

WOMEN IN LEADERSHIP - NATIONAL REPORT 2003-2004

PRODUCED BY THE VICTORIAN OFFICE OF WOMEN'S POLICY AND SOUTH AUSTRALIAN
OFFICE OF WOMEN'S POLICY, WITH INPUT FROM ALL STATES AND TERRITORIES FOR THE
COMMONWEALTH, STATE AND TERRITORIES MINISTERIAL CONFERENCE ON THE STATUS
OF WOMEN (MINCO 2004).

Leaders are at the centre of change and vision, they inspire others through their words and actions, and are active in the decision making process. It is their capacity to influence whatever sphere they are in be it business, community, government, education or private that makes them a leader.

Today the challenges of balancing work and family have placed leadership in new territory, and this impacts our understandings of leadership. Fewer people are marrying, women's overall participation in the workforce is increasing and many workers are now responsible for caring for children, as well as partners, parents, and other family members. The decisions women are making in relation to work and family are influencing how and when they participate in the decision making process of their communities.

One impact of these changes is an increase in women actively seeking out positions of leadership. Importantly women are comfortable with formal leadership roles and their representation is increasing — as Members of Parliament, judges, board and committee members, and local councillors.

Throughout history only a few women have been recognised as leaders. Not because they do not lead but rather that the conventional characteristics identified as the hallmark of leadership - heroism, physical and emotional toughness, and self-reliance are more characteristically male¹. In reality, 'leadership' as a concept is different to the practice of 'leadership' today.

This understanding of how a leader should act can make it difficult for an individual woman participating in the decision making process to have her contribution equally recognised. The challenge is to change the community's perception of leadership to include many styles and therefore greater reflect women's contribution. This will enable more women to take up leadership positions to better reflect their population in the community.

To address this issue, the Ministerial Council (MINCO) have identified leadership as a priority area. This means that the Commonwealth, States and Territories will individually and collectively work toward both improving the number of women leaders and increasing the recognition these women leaders receive.

This paper and the annual leadership report, of which this is the inaugural edition, will be used both as a measure of achievement and as an identifier for future work. Each year every jurisdiction will report in two areas. Firstly how they are fairing statistically in a range of areas, including: government, education, community, judiciary, boards and committees, unions, public service, recipients of honours and awards, and salary comparisons. And secondly, each jurisdiction will detail initiatives they have developed on leadership during the previous twelve months.

Recognising Leadership

Traditionally those recognised by others as 'leaders' have been people holding down formal roles of influence, recognition and power within the community. When asked who are the leaders in their communities, people commonly nominate local Members of Parliament, local government councillors, owners of local businesses, office bearers of local clubs (such as Lions, Rotary or sporting clubs), board and committee members, professional sportspeople, school principals and solicitors. The answer is very different when the question becomes 'who gets things done in your community?' In this case it is often women who are seen to operate behind the scenes, whose contributions are recognised.

As well as women taking on formal leadership positions it is equally important that women's participation in informal, community leadership roles is acknowledged and valued. Leadership is not male or female behaviour, it is the ability to make decisions that affect change and bring people with you through that change. It is important to challenge the community's understanding of leadership to include many types of leading including the vital role women play everyday. This in turn will provide more opportunities for women to participate more broadly in leadership.

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¹ Sinclair, Amanda 1998

Community Leadership

Women play a critical role in communities as change agents, championing the cause for access and equity, and taking an active role in civic life. It is within this setting that women's traditional style of leadership, based on characteristics developed through the conventional roles women play in society is more accepted. Women are recognised as builders of social capital and are active in creating strong and resilient communities.

Increasingly there is a close fit between what can be seen as women's leadership styles and emerging understandings of community leadership styles. Typically, community leaders are central to either a particular social cluster or within a particular locale. They share the values and beliefs of the community and are agents for the community while not necessarily holding the formal titles of community leader. Within the community they have the capacity of bringing its assets together and challenge the prevailing views in order to move the community forward. This type of leadership is an enabler for women, as many become active leaders within their roles as community nurturers and carers - through their families, as volunteers, working collaboratively from within existing social structures.

Women's Leadership and Diversity

Community leadership with its grass roots approach to change and its focus on social capital is both practical and accessible to many different community groups. People with different leadership styles, including culturally different styles, can effectively navigate their communities through change. This leadership style, presented in a culturally inclusive manner is especially effective for communities that have experienced marginalisation – Indigenous, ethnic and people with disabilities – to name some examples. It acts as an empowering style as the change comes from within the community rather than externally imposed.

Women from these communities, with their rich diversity of experience and knowledge can bring new perspectives to both formal and informal leadership roles. For example, women from culturally and linguistically diverse backgrounds are uniquely placed to actively network and bridge isolation gaps within their communities and to work collaboratively with other communities to address issues of community harmony through their distinct perspectives.

Indigenous women with a strong tradition of family and community leadership are active in community organisations, particularly organisations that focus on health and community issues. As with women's contributions in the broader community, the impact of women's leadership role in Indigenous communities often goes unacknowledged.

Barriers

Overcoming structural and cultural barriers to women's leadership and participation provides perhaps the most significant challenge as it involves challenging current understandings and stereotypes of leaders and leadership and addressing issues around power and gender relations. There are several significant barriers many women face as they decide to actively participate in the decision making process. Central to these barriers is the definition of leadership, the impact of work and family balance, the need to develop skills and networks to be an effective leader as well as the specific demands of representing disadvantaged or marginalised groups.

As identified, the conventional characteristics attributed to leadership in Australia are seen as male, and consequently when women choose to take on leadership positions have to 'prove their worth'. This lack of inclusion of female characteristics, or a more inclusive understanding of what it is to lead effectively acts as a barrier for women who want to participate as leaders. Displaying female leadership characteristics, those developed through women's gendered role in society, are inevitably 'unconventional' as they do not conform to current expected practices. This barrier will remain prohibitive until leadership's current definition is challenged and a more inclusive understanding is established.

As well, it takes time and energy to participate in the decision making processes. This means that an effective working balance needs to be achieved between work, family and community. Today with the changing nature of work, family and community there is an increased pressure to participate yet less time to do so. Women generally care for the needs of their families and are active at a social level in their communities – activities that place them well for leadership positions yet it is because of this that

many women are excluded from participating at other levels. Therefore issues concerning flexible participation practices and reimbursement for childcare and carers' expenses are issues which disproportionately concern women when deciding whether to take up position of leadership.

These factors are compounded when women are representing specific disadvantaged or marginalised communities. Women with limited English language skills and low levels of education face significant barriers to participation and involvement, regardless of their leadership capacity or their standing in the community. Culture plays a significant role in identifying problems and solutions and moving forward. For communities with different cultural elements the process of leadership and change takes different forms.

MINCO and Leadership

MINCO is committed to raising the profile of women leaders, and redefining leadership to include a more reflective understanding of what it is to lead. Across Australia programs are being developed that will increase women's formal and informal participation in leadership and decision-making roles through the improvement of access to education, addressing work/family/life and supporting women in attaining the confidence and recognition to participate in a way that reflect their ambitions. Many of these initiatives have been developed to increase women's representation and participation by addressing a range of cultural, attitudinal, situational and structural barriers, including:

- Providing access to professional development opportunities, networks, mentoring opportunities;
- Encouraging women to 'have a go';
- Promoting inclusive, participatory, flexible and democratic processes;
- Developing skills amongst women to enable them to best represent their communities through training;
- Increasing women's confidence through training;
- Celebrating past women leaders;
- Increasing women's capacity to access information and services and articulate their communities' needs and experiences;
- Strengthening connections between younger and older women community leaders;
- Supporting and resourcing women community leaders; and
- Assisting in the development of culturally specific leadership models to reflect the needs of local community.

These initiatives, detailed within the leadership annual report will pave the way forward for how we understand what leadership means today and in the future and will help shape our future leaders.

AUSTRALIAN LEADERSHIP INITIATIVES: A SNAPSHOT

There are a number of community, government and private sector initiatives aimed at developing, supporting and recognising women's leadership. Those represented below are just few of the many programs and policies being developed and delivered across Australia.

A. WOMEN IN PUBLIC LIFE

Initiative	10 Point Plan
State	New South Wales
Subcategories	Policy/project
Target Audience	Women in local government
Lead Agency:	Office for Women, NSW Premier's Department
Partner	<p>Pilot: 2 regional and 2 metropolitan Councils in NSW - Kempsey Shire Council, Waverley Council, Parramatta City Council, Broken Hill City Council.</p> <p>2nd Stage: Penrith, Bathurst and Grafton Councils and the Maclean Shire</p>
Description of Initiative	<p>Women are under-represented at all levels of government. Women comprise half the population of NSW, yet they represent just over a quarter (26%) of all local government councillors². The (former) NSW Department for Women's 10 Point Plan project aims to promote inclusive, participatory, flexible and democratic processes that support all councillors to represent their communities effectively. It is also concerned with assisting councillors to balance their council and other responsibilities.</p> <p>The Project The NSW Department for Women initiated the <i>10 Point Plan for Supporting Women Councillors in NSW</i> pilot in December 2001, in partnership with four local councils – Broken Hill City Council, Kempsey Shire Council, Parramatta City Council and Waverley Council. After discussions and workshops with the participating councils, the pilot was officially trialled in March 2002 and it was completed by March 2003. The pilot consisted of a best practice model of support for women councillors. This model had ten points which aimed to encourage councils to adopt principles and implement strategies which address behavioural issues which may account for women's under-representation in councils' decision making processes. Aspects include mentoring, induction, and recognition of family and other responsibilities.</p> <p>Aim The aim of the project was to develop appropriate support mechanisms and resources for women councillors, so that they can effectively represent and serve their communities. It is a plan that benefits all councillors — whether male or female — however it is recognised that there are certain issues that are particularly relevant to women. The reasons for this include:</p>

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² Department of Local Government, *Candidates and Councillors 1999-2000: Report on the Survey of Local Government Elected Members and Candidates for Elections held between September 1999 and August 2000*, 2001, p. 11.

	<ul style="list-style-type: none"> • in many councils, women are still in the minority and may feel isolated where they are the only or one of only a few women on council; • women often do not have access to the same networks and avenues of support available to their male colleagues³; • often family and caring responsibilities fall on women and therefore issues concerning flexible council practices and reimbursement for childcare and carers' expenses are issues which disproportionately affect women councillors; and • women councillors appear to more often be subjected to bullying, harassment and other inappropriate behaviours, such as the sexist remarks, than do men on Council.
Outcomes	<p>The pilot was evaluated and the feedback positive. In 2003-2004 the <i>Ten Point Plan</i> continued to be rolled out, with Penrith, Bathurst and Grafton councils and the Maclean Shire participating in the project. Councils involved in the original pilot agreed to support and mentor the new participants.</p> <p>The aim of the project is that through the Plan, more women councillors would have positive experiences of local government, be supported in their roles as councillors and be able to competently represent both the women of their communities and their communities as a whole.</p>
Any additional Information:	Discussions are underway with the Australian Local Government Women's Association and the Department of Local Government regarding ongoing support for this Program.
Contact for more information:	Kate Parker, Senior Project Manager Office for Women, NSW Premier's Department Tel: (02) 9228 3197 Email: kate.parker@premiers.nsw.gov.au

Initiative	Diversity Agenda
State	New South Wales
Target Audience	Women seeking positions in senior levels of management and on corporate boards. Private sector organisations
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	<p>Diversity Agenda</p> <p>Development of a Diversity Agenda was a 2003 election commitment to work in partnership with the private sector to develop and implement new strategies to promote women into senior levels of management and onto corporate boards.</p> <p>The core objectives of the Diversity Agenda are:</p> <ul style="list-style-type: none"> • To promote and implement strategies to increase the number of women in senior management and board positions in both the government and private sectors; • To create a profile which will generate interest and action in relation to this issue; and • To promote targeted events and activities which will contribute to achieving greater diversity in leadership. <p>According to the 2003 Equal Opportunity for Women in the Workplace</p>



³ Australian Local Government Women's Association (ALGWA), 2001, p. 5.

	(EOWA) Australian Women in Leadership Census (i.e. of the top 200 companies listed on the ASX), women hold only 8.8% of Executive Management positions and 8.4% of Board Directorships.
Outcomes	An implementation Plan for 2005 is currently being developed.
Contact for more information	Kate Parker, Senior Project Manager Office for Women, NSW Premier's Department Tel: (02) 9228 3197 Email: kate.parker@premiers.nsw.gov.au

Initiative	Executive Searches
State	Victoria
Target Audience	Senior Executives
Lead Agency	Office of Women's Policy
Description of Initiative	As part of a strategy to increase the representation of women on boards and committees the Government has engaged the services of an executive employment consultant to provide a series of executive searches for the purpose of filling vacancies on harder to fill Victorian Government boards and committees such as primary industries and agriculture.
Outcomes	Increase the representation of women on Government Boards and Committees
Contact for more information	Fran Whitty Senior Policy Officer Office of Women's Policy ph: 9208 3132 e-mail: fran.whitty@dvc.vic.gov.au

B. WOMEN, WORK AND FAMILY LIFE

Initiative	Indigenous Family Violence Grants
Jurisdiction	Commonwealth
Subcategories	Policy/Project (as part of PADV)
Target Audience	Older women / Rural and remote communities
Lead Agency:	Commonwealth Office of the Status of Women
Description of Initiative	Explore intervention models for responding to the needs of individuals and families in crisis.
Outcomes	Awareness raising & holistic community driven approach
Contact for more information:	Joanne Major Commonwealth Office of the Status of Women Tel: 02-6172 5481 Email: joanne.major@pmc.gov.au

Initiative	Diversity in Leadership Foundation
State	New South Wales
Target Audience	Women seeking positions in senior levels of management and on corporate boards. Private sector organisations
Lead Agency	Department for Women
Description of Initiative	Diversity in Leadership Foundation The establishment of a Diversity in Leadership Foundation was a 2003 election commitment to work in partnership with the private sector to develop and implement new strategies to promote women into senior levels of management and onto corporate boards. The core objectives of the Diversity Foundation are: <ul style="list-style-type: none"> • To establish a body to develop, promote and implement strategies to increase the number of women in senior management and board positions in both the government and private sectors; • To create a profile to motivate and generate interest of this issue for research purposes; and • To provide an avenue to collect and disseminate strategies and to promote targeted events and activities. According to the 2003 Equal Opportunity for Women in the Workplace (EOWA) Australian Women in Leadership Census (i.e. of the top 200 companies listed on the ASX), women hold only 8.8% of Executive Management positions and 8.4% of Board Directorships
Outcomes	A Steering Committee has been established comprising senior women in the corporate sector. A model for the Foundation is currently being drafted.
Contact for more information	Kate Parker A/Senior Project Officer Department for Women Ph: 02 9287 1896 kate.parker@women.nsw.gov.au

Initiative	Women in Leadership Forum
State	Western Australia
Target Audience	public sector women middle managers
Lead Agency	Department of Premier and Cabinet
Description of Initiative	Networking Forum
Outcomes	Leadership for aspiring public sector women executives
Contact for more information	Donna Haney Department of Premier and Cabinet 08 9222 9129 dhaney@dpc.wa.gov.au

Initiative	THE WOMEN'S REPORT CARD, MEASURING WOMEN'S PROGRESS
Jurisdiction	Western Australia
Subcategories	Policy project. Progress and representation
Target Audience	Policy makers, researchers, service providers and the broader community.
Lead Agency:	Office for Women's Policy
Description of Initiative	Provides a series of indicators each measuring an aspect of women's lives in Western Australia. A number of key indicators relate to the representation of women across a range of leadership and decision-making roles.
Outcomes	The Report Card provides an ongoing mechanism for measuring the progress of women against goals developed by the participants of the Women's Convention in WA in 2002. The Report Card is intended to support the capacity of policymakers and service providers to plan, deliver and evaluate services for women.
Contact for more information:	Donna Edwards Research Officer Office for Women's Policy 08 9264 1913

Initiative	STRONG WOMEN – STRONG COMMUNITIES
Jurisdiction	Western Australia
Subcategories	Community engagement - event
Target Audience	Western Australian community
Lead Agency:	Office for Women's Policy
Description of Initiative	International Women's Day 2004 - in 2004 the event celebrated the leadership talents and achievements of Indigenous women.
Outcomes	Recognition of the crucial role Indigenous women have always played in their communities.
Contact for more information:	Office for Women's Policy 08 9264 1920

Initiative	WA WOMEN'S FELLOWSHIP 2003
Jurisdiction	Western Australia
Subcategories	Award
Target Audience	Western Australian community
Lead Agency:	Office for Women's Policy
Description of Initiative	An annual award for women to work or study overseas or interstate to gain knowledge and skills that will ultimately improve the well being of women in Western Australia.
Outcomes	In 2003, awarded to Ms Shobhana Chakrabarti to undertake an international study into models of inter-cultural competence and leadership.
Contact for more information:	Office for Women's Policy 08 9264 1920

Initiative	Strategies for Achieving Greater Participation by Women in the Western Australian Local Government Sector.
Jurisdiction	Western Australia
Subcategories	Representation
Target Audience	Women in the Western Australian Local Government Sector.
Lead Agency:	Department of Local Government and Regional Development
Description of Initiative	Various initiatives arising from the Department of Local Government and Regional Development's recently published document entitled <i>Strategies for Achieving Greater Participation by Women in the Western Australian Local Government Sector</i> . Strategies include: provision of support for career paths including mentoring, promotion of the local government industry, and bringing about change in the sector and organisational culture.
Outcomes	The strategies aims to encourage and assist women to seek employment and career opportunities within the Western Australian Local Government sector.
Contact for more information:	Department of Local Government and Regional Development 08 9217 1500

C. Recognising Women's Leadership

Initiative	Tribute to Northern Territory Women
State	Northern Territory
Subcategories	Awards/Honours
Target Audience	All women from NT
Lead Agency	Office of Women's Policy, Department of the Chief Minister
Description of Initiative	Each year the Office of Women's Policy calls for nominations from individuals, groups and organisations, of Territory women past and present, who have made a significant contribution to the social, cultural and economic development of the Territory. An independent panel considers the nominations and recommends to the Chief Minister on the names of the women to be included in the Tribute.
Outcomes	Recognition and acknowledgement of women's contributions to the development of the Northern Territory. Increased awareness and education about women in the history of the Northern Territory. Presentation of positive female role models to young Territorians. Restoration of balance to the history of the Northern Territory.
Any additional information	The Tribute features a tiled pathway in Damoe-Ra Park in Darwin, and an exhibit at the National Pioneer Women's Hall of Fame in Alice Springs to which the names of the new recipients are added each year. A limited edition poster series featuring the new recipients is also produced each year and planning is under way to develop curriculum materials and resources for a teaching unit on outstanding the Northern Territory women, for Northern Territory schools. The Chief Minister of the Northern Territory announces the names of the new Tribute recipients for International Women's Day, each year.
Contact for more information	Pippa Rudd Director Office of Women's Policy Tel: 08-8999 3730 E-mail: owp@nt.gov.au

Initiative	Smart Women – Smart State Awards
State	Queensland
Subcategories	Awards / Honours Mentoring / Networks
Target Audience	Women and girls engaged through research, study or professional service in the fields of science, engineering and information and communication technology
Lead Agency	Office for Women, Department of Premier and Cabinet
Description of Initiative	An awards program established in 2003 to recognise and reward the outstanding achievements and contributions of Queensland women and girls in the fields of science, engineering and information and communication technology.
Outcomes	To encourage women and girls to continue to engage in and advance within the fields of science, engineering and information and communication technology within Queensland. To establish valuable role models and networks for other women and girls considering careers or studies in science, engineering, and informational and communication technology fields.
Contact for more information	Smart Women – Smart State Coordinator Events Coordination Department of Premier and Cabinet Tel: 07-3224 5783 Fax: 07-3224 4065 Email: smartwomanawards@premiers.qld.gov.au

Initiative	Honouring Women
State	Commonwealth
Subcategories	Policy/Project Representation
Target Audience	All women
Lead Agency	Office of the Status of Women – Commonwealth
Description of Initiative	Initiative to recognise recipients and encourage the nomination of women for awards and honours.
Outcomes	Improved recognition and increased nominations
Contact for more information	Ms Caroline Oakley Office of the Status of Women Tel: 02-6172 5198 Email: caroline.oakley@pmc.gov.au

Initiative	Victorian Honour Roll of Women
State	Victoria
Subcategories	Honours/awards
Target Audience	All Victorian women
Lead Agency:	Office of Women's Policy, Department for Victorian Communities
Description of Initiative	<p>The Victorian Honour Roll was launched as part of the Centenary of Federation <i>Women Shaping the Nation</i> event. It is an ongoing commitment by the Bracks Government. Through the Office of Women's Policy, the Honour Roll is updated each year by adding 10 to 20 names and will culminate in 2008 — the centenary year of women's suffrage in Victoria.</p> <p>Nominations are invited for women of achievement who have lived or worked in Victoria and who have made a significant difference for, and with, women and communities.</p>
Outcomes	To celebrate and recognise Victorian women's achievements.
Any additional Information:	For more information, visit the Office of Women's Policy's website at www.women.vic.gov.au
Contact for more information:	<p>Fran Whitty Senior Policy Officer Office of Women's Policy ph: 9208 3132 e-mail: fran.whitty@dvc.vic.gov.au</p>

Initiative	Boards and Committees Project
State	South Australia
Subcategories	Policy/project
Target Audience	All Women
Lead Agency	Office for Women SA
Partner	Premier's Council for Women
Description of Initiative	<p>Project which involves developing the women's register as a result of a legislative analysis to determine where skill and qualification gaps exist. Will involve an updated executive search to find suitable women and a major publicity campaign to inform Ministers and Government Agencies about the updated register. Processes involving the Women's Register to be streamlined.</p> <p>Premier's Council for Women to develop strategies to promote eligible women for boards and committees to Ministers and private organisations.</p>
Outcomes	Improvement of women representation on government and non-government boards and committees.
Contact for more information	<p>Anna Lewkowicz Office for Women SA Tel: 08-8303 0965 Email: anna.lewkowicz@dfc.sa.gov.au</p>

Initiative	Western Australia Police Service
Jurisdiction	Western Australia
Subcategories	Representation and leadership
Target Audience	Women in the Western Australian Police
Lead Agency:	Western Australia Police Service
Description of Initiative	<p>Various initiatives arising a collaborative project, between the Western Australian Police Service and the University of Western Australia (funded by a Commonwealth "SPIRT" or "Linkage Grant").</p> <p>The initiatives include:</p> <ul style="list-style-type: none"> • the Leadership Development Program, which was designed specifically for women police and public service officers; • training and development scholarships for public service women ("unsworn"); • five scholarships for women (at Levels 5-6) to attend the Public Sector Management Program, to facilitate their promotional opportunities to more senior public service levels; and • Executive Access Seminars, targeting women public service officers in the first instance, levels 1-3,
Outcomes	Redress the gendered workplace culture of policing.
Contact for more information:	Western Australian Police Service

D. WOMEN'S COMMUNITY LEADERSHIP

Initiative	Women On Boards - Community Seminars
State	Victoria
Subcategories	Information sessions
Target Audience	Community women leaders
Lead Agency	Office of Women's Policy
Description of Initiative	<p>The Victorian Government is working in partnership with a community agency to increase the profile of the Victorian Women's Register plus assist women in developing the skills to take up positions of leadership. Activities include:</p> <ul style="list-style-type: none"> • the promotion of the Victorian Women's Register through various media • delivery of a series of information sessions across Victoria for women • the development of a series of newsletters containing information about the register and other relevant information • a series of help sheets on a variety of topics to assist women develop leadership skills
Outcomes	<p>Increase the representation of women on Government Boards and Committees</p> <p>Increase the skills of women community leaders</p>
Contact for more information	<p>Fran Whitty Senior Policy Officer Office of Women's Policy ph: 9208 3132 e-mail: fran.whitty@dvc.vic.gov.au</p>

Initiative	ACT Women's Grants
State	Australian Capital Territory
Subcategories	Grants
Target Audience	All women and women's organisations in the ACT
Lead Agency:	ACT Office for Women
Partner	
Description of Initiative	<p>Two types of projects will be funded through the grants program:</p> <ul style="list-style-type: none"> • projects that build the capacity and effectiveness of women's organisations. Non-Government women's organisations and groups in the ACT can apply for a grant to fund activities that will empower women; and • research projects that will inform the development of policies and services for women. Individuals and organisations can apply for grants for research that will assist in building the evidence base on ACT women.
Outcomes	The outcomes will depend on the projects funded.
Contact for	Office for Women

more information:	Tel: 02- 6205 0515 E-mail: www.women.act.gov.au
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Initiative	Lucy Mentoring Program
State	New South Wales
Target Audience	Young Women Second/Third Year University students
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	The <i>Lucy Mentoring Program</i> aims to inspire, motivate and educate young women about the opportunities available for employment and leadership in the corporate world. The mentoring program targets young women studying business, finance, economics and accounting in university, and through the development of mentoring relationships it is hoped that the students will be inspired about the diversity of job options available to them on graduation. The Program relies upon the participation of businesswomen, professional women and women identified as leaders in the corporate world to act as mentors for the young women in the Program. The objectives of 'Lucy' include increasing young women's confidence and capacity to make active decisions about their career options, to provide role models and mentoring for young women, and to build strong, effective partnerships between the private and public sectors. A key objective is to ensure that women from disadvantaged backgrounds, are able to access the Program. The University of Western Sydney, University of Sydney and Women Chiefs of Enterprises International are key partners in developing and implementing the Pilot Program.
Outcomes	Stage 1 was piloted in first semester 2004 and evaluated positively by participants. Stage 2 is currently underway and has expanded to include 20 Mentors and 20 Mentees.
Contact for more information	Kate Parker, Senior Project Manager Office for Women, NSW Premier's Department Tel: (02) 9228 3197 Email: kate.parker@premiers.nsw.gov.au

Initiative	GirlSavvy Program
State	New South Wales
Target Audience	Girls in high school focussing on girls in years 9 – 12.
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	GirlSavvy is a one day workshop targeting groups of between 30 and 80 girls, with a primary focus on girls in high school. The program inspires, motivates and educates young women about the importance of being economically empowered and financially independent. A range of activities broadly aims to boost self esteem, inspire young women about the diversity of job options available and focus on the benefits of good financial planning.
Outcomes	The GirlSavvy workshops have introduced young women to economic literacy and provided access to social resources for personal development, such as information, networks, role models, contacts, and experiences and communicated the standards of behaviour, ethics and achievement which operate in the world of work and business.
Contact for more information	Yin Hor, Senior Project Officer Office for Women, NSW Premier's Department Tel: (02) 9228 3163 Email: yin.hor@premiers.nsw.gov.au

Initiative	Sista Speak Program
State	New South Wales
Target Audience	Aboriginal girls in Years 6-12
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	In conjunction with Streetwise Communications and the Department of Education and Training's (DET) Aboriginal Program Unit, the Office for Women is developing a pilot program, broadly based on the successful <i>GirlSavvy</i> workshop, specifically targeting Aboriginal girls. The workshop will focus on self-esteem, safe families, culture, leadership and economic independence. The workshop and materials will be piloted in rural New South Wales for implementation throughout New South Wales.
Outcomes	A workshop package for implementation in conjunction with DET throughout NSW.
Contact for more information	Sarah Elliott, Senior Project Officer Office for Women, NSW Premier's Department Tel: (02) 9228 3938 Email: sarah.elliott@premiers.nsw.gov.au

Initiative	Getting More Women on Board Forums
State	New South Wales
Target Audience	Women seeking public sector board and committee appointments
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	<p>Improving women's representation on boards and committees The NSW Government aims to work towards women occupying 50% of all new appointments on Government boards and committees through the implementation of key strategies.</p> <p>In 2002-03 women comprised 38% of total board positions. The NSW Premier's Department sends early-warning letters to Ministers in advance of board vacancies falling due. These letters include information on the current composition of the board or committee and where women's representation is below 50%, alerts Ministers of the need to take gender balance into account when recommending candidates for appointment.</p> <p><i>Getting More Women 'on Board' Forums</i> were hosted by (the former) NSW Department for Women and the NSW Premier's Department in June 2000, June 2001 and September 2003. These forums have been considered highly successful in raising awareness among public sector staff on issues around gender equity in board and committee appointments. One of the significant outcomes of these forums was the identification by participants of practical strategies they could adopt within their own agencies and offices to improve women's nomination and appointment rates.</p> <p>Specific objectives for the 2003 <i>Getting More Women 'on Board' Forum</i> were to:</p> <ul style="list-style-type: none"> • raise awareness of staff attending for the first time, of the Government's commitment, the Premier's Register and the benefits of diversity of board membership; • maintain awareness of the issues for staff attending the forum again; • raise awareness of particular issues faced by agencies in improving women's representation on their boards and committees, particularly agencies which traditionally have a lower representation of women than boards and committees under other portfolios; • build on strategies identified at the 2001 forum to improve women's representation on public sector boards and committees, with a focus on strategies for poorly performing boards and committees; and • bring about a greater commitment to promoting women's representation on public sector boards and committees.
Outcomes	An evaluation of the Forum indicated that the majority of participants experienced a high level benefit from the event.
Contact for more information	Kate Parker, Senior Project Manager Office for Women, NSW Premier's Department Tel: (02) 9228 3197 Email: kate.parker@premiers.nsw.gov.au

Initiative	TAFE Women in Decision Making: Boards and Committees Course
State	New South Wales
Target Audience	Women seeking positions on boards and committees Women in rural areas of NSW

Lead Agency	TAFE NSW
Description of Initiative	<p>The <i>Women in Decision Making: Boards and Committees Course</i> was developed by NSW TAFE in partnership with the (former) NSW Department for Women and the Rural Women's Network to provide women seeking board and committee membership with knowledge, training and support to facilitate their greater participation in decision making roles within their communities.</p> <p>The course was designed as a flexibly delivered 40-hour course. It was aimed at a broad range of women, including those with no or limited previous board and committee experience who are seeking to learn new skills, enhance their existing skills, build self-confidence and develop strategies for getting on to boards and committees.</p> <p>A pilot course was delivered successfully from August to November 2001 through the Western Institute of TAFE with twenty-three women graduating. The course received an overwhelmingly positive response from the women who participated and resulted in board and committee appointments of women who completed the course.</p> <p>The course was offered by TAFE NSW and the Western Institute of TAFE in 2002 and was reviewed for re-accreditation purposes prior to delivery in 2004. The existing course has now been enhanced to incorporate the recommendations outlined in the pilot evaluation. The course will continue to target women with limited experience on boards and committees, while two additional courses have been developed to provide both a promotional board and committees course, as an introductory workshop, and a diploma level Business Governance course, for women seeking to gain high level skills in this area. This three-tiered training package has been re-accredited and will deliver a range of options for women with varying experience and skills in board and committee roles and responsibilities.</p>
Outcomes	The Office for Women will assist TAFE NSW to promote the Boards and Committees Course in line with available resources.
Contact for more information	Kate Parker, Senior Project Manager Office for Women, NSW Premier's Department Tel: (02) 9228 3197 Email: kate.parker@premiers.nsw.gov.au

Initiative	ACT Women's Register
State	Australian Capital Territory
Subcategories	Representation
Target Audience	All women
Lead Agency:	ACT Office for Women
Description of Initiative	The Register is a database containing information on women's skills, qualifications, experiences.
Outcomes	Increase the number of women participating in decision-making bodies across all sectors of the community.
Any additional Information:	Women who have an interest in nominating for appointment to Government & non-Government boards, committees and statutory authorities provide the information.

Contact for more information:	Office for Women Tel: 02- 6205 0515 E-mail: www.women.act.gov.au
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Initiative	Leadership scholarships for Indigenous women
Jurisdiction	Commonwealth
Subcategories	Training/workshops
Target Audience	Indigenous women / Rural women
Lead Agency:	Australian Indigenous Leadership Centre
Description of Initiative	3 year program providing opportunities for Indigenous women to undertake an accredited leadership training.
Outcomes	Increase in skills & confidence; community involvement
Contact for more information:	Ms Kirstie Parker Australian Indigenous Leadership Centre Tel: 02-6246 1162

Initiative	St George South Pacific Islander Women Educators and Leadership
State	New South Wales
Subcategories	Policy/project
Target Audience	Women from Pacific Islander backgrounds
Lead Agency	St George Migrant Resource Centre (MRC)
Partner	Office for Women, NSW Premier's Department
Description of Initiative	<p>South Pacific Islander communities have increased in the St George area, Sydney. A number of complex needs have been identified by service providers and the communities themselves. These include: low income levels, high levels of domestic violence, alcohol abuse, low school retention rates and high levels of juvenile delinquency. The South Pacific Islander Women's Educators and Leadership Project has built the capacity of women from the different Islander communities to increase their communities' access to relevant information and services and articulate their communities needs and experiences to relevant services and agencies.</p> <p>The Project: The South Pacific Islander Women's Educators and Leadership Project recognised that women are generally the one's that are taking care of the needs of their families and are active at a social level in their communities. The project worked with 20 women from diverse Islander communities to build their knowledge and understanding of existing resources in their communities and strengthen their networking and advocacy skills.</p> <p>The women's leadership role in their communities was strengthened to</p>

	<p>enable them to provide information and referral services to their communities. Older and younger women participated in the project and this combination has indicated intergenerational mentoring within the project is a major strength. A celebration for participants was held in June 2004 with each participant being presented a certificate. The project was funded by the NSW Women's Grants Program and the Office worked directly to support the project by providing staff resources to facilitate a particular session of the training program.</p> <p>The project has generated interest from other Islander women and communities.</p> <p>Aim: Empower women to take a leadership role in their communities to enable them to support their communities, particularly women, by:</p> <ul style="list-style-type: none"> • Developing and strengthening an ongoing network of women leaders • Increasing participants' knowledge of existing services and resources that their communities can access <p>The design of the project also included incidental learning and capacity building, to:</p> <ul style="list-style-type: none"> • Increase participants' capacity to articulate the needs and experiences of their communities • Strengthen connections between younger and older women community leaders • Support and resource women community leaders • Provide a community leadership model that can be modified and implemented in other Islander communities.
Outcomes	As above
Contact for more information:	<p>Leanne Chan Office for Women, NSW Premier's Department Tel: 02- 9228 3615 E-mail: leanne.chan@premiers.nsw.gov.au</p>

Initiative	Women Speak Cultural and Linguistically Diverse (CALD) Women and Leadership
State	New South Wales
Target Audience	Cultural and linguistically diverse women in Bankstown/ Canterbury and Auburn areas of Sydney
Lead Agency	Partnership Grant; Office for Women, NSW Premier's Department and South Western Sydney CALD Women's Leadership Consortium auspiced by Bankstown Council.
Description of Initiative	CALD women currently have very low participation rates in governance structures such as local government, government boards and committees and in leadership roles in local communities. This project provides a leadership development program for approximately 30 CALD women in the identified local government areas. These women will then go on to mentor other CALD women within their local and ethnic communities.
Outcomes	<p>CALD women's leadership capacity strengthened and their active participation in diverse decision making opportunities.</p> <p>Increased profile of CALD women leaders in the identified local government areas and increased appreciation in existing decision making bodies of CALD women leaders' perspectives on diverse issues of concern to them.</p> <p>A steering committee overseeing the project consists of representatives from: CALD specific Women's organisations; South West Sydney Institute of TAFE; Bankstown, Canterbury and Auburn Councils; local Migrant Resource Centres; Peak CALD organisations and the Office for Women. A project officer has been employed to undertake the project.</p> <p>It is anticipated the leadership course will be developed during the remainder of 2004 including selection of course participants. The course modules will be conducted by TAFE NSW, commencing in February 2005.</p>
Contact for more information	Leanne Chan Office for Women, NSW Premier's Department Ph: 02 9228 3615 leanne.chan@premiers.nsw.gov.au

Initiative	Aboriginal Women's Advisory Structure
State	South Australia
Subcategories	Policy/project
Target Audience	Indigenous women
Lead Agency	Aboriginal Services Division/Office for Women SA
Partner	Department of Aboriginal Affairs and Reconciliation and ATSCI
Description of Initiative	Broad community consultation to inform the most appropriate structure to advise the Premier and Minister for the Status of Women on issues affecting Aboriginal women and their families.
Outcomes	Aboriginal women's issues will receive more attention.
Contact for more information	Tania Blake Office for Women SA

	Tel: 08-8303 0588 Email: tania.blake@dfc.sa.gov.au
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Initiative	Community Leaders
State	South Australia
Subcategories	Grants/bursaries Training/workshops
Target Audience	Women from CALD backgrounds
Lead Agency	Office for Women and South Australian Multicultural and Ethnic Affairs Commission (SAMEAC)
Partner	Adelaide TAFE
Description of Initiative	The Office for Women and SAMEAC fund women community leaders in immigrant communities to undertake study through the Adelaide TAFE.
Outcomes	Qualifications in a Certificate 4 in Community Work.
Contact for more information	Veronika Petroff Office for Women SA Tel: 08-8303 0964 Email: veronica.petroff@dfc.sa.gov.au

Initiative	School mentoring program for Grade 10 female students: Cosgrove & Claremont High Schools – Southern Tasmania.
State	Tasmania
Subcategories	Training/workshops Mentoring/networks
Target Audience	Young women
Lead Agency	Women Tasmania (Department of Premier and Cabinet)
Partner	Dept of Education, private enterprise and the community.
Description of Initiative	<p>Women Tasmania has initiated a school mentoring program intended to raise young women's awareness of career and life choices.</p> <p>The first mentoring program commenced at Cosgrove High School last year with fifteen Grade 10 students participating, all of whom were provided with their own personal mentor. The program brought about a perceived increase in students' self-confidence, self-esteem and growth in career aspirations. The fact that 100% of participants are still in education this year is indicative of the success of the program. The program has been extended to a second school, Claremont High with a total of twenty-nine students now participating. A proportion of the students are considered to be 'at risk'.</p> <p>The mentors are all high-achieving women drawn from a wide range of backgrounds including: law, sciences, social and community services, information technology, and government.</p> <p>All mentors are totally committed to the program. They attend four</p>

	<p>full-day group workshops throughout the year, take their mentees into their workplaces to observe, meet with them for social activities and personal contact and advice in the preparation of resumes and mock job applications.</p> <p>Women Tasmania engages the mentors, develops the mentoring programs and facilitates the workshops. It also prepares all appropriate documentation including correspondence, progress reports and workshop handouts, and acts as liaison between the school, students and mentors.</p>
Outcomes	Students remaining in education.
Contact for more information	<p>Women Tasmania (Department of Premier and Cabinet) Tel: 03-6233 2208 Email: wt.admin@dpac.tas.gov.au</p>

Initiative	Women's Information Network (WIN) Rooms
State	Tasmania
Subcategories	<p>Policy/project Training/workshops Mentoring/networks</p>
Target Audience	Women in isolated and/or marginalised Tasmanian communities
Lead Agency	Women Tasmania (Department of Premier and Cabinet)
Partner	Neighbourhood Houses and community groups
Description of Initiative	<p>Women Tasmania is continuing the development of a self-sustaining State-wide Women's Information Network (WIN) of Rooms in rural and regional Tasmania. The aim is to utilise space in Neighbourhood Houses and existing community services to facilitate the distribution of information resources relevant to women.</p> <p>Originally piloted in four rural communities, Zeehan, Exeter, Deloraine and Devonport, the number of rooms throughout the state has grown to 16, all in various stages of development. Women Tasmania (Northern Office) regularly distributes resources to the WIN Rooms and regional Women's Development Officers support and provide additional material as part of their visiting program</p> <p>Volunteer coordinators and assistants staff the rooms part-time. Annual training is provided to co-coordinators who have considerable potential to enhance and promote leadership, public and personal, through this program. These volunteers have assisted women in recognising and achieving their own life's goals in such pathways as education, job seeking, health improvement, personal development and even interior decorating!</p> <p>In addition to coordinator training and the informal training offered by the Development Officers, a "how to" manual has been published by Women Tasmania. Many volunteer coordinators have never worked before and have now expressed a real interest in pursuing a career in the community services industry, illustrating the linkage between personal and public leadership.</p>

Contact for more information	Women Tasmania North Tel: 03- 6233 2208 Email: wt.admin@dpac.tas.gov.au _____
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Initiative	North West Tasmania - Women Into Local Government Workshop
State	Tasmania
Subcategories	Policy/project Training/workshops Mentoring/networks Political leadership
Target Audience	All women
Lead Agency	Women Tasmania (Department of Premier and Cabinet)
Partner	Local Government Division Tasmanian Electoral Office
Description of Initiative	<p>In September 2002, twenty women attended a pre-Local Government election workshop in North West Tasmania. The workshop aimed to introduce women to Local Government in Tasmania and what it is like to be an elected Councillor. It provided information about the electoral process, campaigning and mentoring, and suggested ways to ‘survive and thrive’ in Local Government.</p> <p>The women attending were either considering standing as a Councillor or wanted to support other women standing for Local Government. The workshop was based upon a model developed earlier in Tasmania, the results of which are documented in <i>Women into Local Government: You can make a difference</i>, a publication by Women Tasmania and the Local Government Division of Tasmania. The model and the publication are largely based on the information and experience of Tasmanian women in Local Government.</p> <p>The Tasmanian Electoral Office staff and several Tasmanian women Councillors from the North West gave freely of their time to talk about Local Government and share their experience in presentations at workshop.</p>
Outcomes	Four women attending the workshop were elected onto local councils following the October election.
Contact for more information	Women Tasmania Tel: 03 6233 2208 Email: wt.admin@dpac.tas.gov.au _____

Initiative	Women's Community Leadership Grants
State	Victoria
Subcategories	Grants/bursaries Training/workshops Mentoring/networks
Target Audience	All Victorian women
Lead Agency	Office of Women's Policy, Department for Victorian Communities
Partners	Department of Human Services, Department of Human Services, Department of Justice , Department of Sustainability and Environment, Department of Education and Training, Emergency Management Australia, Victorian Multicultural Commission.
Description of Initiative	<p>The Women's Community Leadership Grants reflect the Victorian Government's commitment to supporting and promoting women's leadership roles in their local communities. Grants are available for individual women (up to \$2,000) or groups/organisations (up to \$5,000). The grants provide financial assistance to women for activities to assist them in their leadership roles, or that allow them to advance leadership projects at a local level. This is the thirs year the grants have been running.</p> <p>In 2004, up to \$132,000 worth of grants will be awarded under the following streams: General, Women's Health and Wellbeing, Family Violence, Emergency Management, Rural and Regional Women, Education, Work and Economic Independence.</p> <p>The 2004 grants will close on 30 September 2004. Recipients will be announced in December.</p>
Outcomes	To support a range of initiatives aimed at building, recognising and supporting women's community leadership. Increase the profile of women as community leaders.
Any additional Information	For more information, including the 2004 Guidelines, and the recipients of the 2002 and 2003 grants, visit the Office of Women's Policy's website at www.women.vic.gov.au
Contact for more information	Fran Whitty Senior Policy Officer Office of Women's Policy ph: 9208 3132 e-mail: fran.whitty@dvc.vic.gov.au

Initiative	Women's Small Grants
Jurisdiction	Western Australia
Subcategories	Grants/funding
Target Audience	Local women's groups and community organisations.
Lead Agency:	Office for Women's Policy
Description of Initiative	In 2003, two leadership programs were funded, including an Aboriginal

	young women's leadership camp run at Argyle Diamonds in the Kimberley.
Outcomes	Strengthened well-being of women in Western Australia and increased participation of women in the community
Contact for more information:	Office for Women's Policy 08 9264 1920

Initiative	NSW Women's Grants Program
State	New South Wales
Target Audience	Women of NSW
Lead Agency	Office for Women, NSW Premier's Department
Description of Initiative	<p>The NSW Women's Grants Program encourages applications for projects with the capacity to strengthen communities through cooperation and partnerships; enable women to enjoy the benefits of participation; and find local solutions for local issues and address the needs and concerns of their communities.</p> <p>The NSW Women's Grants Program:</p> <ul style="list-style-type: none"> • Provides for one-off, twelve-month projects. • Grants up to \$40,000 are available. • Partnership Grants up to \$100,000 are available and are to be delivered in partnership with the Office for Women. <p>Examples of projects funded in 2003-2004 that will strengthen women's leadership and increase their participation in diverse decision making venues/contexts:</p> <p><i>Women with Disabilities Network NSW</i>; Physical Disabilities Council of NSW. This project will work with individual and groups of women with disabilities to promote social inclusion and open up new possibilities for participation in, engagement with and contribution to the social, economic and cultural activities of their communities.</p> <p><i>Girlz Talk... Young Indigenous Women's Mentoring Program</i> Yamuloong Inc, Cardiff. A project using mentoring sessions, mentoring training, cultural camps and leadership training to build the leadership capacities of young indigenous women.</p> <p><i>Corporate Governance Skills Update</i> NSW Federation of Housing Associations. A project designed to retain women as board members in the community housing sector.</p> <p><i>Macleay Women and Children's Live Well, Play Well Project</i> Promotes women's leadership within sports and broader community services and programs and promotes the achievements of the community.</p>
Outcomes	Women taking a lead role in an integrated vision for economic, environmental, cultural and social development in their communities.
Contact for more information	Georgina Roussac Project Officer Office for Women, NSW Premier's Department Tel: (02) 9228 3850 Email: georgina.roussac@premiers.nsw.gov.au

Initiative	Growing Our Aboriginal Leaders (GOAL) Program
State	Victoria
Subcategories	Training/workshops Mentoring/networks
Target Audience	Indigenous women Young women
Lead Agency	Koori Women Mean Business
Partners	Aboriginal Affairs Victoria, Department for Victorian Communities
Description of Initiative	<p>Koori Women Mean Business (KWMB) is a state-wide Victorian Aboriginal women's organisation. KWMB has a ten year history of working with Indigenous women and their communities in the support of leadership, cultural and other community based programs and aspirations.</p> <p>The consultation process conducted for KWMB's Business Plan 2003-2008 identified a strong interest at the community level for KWMB to capture and support the existing leadership skills of women and to grow the next generation of leaders.</p> <p>The Growing Our Aboriginal Leaders (GOAL) programs will be conducted as accredited leadership training opportunities for young women and will be offered over the next 12-18 months.</p>
Contact for more information	Leanne Miller Tel: 03-9670 3460 Email: kwmb@austar.net.au

Initiative	THE INDIGENOUS WOMEN'S CONGRESS
Jurisdiction	Western Australia
Subcategories	Community engagement – consultation
Target Audience	Government agencies and service providers.
Lead Agency:	Office for Women's Policy
Description of Initiative	The Indigenous Women's Congress is a means of formal discussion, consultation and liaison between Western Australian Indigenous women, their communities and the State Government.
Outcomes	Improved opportunities for Western Australian Indigenous women in government decision making. Affirms the central leadership role Indigenous women play in community and cultural decision making.
Contact for more information:	Maxine Chi, Project coordinator Office for Women's Policy (08) 9264 1906

Initiative	North West Plains Aboriginal Women's Community Development Partnership Project
State	New South Wales
Target Audience	Aboriginal Women in the Shires of Moree, Narrabri and Walgett
Lead Agency	Office for Women, NSW Premier's Department
Partner	Wirraway Aboriginal Women's Housing Inc.
Description of Initiative	The partnership project proposal was a direct result of a highly successful Aboriginal women's gathering which was held in April 2002 in Moree. Aboriginal women from three shires-Moree, Narrabri and Walgett gathered to address the issues of family violence; drug and alcohol abuse; loss and grief; child protection; sexual assault; and sexual health. The project aimed to harness the renewed energy of Aboriginal women, empowered by the Gathering, to collectively address issues such as child abuse, family violence and substance abuse, through skilling and fostering Aboriginal women's leadership.
Outcomes	Aboriginal Women's local community groups throughout the eleven towns of Moree, Narrabri and Walgett Shires were formed to identify community issues and establish an implementation plan that led to a short/long term action plans for addressing these issues. The women are now working together to create a safer environment for themselves and their families. The Project was completed in June 2004.
Contact for more information	Yin Hor Senior Project Officer Office for Women, NSW Premier's Department (02) 9228 3163 yin.hor@premiers.nsw.gov.au

Initiative	Boggabilla-Toomelah Aboriginal Women's Partnership Project
State	New South Wales
Target Audience	Aboriginal women of Boggabilla-Toomelah
Lead Agency	Office for Women, NSW Premier's Department
Partner	Mission Australia-Border Rivers Women of Worth Project
Description of Initiative	The Boggabilla-Toomelah Aboriginal Women's Partnership Project has enhanced community-building capacity through leadership training, mentoring programs, social, economic and healthy relationships programs such as "Grannies Groups". These initiatives assist women to achieve safer, stronger and healthier communities.
Outcomes	Implementation of capacity building and leadership development training for elders and younger women in the two communities which has provided the skills requested by the women to help them effect change in their communities. Cultural, spiritual and leadership camps were held in the two communities and have assisted in building the women's capacity to develop strategies to better manage difficult issues within their communities, including drug and alcohol abuse, sexual assault and domestic and sexual abuse and violence. The camps also helped develop strength and pride and a greater sense of community as a whole.
Contact for more information	Yin Hor Senior Project Officer Office for Women, NSW Premier's Department (02) 9228 3163 yin.hor@premiers.nsw.gov.au

Initiative	International Women in Leadership Conference
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State	Western Australia
Target Audience	Young women, older women, indigenous women, women from CALD backgrounds, rural women and women with a disability.
Lead Agency	Edith Cowan University
Description of Initiative	3 day conference
Outcomes	Showcasing of women's community leadership initiatives
Contact for more information	Conference Secretariat c/- Debrett's Conference and Event Management 08 9386 3282 leadership@debretts.com.au

Initiative	Smart Women on the Move
State	Queensland
Subcategories	Policy/project Information sessions
Target Audience	All women
Lead Agency	Office for Women
Partner	Various
Description of Initiative	A range of strategies to increase women's representation in leadership and decision-making roles including : <ul style="list-style-type: none"> • Projects to encourage women on public and private sector boards including through information seminars, networking activities and mentoring programs. • Development and delivery of community leadership workshops. • Establishment of a Women in Local Government Steering Committee • Promoting the benefits for women of registering their details on the Queensland Register of Nominees to Government Bodies, which incorporates the details of a wide range of women seeking board positions, and can be accessed by government agencies as board or committee positions arise. • Government has committed to addressing women's under-representation in leadership and decision-making roles and will ensure where possible, that 50% of new appointments to government boards, councils and committees are women.
Contact for more information	Josephine Giles, Principal Project Officer, Office for Women, Department of Local Government and Planning, Sport and Recreation (07) 3006 4193

Initiative	Smart Women on the Move – Women's Representation in Sports Management and Coaching Roles
State	Queensland
Subcategories	Policy/project Information sessions
Target Audience	All women
Lead Agency	Sport and Recreation Queensland
Partner	
Description of Initiative	<ul style="list-style-type: none"> • Range of strategies to address the low levels of women's representation in sports management and coaching roles including: • Coach mentoring projects specifically targeting women. • State Forum- Attracting Women to Sport and Recreation. • Locker Room Forums addressing issues confronting women and girls participation in sport.
Contact for more information	

Initiative	Get involved : Women from Culturally Diverse Backgrounds
State	Queensland
Subcategories	
Target Audience	All Women
Lead Agency	Office for Women
Partner	Multicultural Affairs Queensland (MAQ)
Description of Initiative	<p>A range of strategies to increase community participation of women from culturally and linguistically diverse backgrounds including :</p> <ul style="list-style-type: none"> • Development of a Cultural Inclusion Strategy for Youth Organisations assisting community organisations to develop culturally inclusive programs for girls. • Development of statewide community leadership workshops. • Multicultural Women’s Advisory Committee consisting of community representatives will continue to advise the Premier on issues and strategies for women of culturally and linguistically diverse backgrounds.
Contact for more information	