

## 2018 Unconventions

### Strategy and Design Unconvention

In April, over 80 people attended our Strategy and Design Unconvention; the line-up of topics and presenters was amazing and inspiring, as outlined below:

#### Board Strategy

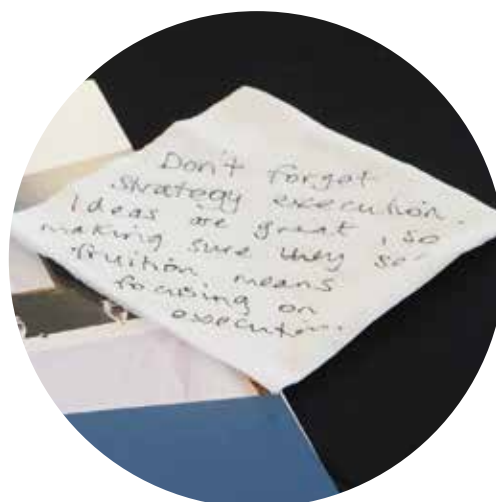
Jennifer Lawrence, CEO of Brightwater, Andrew Edwards, Chair of Activ and Elizabeth Tylich, Partner at Jackson McDonald, shared their approach to Board Strategy. Key takeaways included:

- Take a partnership approach to setting strategy - combine the resources and skillsets of both the Board and Management team.
- Provide clear and regular reporting to the Board, use a dashboard with traffic lights for reporting (and when everything is 'green', be curious!).
- To get the strategy right, focus on four things: 1) Management buy-in is essential; if they don't believe passionately in the strategy they won't be able to sell the strategy to the organisation; 2) Set sensible stretch in what you are trying to achieve; run hard or go backwards quickly; 3) Smaller is better; set a small list of key priorities to focus on; and 4) execution is everything in strategy; having a plan is great, but it needs to be executed to be achievable and it needs to be monitored to keep people accountable.

- If you reset the strategy, it is important to assess if the current Board has the right mix of skills to realise it.
- The Board may need to replace current members with those who can better help the organisation to achieve its new strategic direction.

#### The Imperative for Innovation on Boards

Key note speaker, Cettina Raccuia, Innovation Capability Manager, RAC WA, spoke on the topic of innovation and highlighted the need to Build, Measure and Learn. She challenged participants to embrace ambiguity, acknowledge the change, build the capabilities, and simply begin endeavouring to solve problems and learning from this process. Cettina said, "If the strategy you have designed is not working, change it". Cettina also offered a variety of tools to support innovation.







### Leadership Lessons

Professor Peter Klinken AC, Chief Scientist of Western Australia, gave us an amazing insight into his key leadership learnings over the past 20 years. He stated that although it was difficult to choose, he offered us a few of his favourites:

- Care for yourself; it's lonely at the top. You need to ensure that you are stable and balanced, as many people are relying on you.
- Seek out diverse views. This is essential. Don't be afraid of them and get comfortable with being challenged.
- Challenge yourself, your dogma, the 'what-ifs', and seek bold alternatives.
- Check strategic decisions against your mission, capacity, and support. If the decision aligns with your mission, and you have the capacity and support. – then do it!

### Strategy and Design

A panel discussion comprising Dr Sue van Leeuwen, Chair of The Patricia Giles Centre, Craig Heatley, National Chair of Red Nose, Director Fathering Project, and Dylan Smith, CEO of Fremantle Foundation, shared their insights about strategy and design:

- Innovation belongs to everyone; the Board and management. Fundamentally, the Board should both drive innovation and support management, by pushing leaders to keep innovating.

- To achieve diversity of thought at the Board table, the culture must support a diverse group of individuals to contribute.
- To be human centric in creating strategy, you need to use a futures approach, an exploration of what the client experience might look like in the future, the ability to move beyond your own perspectives and worldview, and also to have the courage to go beyond the mould and look at the creation of strategy in another way.
- Moving beyond your own perspective and worldview can be a constant struggle. The more experienced you become, the more decisive you become, which has its own rewards. It is important to challenge your way of thinking and create space to reflect before and after meetings to create intention and to gauge your effectiveness.
- To create strategies that last, look to other regions across the world who are 10-20 years ahead of where you are now. Find a mentor who will show you how the future can be; time travel there and learn from their journey. They may help to give you the guidance and tools to step forward, ask the right questions, and think strategically.

"Key takeaway for me is to allow yourself to be vulnerable and open; we all make mistakes, and no one knows everything, so don't feel the need to have all of the answers."  
Lauren Brazier



## Leadership - Leading Transformation, Tribes and Thinking Unconvention

The first keynote speaker of this unconvention was Alec Coles, CEO of the Western Australian Museum. He spoke about the value of museums as a reflection of our identity and the journey of upgrading the WA Museum.

Our second keynote speaker was Sue Murphy, CEO, Water Corporation, who shared her leadership journey as an engineer and then CEO of the Water Corporation. She captivated the audience with the challenges of being the leader of an organisation where you are actively engaging consumers to use less of your product. She also commented on the increased interest in Board directorships and challenged the group to ask themselves if they are honestly interested in the organisation of which they are seeking to be a Board member.

"Sue Murphy was a breath of fresh air and I really liked her self-reflection question around why we want to join a Board. Is it for our egos or to help the customer?"  
Libby Kraus

We had a panel session on 'What leadership is required for diversity and inclusion to become a reality on Boards?' A variety of ideas and strategies was conveyed by the panel featuring Rhys Williams, Mayor, City of Mandurah, Tania Cecconi, CEO, CEOs for Gender Equity and Christine Sindely, Aboriginal Engagement Strategist at Waangara Marra Consulting.

The day concluded with a fireside chat with Chris How, CEO of Bethanie and Emma Gibbens, Community Engagement and Activation Specialist at CGM Communications. A strong theme emerged about authenticity in leadership and building trust within the boardroom.

From the feedback received, participants appreciated the insightful speakers from a variety of backgrounds and the opportunity to meet, discuss and network with fellow attendees. We look forward to cultivating the 2019 Unconvention series with your feedback and support.

"I really appreciated the level of community engagement the WA Museum is undertaking. Overall, the authenticity and engagement from the presenting leaders was brilliant."  
Renay Eade



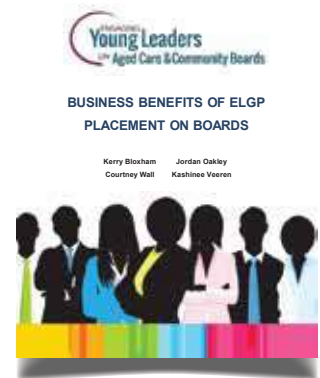
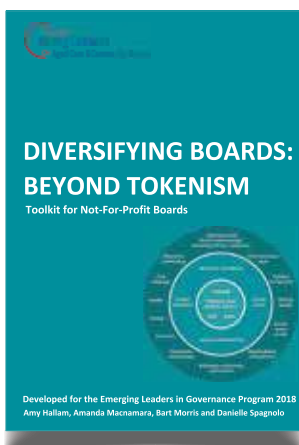
## Component 3 - Online Resource Toolkit

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 the future ebooks developed by the 2018 ELGP participants.

These are available on our website at <http://youngleadersonboards.com.au/resources/elgp-2018-projects/>

Five eBooks produced by the ELGP 2018 Graduates covered the following topics:

- Diversifying Boards: Beyond Tokenism
- The Business Benefits of ELGP Placement on Boards
- Creating an Effective Board Culture: A Best Practice Guide
- The Role of Boards in Governing Organisational Culture in the West Australian Not-For-Profit Sector
- An Innovation Tool Kit – to assist Boards in cultivating innovation during the strategic planning process



# COMMUNITY SUPPORT

## Intergenerational Mentoring

As part of the ELGP Program, we were able to offer inter-generational 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, giving them the 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
- David Endersby, Chair Melville Cares
- David Fenwick, CEO Amaroo Village
- Jane Chilcott, CEO Linkwest
- James Lawton, MercyCare Senior Executive
- Jennifer Lawrence, CEO Brightwater
- Jill Jamieson, Board Director, Rise
- John Dodman, Chair Southcare
- Helena Jakupovic, Board Director, Rise
- Kathleen Gregory, CEO Foundation Housing
- Kath Snell, CEO United Way Western Australia
- Louise Giolitto, CEO WACOSS
- Lyn Burris, Board Director Amaroo Village
- Dr Nicky Howe, CEO Southcare
- Paul Malcolm, Amaroo Board Director
- Ross Kyrwood, CEO YMCA WA
- Simon Rear, Board Director, Interlife
- Mayor Sue Doherty, City of South Perth
- Tanya Payne, Finance and Business Services Manager, United Way Western Australia
- Tricia Murray, CEO Wanslea
- Tony Taylor, Chair of Amaroo Village
- Tony Vis, Chair ICANR

## 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 McDonald, over 40 leaders met and explored potential opportunities to further expand their knowledge about each other and the sector, as well as 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.



# EMERGING LEADERS IN GOVERNANCE (ELGP) ALUMNI

## ELGP Alumni Committee - Annual Report

This year, the Alumni Committee included Penelope Wakefield, Amber-Rose Currie, Crystal Bartsch and Kim Hocking (until April 2018). The focus of the Alumni Committee was set in December 2017 as:

- Organise and host alumni events to build connections between the alumni and community partners;
- Facilitate the collection of stories from alumni and promote content online to increase knowledge in the community of the value of young leaders from the alumni; and
- Create a directory of young leaders from the alumni cohort, to enable the aged care and community sector to access young leaders for Board positions.

## Alumni Communications and Events

The Alumni Committee supported the 2018 ELGP by regularly attending workshop events. The Alumni Committee also held two Alumni reference group meetings which served as an opportunity for the ELGP cohorts to meet and connect, as well as share ideas, feedback and support to the program. The Honourable Cheryl Edwardes AM, GAICD was the key note speaker at an Alumni event that was kindly hosted by Lockton Insurance. The event provided attendees with governance learning and helped to continue to inspire graduates and maintain connection to the EYLACCB community.

## Sharing Stories and Achievements

The Alumni Committee has kept the Alumni connected through email updates and the Facebook Graduates group, as well as facilitating a number of blog post stories to promote the achievements of graduates and Community Partners. Some of these include:

- Natasha McCarthy: The Learning Journey of Serving on Boards
- Penny Wakefield: Top 20 Insights from the Strategy and Design Unconvention

## Directory of Graduates

An ambitious project of the Alumni committee was to investigate the potential of an online directory of past graduates to offer to the Community Partners when Board positions became available. The project was progressed with the committee asking graduates for details about their background and interest in future Board positions. With nearly 120 graduates now, the scale of the project became somewhat overwhelming. We are currently exploring options of ways to continue the project.

## Future of the Committee

Given the success of the open Alumni Reference meetings during the year, the Committee has recommended that this forum provides the perfect opportunity to keep in touch with the Alumni, foster networking and engage ideas, feedback and support.





# DIFFERENCE MAKERS DIVERSITY AWARDS

The Difference Maker Diversity Awards recognises 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 provides 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 were finalists:

## Individual Board Director Award Nominations



Pictured left to right: Dr Nicky Howe - Program Director with nominees Irwin Tollman, President - Maurice Zeffert Homes (Inc), Steve Archibald, WA State Manager - Camp Quality and Cate Rocchi, Chair - Linkwest.

## Not-For-Profit Board Award Nominations



Pictured left to right: Dr Nicky Howe - Program Director with nominee representatives Irwin Tollman, President - Maurice Zeffert Homes (Inc), Belinda Grandoni, Board Member- Volunteering WA and Greg Martin, Chairperson - Community Vision Inc.

## 2017 Winners



### Individual Award: Cate Rocchi, Chair Linkwest

As Chair of Linkwest and a Board member for three years, Cate has advocated for a diverse Board as more perspectives are vital to assist Linkwest's varied and diverse members – the neighbourhood, family and community resource centres. This included advocating and appointing a Board that is representative of gender, generations and the geographically-diverse membership. Cate also established an Aboriginal Engagement Sub Committee of the Board to implement strategies to address Aboriginal needs and perspectives, and to build relationships with Aboriginal people so the organisation and its members more effectively plan for that sector. Cate's personal brand has been strategically crafted to show the Linkwest Chair values diversity, inclusion, challenging mindsets and self-education.



### Organisation Award: Community Vision

Community Vision delivers independent living assistance and support services for the aged, people with disabilities, veterans, families and children. This Board is responding to changes in community expectations and industry settings by focusing on capability, flexibility and innovation. They recognise their role is to provide services for vulnerable people in need who are no longer being supported in the community, and the importance of valuing their clients. The Board members have diversity of knowledge, experience and skills in client service, government, business and governance. They have actively refreshed their executive and senior staff and they have implemented a new Constitution and Strategic Plan – both form the foundation for applying diversity of thinking to all aspects of business, particularly to culture, capability and cross-organisation partnering arrangements.

Award accepted by Greg Martin, Chairperson



## 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.



**Crystal Bartsch, 2017 ELGP Graduate**  
**– Senior Consultant at**  
**PricewaterhouseCoopers (PwC),**  
**Board Director at Melville Cares.**

Crystal is a Senior Consultant in the Assurance practice of PwC and has a range of clients who operate specifically within the energy and natural resources industries. Having worked alongside large corporate entities for a number of years, Crystal wanted to expand her knowledge into less familiar territory, being the not-for-profit sector. The ELGP program served as the perfect platform for Crystal to learn about the industry and develop the skills and knowledge needed to serve as a Director, allowing her to give back to the community.

Following graduation from the program, Crystal joined the Melville Cares Board on a Board Traineeship which, over the course of 12 months, enabled her to

develop an understanding of the business and refine the skills needed to be a successful Director. Through her diverse background and experiences, Crystal has brought a fresh perspective to the Board, and it has been a valuable learning experience for her to be able to apply the skills and knowledge from the ELGP program, as well as from the independent Chartered Accountants program, which she is currently completing.

Crystal was delighted to be appointed as a Director of the Melville Cares Board following the completion of her Board traineeship in 2018.

Through participation in the program and alongside Melville Cares, Crystal believes she has developed into a more knowledgeable and confident Board Director. She encourages other aspiring young leaders to pursue Board directorships within the not-for-profit sector.





**Tomy Hwang, 2017 ELGP Graduate.**  
**Finance, Audit & Risk Committee**  
**Member, Foodbank WA. Manager, EY**  
**Advisory.**

Tomy said, "I am fortunate to be an alumni of the Emerging Leaders in Governance Program (ELGP) 2017. I have always had a desire to be involved in the NFP sector, particularly at a decision-making level, but didn't feel that I understood enough about organisational governance, and the pathway to get involved".

One of the key messages Tomy took away from the ELGP is that everyone has something to contribute and that diversity of insights and opinions enable effective governance. Tomy now sits on the Finance, Audit and Risk Committee for Foodbank WA and can say with absolute confidence the ELGP networks, guest insights and learning modules were key to his success in securing this opportunity.

Foodbank WA is responsible for sourcing and distributing food to provide 5.7 million meals to over 500 agencies and 2.2 million serves of breakfast to 430 schools throughout the State. The organisation aims to ensure that people who have fallen on hard times have access to nutritious food. Foodbank WA want to be able to provide them with a healthy start and a 'hand up'.

True to the ELGP message of contribution of diversity, during his short time on the Committee (nine months and counting!), Tomy has been able to contribute to a range of initiatives, including shaping the budget, optimising the supply chain and exploring product innovation. He is grateful for the opportunity to work and learn from a strong committee, Board and management team, and has stated he will continue to apply what he has learned from the ELGP to achieve Foodbank's mission of fighting hunger in WA.



**Belinda Grandoni, 2017 ELGP**  
**Graduate and Youth Director at**  
**Volunteering WA. Place Manager at**  
**the City of Bayswater. Master of**  
**Public Health.**

Belinda has been working in community development in the local government sector since 2010 in various leadership roles, where she has been keen to apply her skills and knowledge and contribute to a meaningful Board role in an NFP organisation. She says she clearly remembers when one of her close friends, Elizabeth White (who completed the ELGP in 2016), proclaimed that it was the 'most valuable leadership program she has invested in' (which naturally led Belinda to apply for the ELGP). Belinda says she found the ELGP valuable in building a foundational skill set in governance and gaining knowledge of the NFP sector. She was also most grateful for the networking opportunities that it provided. She thoroughly enjoyed the course work and is extremely appreciative of the scholarship

opportunity from the community partners who support young professionals, like herself.

In mid-2017, Belinda was fortunate to secure a Youth Director Board position with Volunteering WA. Under the guidance of her Chair, Craig Spencer and CEO, Tina Williams, the past 15 months have been a fantastic learning opportunity and valuable insight into how a peak body operates in the sector. One of Belinda's focus areas is ensuring the organisation continues to remain agile in the changing face of volunteerism.

Belinda is thoroughly enjoying the mentoring opportunities as a new Director and is looking forward to applying these learnings and skills to future Board opportunities and leadership roles and says, "It is a privilege to serve the sector".



Community Partners at the 2018 State of the Nation

## STATE OF THE NATION EVENT

Over 45 people attended the State of the Nation event which:

- Updated Community Partners about the performance and achievements of the program; showcased the Research Projects developed by the 2018 ELGP Graduates;
- Provided an opportunity to hear from
- Community Partner, Hall & Prior CEO, Graeme Prior and ELGP Graduate 2016, Kim Hocking (now Board member on SwanCare);
- Market and promote the program to increase the number of Community Partners; and
- Provided an opportunity for people to network and connect with the ELGP graduates.

Attendees walked away with their hands full of resources that will help them and their Boards navigate the major reforms in the aged care and community sector.



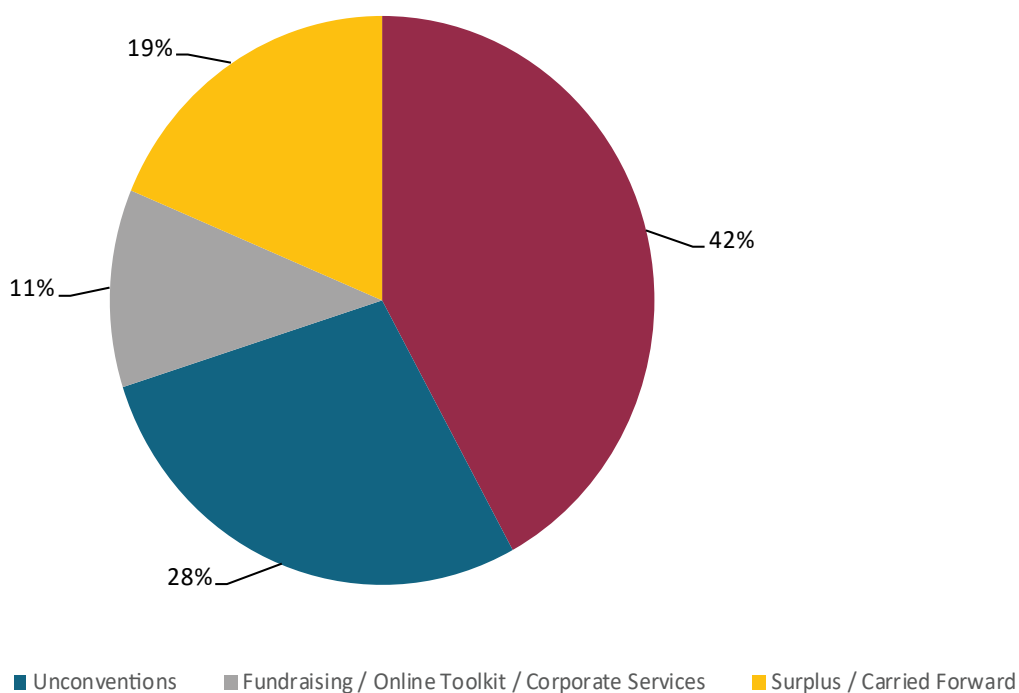
Graeme Prior, CEO Hall & Prior, State of the Nation



Kim Hocking, ELGP Graduate 2016, State of the Nation

# FINANCIAL SUPPORT

In 2018, we received \$135,805 in financial support and \$26,000 in-kind support (venues, training, services, mentors, board observations and speakers) from Community Partners and community leaders.



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**Thank you collaborating to building the leadership and governance capacity within the aged care and community sector**



What do we need  
to do / change to  
make this idea a  
reality?

## 2019 SAVE THE DATES

### Unconventions

- **Unconvention 1**  
Tuesday, 19 March 2019
- **Unconvention 2**  
Tuesday, 3 September 2019

### Prospectus

Download the prospectus here:

[www.youngleadersonboards.com.au/emerging-leaders/emerging-leaders-governance-program-elgp](http://www.youngleadersonboards.com.au/emerging-leaders/emerging-leaders-governance-program-elgp)

### Key events for the Emerging Leaders in Governance Program

- **ELGP Launch Breakfast**  
Wednesday, 30 January 2019 - 7.00am - 8.30am
- **ELGP Networking Evening**  
Wednesday, 20 March 2018 - 6.00pm - 8.30pm
- **ELGP Graduation**  
Wednesday, 8 May 2018 - 6.00pm - 8.30pm



# ENGAGING Young Leaders ON Aged Care & Community Boards



## 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](mailto:nicky.h@southcare.org.au)

