



ANNUAL REPORT 2021

ENGAGING
Young Leaders
ON Aged Care & Community Boards

OUR COMMUNITY PARTNERS

This 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

TO DATE



41 Community Partners are sponsoring the Engaging Young Leaders on Aged Care and Community Board (EYLACCB) Program.



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



196 Young professionals have graduated from the ELGP since 2013.

134 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.



40 ELGP graduates have secured Board Traineeship positions.



21 ELGP graduates have secured Board Committee positions.

THIS YEAR



40 ELGP graduates (100% of young professionals this year graduated from the program).

Establishment of the Women's ELGP Program.



3 new Community Partners.

8 projects undertaken by the ELGP 2021 graduates on the following topics:

- Vision and Strategy
- Making Decisions on Boards
- Director, Fundraiser, Action!
- Behaviour Problems on Boards
- The Structural Barriers Inhibiting Women of Colour on Boards
- Effective Board Recruitment for Not-For-Profits
- The Effectiveness of Board Diversity Policies
- Fostering Effective Relationships between the Board Chair and CEO



The Difference Maker Diversity Awards WA were held, which recognised a Board and Individual for championing diversity on Boards.



Above: Kath Snell CEO United Way WA, Dr Nicky Howe CEO Southcare, Alicia Curtis Alyceum, Dominique Mecoy CEO LWA.



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 community Boards to improve Board performance.



OUR 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 body of research, information and resources to engage and promote age diversity on community Boards.

PROGRAM DIRECTOR'S REPORT



At the centre of good governance

When Grace Tame received the Australian of the Year in 2021, she ignited a flame in many to speak up, shortly after former Liberal staffer Brittany Higgins went public with allegations that she was raped by a colleague within the walls of Parliament House. Grace claimed that in the wake of the 2019 assault, she was pressured by her superiors to choose between keeping her job and taking the allegation to police. As the reader, you may be wondering where I am going with these stories, and what this has to do with advocating for young professionals on Boards?

At the centre of good governance is a leader's ability to have a conscience, operate from a set of values and to 'speak up'. Directors also have a Duty of Loyalty to act in the best interests of the 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). In both Grace and Brittany's stories, those who had a duty to act did not, yet others did; people who had absolute belief in them encouraged them to go to the police and helped them to recover a little of their lost faith in humanity.

These are the leaders we want in our organisations, on our boards and in our society. People who are smart enough to understand that as directors they have oversight of the organisation's vision, purpose and values.

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We also want leaders who have a clear moral compass, who can judge what is right and wrong and act accordingly, who use their moral compass to behave ethically and use a set of values to guide decision-making. As many of us operate under the Charities Act 2013, we must be clear that what we are doing is for the public benefit.

A key element of our Emerging Leaders in Governance Program (ELGP) is for the participants to gain clarity about their purpose and their values; and, in turn, their value proposition to an organisation that is aligned to them. This helps to ensure the right values alignment and cultural fit.

This program seeks to be of public benefit; we are constantly striving to exercise effective leadership for optimal social impact. We want to know we are making a difference. We want to ensure that the financial and in-kind support our Community Partners provide is used for social impact. We use our Results-Based Accountability Measures to report back, so we can collectively see the difference we make.

These results were used in a grant submission to secure funds to run three programs over three years for women who identify within a specific demographic. This year, we ran an additional ELGP; participants were women who identify as Aboriginal or Torres Strait Islander and/or culturally linguistically diverse. Yes, it has taken us nine years to secure Federal Funding. And yes, it truly is 'About Time'. I am proud to say that collectively we are creating a 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

PROGRAM FACILITATOR'S REPORT



Importance of cultural diversity in the boardroom

It has been another fantastic year for the Engaging Young Leaders on Aged Care and Community Boards program. Not only did we have a wonderful year of bringing together aspiring board directors with incredibly generous and humble Board Directors and role models, we also stretched ourselves further to understand and create awareness of the importance of cultural diversity in the boardroom.

Our first Unconvention in March was about board directors as advocate for change. This was an inspiring look at how CEOs and Board Directors are often called to not only deliver community services, but also to lead broader systemic change. Climate change, Black Lives Matter, homelessness, generational discrimination – there is no shortage of social issues attracting the spotlight to advance their cause. Change is everyone's responsibility. Whether you work in the NFP sector, corporate sector or government, we all have a part to play.

2021 was also the first year we hosted two Emerging Leaders in Governance programs (ELGP) in the same year, thanks to funding by the Department of the Prime Minister and Cabinet's Office for Women. We were able to host the second ELGP specifically for Aboriginal and/or Torres Strait Islander women or women from culturally diverse backgrounds. This program brought together a magnificent mix of women and was a very successful program.

Contact for Program Support and ELGP

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Thank you to all the mentors and organisations who stepped up again to support our program participants with mentoring, board observations, site visits and more!

Our second Unconvention, *Increasing Women of Colour on NFP Boards*, unpacked the importance of cultural diversity in the boardroom. This was a forum for truth-telling about the discrimination and racism that still occurs in our society and also in our boardrooms. This Unconvention was about raising awareness, so we understand the challenges; and like all Unconventions, it was also about action! How we can play an active role in moving the dial and support more women of colour on NFP boards.

Next year, we will continue to host two ELGPs; our open program from February – May and a program specifically offered to women who identify as LGBTIQ+ that will run from August – November. Thank you to all our Community Partners who continue to support these programs, not only financially but also through their incredible in-kind support as mentors, panelists and hosting board observers. We couldn't do it without you!

Alicia Curtis

EYLACCB Facilitator

Program Facilitator

ELGP COMMUNITY PARTNERSHIP ADDRESS – ERICA HADDEN, CHAIR UNITING WA



The Voice of Youth

I listened to our Australian of the year, Grace Tame, a strong, fearless advocate for survivors of sexual assault. Calling for education on grooming and legislative change to bring about consistent laws across the country. I also listened to Belinda Teh who walked from Melbourne to Perth to raise awareness for voluntary assisted dying. Belinda is articulate, passionate, and crystal clear on the message she wanted to deliver. I was completely taken by their sophisticated, educated views and more importantly their passion and belief that they could, and would, make a difference in their respective areas of focus. Grace is 26 years old, and Belinda is 28 years old.

Not engaging the voice of youth in important decision-making puts us all at risk of not being able to navigate the path to the future. Being prepared to have the voice at the table that asks, “Why not?” versus having the mature, knowledgeable, experienced voices explaining carefully why something has been tried in the past and failed, and therefore why we should not, or could not, tackle it. Youth help you use the skills and experience and wisdom you have built to help make the “How can we?” possible. That brings me to the ELGP.

My introduction to ELGP

I was exposed to the ELGP while I was on the Board of Anglicare WA. We were looking for a new director and I expressed the need for some additional diversity on the Board. I was particularly thinking of a youth lens, to bring a fresh view of the world. I looked around the board table, thought of the usual recruitment processes, and knew we were going to be limited with what we could access.

I came across the ELGP and was immediately taken with the idea and saw it as a very important missing part of the overall governance puzzle.

We are all aware that a diversity challenge cannot be solved by simply selecting a young person, a different gender, an Indigenous person, an old person, or a creative brain.

The people coming to the table need to have the right foundational skills, the desire, and the aptitude to be an effective contributor to a board. Typically, this means something like the Australian Institute of Company Directors course which is usually out of reach of a younger person in early or mid-career.

This is where ELGP comes in and has been very successful in creating a pool of young, talented, and committed alumni from which potential board candidates can be sourced.

As a community partner, we appreciate the following direct benefits for Uniting WA:

- A shared resource tapping into a youthful talent pool.
- Board observation process and having fresh eyes observe our board meetings, providing honest and insightful critique.



- Access to Unconventions and the Online Resource Kit.
- Showcase and promote Uniting WA (presenting, panel discussions, networking)

As an individual and a new Chair, I have particularly appreciated the opportunity to:

- Widen my network by getting to know people in the sector as I come from outside the sector.
- Learn more about the sector and the range of organisations.
- Listen to some extremely interesting and diverse speakers (David Carter from Austral Fishing was a highlight), particularly through the Unconvention Event Series.
- Mentor an individual and host candidates at our board.
- Embrace networking opportunities.
- Meet various Alumni and learn about their individual journeys and successes.
- Seeing the candidates mature over the term of the program.

As a Chair I see the key benefits of the program are:

- Pool of talent filled with educated, talented voices of youth, that would otherwise not be easily accessible.

- Talent that is inducted into the role of the board and its associated responsibilities.
- Candidates know what they are letting themselves in for, so they don't over commit.
- Collaboration is the only way to drive system change.

The community sector needs this program and should support it wholeheartedly.

Aside from all the above, it is inspiring, and it is fun. You can meet many interesting people working in many interesting spaces; and that is augmented by being able to 'hang around' several young, intelligent, and lively candidates who have perspectives to share – if we are prepared to listen.

So, if any of you are in any doubt as to the value of youth at the board table, I urge you to listen to Grace Tame, to listen to Belinda Teh, listen to Alicia Curtis and ask yourself, "Why wouldn't I want people like this at my board table?" rather than why they should not be at the board table.

INVESTING IN LEADERSHIP AND GOVERNANCE

Community Partners

Looking back to 2013 when Southcare launched this program with MercyCare and Baptistcare, it is inspiring and 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 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. In our diversity, we are committed to the mission of attracting talented young people with a broad range of skills and experience 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.

Community Partners are also instrumental in securing new supporters.

The State of The Nation event held on line in June 2021 saw our Community Partners bring with them potential new partners. This resulted in new people learning about the program.

Community Partner and Chair of Uniting WA, Erica Haddon FCPA FAICD, provided great insight into the benefits of being a Community Partner, and ELGP 2019 graduate, Luke Mitchell, provided his insights on being a graduate of the program and how this helped him to secure a Board Director role.

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 2021

- | | |
|---------------------------|--------------------------------|
| 1. Activ Foundation | 23. Life without Barriers |
| 2. AfCAS | 24. Linkwest |
| 3. AVIVO | 25. MercyCare |
| 4. Anglicare | 26. Chorus |
| 5. Brightwater | 27. Mosaic |
| 6. Hall & Prior | 28. Nulsen Disability Services |
| 7. Advocare | 29. Palmerston |
| 8. Baptistcare | 30. Rise Network |
| 9. Bethanie | 31. Rotary Club of Como |
| 10. City of South Perth | 32. Ruah |
| 11. Community Vision | 33. Solaris Care |
| 12. Council of the Ageing | 34. Southcare |
| 13. Edmund Rice Centre | 35. SwanCare |
| 14. Foundation Housing | 36. Uniting |
| 15. Girl Guides | 37. United Way West Australia |
| 16. GRAI | 38. Volunteering WA |
| 17. Holyoake | 39. WACOSS |
| 18. Identitywa | 40. Wanslea |
| 19. Interchange | 41. The Y |
| 20. Jackson McDonald | |
| 21. LASA | |
| 22. Leadership WA | |

New Community Partners

We welcomed new community partners, Girl Guides WA, Solaris Care, and Association for Culturally Appropriate Service (AfCAS).

These organisations support the program financially and through in-kind contributions, including participant mentoring, Board observations, and guest speaking. We are proud to have 41 Community Partners working with us to make Board diversity the standard.

A GOVERNANCE MISSION

A Governance Mission

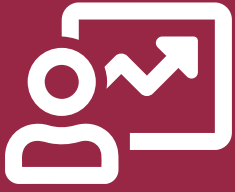
The Engaging Young Leaders on Aged Care and Community Boards Program is committed to strengthening Board governance and facilitating age diversity on community Boards.

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.
- Information exchange: updates, discussion forums.

ELGP 2021

An information evening about this component of the program was held in November 2020. In December 2020, 26 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.

2021 ELGP Participant Attributes:

- Age Ranges: 25 – 39
- Professional backgrounds included BA of Science, Bachelor of Laws, Master of Law, B.com supply chain logistics, Chartered Accountant, Speech Pathologist, MBA, PhD, BHlthSc (Hons Public Health), Master of Education, BA ICT, BA science, BA in Civil Engineering/ master's in engineering. Cert IV Mental Health and Youth Work, BA Engineering in Electronics and Communications, BA Engineering Science and Business Management, BA Laws and BA French, BA Arts Diploma of Civil and Structural Engineering, PhD, Masters International Political Economy, BA Geography, BA Psychology, Master of Professional Accounting.
- Geographies of birth and culture: Indian, English, Aboriginal and Torres Strait Islanders, Australian, Baluch, Southeast Asia, Vietnamese, Burmese, Zambian, Brazilian, European, New Zealand, Italian, Greek Cypriot, Dutch.
- Faith: Christian, Hindu, Muslim, Catholic.

The ELGP commenced in January 2021. 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. We would like to thank Activ, Amaroo Care Services, Baptistcare, Bethanie Board Sub Committee, Brightwater Community Vision, Foundation Housing, Interlife Group, Linkwest, RISE, Ronald McDonald House Charity, Southcare, TADWA, Therapy Focus, Interchange, WACOSS, Wanslea and YMCA WA..

Performance Results

Twenty outstanding leaders graduated from the Emerging Leaders Program (ELGP) on 5th May 2021. The graduation ceremony, held at Southcare, was attended by community partners, community and business leaders, as well as family and friends of the graduates.

WELGP 2021

WELGP 2021 for Women who identify as Aboriginal Torres Strait Islander or Culturally and Linguistically Diverse.

An information evening about this component of the program was held in June 2021. In July, 34 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.

2021 WELGP Participant Attributes:

- Age Ranges: 21 – 37
- Professional backgrounds included BA Philosophy in Music and Asian Studies, Masters in Engineering and Project Management, Bachelor of Laws and Graduate Diploma in Legal Services Bachelor of Science Medical Science, Diploma of Health Science, Master of Professional Accounting and Bachelor of Commerce, Master's degree in Banking and Finance Law, Graduate Diploma of Chartered Accounting, Bachelor of Law and Bachelor of Economics, Bachelor of Laws (Honors) and a Bachelor of Arts (Political Science and International Relations), Civil Engineer, Information Security Governance, Diploma of Counselling, Ph.D. in Human Science, BSc in Neuroscience, MSc in Neuroscience, MSc in Clinical Audiology.

- Geographies of birth and culture: Aboriginal, Burmese (Myanmar), Russian Egyptian, Malaysian, Afrikaans South African, Indian, Chinese Malaysian, Bangladeshi, African, African (Zimbabwe) Indonesian, Malaysia.
- Faith: Theravada Buddhist, Russian Orthodox, Hindu, Christian, Muslim, Catholic.

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 and community leaders committed to better Board governance.



Back Row: Lina Singogo, Joe Zhou, Ria Ferris, Maria Chukwu-Ike, Tyson McKwan, Kate Paul, Emma Salsano, Zoe Callis, Michael Clark, Charlotte Newton, Tina Firth, Paige Wood-Kenney, Bruna Rocha, Ellie Tighe
Front Row: Troy Hayter, Gohar Rind, Sasha Johnson, Sarah Connor, Vidhatri Lakkim Setti, Amanda Ong

Board Traineeships

Board traineeships provide emerging leaders with the opportunity to experience the roles and responsibilities of a Board Director, without the associated 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 2021, Southcare, AVIVO, and United Way WA 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.

ELGP 2022

Applications for the 2022 Emerging Leaders Governance Program opened in November 2021.

Applications for the 2022 Emerging Leaders in Governance Program for women who identify as lesbian, gay, bisexual, transgender and intersex open in June 2022.



Back Row: Brooke O'Donnell (Coach/Mentor), Linda Van Achterbergh, Tanya Goromonzi, Cynthia Taurayi, Annika Htun, Elena Mikhaltsevich, Rumbi Tsvanigirayi, Chloe Leow, Habiba Farrag

Middle Row: Alicia Curtis (Facilitator), Simi Das, Sindhuja Sornam Ligaswaran, Tanzila Mahzabin, Elaine Makinya, Pooja Kohli, Christina Morara, Joey Lim, Yvonne Maphosa, Nicky Howe (Director)

Front Row: Sheryl Mera, Racheline Tantular, Amber Ugle-Hayward, Angelyn Seen

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.

March 2021 Unconvention – Advocating for Change

Advocacy and change require advocates, i.e., people who are willing to put themselves on the line for what they believe in. Now, more than ever, social sector leaders have had to become more strategic, more collaborative, and media astute to advocate for what they want.

Keynote speaker, John Berger, CEO, WA Alliance to End Homelessness, provided his insights into what is working, what isn't and what have been his personal costs in advocating to end homelessness. This was followed by a panel session on Advocating for Change, which included:

- Shaheen Hughes, *CEO, Museum of Freedom and Tolerance*
- Gordon Trewern, *CEO, Nulsen*
- Sharon Wood-Kenney, *Co-Design Systems Change Consultant, Centre for Social Impact*

We then heard from keynote speaker, David Carter, CEO Austral Fisheries who outlined the role he has played on social activism in advancing and promoting the seafood industry. His particular focus has been on sustainable, science-based fisheries management and preserving the natural environment.

Essential takeaways from this Unconvention included:

- shifting beyond outrage in long-term advocacy work, and into a space of joy and connection to place.
- the power of an evidence-based 'influence and inform' approach to advocacy.
- building partnerships and alliances across sectors/ organisations.
- sharing what is important with others, e.g., sharing between the CEO and Chair.
- showing resilience and commitment when faced with challenges, and that everyone has a role in advocacy and change.

At the March Unconvention, we also launched the Difference Maker Diversity Awards WA for 2021, aimed at recognising a Board and Board Director who are championing diversity on Boards.





Increasing Women of Colour on NFP Boards in WA

Increasing Women of Colour on NFP Boards in WA was the theme and Dr Pilar Kasat, Chairperson of Women of Colours Australia, gave a sobering keynote address on her experiences and the barriers for Women of Colour (WoC). Pilar both captivated and challenged our audience.

This was followed up with discussion by an incredible panel consisting of Jahna Cedar OAM MBA GAICD, Antonia (Toni) Stampalija, James Jegasothy and Dr Pilar Kasat. The topic was Board Diversity and the panel debated what is working and what's not, and what are the strategies needed to improve boards and ultimately business objectives.

Round table discussions were then held to explore the following questions:

- Where do you source cultural diversity training and what do you have in place?

- What mentoring and networking can Board Directors participate in to support Women of Colour overcoming barriers to entry onto boards?
- Reconciliation Action Plans: What's working?
- Inclusive leadership strategies for boards.



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/>

Eight eBooks produced by the ELGP 2021 Graduates covered the following topics:

Tool Kit Contributions



Vision and Strategy



Making Decisions on Boards



Director, Fundraiser, Action!



Behaviour Problems on Boards



The Structural Barriers Inhibiting Women of Colour on Boards



Effective Board Recruitment for Not-For-Profits



The Effectiveness of Board Diversity Policies



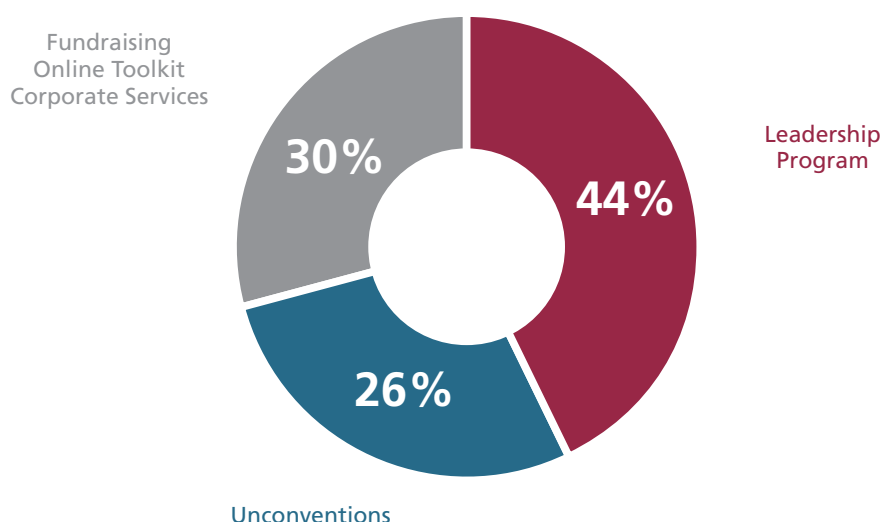
Fostering Effective Relationships between the Board Chair and CEO

FINANCIAL SUPPORT

In 2021 we received:

- \$154,315 in financial support and \$23,145 in-kind support (venues, training, services, and speakers) from Community Partner organisations, community leaders and program participant contributions.
- \$157, 830 + GST from Department of Prime Minister and Cabinet for the Spring ELGP Women's program

The representation is provided based on the information obtained from the audited Southcare Inc 30 June 2021 Annual Report.



"Thank you for supporting good governance in the aged care and community sector"

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, 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:

2021 Mentors

- Amanda Hunt, *CEO Uniting WA*
- Angie Paskevicius, *Chair Interchange WA*
- Professor Angus Buchanan, *Chair AVIVO: Live Life Inc*
- Chris How, *CEO Bethanie*
- Dominique Mecoy, *CEO Leadership WA*
- Erica Haddon, *Chair Uniting WA*
- Jane Chilcott, *CEO Linkwest*
- James Lawton, *MercyCare Senior Executive*
- Jennifer Lawrence, *CEO Brightwater*
- Jill Jamieson, *Board Director, Rise*
- John Dodman, *Chair Southcare*
- Kath Snell, *CEO United Way WA*
- Louise Giolitto, *CEO WACOSS*
- Dr Nicky Howe, *CEO Southcare*
- Ross Kyrwood, *CEO YMCA WA*
- Marina Re, *CEO IdentityWA*
- Michelle Jenkins, *CEO Community Vision*
- Tina Williams, *CEO Volunteering WA*
- Tricia Murray, *CEO Wanslea*
- Tony Vis, *Chair ICANR*
- Rosemary Lawn, *CEO AVIVO: Live Life Inc*
- Russell Bricknell, *CEO Baptistcare*

2021 Board Observations

- | | |
|--------------------|-------------------|
| • Activ | • Rise |
| • AVIVO | • Southcare |
| • Bethanie | • Swancare |
| • Baptistcare | • Uniting WA |
| • Brightwater | • WACOSS |
| • Chorus | • Wanslea |
| • Community Vision | • Volunteering WA |
| • IdentityWA | • YMCA |
| • Interchange | |
| • Linkwest | |



Spring 2021 Mentors

- Angie Paskevicius, *Chair Interchange WA*
- Professor Angus Buchanan *Chair, AVIVO: Live Life Inc*
- Brenda Lowe, *CFO Melville Cares*
- James Lawton, *Senior Executive MercyCare*
- Jane Chilcott, *CEO Linkwest*
- Jill Jamieson, *Director Rise*
- John Dodman, *Chair Southcare Inc*
- Dr Helen Grzyb, *Chair Advocare*
- Kath Snell, *CEO United Way*
- Louise Giolitti, *CEO WACOSS*
- Mary Gurgone, *Deputy Chair Association for Culturally Appropriate Services*
- Michelle Jenkins, *CEO Community Vision*
- Dr Nicky Howe, *CEO Southcare Inc*
- Nicole Casley, *Director Anglicare*
- Rosie Lawn, *CEO AVIVO*
- Russell Bricknell, *CEO Baptistcare*
- Shamim Samani *Experienced Director*
- Sue Doherty, *Former Mayor City of South Perth*
- Tina Williams, *CEO Volunteering WA*
- Tricia Murray, *CEO Wanslea*

Spring 2021 Board Observations

- AVIVO
- Baptistcare
- Brightwater
- Chorus
- Interchange
- Linkwest
- Melville Cares
- Southcare
- Swancare
- Rise
- Uniting WA
- United Way
- WACOSS
- Volunteering WA
- Wanslea

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 two dedicated networking events – one in March and one in October.

Sponsored by Southcare, each event attracted over 40 leaders, who 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 ELGP Alumni Update

Earlier this year, graduates completed a survey to keep us up to date with their board appointments and achievements since finishing the program. Thank you to all our Alumni who completed the survey.

A snapshot of their successes

This year, graduates have joined the boards of Artsource, Carers WA, Wanslea, WACOSS, Interchange, United Way WA, Muslim Women's Support Centre, and Victoria Park Community Centre, to name a few!

We asked graduates to explain in one sentence what they gained from the program:

"Life changing. It taught me about good board governance in a practical way and how I could make a valuable contribution to a community board"

"A deeper understanding of the NFP sector"

"The program has given me confidence to start my journey to becoming a board director"

"It re-ignited the fire in my belly, the passion that drives me to work in the community space"

"Confidence and preparedness to take that next step forward, the importance of due diligence and only accepting a position that aligns with your individual values, connections, and a network of young professionals"

"It has accelerated my career, self-belief and showed me that there is a place for me in this community of people who want to make an impact"

In addition, the ELGP Alumni continue their support of the program in many ways, attending ELGP and Unconvention events, promoting our public events, submitting funding opportunities, writing stories about the Diversity Award winners, and joining Alumni panel discussions for current cohorts.

Thank you to our amazing Alumni, we love to see and support the goals you achieve!

STATE OF THE NATION ADDRESS

16 June 2021

In June, more than 40 people joined us for our online State of the Nation event, where we reported on our achievements over the past nine years, and included:

- 180 ELGP scholarships offered
- 175 ELGP program graduates
- 118 Board placements
- 38 traineeships
- 21 committees
- 37 community partners

Community Partner and Chair of Uniting WA, Erica Haddon FCPA FAICD, provided great insight into the benefits of being a Community Partner and ELGP 2019 graduate, Luke Mitchell, provided his insights on being a graduate of the program and how this helped him to secure a board director role.

The 2021 Difference Makers Award Diversity Award winners were announced, and we congratulated Kath Snell (Individual Award) and Rise (Organisation Award) for championing diversity on boards refer overleaf.

We welcomed new community partners, Council of the Ageing, Leadership WA, Edmund Rice Centre and Life Without Barriers and we welcomed back LASA. These organisations support the program financially and through in-kind contributions, including participant mentoring, Board observations, and guest speaking. We are proud to have 36 Community Partners working with us to make Board diversity the standard.

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 share with you the following award winners who were interviewed by two ELGP Alumni members.

Below: Joey Lim, Jane Chilcott CEO Linkwest, Tanya Goromonzi



DIFFERENCE MAKERS DIVERSITY AWARDS

2021 WINNERS



**Kath Snell,
CEO United Way WA**

*Written by Karess Dias
(2019 ELGP Graduate)*

It is challenging (in a good way!) to describe a person as dynamic as Kath Snell. She is much more than a CEO; Kath is a lifelong learner who is continually striving to make a positive impact in the lives of others.

Sitting in a coffee shop on a chilly winter afternoon, Kath Snell and I sat down to talk about the Difference Maker Awards. The first thing you notice about her is the energy and the passion she has for her work. As the CEO of United Way WA, Kath cares deeply about the people at the centre of her organisation, especially its clients, volunteers, and employees.

Kath believes an organisation is best served when it reflects the community and stakeholders that it serves – a mindset that extends to those serving on boards.

For Kath, the word diversity is ‘almost a contradiction’ because it should be that boards reflect the society we are in and the stakeholders of an organisation.

While boards should reflect society, Kath also believes there is at least one aspect where uniformity is a pre-requisite; namely, that board members value the organisation and believe in its core mission.

As an experienced CEO, Kath has navigated various board compositions and has continually advocated for change where she believed her organisation could benefit from it (whether it be working with the management team to develop their skills or speaking to her board Chair about how board governance could be improved by reflecting society and stakeholders).

Kath is a strong believer that boards should reflect the stakeholders of their organisations. In aspiring to achieve this, Kath is constantly working on ways to make her Board more inclusive and accessible to those stakeholders. If you are thinking about improving your organisation’s diversity, Kath’s advice is to start with inclusivity. Make sure that your organisation is accessible and does not limit the participation of others. On a Board, this may be achieved through small changes, like the timing or method of Board meetings.

Kath’s passion for diversity is showcased by her involvement in the Emerging Leaders in Governance Program, which she has supported for over eight years. Through her mentorship and advice, she has guided a new generation of leaders along their journey as Board Directors.

Kath is constantly learning; she relentlessly searches for ways to improve her organisation and, while celebrating successes, does not stop questioning how to make it better. She surrounds herself with people who are different from her, and yet at their core, they believe in the mission and values of the organisation for which they are working. Organisations (and the world, more generally) would be a better place with more leaders like Kath Snell at the helm.



Justine Colyer, CEO of Rise

*Written by Vidhatri Lakkim Setti
(2021 ELGP Graduate)*

On a beautiful morning spiced up with clear skies after a few days of rain, I found myself waiting at a cafe in East Perth eagerly looking forward to meeting Justine Colyer, CEO of Rise. I had heard good things about Justine and within a few minutes into our conversation, I found her to be exactly as I had imagined – vibrant, enthusiastic, and a cheerleader of diversity.

Rise has won the 2021 Difference Maker Diversity award as a recognition for an organisation that leads the way by example through embedding diversity on their Board. To celebrate and acknowledge this remarkable achievement, I had the opportunity of interviewing Justine, who is a proud spokesperson for Rise's conscious efforts to embed diversity in their board.

Justine described to me that diversity on a Board is not only what is visible (like gender, age, ethnicity, and skills) but also, most importantly, what is invisible (like lived experience, personalities, ethics, and beliefs). An amalgamation of all these becomes a catalyst to ignite the sparks for comprehensive thinking and introspective decision-making within the Board. She also revealed an interesting aspect of diversity at a board level that I particularly found intriguing. While the pandemic has now made virtual meetings the new normal, Rise was acknowledging this way of operation before last year's outset of change in working patterns.

She mentioned how the complete acceptance of a Board Director's sincerity and commitment to the role, despite their virtual attendance at a board meeting, is another facet of diversity. It became clear to me that the key element for a Board to accept, adopt and adapt to change is diversity.

While diversity on boards stimulates a broader perspective, I was curious to know what it means to Rise's employees and people who use their services. Justine highlighted that it gives people 'hope'; a hope for employees aspiring to be a leader that is not far-fetched because they can see diversity in action at a board level; a hope to the people who seek Rise's services that diversity promotes advocacy. Rise certainly kindles hope within the Western Australian community by inspiring other organisations to encourage diversity.

Justine cited a quote: "Don't let the perfect be the enemy of the good". She mentioned this to highlight how, over the years, Rise has worked hard to shift from the traditional model of Board Directors' recruitment to tapping into various aspects of diversity and reaching out to different avenues to explore this potential of diversity. The Emerging Leaders in Governance Program has been an incredible source for Rise as it has introduced to the organisation several of their current Board Directors. Listening to her, I understood that goodness certainly prevails all around us, and embracing this goodness is what makes all the difference.

As my conversation continued with Justine, it was evident to me that Rise's legacy of 35 years has continued to strive to interweave different threads of diversity within their organisation and have truly lived by their vision of 'Celebrating People'.

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.



Thomas Parayil

2020 ELGP Graduate

*Engineering Superintendent, Technical Services –
Wesfarmers Chemicals, Energy and Fertilisers (WesCEF)
Deputy Chair – Southern Districts Support Association
(SDSA)*

Thomas is a Chartered Engineer with a diverse background in project management, operations, risk management and strategic planning. He is a dedicated and aspiring leader with ambitions to make a positive impact in the community.

The ELGP allowed Thomas to network with inspirational people and volunteers in the not-for-profit sector, which enabled him to discover his purpose. After graduation, Thomas was offered a six-month internship with Mosaic Community Care, an ELGP community partner that creates possibilities and transforms lives through disability support services. Thomas described this experience as “enriching” and he felt “the support and mentorship of the Board and Leadership team throughout was invaluable, and it has given [him] the self-belief to take on more opportunities to serve.”

More recently, Thomas was appointed to the Board of SDSA, a Christian-based not-for-profit organisation that provides support services for the aged care and disability sector. Thomas believes his professional experience and experiential learning from the ELGP has positioned him to address current and emerging challenges in the industry.



Mr Enda Fahy

2020 ELGP Graduate

*Chief Finance Officer – Southcare Inc.
Treasurer – Wanslea*

As a senior executive at Southcare, Enda provides strategic financial advice, corporate performance reporting and leads the digital transformation through implementing a program of digital technologies aimed at both disrupting and positioning Southcare to exceed customer expectations.

Enda has a long association with the ELGP program as an expert speaker on the financial and fiduciary duties of Board Directors in the not-for-profit sector. As a Chief Financial Officer and Practising Chartered Accountant, he has used his expertise to facilitate education sessions on the financial duties of directors and has been an expert panel member on roles and responsibilities of a Treasurer. It was through these experiences that Enda was keen to be a program participant to engage with an inspiring group of young adults from a diverse range of backgrounds and industry sectors. The program was both challenging and transformational and provided him with the confidence, skills and knowledge needed to undertake a Board role.

Following the completion of the program, in March 2021 Enda joined the Boards of Wanslea Limited and Wanslea Early Learning and Development Limited as a non-executive Board Director, and later the Wanslea Governance Committee. Enda says, "My personal alignment to Wanslea's values and their focus on promoting the overall wellbeing and development of children and their families to realise their full potential has really resonated with me. I am thoroughly enjoying the role and love contributing back to a sector that is at the heart of a good civil society. I am proud to be able to make a difference and pay it forward."



Aish Srinivas

2020 ELGP Graduate

*Consultant at JourneyOne
Director – United Way WA*

Aish is all about empowering diverse and inclusive teams to be at their best. While she's passionate about everything under the social impact umbrella, she tends to focus on education, wealth inequality, gender equity, climate justice, mental health, and human rights.

By the time she finished her formal education in 2018, Aish felt privileged to have studied and worked across four continents (Europe, Asia, Africa and Oceania). Her current role with JourneyOne allows her to work in the intersection between business, technology and impact, working with non-profit and community organisations, as well as corporate customers across health, mining, oil and gas, electricity, logistics, and trade industries.

Being able to influence impact at scale has always been a goal for Aish, and as such the role of a Board Director was most appealing. After feeling a little directionless, ELGP in 2020 gave her the opportunity to pursue her desire for doing scalable good. This highly experiential governance and leadership program (which included hearing from various guest speakers in the aged care and community services sector) was exactly the fuel Aish needed to kick-start her journey on governing and guiding for-purpose organisations.

Following graduation, Aish was empowered to explore what she could bring to the boardroom through a traineeship with United Way WA, and after nine months, she was sworn into a fully-fledged Board position at the 2021 AGM. She also sits on their Information Technology (IT) sub-committee as they embark upon their digital transformation journey.

SAVE THE DATES 2022

Emerging Leaders in Governance Program – Summer

- Breakfast Launch: Wednesday 2 February
- Networking Night: Wednesday 16 March
- Graduation: Tuesday 10 May

Emerging Leaders in Governance Program – Spring

- Breakfast Launch: Wednesday 17 August
- Networking Night: Wednesday 5 October
- Graduation: Wednesday 23 November

Unconvention Event Series

- Unconvention 1:
Tuesday 29 March, 8:00am – 12:00pm
- Unconvention 2:
Tuesday 13 September, 5:00pm – 8:00pm

State of the Nation

- 31 May – 10th year Anniversary Dinner



Download the 2022 Prospectus at:

<https://youngleadersonboards.com.au/wp-content/uploads/2021/10/2022-Program-Prospectus.pdf>

A community collaboration is building a better future for the aged care and community sector.

Thanks to all Community Partners



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

