

Leadership development

Grant program briefing

Leadership development for people living with disability

People who can lead, often don't describe themselves as leaders, so don't let the word put you off. People can understand leadership to mean different things. For the purposes of our leadership grant program, we define leadership as happening when a person, through their actions, influences in positive ways the attitudes and behaviours of others. Leadership can happen anywhere in our neighbourhoods, in our society, in our economy. We believe people living with disability should have the same opportunities to emerge into leadership as non-disabled people, and not just in a disability context. If leadership can happen anywhere – formally or informally, paid or voluntary, in clubs, businesses, neighbourhoods, anywhere – then we want to see a fair share of those roles occupied by people living with disability. Australia's leadership, across all its communities, needs to reflect Australia's diversity. 20% of Australians live with disability, so we should expect to see people living with disability leading in organisations and communities across a wide range of issues and contexts.

Within the disability community, the central involvement of people living with disability in decisions that affect them is paramount. The increasing use of codesign practices to inform policy and service development demonstrates the value that people living with disability bring to a range of issues, and not just those issues that solely relate to the disability community. These and other activities have assisted the emergence of leaders from within the disability community. However, the opportunities for people living with disability to lead within the workforce continue to be impacted by low levels of workforce participation (53% for working-aged people living with disability compared to 84% of non-disabled people¹). People living with disability are less likely to be in full-time employment, and more likely to be part-time workers or underemployed, than their non-disabled peers – further impacting on their opportunities to develop workplace leadership.

Whilst there are many ways to learn about leadership and build your leadership skills through experience, more formal or structured leadership development usually has a financial cost. This may include registration fees, course materials, and travel and accommodation to attend face to face events/sessions. Many people who access more formal or structured leadership development activities are financially supported by their employer to participate, or may earn sufficient income to self-fund program fees. The under-representation of people living with disability in employment, and in full time employment, means formal or structured leadership development programs are often financially inaccessible.

¹ Australian Institute of Health and Welfare (AIHW) People with disability in Australia 2020: in brief
<https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia-2020-in-brief/contents/employment>

The *Leadership Development* grant program has been created by the Julia Farr MS McLeod Benevolent Fund. Its goal is to support the emergence of disability voices as leaders in our communities and workplaces, including leadership that relates to disability issues and leadership on other matters of broader interest to our society and economy. This reflects our values:

- To increase the amount of **personal authority** that people living with disability and their families have in their lives (Personhood)
- To increase the person's **active inclusion** in the life of the wider community (Citizenhood)
- To **build capacity**, within the person, and/or within the family, and/or within the community (Capacity Building)

Grants are intended to ensure that individuals living with disability have the same opportunity to develop their leadership skills and participate in their chosen leadership role as their non-disabled peers, by contributing to the financial costs of participating in leadership development.

Our Leadership grant program

The purpose of our *Leadership* grant program is to support people living with disability to develop their active leadership. Targeted benefits include:

- Grant recipients are better equipped to undertake active leadership on matters of interest to society and the economy. This will be measurable through:
 - increased self-belief in leadership, and greater confidence to take actions. We term this Personal Capital;
 - increased knowledge and skills. We term this Knowledge Capital;
 - increased access to resources to support leadership practice. We term this Material Capital;
 - increased connections and networks. We term this Social Capital.
- Activities are undertaken within the period of the grant that promote the values that people living with disability should have the same choices and opportunities as other people to take up valued roles in community life and the economy, and that people living with disability can bring leadership to such matters.
- Increased exposure/visibility of people living with disability as leaders in their chosen field.

Grant recipients will be invited to share their leadership story, and their experience of grant-funded leadership development, to demonstrate the leadership opportunities for people living with disability. This can be as an identified story, or an anonymised case study.

Grants are funded from the Julia Farr MS McLeod Benevolent Fund. The fund was established by a bequest from the estate of the late Murdoch Stanley McLeod, a prominent businessman and philanthropist, to help future generations of South Australians.

Grant guidelines

The following guidelines provide information on the *Leadership* grant program. Please read the guidelines before completing the application form.

Outcomes

Outcomes are the changes your application seeks to deliver to the community or to individuals. We are keen to support grants that promise the following outcomes for a person living with disability:

- Increased knowledge, skills or confidence in leadership capability
- Increased networks to support ongoing leadership development

Grants may also have an outcome for the wider community by increasing the exposure and visibility of people living with disability as leaders in their field.

Eligibility

Grant applications can be made by individuals living with disability who are resident in South Australia, and who have already begun to take action, either through paid or voluntary activity, about things that feel important and that will make the world a better place.

Grant recipients will be required to participate in program evaluation. This evaluation is about understanding what a person feels they've learnt as a result of the grant-funded opportunity. It isn't about judging whether a person is worthy of the name leader.

Our funding

Just as we take a broad view of leadership, we take a broad review of leadership development, reflecting the different starting points of people living with disability who may be supported by the program. With this in mind, our grants are flexible to meet individual needs for leadership development.

Grants are available to contribute towards the cost of an identified leadership development opportunity, including:

- Formal education and leadership development programs
- Conferences and events
- Coaching and mentoring support
- Professional subscriptions and membership fees
- Self-directed study tours, in a similar vein to Churchill Fellowships, where the person designs their own program to visit with leaders, and programs that are relevant to the person's interests
- Associated costs – including travel and accommodation, study resources (e.g. text books, equipment, subscriptions for online content)

The maximum funding for any individual is a lifetime total of \$15,000. This could be paid as a single grant of \$15,000 for one leadership development activity, or spread in smaller amounts across two or more applications over multiple years, up to a lifetime value of

\$15,000.

If appropriate, we will consider partnering with other funders to meet leadership development costs in excess of \$15,000. We are also open to working with potential applicants on identifying and selecting suitable leadership activities.

We will not fund activities that segregate people living with disability from the broader community, including education programs that are only available to people living with disability, or are specifically targeted at people living with disability.

Timelines

This is an open grant program through to the end of financial year 2023/24, subject to available funds. You can apply at any time and requests for grant funding are considered by the trustees throughout the year from an annually-allocated grant distribution pool.

If you are awarded a grant, the funds must be spent, and evaluation completed, by 30 June 2024.

Terms and conditions

Grants are managed under a grant agreement that includes key provisions around:

- Approved purpose of the grant – funding is for the outcomes and activities described in the grant application
- An undertaking that you have not received any other funding to cover the same costs as are being supported under this grant
- Variation of the grant if it is not possible to deliver the grant against the original outcomes, activities or timeline
- Acknowledgement of our funding, and permissions required to use our name or logo
- Management of grant funds and financial reporting, including staged payments where required for larger grants, and providing receipts for grant expenditure
- Grant reporting requirements – including progress reporting (where required) and a final report on the outcomes of the leadership development grant
- Grant termination arrangements
- Confidentiality and privacy provisions
- Evaluation: grant holders will be required to participate in external evaluation of the project, including contributing to case studies and video stories of impact. You can determine whether you are identified in this information or if it is published anonymously
- Publication of information about the grant program, learning and impact will be published via our website and social media platforms
- We may require repayment of unspent funds at the end of the grant period
- Our last condition, because we have to do everything we can to ensure these grant monies are used appropriately, is that we will suspend grant payments, and/or direct the grant recipient not to spend funds already provided and/or seek repayment of funding, where we have reason to believe the grant was obtained fraudulently or has been used differently to its stated purpose.

Applying for funding

Before you apply

You are welcome to contact us to discuss your grant request before you submit an application. You don't need to wait until you have a fully developed plan for your leadership development activity. We are happy to talk through your ideas and to look at options for your leadership development where timelines and resourcing allow.

Completing your application

If you have any questions when you are completing your application, please just ask. If the Word or PDF forms don't work for you, we are happy for you to submit a video application, or to arrange a time to meet with you and talk through your idea and how best to render it into the application form.

Deadline

This is an open grant program through to the end of financial year 2023/24, subject to available funds. You can apply at any time and requests for grant funding are considered by the trustees throughout the year from an annually allocated grant distribution pool.

How we make grants

Our grant making processes are governed by the deed of settlement for our funding, and the legal duties of our trustees. These determine what we can fund and our trustees' obligations to follow due process when deciding which applications to support. Our values and strategy also guide our approach to grant making, and our decisions on which projects to support.

Principles

We apply the following principles to our grant making.

- **Proportional**
Our grant processes are designed to be proportional to the size and risk of the grant. This means we have a simpler application and grant making process for smaller grants, and more rigorous processes and terms and conditions for larger, more complex grants, and for those which we assess to be higher risk in terms of the likelihood of achieving the grant's planned outcomes.
- **Accessible applications**
You can submit your application in the format that is most accessible for you. We include Word and PDF application forms on our website. Please contact us if you would rather submit your application in a different way – for example on a hard copy form, through a video or over the phone.
- **Respectful**
We will respect your privacy and your time throughout our grant processes. This means that we won't ask for you for information that we do not need for the purposes of grant administration or decision making. Applications for grants for individuals are presented for decision on an anonymous basis.

- **Developmental**
Our grant processes are designed to support applicants to build capacity - by asking useful questions that promote new thinking, and by providing constructive feedback.
- **Integrity and transparency**
Our grant governance and operational management arrangements include provisions for reporting, recording and managing conflicts of interest, and for segregation of duties. No single person is responsible for grant decisions and information about our grant processes is included in these grant guidelines.
- **Codesign**
You do not have to wait until you have a fully developed grant proposal before you contact us. If you have an idea for a grant funded project, but want to test your thinking, or need some support to develop it, please contact us directly. We are happy to talk to you about your grant idea and if we think it's a good fit for us, and to work with you on developing your proposal.

Assessment process

When you submit your application, we will check whether we have made any previous grants to you and if we have any existing relationship with you – outside your grant application. We will record this information in our assessment report, which will also describe any pre-application or codesign work with you leading up to your application. We do this to be fully transparent in the information we give to our trustees for decision making, to manage any real or perceived conflict of interests, and to make sure we separate any work we have done with you as a stakeholder from the consideration of your application.

We will assess your application against the funding criteria described below and make a recommendation to our trustees. We may contact you during this process to request additional clarification and information in support of any application.

Our trustees will review your anonymised application and the assessment report and decide whether to award or decline your grant request. We will inform you of the trustees' decision and, if you are not successful, we will give the reasons for the decision not to support your application.

Please note that the trustees administer the grant funds at their discretion. They have full discretionary powers to support, defer or reject any grant/project application. The trustees' decision is final.

Decision making criteria

In reviewing applications for funding, our trustees are guided by the following criteria:

- **Eligibility:** does our deed of settlement allow us to fund these activities?
- **Fit with strategy:** does this grant support our strategic objectives?
- **Outcomes:** do the planned or likely outcomes of this grant demonstrate benefit to the disability community, within the focus area of the grant program?

- **Confidence:** does the application give confidence that the outcomes are likely to be achieved?
- **Financial:** do we have sufficient funds to support this application; does the application represent value for money?
- **No double funding:** does government have a responsibility for funding this activity? Is another agency already funding this work?

Grant management

If you are awarded a grant, you will need to sign our grant agreement. Grant payments are made against a payment and reporting schedule. Depending on the value and the timeline of your grant, we may ask you to provide progress reports and receipts on a staged basis throughout the grant, and at the end of the grant. For smaller grants of a shorter duration, we will ask you to provide your receipts and report at the end of the grant activity.

Evaluation and impact measurement

We will arrange for an independent evaluation of the grant program that includes consideration of the program's social impact. You will be required to participate in the evaluation as a condition of your grant, and to consent to publication of learning from your project. For this program, this may include consent to participate in a case study or video about your grant-funded leadership development activity.

Operational management and key contact

We will assign one of our team to work with you as an Application Consultant, to assist your application to move through the key stages to a trustee decision. The Application Consultant is not responsible for assessing your grant application once it is lodged, or making decisions on whether or not the grant application will be funded.

If you are awarded a grant, we will assign a Grant Recipient Consultant to work with you through grant management and reporting.

Disclaimer

The information in this, and related, documents is subject to change without notice. Applications are made at the applicant's own risk.

Contact Us

If you have any questions about these guidelines and/or the application process, please contact us at grants@juliafarr.org.au or call on (08) 8373 8333.