

# Making a difference

An action plan for New South Wales women in agriculture and resource management.

**Making a difference ~ an action plan for New South Wales women in agriculture and resource management**

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NSW Agriculture and the Advisory Group have made every endeavour to present the information accurately and fully in this report.

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# Endorsement page

## Monitoring and Reporting on Progress Updates

This Plan aims to be dynamic with agencies, groups and individuals being able to feedback on progress and contribute new strategies annually to NSW Agriculture.

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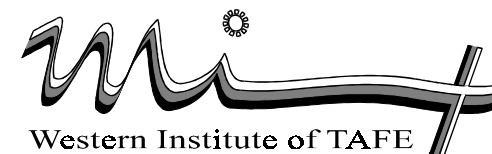
New South Wales  
Department of State and  
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The ORANA REGIONAL COUNCIL  
of ADULT and COMMUNITY EDUCATION  
INCORPORATED IN NSW



NSW Women in Agriculture



THE  
WOOLMARK  
COMPANY



CHARLES STURT  
UNIVERSITY



NSW Farmers



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# Introduction

*"If we are to respond to the challenges of the next century, including the opportunities of the global marketplace, we need to draw on the diverse talents and perspectives within the sector, particularly those of rural women and young people."*

~ Paul Barratt, Chair Standing Committee on  
Agriculture and Resource Management

At 32% of Australia's farm workforce, 70,000 women are a major client group for organisations serving the agriculture and resource management sector. Women play a significant role in all the agricultural industries, yet their numbers in higher levels of leadership and decision making remain low. Increasing diversity among leaders and decision makers will lead to better decisions on issues of concern to the sector.

*"Women in agriculture have much in common with men in agriculture, and that is one of their two greatest strengths. ... The second great strength of rural women is that they are different and that is at the heart of this forum: the issue of valuing our rural diversity."*

(Fran Rowe, keynote speaker at the 1997 National Forum  
for Women in Agriculture and Resource Management.)

Increasing diversity among leaders and decision makers will lead to better decisions on issues of concern to the agriculture and resource management sector.

In March 1997, the National Forum for Women in Agriculture and Resource Management brought together 200 women and men from across Australia ~ decision makers in industry, community and government.

This Forum was the catalyst for **'The Vision for Change ~ National Plan for women in agriculture and resource management'**.

The Plan has been developed by the State-Commonwealth Rural Women's Working Group for the Standing Committee for Agriculture and Resource Management (SCARM), which represents the interests of Commonwealth, State and Territory Departments involved in agriculture and resource management. SCARM endorsed the National Plan in July 1998.

Reflecting the vision and principles of the National Plan, each State, Territory and the Commonwealth has consulted extensively with key people, and independently developed Action Plans - drawing together strategies from government, industry and community organisations.

**Making a Difference ~ an Action Plan for NSW Women in Agriculture and Resource Management** draws together strategies and examples to increase women's participation in decision making, improve the recognition of women as clients of industry and government, and increase the participation of women in the rural sector.

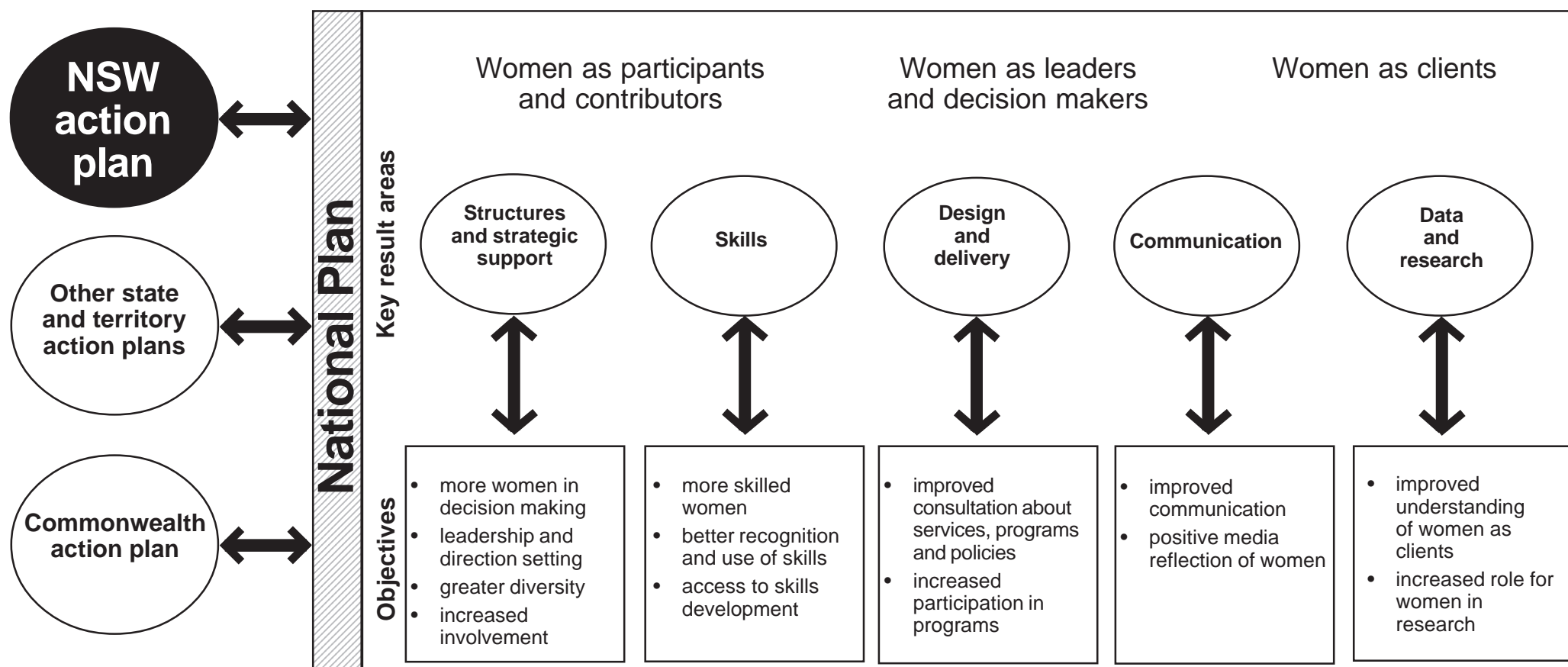
NSW Agriculture's Rural Women's Network has coordinated the development of the Action Plan with key people from industries, government agencies and community organisations in NSW.

The National Plan will be launched on World Rural Women's Day, and the NSW Action Plan on 17 October at the 1998 Cooma *Women of the Land Gathering*.

# How the NSW action plan fits into ‘The Vision for Change — National Plan for Women in Agriculture and Resource Management’.

## Vision

“To achieve profitable and innovative agricultural industries, sustainable natural resource management and vibrant rural communities, by realising the full potential of women.”



at a  
glance

# Making a difference

## the VISION

An action plan for New South Wales women  
in agriculture and resource management.

“To achieve profitable and innovative agricultural industries, sustainable resource management and vibrant rural communities by realising the full potential of women.”

### guiding principles

- Women and men with shared responsibility working to achieve improved outcomes for rural industries and communities.
- A prosperous and sustainable rural sector utilising the diverse skills and perspectives of all who live and work in the sector.
- Joint responsibility of Government, industry and communities for overcoming barriers to women's participation.
- Organisations with diverse staff providing better service to diverse clients.
- Effective change based on good data collection and research.

### goals

1. Women's participation in decision making increased.

2. Women recognised as clients.

3. Women's participation in the rural sector increased.

### objectives

- 1.1 Increased representation of women on boards, committees and in decision making positions.
- 1.2 Women's confidence, decision making and leadership skills further developed.

- 2.1 Greater recognition of women as clients by agribusiness, agriculture and resource management agencies.
- 2.2 Greater recognition of women as clients by agricultural industries.
- 2.3 Women accessing relevant affordable education and training programs.

- 3.1 Women accessing information and opportunities.
- 3.2 Women actively involved in value adding, agribusiness and diversification.

### strategies

The objectives above are expanded in the body of the Action Plan to include strategies and examples of 'Making a difference' by government and non government agencies, organisations and networks.

### examples of making a difference

#### Women's participation in decision making increased

- Increasing women on Reserve Trust Boards, Department of Land and Water Conservation
- Involving women in Landcare, Department of Land and Water Conservation
- Women in decision making, Western Institute of TAFE
- Increasing number of women directors on Rural Lands Protection Boards
- 'Stepping Stones' leadership program, NSW Agriculture's Rural Women's Network
- Women's leadership courses, NSW Farmers' Association, NSW Dairy Farmers' Association
- Rural youth leadership training, Nugan Group

#### Women recognised as clients

- Trainee mentoring program, NSW Agriculture
- Targeting women members, NSW Farmers' Association
- 'Family friendly' branches, Elders
- Checklist for including women as clients
- Recognising women in the dairy industry, NSW Dairy Farmers' Association
- Encouraging women's participation, Cotton Australia
- Koori mums program, North Coast Institute of TAFE
- Working with Aboriginal women, NSW Agriculture's Murrumbidgee College of Agriculture
- Graduate Diploma in Systems Agriculture and Masters in Agriculture, University of Western Sydney

#### Women's participation in the rural sector increased

- Country Web newsletter, NSW Agriculture's Rural Women's Network
- Women's Information and Referral Service (WIRS) NSW Department for Women
- Women in information technology, New England Institute of TAFE
- NSW Agriculture's Rural Women's Network and its State Advisory Committee
- Training for women, Albury/Wodonga Continuing Education Centre
- Outback and In Touch partnership: Royal Flying Doctors Service, Western Institute of TAFE, Far West Mental Health

# Goal 1 Women's participation in decision making increased

## Objective 1.1 Increased representation of women on boards, committees and in decision making positions

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Increase women's representation on boards and committees within the Agriculture and Land and Water Conservation Minister's portfolio by: <ul style="list-style-type: none"> <li>examining the current situation of women's involvement on these boards, and the election or appointment processes;</li> <li>Minister writing to board and committee Chairs recommending adoption of the strategies;</li> <li>reporting board and committee <i>status quo</i> to the Premier;</li> <li>review women's representation as a component of the Total Catchment Management (TCM) Review;</li> <li>establish equitable procedures for representation on committees for TCM, Vegetation and Water Reform; and</li> <li>establish an equitable spectrum of representation for Regional Assessment Panels (RAP) and Regional Organisations (RO) as part of the National Heritage Trust.</li> </ul>	1 <ul style="list-style-type: none"> <li>Department of Land and Water Conservation.</li> <li>NSW Agriculture.</li> <li>Minister Office responsible for Agriculture and for Land and Water Conservation.</li> <li>State Catchment Management Coordinating Committee.</li> <li>Chairs of government boards and committees within Agriculture and Land and Water portfolio.</li> </ul>	1 <ul style="list-style-type: none"> <li>Report on current situation of boards and committees in terms of <ul style="list-style-type: none"> <li>change in gender composition; and</li> <li>selection processes.</li> </ul> </li> <li>Change in number of women on Agriculture and Land and Water Conservation portfolio boards and committees.</li> <li>Number of boards and committees adopting strategies.</li> <li>Percentage of representatives on regional resource management committees who are women.</li> </ul>	1 1998 and ongoing	<i>Proposal developed for a joint NSW Agriculture and Department of Land and Water Conservation committee on Women in Agriculture and Resource Management, to develop strategies for women as clients and women in decision making in both Departments.</i>
2 Establish an <i>Advisory Committee</i> to develop strategies for increasing the representation of women on Crown Reserve Trust (RT) Boards (see <i>Making a difference</i> box below).	2 Department of Land and Water Conservation.	2 <ul style="list-style-type: none"> <li>Percentage of nominations for appointment to Reserve Trust Boards by women (target 20%).</li> <li>Number of women appointed to Reserve Trust Boards (target 40%).</li> </ul>	2 1997 and ongoing	<i>Strategic Plan completed July 1998. Number of women on RT Boards increased from 8.9% - 16% from May 1997 to 1998. Reporting and Board appointment procedures improved.</i>
3 Review women's representation on National Parks and Wildlife Service (NPWS) District Advisory Committees (DACs).	3 National Parks and Wildlife Service.	3 <ul style="list-style-type: none"> <li>Percentage of representatives who are women on District Advisory Committees.</li> </ul>	3 1998 and ongoing	<i>Membership of current DAC stand at 111, an increase of over 100% on the previous term - achieved through positive action by NPWS.</i>
4 <ul style="list-style-type: none"> <li>Develop strategies to facilitate the participation of women on the Women's Register; and</li> <li>Enable the Register to reflect the skills and experience of rural women.</li> </ul>	4 Premier's Department in collaboration with NSW Department for Women.	4 <ul style="list-style-type: none"> <li>Strategies developed and widely promoted.</li> <li>Rural women's feedback on Register.</li> <li>Register reflects rural women's suggestions.</li> </ul>	4 June 1998	<i>Letter sent from Premier's Dept Director General to all rural women on Register for AICD course. Consulted with RWN State Advisory Committee &amp; redrafting Register forms/ brochure.</i>



## Examples of making a difference

### Increasing participation of women on Reserve Trust Boards

#### NSW Department of Land and Water Conservation

##### Features

- ★ The Department of Land and Water Conservation manages approximately 33,000 Crown reserves, which are lands set aside for a range of public purposes. There are currently 901 of these reserves managed by Reserve Trust Boards, the membership of which is often drawn from the local community.
- ★ Only 14% of the current membership of Reserve Trust Boards are women. The Department has set itself a target of increasing this rate to 40% by 1 July 1999.
- ★ A Draft Strategic Plan for increasing the participation of women on Crown Reserve Trust Boards has been developed.

##### What makes a difference

- ★ The Department set up a diverse committee from within and outside the organisation, including the Department for Women, NSW Farmers, Country Women's Association, Rural Women's Network and staff of the Minister for Land and Water Conservation.
- ★ This diverse group was able to identify a range of barriers, both internal to the Department and external relating to broader community attitudes, which may work against women applying or being selected for Reserve Trust Boards.
- ★ Most importantly, the group developed a range of strategies which the Department can put in place to overcome these barriers, as well as identified quantifiable targets.

##### Contact

Ian Ferguson, Environmental Planner, Sustainable Land and Coastal Management Division, Department of Land and Water Conservation, GPO Box 3720, Parramatta, NSW ☎(02) 9895 5972 Fax (02) 9895 7525.

### Involving women in Landcare

#### NSW Department of Land and Water Conservation

##### Features

The number of women involved in Landcare has steadily risen as the Landcare concept is more widely accepted and the many roles that women can play in Landcare are articulated. This has not always been the case. Often it has resulted from males finding facilitation, nurturing, exchanging ideas and community development more suited to females. It takes time for this 'recognition' to occur and in the 10 years of Landcare operation in NSW we have learnt some valuable lessons about how to make Landcare more appealing to women and also how to best use the skills of women in Landcare.

##### What makes a difference

- ★ Timing of Landcare meetings and providing venues where women are comfortable.
- ★ Holding separate meetings for women and men allowing the same topics to be discussed from different perspectives without causing conflict or being intimidated.
- ★ Being sensitive to varying economic conditions on an individual basis.
- ★ Expressing the varying roles needed to help Landcare survive and thrive - coordinators, motivators, mentors, chairpersons, secretaries, project officers and marketers.
- ★ Women are more receptive to the need for community development in a developed environment and can easily foster this thinking through their extensive social networks.
- ★ Strong social networks that women are more at ease using to further their cause, whatever it may be.

##### Contact

Deb Tkachenko, State Landcare Coordinator Department of Land and Water Conservation, GPO Box 39, Sydney NSW 2001 ☎(02) 9228 6407 Fax (02) 9228 6457.

# Goal 1 Women's participation in decision making increased

## Objective 1.1 Increased representation of women on boards, committees and in decision making positions

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
5 Promote the NSW Women's Register to rural women and to Government Boards and Committees.	5 NSW Premier's Department.	5 <ul style="list-style-type: none"> <li>Percentage of rural women on the Register.</li> <li>Number of rural women on NSW Government Boards and Committees.</li> <li>Usage of Register by boards and committees.</li> </ul>	5 1998 and ongoing.	<i>20% of women on the Register are rural women. Since Sept 97 – the percentage of women on agriculture and resource management boards rose from 11%-13%. DLWC uses Register for all vacancies.</i>
6 Increase membership of women on Department of State and Regional Development Regional Development Boards (RDB) and Local Development Committees by: <ul style="list-style-type: none"> <li>ensuring selection processes meet NSW Government and State and Regional Development objectives;</li> <li>consulting NSW Women's Register prior to shortlisting;</li> <li>using inclusive language in all advertising and promotional materials;</li> <li>consulting Department for Women re attracting suitably qualified applicants for RDBs;</li> <li>promoting Board vacancies at relevant forums, four months beforehand;</li> <li>directly notifying regional women's networks on upcoming vacancies and women's appointments to RDB's; and</li> <li>encouraging rural women to participate on local committees (eg. <i>Main Street/Small Towns</i> programs).</li> </ul>	6 Department of State and Regional Development.	6 <ul style="list-style-type: none"> <li>30% of Regional Development Board members to be women.</li> <li>Number of women on Local Development Committees.</li> </ul>	6 Early 2000 (ongoing 3 year term).	<i>Process in place to increase membership of women on SRD boards - ongoing 3 year terms of office. Northern Rivers Board chaired by a woman.</i>
7 Increase community awareness of current level of women's involvement in TAFE decision making positions ( <i>see Making a difference box below</i> ), by: <ul style="list-style-type: none"> <li>promoting women currently in management positions; and</li> <li>promoting existing opportunities for women to be involved on committees advising TAFE.</li> </ul>	7 Relevant TAFE NSW Institutes and the Gender Equity Unit.	7 <ul style="list-style-type: none"> <li>Number of women in management positions.</li> <li>Number of women on advisory committees.</li> </ul>	7 June 1998 and ongoing.	<i>Two senior staff sent to the 2nd International Women in Agriculture Conference in Washington DC. Management structure finalised in Western Institute. Women's Strategy group formed from senior management.</i>

## Examples of making a difference

### Women in decision making at the Western Institute of TAFE

Western Institute of TAFE covers the geographic area from Lithgow to Broken Hill, which totals 43% of the state. Recently the Institute underwent an organisational restructure to better service the needs of its clients.

#### **Features**

- ★ Senior management positions in the delivery of training in Primary Industries and Natural Resources, Information Technology, Arts and Media, Business and Public Administration, and Aboriginal Development, are filled by women.
- ★ The position involving statewide responsibility for program development in Primary Industries and Natural Resources was filled by a woman.
- ★ Many women managers were appointed as campus managers.

#### **What makes a difference**

- ★ An appropriate and encouraging environment to apply for positions was provided under the direct influence of the Institute Director.
- ★ Equal Employment Opportunity (EEO) policy followed.
- ★ Appointments of women in management provided role models, and mentoring opportunities.
- ★ Ongoing support and feedback from female clients and staff.

#### **Contact:**

Neil Black, Institute Director, Western Institute of TAFE, PO Box 2161, Orange NSW 2800 ☎(02) 6361 7566 Fax (02) 6362 8069.



*Western Institute of TAFE Managers, Margie Fixter (left) and Julie Buckley (right) with Jill Long Thompson (centre), US Department of Agriculture Under Secretary at the 1998 2nd International Women in Agriculture Conference, Washington DC.*



# Goal 1 Women's participation in decision making increased

## Objective 1.1 Increased representation of women on boards, committees and in decision making positions

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Conduct detailed research on rural women's involvement in decision making. Publish and disseminate findings widely. Research to include: <ul style="list-style-type: none"> <li>the current situation within Australian agricultural industry, community and government decision making bodies;</li> <li>barriers and opportunities for women to participate at all levels (eg. election/selection procedures, criteria and membership diversity); and</li> <li>recommendations to overcome barriers and increase women's involvement.</li> </ul>	1 Charles Sturt University Riverina and Australian Research Council.	1 <ul style="list-style-type: none"> <li>Response rates to surveys and interviews.</li> <li>Development of a comprehensive profile of Australian rural women's involvement in decision making.</li> <li>Dissemination avenues for reports.</li> <li>Response to recommendations.</li> </ul>	1 CSU 1997-1998.	<i>Research completed. Writing underway, to be completed in December 1998. Interviews conducted with key informants in departments of agriculture, women's groups, agribusiness, leading women in agriculture, chairs of boards, grassroots women in agriculture, and farmer bodies.</i>
2 Increase representation of women Directors (see <i>Making a difference</i> box below) on Rural Lands Protection Boards (RLPB) by: <ul style="list-style-type: none"> <li>accessing funding for a project officer;</li> <li>producing and widely disseminating an educational video and promotional material on RLPBs;</li> <li>establishing a benchmark of the number of women nominating for RLPB Directorships; and</li> <li>developing strategies to overcome barriers to women's participation in decision making (eg. 2 votes per landholding).</li> </ul>	2 Rural Lands Protection Boards State Council.	2 <ul style="list-style-type: none"> <li>Percentage of nominations for Directorships which are women.</li> <li>Percentage of Directors which are women.</li> <li>Removal of barriers to women's involvement in decision making.</li> </ul>	2 September 1997 (elections) and ongoing.	<i>A successful project completed – In the 1997 RLPB elections 15% of nominations for directorships came from women; 9% of directors are women compared to 4% prior to the project; 56% of RLPBs have a woman director compared to 29% prior to the project.</i>
3 Involve and support women woolgrowers to lead, influence, and facilitate the adoption of best practices within their local woolgrowing communities to ensure profitable wool businesses.	3 The Woolmark Company and the Women in Wool Consultative Group (WIWCG).	3 <ul style="list-style-type: none"> <li>30% more women are appointed to Zone Advisory Councils (ZAC) and Program Advisory Groups (PAG).</li> <li>Change in women woolgrowers and women staff members involvement in wool industry groups and forums.</li> </ul>	3 1999 and ongoing	<i>Current ZAC and PAG members encouraged to nominate 30% women wool growers for next round of appointments on these committees. WIWCG members currently engaged in a range of local activities and also investigating opportunities for Woolmark Company involvement.</i>



## Example of making a difference

### Increasing the number of women directors

#### Election project aim

To increase the number of women Directors on Rural Lands Protection Boards (RLPB) in order to enhance participation, access rights and equity for women in NSW.

#### What makes a difference

- ★ Accessing funding to employ a project coordinator
- ★ An increased level of participation from women contesting election to RLPB Directorships.
- ★ An informal forum for women Directors as part of the Annual Conference. This has led to greatly improved networking both amongst the women Directors and between these Directors and the wider community of rural women.
- ★ A heightened level of understanding by rural women of the work of the RLPB system and opportunities to participate in this work.
- ★ Broad acknowledgment of a need for a significant culture change across the RLPB system and agreement that a greater commitment to education and training was necessary for this change to occur.
- ★ RLPB Directors and staff taking a positive and proactive role in encouraging women to nominate as candidates.
- ★ Acceptance of the value of promoting the work of RLPBs in their local community. A 10 minute video was distributed to all Boards and aimed to encourage rural women to become candidates.
- ★ The long term impacts of this project will emerge more clearly over time, because the issue being addressed is one of culture change both for RLPBs and rural women.
- ★ The immediate impacts can be gauged from changes in the participation of women in RLPB elections between 1993 and 1997. The percentage increase in women Directors elected has been from 4% to 9%. 56% of RLPBs now have a woman Director, compared to 29% prior to this project.
- ★ 34 of the 390 Directors are new women (previously 18 of 456).

#### Contact

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Email: sandy.prell@agric.nsw.gov.au.



*1996 Meeting of the then current female Rural Lands Protection Board Directors.*

# Goal 1 Women's participation in decision making increased

## Objective 1.2 Women's confidence, decision making and leadership skills further developed

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Develop and deliver a pilot grassroots leadership training program ( <i>Stepping Stones</i> ~ see <i>Making a difference</i> box below) and kit for isolated rural women. Support/assist others to run the program.	1 NSW Agriculture's Rural Women's Network (RWN) and Central West Regional Council of Adult & Community Education (ACE).	1 Stepping Stones: <ul style="list-style-type: none"> <li>Number of women participating; and</li> <li>demand for kit and follow up action.</li> </ul>	1 June 1997 and ongoing.	66 isolated women completed the pilot program in 1997. The report and kit are in demand, available from RWN (see box p8).
2 Convene a statewide forum ( <i>Team Up and Prosper</i> ) on rural women in decision making which: <ul style="list-style-type: none"> <li>involves government, community and industry representatives;</li> <li>accesses funding from the NSW Women's Grants Program and other sponsors;</li> <li>develops a <i>How to effectively participate in decision making</i> program which caters for a wide range of needs with interactive sessions, workshops, speakers, panels; and</li> <li>produces a forum report as a record and future resource document.</li> </ul>	2 Planning team coordinated by Rural Women's Network and convened by Cobar Rural & Community Network including: <ul style="list-style-type: none"> <li>NSW Farmers' Association;</li> <li>Coopers and Lybrand;</li> <li>Charles Sturt University Riverina;</li> <li>NSW Department for Women;</li> <li>Federal Department of Primary Industries and Energy, Rural Women's Unit;</li> <li>NSW Agriculture's RWN.</li> </ul>	2 <i>Team Up and Prosper</i> forum: <ul style="list-style-type: none"> <li>Number of women participating;</li> <li>diversity of participants;</li> <li>levels of satisfaction of participants;</li> <li>media coverage; and</li> <li>follow up actions.</li> </ul>	2 Forum completed November 1997. Forum report available from RWN	Three day forum attracted 120 women with 19 isolated, Aboriginal or non English speaking background women financially supported. 100% evaluated the forum excellent or very good. Extensive media coverage.  Outcomes a) the 1st rural Company Directors Course. b) Presentation skills workshops in Orange June and September 1998.
3 Increase women's participation in TAFE leadership and decision making courses by: <ul style="list-style-type: none"> <li>improving awareness of availability of courses;</li> <li>increasing offerings by <i>mixed mode</i> and as short courses;</li> <li>developing relevant modules; and</li> <li>developing a model for leadership skills for young rural women to be accessed through rural traineeships and entry level training.</li> </ul>	3 TAFE NSW Marketing Units, relevant NSW country Institutes and Educational Services Divisions (ESD).	3 <ul style="list-style-type: none"> <li>Increased number of isolated women accessing leadership and decision making courses.</li> <li>Number of courses offered in <i>mixed mode</i>.</li> <li>Specific '<i>Women in decision making module</i>' developed.</li> <li>Pathways between traineeships and entry level courses and leadership training developed and documented.</li> </ul>	3 June 1998 setting benchmarks, then ongoing.	Focus groups held by Business & Public Administration ESD to pilot 'Women in Decision Making Module'.
4 Implement <i>Women in Business Mentor Programs</i> using various agencies located in rural areas (Orana, South East, Far North Coast and other regions).	4 Department of State and Regional Development and partners such as Regional Councils of Adult and Community Education.	4 <ul style="list-style-type: none"> <li>Recruitment of participants (mentors and mentorees).</li> <li>Business skills developed.</li> <li>Networks developed.</li> <li>Number of women successfully completing the program.</li> </ul>	4 1998 and ongoing.	

## Example of making a difference

### **‘Stepping Stones’ leadership program for rural and remote women**

**The NSW Agriculture and NSW Adult and Community Education’s ‘Stepping Stones’ program: Leadership Skills for Rural Women (funded through the Department for Women’s Grants Program)**

The ‘Stepping Stones’ program has empowered participants across NSW to take further steps in training and community involvement by building skills and self esteem. The self help kit makes it cheap and easy to run the program, which is in constant demand in NSW and other states. Its approach successfully accesses isolated people for leadership training.

#### **Features**

- ★ 51 women participated in ‘Stepping Stones’ workshops conducted in Garema, Tottenham and Tullibigeal in NSW.
- ★ 15 additional women from different communities around NSW attended an additional workshop in Orange with a view to implementing ‘Stepping Stones’ in their own communities.
- ★ A user friendly Leadership Training Kit has been produced to extend ‘Stepping Stones’ to other communities. It is a 21-step self-help guide to organising workshops to help women become more involved in their communities.

#### **What makes a difference**

- ★ Workshops were held in isolated communities where travel to courses in larger centres is a barrier.
- ★ Childcare was sponsored.
- ★ Dates took into account school holidays, seasonal demands, peak business times and local events.
- ★ Local women controlled organisation of the workshops, including choice of times, topics and promotion.
- ★ Structure, content and promotion varied from community to community based on local needs.

#### **Contact**

Rural Women’s Network, NSW Agriculture, Orange NSW 2800 ☎(02) 6391 3620  
Fax (02) 6291 3650.

*In 1998 Stepping Stones was recognised as ‘best practice’ by the NSW Government Women’s Grant Program.*

“The whole three days were educational, motivating and entertaining. It was a privilege to be part of the group and to meet so many committed people, both participants and presenters.”

*~ Stepping Stones participant*

“I feel the whole course was worthwhile and would be suited to rural men as well as women. It has made me feel a better and more confident person so that I can hopefully help my children to be genuine caring people.”

*~ Stepping Stones participant*



*RoseMarie Crowe facilitating a Stepping Stones workshop at Garema, 26 miles west of Forbes. Garema is a small community consisting of a silo, a house and a hall. The workshops were held in the homes of two of the participants.*



## Goal 1 Women's participation in decision making increased

### Objective 1.2 Women's confidence, decision making and leadership skills further developed

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
5 Conduct consultations with Aboriginal and Torres Strait Islander (ATSI) women in a rural location.	5 Department for Women (DFW) and Premier's Council for Women (PCW).	5 <ul style="list-style-type: none"> <li>• Clear understanding of ATSI communication processes developed.</li> <li>• Links established with active ATSI women, their communities, PCW and DFW.</li> <li>• ATSI women informed PCW and DFW re Action Plan and Whole of Government approach.</li> </ul>	5 November 1998 (Grafton) and ongoing.	<i>Premier's Council for Women conducted two communication and consultation forums with Aboriginal women in Sydney and Taree.</i>
6 Promote NSW representation at the 2nd International Women in Agriculture Conference (Washington DC July 1998) by: <ul style="list-style-type: none"> <li>• organising and seeking sponsorship for a team of NSW participants;</li> <li>• producing postcards and a poster for the conference;</li> <li>• participants producing a joint report to NSW Government and other sponsors with recommendation and ideas for action in NSW (see Appendix C);</li> <li>• planning a roundtable meeting for feedback and ideas for action in NSW; and</li> <li>• reporting back on the conference in the RWN Country Web newsletter.</li> </ul>	6 NSW International conference participants and team leader with: <ul style="list-style-type: none"> <li>• NSW Minister for Agriculture's office.</li> <li>• NSW Agriculture's RWN.</li> </ul>	6 <ul style="list-style-type: none"> <li>• Number of participants.</li> <li>• Media coverage.</li> <li>• Take-up of ideas for action in NSW.</li> </ul>	6 April to November 1998. Roundtable meeting with sponsors scheduled for November 1998.	<i>NSW team of 31 including 14 Government and five industry sponsored places.</i>  <i>1000 RWN postcards distributed at the conference.</i>  <i>Joint report produced by NSW participants.</i>





*Kathy Sielicki, Orange (left) and Pat le Lievre, Cobar (right) at the Premier's Council for Women Forum in Orange, 1997.*



*Biripi Elders Aunty Faith Saunders (left) and Aunty Sophie Morcome (right) at the first Department for Women Aboriginal consultation in Taree, 1998.*

## Goal 1 Women's participation in decision making increased

### Objective 1.2 Women's confidence, decision making and leadership skills further developed

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Develop and deliver leadership training programs for women members of industry and community organisations.	1 • NSW Farmers' Association ( <i>see making a difference box below</i> ). • NSW Dairy Farmers' Association. • NSW Women in Agriculture.	1 • Change in number of women accessing training offered by the specific industry and community groups. • More women participating in the decision making of their organisations at all levels.	1 1997 and ongoing.	<i>Leadership Workshop for women dairy farmers held September 1997. Another workshop planned for October 1998.</i>
2 Develop and deliver a leadership training program every six months for young rural women and men in the Riverina.	2 Nugan Group, Griffith (horticultural exporting business) with support from RWN ( <i>see Making a difference box below</i> ).	2 • Training program developed and delivered. • Change in number of young women participating.	2 November 1997, May & Nov 1998 and ongoing.	<i>Two programs held in November 1997 and May 1998 attracting 20 young women.</i>
3 Develop training on roles and responsibilities of Rural Lands Protection Boards (RLPB) Directors by: • developing training materials on 'How to become and be an effective Board Director', and 'Effective Teamwork'; and • delivering appropriate training for existing and incoming Directors.	3 RLPB State Council.	3 • Training materials developed and in use. • Coverage of training program across NSW.	3 February/March 1998 (regional), June 1998 (State), October 1998 and ongoing.	<i>Directors accessed training at the annual State conference and 7 regional conferences. Further use in upcoming Induction Training.</i>
4 Develop the first rural Company Directors Course for women and men in NSW by: • attracting sponsorship for women to participate; • promoting widely through media, NSW Ministers and the NSW Women's Register list of rural women; and • reducing the course costs.	4 Australian Institute of Company Directors (AICD) working with NSW Agriculture's RWN.	4 • Number of applicants. • Percentage of applicants who are women. • Number of agricultural/industry boards nominating women. • Level of sponsorship for women to participate	4 30 September to 5 October 1998 (ongoing if successful).	<i>As an outcome of the 1997 Team up &amp; Prosper Forum a Rural AICD Course developed for Oct 1998 at reduced cost. RIRDC providing \$20,000 for sponsorship of 8 rural women. Widely promoted throughout NSW.</i>
5 Communication/community relations/ mediation and negotiation skills training through annual Cotton Australia 4-day 'mini-leadership' workshops.	5 Cotton Australia.	5 • Number of women participants in training. • Follow on action by participants.	5 1997 and ongoing.	<i>Run annually with 45% women participants. More women involved in grower associations (doubled).</i>
6 Have one woman from the cotton industry on the Australian Rural Leadership Program (ARLP) at least every 2nd year.	6 Cotton Industry.	6 • Number of cotton industry women participating in the ARLP every 2nd year.	6 1999 and ongoing.	



## Examples of making a difference

### Women's leadership courses NSW Farmers' Association

The NSW Farmers' Association encourages all members to participate in the organisation. In recognition of the need to particularly encourage women, the Association has initiated several projects specifically targeting women as well as maintaining an environment which facilitates participation in general.

A two day women's leadership course was held in Sydney in 1997:

- ★ Providing skills enhancement through training in media, communication, political processes, negotiation and presentation.
- ★ Assisting in the development of a network of NSW women farmers.
- ★ Giving participants exposure to the organisation and its staff.
- ★ Encouraging participants to develop strategies for further action and provide feedback to the Association.

Another course is planned in 1998/99 including new activities and suggestions from participant feedback.

#### Contact

Dee Wilkes-Bowes, NSW Farmers Association, 1 Bligh Street, Sydney NSW 2000 ☎(02) 92511 700 Fax (02) 9221 6913.

### Women's leadership courses NSW Dairy Farmers' Association (DFA)

#### What makes a difference

- ★ Women's skills building session was held during the 1997 and 1998 DFA Annual Conference.
- ★ DFA organised and co-sponsored the first women's leadership workshop in September 1997 for 20 dairy farming women. A follow up session was held in February 1998 and further leadership training is planned.
- ★ The means of fast tracking women's involvement in DFA decision making is being debated and input from Dairy Women's Groups is being sought.
- ★ The number of women attending industry meetings has increased.

#### Contact

Lucille Dunstan, NSW Dairy Farmers' Association, Level 7, 179 Elizabeth Street, Sydney NSW 2000 ☎(02) 9295 5856 Fax (02) 9261 2495.

### Rural youth leadership training Nugan Group

As a result of the National Forum on women in agriculture and resource management, Michelle Nugan of the Nugan Group initiated leadership training to encourage young women and men to make the best of the opportunities in rural areas.

#### Features

- ★ The Nugan Group, a horticultural exporting business, organises weekend training workshops every six months in the south western NSW town of Griffith.
- ★ Local and statewide advertising encourages participants in the workforce and aged 18 to 25 to nominate.
- ★ It started in November 1997, and continued in May 1998 with equal numbers of young women and men selected for the programs.
- ★ A combination of indoor and outdoor learning based experiences such as teambuilding, communicating, public presenting, developing strengths, trusting others, using the internet for business opportunities, developing a business plan, and decision making.
- ★ **A further program will be held 6-7 November 1998.**

#### What makes a difference

- ★ Workshops held in a rural community with highly skilled facilitators.
- ★ Private initiative and sponsorship for the program.
- ★ Challenging participants to 'step outside their comfort zones' through indoor and outdoor segments.
- ★ A mixture of young women and men learning to understand each other and work as a team.
- ★ Involvement of rural role models demonstrating the potential of rural business opportunities.

#### Contact

Michelle Nugan, Nugan Group, 60 Banna Avenue, Griffith NSW 2680, ☎(02) 6962 1822 Fax (02) 6962 6392.



*2nd Nugan Youth  
Leadership Group in  
Griffith, May 1998.*

## Goal 2 Women recognised as clients

### Objective 2.1 Greater recognition of women as clients by agribusiness, agriculture and resource management agencies

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Investigate effective joint approaches between NSW Agriculture and Department of Land & Water Conservation which promote women as clients such as: <ul style="list-style-type: none"> <li>developing a 'valuing women as clients' module for staff development and training courses;</li> <li>promoting training to front line staff; and</li> <li>'women friendly' approaches eg. venues, timing, promotion, child care.</li> </ul>	1 <ul style="list-style-type: none"> <li>NSW Agriculture/RWN.</li> <li>Department of Land and Water Conservation.</li> </ul>	1 <ul style="list-style-type: none"> <li>A 'valuing women as clients' module is developed and in use.</li> <li>Number of frontline staff accessing training.</li> <li>Number of programs adopting women friendly approaches.</li> <li>Change in number of women participating in departmental programs.</li> </ul>	1 1998 and ongoing	<i>Proposal to Senior Management of both Departments for development of strategies and a jointly funded training program.</i>
2 Ensure women's involvement in alternative industries. (Agribusiness Alternatives Program).	2 Department of State and Regional Development (SRD).	2 <ul style="list-style-type: none"> <li>Gender based data on participants.</li> <li>Change in rural women participating in alternative industries.</li> </ul>	2 1998 and ongoing.	



## Examples of making a difference

### Graduate Diploma and Masters in agriculture University of Western Sydney ~ Hawkesbury

The **University of Western Sydney (UWS)**, Hawkesbury, with its focus on rural development, has recognised the role of women in rural Australia. The **Graduate Diploma in Systems Agriculture and Masters Degree in Applied Science** (Agriculture and Rural Development) courses enable women to learn in a friendly environment, according to their own needs and wants.

#### **Features**

- ★ Encourages women into agricultural education.
- ★ An holistic, problem solving approach to agriculture based on people's experience.
- ★ Women without tertiary qualifications can do the Graduate Diploma in Systems Agriculture and receive recognition for their prior learning and experience gained in their homes, communities and on farm.
- ★ In the Masters in Applied Science, the elective Women in Agriculture is a popular choice for men and women wanting to improve their understanding of rural women's roles and organisations, and gender theory.
- ★ Included in the overall approach to rural development are gender influences on decision making, community processes and politics.
- ★ Students can choose either full-time or part-time study.

*"The course's approach encourages me to reflect on my actions and try new ways of working and living." Helen McGowan, lawyer.*

*"UWS-Hawkesbury provided the opportunity to prove I could do something I didn't have the chance to do earlier in my life." Ann Jarvis, Dairy farmer.*

#### **Contact**

Carolyn Bradbury, Faculty of Environmental Management and Agriculture, Bourke Street, Richmond NSW 2753 ☎ (02) 4570 1203  
Fax: (02) 4570 1750 or Cathy McGowan ☎ (02) 6024 6834.

### Trainee mentoring program NSW Agriculture

#### **Features**

- ★ The NSW Agriculture Mentoring Program is designed to support new trainees' formal training program, building on generic skills (in 1996-1998, over 60% of NSW Agriculture trainees were women).
- ★ Trainees are placed 'under the wing' of experienced research and extension officers located in the same office who are given responsibility for guiding and developing a work program for the trainee. Trainees also develop support mechanisms among themselves, including experienced NSW Agriculture officers and relevant industry bodies.
- ★ Trainees are mentored from date of appointment – at least until placed in a substantive position.

#### **What makes a difference**

- ★ Mentors attend discussions on the training program, expectations and essential requirements.
- ★ During the trainees' first week mentors carry out basic induction and introductions.
- ★ Trainees participate in an initial three day program covering NSW Agriculture structure and operations and legal responsibilities. Mentors attend one day of the program.
- ★ A monthly review of the progress made by each trainee is given to the mentor's Program Manager.
- ★ The mentor is required to ensure that the trainee attends all agreed training sessions and completes take-home components of any training program.
- ★ Three months after the commencement of duty, the mentor provides a written report on the progress of their trainee.
- ★ At a time when the mentor believes that the trainee is to be appointed to a substantive program, the mentor makes a recommendation to the Program Manager.

#### **Contact**

Michael Bourke, Staff Development and Training, NSW Agriculture, Locked Bag 21, Orange NSW 2800 ☎ (02) 3691 3209 Fax (02) 6391 3244.

## Goal 2 Women recognised as clients

### Objective 2.1 Greater recognition of women as clients by agribusiness, agriculture and resource management agencies

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
<p>1 Develop and implement an inclusive customer service approach:</p> <ul style="list-style-type: none"> <li>Determine what the company can do to ensure it continues to uphold its excellent service to all staff.</li> <li>Develop an awareness kit entitled: 'Elders Inclusive Approach to Customer Service', and distribute to all branches.</li> <li>Seek events to demonstrate Elders commitment.</li> <li>Review and seek feedback from branches to staff to ensure adoption and momentum of the concept. (see <i>Making a difference box</i> below)</li> </ul>	<p>1 Elders (Internal focus group supported by management).</p>	<p>1</p> <ul style="list-style-type: none"> <li>Changes in customer service.</li> <li>Adaptation to the changing needs of clients.</li> <li>Bottom line profit and sales.</li> <li>Number of women in front line managerial positions.</li> </ul>	<p>1 1997 and ongoing.</p>	<p><i>Seeking feedback from clients via the customer service centre across NSW. Creche facilities supplied at Women of the Land Gathering in Cooma in October 1998. Branches involved in supplying client names to seek feedback.</i></p>
<p>2 Continue to implement Graduate Cadet Program which stemmed from the identification of a gap in Elders succession planning for up and coming managers. It has run since 1996.</p> <ul style="list-style-type: none"> <li>Select cadets from across Australia to develop leadership and managerial skills over a two year intensive training program.</li> <li>Select cadets on merit and not gender.</li> <li>Cadets undertake operational 'in the field' roles, coupled with academic studies examining all areas of the Elders business.</li> <li>Support cadets by state and head office managers in mentoring roles.</li> </ul>	<p>2 Elders (Human Resources group and State management groups).</p>	<p>2</p> <ul style="list-style-type: none"> <li>Number of women in management positions.</li> <li>Number of women in front line managerial positions eg. District wool and finance managers; Insurance and Real Estate people.</li> <li>Level of business development due to injection of new talents and ideas.</li> <li>General promotion and awareness of Elders through profiles of successful female employees.</li> <li>Commitment to further training and employee development.</li> </ul>	<p>2 1997 and ongoing.</p>	<p><i>Advertising in October 98 for next year's intake of Cadets.</i></p>



## Examples of making a difference

### Targeting women members NSW Farmers' Association

#### Features

The NSW Farmers' Association encourages all members to participate in the organisation. In recognition of the need to particularly encourage women, the Association has initiated several projects specifically targeting women as well as maintaining an environment which facilitates participation in general.

#### What makes a difference

- ★ In December 1997 the Association's radio program Primary Report featured women in the organisation. This program included a discussion between a number of women involved to varying degrees in the Association. Ideas were presented as to how to increase the involvement of women at all levels of the organisation. The participants also encouraged other women to become more actively involved in their organisation.
- ★ In 1998 the NSW Farmers' Association will be developing a package specifically directed towards women at branch and district council level. This package will contain advice on making meetings 'women-friendly', details of leadership programs, a list of contacts which may be useful to women members and a summary of the discussion on the Primary Report about Women in the Association.

#### Contact

Dee Wilkes-Bowes, NSW Farmers, 1 Bligh Street, Sydney NSW 2000 ☎(02) 9251 1700 Fax (02) 9221 6913.



*Jenny Wansey rounding up cattle on her farm at Borenore near Orange.*

### 'Family friendly' branches Elders

#### Features

- ★ The Elders internal group meets regularly to discuss what the company can do to ensure continued service excellence to all customers.
- ★ This group was instrumental in forming an awareness kit that has been distributed to all Elders branches. The kit is entitled 'Elders Inclusive Approach to Customer Service' and includes some surprising statistics relating to the role women play in the Elders business. In addition there are some good habits and tips for ensuring adoption of the concept.

#### What makes a difference

- ★ Tips mentioned in the kit include:  
Inclusive *over the phone* selling skills; refurbishment of branch appearances both external and internal; provision of child care facilities at field days and demonstration sites and development of client waiting areas to make them family friendly eg. use of a box of toys/books and coffee making facilities.
- ★ Another objective of the group is to seek out activities to demonstrate its commitment eg. Elders have agreed to sponsor child care at this year's 1998 Women of the Land Gathering in Cooma. Although this is a small step, as the saying goes - 'one has to crawl before one can walk'.
- ★ The group is now undertaking a continual review and seeking feedback from branches and staff to ensure adoption and momentum of the concept.
- ★ One staff member per branch will be nominated to report back to the group on any successes or events worthy of note through the Elders' national internal newsletter.
- ★ Support from Elders top state management is ensuring the new initiative is being accepted and adopted throughout Elder's businesses and outlets.

#### Contact

Anita Glenn, District Finance Manager, Elders NSW State Office, Dubbo NSW 2830 ☎(02) 6884 3700 Fax (02) 6884 5232.



## Goal 2 Women recognised as clients

### Objective 2.2 Greater recognition of women as clients by agricultural industries

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
<p>Develop the participation of women in specific industries.</p> <p><b>1 Dairy</b></p> <ul style="list-style-type: none"> <li>Establishing and maintaining Dairy women's groups with support for 6 monthly meetings.</li> <li>Including a dairy women's session at Annual Conferences of the NSW Dairy Farmers' Association.</li> <li>Holding inaugural Women in Dairying Conference.</li> <li>Revising membership rules of NSW Dairy Farmers' Association to include partners.</li> </ul>	<p><b>1</b></p> <ul style="list-style-type: none"> <li>NSW Dairy Farmers' Association.</li> </ul>	<p><b>1</b></p> <ul style="list-style-type: none"> <li>Percentage change in women actively participating in DFA at branch through to executive levels.</li> <li>Percentage change in women actively participating in DFA conferences.</li> <li>Change in women's membership in DFA.</li> </ul>	<p><b>1</b> 1997 and ongoing.</p>	<p><i>10 Women in Dairy groups formed. Women's session held at 1997 and 1998 DFA Conferences. Inaugural Women in Dairying Conference held in Nowra in May 1998. DFA membership rules changed to include partner at no extra cost. Two women sponsored to 2nd International Women in Ag Conference by NSW Dairy Corporation.</i></p>
<p><b>2 Cotton</b></p> <ul style="list-style-type: none"> <li>Encouraging women to actively participate in Cotton Australia conferences.</li> <li>Funding women representatives from each valley in NSW to attend industry meetings.</li> <li>Holding regular women's information days in each valley.</li> <li>Developing a data base of women in the industry (farmers, consultants, suppliers, marketers).</li> </ul>	<p><b>2</b></p> <ul style="list-style-type: none"> <li>Cotton Australia</li> <li>Cotton Australia and Cotton Research &amp; Development Corporation (CRDC)</li> </ul>	<p><b>2</b></p> <ul style="list-style-type: none"> <li>Percentage change in women actively participating in Cotton Australia conferences.</li> <li>Percentage change in women actively participating in Cotton Australia at branch through to executive levels.</li> <li>Accuracy of the database</li> </ul>	<p><b>2</b> 1998 and ongoing.</p>	<p><i>Female delegates are funded to attend meetings. There has been a rise from 2% to 40% in female representation at industry meetings. A new strategic plan to create more opportunities and pathways for women in the cotton industry is now being developed, co-convened by Cotton Australia and CRDC.</i></p>
<p><b>3 Horticulture</b></p> <ul style="list-style-type: none"> <li>Establishing a sponsorship program to support a young woman to study horticulture (vineyards) or a wine course at Charles Sturt University Riverina, working with the Nugan Group in holidays.</li> </ul>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>Nugan Group Pty Ltd.</li> </ul>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>Demand from young women.</li> <li>Follow up action by young women.</li> <li>Completion of courses by women.</li> </ul>	<p><b>3</b> 1999 and ongoing.</p>	



# Example of making a difference

## A checklist for including women as clients when planning activities

### MINDSET

- ☐ Are you treating people equally?
- ☐ Are you listening to the ideas, opinions and perceptions of both women and men?
- ☐ Are you recognising the varied skills, knowledge and experience of all clients?
- ☐ Are you acknowledging the varied and different learning needs of women and men?

### INCLUSIVE LANGUAGE

- ☐ Are you including everyone in written and spoken language?
- ☐ Is your language style consistent?
- ☐ Is your language culturally appropriate?

### ACCESS

- ☐ Have you thought about access for people with disabilities or families with prams?

### CHILD CARE

- ☐ Are there child care facilities at the venue?
- ☐ Are there casual child care facilities available?
- ☐ Does the local Council have Day Care services?

- ☐ Have you advertised child care contacts before the event?

### CONSULTING AND PLANNING

- ☐ Are women involved in the consultation process or in a planning group?
- ☐ Are you discussing with women appropriate format, venue and content?
- ☐ Have you asked if women want separate activities or combined activities?
- ☐ Do the speakers you have chosen reflect the needs of all your clients?
- ☐ Are speakers briefed to invite participation from women?
- ☐ Are women included as speakers?
- ☐ Does the activity address the priorities of all clients?

### TIMING

- ☐ Is the activity timed so that both farm partners can attend?
- ☐ Will it start and finish so children can be dropped off and collected from school?
- ☐ Can the school bus drop children at the venue?

### COSTS

- ☐ Is the cost affordable so both farm partners can attend? Is there a 'family fee'?

- ☐ Is additional funding or sponsorship available? Or has it been factored into the budget?

- ☐ Have you advertised that child care is available locally? Have you included contact details where parents can get more information?

### VENUE

- ☐ Is the venue appropriate to women?
- ☐ Is it accessible, comfortable and inviting?
- ☐ Is it used by the community for other activities?

### NETWORKING

- ☐ Have you referred to your own list of women clients?
- ☐ Have you asked women to invite other women?
- ☐ Are you sending information to relevant women's networks, organisations or groups?

### PROMOTION

- ☐ Are women targeted?
- ☐ Are you personally inviting women by telephone, word of mouth or letter?
- ☐ Is direct mail being sent to both farm partners?
- ☐ Is daytime television and radio being used?

- ☐ Is the community being informed through school newsletters and community notice boards?

### EVALUATION

- ☐ Are you encouraging feedback from all participants?
- ☐ Will you collect information on attendance and the relevance of the activity for future ideas?

*(Adapted from 'Valuing Women as Customers', Primary Industries, South Australia, 1998)*



*Onsite child care at Australian National Field Days 1995.*

## Goal 2 Women recognised as clients

### Objective 2.2 Greater recognition of women as clients by agricultural industries

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
<b>4 Rice</b> <ul style="list-style-type: none"> <li>• Hosting a rice industry seminar targeted at women growers.</li> <li>• Nominated branches providing women members with education/training on the industry.</li> <li>• Develop Family membership packages</li> <li>• Branches (in Murrumbidgee Irrigation Area) provide women members with monthly education/training sessions and meetings.</li> <li>• Target areas of interest to women in industry seminars and conferences.</li> <li>• Provide support for financial management/succession planning/agribusiness workshops in conjunction with other commodity groups and the Rural Assistance Authority.</li> </ul>	<b>4</b> <ul style="list-style-type: none"> <li>• NSW Rice Growers Cooperative Ltd.</li> <li>• Ricegrowers' Association of Australia (local branches).</li> <li>• Rice Marketing Board of NSW.</li> </ul>	<b>4</b> <ul style="list-style-type: none"> <li>• Percentage change in women actively participating in industries at branch through to executive levels.</li> <li>• Percentage change in women actively participating in industry conferences.</li> <li>• Level of family membership in industry associations/organisations.</li> <li>• Change in women's knowledge about the corporate, political and statutory arms of industry.</li> <li>• Increase in the number of women participating in meetings, on committees and at conferences.</li> <li>• Improved women's involvement in management planning and investments on and off farm.</li> </ul>	<b>4</b> 1997 and ongoing.	<i>10% increase in women attending branch meetings. Constructive and well informed input at all levels of the industry from women rice growers. Increased (10-15%) involvement and interest from rice industry women. 30% workshop attendees were women with professional and business presenters including Horticultural Council members.</i>
<b>5 Wool</b> <ul style="list-style-type: none"> <li>• Embrace the commitment and enthusiasm women woolgrowers possess with the establishment of the 'Women in Wool Consultative Group' (WIWCG).</li> <li>• Improve woolgrower communications by providing an effective two way communications mechanism between growers and The Woolmark Company.</li> <li>• WIWCG members report directly to The Woolmark Company Board Director.</li> <li>• Register women in their own right on The Woolmark Company's Grower Registration list.</li> </ul>	<b>5</b> <ul style="list-style-type: none"> <li>• The Woolmark Company.</li> </ul>	<b>5</b> <ul style="list-style-type: none"> <li>• WIWCG established with 9 women from woolgrowing States including NSW.</li> <li>• Changes in communications between growers and The Woolmark Company.</li> <li>• Change in women being acknowledged in their own surname in The Woolmark Company's Wool Register.</li> <li>• Number of women registering in the Wool Register.</li> </ul>	<b>5</b> 1997 and ongoing.  1998 and ongoing.	<i>First WIWCG convened and two way information/communications exchange facilitated. Reports of WIWCG meetings and activities given to appropriate Woolmark Company board members. Grower registration list now being updated.</i>



## Examples of making a difference

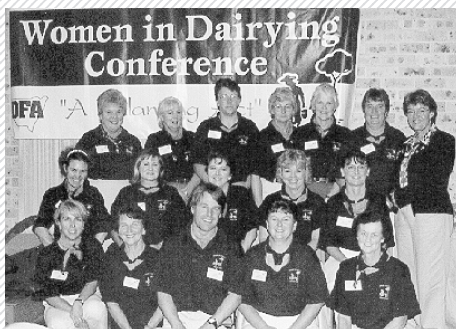
### Recognising women in the dairy industry NSW Dairy Farmers' Association (DFA)

#### What makes a difference

- ★ As 95% of dairy farms in NSW are husband and wife partnerships, the NSW DFA removed a barrier to women's participation by extending voting rights to one **free** additional membership per farm membership, and up to another three additional memberships at the minimum fee.
- ★ Meeting held in Sydney in January 1997 for representatives of Women in Dairying Groups to establish how the DFA could assist women's increased participation in industry activities.
- ★ Women's sessions were included in the DFA Annual Conference in 1997 and 1998.
- ★ The **inaugural Women in Dairying Conference, Nowra, May 1998** attracted 150 to 200 women and men.

#### Contact

Lucille Dunstan, NSW Dairy Farmers' Association, Level 7,  
179 Elizabeth Street, Sydney NSW 2000 ☎(02) 9295 5856  
Fax (02) 9261 2495.



*Organising Committee for the  
Inaugural Women in Dairying  
Conference held in Nowra NSW in  
May 1998*

### Encouraging women's participation Cotton Australia

The Cotton Australia Ltd Board has formally adopted an 'inclusion policy' to encourage women's participation in industry activities. It contains the following elements:

#### Features

- ★ All Cotton Australia (CA) convened meetings to be held during the day.
- ★ Child care will be available, or funding for child care will be available, for all CA convened meetings.
- ★ Cotton Grower Association delegations to CA convened meetings will include funding for a third (female) member.
- ★ CA Board members will be available as 'mentors' to women seeking an understanding of Board procedures and the role of directors.

#### Contact

Shelley Spriggs, Cotton Australia, Level 2, 490 Crown Street, Surry Hills NSW  
2010 ☎(02) 9360 8500 Fax (02) 9360 8555.



*Merrilie Slack-Smith, cotton farmer  
from Wee Waa.*

## Goal 2 Women recognised as clients

### Objective 2.3 Women accessing relevant affordable education and training programs

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
<b>1 Education/training of rural women</b> <ul style="list-style-type: none"> <li>Identify specific requirements for rural women and develop specific education/training programs that meet the needs of women.</li> <li>Identify barriers to women's participation and develop strategies to overcome these barriers.</li> <li>Develop communication strategies to market education/training programs to rural women.</li> <li>Establish monitoring procedures on the number of women accessing education/training programs.</li> </ul>	<b>1 Education/Training providers.</b> <ul style="list-style-type: none"> <li>NSW TAFE including Aboriginal Education Development.</li> <li>Adult and Community Education.</li> <li>NSW Agriculture colleges (Tocal and Murrumbidgee) and programs such as Farming for the Future.</li> </ul>	<b>1</b> <ul style="list-style-type: none"> <li>Change in rural women participating in education and training programs.</li> <li>Development of strategies to target and meet rural women's needs.</li> <li>Change in the number of gender friendly marketing and promotional materials.</li> </ul>	<b>1</b> 1998 and ongoing	<i>Western Institute of TAFE Women's Strategy Group formed. Action Plan to mirror National and NSW Action Plans in draft form.</i>
<b>2</b> <ul style="list-style-type: none"> <li>Investigate allowances for child care, travel and accommodation as a component of funding support for education/training programs.</li> </ul>	<b>2</b> <ul style="list-style-type: none"> <li>NSW Rural Assistance Authority through the <i>Farmbis</i> initiatives.</li> </ul>	<b>2</b> Change in number of educational/training programs which provide supported child care, travel and accommodation allowances.	<b>2</b> 1998 and ongoing	



## Examples of making a difference

### Koori mums program North Coast Institute of TAFE

#### **Koori mums Program – Aboriginal mothers participating in the early intervention education of their children**

Under the guidance of a general education teacher from Forster/Tuncurry TAFE, Aboriginal mothers participated in their children's primary school classes. Mothers came to a better understanding of their children's schooling and ways in which they could support them. This included input into teaching, and school management decisions. The Koori Mums program demonstrated the process of forging, developing and implementing education and community links and partnerships to increase the literacy and numeracy gains of young Aboriginal students and their parents.

#### **Features**

- ★ Mothers attended school classes one day per week for three months.
- ★ The TAFE teacher attended and supported the mothers' literacy and numeracy needs.
- ★ School teachers and management actively sought the feedback and views of the participating mothers.
- ★ Children's learning improved significantly.
- ★ Teachers modified programs based on their learning from the Koori Mums program.
- ★ An unexpected outcome - several mothers gained employment.

#### **What makes a difference**

- ★ Education (schools, TAFE and community, local land councils and Department of Community Services) cooperation.
- ★ Young mothers were empowered to contribute to their children's education.
- ★ It improved cross cultural communication and awareness.
- ★ Cross generation learning was a strategic objective of the program.
- ★ Teachers embraced a key aspect of Aboriginal culture - cooperative learning.

#### **Contact**

Margo Sherring, Forster/Tuncurry TAFE, PO Box 61, Tuncurry  
NSW 2428 ☎ (02) 6554 5422 Fax (02) 6554 5575.

### Working with Aboriginal women NSW Agriculture

#### **NSW Agriculture's Murrumbidgee College of Agriculture's Aboriginal Rural Training Program ~ Working with Women**

#### **Features**

- ★ Close consultation with Aboriginal and Torres Strait Islander (ATSI) communities must occur to ensure effective program development. By developing a relationship of trust, confidence and understanding with communities, programs are more easily designed to meet the needs of women.
- ★ Key local Aboriginal women are consulted and involved.
- ★ Trainers develop a strong relationship with Aboriginal women participants by visiting them in their communities.
- ★ Time is spent identifying current needs and implementing culturally appropriate delivery strategies.
- ★ 'Hands-on' activities including one-to-one and group activities are preferred learning strategies.
- ★ Promotional material has high visual impact with limited text and includes photographs of Aboriginal women role models. Word of mouth is a primary promotional strategy which results from the development of close relationships.

#### **What makes a difference**

- ★ Maintaining close consultation to ensure that programs are: relevant, flexible in delivery, culturally appropriate, practical, 'hands-on' and meaningful.
- ★ Taking the time to develop trusting and meaningful relationships.
- ★ Developing personal relationships with an Aboriginal woman in the group, or someone who has already earned their trust and can introduce us to the group.
- ★ Using appropriate language.
- ★ Programs which are integral to the community's needs as a whole and are more than 'walk in, deliver and walk out'. Ongoing empathy, mentoring, coaching and support mechanisms are essential during and after program delivery.

#### **Contact**

Wayne McPherson, Coordinator, Aboriginal Rural Training Program, Murrumbidgee College of Agriculture, Yanco ☎ (02) 6951 2696 Fax (02) 6951 2600, Email: wayne.mcpherson@agric.nsw.gov.au.

*Murrumbidgee College of Agriculture was the winner of the inaugural National Indigenous People's Training Award.*

## Goal 3 Women's participation in the rural sector increased

### Objective 3.1 Women accessing information and opportunities

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 <ul style="list-style-type: none"> <li>Develop a rural women's internet site.</li> <li>Publish relevant documents such as the Country Web newsletter on the internet site.</li> </ul>	1 NSW Agriculture/RWN.	1 <ul style="list-style-type: none"> <li>A RWN internet site established.</li> <li>Number of women accessing the site.</li> <li>Relevant documents accessible on the site.</li> </ul>	1 1998 and ongoing.	<i>Site established and feedback being sought. <a href="http://www.agric.nsw.gov.au/rwn">www.agric.nsw.gov.au/rwn</a>. Country Web #16 and #17 is now on the www site.</i>
2 Continue to support the concept and principles of annual Women of the Land Gatherings (WOLG) by: <ul style="list-style-type: none"> <li>ensuring the WOLGs move geographically around the State;</li> <li>assisting with planning;</li> <li>providing in-kind sponsorship;</li> <li>reproducing the brochure in the Country Web; and</li> <li>giving an annual RWN report, participating actively with displays, speaking at or running workshops.</li> </ul>	2 NSW Agriculture's Rural Women's Network (RWN). RWN State Advisory Committee.	2 <ul style="list-style-type: none"> <li>Continuation of WOLGs held annually around NSW.</li> <li>NSW Agriculture's RWN continues to actively assist community WOLG committees through in-kind support.</li> <li>The WOLG brochure is reproduced in the Spring edition of the Country Web each year.</li> <li>Number of WOLG activities with which the RWN is involved.</li> </ul>	2 1998 and ongoing.	<i>1998 WOLG to be held in Cooma (1999 in Moree). RWN assisted with contacts and support. WOLG program and registration form incorporated into Spring Country Web (19,000 copies printed). RWN annual feedback report at WOLGs. RWN to have a display and demonstrate www site.</i>
3 NSW Agriculture's Rural Women's Network (RWN) community based State Advisory Committee (SAC) continues to represent rural women from different networks and regions. The SAC meets three times each year: <ul style="list-style-type: none"> <li>providing input, consultation and policy development advice from rural women's organisations and other interested parties;</li> <li>providing a sounding board on rural women's issues; and</li> <li>assisting the RWN in determining priorities and developing strategies on rural women's issues.</li> </ul>	3 NSW Agriculture/RWN. RWN State Advisory Committee.	3 <ul style="list-style-type: none"> <li>RWN SAC membership represents rural women from different networks and regions across NSW.</li> <li>Input, consultation and policy development from rural women's organisations provided at each SAC meeting.</li> <li>SAC used regularly as a sounding board for rural women's issues.</li> <li>SAC input to priority setting and RWN strategies.</li> </ul>	3 Ongoing.	<i>Current SAC membership includes geographic representation from Cobar, Scone, Morisset, Wee Jasper, Bathurst, Inverell, Cooma and Jerilderie and Network representation from Landcare, Rural Lands Protection Boards, Aboriginal women, CWA, NSW Premier's Council for Women, NSW Farmers', Rural Financial Counselling, Western Division and the Minister for Agriculture. In 1998 SAC members provided input to the NSW Action Plan, RWN Review, Child care Review and represented rural women on a number of committees and forums.</i>

## Examples of making a difference

### Women participating in information technology TAFE NSW

This project was part of an Australian National Training Authority funded program which focussed on current students, employers and training providers in three key areas: Non-English Speaking Background, Aboriginal, and Women in Transition. This particular project held in the New England region, aimed to identify and remove barriers to women's participation in Information Technology (IT) both at entry level and higher level training.

#### Features

- ★ Focus groups were used, with the initial contact being followed up at various stages during the project.
- ★ Groups were targeted though local networks and by word of mouth.
- ★ Meetings were held in appropriate venues.
- ★ All forms of media were used in advertising.
- ★ Cross agency groups were formed.

#### What makes a difference

- ★ Direct relevance of information gathering ie. participating women have greater access to appropriate training and employment opportunities in the IT field.
- ★ Information was easy to access – both in terms of where it was available, and how it was worded.
- ★ Women's needs were identified and catered for eg. venue and childcare.

#### Contact

Sue Bailey, Women's Strategy Officer, New England Institute of TAFE,  
☎(02) 6768 2244 Fax (02) 6766 9009.

### *The Country Web* newsletter NSW Agriculture's Rural Women's Network

#### Features

- ★ *The Country Web* is an issues-based newsletter for rural women and their families. Past issues covered include: finance and value-adding; women's health; work and employment; cultural diversity; technology; the environment; women in agriculture; isolation; education; the law; older and wiser; women in decision making; and natural resources.
- ★ The newsletter provides an important avenue for communication for rural women, government and non government agencies to exchange information and inform the rural sector about the services they offer.
- ★ 19,000 copies are produced three times a year, in two colour A4 format and is usually about 36 pages in length.
- ★ There are 13,000 individuals on the mailing list, organisations receive *bulk* mailouts, and through events such as field days and women's days.
- ★ It is funded, produced and distributed by NSW Agriculture through the Rural Women's Network.

#### What makes a difference

- ★ The publication is free.
- ★ There is no advertising.
- ★ It is written in a reader-friendly style with an editorial balance of letters, poetry, stories, articles and general information; the emphasis is on short articles, maintaining a balance between serious and light content.
- ★ Rural women and service providers contribute to the content.
- ★ There is an emphasis on topics of interest to rural women, but many articles also appeal to both women and men.
- ★ Promotional material relevant to rural women can be inserted for a small fee.
- ★ It is apolitical.

#### Contact

Rural Women's Network,  
NSW Agriculture  
☎(02) 6391 3616  
Fax (02) 6391 3650.





## Goal 3 Women's participation in the rural sector increased

### Objective 3.1 Women accessing information and opportunities

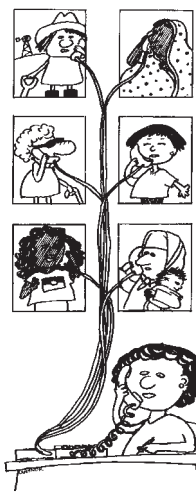
Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
4 Promote the NSW Women's Grants program. <ul style="list-style-type: none"> <li>Fund community projects for rural women.</li> <li>Conduct information sessions in rural locations (Wagga Wagga and Tamworth).</li> </ul>	4 Department for Women (DFW).	4 <ul style="list-style-type: none"> <li>Number of applications from rural women's organisations.</li> <li>Number of successful grants for rural women.</li> <li>Good practice models from Grants funded projects which promote women's participation in the rural sector.</li> </ul>	4 June 1997 and ongoing.	<i>Women's Grants Program allocated 34.8% to rural/ regional projects. (\$449,591 ~ 1997-1998). Women's Grants Expo held at Parliament House and regional sessions at Wagga and Tamworth.</i>
5 Update the Directory of Women's organisations in a range of formats (eg. on disk and the internet) including the addition of 130 information sheets on organisations and issues on the Department for Women's Home Page.	5 Department for Women (DFW).	5 Number of visits to home page.	5 1998.	<i>DFW website is developing Factfiles of info sheets on organisations &amp; issues &amp; a database of organisations.</i>
6 Improve promotion of the Women's Information and Referral Service (WIRS). <ul style="list-style-type: none"> <li>Design and prepare editorials and advertise in some regional newspapers and The Land.</li> <li>Design a poster specifically for Aboriginal and Torres Strait Islander (ATSI) women.</li> <li>Develop an outreach project for the Department for Women (DFW).</li> <li>Ensure the DFW's calendar includes rural women's events and activities.</li> <li>Distribute DFW's Calendar and requests for information on events to all regional libraries, Country Women's Associations and other rural women's organisations.</li> </ul>	6 Department for Women.	6 <ul style="list-style-type: none"> <li>Number of calls from rural women.</li> <li>Number of calls from Aboriginal and Torres Strait Islander (ATSI) women.</li> <li>Number of entries on calendar from rural groups.</li> <li>Rural networks included on calendar distribution list.</li> </ul>	6 July 1998 and ongoing.	<i>In 1997 WIRS initiated a promotional campaign targeting rural women using rural radio &amp; print media &amp; widely distributing the Calendar. WIRS attended annual Women of the Land Gatherings, 1997 Team Up &amp; Prosper Forum, activities in the Central West, produced the rural friendly 'Key Phone List', The Land women's supplement &amp; ATSI poster.</i>
7 Foster better relations between the NSW Environment Protection Authority and rural communities through women. <ul style="list-style-type: none"> <li>Increase rural input to policy development and decision making processes.</li> <li>Inform women about the EPA and relevant programs and opportunities.</li> </ul>	7 NSW Environment Protection Authority	7 Change in women's participation in policy development and decision making processes of EPA.	7 1998 and ongoing	

## Examples of making a difference

### Women's information & referral service (WIRS) NSW Department for Women

#### Features

- ★ The 'Key Phone List' is a booklet of names and phone numbers of a range of services.
- ★ People who don't speak English can also ring WIRS and say which language they speak. The WIRS Officer will call the Translating & Interpreting Service (TIS) and organise a woman interpreter. This can take about 10 minutes.
- ★ TTY stands for teletypewriter, and is used by people with hearing and/or speech impairment. TTY numbers will only work with a TTY. They do not work with a phone.
- ★ The 1800 number is a FREE call.
- ★ WIRS topics include:
  - Aboriginal & Torres Strait Islander
  - adoption
  - business & professional
  - Centrelink
  - children & parenting
  - complaints (about service providers)
  - counselling, caring & support services
  - disability
  - domestic violence
  - drugs & alcohol & gambling
  - education & training
  - financial
  - health
  - legal
  - lesbian & gay
  - migrant
  - rural women
  - seniors
  - work
  - youth



# RING US!

#### Women's Information & Referral Service

☎ 1800 817 227

TTY 1800 673 304

Fax: 02 9334 1023

[http://](http://www.women.nsw.gov.au)

[www.women.nsw.gov.au](http://www.women.nsw.gov.au)



### NSW Agriculture's Rural Women's Network and its State Advisory Committee



*The 1995 Australian National Field Days, Orange ~ Women in Agriculture guest exhibit was coordinated by NSW Agriculture's RWN and members of the State Advisory Committee.*



*Past and current State Advisory Committee members and staff.*

The Rural Women's Network (RWN) is a program within NSW Agriculture. RWN works with rural women and their families to:

- ★ provide information and referrals;
- ★ consult on important issues;
- ★ address their concerns and needs;
- ★ develop projects with other agencies;
- ★ promote the participation of rural women;
- ★ build communication networks; and
- ★ advise on policy.

The RWN State Advisory Committee (SAC) is a community based advisory team with representatives from different networks & regions.

The Committee is co-chaired by Dr Kevin Sheridan, Director General of NSW Agriculture & Mrs Pat Le Lievre, Cobar.

The Committee meets 3 times each year to:

- ★ enable appropriate input, consultation and policy development advice from rural women's organisations and other interested parties;
- ★ provide a sounding board on rural women's issues; and
- ★ assist the RWN in determining priorities and developing strategies.

#### Contact

RWN, NSW Agriculture, Locked Bag 21  
Orange NSW 2800 ☎ (02) 6391 3620.

## Goal 3 Women's participation in the rural sector increased

### Objective 3.1 Women accessing information and opportunities

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Run interpersonal communications training programs and seminars.	1 <ul style="list-style-type: none"> <li>• NSW Country Women's Association (CWA).</li> <li>• NSW Women in Agriculture Inc. (NSW WiA).</li> </ul>	1 <ul style="list-style-type: none"> <li>• Number of women accessing training programs in NSW CWA and NSWWiA.</li> </ul>	1 1998 and ongoing.	<i>CWA continues to train women in meeting procedure and chairmanship for participation at local, regional and state levels.</i>

### Objective 3.2 Women actively involved in value adding, agribusiness and diversification

Strategies	Responsibility	Performance Indicators	Timeline	Progress to date
1 Initiate an AgExpo for Emerging Opportunities at Cowra. <ul style="list-style-type: none"> <li>• Identify needs, emerging opportunities and contacts.</li> <li>• Plan/organise and promote a comprehensive program and attract sponsorship.</li> </ul>	1 Planning Team of: <ul style="list-style-type: none"> <li>• Cowra rural women;</li> <li>• RWN and Farming for the Future (NSW Agriculture);</li> <li>• State and Regional Development; BECs; and</li> <li>• Western Institute of TAFE.</li> </ul>	1 <ul style="list-style-type: none"> <li>• Number of women attending.</li> <li>• Number of women presenting and displaying products.</li> <li>• Media coverage.</li> </ul>	1 20 March 1999	<i>Planning team set up and program planned for speakers, workshops and interactive displays.</i>
2 Establish a State Agricultural & Environment Committee.	2 NSW Country Women's Association (CWA)	2 State Agricultural & Environment Committee set up.	2 1997 and ongoing	<i>Lobbying - Native Vegetation and Hunter Valley pollution.</i>
3 Develop national program 'Women Working for Wool' (WWW) workshops. <ul style="list-style-type: none"> <li>• Women assist with development of a shared vision for the wool industry.</li> <li>• Develop a dynamic program targeting women woolgrowers, especially younger women.</li> <li>• Consult with NSW women's networks to promote the program widely.</li> </ul>	3 The Woolmark Company / Women in Wool Consultative Group (WIWCG).	3 <ul style="list-style-type: none"> <li>• Women's input to shared vision for wool industry.</li> <li>• Number of women participating in WWW workshops (target ~ minimum 15 women at each).</li> <li>• Number of younger women participating in workshops</li> <li>• Repeat attendances at workshops.</li> </ul>	3 1999 and ongoing	<i>Pilot program to be launched early 1999.</i>
4 Encourage women woolgrowers to participate in national wool Producer Initiated Research and Development projects (PIRDs).	4 The Woolmark Company/ WIWCG.	4 Change in women participating in PIRDs and adopting innovative on-farm practices.	4 1999 and ongoing	<i>PIRDs encouraging women to establish their own PIRD. (Women make up 20% of 32 PIRD groups).</i>
5 Market woolgrower workshops (Pricemaker, The Wool Game) to women woolgrowers.	5 The Woolmark Company/ WIWCG.	5 Change in women attending workshops and using techniques.	5 1999 and ongoing	<i>50% of workshop attendance is women.</i>



## Examples of making a difference

### Outback and In Touch weekend

**Partnership: Royal Flying Doctor Service, Western Institute of TAFE, Far West Mental Health**

This project was conducted by the Western Institute of TAFE, in conjunction with the Far West Mental Health and Royal Flying Doctor Service. 30 Women from the far west, in northwest NSW attended a weekend workshop at Urisino Station in the Far West of NSW.

#### Features

- ★ Participants' needs were surveyed prior to the workshop, and the program customized accordingly.
- ★ The isolated rural women attending were accommodated and catered for during the program by Urisino farmstay with the combined efforts of the three agencies.
- ★ Many different workshops were covered, with topics including the breadth of responsibilities of the three agencies.
- ★ Follow up information, opportunities and pathways were provided with each workshop.
- ★ Networking and social opportunities were integral to the program.

#### Contact

Royal Flying Doctors Service, PO Box 463, Broken Hill NSW 2880  
 ☎ (08) 8080 1777 Fax (08) 8088 4308.



*Cath Green at the Outback and In Touch 'al fresco' workshop, Urisino Station, Far Western NSW.*

### Training for women working in community based organisations

**Albury/Wodonga Continuing Education Centre**

The Albury/Wodonga Continuing Education Centre was funded in 1997-1998 with \$60,000 to provide training for women working in community based organisations, to enhance their ability to provide information about vocational education and training options. The project also aims to enhance the skills, confidence and career prospects of agency workers in the region and women who have little access to professional development.

#### Features

Training provided to community workers included:

- ★ Community information workers course;
- ★ Advanced communication skills (incorporating cross-cultural awareness training);
- ★ JobClub counsellor training;
- ★ Recognition of prior learning assessor training;
- ★ Certificate in Applied Women's Studies modules;
- ★ Domestic violence training; and
- ★ Understanding the training system.

#### Contact

Women's Information and Referral Service, ☎ free call 1800 817 227  
 Fax (02) 9334 1023.



*Department for Women's Grants Information Day, Tamworth 1998. L to R: Barbara Ball (Burren Junction), Jo Lane (Narrabri) Jenny Croft (Spring Ridge).*