

# Vivienne Cunningham-Smith

**Over forty years' experience in executive management in the primary health, aged and disability, early years, child and family, and community sectors in NSW and Victoria.**

## Achievements:

- Have worked with community services for the past 16 years facilitating the development of their outcomes frameworks and measurement methodologies including utilisation strategies for advocacy and funding.
- Provision of services through integrated paid and volunteer workforces has underpinned all work roles. Introduced first volunteer family support programs into NSW [ South Coast ] developing the service model.
- Won Victorian Innovation Award for introduction of Results Based Accountability Outcomes frameworks to health promotion work.
- Eastern Volunteers now EV won the Whitehorse Business Award for innovation in transport services for the aged.
- Eastern Volunteers now EV won the Deakin Community Award for excellence in service in 2019 and 2020
- Eastern Volunteers was a finalist in 2020 Victorian Volunteering Awards
- Established first Australian integrated childrens family centre providing place based services delivering disability family support, community development, child care, family support to tertiary foster care

## EXPERIENCE:

### AGED AND DISABILITY SECTOR

**2016-present**

**CEO • EV Strengthening Communities formerly Eastern Volunteers**

EV is a disability and aged care service providing community transport and social support services across the eastern metropolitan region. It is aged care accredited and part of the current aged care reform. EV provides services under contract to NDIS participants, Support at Home and NDIS providers as well as contracts for local government.

EV specialises in inclusive volunteering and employment and its EV learning Hub has been commissioned to provide its inclusive volunteering modules across Victoria. The CEO has led this content work. EV completed the Inclusive Tourism project for Dept of Social Services in 2024 working with tourism businesses on disability specific employment.

EV is the Local Jobs provider for the North eastern metropolitan region strategically bringing together the employment, training, business and local government sectors to generate local employment opportunities and overcome barriers.

EV Early Learning provides 12 kindergartens as an Early Years Manager service.

EV Consulting which I operate specialises in governance training and support for community organisations and troubleshoots organisations experiencing significant issues or in periods of change management.

### PRIMARY HEALTH SERVICES

**2009 – 2011**

**General Manager Allied Health and Quality • Inner East Community Health • Victoria**

Responsible for management of allied health, health promotion and dental services. Was the quality improvement manager and saw the service through accreditation.

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**Conferences**

2024: National Community Transport Conference- Community Transport as a Social justice Issue.

2023: Victorian Volunteer Conference:- Shaking It Up On All Sides: Navigating for a Future Volunteer Workforce

2022: National NILS Conference Good Shepherd- Reinvigorating your Volunteer Workforces.

2022: Volunteering Victoria Conference- The Great Debate; Should Volunteering be Compulsory. Captain of affirmative and winning team.

2020-2022: Development of advocacy data on impact of Volunteer Support Services to inform VMA considerations at Commonwealth level.

2020: Volunteering Australia Conference: Introduction to Thinking and Measuring Outcomes using a Results Based Accountability™ Methodology

2019: Volunteering Victoria Conference; guest panellist

2019: Strategic Outcomes Framework for Manningham Volunteer Resource Services- facilitated development.

2016: Playgroups and Parenting in the First 1000 Days. National Child Aware Conference May 24th Brisbane. Co presenting with Parenting Research Centre.

2015: Results Based Accountability International Summit September Sydney: What You Do and Why : The Marulan Prototype and

**1986-1998****Community Health Manager positions • Illawarra Area Health Services****• NSW**

During this management period I was responsible for:

- Budgets which ranged from \$21million to \$1million
- Multidisciplinary Community Health teams of 100+ staff
- Discrete small teams of up to 10 staff
- Teams requiring significant change management during a period of movement to a Primary Health Care Model this included troubleshooting contract issues.
- Hospital and medical services as well as Primary Health Care Services.
- Population Health Planning for HIV/AIDS, Sexual Health and Community Health Services
- Member of the Area Executive Management for the Illawarra.
- Services operating from 15 separate community based health facilities.

Positions held were: [ many of these were held concurrently]

- Sector Manager. Central Sector Community Health
- Sector Manager Western Sector Community Health
- Sector Manager Southern Sector Community Health
- Manager Drug and Alcohol Services
- Manager HIV/AIDS Prevention Services and Area AIDS Co-ordinator 1986-1992
- Manager Sexual Assault Services

**CHILD AND FAMILY SERVICES****2011 – 2016**

**CEO • Playgroup Victoria**

**General Manager • Playgroup Australia**

Playgroup Victoria underwent significant change under my leadership to position it within the early years policy of two Victorian governments. I facilitated the development of the 3 year strategic outcomes framework with Board, staff and stakeholders which drove the work and innovation. We provided highly specialised disability support programs for children under 5 and place-based community playgroups to engage parents and children in early learning in their local communities. We supported over 100 community organisations with professional training and research to improve their practice. We developed new programs and services, reinvigorated our connections with 15,000 families /members across Victoria and became the go to place on early years parent engagement.

Playgroup Australia was a 12 month contract to reframe their contract management capabilities and systems for 21 contracts. I managed the challenges of a federated structure in change. I acted as the national Senior Practitioner responsible for research and quality improvement. This had a significant change management focus as the state organisations in the federation adjusted to having national contracts and not individual state-based contracts from the Commonwealth.

Chaired Conference Committee for Laying the Foundations Playgroup Conference- the only conference on playgroup practice in Australia. Chaired this from 2011-2015.

2014: Workshop for Victorian Not for Profit CFO's on Outcomes Planning. Sponsored by VCOSS and Bank MECU

2013: Early Learning Association of Australia Conference Discovering the Benefits of Playgroups- Social Capital and Playgroup Victoria Masterclass: Conceptualising the Design and Practice of Playgroups in Victoria

#### Publications

- What Works To Re-Engage And Broaden Volunteering – Two Sides Of The Coin- Executive Summary and data analysis [https://ev.org.au/wp-content/uploads/2023/09/1.-Executive-Summary\\_Emerging-Stronger-24\\_5\\_23\\_FINAL.pdf](https://ev.org.au/wp-content/uploads/2023/09/1.-Executive-Summary_Emerging-Stronger-24_5_23_FINAL.pdf)
- Campaspe Primary Care Partnership- Business case for a Campaspe Volunteer Resource Centre. 2020
- Reach of Volunteer Resource Centres in Victoria-led collaborative authorship for advocacy 2020
- Template: Collective Loss of Volunteer Resource Centres in Victoria- for use in advocacy 2020.
- Outcomes Strategy Victorian Volunteer Support Services Network 2018
- Rewrite of research into Volunteer Resource Centres for Volunteering Victoria circa 2018.
- Cunningham-Smith V. & Bevan K, Community Playgroups: Practice Paper for Australian Institute of Family Studies 2016
- National Practice Framework for Playgroups 2015-co designed

#### 1998– 2008

#### Executive Manager • Barnardos South Coast • Barnardos Australia

Change managed a tertiary level foster care program into an early intervention child and family centre with integrated practice and an outcomes framework to measure how individual clients and communities were better off. Barnardos South Coast covered 4 local government areas providing community development, child care, family support, disability support, mentoring and out of home care services in a place based model. We innovated approaches for drug affected families, designed new service systems to integrate practice across multidisciplinary teams and were considered state of the art for our time.

During this period I was Chair of NSW Family Services the peak for 417 community based family support agencies in NSW. We developed and implemented outcomes frameworks and measurement for the sector.

#### EDUCATION

**Bachelor of Social Studies.** University of Sydney

Membership of Australian Association of Social Workers

#### Cert IV Training and Assessment



Trained in Asset Based Community Development by Jody Kretzmann

#### CURRENT BOARD AND OTHER POSITIONS

- Chair Victorian Special Interest Group-Community Transport for ACTA- transitioned from VTCTA

#### PAST BOARD AND OTHER POSITIONS

- Chair VicTas Community Transport Association [VTCTA]- from August 2022- Dec 2024
- Guest Member Senior Victorians Advisory Group to Commissioner for Senior Victorians-2022
- Treasurer Australian Community Transport Association and Chair Governance Sub Committee- to November 2022
- Chair: Inner East Primary Care Partnership 2020-June 2022- supported transition to Public Health Units.
- Member of Ministerial Taskforce for the Development of the Victorian Volunteer Strategy
- Chair. Victorian Volunteer Services Network- state-wide network of place-based Volunteer Support Services- 3 years.

- State Budget Proposals 2012 -2015 for Playgroup Victoria
- Playgroup Victoria- Strategic Outcomes 2013-2018
- Playgroup Victoria Policy & Research Briefs : 1. Community Playgroups and Social Capital, 2. Mental health and playgroup 3. Playgroups and child protection 4. Transition playgroups.
- Cunningham-Smith V., Guggisberg N., Harris N., Konza N and Parsons .T: Child and Family Community Development: A How to Guide of Working in Vulnerable and Mainstream Communities. 2005
- Developing Practice Journal ACWA: 2004: Opinion Piece: Interagency Work- A Mixed Bag.

- Secretary VicTas Community Transport Association to August 2022
- Board Member, Inner East Primary Health Care Partnership
- Member Ministerial Advisory Group for Early Years

## CAPABILITIES

- Governance consultant- training for community organisation Boards, troubleshooting for organisations with governance and operational issues.
- Experienced in risk management- from development and monitoring of risk management plans to facilitation of risk management frameworks and risk appetite statements with Boards.
- Service Design for new and developing service types from community development, casework, placement and residential services to clinical/therapeutic services.
- Strong career focus on achieving improved outcomes for people experiencing disadvantage and vulnerability.
- Clinical / practice supervision of a range of health and allied professionals
- Professional tender writer
- Skilled in people management including IR issues and performance management. Have restructured organisations. Managed organisations with over 100 EFT to 20 EFT. Had direct reports from five to two managers / general managers.
- Development and implementation of service and program evaluation frameworks
- Implementation of quality improvement systems and management of service accreditation.
- High level advocacy skills
- Financial Management
- Management of political and bureaucratic relationships
- High level policy analysis skills
- High level communication skills incorporating written, verbal and social media skills
- Management of multisite and multidisciplinary teams
- Outcomes and Strategic Planner
- Management of Board of Governance accountabilities
- Collaborative practice with strong networking skills. Able to locate and promote services within their political, policy and service sectors.

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## REFEREES:

On application