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Add. Est. 2000-2001

AGREEMENT

between

COMMONWEALTH OF AUSTRALIA

as represented by
The Office of the Status of Women
in the
Department of the Prime Minister and Cabinet

and

**THE YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF
AUSTRALIA INC LTD**

in respect of
**Funding for the Provision of National Secretariat Services
under the 1999-00 National Women's Non-Government Organisations
Funding Programme**

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THIS AGREEMENT is made on the 14 day of April 1992000

BETWEEN the **COMMONWEALTH OF AUSTRALIA** represented by the Office of the Status of Women in the Department of the Prime Minister and Cabinet ("**the Commonwealth**")

AND

THE YOUNG WOMEN'S CHRISTIAN ASSOCIATION INC incorporated under the laws of the State of Victoria, the registered office of which is situated at the Corner of Officer and Rutherford Crescents Ainslie ACT 2602 ("**the Organisation**").

WHEREAS:

- A. The National Women's Non-Government Organisations ("NGOs") Funding Programme administered by the Office of the Status of Women ("OSW") in the Department of the Prime Minister and Cabinet ("the Department") provides funding for the provision of National Secretariat Services by selected national women's NGOs Secretariats ("National Secretariats"). Except for the first year in which funding is pro-rated to \$75,000, National Secretariats will be funded at \$100,000 a year until 30 June 2002, subject to satisfactory quarterly reviews, for the provision of National Secretariat Services.
- B. The Organisation, a national women's NGO, has put forward a proposal to the Department for funding as a National Secretariat.
- C. On the basis of the information presented in the proposal, the Department has assessed the Organisation as meeting the National Women's NGOs Funding Programme criteria and has selected the Organisation as a National Secretariat.
- D. The Organisation recognises the need for the maintenance of budgetary and accounting controls for the Funding, as set out in this Agreement, to ensure proper accountability for the use and expenditure of the Funds.
- E. The Commonwealth agrees to provide the Funds to the Organisation, and the Organisation agrees to accept responsibility for the administration of the Funds, on the terms and conditions set out in this Agreement.

NOW IT IS HEREBY AGREED AS FOLLOWS:

1. Definitions and Interpretations

1.1 In this Agreement, unless the contrary intention appears:

Agreement Material means all Material (including Commonwealth Material) brought or required to be brought into existence as part of, or for the purposes of, performing the National Secretariat Services, but not limited to documents, equipment, information or data stored by any means;

Agreement Price means the sum of money specified in Schedule 1 that the Commonwealth shall pay the Organisation for the performance of the National Secretariat Services;

Audited Financial Report means a full report of the Organisation's financial situation and transactions which have been examined by an independent person who has recognised accounting qualifications;

Budget means the budget for the expenditure of the Funding set out in Schedule 1;

Calendar Year means the year commencing 1 January in one year and ending on 31 December in that year except for the 1999 calendar year which for the purposes of this Agreement commences on 1 October 1999 and ends 31 December 1999.

Commonwealth Material means any Material provided by the Commonwealth to the Organisation for the purposes of this Agreement or which is copied or derived from Material so provided;

Department means the Commonwealth Department of the Prime Minister and Cabinet;

Financial year means the financial year commencing 1 July in one year and ending on 30 June the next following year, except for the financial year for 1999-2000 which for the purposes of this Agreement commences on 1 October 1999 and ends 30 June 2000;

Funds or Funding means the funds payable to the Organisation by the Commonwealth in accordance with this Agreement;

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Funding Period means the period from 1 October 1999 until 30 June 2002 or the termination of this Agreement, whichever is earlier;

Intellectual Property includes all copyright and neighbouring rights, all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), registered designs, trade secrets and know how and circuit layouts, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields;

Material includes documents, equipment, software, goods and any medium whatsoever in which information is embodied;

National Secretariat Services means:

- (a) the provision of policy advice to Government on policy matters;
- (b) consultation with a broad cross-section of women; or
- (c) the dissemination of information to a broad cross-section of women, and the community in general, about the availability of services and a description of government initiatives;

in relation, but not limited to, some or all of the following policy areas:

- (d) women's economic security, including retirement incomes;
- (e) labour force issues for women;
- (f) women in leadership and decision making;
- (g) legal issues for women and protection of the law; and
- (h) international issues for women.

OSW means the Commonwealth Office of the Status of Women;

Outcomes means the outcomes set out in Schedule 1;

Parties means the Commonwealth and the Organisation;

Programme means the National Secretariat (Stream 1) funding component of National Women's Non-Government Organisations Funding Programme administered by OSW in the Department;

Programme Objectives are, for Stream 1 to support broadly representative, effective and viable national women's non-government organisations which contribute actively to government policies and strategies affecting women; and enable a diverse range of women's views to be considered. Stream 1 funding will support the achievement of these objectives through the provision of National Secretariats to provide policy advice, consultation and information services, supported by sound governance, relevant to government policy priorities for women in areas, including but not limited to, economic security (including retirement income), labour force issues for women, women in leadership and decision making, international issues for women and legal issues for women and the protection of the law;

Quarter means each of the following periods during the Funding Period:

- (a) 1 July to 30 September;
- (b) 1 October to 31 December;
- (c) 1 January to 31 March; and
- (d) 1 April to 30 June.

Year 2000 Compliance means in relation to software or equipment, that neither performance nor functionality of the software or equipment is affected by dates prior to, during or after the year 2000. In particular, but without limiting the foregoing:

- (a) no value for the current date will cause any interruption in the operation of the software or equipment;
- (b) date based functionality must behave consistently and correctly for all dates, and the change to or from any date, prior to, during or after the year 2000, including without limitation:
 - (i) 9 September 1999;
 - (ii) 31 December 1999;
 - (iii) 1 January 2000;
 - (iv) 29 February 2000; and
 - (v) 31 December 2000;
- (c) in all interfaces and data storage, the century in any date must be specified either explicitly or by unambiguous algorithms or inferencing rules;

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2/1/00
3/1/00

- (d) the Year 2000 must be recognised as a leap year in terms of handling both 29 February and day 366;
- (e) the software and equipment must be able to interface with and continue to operate when interfaced with any Related Products, whether that Related Product references years before and after the end of 1999 by two or four digits; and

Within the meaning of Year 2000 Compliance:

- (a) "**Calculation**" includes, but is not limited to, the calculation, comparison, sequencing and any combination required, which accommodates same century and multi century formulae and data values and date data interface values such as leap year calculations and date data century recognition; and
- (b) "**Related Product**" means any item of equipment, software, firmware, microcode, protocol or system that the software or equipment:
 - (i) shares information with relating to Calculations; or
 - (ii) operates with to complete a function involving the recording of an interval of time.

1.2 In this Agreement, except where the context otherwise requires:

- (a) words importing a gender include any other gender;
- (b) words in the singular number include the plural and words in the plural number include the singular;
- (c) clause headings are for convenient reference only and have no effect in limiting or extending the meaning of the provisions to which they refer;
- (d) all references to dollars are to Australian dollars;
- (e) where any word or phrase has a defined meaning, any other part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning;
- (f) the Schedules and any attachments form part of this Agreement;
- (g) where any conflict arises between the terms and conditions contained in the clauses of this Agreement and any part of the Schedules (and attachments if any), the terms and conditions of the clauses prevail; and

- (h) where any conflict arises between any part of the Schedules and any part of an attachment, the Schedules prevails.

2. Term

- 2.1 This Agreement shall commence on the date the Parties sign the Agreement and shall, subject to clause 2.2, be for a period of less than 3 years ending on 30 June 2002.
- 2.2 At the end of each financial year during the Agreement the Commonwealth will review the Organisation to ensure that it has achieved all Outcomes required under Schedule 1. In undertaking the review, the Commonwealth may use any relevant material it wishes, including without limitation:
 - (a) the reports which the Organisation has provided to the Commonwealth in the past 12 months in accordance with Clause 7 of this Agreement;
 - (b) any other relevant material including material which it requires the Organisation to provide for the purpose of this review;
 - (c) surveys of women who are recipients of National Secretariat Services; and
 - (d) interviews with employees of the Organisation.
- 2.3 The Parties agree that the Funding for the second year and the third year will in each case be made available by the Commonwealth to the Organisation only upon the Commonwealth being satisfied from the review undertaken in accordance with clause 2.2 that the Organisation has satisfactorily achieved the agreed objectives and Outcomes for the previous financial year.

3. Provision of National Secretariat Services

The Organisation shall carry out the National Secretariat Services.

4. Payment of Funding

- 4.1 Subject to Parliamentary appropriation and subject to this Agreement, the Commonwealth shall pay the Funds to the Organisation at the times and in the manner specified in Schedule 1.
- 4.2 Where monies are not fully expended at the end of each financial year, then the Commonwealth will in its absolute discretion determine whether:

- (a) the monies unexpended in that financial year may be carried forward and used in addition to the monies committed by the Commonwealth for the following financial year; or
- (b) the monies unexpended in that financial year must be offset against the amount committed by the Commonwealth for the following financial year.

4.3 At the end of the Funding Period all unexpended monies must be dealt with in accordance with clause 20.

5. Use of Funds

5.1 The Organisation shall use the Funds only:

- (a) to provide the National Secretariat Services; and
- (b) to meet the Outcomes in Schedule 1;
- (c) in accordance with the Budget; and
- (c) during the Funding Period.

5.2 The Organisation shall not commit any part of the Funds for expenditure, which is likely to occur after the end of the Funding Period.

5.3 The Organisation shall not seek core funding for national secretariat services from any other Commonwealth, State, Territory or Local government agency or department during the Funding Period.

5.4 Notwithstanding clause 5.3, if the Organisation receives additional funding from any other Commonwealth, State, Territory or Local government agency or department during the Funding Period, they must notify the Department in writing full details of the additional funding.

6. Management of Funds

6.1 The Organisation shall:

- (a) deposit on receipt, and hold, the Funds in a bank account controlled solely by the Organisation, which may not be used for any other purpose;
- (b) ensure that money cannot be withdrawn or transferred from the account without the signatures of at least two office holders of the Organisation; and

(c) notify the Commonwealth of the identifying details of the account.

6.2 The Organisation shall keep proper accounts and records of its transactions and affairs in relation to the use of the Funds, separately from other accounts and records of the Organisation, in accordance with accounting principles generally applied in commercial practice and as required by law, and shall ensure that all payments out of its moneys are correctly made and properly authorised and adequate control is maintained over the incurring of liabilities.

6.3 Moneys earned by the Organisation from interest on the Funds shall be used and dealt with by the Organisation as if those moneys earned were part of the Funding.

7. Reports

The Organisation agrees to provide the Commonwealth:

- (a) within 60 days of the end of each calendar year a detailed report on the activities of the Organisation during the preceding calendar year, which includes but is not limited to:
 - (i) the annual report of the Organisation; and
 - (ii) any other matter relevant to the performance of the National Secretariat Services under the Agreement;
- (b) within 60 days of the end of each financial year a detailed report on the activities of the Organisation during the preceding financial year, which includes but is not limited to:
 - (i) an Audited Financial Report which certifies that Funds received during the preceding financial year by the Organisation under this Agreement have been expended in performance of the Organisation's obligations under this Agreement; and
 - (ii) any other matter relevant to the performance of the National Secretariat Services under the Agreement;
- (c) at the completion of each quarter, a quarterly report on progress against the outcomes contained in Schedule 1;

- (d) within 30 days of the end of the Funding Period:
 - (i) a final report setting out details of the final Outcome of the Programme with details of both qualitative and quantitative outputs and showing how the Organisation has achieved all of the agreed Outcomes; and
 - (ii) an Audited Financial Report which certifies that Funds received by the Organisation under this Agreement have been properly expended in the performance of the National Secretariat Services; and
- (e) any other information that the Commonwealth may from time to time notify the Organisation in writing that it requires.

8. Performance Monitoring by the Commonwealth

- 8.1 The Commonwealth will monitor the ongoing performance of the National Secretariat Services.
- 8.2 To assist the Commonwealth in the monitoring of the ongoing performance of the National Secretariat Services, the Commonwealth :
 - (a) will:
 - (i) use the reports provided under clause 7; and
 - (ii) use assessments of the Organisation made by the Commonwealth's officers; and
 - (b) may:
 - (i) at any time commission or conduct a more detailed evaluation of the Organisation's delivery of the National Secretariat Services; and
 - (ii) use any other source of information.
- 8.3 The Organisation agrees to provide all reasonable assistance to and cooperation with the Commonwealth in carrying out any of its functions under clause 8.1.
- 8.4 If as a result of its monitoring of the Organisation under sub-clause 8.1 the Commonwealth concludes that the performance of the National Secretariat Services is unsatisfactory it may notify the Organisation that it requires it to implement a remedial plan, and upon receiving such notification, the Organisation must implement a remedial plan as approved by the Commonwealth.

8.5 If the Organisation does not comply with a notification of the Commonwealth under sub-clause 8.4, the Commonwealth may exercise its rights under clause 18.

9. Dispute Resolution

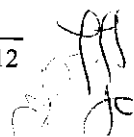
- 9.1 Subject to clause 9.4, before resorting to external dispute resolution mechanisms, the parties shall attempt to settle by negotiation any dispute in relation to this Agreement including by referring the matter to personnel who may have authority to intervene and direct some form of resolution.
- 9.2 If the dispute is not settled by the parties within 10 business days of one party first sending to the other party written notice that they are in dispute, the dispute may be the subject of court proceedings or may be submitted to some alternative dispute resolution mechanisms as may be agreed in writing by the parties.
- 9.3 Notwithstanding the existence of a dispute, each party shall continue to perform its obligations under this Agreement.
- 9.4 A party may commence court proceedings relating to any dispute arising from the Agreement at any time where that party seeks urgent interlocutory relief.
- 9.5 This clause 9 shall survive the termination and expiration of this Agreement.

10. Eligibility

The Organisation must immediately notify the Commonwealth in writing if it becomes aware of any matter which may affect its eligibility to continue as a Funding recipient or its capacity to comply with the provisions of this Agreement.

11. Access to premises and records

- 11.1 The Organisation shall, at all reasonable times, give to persons authorised in writing by the Commonwealth, access to premises occupied by the Organisation where the National Secretariat Services are being undertaken and shall permit those persons to inspect and copy the performance of the National Secretariat Services and any Agreement Material or other Material relevant to this Agreement.



11.2 The Organisation must:

- (a) allow properly authorised officers and agents of the Auditor-General reasonable access on reasonable notice during normal working hours to the Organisation's personnel, premises, equipment, systems and documentation for the purposes of any audit being conducted under the *Auditor-General Act 1997*; and
- (b) co-operate fully with the persons referred to in paragraph (a) and respond promptly to, and comply with, any reasonable request from them.

12. Material

- 12.1 Ownership of Agreement material, including Intellectual Property, is specified in Schedule 2 of the Agreement.
- 12.2 Ownership of Agreement Material not described in Schedule 2 vests at all times in the Commonwealth unless otherwise agreed between the parties.

13. Disclosure of Information

- 13.1 The Organisation agrees not to disclose to any person other than the Commonwealth, any information relating to this Agreement without prior approval in writing from the Commonwealth.
- 13.2 The Commonwealth may impose any conditions or restrictions it considers appropriate when giving its approval under clause 13.1.
- 13.3 The Commonwealth may at any time require the Organisation to give, and to arrange for its officers, employees, agents and subcontractors engaged in the performance of the National Secretariat Services to give, undertakings in writing in a form required by the Commonwealth, relating to the non-disclosure of information.
- 13.4 If the Organisation receives a request under clause 13.3 it agrees to arrange promptly for all such undertakings to be given.
- 13.5 The obligations on the Organisation under this clause 13 will not be taken to have been breached where the information referred to is legally required to be disclosed.
- 13.6 This clause 13 will survive the expiration or termination of this Agreement.

14. Notice of public announcements

14.1 The Organisation shall provide OSW with a copy of any public announcement, statement, publication or release of any Agreement Material at least 24 hours prior to the announcement, statement, publication or release.

14.2 The Commonwealth and the Organisation enter into this agreement in the spirit of cooperation and a desire to increase an effective dialogue on issues affecting women. In keeping with this, the Organisation will take reasonable steps to bring to the attention of the Commonwealth in a timely manner any other public announcement, statement, publication or release of information not relating to Agreement Material on issues affecting women.

15. Conflict of Interest

15.1 The Organisation warrants that, to the best of its knowledge after making diligent inquiry, at the date of signing this Agreement no conflict with the interests of the Commonwealth exists or is likely to arise in the carrying out of its obligations under this Agreement.

15.2 If, during the term of this Agreement a conflict of interest arises, or appears likely to arise, the Organisation agrees to:

- (a) notify the Commonwealth immediately in writing;
- (b) make full disclosure of all relevant information relating to the conflict; and
- (c) take such steps as the Commonwealth may reasonably require to resolve or otherwise deal with the conflict.

15.3 If the Organisation does not notify the Commonwealth or is unable or unwilling to resolve or deal with the conflict as required, the Commonwealth may terminate this Agreement in accordance with the provisions of clause 18.

15.4 The Organisation shall not, and shall ensure that any employee, agent or subcontractor of the Organisation does not, engage in any activity or obtain any interest during the course of this Agreement that is likely to conflict with or restrict the Organisation in performing the National Secretariat Services.

16. Sub-Contracting

The Organisation shall not, without the prior written approval of the Commonwealth, sub-contract to any person the performance of the whole or any part of the National Secretariat Services. Where the Commonwealth approves the subcontracting, the Organisation will remain liable to the Commonwealth for the carrying out of this Agreement.

17. Termination where no appropriation

- 17.1 Notwithstanding any other provision of this Agreement, the Commonwealth may, where the Agreement is for a period of more than 12 months and where there is no appropriation for the following year of the Agreement, terminate this Agreement upon giving 3 month's written notice to the Organisation.
- 17.2 If this Agreement is terminated under sub-clause 17.1, the Commonwealth shall be liable only for:
- (a) payments due under this Agreement for National Secretariat Services satisfactorily rendered before the effective date of termination; and
 - (b) subject to sub-clause 17.4 and 17.5 any reasonable costs incurred by the Organisation and directly attributable to the termination or reduction of this Agreement.
- 17.3 Upon receipt of a notice of termination the Organisation shall:
- (a) stop work as specified in the notice;
 - (b) take all available steps to minimise loss resulting from that termination or reduction and to protect Agreement Material; and
 - (c) continue work on any part of the National Secretariat Services not affected by the notice.
- 17.4 The Commonwealth shall not be liable to pay compensation in an amount which would, in addition to any amounts paid or due, or becoming due, to the Organisation under this Agreement, together exceed the Agreement Price. The Organisation shall not be entitled to compensation for loss of prospective profits.
- 17.5 Where this Agreement is terminated and the Organisation has repaid monies to the Commonwealth under clause 17.1, the Commonwealth may re-allocate any repaid paid monies or not at its absolute discretion.

18. Termination for Default

- 18.1 If the Organisation is in default under this Agreement on account of the failure to perform or observe any obligation or undertaking to be performed or observed on its part under this Agreement the Commonwealth may by notice in writing to the Organisation, terminate this Agreement and upon termination the Organisation must repay all monies granted to it by the Commonwealth and return Agreement Material to the Commonwealth.
- 18.2 Where the default is capable of being remedied, the Commonwealth must not exercise its rights of termination under sub-clause 18.1 unless:
- (a) it has first given to the other Party notice in writing specifying the default and requiring the other Party to remedy it within the time (being not less than 10 Business Days) specified in the notice; and
 - (b) the default is not remedied within the time set out in the notice.
- 18.3 Notwithstanding any other provision of this Agreement, in the event that:
- (a) any order is made, or a resolution is passed, to wind up the Organisation or place it under official management, or a receiver to all or part of the undertaking of the Organisation is appointed; or
 - (b) the Organisation enters into a scheme of arrangement or compromise with its creditors; or
 - (c) the membership, structure or nature of the Organisation is altered so that in the opinion of the Commonwealth, the Organisation cannot carry out its obligations under this Agreement,
 - (d) The Commonwealth may terminate this Agreement with immediate effect by written notice to the Organisation.

19. Privacy Principles

All personal information will be dealt with in accordance with the Privacy Principles contained in the *Privacy Act* and as set out in Schedule 3.

20. Repayment of Funds

- 20.1 If:
- (a) on the expiry of the Funding Period, any part of the Funds:
 - (i) remains unspent or uncommitted; or

- (ii) cannot, by reconciliation between the accounts and records maintained by the Organisation (as reported to the Commonwealth by the Organisation) and the Budget, be shown to the reasonable satisfaction of the Commonwealth to have been spent or committed in accordance with this Agreement; or
- (b) at any time the Commonwealth forms the reasonable opinion that any part of the Funds has been spent or committed by the Organisation other than in accordance with this Agreement;

the Commonwealth may by notice to the Organisation require the Organisation to repay that part of the Funds, and the Organisation must repay the notified amount to the Commonwealth within one month of receipt of the notice.

20.2 If the Organisation fails to repay any part of the Funds in accordance with a notice issued under clause 20.1:

- (a) the Organisation will owe the Commonwealth interest on the unrepaid amount from the date it was due for the period it remains unrepaid, calculated at an interest rate equal to the weighted average yield of the 13 week Treasury notes allotted in the latest tender of those notes prior to the date on which the amount was payable plus 1%; and
- (b) the unrepaid amount, and interest owed under this clause:
 - (i) will be recoverable by the Commonwealth as a debt due to the Commonwealth by the Organisation; and
 - (ii) at the Commonwealth's discretion, may be set off against any other money due to the Organisation by the Commonwealth, whether under this Agreement or otherwise.

20.3 The Organisation acknowledges that interest calculated in accordance with clause 20.2(a) represents a reasonable pre-estimate of the loss incurred by the Commonwealth as a result of the loss of investment opportunity for, or the reasonable cost of borrowing other money in place of, the amount which should have been repaid.

21. Indemnity

21.1 The Organisation shall indemnify the Commonwealth from and against any:

- (a) loss, liability or expense incurred directly by the Commonwealth;

- (b) loss, liability or expense incurred by the Commonwealth in dealing with any claim against it including legal costs and expenses on a solicitor/own client basis and the cost of time spent, resources used or disbursements paid by the Commonwealth,

arising from:

- (c) any act or omission by the Organisation, its officers, employees, agents or subcontractors in connection with this Agreement where there was fault (including, without limitation, any negligent or otherwise tortious act or omission) on the part of that person; or
- (d) any failure by the Organisation to comply with its obligations under this Agreement.

21.2 The right of the Commonwealth to be indemnified under this clause 21 is in addition to, and not exclusive of, any other right, power or remedy provided by law.

21.3 In this clause 21, "Commonwealth" includes officers, employees and agents of the Commonwealth.

21.4 This clause 21 will survive the expiration or termination of this Agreement.

22. Negation of employment, partnership and agency

22.1 The Organisation, its employees, partners and agents shall not, by virtue of this Agreement, be or for any purpose be deemed to be an employee, partner or agent of the Commonwealth.

22.2 The Organisation shall not and shall ensure that its employees, partners and agents do not represent themselves as being an employee, partner or agent of the Commonwealth.

23. Insurance

23.1 The Organisation must effect and maintain the following insurance unless the Commonwealth agrees that all or any are not relevant:

- (a) worker's compensation insurance at the level specified under relevant state or territory legislation;
- (b) public liability insurance to the value of \$5m; and

- (c) professional indemnity insurance to the value of \$5m.

23.2 Where requested, the Organisation must provide the Commonwealth with a copy of any insurance policy required under clause 23.1 which is acceptable to the Commonwealth.

24. Entire agreement, variation and severance

24.1 This Agreement records the entire agreement between the Parties in relation to its subject matter.

24.2 No variation of this Agreement is binding unless it is agreed in writing between the Parties.

24.3 Any reading down or severance of a particular provision does not affect the other provisions of this Agreement.

25. Waiver

25.1 If a party does not exercise (or delays in exercising) any of its rights, that failure or delay does not operate as a waiver of those rights.

25.2 A single or partial exercise by a party of any of its rights does not prevent the further exercise of any right.

25.3 In this clause 25, 'rights' means rights or remedies provided by this Agreement or at law.

26. Compliance with law

The Organisation shall ensure that in carrying out its functions and expending the Funds, it complies with all relevant Commonwealth, State, Territory and local government laws, regulations and by-laws.

27. Applicable law

The laws of the Australian Capital Territory apply to this Agreement.

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28. Taxes

- 28.1 Except as provided by this clause, all taxes, duties and government charges imposed or levied in Australia or overseas in connection with the performance of this Agreement shall be borne by the Organisation.
- 28.2 The amounts payable to the Organisation under this Agreement, as indicated in Schedule 1, do not include an amount to cover any liability of the Organisation for Goods and Services Tax (GST) on any taxable supplies as determined under *A New Tax System (Goods and Services Tax) Act 1999* (the GST Act).
- 28.3 The Commonwealth will pay to the Organisation the amount, if any, of GST that becomes payable under the GST Act from 1 July 2000 in relation to the agreement price.
- 28.4 The Commonwealth will make payments as specified in clause 28.3 provided the Organisation complies with all requirements, including being registered for the Australian Business Number and Goods and Services Tax, under the GST Act and other legislation.

29. Year 2000 Compliance

The Organisation shall ensure that the Agreement material including any information or data required to be created, used or provided under the Agreement will not be adversely affected by a Year 2000 compliance failure.

30. Notices

- 30.1 The address of the Commonwealth for the purposes of this Agreement shall, unless otherwise notified in writing by the Commonwealth to the Organisation, be:

Office of the Status of Women
Department of the Prime Minister and Cabinet
3-5 National Circuit
BARTON ACT 2600

- 30.2 The address of the Organisation for the purposes of this Agreement shall, unless otherwise notified in writing by the Organisation to the Commonwealth, be:

YWCA of Australia
PO Box 1022
DICKSON ACT 2601

30.3 Any notice, request or other communication required to be given under this Agreement may be delivered by hand, sent by pre-paid post or transmitted electronically, and if it is sent or transmitted electronically a copy is to be sent to the addressee by pre-paid post.

30.4 A notice is deemed to be received if:

- (a) delivered personally, on the date of delivery;
- (b) sent by person to person registered mail, on the date that the acknowledgment of the delivery is completed by the recipient; and
- (c) sent by facsimile, on the completion of transmission without evidence of garbling or incomplete transmission.

EXECUTED as an Agreement

SIGNED SEALED AND DELIVERED)
for and on behalf of the)
COMMONWEALTH OF AUSTRALIA)
by:)

Jo Caldwell
.....
Name of signatory)

Jo Caldwell
.....
Signature)

Area First Assistant Secretary
Confed of the States of W.A.
.....
Position of signatory)

in the presence of:)

Carmel Martin
.....
Name of witness)

C.E. Martin
.....
Signature of witness)

THE COMMON SEAL of)
The Young Women's Christian)
Association Of Australia Inc)
was affixed to this deed)
in the presence of:)

Affix seal

[Signature]
.....)

MICHELLE BERT
.....)

Name of President/Secretary/Chairperson)

Signature of President/Secretary/Chairperson)
and:)

HONA F. JOLLY
.....)

Hona Folly
.....)

Name of Secretary/other permanent officer)

Signature of Secretary/other permanent officer)

Director

[Handwritten initials]

SCHEDULE 1 - Outcomes Schedule

This agreement has been negotiated between the Young Women's Christian Association Of Australia Inc Ltd (YWCA) and the Commonwealth Office of the Status of Women (OSW) in the spirit of co-operation and acknowledges the need to be accountable for the expenditure of government funds. The agreement is based on the following principles:

- That both parties recognise the important role of women's non-government organisations in contributing to the development of well informed public policy;
- That both parties recognise the need to clarify and agree upon the range and extent of the services to be provided by the non-government organisation for the funding provided by OSW on at least an annual basis;
- That the Board of the Young Women's Christian Association Of Australia Inc Ltd recognises its role and responsibilities in fulfilling the terms and conditions of the agreement.

The YWCA's submission is at Schedule 2 as a guide to the kinds of activities that will be undertaken in meeting the outcomes set out in this Schedule. To the extent that Schedule 2 conflicts with Schedule 1, Schedule 1 will prevail

*Schedule
1*

Schedule 1 continued

KEY OUTCOME 1: POLICY ADVICE			
KEY OUTCOMES	PERFORMANCE MEASURES	PRIORITY TARGETS	ACHEIVEMENTS
<ul style="list-style-type: none"> • Provision of well informed, relevant and timely advice to Government on identified policy priorities in the definition of National Secretariat Services • Contribution to international women's policy from a non-government perspective • Provision of advice which reflects the diversity and heterogeneity of women and which provides balanced analyses of common concerns, competing interests, key sensitivities and the pros and cons of advice or options; • Identification of, and advice on emerging issues affecting women • Broadening the range and number of women's organisations who can actively contribute to policy development through establishing and maintaining partnerships. 	<ul style="list-style-type: none"> • Quality and timeliness of advice and submissions • Range, breadth and depth of women's issues addressed • Demonstrated credibility with members and constituents • Mutual assessment of influence and impact on policy • Strategies developed to increase participation of women's organisations in policy development both nationally and internationally • Participation in the policy initiatives of the other two national women's secretariats funded by OSW. 	<ul style="list-style-type: none"> • Relevant, well-informed and timely advice of a high quality to all specific requests from Government as well as advice provided on the organisation's initiative in the areas of women's economic security, labour force issues, leadership and decision making, international issues, legal issues and the protection of the law • Identification and provision of information on emerging issues of women's policy • Range and quality of research methods employed in the development of policy advice to Government • Recruitment of a Policy and Research Officer 	

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Schedule 1 continued

KEY OUTCOME 2: CONSULTATION			
KEY OUTCOMES	PERFORMANCE MEASURES	PRIORITY TARGETS	ACHEIVEMENTS
<ul style="list-style-type: none"> • Consultation with a wide range of women (including members, other women's organisations and in the broader community) and other stakeholders as relevant, particularly as this informs policy advice to Government; • Development of partnerships with other stakeholders, including other women's NGO organisations • Promotion of informed public debate regarding women's policy issues • Maintenance of constructive working relationships with the Office of the Minister assisting the Prime Minister on the Status of Women, OSW and other Commonwealth agencies, including early advice on likely media activities. 	<ul style="list-style-type: none"> • Range of consultations and effectiveness of consultation methods utilised • Number and range of advisory bodies and external committees where the organisation is represented • Numbers and diversity of women and women's organisations participating in consultations • Demonstrated links, joint activities and strategic alliances with other national NGOs, and in particular the other two National Secretariat organisations funded by OSW, and the effectiveness of these relationships • Approaches by OSW and other relevant Government agencies to organisations for participation and involvement in policy matters • Quality and effectiveness of engagement with Government and other stakeholders in formulating policy responses and consultative processes 	<ul style="list-style-type: none"> • Consultations to inform policy advice to Government either on request or as part of the organisation's ongoing program of consultation • Expansion of the organisation's communications infrastructure at the international, national, state/territory and local community levels • Develop and implement strategies to build partnerships and alliances with key stakeholders (including other women's NGOs) • Increase in partnerships/alliances and cross-organisational consortiums against benchmarks • Development and maintenance of a constructive working relationship with the Minister's Office, OSW and other Commonwealth departments and agencies through periodic informal and formal discussions, fulfilling all the terms and conditions of this funding agreement. • Provision of timely written advice about forthcoming events or emerging issues likely to attract media attention 	

2013/14

Schedule 1 continued

KEY OUTCOME 3: INFORMATION AND EDUCATION

OUTCOMES	PERFORMANCE MEASURES	PRIORITY TARGETS	ACHEIVEMENTS
<ul style="list-style-type: none"> • Activities which support women's access to information on relevant issues relating to Government initiatives; 	<ul style="list-style-type: none"> • Quality and range of publications and other channels of communication 	<ul style="list-style-type: none"> • Production and dissemination of brochure detailing national honorary awards to encourage participation by women 	
<ul style="list-style-type: none"> • Contribution to building the positive profile of women, women's achievements and women's issues, including community education 	<ul style="list-style-type: none"> • Production of resource material and use of resources by other agencies (including government and the community) 	<ul style="list-style-type: none"> • Production and dissemination of series of Avant Cards to promote understanding of women's policy issues 	
<ul style="list-style-type: none"> • Dissemination of accurate information to members and the wider community about policy development 	<ul style="list-style-type: none"> • Range of opportunities provided for participation and number and diversity of women participating 	<ul style="list-style-type: none"> • Development and dissemination of training and resources that promote women's leadership and decision making roles 	
<ul style="list-style-type: none"> • Provision of information to influential private and public organisations involved in shaping public policy to build their understanding of women's policy issues 	<ul style="list-style-type: none"> • Information, consultation processes and resource materials reflect attention to diversity and cultural appropriateness 	<ul style="list-style-type: none"> • Establishment of young women's email list for rapid dissemination of information 	
	<ul style="list-style-type: none"> • Constructive media activity 	<ul style="list-style-type: none"> • Participate in Budget Briefing sessions and dissemination of information to state/territory councils and constituents 	
	<ul style="list-style-type: none"> • Range and effectiveness of conferences and seminars 	<ul style="list-style-type: none"> • Development and implementation of an effective strategy for lobbying Government 	
	<ul style="list-style-type: none"> • Attendance by Government and private sector participants at conferences and seminars 	<ul style="list-style-type: none"> • Range and frequency of media exposure 	
		<ul style="list-style-type: none"> • Web site to be continuously updated 	
		<ul style="list-style-type: none"> • Range and quality of activities designed to build a positive profile of women, their achievements and issues 	

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Schedule 1 continued

KEY OUTCOME 4: GOVERNANCE

OUTCOMES	PERFORMANCE MEASURES	TARGETS	ACHEIVEMENTS
<ul style="list-style-type: none"> • A well managed and accountable organisation • Maintenance of an effective and representative national women's secretariat 	<ul style="list-style-type: none"> • Evidence of forward planning, sound organisational policies and responsible financial management • Accountability requirements met in a timely manner • Existence of financial management systems that enable financial reporting that is accurate, timely and monitored by the organisation's Board • Improved participatory structures and mechanisms for member organisations and constituencies • Best practice employment policies and procedures in place • Membership base increased, in particular focussing on younger women • Structures are representative and regularly reviewed. • Increase in numbers of women in the organisation's decision making role 	<ul style="list-style-type: none"> • The Board to develop, maintain and continuously review its governing policies in relation to strategic aims, executive responsibilities, board/executive relationship and governance processes • Effective management of public funding • Effective financial management of the organisation including implementation of the YWCA income generating strategy • All statutory and other legal obligations of the Board to be fulfilled • Ensure local YWCA's to ensure all meet the criteria for affiliation and abide by agreed policies and standards • Strengthening the capacity of the organisation to compete for funding from a variety of sources • Women to increasingly participate in organisational decision making at the national and state/territory levels 	
<ul style="list-style-type: none"> • Participation of women in the organisation's decision making role. 			

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SCHEDULE 1 Continued

Agreement Price:

\$75,000 for the period 1 October 1999 – 30 June 2000

\$100,000 for the period 1 July 2000 – 30 June 2001

\$100,000 for the period 1 July 2001 – 30 June 2002

Payment

The agreement price for each financial year will be paid as follows subject to satisfactory completion of quarterly reports in accordance with the outcomes described in this Schedule:

FINANCIAL YEAR	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1999-2000		\$35,000 on signing of contract	\$20,000 on 31 December 1999	\$20,000 on 31 March 2000
2000-2001	\$25,000 on 1 July 2000	\$25,000 on 1 October 2000	\$25,000 on 1 January 2001	\$25,000 on 1 April 2001
2001-2002	\$25,000 on 1 July 2001	\$25,000 on 1 October 2001	\$25,000 on 1 January 2002	\$25,000 on 1 April 2002

SCHEDULE 2 - NATIONAL SECRETARIAT SERVICES

Schedule 2

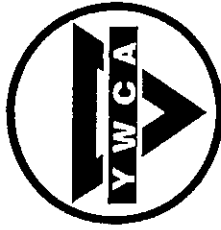
Secretariat Service Component	OSW Ownership (granting of full licence to YWCA)	Joint Ownership (permission required from both parties before using the material)	YWCA Ownership (granting of full licence to OSW, except those asterisked items where licence could be negotiated)
POLICY			
YWCA's Annual Policy Papers			
Submissions to Government Inquiries (2)			YES (1)
Ad Hoc Policy Papers	YES		YES * (1)
- commissioned by OSW and arising from the YWCA's national secretariat role, as set out in tender proposal			
Young Women's Research Report			
- if undertaken as part of YWCA's annual policy papers			
- if commissioned by OSW and undertaken as part of YWCA's national secretariat role, as set out in tender proposal	YES		YES (1)
CONSULTATIONS			
Reports and research findings from consultations with YWCA external networks	YES		
- as set out in tender proposal			
Outcomes of consultation with YWCA membership			YES
YWCA Government Relations Strategy			YES *
Outcomes of Pre-Round Table consultations			YES * (1)
INFORMATION & EDUCATION			
Awards Brochure (3)			
- as set out in tender proposal	YES		
Avant Cards (3)			
- as set out in tender proposal	YES		
Leadership Training and Resources		YES	
Young Women's membership email list			YES
YWCA communication mechanisms			YES
External communication mechanisms			YES (4)
GOVERNANCE			
Annual YWCA Census			
Strategic Planning Outcomes			YES (1)
Internal Policies and Procedures			YES (1)
YWCA Income Generation Strategy			YES (1)
Annual Evaluation of Tender			YES (1)

Notes:

- (1) Copies to be provided to OSW.
- (2) OSW would require submissions to include acknowledgement of OSW funding and a disclaimer that the views expressed are the YWCA's and do not necessarily reflect those of OSW.
- (3) These are key components for delivery of information and education outcomes in YWCA's proposal.
- (4) Where national secretariat funding is used to improve ways of communicating, including research to identify and develop new communication channels, OSW would require a copy any reports produced.

Tender Proposal to the
Office of the Status of Women
Department of Prime Minister & Cabinet

for the
National Women's Non-Government Organisations Funding Program
Stream 1 – National Secretariats



AUSTRALIA

Submitted by
YWCA of Australia
September 1999

→ CB 29/11

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1. Executive Summary

The YWCA of Australia is part of a global network of 25 million women and girls striving to achieve peace, social justice, freedom and dignity for all people. In Australia, the YWCA is represented by 24 local associations and groups in all States and Territories except Tasmania, and services the needs of a quarter of a million women and their families each year. We are a responsive and vibrant movement with an expanding membership of young women to lead the organisation into the next millennium.

Key aspects of the YWCA's tender include:

- The capacity to effectively meet all outcomes in the Request for Tender across the areas of policy advice, consultation, information and education, and governance
- The provision of well informed and timely policy advice to Government on the five identified priority areas
- Extensive collaboration and long lasting partnerships with a number of women's organisations and other relevant stakeholders
- A high level of professionalism and innovation in our information and education strategies
- Clear and accountable organisational structures and processes
- The development of training and resource materials that promote women's participation in leadership and decision making
- Capacity to represent a broad range of women and women's organisations including disadvantaged groups in the community
- The provision of policy advice on the issues affecting women of all ages but with a focus on young women

Through this tender the YWCA proposes to work in partnership with the Office of the Status of Women and an extensive network of women's organisations to raise the status of women in Australia. The following organisations and stakeholders have agreed to work with the YWCA pending a successful tender, bringing their diverse expertise to the delivery of services specified in the contract methodology:

Australian Women Lawyers	ANCORW
Guides Australia	WRANA
Australian Council of Businesswomen	Older Women's Network
Soroptimists International	National Women's Media Centre
Parliamentary Education Office	
Australian Feminist Law Foundation	
National Union of Students Women's Committee	
Women's Electoral Lobby	
Australis Self Made Girl	
ANESBWA (subject to board approval)	

2. Declaration by Tenderer

The YWCA of Australia tenders to provide the outcomes solicited in the Request For Tender for Stream 1 of the National Women's Non-Government Organisations Funding Program. All details and statements made by the YWCA of Australia in this offer are complete and correct, and comply with the conditions of tender.

2.1 Understanding of Tender Brief

The YWCA of Australia understands that the tendering process under Stream 1 of the National Women's Non-Government Organisations is part of the Federal Government's commitment to working collaboratively with national women's organisations. This includes the provision of opportunities for broadly representative organisations to pro-actively contribute to public policy development and other activities affecting women.

The YWCA identifies that recent changes in the OSW Funding Program are designed to increase accountability mechanisms and strengthen the capacity of organisations to work effectively with Government. Additionally, new developments aim to facilitate Government access to the diverse views of women, women's organisations and other relevant stakeholders through the activities of up to four national secretariats. The tender requirements are consistent with best practice domestic and international government funding programs for NGOs, and are based on an extensive consultation and review process which the YWCA participated in.

The YWCA understands that the Commonwealth Government wishes to purchase the outcomes identified in Section 6 of the tender brief in the areas of policy advice, consultation, information and education, and effective contract governance. Successful providers will be expected to deliver the specific outcomes in a timely and professional manner over a three year period, and will be subject to an annual review. Both parties will agree to a set of performance indicators prior to the commencement of the contract which will form the basis for the review and other reporting requirements.

2.2 Anticipated difficulties

Noting the short timeframes for the tendering process, the YWCA anticipates that there may be minor amendments to timelines as detailed in this tender document if contract negotiations or funding instalments are delayed. Our organisation anticipates no other difficulties in the delivery of tender outcomes at this stage.

2.3 Conflicts of Interest

The YWCA of Australia wishes to declare that a member of our Human Resource Management Committee, Elizabeth Morgan, was involved in the OSW Funding Review Process. Elizabeth was granted an extended leave of absence from the Committee from the commencement of her contract with OSW and will continue this leave until

successful tenderers are announced. The YWCA has actively sought to reduce any potential conflict of interest and has limited contact with Elizabeth during this time to the confines of the funding consultation process and tender training with national women's organisations.

2.4 Departmental Assistance

For the contract duration, the YWCA of Australia expects that the Office of the Status of Women will provide timely advice in relation to Federal Government initiatives that payment will be made within the terms specified in the tender proposal. Additionally, it is our expectation

2.5 Authorisation

This tender is authorised by the following member of the YWCA National Executive and Board:

Signature:



Name:

Ms Fiona Jolly

Position:

National Vice President

3. Proven Ability to Tender

3.1 Organisation Overview

The YWCA is a global movement dedicated to advancing the position of women and their families. We are the world's largest women's organisation represented in more than 100 countries, with a membership of 25 million worldwide.

In Australia, the YWCA delivers services to a quarter of a million men, women and children each year, through its 24 local associations and groups in rural, regional and metropolitan Australia. Our services operate in the areas of youth affairs, health, justice, education, employment, vocational training, the environment, recreation, well-being, residential accommodation, travel accommodation, community housing and child care.

Since its formation in 1872 as a non-party political organisation, the YWCA has strived to achieve peace, justice and freedom for all people working through a diverse range of networks and forum. We are actively involved in many areas of the community sector and constantly seek to cultivate strategic alliances with other agencies in the pursuit of our purpose.

The YWCA operates within feminist principles and has clear accountability structures. Additionally, we have an active commitment to involving young and diverse women in our membership and governance structures in order to maintain relevance and effectively represent the views of Australia's multicultural population and new generations of women.

Some of the YWCA's national initiatives include an annual Week Without Violence, mentoring and leadership training, young women's research, a breast cancer support program, a global accommodation booking service, young indigenous women's training, and advocacy on issues such as reconciliation, human rights, tax reform and constitutional issues. The YWCA of Australia also has an extensive history of providing capacity building programs with sister YWCAs overseas. Our 1998 Annual Report (Attachment 1) features further details of our national work.

While the YWCA of Australia would manage the tender including responsibility for the delivery of specified outcomes, our methodology builds on the capacity of a range of national women's organisations and relevant stakeholders with specialist expertise across the five policy priorities. These organisations include: Guides Australia, Women's Rights Action Network of Australia, Women's Electoral Lobby, Australian Women Lawyers, Australian Feminist Law Foundation, ANCORW, Soroptimists International, Australian Council of Businesswomen, National Union of Students Women's Committee, Older Women's Network, National Women's Media Centre, Australis Self Made Girl and the Parliamentary Education Office. The Association of Non-English Speaking Background Women and other migrant and refugee groups have also expressed interest in working with the YWCA, subject to Board approval.

3.2 Organisation Details

Organisation	Young Women's Christian Association of Australia		
Contact Officer	Michelle Beg National Executive Officer	Postal Address	PO Box 1022 Dickson ACT 2602 Australia
Telephone Number	02 6230 5150	Fax Number	02 6230 5156
Email Address	natoffice@ywca.org.au	Website Address	www.ywca.org.au
Legal Status	Incorporated under a Victorian Act of Parliament (Attachment 2)	Location of Head Office	Cnr of Officer & Rutherford Cres. Ainslie ACT 2602 Australia
Size of Membership & Networks	<p>The YWCA of Australia is part of a global network of YWCAs represented in more than 100 countries with a membership of 25 million women worldwide. In Australia, the YWCA is represented in 24 locations throughout rural, regional and metropolitan Australia and in all States and Territories with the exception of Tasmania (see Section 3.4 for further location details). Through these local associations and groups, the YWCA has approximately 5000 voting members and services the needs of more than a quarter of a million women and their families annually.</p> <p>Through this tender proposal the YWCA of Australia will develop lasting partnerships and engage in extensive consultation and collaboration with the following organisations and relevant stakeholders:</p> <p>Guides Australia, National Union of Students Women's Committee, Women's Rights Action Network of Australia, Australian Women Lawyers, Australian Council Of Businesswomen, Australian Feminist Law Foundation, Older Women's Network, Australis Self Made Girl, Parliamentary Education Office, Association of Non-English Speaking Background Women (subject to Board approval), Soroptimists International, ANCORW, Women's Electoral Lobby and the National Women's Media Centre.</p> <p>Additionally, the YWCA is actively involved with the following networks and peak bodies:</p> <p>Amnesty International, Ausicare, Australian Coalition 99, Australian Council For Overseas Aid, Australian Council Of Social Service, Australian Women's Constitutional Network, Australian Youth Affairs Network, Australian Women's Round Table, Australian Youth Round Table, National Women's Justice Coalition, ATSIC Partnerships for Progress, Attorney-Generals NGO Forum on Domestic Human Rights, Partnerships Committee of the Council for Reconciliation, Refugee Council, UNIFEM, Women's Rights Action Network of Australia and the Coalition of Australian Participating Organisations of Women.</p>		

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<p>Organisation Aims</p>	<p><i>Organisation Purpose:</i> The YWCA of Australia is a women's membership movement, nourished by its roots in the Christian faith and sustained by the richness of many beliefs and values. Strengthened by diversity, the YWCA draws together members who strive to create opportunities for the growth, leadership and empowerment of women and girls in order to attain a common vision of peace, justice, freedom and dignity for all people.</p> <p><i>Organisation Principles:</i> In pursuit of its purpose, the YWCA is guided by the following principles:</p> <ul style="list-style-type: none"> ➤ It will take an active role in the community in issues affecting women. ➤ It will work in a way that ensures consensual processes and strategies. ➤ It will encourage and promote creativity, equality, social justice, mutual caring and compassion. ➤ It will give specific attention to young women in its activities and decision-making. ➤ It will act as an advocate for women on the basis of the World YWCA priorities and the policies of the Australian and World movements. ➤ It will promote and develop high quality leadership.
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3.3 Organisation Structure & Relevance to Tender

The YWCA of Australia's organisational and accountability structure is detailed in Attachment 3. As a women's membership movement, our structure ensures that our membership establishes future directions and policy, and has opportunities to participate in the governance of the organisation. YWCA operations are based on the Carver Model of Governance which clearly delineates the roles and responsibilities of the organisation's governance and management, and provides effective reporting guidelines. The following existing committees and networks will be utilised in delivering specific tender outcomes.

- Social Responsibility Committee (Attachment 4 details the membership and expertise of the committee)
- Young Women's Committee
- World Focus Committee
- Aboriginal Leadership Committee
- Diversity Committee
- Finance Committee
- Human Resources Management Committee
- Training Network

3.4 Claims Against the Selection Criteria

Selection Criteria	Claims
<p>1. Tender is a national women's non-government organisation</p>	<p>The YWCA meets the criteria of a national women's non-government organisation identified in section 4.1 of the tender. Specifically, the YWCA is an incorporated body with local associations and groups located in all Australian States and Territories with the exception of Tasmania. The YWCA is a women's membership movement and thus, its advocacy and program work focuses on the issues affecting women and their families, with a specific focus on young women. In 1999 our priority areas included encouraging women's participation in constitutional reform debates and the Reconciliation movement, the promotion of women-friendly taxation reforms, and women's human rights through the development of an Optional Protocol to the Convention on the Elimination of all forms of Discrimination Against Women. The YWCA is a non-party political organisation whose membership is drawn from women of diverse backgrounds and beliefs.</p> <p>The YWCA promotes the interests of its constituency and works towards broadening its membership base through the following means:</p> <ul style="list-style-type: none"> • employment of a national young women's development officer to actively recruit and sustain the involvement of young women in the organisation's membership and governance • establishment of targets or quotas for young women's participation in decision making • provision of resources, training and promotional materials to local YWCAs in the recruitment of new members • establishment of membership incentives including national newsletters, travel accommodation discounts, an orientation kit, merchandise, social functions and advocacy groups • co-ordination of a national young women's training and conference annually • internal training, mentoring and leadership opportunities • co-ordination of a triennial membership convention to allow members to establish the strategic directions and policy of the organisation • co-ordination of an annual membership conference and training events to coincide with our National Board Meeting • ongoing consultation with local associations and members on priority issues through surveys and regular phone/fax/email contact



Selection Criteria	Claims
<p>2. Demonstrated knowledge and understanding of the structural, societal and familial issues which impact on women and demonstrated understanding of specific issues for different groups of women, including disadvantaged women</p>	<p>The YWCA has more than a century of experience in advocating on behalf of Australian women. Our knowledge and understanding of the structural, societal and familial issues impacting on women has been informed and demonstrated through the following activities and initiatives over recent years:</p> <ul style="list-style-type: none"> • Publication of a range of books and resources materials relating to women's issues and status including: Greater Expectations: A Source Book for Working With Girls and Young Women (1984-1992); Leaving School: It's harder for girls (1983); Far Far Greater Things; Queens, Kings, Presidents: Bringing Women's Perspectives to the Constitutional Convention (1998); Developing Leaders: A Guide to Mentoring (1999) • Extensive research into the specific issues affecting young women as evidenced in Young Women's Say 1 (1994) & Young Women Say II (1995) • Utilisation of a range of expert advisors on our National Social Responsibility Committee (see Attachment 4 for details of our current advisors) • Program work with a quarter of a million people annually, many of whom are women • Participation in a range of domestic and international networks, conferences and forums including the Commission on the Status of Women, International Conference on Women, International Conference on Population and Development and Attorney-General's NGO Forum on Domestic Human Rights <p>It is our program work in local communities which informs our understanding of the specific issues affecting the most disadvantaged groups in society. Some examples of our existing programs for the disadvantaged include: employment training programs with the long term unemployed; recreation and developmental programs with young Aboriginal women; English classes with migrant and refugee women; parenting courses for sole parents; outreach services for homeless persons; and emergency accommodation for the survivors of domestic violence. It is through our national program networks and our Diversity and Aboriginal Leadership Committees that we are able to understand and respond to the issues affecting some of the most disadvantaged groups in Australian society.</p> <p>The YWCA is arguably one of the leading experts on young women's issues in Australia. Through our National Young Women's Committee, we engage in extensive consultation with the target group and co-ordinate policy development and advocacy initiatives on a range of issues. Through this tender proposal, the Girl Guides and National Union of Students Women's Committee will assist the YWCA build its capacity to provide a comprehensive picture of the views and concerns of young women in Australia.</p> <p>Additionally, the YWCA brings the broad ranging expertise of 12 national women's organisations and other relevant stakeholders through the proposed tender methodology, detailed in Section 5 of the proposal.</p>

Selection Criteria	Claims
<p>3. Quality & depth of the tender's proposal relevant to the requirements outlined in the Request for Tender</p>	<p>Key aspects of the YWCA's tender include:</p> <ul style="list-style-type: none"> • The provision of policy advice on the five identified priority areas and the capacity to meet all outcomes specified in the Request For Tender • Extensive collaboration and long lasting partnerships with a number of national women's organisations and other relevant stakeholders • A high level of professionalism and innovation in our information and education strategies • Clear and accountable organisational structures and processes • Capacity to represent a broad range of women and women's organisations, including young women and disadvantaged groups <p>(Section 5 of this tender proposal addresses this selection criterion in greater detail.)</p>
<p>4. Value for money in outcomes to be achieved under the proposal</p>	<p>This tender proposal provides value for money in the following respects:</p> <ul style="list-style-type: none"> • Access to an extensive network of 12 women's organisations and other stakeholders co-ordinated by the YWCA of Australia • Capacity to achieve greater outcomes with the available funding, given the YWCA's other income streams as detailed in Section 7 of this tender • While the YWCA will effectively represent the views of women of all ages in the provision of policy advice to Government, we will bring specific expertise in issues affecting young women
<p>5. Demonstrated evidence of a broadly based membership</p>	<p>YWCA members are drawn from rural, regional and metropolitan Australia in local associations and groups represented in all Australian States and Territories except Tasmania, as follows:</p> <p>NSW: Sydney (including Paramatta, Campbelltown, Nowra, Wollongong), Newcastle, Bowral, Wagga Wagga, Broken Hill NT: Darwin, Alice Springs ACT: Canberra (including Queanbeyan) QLD: Brisbane, Mackay, Rockhampton, Townsville, Cairns, Toowoomba, Townsville WA: Perth SA: Adelaide, Port Pirie VIC: Melbourne, Bendigo, Wonthaggi, Albury-Wodonga, Geelong, Dandenong</p> <p>YWCA's in Australia enjoy a broad membership of women of all ages, faiths, abilities, races and ethnicities, representing the spectrum of socio-economic backgrounds and embracing a diversity of lifestyle choices.</p>

Selection Criteria	Claims
<p>6. Demonstrated capacity to represent a range of women</p>	<p>The YWCA's ability to represent the issues of Australian women from diverse backgrounds and views arises from an organisational recognition that women do not speak with one voice. We are multi-issue focussed and inclusive in our policies and views, seeking to promote women's participation in public policy debates and the right to individual choice. An example of our demonstrated capacity to foster this approach is our <i>Queens, Kings, Presidents</i> campaign co-ordinated prior to the Constitutional Convention in 1998. Rather than promote a particular stance on the Republic and other constitutional reform issues, the YWCA's campaign sought to increase women's awareness and access to non-biased information in order to cast an informed vote and participate in ongoing debates.</p> <p>The YWCA has specific networks within its membership for Aboriginal women and young women, along with a Diversity Committee whose aim is to increase the participation of women from diverse backgrounds in our membership and governance and includes representation from women with disabilities, NESB women, Aboriginal women, older and young women. These groups and our partnerships with 12 other national women's organisations and other relevant stakeholders enhance our capacity to represent a range of women and their views.</p>
<p>7. Demonstrated capacity and willingness to work with government, other women's groups and other relevant stakeholders</p>	<p>The YWCA has extensive networks across the community and government sectors as demonstrated in Section 3.2 of this proposal. We have a history of active participation in a range of peak bodies and forums, promoting the views and concerns of women and young women. This tender proposal centres on partnership building with a number of other women's organisations and networks, as previously mentioned, and demonstrates a commitment to ensure the diversity of women's voices and organisations are maintained in changing funding arrangements. As one of the largest women's organisations in Australia we have the capacity to facilitate this process through our organisational structure and human resources.</p> <p>The YWCA has always worked co-operatively with government through regular meetings with Ministers and bureaucrats, submissions to Senate Inquiries and other written communication to relevant Ministers and Government Departments. Key principles that underpin our relations with Government include a desire to be pro-active rather than solely reactive, to ensure all problems have identified solutions, and that balanced and constructive feedback is conveyed in relation to Government policy and initiatives.</p>

4. Contract Management

This delivery of this tender will be managed by the National Executive Officer, Michelle Beg and National Treasurer, Cathi Moore as representatives of the National Executive and Board of the YWCA of Australia. Key requirements and performance measures for both of these positions include high level financial management skills and an understanding of the accountability requirements for funded NGOs. Job descriptions for both positions are featured in Attachment 5.

The National Finance Committee which comprises four accountants and a wealth of financial expertise and experience, and our accounting firm, Adriaanse and Associates will review monthly financial reports in relation to grant expenditure. The governing body, YWCA National Executive, will review monthly progress reports on the delivery of services specified in the contract.

Michelle Beg as the YWCA's Executive Officer will be the liaison person with the Office of the Status of Women in the delivery of the contract, and will co-ordinate monthly contract management meetings with representatives from OSW.

5. Contract Methodology

5.1 Summary Statement

The YWCA tenders to provide all services detailed in the Request for Tender, including policy advice and consultation in all five policy priority areas identified in section 6 of the Request. The YWCA will represent the views of women of all ages with a focus on young women, drawn from our expertise as arguably the leading young women's organisation in the country.

The YWCA will facilitate an extensive policy development and consultation process in delivering tender outcomes which aims to build on the YWCA's existing infrastructure and experience in advocating on behalf of Australian women, and to ensure that the diversity of women's views and organisations are maintained through changing funding arrangements. This will include the fostering of partnerships with the following national women's organisations and other relevant stakeholders:

- Guides Australia,
- National Union of Students Women's Committee,
- Women's Rights Action Network of Australia,
- Australian Council of Businesswomen,
- Older Women's Network,
- Australis Self Made Girl,
- Parliamentary Education Office,
- Soroptimists International,
- Women's Electoral Lobby,
- ANCORW,
- Australian Women Lawyers,
- Australian Feminist Law Foundation,
- National Women's Media Centre,
- and the Association of Non-English Speaking Background Women (subject to board approval)

Our proposed methodology draws on existing internal and external infrastructure and includes:

Policy Advice Outcomes

The YWCA's existing Social Responsibility Committee will play a key role in the provision of policy advice to Government and will have the capacity to provide a quick response mechanism in relation to Government initiatives or inquiries, and to identify and assess the impact of emerging issues on women. Complementing this will be a number of consultation groups around the five policy priorities of economic security, workforce participation, legal issues, international issues and participation in leadership

and decision making. These groups will be convened by a member of the YWCA's Social Responsibility Committee and will include representation from the organisations and stakeholders listed above in line with their relevant expertise and experience. Through its Social Responsibility Committee and these consultation groups the YWCA will provide an annual policy position paper on each of the five priority areas. The YWCA will employ a part-time Policy & Research Officer to facilitate this process and to engage in additional research and consultation as required. Our National Young Women's and World Focus Committees will also provide strategic input into the policy development process.

Consultation Outcomes

The YWCA will fund the infrastructure costs associated with consultation group meetings around the 5 policy priorities. Additionally, we will engage in action research on the issues and concerns of young women every 18 months around the priority areas, and in order to identify emerging issues affecting the target group. The YWCA will also co-ordinate an annual consultation with national women's organisations prior to the Australian Women's Round Table with the Minister for the Status of Women, to facilitate the input of organisations unable to participate in the meeting and to canvass the views on a broader group of women's organisations in relation to priority areas. OSW will also be afforded an opportunity to input into this consultation process. The YWCA's internal consultation mechanisms include the co-ordination of a triennial membership convention and an annual meeting of local YWCAs and their members. In order to ensure effective relations and two-way communications between the YWCA and the Federal Government, the YWCA will develop and implement a communications strategy which includes the provision of timely advice in relation to media activities.

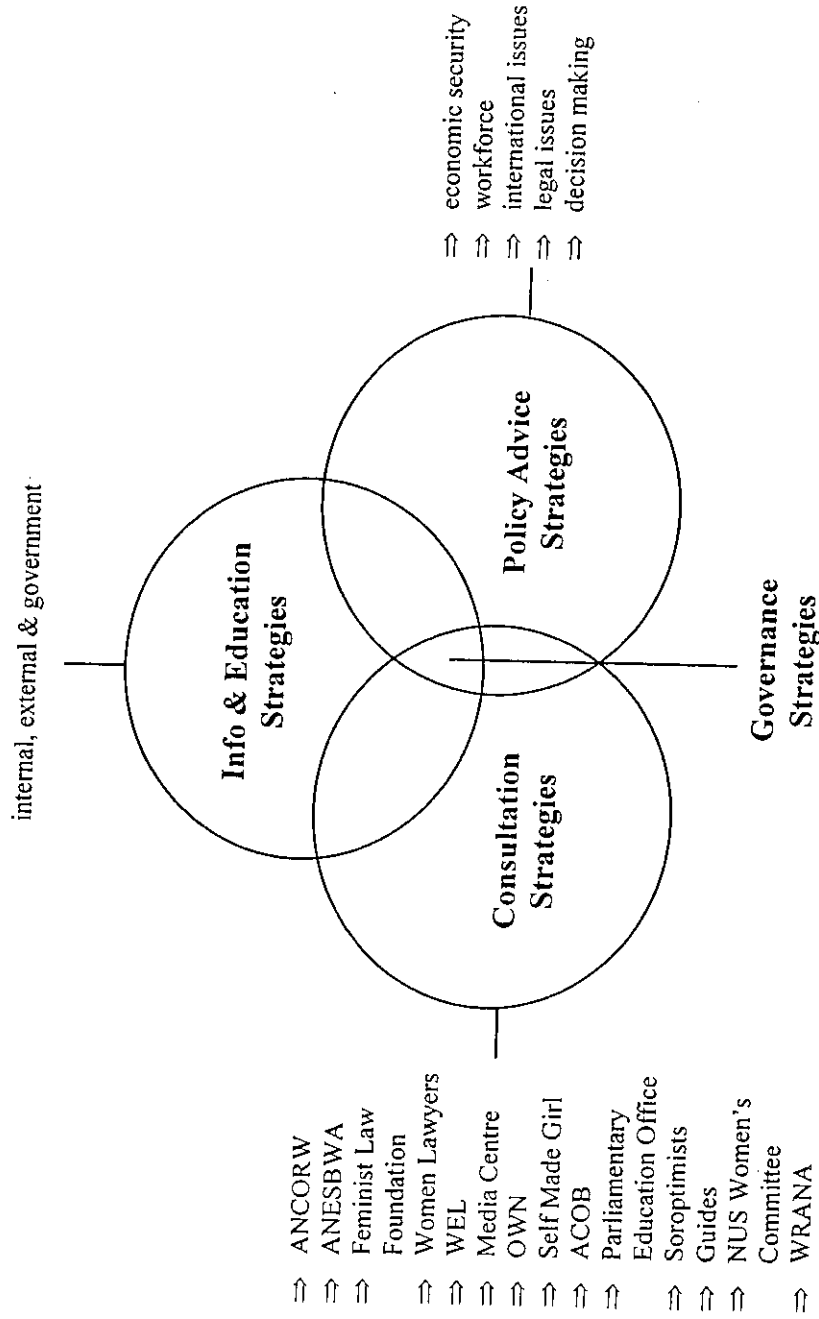
Information & Education Outcomes

The YWCA will utilise a range of existing internal and external mechanisms to increase women's access to information on relevant government policy and initiatives, including the provision of information in our national newsletters, on our website (currently under development), through the NEWS email bulletin and other media detailed in components and key tasks of the table overleaf. The YWCA will also achieve this outcome through the production of a minimum of two postcards annually which will be distributed through YWCAs and the Avant Card network of cafes, restaurants and theatres. Additionally, the YWCA will develop training and educational resources which promote women's active participation in leadership and decision making, and will publish a brochure encouraging women to nominate for national honorary awards. The YWCA will also establish an email list specifically for young women to ensure rapid dissemination of information to the target group.

Governance Outcomes

A century of experience has allowed for the development of transparent accountability and governance mechanisms in the YWCA which will assist in the delivery of specific governance outcomes. In particular, the YWCA of Australia will continue to engage in regular strategic planning and reviews throughout the course of the tender, and will annual review all internal policies and procedures to ensure they are consistent with legislative changes and other requirements. The YWCA will also co-ordinate an annual census of its local associations and groups to ensure adherence to organisational policies and standards. Additionally, the YWCA will effectively manage the financial resources of the organisation through an annual budget review process and auditing of accounts, along with monthly monitoring of financial reports through our existing National Finance Committee. The YWCA will continue to expand its income sources over the next three years, fostering corporate partnerships, higher investment returns and innovative income generation strategies. The YWCA will also co-ordinate an annual evaluation of activities undertaken in the delivery of tender outcomes including surveys of organisations participating in our consultation mechanisms. A broader evaluation strategy will be developed in the first year of the tender.

- The YWCA firmly believes that our proposed contract methodology represents value for money and includes:
- A process for the effective development of policy advice around the five identified priorities
 - Action that strengthens the capacity of women's organisations to work collaboratively on joint-projects
 - Innovative information and education strategies including Avant Cards and email lists
 - The development of a range of resources and training that promote women's participation in leadership and decision making
 - Sound management and organisational planning.



5.2 Detailed Methodology

Policy Outcomes:

- Provision of well-informed, relevant and timely advice to government on identified policy priorities
- Provision of advice which reflects the diversity and heterogeneity of women and which provides balanced analysis of common concerns, competing interests, key sensitivities and the pros and cons of advice or options
- Effective identification of, and advice on, emerging issues affecting women

Components	Key Tasks	Timelines
Resourcing of internal YWCA policy committees (Social Responsibility, Young Women's & World Focus Committees) to oversee the policy development process around the 5 priority areas, and to provide advice on emerging issues	<ul style="list-style-type: none"> • Co-ordinate a face-to-face meeting to establish an annual workplan and assign responsibilities • Monthly meetings to progress workplan and respond to Government requests and inquiries 	Annual Planning Meeting Monthly Teleconferencing
Employment of a Policy & Research Officer to co-ordinate policy development, research and consultation	<ul style="list-style-type: none"> • Position recruitment process • Conduct young women's research project • Co-ordinate meetings of the internal policy committees and external consultation groups • Develop position papers on each priority area 	Immediate Recruitment Research project every 18 months Monthly internal policy committee meetings Quarterly external consultation group meetings 5 policy position papers annually
Co-ordination of a detailed report on the issues and concerns of young women, based on extensive action research around the 5 policy areas	<ul style="list-style-type: none"> • Develop research process • Co-ordinate action research • Compile and analyse of research findings • Produce research report and recommendations 	Every 18 months
Co-ordination of submissions to Government inquiries relating to the 5 policy priorities	<ul style="list-style-type: none"> • Monitor of media for submission calls • Utilise internal policy development committees and external consultation groups • Policy & Research Officer to co-ordinate submission writing 	Ongoing
Development of an annual policy position paper on each of five priorities in partnership with other organisations and relevant stakeholders identified in the summary statement	<ul style="list-style-type: none"> • Quarterly meetings of consultation groups to provide advice in relation to each of the policy areas • Internal policy development committees to monitor and review position paper development • Policy & Research Officer to co-ordinate position paper development 	5 position papers per year

Consultation Outcomes

- Consultation with a wide range of women (including members, other women's organisations and in the broader community) and other stakeholders as relevant, to inform policy advice to government
- Development of partnerships with other stakeholders, including other women's NGOs
- Constructive working relationships with Minister's Office, OSW and other Commonwealth agencies, including timely advice on likely media activities

Components	Key Tasks	Timelines
Co-ordination of consultation and policy development groups around each of the five policy priorities comprising representatives of the women's organisations and stakeholders identified in the summary statement	<ul style="list-style-type: none"> • Identify representatives from each of the organisations willing to collaborate with the YWCA • Develop a schedule of quarterly meetings • Policy & Research Officer to co-ordinate meeting agendas and briefing materials 	Quarterly meetings of consultation groups
Co-ordination of a triennial convention of YWCA members Australia-wide	<ul style="list-style-type: none"> • Develop an internal marketing strategy • Establish a Convention Planning Committee • Co-ordinate registrations through the national office 	Once every three years
Conduct an annual consultation with members to coincide with the YWCA National Board Meeting	<ul style="list-style-type: none"> • Establish a National Board Planning Committee • Identify a person to develop and facilitate the consultation process 	
Engage in action research on issues affecting young women	<ul style="list-style-type: none"> • Develop research process • Co-ordinate action research • Compile and analyse of research findings • Produce research report and recommendations 	Once every 18 months
Development and implementation of a strategy to ensure effective relations with Government Ministers and bureaucrats	<ul style="list-style-type: none"> • Appoint a government liaison person • Establish policies on media activities and the provision of timely advice to government • Co-ordinate quarterly presentations to Minister/s • Co-ordinate monthly contract meetings with the Office of the Status of Women 	Ongoing
Ensure appropriate consultation mechanisms with national women's organisations prior to the annual the Australian Women's Round Table	<ul style="list-style-type: none"> • Develop a consultation process • Consult with OSW regarding consultation areas • Promote process among national women's organisations 	Annually

Information & Education Outcomes

- Activities which support women's access to information on relevant issues relating to government initiatives
- Contribution to building the positive profile of women, women's achievements and women's issues

Components	Key Tasks	Timelines
<p>Publication of a brochure detailing national honorary awards and nominations processes to encourage applications from women</p>	<ul style="list-style-type: none"> • Identify all annual honorary awards and processes • Contract copywriter to simplify and target information • Develop a mailing list for brochure distribution 	<p>Brochure development once every 3 years</p>
<p>Production of a series of Avant Cards (postcards) which promote women's participation and understanding of current public policy initiatives</p>	<ul style="list-style-type: none"> • Identify key issues in consultation with OSW • Contract designer and copywriter • Distribute through YWCA local associations and the Avant Card network of cafes, cinemas, restaurants and educational institutions 	<p>Production of card a minimum of twice a year or as resources permit</p>
<p>Development of training and resources which promote women's participation in leadership and decision making, working in partnership with groups such as the Parliamentary Education Office</p>	<ul style="list-style-type: none"> • Develop a women's directory to promote women into leadership positions (Attachment 6 is an example of a previous directory the YWCA developed) • Co-ordinate internal and external young women's leadership training events • Co-ordinate a mentoring program throughout local YWCAs (copies of program available upon request) • Provision of other leadership training and resources 	<p>Register produced once over the three years and annual training events Ongoing mentoring activities</p>
<p>Establishment of a young women's email list for rapid dissemination of information to young women</p>	<ul style="list-style-type: none"> • Develop a flier to promote list • Advertise list on other websites and emails lists relevant to young women • Contract an organisation/person to establish list • YWCA Young Women's Co-ordinator to administer list 	<p>List established within first 3 months of contract Ongoing promotion and use</p>
<p>Promotion of Government initiatives and policies through a range of existing internal and external forums</p>	<ul style="list-style-type: none"> • Provision of government information sections in the YWCA's national newsletter, young women's newsletter and website (See Attachments 7) • Promote information through existing media including Pamela's List, AUSFEM-POLNET and the NEWS email bulletin • Utilise YWCA Local Associations as a distribution point for government information 	<p>Quarterly newsletter production Ongoing utilisation of other media</p>

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Governance Outcomes

- A well managed and accountable organisation
- Participation of women in the organisation's decision making roles

Components	Key Tasks	Timelines
Effective financial management of the organisation	<ul style="list-style-type: none"> • Co-ordinate an annual budget development and review process • Co-ordinate an annual audit of all national accounts • Finance Committee to conduct a detailed review of monthly financial reports • Maintain contract with an accounting firm to deliver timely and accurate financial data • Ongoing assessment of the impact of new legislation on the organisation (eg. GST) 	Annual budgeting and auditing Monthly Finance Committee meetings Monthly financial reports from accounting firm Ongoing assessment of emerging financial issues
Co-ordination of an annual census of local YWCAs to ensure all groups meet the criteria for affiliation and abide by agreed policies and standards	<ul style="list-style-type: none"> • Annually review census questionnaire • Circulate to YWCA local associations and groups • Compile and analyse of data • Develop an annual census report 	January – March of each year
Engage in regular strategic planning and review	<ul style="list-style-type: none"> • Establish strategic directions at triennial membership convention (Attachment 8 is current Strategic Plan) • Review goals and achievements at annual board meetings • Establish annual workplan to implement goals • Monitor implementation at quarterly face-to-face meetings of the National Executive 	Triennial development of strategic directions Annual strategic review Annual workplan development Quarterly monitoring of workplan implementation
Regularly review internal policies and procedures	<ul style="list-style-type: none"> • Conduct an annual review of the YWCA Ethical Code (Attachment 9) • Annually review the YWCA's Roles, Responsibilities and Policy Manual (copies available on request) • Annually review existing procedures to ensure they compliment policy changes 	Annual Review

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Components	Key Tasks	Timelines
Implementation of the YWCA Income Generation Strategy (see Attachment 10)	<ul style="list-style-type: none"> • Conduct a review of all investments for higher returns • Foster corporate and government partnerships around national program areas • Broader promotion of the YWCA Ethical Trust • Expansion of Travel Y's International, a global internet accommodation booking service 	Ongoing Income Generation Activities
Annual evaluation of the delivery of outcomes in relation to the OSW Tender	<ul style="list-style-type: none"> • Annual survey of participating organisations regarding the effectiveness of the consultation process • Provision of an annual report to the OSW against agreed performance measures • Development of a comprehensive evaluation strategy for all agreed deliverables 	Annual Evaluation

6. Contract Timelines

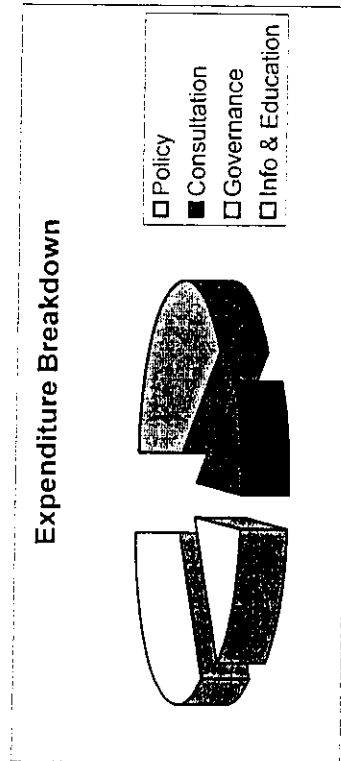
Timeline for Deliverables	Year 1: 1999/2000												Year 2: 2000/2001												Year 3: 2001/2002																							
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J												
	Policy												Consultation												Information & Education												Governance											
Resourcing of Committees
Policy Officer Employment
Annual Research Report
Submissions
Policy Position Papers (annual papers on each priority)
Consultation																																																
Consultation Groups (quarterly meetings of 5 groups)
Membership Convention
Annual Member Consultation
Action Research
Communication Strategy
RoundTable Consultation
Information & Education																																																
Awards Brochure
Avant Cards
Promotion of Government Initiatives
Leadership Resource Developmt
Young Women's Email List
Governance																																																
Financial Management
Strategic Planning & Review
Annual Census
Internal Policy Review
Income Generation
Annual Evaluation

7. Financial Information

7.1 Financial Expenditure Overview

Funding will be apportioned to the four outcomes areas as follows (based on a 12 month period):

40%	Policy Advice
11%	Consultation
34%	Information & Education
15%	Governance



7.2 Detailed Budget

The budget below details where funding from the Office of the Status of Women will be directed. The YWCA of Australia will cover all other costs associated with the provision of services in this tender through other income streams. The YWCA's contribution includes an estimated \$30,000 in voluntary contributions from YWCA Committees, along with the costs of all other contract administration and organisational governance, including supervision of contract staff and the annual membership consultation and auditing of accounts.

Expenditure Item	1999/2000	2000/2001	2001/2002
Policy Advice			
Internal Policy Related Committees	\$7,500	\$10,000	\$10,000
Policy & Research Officer (part-time)	\$22,500	\$30,000	\$30,000
Consultation			
Resourcing of Consultation Groups	\$5,000	\$7,000	\$7,000
Convention/Member Consultation	\$5,000	\$4,000	\$4,000
Email List Establishment	\$1,000		
Information & Education			
Leadership Resources & Training	\$5,000	\$10,000	\$10,000
Printing	\$7,500	\$10,000	\$10,000
Production & Design	\$6,000	\$8,000	\$8,000
Bulk Postage & Distribution	\$4,250	\$6,000	\$6,000
Governance			
Accounting Services	\$11,250	\$15,000	\$15,000
Total Expenditure	\$75,000	\$100,000	\$100,000

7.3 Proposed Payment Terms

The YWCA of Australia proposes quarterly instalments of tender funding in advance including an initial upfront payment representing three months funding or \$25,000.

7.4 Government Funding Status

The YWCA is in the process of acquitting a Graduate Research & Development Grant from AusIndustry, and is developing applications for the Regional Tourism Program and Export and Marketing Development Grants through the Department of Industry, Science and Resources.

The YWCA of Australia has received the following grants from the Office of the Status of Women over the past five years:

- 1994/95 - \$60,000
- 1995/96 - \$60,000
- 1996/97 - \$40,000
- 1997/98 - \$50,000
- 1998/99 - \$50,000

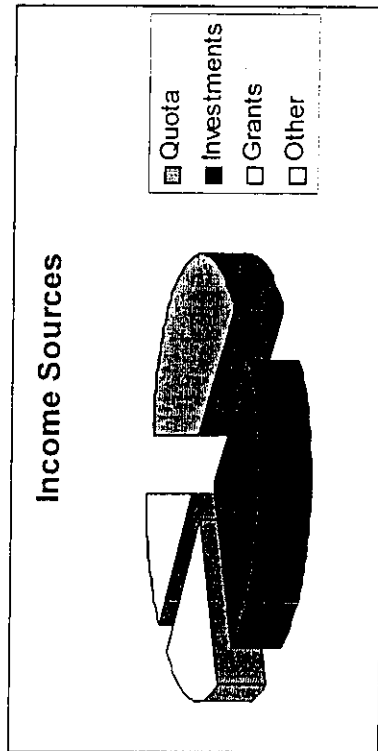
The YWCA of Australia has received other grants from AusIndustry and AusAid during the last five years including \$8860 in overseas development program assistance and \$28545 for our Travel Accommodation Network in 1998. YWCA local associations have been recipients of a number of local and State Government grants. Further details of these can be supplied upon request.

7.5 Other Funding Sources

The YWCA receives income from a variety of funding sources including:

Local Association Quota (membership fee determined by annual turnover), Donations and Bequests, Investment returns including interest, Membership fees and commissions from our Travel Accommodation Network, Extensive in-kind contributions, Corporate sponsorship, Sales and merchandise, Government Grants, Project Administration Fees

The breakdown of our income in 1998 (our last audited year) for our operating account was as follows:



8. Supporting Documentation

The following items are attached as indicated in the tender proposal:

- 1) 1998 YWCA Annual Report
- 2) YWCA Incorporation Act
- 3) Organisational Structure
- 4) Social Responsibility Committee & Expertise
- 5) NEO and Treasurer's Job Description
- 6) Register of Women Trainers, Facilitators & Consultants
- 7) YWCA National Newsletters
 - Communiqué
 - Sistascoop
- 8) YWCA Strategic Directions
- 9) YWCA Ethical Code
- 10) YWCA Income Generation Strategy

Strategic Directions

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Strategic Directions,
YWCA of Australia, April 1997
A YWCA of Australia production.
Final Report compiled by Jacq Burridge, Rachel Cloy & Tricia Saiton.
Cover design: Rachel Cloy.

Address all enquiries and requests for copies of this document to: YWCA of Australia, PO BOX 1022, Dickson, ACT 2602. Tel (06) 230 5150.

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Acknowledgment

This Strategic Directions document is the culmination of the combined efforts of the women of the YWCA movement in Australia, over several years. It was commenced during the Presidential term of Moira Huggins. The initial Strategic Planning working group consisting of Jocelyn Bennett, Nicola Bullard, Trish Hazeleger, Jacqui Mason, Tricia Szirom and Annie Quadroy laid the groundwork for the process of change.

The current National Executive Committee under the visionary leadership of our current National President - Tricia Szirom, progressed and realised the vision of a strategic and structural review of the YWCA of Australia.

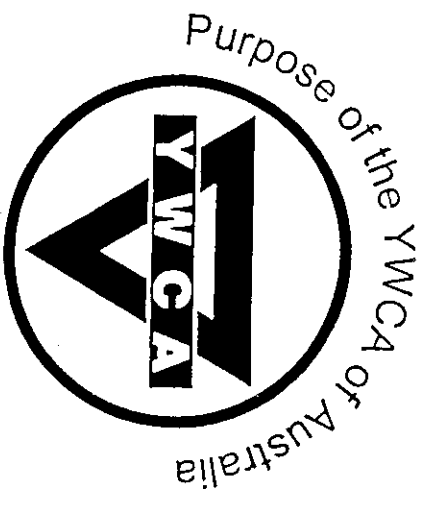
Jacqui Mason and Kathleen Edwards served as the backbone of the Association during a very difficult period where there were no Secretariat staff, with no relief from their commitments as Executive member and Vice-President respectively.

Consultants - Patricia n'Ivor and Heather O'Connor very ably and patiently worked with the National Executive and the movement to collate many visions to develop a blueprint for change.

Our new National staff team in Canberra have worked to progress the Strategic Directions, and are playing a crucial role in implementing the vision.

Many others outside of the movement played a crucial role through their financial, emotional and professional support, and were generous with their time.

Grateful thanks.



Strengthened by the Christian faith and enriched by the world-wide membership of women and girls, the YWCA seeks to provide opportunities for women to develop their full potential; express concern for the whole community in responsible action; and strives to achieve peace, justice and freedom for all people.

Mission

As one of the leading women's organisations in Australia, the primary focus of the Association is to empower women of all ages.

In the achievement of the Purpose and in pursuit of its Mission, the Association will be guided by the following Principles:

As a membership movement, it will take an active role in the community in issues affecting women;

it will work in a way that ensures consensual processes and strategies;

it will encourage and promote creativity, equality, social justice, mutual caring and compassion;

it will give specific attention to young women in its activities and decision-making;

it will act as an advocate for women on the basis of the World YWCA priorities and the policies of the Australian and World movements;

it will promote and develop high quality leadership.

The YWCA will provide "opportunities for women to develop their full potential" through:

the initiation and provision of leadership development;

the provision of safe and empowering environments;

advocacy on behalf of women through the media and by lobbying governments;

the provision of program and services;

the development and promotion of appropriate management skills and models of work;

ensure safe and just employment practices within the YWCA for both our staff and volunteers.

The YWCA expresses "concern for the whole community in responsible action" by:

identifying current needs and developing appropriate action;

taking a leadership role in issues relating to women and human rights in ways consistent with YWCA policies;

providing practical services and programs which alleviate oppression and poverty and addressing World association priorities;

educating women for community action;

providing activities focused on sharing, companionship and enjoyment of life.

The YWCA strives to achieve peace, justice and freedom for all by:

educating and mobilizing our members, lobbying governments and initiating campaigns

promoting and developing non-violent approaches to conflict

working co-operatively with like-minded groups both within Australia and overseas to raise awareness of injustice and oppression;

reviewing and changing our structures and processes to include women and girls from all sectors of the community;

initiating affirmative action to challenge prejudice in attitudes, language and behaviour.

Vision of the YWCA of Australia

An organisation that is led by women, has knowledge of women's issues and one that works from a specifically feminist perspective.

We want the YWCA of Australia to be a premier women's organisation with a responsive and dynamic leadership, be a pacesetter, a leader on women's issues and an adviser to governments;

We want the YWCA of Australia to have a strong and expanding membership with an ongoing role as active participants in the community on issues for women;

We want the YWCA in Australia to have a dynamic strategic plan that creates a climate for strong membership, have a clear focus and direction, and for it to train and support Local Associations to develop direction and leadership.

The Strategic Development Process

Background

The YWCA of Australia is an Australia-wide organisation consisting of 24 affiliated Local Associations, which constitute the membership. Its ongoing role as a membership based organisation provides the rationale for its existence, responding to local communities through services and other membership activities.

The National Executive and staff are the 'expression of the Local Associations' desire to be an Australia-wide movement and to be a link with the World YWCA. The World YWCA, established in 1894, is the body that unites and serves all the National Associations affiliated with it.

The YWCA of Australia was first established in 1907. In 1992, the purpose of the YWCA of Australia was re-stated to better reflect the values of the membership:

Strengthened by the Christian faith, and enriched by our world wide membership of women and girls, we seek to:

- provide opportunities to women to develop their full potential
- express concern for the whole community in responsible action
- strive for peace, justice and freedom for all people.

The YWCA membership has been involved, for the past 5 years, in a strategic development process which culminated in agreements, reviews and reports defining its purpose and principles of operation. This was achieved through a series of consultations, workshops, Board meetings and Conventions that have involved enormous effort from all involved.

There were two major processes utilized to develop a new sense of direction and purpose for the organisation. The first commenced in 1991 and brought together representatives from all Associations over a period of eighteen months to review and evaluate past achievements and identify gaps and issues if a viable future was to be achieved. At Convention 1993 a Strategic Plan was adopted to provide a framework for development.

In 1995/96 a Strategic Development process was instituted, and coordinated by the YWCA National Executive, and consultants, Heather O'Connor and Patricia N'Yor were employed to further refine the direction and assist in the restructure.

Over the time of the five year review and development process, more than two hundred women have been involved as representatives of the membership in the setting of the directions which are documented here.

Strengths Weaknesses Opportunities and Threats

In 1995 an analysis of the Strengths, Weaknesses, Opportunities and Threats of the YWCA of Australia was undertaken within the organisation, and drawing from comments from key informants outside, with the following results:

Strengths

- committed women, staff, volunteers, board members;
- long history of service and concern resulting in a high level of respect in the community;
- strong asset base;
- relevant and professional programs
- part of an international movement of women.

Weaknesses

- unresolved tension between the autonomy of Local Associations and the need for an Australia-wide approach;
- lack of trust between Local Associations and with the office of the YWCA of Australia;
- visible absence of young women at the local level;
- lack of clear and consistent messages to new members, committees, volunteers;
- lack of transparent accountability mechanisms, and a naïve approach to legal and financial responsibility as custodians of a very large organisation;
- failure to reflect our multicultural society.

Opportunities

- ability to advocate nationally for the needs of all women - particularly young women;
- international role - particularly in relation to the rights of women, new ways of work, the environment etc.;
- as a service provider - in relation to children's services, employment, training, accommodation etc.;
- as a membership organisation - for women wishing to belong to a progressive, stable organisation that has both an Australia-wide and international focus.

Threats

- degeneration by attrition if the issues of young women are not addressed;
- vulnerability to attack by not having clear policies and practices (including employment);
- threat of legal and moral or ethical challenges through lack of transparent accountability.

The overall objective of the strategic development process has been to achieve an organisational structure and culture that can achieve the outcomes which have been identified in planning up to this date. Much of the hard work and soul searching that accompanies organisational change has already been undertaken.

This document poses to the movement an opportunity to effect organisational change and place the YWCA of Australia on the social and political map of Australian Women's Affairs.

Key Directions

The Strategic Development process identified five key directions. These were formulated as articulated by the membership of YWCAs in Australia.

The five key directions are:

1. **Leadership**
 - ⇒ Training and Leadership Development
 - ⇒ Young Women and National Leadership
 - ⇒ Mentoring
2. **Collaboration and Cooperation**
 - ⇒ Networks
 - ⇒ External Networks
 - ⇒ Local Association Support
3. **Profile**
 - ⇒ Marketing Plan
 - ⇒ Corporate Sponsorships
 - ⇒ Relocation
 - ⇒ Contribution to Public Policy
4. **Diversity of Membership**
 - ⇒ Young Women
 - ⇒ Membership
 - ⇒ Diversity
5. **Resource Development and Accountability**
 - ⇒ Resource Development
 - ⇒ Restructure
 - ⇒ Governance and Management
 - ⇒ Internal Quality Assurance

Each of these directions is explained and articulated in individual chapters. They confirm the YWCA of Australia's commitment to:

- being an organisation which is informed and governed by women who work from a specifically feminist perspective;
- being a membership based organisation;
- the advancement of women of all ages, but with a particular emphasis on young women;
- striving for peace, justice, equality and freedom for all;

- revitalising the YWCA of Australia through giving priority to membership, focused and responsible leadership, policy development and program delivery driven by Local Associations; and
- being representative of Australian women regardless of ethnicity, class, age, ability, sexuality and religion.

Leadership

The YWCA of Australia will have an active and dynamic process for developing the leadership potential of the movement and a strong, representative national leadership team.

The YWCA prides itself in encouraging leadership skills in women, and young women in particular, and indeed sees this function as core to its aims and objectives. However, there are significant barriers in both structure and culture which inhibit this. The reality is that in practice the organisation at times fails to support its own leaders at both the national and local levels.

The current decision making structure of the YWCA of Australia, where each level of decision making can be referred to a 'higher' authority can be a serious impediment to strong leadership and decision making. However, no amount of structural change can guarantee trust and respect for leaders. The YWCA along with many women's organisations, still appears reluctant to acknowledge that its leadership group and individual women within the organisation need to be fearless, visionary and prepared to take risks in order to bring about the organisational change necessary to ensure its future.

Acknowledgment of, and support for strong leadership will only eventuate when members at both the Australia-wide and Local Association level adopt a genuinely mature and supportive ethos. Politeness does not substitute for respect for the integrity of the leaders who, after all, the membership has elected or appointed.

Alternate strategies to achieve 'active and dynamic process(es) for developing the leadership potential of the movement and a strong representative national leadership team' may need to be radical in order to succeed.

The Strategic Development process identified three areas through which the encouragement of national leadership can be progressed:

1. training and leadership development
2. resource development
3. social policy development.

1. Training and Leadership Development

By 2001 the YWCA of Australia will have:

- an Australia-wide training team
- an implemented plan for multi-level training within the YWCA
- a team of YWCA registered trainers providing fee for service training to industry and the community
- a Central Training fund of \$250 000.

The development and establishment of a National Training Team or Network will allow the YWCA of Australia to assume a *responsible* leadership role as 'custodian' of the movement by:

- assessing the need for training within the movement;
- being in the position to supply relevant training to our membership on demand or as a support measure to Local Associations;
- providing leadership opportunities for our members as well as equipping them for the challenges of leadership;
- establishing a tool that not only meets the in-house needs of our membership, but a tool which is a source of income generation for the organisation.

Action Statements:

- The YWCA of Australia will actively seek women with specific skills for a range of positions on Executive Committees or staff, and encourage and facilitate their participation in the organisation.
- The YWCA of Australia will work towards the establishment and functioning of an Australia-wide YWCA Training Network as a priority.
- The YWCA of Australia will monitor the progress towards the establishment of the YWCA Training Network until such a Network is formally established and functioning.
- In the event of casual vacancies on National Executive Committee, prospective candidates will undergo an interview process by Nominations Committee against a selection criteria developed in collaboration with the National Executive Committee.
- Nominations Committees at the local and Australia-wide level will be requested to adopt or implement immediately a policy of actively seeking nominations for casual vacancies with a strong preference for Young Women.
- The YWCA of Australia will nominate women to external Boards in recognition of women's contribution to the community.

2 Young Women and National Leadership

Young women members, through the Young Women's Agenda, have developed a strategy for leadership. This strategy includes the development and presentation of a position paper *Y Women: Consolidating the Gains*.

The following statements were developed as specific strategies to address young women's leadership issues within all levels of the organisation, and were approved by National Board in 1996.

Action Statements:

- The YWCA of Australia will affirm its commitment to Affirmative Action policies including at least 30% Young Women under thirty years of age in decision making positions throughout the whole movement.
- A Working Party will be established to assist Local Associations to meet or develop active strategies to meet their existing obligations for a minimum Local Associations will report on their achievement of, or progress towards meeting the 30% quota of Young Women.
- The YWCA of Australia will review the need for higher quotas for Young Women in decision making at Convention 1997.

By 1998 all YWCAs in Australia will have 30% of young women under the age of thirty years in decision making positions.

Young women members are contributing enormous energy and new skills, knowledge and experience to the YWCA in ways that may not have been possible before the economic and social gains achieved through the last wave of feminism. In accordance with this reality, and the principles which underpin feminism, it may now be opportune to put in place a formal system of Affirmative Action for young women in decision making positions.

In identifying the priorities for work of the Executive of the YWCA of Australia at their mid-term review, it was recommended that the needs of young women be accorded top priority, with the desired outcomes being:

- a vibrant active and growing young women's network;
- 30% of young women under 30 years of age being in decision making at all levels of the Association.

At all levels of the local, national and international YWCA and with virtually unanimous agreement from all participants, there is a spoken commitment to young women and to their central and crucial position as the future of the Y.

The development of a Young Women's Network or Task Group was a major recommendation arising from the workshops on young women at the 1995 National Board.

Action Statements:

- The YWCA of Australia will actively seek financial resources to support the development and work of a Young Women's Task Group
- The YWCA of Australia will accord the issues of Young Women a priority status.

3. Mentoring

By the end of 1997 the YWCA of Australia will implement a national mentoring program.

Mentoring is the expression of the members' desire and willingness to share skills, experience, opportunities and challenges with each other. Mentoring provides an initiation into the movement, and provides an environment which allows the development of a member's full potential. It also fulfills the all important function of imparting the collective and corporate memory of the organisation from one member to another.

In keeping with its commitment to provide opportunities and challenges to young women within the organisation and to attract young and diverse women to the organisation, the YWCA of Australia will implement a national mentoring program based on consultations with the membership.

Action Statements:

- The YWCA of Australia will initiate a national consultation with its membership to determine the parameters of a national mentoring program, and implement the program accordingly.
- The YWCA will develop a database that will document the details of participants and use this to match members to each other based on information collected from participants in the program.
- The YWCA of Australia will evaluate the mentoring program after a suitable time, measuring its success against a set of performance indicators linked to successful leadership within the movement.

Collaboration and Cooperator

The YWCA of Australia will develop and enhance collaborative and operative approaches both internally and externally.

To enhance collaboration and cooperation within the Australia-wide YWCA movement, it is acknowledged that the following changes must occur:

1. Restructure of the YWCA of Australia.
2. Support and strengthening of the national networks mechanism.
3. Strategies to develop and maintain networks outside of the YWCA.

1. Strengthening of the National Service and Business Networks

By 1997 the YWCA of Australia will have its Service and Business Networks functioning, and providing services within and outside of the YWCA movement.

The work undertaken in reviewing core programs was part of the strategic development process. Core programs support the emphasis placed on local identification of needs, and delivery of programs and services. The Service and Business Networks (referred to as Networks hereafter) are a logical extension of Core Programs and not a radical departure from the traditional program offerings of the YWCA.

As well as sharing knowledge, skills and resources around YWCA programs, the development of the Networks has brought cohesion, association and strategic alliances to the YWCA of Australia. These Networks, if given priority, will form the basis and strength of the YWCA into the 21st Century.

Currently, there are five Networks that have been established between Local Associations. These are:

- YWCA Travel Accommodation Network
- National Childcare Network
- National Employment and Vocational Training Network
- National Community Housing Network
- National Training & Leadership Network.

In addition, work is underway to establish a National Health & Wellbeing Network before the end of 1997.

The adoption of quality management criteria and standards for YWCA service provision and network activity will ensure that YWCA philosophy and values are an integral part of National Service and Business Networks.

The strategic development process recommended that Local Association continue the process of Core Program documentation and development, extending this process to

include consideration and clarification, within a local policy context, of the issues relating to participating in Service/Business networks.

There has been considerable discussion regarding the integration of the Networks into the formal decision making processes of the YWCA of Australia, to foster their development and also to ensure their accountability to the YWCA of Australia. This is particularly relevant to issues of financial liability, public accountability, marketing and profile arise.

The Networks are a significant initiative of the paid staff of associations and there is little doubt that they are a critical new method of collaborative service delivery that must be incorporated into decision making structures at the Australia-wide level.

Their incorporation is essential to ensure:

- the energy, experience and leadership of their members are utilised to the full by the organisation;
- the focus of YWCA activity and services is firmly integrated within local communities;
- they are accountable within existing membership responsibility of the National Board through the Executive, in terms of public, financial, legal and other accountabilities;
- the Standards and Criteria of their Service Provision accord with nationally agreed principles.

The future of the YWCA lies in the development of its National Networks.

Action Statements:

- The YWCA of Australia will monitor and promote the development of its National Networks in its plans for the future.
- The YWCA of Australia will actively seek financial support for the development of the National Networks.
- The YWCA of Australia will encourage Local Associations to participate in and/or support the National Networks.
- The YWCA of Australia will utilise the National Networks and their existing infrastructures as a means for management, responding to policy issues and for competitive tenders.
- The YWCA of Australia will amend its Constitution in 1997 to make the Networks an integral part of its operating structure.

2. Strategies to develop and maintain networks outside of the YWCA

The YWCA of Australia will have a well developed network of external contacts representing a variety of interests.

It is crucial that the YWCA develops and maintains external networks and relationships relevant to its philosophy that underpins service delivery and community action, strategic directions and financial viability. These relations can be divided into two categories:

1. government relations
2. community networks and cooperative action.

Government relations

By 1998 the YWCA of Australia will:

- *be a key consultant to government on women's issues*
- *be proactive in relations with government at all levels*
- *have a capacity to respond swiftly to government initiatives*
- *have a network of public service contacts in key target areas.*

In order to achieve this and to continue a role of public policy, advocacy and lobbying, the YWCA of Australia requires:

- a clearer process of policy development and prioritisation;
- a means by which Local Associations can contribute to public policy development at the Australia-wide level;
- a greater and more tangible support for the President as spokesperson for the organisation;
- a coordination and support function within the organisation to provide policy and strategic advice and professional administrative backup.

This activity will continue to position the YWCA of Australia to be a key consultant to government on women's issues, to be proactive in relations with government at all levels, to respond swiftly to government initiatives, and to have a network of public servant contacts in target areas.

In order to meet this priority, the YWCA of Australia will institute a Social Responsibility Committee whose task it will be to produce policy recommendations on key issues relevant to Australian women and our membership.

As part of its policy priority work, the YWCA of Australia will commit specific resources to its advocacy and lobbying work including a major function of the Executive Director position and an increasing stipend of the President to a level commensurate with the status of the YWCA of Australia.

Action Statements:

- The YWCA of Australia will establish as a priority a functioning Social Responsibility Committee comprised of a diverse range of women recognised as experts in their fields.
- The YWCA of Australia will actively consult and comment on issues relevant to, and affecting women and their families.
- The YWCA of Australia will actively promote relations between itself and government, and the public service at all levels and across a range of portfolios.
- The YWCA of Australia will develop consultative and task oriented networks and processes which allow it to respond swiftly to government initiatives.

Community Networks & Cooperative Action

By 1999 the YWCA in Australia will have a strong and cooperative network of non-government and community agencies through:

- *review of current networks;*
- *an assessment of gaps and unnecessary contacts;*
- *training a team of members for representation;*
- *a register of skilled and experienced members to represent the YWCA.*

Limited resources within NGOs require a carefully planned approach to strategic liaisons within the sector. Each Association and the Australia-wide body could productively review its relations with other NGOs at the community level and see improved cooperation as a central issue in its yearly plan, one that does not necessarily rely on particular individuals.

Action Statements:

- The YWCA of Australia will undertake a current audit of its current networks, and act on the results of the audit.
- The YWCA of Australia will train a team of members drawn from the Executive Committee, Local Associations and staff to serve as representatives of the organisation.
- The YWCA of Australia will produce a skills register of members for distribution to Local Associations.

3. Local Associations Support

By 1999 the YWCA of Australia will develop a comprehensive Local Associations Support Management Plan including a financial management plan for an ongoing commitment to the 'Local Associations Support Fund' Trust account.

The YWCA of Australia prides itself as one of the custodians of a Worldwide membership movement. As a parent Association, the YWCA of Australia is the sum of our Local Associations who represent the service arm of the organisation. Local Associations are valued as they provide an investment in the future. It is their members who comprise the Australian movement in its entirety.

The YWCA of Australia has a noble history of supporting its Local Associations in times of expansion and innovation, as well as need. It is imperative that the YWCA of Australia continues to make this commitment into the future.

The question of a Local Association's autonomy has long been a contentious issue within the movement. Just as it is imperative that the National Association make a commitment to Local Associations, it is equally important for Local Associations to recognise when autonomy is the source of their detriment.

Larger and more financial Associations must be encouraged to mentor and assist smaller and less financial associations in the areas of management, funds procurement and programming.

Action Statements:

- The YWCA of Australia will continue to make a commitment to the support of Local Associations and their work by maintaining the Local Associations Support Fund.
- The YWCA of Australia will develop a management plan for providing support to Local Associations.

Profile

The YWCA of Australia will enjoy an enhanced and positive profile in Australia.

Encompassed within the area of profile are marketing and promotion, enhanced government relations, YWCA representation at various issues-based fora, financial support from both the government and corporate sectors and valuable contribution to Australian social policy debate and development.

1. National Marketing Plan and 2. High and Positive Media Profile

By 1999 the YWCA of Australia will have:

- a *National Marketing Plan* which will be reviewed annually;
- a *high and positive media profile*.

It is widely recognised that the success of the YWCA of Australia as a leading national women's organisation is dependent on the development of a national marketing plan, and concurrently, a media profile that is high and positive.

The further development of income generation and policy development processes will provide the basis for a marketing and promotion strategy.

Action Statement:

- The YWCA of Australia will develop policies to address the development of a marketing and promotion strategy.
- The YWCA of Australia will review the need for an Australia-wide marketing and promotion strategy on a six monthly basis through the Executive, and each of the Service and Business Networks.
- The YWCA of Australia will develop a public relations campaign to engage the media, thus ensuring a high and positive media profile.

3. Committed Corporate Sponsorships or Partnerships and Government Funding

By 2000 the YWCA of Australia will have committed corporate sponsorships or partnerships and government funding

- Sources of income for non-government organisations include:
- grants from government, corporations, philanthropic trusts;
 - fee for service programs, services and businesses;

- other income generation activities such as special events, telemarketing and direct marketing, major gift solicitation, pledging etc.

As previously stated under national leadership, it is essential that a national, coordinated and professional approach be taken to fund raising and income generation. While the need for individual Associations to raise funds independently of each other must be acknowledged and respected, there is an equal need for the YWCA of Australia to be informed of submissions and proposals under consideration or development. In this way, all relevant parties can be informed and the proposals can be supported in a strategic, coordinated and professional manner. The YWCA of Australia should have no power to veto or change submissions or proposals, but merely to support and facilitate their development.

Action Statements:

- All submissions and proposals to national funding sources will be coordinated and supported by the YWCA of Australia
- The YWCA of Australia will immediately re-state as an Australia-wide policy the existing agreement on policy and methods of approach to State and Federal governments
- The YWCA of Australia will actively seek and undertake income generation activities.

4. Physical Relocation of YWCA of Australia Headquarters from Melbourne to Canberra.

By 1997 the YWCA will relocate its National Office from Melbourne to Canberra.

The Strategic Development process recommended that the office of the YWCA of Australia relocate to Canberra.

The issue of moving the office from Melbourne has been discussed for over 25 years and indicates a multigenerational concern. Over time several options have been discussed and debated, with a move to Canberra being ratified. This has to be understood in the context of the overall strategic recommendations and directions of the organisation.

The logic of a national office being in the national capital has been widely adopted by other organisations with a predominant focus on policy development and advocacy. It is important that the YWCA of Australia should not be seen as being dominated by any particular State or Territory. The move to Canberra is precisely for its nature as the centre for policy making, opinion leaders, government funding and national networking. The move to Canberra is intended to:

- enhance the National Business and Service Networks mechanism;
- encourage affirmative action for all young women;

- emphasise the YWCA of Australia as a leading national women's organisation in policy development and advocacy, especially on behalf of young women;
- implement a more vigorous governance focusing more on policy and future visions, and less on control.

Action Statements:

- The YWCA of Australia will establish a national headquarters in Canberra to be staffed by an efficient and expert team.
- The YWCA of Australia's National team will work closely in conjunction with the National President, Executive members and Local Associations to realise the overall strategic directions of the organisation.

5. Recognised and Respected Contribution to Social and Public Policy

The YWCA of Australia already takes a leadership role in social and public policy within the Australia-wide movement. A continuation of this role requires a commitment to:

- clearer processes for policy development within the YWCA of Australia;
- resources for the development of social policy within the organisation;
- support of the women in leadership positions who initiate social policy development; developing a means by which Local Associations can contribute to policy development processes.

Action Statements:

- The YWCA of Australia will develop and implement clear policy development processes and guidelines within the organisation.
- The YWCA of Australia will commit resources toward the development of social policy.
- The YWCA of Australia will support women in leadership positions to initiate policy development.

The YWCA of Australia will make a recognisable and respected contributions to social and public policy.

There is much skill and knowledge within the membership of the YWCA. There are many women qualified to contribute to social and public policy debate on behalf of the Local Associations. It is well recognised that this requires national coordination and support from talent within the YWCA that would greatly contribute to Australian women's affairs.

Being part of a World movement means that the YWCA of Australia honours commitments to women on a global level as well as an Australia-wide level. The Social Responsibility Committee is the YWCA of Australia's means maintaining a watchful eye on issues affecting women and their families on a global as well as domestic level.

Commitment to the above strategies of creating a public persona bolstered by strategic and financial alliances with the government, corporate and non-government sectors will see the YWCA well placed to contribute to public policy debates on issues relevant to our membership. The support of Local Associations in doing this is the lynch-pin to success or failure of an increased profile and contribution of the YWCA of Australia as a viable national women's organisation.

The move to Canberra must be seen as an opportunity and an instrument by which the YWCA of Australia can begin the process of becoming a leading national women's organisation.

Action Statements:

- The YWCA of Australia will demonstrate the wealth of skills and experience within the movement by contributing to social and public policy options, issues and debates.
- The YWCA of Australia will direct considerable energy towards policy development and advocacy on the concerns of women, young women and girls.
- The YWCA of Australia will strive to be a visionary organisation.
- The YWCA of Australia will become a leading national women's organisation in Australia.

Diversity of Membership

The YWCA of Australia will have a strong and expanding membership representing the diversity of the Australian Community.

The YWCA of Australia is a membership movement and plays an active role in the community. Strengthened by our faiths and enriched by our worldwide association of women and girls, the YWCA of Australia is committed to providing opportunities for women's growth, leadership and power to achieve a common vision: peace, justice, freedom, equality and dignity for all people.

The YWCA of Australia reaffirms its promise to encourage and promote creativity, equality, social justice, mutual caring and compassion within diverse communities.

Young Women's Development Worker

By 1998 the YWCA of Australia's Young Women's Development Worker will produce a Young Women's Strategic Plan and commence work towards its implementation within the movement.

The resources required for young women to develop strategies and programs designed to increase their power and participation within the YWCA begin with the appointment of a young women's development worker to support the Young Women's Agenda.

In the past, the YWCA of Australia has employed young women's development workers. This experience leads some members to argue that the appointment of a specific young women's worker runs the risk of marginalising the issue of young women, thus exacerbating the problem.

The Young Women's Task Group has discussed the issue at length and have confirmed one of their priorities as the employment of an organisational development worker to support their progression of the Young Women's Agenda.

In August 1996, the YWCA of Australia employed a National Young Women's Development Worker to work in conjunction with the Young Women's Task Group to progress the Young Women's Agenda.

Action Statements:

- The YWCA of Australia will commit itself to the implementation of a Young Women's Strategic Plan.
- The YWCA of Australia will seek ongoing financial resources to support the work of a National Young Women's Development Worker

Diversity of members

The YWCA of Australia will be reflective of the diversity of Australian women and their issues and interests.

In keeping with the guiding principles and status as a world membership movement YWCAs in Australia strive to attract the participation of women from diverse backgrounds, and act proactively on a range of issues of concern to all women.

The YWCA of Australia acknowledges the unfair disparity of opportunity between Australians through barriers caused by race, ethnicity, class, gender, faith, age, ability and lifestyle choices. In an attempt to redress this imbalance YWCAs have always made a commitment to provide services to women, girls and their families. However, the YWCA of Australia is not content to just provide services to women of diverse backgrounds. The YWCA acknowledges that it is essential for indigenous women, immigrant and refugee women and women from other minority groups to be represented in our membership AND participate in the governance and management of the organisation.

It is widely recognised that the future and survival of the organisation depends on its ability to attract a diverse and vibrant membership. More importantly, it is widely acknowledged that it is essential that the organisation involves women from minority groups in a way that is meaningful and powerful, and not in a tokenistic or patronising fashion. It is important that the contact that any woman has with the YWCA be a memorable and rewarding experience. It is the duty of the leadership in the movement at all levels to ensure that this is the case.

The YWCA of Australia will embark on a membership drive to attract women from indigenous, ethnic and other minority groups into the movement and leadership positions of the organisation.

Action Statements:

- The YWCA of Australia will identify activities and issues that are relevant and attractive to a diverse range of women.
- The YWCA of Australia will embark on a membership drive through the promotion of issues relevant to a diverse range of women.
- The YWCA of Australia will actively seek women from diverse backgrounds for leadership positions within the organisation.

Resource Development & Accountability

1. Resource Development

By 2003 the YWCA of Australia will have:

- \$1 million in the YWCA Ethical Investment Trust;
- fully operational YWCA income generating activities;
- a National Assets Register;
- clear policies on the preservation of national assets;
- a coordinated approach to resource development within the movement.

In 1995 income generation and financial self sufficiency were identified as top priorities for the work of the Executive over the next five years with the aim "to develop a secure income stream for the National body so that it can fulfill its ongoing constitutional and legal requirements and provide support and leadership to Local Associations."

The development of such a diverse financial base needs direct links to the policy priorities of the YWCA of Australia and an identifiable strategy. Such a funding strategy should integrate staff and administrative costs associated with operating the office of the Australia-wide association within these policy priorities.

Action Statements:

- The YWCA of Australia will develop a financial management plan for its resource needs tied to clearly identified policy priorities of the organisation through the Finance Sub-Committee and the Social Responsibility Committee.
- In line with the above plan, the YWCA of Australia will develop operational income generating activities.
- The YWCA of Australia will actively pursue strategic financial partnerships with the Corporate and Philanthropic sectors.

Resources Profile

The assets, income and human resource base of the YWCA of Australia are some of its greatest strengths. The moral and legal obligations on both Local Associations and the Australia-wide Executive to preserve and build on this base for future generations present unequivocal reasons for providing a coherent Australia-wide *Resources Profile*.

The August Executive meeting in 1995 endorsed the *Resources Profile* and reached agreement to pilot it. The process for implementation and monitoring will include regular and ongoing modification as Associations begin to use the proformas. It is anticipated that Local Associations will use the *Resources Profile* in their day to day administration, for both six monthly setting of budgets and monitoring of expenditure.

Action Statements:

- The YWCA of Australia will develop a national *Resources Profile* for its own use and for circulation to Local Associations.
- The YWCA of Australia through the National Executive will monitor closely the assets belonging to the movement.
- The YWCA of Australia will be an employer that values and rewards the contributions made by volunteers and staff, therefore, preserving its skills base.

Australia-wide Coordination

Funding is available to the YWCA of Australia from a wide range of sources, frequently operating at a national level. For this reason, it is essential that a national, coordinated and professional approach be taken to fund raising. While the need for individual Associations to raise funds independently of each other must be acknowledged and respected, there is an equal need the YWCA of Australia to be informed of submissions and proposals under consideration or development. In this way, all relevant parties can be informed and the proposals can be supported in a strategic, coordinated and professional manner. The YWCA of Australia should have no power to veto or change submissions or proposals, but merely to support and facilitate their development.

Action Statement:

- The YWCA of Australia will immediately re-state as an Australia-wide policy the existing agreement on policy, and methods of approach to State and Federal governments.

2. Restructure of the YWCA of Australia

Background

The history and the formal structure of the YWCA of Australia demonstrates the representative, collegiate nature of the organisation, that is, that the YWCA of Australia is the sum of its affiliated associations.

However, the major weakness continues to be the difficulty in agreeing on an Australia wide approach to strategic development of the YWCA of, and in Australia. The 'national

Resources & Accountability

organisation' is perceived to be the National Office and the National Executive, rather than the sum of the affiliated Local Associations. 'National' is seen to be a separate entity, often out of touch with Local Associations.

While great advances have been made in the last few years in understanding the respective roles of the National Office and the YWCA of Australia (i.e., the sum of the affiliated Local Associations), ongoing efforts will need to be made before the YWCA of Australia can achieve the potential as a leading Australia-wide organisation of women.

The YWCA of Australia currently is ideally positioned to play a leading role in Australia because of:

- its human and material resources;
- its international affiliations and links; and,
- the respect with which it is held at both community and government levels.

In particular, the work of the organisation in shaping policies and strategies within the Coalition of Australian Participating Organisations of Women (CAPOW) National Network, together with the high profile achieved through the work of the National President, and others in the United Nations in New York and at the United Nations Fourth World Conference on the Status of Women in Beijing, places the organisation in an important strategic position in Australia.

The challenge is to build on these strengths and recent developments within the organisation.

The Structural Review recommended that the organisation adopt the common usage term or title, YWCA of Australia rather than 'National' in order to:

- a) emphasise the collegiate nature and administration of the Australia-wide organisation, and
- b) facilitate unity in Australia-wide strategic development and support for new ways of working.

Restructure Model

During 1997 the YWCA of Australia will be in the implementation phase of restructure.

The structure that the YWCA adopts, and the way in which it is governed will be crucial to the way in which it responds to each of these challenges. Furthermore, any structural change must be seen as a means to these and other ends. There is no benefit in engaging in difficult debates about structural change unless all members are clear about the ends to be achieved.

Predominant amongst these changes are:

- achievement of responsive and dynamic leadership;
- streamlining the decision making processes;
- ensuring proper accountability;
- retention of the strength of the representative nature.

Rapid social, economic, technological and political changes mean that organisations must be able to delegate authority and decision making through appropriate levels to responsible officers.

An Executive should be assured of full delegation of powers between National Board meetings. To give less than this assurance, and for an Executive not to accept this power, is to call into question the Executive's existence and to waste the time of its members and the resources of the association.

Similarly, a President should be given full authority to make public policy decisions and statements, on behalf of the YWCA of Australia, on a range of policy issues of public or media interest. However, these decisions and statements must not contradict National and World YWCA policies that have already been agreed upon.

Action Statements:

- The National President will be given full authority to make public policy decisions and statements on a range of policy issues of public and/or media interest, on behalf of the YWCA of Australia. These statements will be in keeping with policies agreed upon by the YWCA of Australia.
- The YWCA of Australia will streamline its channels of decision making and use technology as appropriate to achieve this.
- The National President and Executive will provide the movement with dynamic, responsive and accountable leadership.

Governance and Management

By 1997 the YWCA of Australia will adopt a model of governance that clarifies the various roles and levels of decision making.

Distinction needs to be made between the role of governance and the responsibilities of management. The function of Boards and Committees is to govern, not manage. It is the responsibility of staff, whether paid or volunteer, to manage on behalf of Boards and Committees. Confusion between these two functions has caused considerable heartache in the past and needs to be addressed in order for the organisation to function efficiently and with a strategic focus.

The office of the YWCA of Australia is the management and administrative arm of the Executive and is responsible to the Executive. The office of the YWCA of Australia does not have any policy making function, but is rather responsible for implementing the policy decisions of the movement.

The primary functions of the office of the YWCA of Australia include:

- to be a clearing house providing information from World, National and Local Associations;
- to be a resource centre - including providing advice on legal, constitutional and financial matters;
- to exercise effective management and development of YWCA assets;
- to implement policy and advocate on women's issues.

Action Statement:

- The YWCA of Australia will clarify the specific roles of Governance and Management based on the Carver Model.



Appendices

1. Strategic Development Process Timetable
2. Membership
3. Criteria for Fully Accredited Local Association
4. Criteria for Accredited Local Group
5. YWCA of Australia Annual Reporting and Review Process
6. Membership of the National Board
7. Quadrennial National Convention

APPENDIX I

Process Timetable

STEPS IN THE STRATEGIC PLANNING PROCESS	
Establish a need for planning	National Board 1991
Establish a process	Strategic Planning Working Group
Environmental Scan	Prepared and circulated for discussion
Needs identification	Gaps in service delivery

WORKSHOP TIMETABLE	
Workshop I	<ul style="list-style-type: none"> • Mission Statement, YWCA Purpose • Operational Mission Statement • Statement of Principles
Workshop II	<ul style="list-style-type: none"> • Organisational Values • Strategies, Core Programs • Specific Action Plans (What to do and when)
Workshop I and II	• Structures Review
National Board 1992	• Implementation
Ongoing Role of Executive and National Board	• Evaluation/ Monitoring/ Review

APPENDIX II

Membership

An organisation based on a membership movement is directed and maintained by its members. The YWCA prides itself on being the oldest membership movement in the world.

During the Strategic planning process it was identified that in Australia the YWCA is a big business concern, having some 400 staff and an annual turnover of \$7.5 million.

Membership involvement in maintaining the Association and involvement in the decision-making process is essential for the development of a National ethos within a membership organisation. The National Board Member elected by the members of the Local Association will have the mandate of these members and will be accountable to them.

Categories of Membership:

- Voting Member,
- Non-voting Member
- Under 18 years

Friends of the YW, for those wishing to support financially the work of the YWCA would receive the local Newsletter and Annual Report and would contribute the membership fee plus a minimum of \$50 a year.

Standard membership for all Local Associations and accredited groups:

- Voting member - \$25.00 per year
- Non-voting Member \$20.00 per year
- Under 18 years - \$10.00 per year*

Individual members who wish to subscribe to the National Newsletter may do so through payment of an annual subscription fee of \$12.00 (4 issues), payable through their Local Association. Concessions will be negotiable in all categories

APPENDIX III -

Criteria for Fully Affiliated Local Association

A fully affiliated Local Association of the YWCA is one which has a membership of women and girls committed to the Purpose of the YWCA of Australia and the World; participates in and provides support for the YWCA of Australia; is led by women with a knowledge of women's issues and who works from a feminist perspective, and provides quality leadership in the broader community.

To be fully affiliated, a Local Association:

1. agrees to be bound by the provisions of the YWCA of Australia Incorporation Act 1962, in particular as it relates to dealing with property and agrees to act in accordance with the objects in the spirit of the Act;
2. meets its membership target, with a minimum of 50 financial members, using the standard membership categories;
3. is an incorporated association;
4. has a constitution accepted by the YWCA of Australia;
5. has a properly constituted and elected Board of Directors;
6. has a properly elected National Board Member;
7. meets its financial commitment to the Australian and World YWCA;
8. meets its legal and employer responsibilities;
9. provides and involves members in planning services and programs for women and their families, appropriate to their needs at any age;
10. provides the Australian office with copies of monthly Board minutes, annual and quadrennial reports including audited financial statements, statements of assets and liabilities and reports of all programs-
Australian core programs,
local programs,
funded projects;
11. is committed to educate members on and to work towards the implementation of the World and Australian YWCA policies and priorities.

APPENDIX IV

Criteria for Accredited Local Group

Rationale

Accredited local groups must have the flexibility to develop to fully affiliated Local Association status. An effective professional process must be undertaken with the support of the State Council/Committee and/or delegated fully affiliated Local Association. There must be some form of minor administrative structure i.e., a committee of management to provide incentive, encourage growth and generate a feeling of self-worth and importance.

Characteristics of an Accredited Local Group

Structure

1. Meets the target membership requirement (minimum 15 financial members).
2. Meets the World and Australian YWCA support and affiliation fee requirements.
3. Provides programs relevant to the membership.
4. Has a voluntary committee of management with a minimum of 5 financial members and a maximum of 10 financial members (voting members).
5. Is linked with and supported by the state Council or by an appropriate fully affiliated Local Association as delegated by the National Board.

Accountability

1. Is directly accountable to the State Council/Committee.
2. Is governed by the constitution for accredited local groups of the YWCA of Australia.
3. The committee, financial business and staff are all responsible to the State Council/Committee.
4. Quarterly reports on all business - staff, committee activities, group activities and financial matters to be presented to the State Council/Committee.
5. Annual reports are submitted as required to the National Board meeting.

APPENDIX V

YWCA of Australia - Annual Reporting & Review Process

Aim

To establish that fully affiliated Local Associations and accredited local groups meet the criteria for affiliation with the YWCA of Australia and abide by its agreed policies and standards.

To ensure that Associations fulfill State and Commonwealth legal requirements for such bodies.

To determine the appropriate affiliation category for all groups and associations.

Process

Data Collection/ National Census

An efficient data collection process will form the basis of the accreditation process, supplemented by regular contact with the National Board Member and the State Council/committee. The data collection process will be established by the YWCA of Australia National Office. It will cover:

- membership targets,
- names of office bearers and staff,
- constitution and amendments,
- documents of incorporation,
- fulfillment of obligations in regards to long service leave, superannuation,
- financial support, policies and standards,
- audited statements and financial information required.

The data collection will be compiled from the annual submission of completed questionnaires and documents.

Reports

Minutes of all meetings of the Board of Directors or Management Committee of Local Associations are to be submitted to the YWCA of Australia monthly.

Reports are to be prepared as required for the meetings of the National Board and the National Convention. Annual reports of the local body, including the audited annual financial statements and management accounts prepared to individual funds and statement of assets are to be forwarded within three months of the Annual General Meeting.

Membership

1. All who participate in the Group's services and programs must be financial members as per the range of membership available.
2. The Committee members must be voting members, ascribing to the Purpose of the YWCA.

Voting

1. Accredited local groups have voting rights at a National Convention - 1 voting delegate to be appointed by each group.
2. Accredited local groups have voting rights at State Council/Committee level and at State Membership Conferences.
3. Accredited local groups do not have the power to nominate individuals for positions at the National level.

Ownership

1. All properties, i.e., real estate, to be owned by the YWCA of Australia
2. In the event of the dissolution of an accredited local group, all finances and properties revert to the YWCA of Australia (as per the Constitution), and the use of the YWCA name, initials and symbols by the Group is forfeited.

Reports of program work - these are to include reports of Australian core programs, local programs and funded projects are to be submitted annually.

Review Task Force

The reporting and review process will be undertaken by a task force, appointed by the National Board in conjunction with the Constitution and Finance Standing Committees of the YWCA of Australia. A summary of the information and report by the task force will be circulated annually prior to the National Board meeting.

The National Board

The National Board will determine any actions to be taken, based on the recommendation of the Task Force. Such actions could include:

- immediate disaffiliation as a YWCA,
- reduction from fully affiliated Local Association to accredited local group,
- extension of time granted to meet the criteria required as a fully affiliated Local Association or affiliated local group.

APPENDIX VI

Membership of the National Board

The National Board shall comprise one elected member from each fully affiliated Local Association together with the World Council delegates and all members of the National Executive Committee. Also included on the National Board may be one representative from each State/Territory Council, where such Council exists and which meets the voting criteria for State Councils.

As the National Board is the legally constituted Board of Directors of the YWCA of Australia, the elected member from each Local Association and State/Territory Council assumes a very responsible national role.

The elected National Board member from each Association must be aware of national issues and the National Convention decisions. In addition, elected National Board members act in the interest of the whole membership, and not as the representatives of their Local Association or State Council.

Thirty percent (30%) of National Board positions shall be for members under the age of 30 years. Local Associations shall endeavour to elect such members as their National Board member. Accredited local groups can elect one official observer to attend National Board meetings with power to speak but not to vote.

The key tasks of the National Board appear in the Constitution of the YWCA of Australia, clause 6.7.

APPENDIX VII

Quadrennial National Convention

The Constitution of the YWCA provides for a membership conference to be held every four years. All YWCA members are eligible to attend the membership conference.

The purpose of the membership conference is to determine policies and future directions, train staff and volunteers, network, and educate regarding the YWCA ethos and women's issues generally.

Powers

The membership conference has the power to:

- amend the Constitution and Bye-laws;
- confer life membership;
- affiliate/ disaffiliate YWCAs;
- conduct elections for National President, Vice-President, National Treasurer, National Executive Committee members, Nominations Committee, and World Council Delegates;
- endorse and ratify previously elected Local Association Board Members;
- receive and approve national budgets and financial support by local level.

Voting (as proposed by Structural Review)

Each fully affiliated Local Association shall appoint a maximum of 3 voting delegates (1 of whom shall be under 30 years of age) to the National Convention. Such voting delegates shall be financial voting members of their Local Associations.

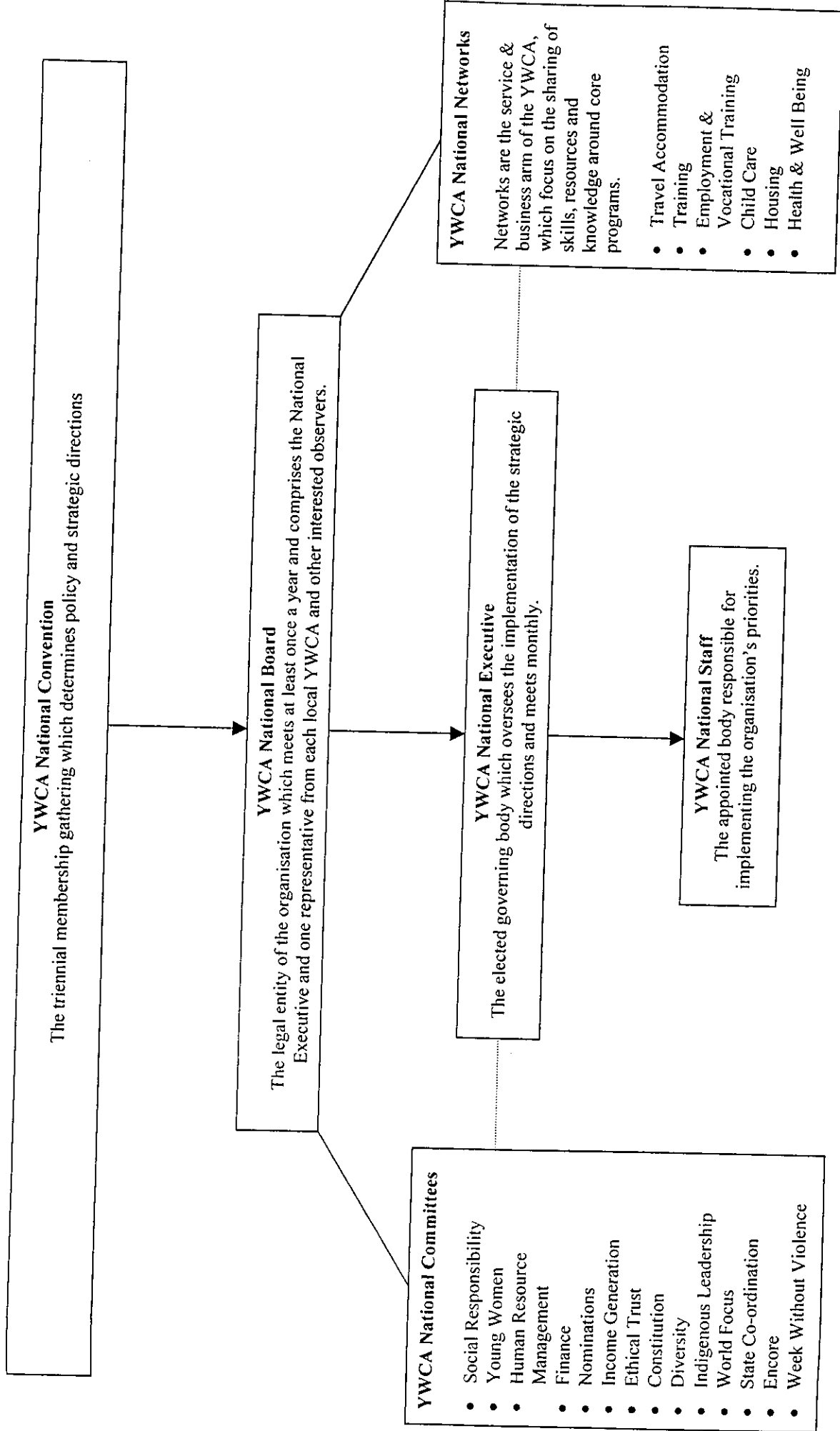
Each accredited local group shall appoint 1 voting delegate to the National Convention, such delegate to be a financial voting member of the group.

Each State/Territory Council meeting the criteria required of them, shall appoint 1 voting delegate to the National Convention.

Elections are conducted by an appointed returning officer.

The locations of the National Convention will be determined at the first National Board meeting following Convention.

YWCA of Australia – Organisational Structure



Social Responsibility Committee Membership

Lynda Poke, Co-Convenor

YWCA Co-President and specialist in financial and economic security issues, including superannuation and tax reform.

Misha Schubert, Co-Convenor

YWCA Executive Member and journalist with *The Australian*. Misha was elected to the 1998 Constitutional Convention as part of the Republic4U ticket, a group she co-founded to ensure young people's participation in constitutional reform debates.

Eva Cox

Convenor of the Women's Economic Think Tank (WETTANK) and Senior Lecturer in Social Sciences at the University of Technology in Sydney. A leading expert in social policy, superannuation, research, child care, taxation and social security.

Helen Disney

The former National Director of Relationships Australia with a particular interest in access and equity issues for women, international social justice and policy issues and the development of the community services sector.

Marian Sawyer

Associate Professor of Politics at the Australian National University with extensive expertise in political structures and the women's bureaucracy.

Marie Coleman

A columnist with *The Canberra Times* and is the current secretary of the National Foundation of Australian Women.

Tricia Szirom

Immediate past YWCA President and a management consultant with a wide range of experience in women's, youth and community organisations.

Susan Brennan

YWCA Co-President and barrister. Susan specialises in international, legal and human rights issues. Her experience is drawn from involvement in a number of sessions of the Commission on the Status of Women, the International UN Women's Conference in Beijing and the World YWCA Council in 1999.

Sarah Goulding

YWCA National Executive Member and Convenor of the World Focus Committee. Sarah is a former World YWCA intern and was the convenor of the youth forum at the International Conference on Population and Development Plus Five Review in 1999.

Glenda Nixon

YWCA National Executive Member and Convenor of the YWCA's Ethical Trust Liaison Committee. Glenda is a practising accountant with a specialisation in ethical investment and women's financial issues.

Job and person specification for the position of National Executive Officer (NEO) of the YWCA of Australia

Preamble

The Young Women's Christian Association (YWCA) is a national non-government organisation, based in Canberra, committed to the empowerment of women. It is an Australia wide organisation with 21 affiliated Local Associations as members. The position of NEO is an executive position and is offered for an initial contract period of five years. The office has a small staff team with an average staffing level of 3-4 staff in the Canberra office and up to 5-6 based in locations throughout Australia. The organisation has a national volunteer Board and a committee structure which works in conjunction with the NEO. The National Executive Committee (NEC) is the committee delegated to manage the affairs of the organisation between the annual full Board meetings and is chaired by the Co-Presidents. The NEO works closely with the NEC.

1. Position title: National Executive Officer

2. Salary range: \$55 - 60 000

3. Accountability:

The NEO is ultimately accountable to the National Board of the YWCA, through the NEC and the Co-Presidents for day to day accountability. The NEO will be expected to engage in a performance review process, at least annually, which includes staff and other peer feedback.

4. Delegations:

The YWCA works within a Carver governance model and the NEO is subject to a set of executive limits. Within this model the NEO has delegated responsibility for the supervision of staff, expenditure within the approved budget for the organisation and employment responsibilities within the approved employment policies.

5. Position objectives:

To work with the NEC and the Co-Presidents to implement the strategic directions and to provide national leadership within the agreed policies of the Association

To further develop policies and practices which reflect the values and objects of the organisation in conjunction with staff, Board members, committees, and Local Associations

To ensure that the YWCA of Australia meets its accountability requirements to funding bodies, other sponsors and members

To ensure that the Association's human and capital resources are well managed and opportunities for expansion developed

To promote co-operative relationships with Local Associations, other national agencies and relevant government and private sector agencies

6. Duties of the NEO

Policy development and networking

Work with the NEC, staff and other committee structures to implement and keep under review the strategic directions for the Association

Work with the NEC and staff team to further develop and implement policies and practices which assist in achieving effective governance, management and quality service provision

Build relationships with Local Associations and provide support in accordance with policies and processes agreed within the Association

Build strategic alliances and work collaboratively with other agencies working towards the same objectives or whose work is relevant to the objects of the Association

Promote and speak on behalf of the Association within the policies and procedures endorsed by the NEC and in consultation with the Co-Presidents

Management

Work with the NEC to implement, and keep under review, effective strategies for decision making and accountability processes within the agency and between the Association and the funding body/bodies

Resource management

Oversee the management of the resources of the Association

Work with the Finance Committee and other staff in maintaining and building the financial and capital resources of the YWCA and pursue opportunities for the Association to increase its resource base

Prepare submissions for funding or sponsorship

Staff management

Provide support and direction to staff and establish adequate supervision systems

Work as member of a team and develop the capacities of all staff to work as a team

Ensure training opportunities exist for the safety and development of all staff

Work with the HRM Committee to implement and keep under review the employment policies of the Association

Administration

Oversee the day-to-day administration of the Association

Develop and keep under review systems for the effective operation of the Association including recording systems, data collection, and information needs

Ensure reporting requirements of funding bodies are met and liaise with funding bodies, and other agencies involved in providing funding and other resourcing support to the agency

Facilitate the effective servicing of the range of committee structures including preparation of agendas and minutes, notice of meetings, financial reports and discussion papers

Provide information to the NEC and the Board on current policy and program matters relevant to the Association

7. Selection criteria

Essential criteria

Qualifications and experience

Tertiary qualifications or other relevant training, and/or substantial demonstrated experience in co-ordination or senior management within human services or other relevant sector

Knowledge

The NEO will need to demonstrate an understanding of:

Women's policy and service development, current social issues, and the workings of non-government sector agencies at a national level

Government funding programs and policy processes at a national level

Accountability requirements of funded non-government organisations and issues of community management

Culturally appropriate service provision

Skills and experience

The NEO will be required to demonstrate:

Management

Well developed interpersonal and communication skills and the ability to work at an executive level

Highly developed management, strategic thinking and planning skills

Ability to support and facilitate the appropriate supervision of staff

Ability to incorporate feminist principles into management practices

Policy

Highly developed analytical and policy skills

Highly developed public speaking ability

Ability to work collaboratively and respectfully with other agencies

Previous experience with, or knowledge of, non-government organisations

Administration

Ability to prepare submissions, write reports and to meet tight deadlines

Ability to read and understand financial reports and to develop and monitor budgets

Ability to work effectively as a member of a team and to work with a Board and committees constructively and to engage others in planning processes

Commitment to equal employment opportunity, occupational health and safety and industrial democracy

Computer literacy

A current driver's licence is also required

Please read the following carefully

Contractual arrangements and other conditions

The position is an executive position and is therefore award free. The NEO is required to work a minimum of 40 hours per week and to work over five days. However in recognition of the long hours, and the level of responsibility, provision is made for the NEO to take up to, but no more than, 80 hours of time-in-lieu per annum. This must be taken within the agreed policy guidelines established with the Co-Presidents.

Extensive interstate travel and out of hours work is required, including occasional weekend work.

Access to a vehicle is required although the successful applicant may wish to consider a vehicle as part of a salary package.

The position is a contract position for five years with the option of renewal for a further two years beyond that time. The position is also subject to a probationary period within three months of commencement date.



**YWCA Register of
Women Trainers,
Facilitators and
Consultants
in Australia**



Disclaimer

The YWCA has endeavoured to ensure that the organisations and people listed in this Register have a reputable track record in working with women or women's organisations, by way of the Credential Check referred to below. However, the YWCA cannot take responsibility for any professional advice given or the quality of work provided by those you choose to work with.

WELCOME!

The YWCA has created this Register as a service to women. Those assisted by women's organisations, those working and volunteering in women's organisations and those in business, listed here as trainers, facilitators and consultants. It is the result of a broad distribution of registration forms through women's organisations throughout Australia. The comments recorded are not ours but those of the women trainers, facilitators and consultants themselves.

CREDENTIAL CHECK

Every person or business listed here provided the names of two women's organisations, with which they have worked, that are willing to provide commendations about them. This is the basis of trainers, facilitators and consultants being recommended through this Register. In contacting anyone listed here you should feel confident to ask for the current names/contact details of organisations with which they have worked, so that you can check their performance in the light of what you are hoping they may do for you.

Women's Issues: As most of those responding indicated that they worked with women's organisations or on women's issues, it is assumed that this is a skill area for all those listed on the Register.

HOW TO USE THIS REGISTER

You may already have a consultant in mind and want to use this Register to check details. In this case simply find their state of location and check the alphabetical listing. However, it is more likely that you're looking for the first time for someone with the right skills for a specific job - preferably several people - so that you can have options. In this case, follow the steps below.

1. **Skills:** Check the 'Category Definitions' to identify the skills which are of most interest to you.
2. **Location:** Is this a national project or one within a specific state? The listings are by state of location but some people will travel and this is indicated in the 'Region' column. Thus it may be useful for Tasmanian organisations to check the Victorian and SA listings, or for NT organisations to check the WA, SA and Queensland entries.

For National projects check the 'Region' column. Here you'll see the many listings of those willing to work across the nation. You'll need to decide whether it's important that the person you're seeking lives in your state/territory or not.

If you are not listed.

If you are a trainer, facilitator or consultant providing services to women's organisations in Australia and you would like to be listed in this Register, you should contact the National office of the YWCA on (03) 3296334. They will be able to tell you of plans for reprinting or updating this Register and how you can become involved.

Prepared for the YWCA of Australia by Success Works Pty Ltd.
December 1994.

Funding was received from the Office of the Status of Women, Canberra.

3. **Options:** Use a ruler to connect your locations with your required skills. Now you can mark or jot down the names of your options.

4. **Selecting:** There is further information available to aid your selection, for example do you want a consultant, a trainer, or a facilitator? Check the first three narrow columns. Want further data on their areas of expertise? Check the final 'Comments' box.

5. **Contact:** You have now exhausted the information to be drawn from this Register. It's now up to you to contact your selection, by phone or fax, to check availability, likely costing, referees or other information. For example, when you have a largish project to undertake it may be relevant to check whether those that you have selected operate alone, in a company or by networking.

You will notice that no fees are listed. When given the option of indicating a price or 'negotiable' the majority of registrants chose the latter. So, take them at their word and negotiate!

CATEGORY DEFINITIONS

Classification:

Consultant

Independent worker available for contract periods. Educator able to present information to individuals and particularly in groups, to assist participants in the development of knowledge and skills.

Facilitator

Assists groups to develop their own solutions and strategies in either a meeting or workshop setting.

Skills:

Establishing Planning

Setting up a community organisation. Mission statements, vision creation, vision statements, goals, aims, objectives, action strategies, timeliness, strategic and operational planning. Management structures, eg committees, decision making, voting procedures, consensus decisions, encouraging participation.

Group dynamics Participation Management

Group processes, working in groups. Consumer participation in management, consumer rights. Roles and responsibilities of management bodies or individuals, management structures, eg committees, boards, auspices, etc and recruitment.

Skills: (cont'd)

Disadvantaged access

Involving disadvantaged groups, eg ethnic groups, people with disabilities. Budgeting, bookkeeping systems, investment strategies, understanding financial systems. Meeting procedures training, facilitation of meetings. Skills in one-to-one problem solving, individual therapy, assisting in life choices and dealing with emotional issues.

Meetings Counselling

Business plans

Conferences / events

Conflict resolution

Evaluation / review

Supervision / debriefing

Development of a planned strategy for creating or furthering a for-profit business: opportunity analysis, marketing, competitors, personnel, action and finances. Organising special events and/or conferences in all details. Meditation skills to assist people in conflict to resolve their difficulties. Retrospective assessment of organisational performance or establishment of systems to evaluate events yet to occur; performance indicators, identification of inputs, throughputs, outputs, outcomes; qualitative and quantitative issues. Acting as an experienced professional in a one-to-one mentor role with another practising professional, assisting this individual to deal with difficult / traumatic experiences which have occurred. Specialisation in or understanding of promoting any area of physical or emotional wellbeing.

Health issues

Target groups:

Aboriginals / Torres Strait Islanders

Disabilities

NESB

Young People

Particular understanding of and ability to work with each specific group of people.

Other Issues:

Where we have not created a specific column for your area of concern, this simply means there were not enough women with skills in this area to warrant the space. Instead, peruse the 'Comments' column, where unusual skills will be noted.

Organisation	Contact	Region	Phone	Fax	Consultant	Trainer	Facilitator
AUSTRALIAN CAPITAL TERRITORY							
Directors in Management	Dianne Van Meegen	National	06 281 4942	06 281 4542	•	•	•
Domestic Violence Crisis Centre	Denise Simpson	ACT	06 246 8022	06 246 8050	•	•	•
Girl Guides Association of Australia	Roslyn Sam	National	06 288 2519		•	•	•
Heather Reid Sports Management	Heather Reid	National	06 257 1402	06 257 1402	•	•	•
Home Janice	Janice Home	ACT / NSW	06 247 1911		•	•	•
Porter Grey Maiter Pty Ltd	Rae Porter	National	06 290 1551	06 286 4175	•	•	•
Sadler Kim	Kim Sadler	ACT / NSW	06 282 3037	06 288 5479	•	•	•
Tamarit Counselling Centre	Shona Christoph	National	06 282 5833		•	•	•
Willow Winsome	Winsome Willow	ACT / NSW	06 248 9763	06 295 0602	•	•	•
NEW SOUTH WALES							
AND Consulting	Kate Ramsay	National	02 357 1889	02 368 1545	•	•	•
Be Resource Wise	Dr Marian Stone	National	08 752 221	067 752 221	•	•	•
Brainwave, Julie	Julie Brainwave	Sydney	02 428 1347		•	•	•
Coombs, Lesley	Lesley Coombs	NSW	042 286 884	042 296 356	•	•	•
Conflict Resolution Network	Robyn Gaspari	National	02 419 8012	02 419 4305	•	•	•
Distaff Associates	Brynn Goodwill	National	02 975 5211	02 975 7156	•	•	•
Excelquest (Holdings) Pty Ltd	Eva Cox	National	02 368 1467	02 368 0467	•	•	•
FEM Enterprises / Soul Action Research	Sandra Patton	NSW/ACT	02 267 3855	02 264 3570	•	•	•
Kennedy Ann	Yve Rebin	NSW/ACT	018 842 180	042 683 178	•	•	•
Linda K Andrews & Associates Pty Ltd	Ann Kennedy	National / SE Asia	086 552 410	086 551 557	•	•	•
Meryn Crawford Consulting	Linda Andrews	Nth West NSW	087 726 800	067 732 323	•	•	•
Sullivan Maureen	Meryn Crawford	NSW / ACT	02 958 1620	02 958 1620	•	•	•
Training Edge International	Maureen Sullivan	National	02 418 6120		•	•	•
YWCA of Sydney	Kim Davis	National	02 968 2966		•	•	•
	Deborah Read	NSW	02 264 2451	02 283 2485	•	•	•
NORTHERN TERRITORY							
Harrison Jo	Jo Harrison	NT / SA / Central	089 527 472	089 527 472	•	•	•
Miles & Associates	Arabella Miles	NT / WA	089 817 570	089 412 472	•	•	•
QUEENSLAND							
Active Dynamic Ladies in Business (ADLB)	Leanne Housden	Queensland	07 371 5666	07 371 1126	•	•	•
Australian Centre for Work Education	Denise Achre	Queensland/NSW	07 378 9388		•	•	•
Australian Institute of Mgt Consulting Group	Gayle Hinchliss	Queensland / NT	07 832 0151	07 832 2497	•	•	•
Bearnes, Lois	Lois Bearnes	Brisbane	07 210 0978		•	•	•
Bernice Finlayson & Associates	Bernice Finlayson	National	07 889 1364	07 889 1457	•	•	•
Brisbane Circle	DI Wilson	National	076 371 7537	076 870 3574	•	•	•
Carol Low Consulting	Carol Low	Brisbane	07 844 2851	07 844 0282	•	•	•
Charan Conallany	Glenda McChesney-Clark	Queensland	07 849 8697	07 849 6138	•	•	•
Chris Richards Pty Ltd	Chris Richards	Queensland	07 849 8697	07 849 6138	•	•	•
Clare Burton Employment Equity Research	Clare Burton	Queensland	07 369 4864	07 369 3952	•	•	•
Colins, Pam	Pam Collins	National	07 893 9939		•	•	•
Dian Stroud & Associates	Dian Stroud	Brisbane	07 893 9939		•	•	•
Domestic Violence Regional Service (SVJ)	Sharon Laws	Queensland	07 210 0962	07 210 0496	•	•	•
Domestic Violence Service (F & SW)	Sharon Laws	SW Queensland	076 393 605	076 394 082	•	•	•
Girl Guides Association of Queensland	Lynne Foley	SW Queensland	079 551 337	079 555 259	•	•	•
Marion Lunley	Marion Lunley	National	07 284 6779		•	•	•
Kathleen Neehouse	Kathleen Neehouse	National	07 345 3424		•	•	•

Establishing	Planning	Group structures	Group dynamics	Participation	Management	Disadvantaged access	Finance	Meetings	Counselling	Business plans	Conferences / events	Conflict resolution	Evaluation / review	Supervision / debrief	Health Issues	Aboriginal / Torres Strait Is	Disabilities	NESB	Young People	Comments
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Women in sport Health care professionals, incest survivors Long term unemployed, sexual abuse youth Adult survivors of child abuse
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Analysis of financial mgt. curriculum mgt Bereavement education Support mature age women return study / work
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Community groups
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Community organisations Self-esteem, goal set, career plan, wk-based trng
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Grant & loss, welfare, reproductive loss issues
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Child care, unemployed
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Aged care, remote areas, advocacy
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Drum protector, insurance, planning for goals Workplace communication, team building Customer serv, human res mgt, teams, leaders
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Women's clubs, networking
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Yoga therapy, rehabilitation, health dynamics
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Community organisations
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	EEO, discrimination, HRM, employment equity
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Sexual harassment, disability services
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Relationships, communication
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Domestic violence, community development
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Domestic violence, resource library
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Youth leadership

Organisation	Contact	Region	Phone	Fax	Consultant	Trainer	Facilitator
QUEENSLAND (cont'd)							
Girl Guides Association of Queensland	Carol Stanbury	National	07 345 3424		•		
Glenda Gow Lyleye Consultant	Glenda Gow	Brisbane	07 300 4319		•		
Johnson Gillian	Gillian Johnson	Brisbane	07 857 8181		•		
Keating Consultancies Pty Ltd	Jane Keating	National	07 862 4406	07 762 4406	•		
Kristine Plowman Env Research & Edun	Kristine Plowman	Brisbane	07 369 4712	07 369 2611	•		
Lawrence Kay	Kay Lawrence	Brisbane	076 217 5258	07 217 5258	•		
Mary Fay Counselling Rms & Childs Clinic	Mary Fay	Brisbane	07 847 1402		•		
Neilist & Associates	Le Neilist	Queensland	07 379 1143	07 379 6641	•		
Phillips & Associates	Nikki Hilton	Brisbane, Nth Qld	07 857 7851	07 298 5195	•		
Robyn Cleland & Associates	Helen Phillips	National	07 210 0666	07 210 0496	•		
Susan Rollings Speaks & Trns Bureau	Robyn Phillips	Brisb, Rockhampe	079 221 448	079 277 922	•		
Tactical Advantages	Susan Rollings	National	07 844 2277	07 844 2220	•		
The Wright Consultancy	Pat Noad	Queensland	07 397 0431	07 397 4951	•		
Whindy Wendy	Johanne Wright	National	07 229 7118	07 210 0839	•		
Women's Network Australia Pty Ltd - Qld	Whindy Wendy	SE Queensland	07 4 631 872		•		
Yoga Health Dynamics Centre	Lyndee Palmer	Qld / NSW	07 849 1089	07 343 8156	•		
	Marian Fardon	Brisbane	07 386 6216	07 386 6216	•		
SOUTH AUSTRALIA							
Aler, Jocelyn	Jocelyn Aler	South Australia	08 494 886	08 494 886	•		
Collective Sense	Kate Lawrence / Soo Lu Gow	Adelaide	08 370 8178		•		
Community Information Consultant	Sue Herrings	South Australia	08 497 494	08 497 494	•		
Dunstan Eileen	Eileen Dunstan	South Australia	08 564 1818		•		
ESSO	Sue Quixley	South Australia	08 346 8638	08 346 8638	•		
Girl Guides Association	Mrs P M Kirkham	National	08 256 4436		•		
Jane Borkley Training	Jane Borkley	South Australia	08 370 9554	08 327 0934	•		
Joint Approach Services	Joyce Bloxy	National	08 570 9554	08 370 9554	•		
Kaye Cleave & Associates	Kaye Cleave	SA/ACT/QLD/NT	08 559 4819	08 342 0846	•		
Lane Susan	Susan Lane	South Australia	08 346 1426	08 346 1426	•		
Margaret Webster Hypnata & Associates	Margaret Hypnata	National	08 278 5385	08 278 5385	•		
Miranda Roe & Associates	Miranda Roe	National	08 370 9246	08 370 9252	•		
On the Move	Acne Hyland	Adelaide	088 211 057		•		
Schmitt Wendy	Wendy Schmitt	South Australia	08 263 7078		•		
Spectra Consultants	Tish Farley	South Australia	08 272 2906	08 373 1196	•		
Walter Pam	Pam Walker	South Australia	08 339 1111		•		
TASMANIA							
Dabstar Pty Ltd	Mare Louise Evans	National	003 991 249	003 991 249	•		
Hobart Women's Health Centre	Clare Daming	Tasmania	002 313 212	002 369 449	•		
Support Help & Empowerment (SHE) Inc	Joan	Sth Tasmania	002 789 090		•		
Tasmanian Association for Mental Health	Piscilia Barkley	Hobart	002 730 262		•		
VICTORIA							
Business Tech & Service Fundamentals	Verry Byrn	National	03 885 3088	03 885 7088	•		
Centre for Ethnic Health	Tonia Gucciarida Masci	Victoria	03 427 8766	03 428 2289	•		
Centre for Social Health	Margaret Robinson/ Judi Gray	National	03 280 2512	03 280 2949	•		
Communityground Training Resources	Glen Anderson / Kate Lever	National	057 938 237		•		
Co-operative Change Consultants	Janna Garver	National	034 806 164	054 821 102	•		

Establishing	Planning	Group structures	Group dynamics	Participation	Management	Disadvantaged access	Finance	Meetings	Counselling	Business plans	Conferences / events	Conflict resolution	Evaluation / review	Supervision / debrief	Health issues	Aboriginal / Torres Strait Isl	Disabilities	NESB	Young People	Comments
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Learning disabilities, women return to workforce
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Sexual abuse, personal / pldm dev, families
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Art therapy, anger, self-esteem, change mgmt
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Financial consult, motivation, divorce / single
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Design training programs, specialist speakers
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Autosism, EEO, women comm, admin all lvs
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Mental health
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Networking, marketing, PR, business counselling
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Local government, environment, computers
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Outdoor skills, time management, life skills
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Managing change, ethical dev, HIV/AIDS
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Outdoor skills, leadership, self depty, time mgmt
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	EEO, sexual harassment, leadership, voice
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Community groups
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Outdoor skills, time management, life skills
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	EEO, sexual harassment, communication
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Computers, outdoor activities
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Women's groups, gender issues
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Women's health, personal development
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Women affected by domestic violence
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Community dev, mental health, dom violence
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Cultural diversity, Italian, social scgh, train trainer
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Head providers, disability agencies
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Workshop facilities, push setting
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	Change management

Organisation	Contact	Region	Phone	Fax	Consultant	Trainer	Facilitator
VICTORIA (cont'd)							
Council of Single Mothers & their Children	Gaylene Seadon	Melbourne	03 415 1172	03 415 1173	•	•	•
Electroak Training & Development	Larene Gotschalk	Victoria	053 482 502		•	•	•
Empowering People	Vivian Ray	Melbourne	03 481 8668		•	•	•
Girl Guides Association of Australia	Alyxene Burne	National	03 870 9280		•	•	•
	Margaret Calisher	National	03 337 3007		•	•	•
	Nan Fallon	National	03 850 6280		•	•	•
	Juan King	Victoria	03 654 7911	03 650 2436	•	•	•
	Sybil Lemaignand	National	052 592 827	052 593 768	•	•	•
	Rae McPhee	National	03 600 3071	03 663 1010	•	•	•
	Jane Scarlett	National	059 668 690	059 812 456	•	•	•
Green, Michelle	Michelle Green	Victoria	015 335 053		•	•	•
Healthsharing Women's Health Res Serv	Dido Pletsch / Philomena Horsley	Melb/Cen/Vic	03 670 0855	03 670 0883	•	•	•
Hunt, Dr Juliet	Dr Juliet Hunt	National	055 624 699	055 624 699	•	•	•
Ideas That Work	Maree McEvoey	Melbourne	03 525 1407	03 525 1424	•	•	•
Immigrant Women's Domestic Viol Serv	Hana Assafin	Victoria / Tas	03 898 3145	03 898 1049	•	•	•
Jenny O'Connor Counselling & Consultancy	Jenny O'Connor	Victoria	03 714 9680		•	•	•
Key Centre for Women's Health in Society	Dr Martha Morrow	Nat'l Asia Pacific	03 344 4333	03 347 4127	•	•	•
MacDiarmid, Jane	Jane MacDiarmid	Melb / Central Vic	03 482 3414	053 481 546	•	•	•
McGowan, Cathy	Cathy McGowan	National	080 246 834	060 269 242	•	•	•
Magnuson, Melba	Melba Magnuson	National	03 329 9042	03 326 7146	•	•	•
Mason, Jacqui	Jacqui Mason	Victoria	03 489 1313	060 269 242	•	•	•
Matrix Human Services Consulting Group	Michelle Hurst	Melbourne	03 391 6828		•	•	•
Mediawise Pty Ltd	Penny Underwood	National	03 818 8540	03 818 8575	•	•	•
Menopause Unit, Monash Medical Centre	Dr Elizabeth Farrell	Melbourne	03 550 1111	03 550 6111	•	•	•
Nash, Kate	Kate Nash	National	03 397 6360	03 397 6221	•	•	•
Neighbourhood Productions	Sue Maslin / Charlotte Seymour	National	03 417 2155	03 417 7336	•	•	•
Options Unlimited	Diana Spantis	Vict/Tas/NVic/Id	03 354 2713	03 350 5119	•	•	•
R Kilford & Associates	Loreen Vasser	National	03 399 1049	03 399 1049	•	•	•
Single Women in Supportive Hou's Options	Rozlyn Bowen	Victoria	03 470 128	03 467 1076	•	•	•
Sportswise	Jenny Cameron / Tricia Ström	National	03 461 5979	03 481 7560	•	•	•
Success Works Pty Ltd	Suzanne White	National	03 866 6991	03 486 3533	•	•	•
The Resolutions Group	Elizabeth Vaneveld	National	03 419 8981	03 415 1843	•	•	•
Vaneveld, Elizabeth	Rosemary Andra	Victoria	03 562 0523		•	•	•
Women for Gabriely (Vic) Ltd	Rosa Reed	Victoria	03 654 6844	03 654 6831	•	•	•
Women's Information & Referral Exchange					•	•	•
WESTERN AUSTRALIA							
Amey, Judith	Judith Amey	Western Australia	09 220 3333	09 221 4390	•	•	•
Angwin, Melissa	Melissa Angwin	Perth	09 472 3206	09 493 1449	•	•	•
Anne Goldilam Consultancy	Anne Goldilam	Western Australia	09 371 1510	09 371 1510	•	•	•
Eccl Management & Training Services	Sally Farrell	Western Australia	099 472 3206	099 645 101	•	•	•
Girl Guides Association of WA	Aime Jeffreys	Western Australia	099 643 295	099 643 295	•	•	•
	Gaelle Glover	Western Australia	09 325 2444	09 321 1113	•	•	•
Green, Jesse	Jesse Green	National	09 339 3150	09 339 3150	•	•	•
Hamlet, Brenda	Brenda Hamlet	Western Australia	097 571 343	067 911 412	•	•	•
Maria Orman Consultancy	Maria Orman	National	09 361 2189		•	•	•
Martin, Corina	Corina Martin	Western Australia	PO Box 215	Broome 6725	•	•	•
M, E Blockman & Associates	Maile Blockman	Western Australia	097 551 121	097 551 121	•	•	•
Migrant Women's Interest Committee WA	Georgina De Freitas	Western Australia	09 335 9588	09 430 6352	•	•	•
Page, Fran	Fran Page	Western Australia	098 813 465	098 813 465	•	•	•
Quality Consulting Services	Susan Harwood	Western Australia	09 227 5359	09 227 5359	•	•	•
Sanderson, Green, Pats Davy Consultants	Angela Sanderson-Green	National	09 272 2432	09 272 2432	•	•	•
Thoburn, Dore	Dore Thoburn	Western Australia	09 325 2444	09 321 1113	•	•	•

	Establishing	Planning	Group structures	Group dynamics	Participation	Management	Disadvantaged access	Finance	Meetings	Counselling	Business plans	Conferences / events	Conflict resolution	Evaluation / review	Supervision / debrief	Health Issues	Aboriginal / Torres Strait Isl	Disabilities	NESB	Young People	Comments
																					Sole parents, single mothers Management / interpersonal skills Protective behaviours
																					Children, young people Team leaders, work with girls & leaders Volunteer, youth worker
																					Youth leadership
																					Minorities, rural comm, lesbians, sexual assault Gender issues, overseas aid workers
																					Women's services Aust & O/S, Spk, Chin/Mal/Indon, postgrad courses Enterprise develop, market research, marketing Rural & farming women
																					Leadership training of volunteers Family violence, sexual / substance abuse
																					Menopausal women
																					Negotiating skills, arts & media, cultural Corporate & community sector
																					Report / submission writing, assist new prog's Single, disadvantaged women
																					Change mgt, community orgs, environment Communication, change mgt, workplace superv
																					Self help / support groups
																					Curriculum design, women reentering workforce Cultural diversity, gender equity
																					Rural & remote communities, Community orgs Youth leaders
																					Co-dependence, family of origin Communication
																					Equal opp, cross-cultural, anti-racist, Black woom Facilitate on Aboriginal issues / custody
																					Unemployed, country
																					Child care
																					Leader / facil, training, harassment, change mgt Self resolution, rural women, child care, O/T
																					Youth character building service

What's the "Ethical Code?"

The YWCA: Guiding the Trust's Ethical Direction

The World YWCA is a respected worldwide organisation with consultative status to the United Nations. The YWCA's founding vision was of women working with men towards an equal and sustainable society. Now, as then, the organisation's work is based on the encouragement and promotion of equality, social justice, creativity, mutual caring and compassion. The YWCA of Australia ("YWCA") was formed in 1907 as a non-political organisation, striving to achieve peace, justice, freedom and equality for all people. The YWCA is affiliated to the World YWCA, based in Geneva, and is one of 85 international affiliates. The YWCA movement throughout the world works with over 25 million girls and boys, women and men in a range of ways, including environment and health programs, personal development and leadership courses, small business and education, and advocacy.

In contributing the ethical overlay to this Trust, the YWCA seeks to provide investors with a well-founded basis for

socially responsible investment. The YWCA Ethical Code reflects the policies and principles of the World YWCA and endeavours to support and encourage:

- The civil, political, social, economic, cultural and equal rights of all people, by means such as equal opportunity policies and support of family responsibilities;
- The role and contribution of young people to society, and the stimulation of youth employment through training programs, employment and recruitment schemes and other relevant activities;
- Equal access to education and training for all, such as staff development programs and access to training courses;
- The use of technologies, policies and practices which contribute to, and preserve, a sustainable environment;

- The adoption of non-polluting and non-destructive practices and technologies as evidenced by company policies and practices.
- Activities promoting social improvement and responsibility for all Australians regardless of cultural origin, such as community sponsorship programs, demonstrated social responsibility, safe work practices and policies and to discourage:
 - Unjust forms of tourism, such as sex tours and trafficking in women, which have a damaging impact on individuals and groups;

- The exploitation of people through the payment of low wages or by providing unsafe or poor working conditions;
- The support of war through the production, distribution or sale of arms, uranium and nuclear weapons;
- Discrimination by race, religion or sex in marketing, advertising or employment;
- Investments which are predominantly involved in the production of tobacco and alcohol;
- Pollution of the environment or the destruction or waste of natural resources;
- Gambling.

How the Ethical Code is applied to your Trust

The Ethical Code is formulated by the YWCA, using its Social Responsibility Committee, its networks within the community, publicly available information and taking into account policy formulated at international forums of the World YWCA.

An initial screening process occurs where investments which are not considered to be consistent with the policies and principles of the YWCA are eliminated.

In recognition that company activities may change over time, an ongoing screening

process is undertaken by the YWCA, involving several phases:

1. Monitoring YWCA, community and other opinions.
2. Gathering relevant information about reported unethical behaviour identified in phase (1) above.
3. Discussing the information concerning the issues raised concerning the Ethical Code, before deciding on appropriate action, including the YWCA's power of veto over investments.

YWCA of Australia Income Generation Strategy

1. SETTING THE CONTEXT

“ non profits are increasingly intermingling with commercial ventures on their own turf. With creativity and aplomb, they're aggressively devising a multitude of new ways to sustain their missions.” (Crain's New York Business, 1993.91)

The YWCA, like other NGOs is working to adapt to a new operating environment. This new environment is one of competition policy, competitive tendering and service purchasing, brought about by a fundamental shift in government funding arrangements. These changes bring both opportunities and threats to NGOs; opportunities in the form of a whole range of projects and services for which we can compete in a semi-open market, and threats in the form of a move away from recurrent core funding arrangements on which NGOs could once rely.

The YWCA has a long history of 'social entrepreneurship' - a phrase coined to define the income generations activities of non-profit organisations. The aim of social entrepreneurship is to build on core competencies, while generating funds to sustain the organisation's activities.

We must be clear, however that income generation is not fundraising. Fundraising is a once-off activity designed to raise funds for a specific purpose. Income generation is much broader and requires careful planning to ensure the financial viability and expansion of an organisation in line with its goals and objectives. This strategy identifies our history in this area, and proposes guidelines for defining income generation within the National YWCA, as well as potential future directions.

The long term goal for the YWCA of Australia is the achievement of an income generation culture throughout all levels of the organisation. The implementation of this vision would allow the YWCA to exist independently of government and corporate funding sources and to maintain our reputation as an independent advocate for Australian women.

2. HISTORICAL OVERVIEW OF YWCA INCOME GENERATION

The YWCA is far from a new player in income generation. The Association has a long history of managing the risks involved in these enterprises, and it is this history on which we need to now build with a pro active plan of action.

Income generation activity to date has included:

2.1 The Ethical Trust

The Ethical Balanced Investment Trust is an innovative example of YWCA income generation activities and was established under the leadership of Helen Patterson in 1985. The Trust, managed by Tyndall Funds Management, provides sound and ethical investment options to interested parties while generating income for the YWCA of Australia. Income is derived from the annual distribution on our initial outlay funds and through royalties on other people's investment. The YWCA has received over \$120,000 from the Ethical Trust over the past two years.

2.2 Travel & Accommodation Network

The Travel Accommodation Network was established in 1994 and already has an expected return of 5% of membership income for the 1998-99 fiscal year which amounts to \$3000. This percentage will double for the 1999-2000 financial year. The Network's Business Plan aims to increase the financial return to the YWCA of Australia in line with its growing membership base.

2.3 Other Sources

The YWCA currently receives income from a number of other sources including local association quota payments, donations, interest, and government operational funding. We also currently enforce a 15% administration fee on all externally funded projects. In previous years, the YWCA has attracted philanthropic and corporate funding, and profits from merchandising ventures.

3. CURRENT DIRECTIONS

3.1 Formation of an Income Generation Sub-Committee

YWCA of Australia Strategic Directions committed to institute fully operational income generating activities by the year 2003. Financial self sufficiency was identified as a top priority for the organisation in order to "fulfil its ongoing constitutional and legal requirements and provide support and leadership to Local Associations".

The YWCA National Finance Committee formed an Income Generation Sub-Committee in late 1997, responding to the inclusion of an income generation line item in the 1998 Budget. The group comprises Canberra-based members of the Finance Committee and national staff team, including:

Cathi Moore, National Treasurer
Mark Lewis, National Finance Officer
Michelle Beg Acting National Executive Officer
Kim Werner, National Finance Committee
Claire Grealy, National Finance Committee

The role of the Income Generation Sub-Committee is to develop a framework, including policy and procedure where required, for future income generation activity by the YWCA of Australia.

3.2 Richard Steckel Seminars

American social entrepreneur, Richard Steckel first addressed the YWCA of Australia in 1993. His visit was made possible through the fundraising efforts of YWCA Life Members and led to the formation of the Travel Accommodation Network, our first national enterprise with paid staff.

A second income generation seminar was held during Steckel's return to Australia in March 1997. Representatives from the National Executive, Finance and Young Women's Committees attended the seminar, along with national staff members.

3.3 Jerr Broschee Seminar

Earlier this year, Jerr Broschee from the American National Centre for Social Entrepreneurs, informally addressed representatives of the YWCA of Australia. Broschee specialises in encouraging entrepreneurship throughout the non profit sector and assisting organisations to expand social purpose business ventures.

The development of this discussion paper responds to strategic thinking and discussions associated with these recent developments.

3.4 Recent activity

Over the past 18 months, the YWCA of Australia has begun to seriously explore various avenues for income generation.

The National Executive authorised a feasibility study in 1997 into the purchase of Ursula College in Canberra as a possible accommodation and conference venue enterprise. The investigation required an initial outlay of \$4000 and concluded with a recommendation of no further action.

More recently, the organisation has directed resources into competitive tendering focussed on national priorities such as child care, young women, violence prevention and employment and training programs. In 1998 the YWCA of Australia tendered for the provision of management services to 15 Defence Force Child Care Centres around the country. The lengthy tender process was funded through national resources, donations from the YWCAs of Melbourne, Sydney, Canberra and Adelaide, and immeasurable in-kind contributions from members of the Tender Committee. The YWCA was awarded second-preferred tenderer status, however the process provided valuable experience in tendering for commercial ventures and forging partnerships of shared expertise throughout the national movement. Tenders similar to this one offer the YWCA of Australia many potential benefits including income generation, increased staffing levels and other resources.

4. DEVELOPING A FRAMEWORK

Income generation activity needs to be clearly defined, focused, and subject to ongoing evaluation. Recommendations in relation to these three areas are set out below.

4.1 Definition

Income generation for non-profit organisations can be derived from a number of sources, including:

- membership fees (or quota payments in YWCA terms);
- donations;
- interest;
- merchandising profits;
- commercial ventures;
- investment trust distribution and royalties (eg. the Ethical Trust);
- government operational support;
- administration fees on externally funded development projects.

The YWCA of Australia currently generates income from the majority of these sources. For the purpose of this strategy however, the focus of the Income Generation Sub Committee will be to generate new income sources for the YWCA of Australia. In addition, the National Finance Committee reaffirms its commitment to maintain and improve the financial base of the organisation.

4.2 Priorities

The 1997 Steckel seminar identified the need to consider income generation in the context of YWCA priorities and areas of specialisation. The seminar also developed criteria for selecting future enterprise directions including the financial return to the organisation, the value-added to women's lives and the distinctive nature of potential products.

Two clear themes for the YWCA income generation initiatives emerged from the seminar and subsequent discussions:

1. The development of travel-related products and services for women.
2. The establishment of a research and consultancy unit specialising in the undertaking and sale of social research about young people and social responsibility.

These two directions are congruent with the broader YWCA priorities identified in *Strategic Directions*, particularly the sections focused on resource development, young women, networks and contribution to public policy. They also build on our existing expertise in young women's research and travel accommodation services; thus representing a desire to focus on what we do best rather than spreading ourselves too thinly across the spectrum of possible income generation sources.

The Income Generation Sub-Committee recommends that the YWCA examines the commercial viability of developing these two potential income earning strategies. All initiatives outside these two categories should be directed to the Income Generation Sub-Committee before funds are committed to the project. The Sub-Committee will measure the project against a standard criteria (to be developed

and ratified) for all income generation initiatives, and make a recommendation to the National Finance and Executive Committees.

The Sub-Committee also recommends that the remaining funds in the Income Generation Trust be used to explore the two priorities identified in this strategy. The Trust contains approximately \$7321 as at December 1997.

4.3 Evaluation

An evaluation strategy for assessing the success of income generation activity will need to be developed. Issues such as the value we place on activity which does not result in profit, eg., unsuccessful tenders, will need to be decided.

5. ISSUES

5.1 Constraints

One of the biggest constraints facing the YWCA as we proceed along the path of income generation is a lack of resources to implement our desired vision, including the necessary capital and staffing hours to dedicate to income generating activities. The organisation also has many other priorities competing for attention.

A further potential constraint facing the organisation may be our inability to 'play the game'. Jerr Boschee claims that organisations 'must be able to change their culture and become the best provider in the area' (1997). He identifies a number of preconditions for organisations to move into social entrepreneurship, including:

- honesty
- passion for entrepreneurship
- Clarity of purpose
- commitment
- courage
- core values to measure success
- focus on the consumer
- willingness to plan
- the right team
- a separation strategy for the independence of the business arm of the organisation
- and the ability to think like a business.

The YWCA of Australia needs to respond to these challenges. In addition, we have to become more savvy in risk management. Taking risks is synonymous with income generation and a risk management strategy is integral to our success.

6. FINANCIAL MANAGEMENT IMPLICATIONS

An immediate implication is the income generation line item of approximately \$25,000 in the 1998 Budget for the YWCA of Australia. The introduction of this line item represents a solid commitment from both the National Executive and Finance Committees to progressing the organisation's income generation goals as identified in our five year strategic plan.

The development of appropriate infrastructure to guide the exploration of new income generation activity is the necessary precursor to generating income for the organisation. There are a range of financial management implications which need to be addressed, including:

1. a project management strategy
2. an income generation fund
3. an income management strategy

1. The project management strategy is related to the way in which we develop budgets for projects, and the components included in these budgets.
2. The National Finance Sub Committee is currently redesigning the chart of accounts. The aim is to increase the transparency of the budget, and the financial reports of the National Office. This will also assist in the allocation of funds to specific areas of activity, for example, an Income Generation line could be included in the budget, ensuring funds are allocated for income generation activity, eg. investigations such as Ursula College, the development of tenders, capital outlay for merchandising ventures, etc. This fund could be serviced through an agreed percentage cut of income generation profit, for example, 3% of all management fees from project budgets going to this fund.
3. An income management strategy would provide us with an agreed formula for dispersing profits from income generations ventures, providing an answer to the question - 'where do the profits go?'

The Income Generation Sub-Committee recommends that these three areas be developed and ratified to support the exploration of new income generation activity. The Committee also recommends that the \$25,000 income generation line item be removed from the 1998 Budget due to the lead time required to develop appropriate strategies and infrastructure.

The latter recommendation obviously leaves a gap within our existing budget for 1998. However, the Sub-Committee is confident that anticipated government grants and efficient financial management practice will deliver a break-even budget for the year. The Income Generation Sub-Committee also recommends that the National Finance Committee be authorised to actively pursue improvements in returns on existing income sources (eg. shifting funds into higher interest earning accounts or the Ethical Trust).

7. SUMMARY OF RECOMMENDATIONS

The Income Generation Sub-Committee makes the following recommendations based of the issues outlined in this strategy:

Recommendation 1:

⇒ That the focus of the Income Generation Sub-Committee is to generate new income sources for the YWCA of Australia.

Recommendation 2:

⇒ That the YWCA investigates the commercial viability of developing the potential income earning strategies outlined in Section 4.2, being:

1. The development of travel-related products and services for women.
2. The establishment of a research and consultancy unit specialising in the undertaking and sale of social research about young people and social responsibility.

Recommendation 3:

⇒ That all income generation initiatives outside these two categories should be directed to the National Finance Committee through the Income Generation Sub-Committee before funds are committed to the project.

Recommendation 4:

⇒ That the remaining funds in the Income Generation Trust (\$7321) be used to explore the two priorities identified in Recommendation 2.

Recommendation 5:

⇒ That the YWCA of Australia develop and ratify the following infrastructure to support the exploration of new income generation activity:

- a project management strategy
- an income generation fund
- an income management strategy

Recommendation 6:

⇒ That the \$25,000 income generation line item be removed from the 1998 Budget due to the lead time required to develop appropriate strategies and infrastructure.

Recommendation 7:

⇒ That the National Finance Committee be authorised to actively pursue improvements in the returns on existing income sources.

SCHEDULE 3 - Privacy Principles

PRIVACY ACT 1988 - Section 14

Information Privacy Principles

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The Information Privacy Principles are as follows:

Principle 1 - Manner and purpose of collection of personal information

1. Personal information shall not be collected by a collector for inclusion in a record or in a generally available publication unless:
 - (a) the information is collected for a purpose that is a lawful purpose directly related to a function or activity of the collector; and
 - (b) the collection of the information is necessary for or directly related to that purpose.
2. Personal information shall not be collected by a collector by unlawful or unfair means.

Principle 2 - Solicitation of personal information from individual concerned

Where:

- (a) a collector collects personal information for inclusion in a record or in a generally available publication; and
- (b) the information is solicited by the collector from the individual concerned;

the collector shall take such steps (if any) as are, in the circumstances, reasonable to ensure that, before the information is collected or, if that is not practicable, as soon as practicable after the information is collected, the individual concerned is generally aware of:

- (c) the purpose for which the information is being collected;
- (d) if the collection of the information is authorised or required by or under law--the fact that the collection of the information is so authorised or required; and
- (e) any person to whom, or any body or agency to which, it is the collector's usual practice to disclose personal information of the kind so collected, and (if known by the collector) any person to whom, or any body or agency to which, it is the usual practice of that first-mentioned person, body or agency to pass on that information.

Principle 3 - Solicitation of personal information generally

Where:

- (a) a collector collects personal information for inclusion in a record or in a generally available publication; and
- (b) the information is solicited by the collector;

the collector shall take such steps (if any) as are, in the circumstances, reasonable to ensure that, having regard to the purpose for which the information is collected:

- (c) the information collected is relevant to that purpose and is up to date and complete; and
- (d) the collection of the information does not intrude to an unreasonable extent upon the personal affairs of the individual concerned.

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Principle 4 - Storage and security of personal information

A record-keeper who has possession or control of a record that contains personal information shall ensure:

- (a) that the record is protected, by such security safeguards as it is reasonable in the circumstances to take, against loss, against unauthorised access, use, modification or disclosure, and against other misuse; and
- (b) that if it is necessary for the record to be given to a person in connection with the provision of a service to the record-keeper, everything reasonably within the power of the record-keeper is done to prevent unauthorised use or disclosure of information contained in the record.

Principle 5 - Information relating to records kept by record-keeper

1. A record-keeper who has possession or control of records that contain personal information shall, subject to clause 2 of this Principle, take such steps as are, in the circumstances, reasonable to enable any person to ascertain:
 - (a) whether the record-keeper has possession or control of any records that contain personal information; and
 - (b) if the record-keeper has possession or control of a record that contains such information:
 - (i) the nature of that information;
 - (ii) the main purposes for which that information is used; and
 - (iii) the steps that the person should take if the person wishes to obtain access to the record.
2. A record-keeper is not required under clause 1 of this Principle to give a person information if the record-keeper is required or authorised to refuse to give that information to the person under the applicable provisions of any law of the Commonwealth that provides for access by persons to documents.
3. A record-keeper shall maintain a record setting out:
 - (a) the nature of the records of personal information kept by or on behalf of the record-keeper;
 - (b) the purpose for which each type of record is kept;
 - (c) the classes of individuals about whom records are kept;
 - (d) the period for which each type of record is kept;
 - (e) the persons who are entitled to have access to personal information contained in the records and the conditions under which they are entitled to have that access; and
 - (f) the steps that should be taken by persons wishing to obtain access to that information.
4. A record-keeper shall:
 - (a) make the record maintained under clause 3 of this Principle available for inspection by members of the public; and
 - (b) give the Commissioner, in the month of June in each year, a copy of the record so maintained.

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Principle 6 - Access to records containing personal information

Where a record-keeper has possession or control of a record that contains personal information, the individual concerned shall be entitled to have access to that record, except to the extent that the record-keeper is required or authorised to refuse to provide the individual with access to that record under the applicable provisions of any law of the Commonwealth that provides for access by persons to documents.

Principle 7 - Alteration of records containing personal information

1. A record-keeper who has possession or control of a record that contains personal information shall take such steps (if any), by way of making appropriate corrections, deletions and additions as are, in the circumstances, reasonable to ensure that the record:
 - (a) is accurate; and
 - (b) is, having regard to the purpose for which the information was collected or is to be used and to any purpose that is directly related to that purpose, relevant, up to date, complete and not misleading.
2. The obligation imposed on a record-keeper by clause 1 is subject to any applicable limitation in a law of the Commonwealth that provides a right to require the correction or amendment of documents.
3. Where:
 - (a) the record-keeper of a record containing personal information is not willing to amend that record, by making a correction, deletion or addition, in accordance with a request by the individual concerned; and
 - (b) no decision or recommendation to the effect that the record should be amended wholly or partly in accordance with that request has been made under the applicable provisions of a law of the Commonwealth;the record-keeper shall, if so requested by the individual concerned, take such steps (if any) as are reasonable in the circumstances to attach to the record any statement provided by that individual of the correction, deletion or addition sought.

Principle 8 - Record-keeper to check accuracy etc. of personal information before use

A record-keeper who has possession or control of a record that contains personal information shall not use that information without taking such steps (if any) as are, in the circumstances, reasonable to ensure that, having regard to the purpose for which the information is proposed to be used, the information is accurate, up to date and complete.

Principle 9 - Personal information to be used only for relevant purposes

A record-keeper who has possession or control of a record that contains personal information shall not use the information except for a purpose to which the information is relevant.

Principle 10 - Limits on use of personal information

1. A record-keeper who has possession or control of a record that contains personal information that was obtained for a particular purpose shall not use the information for any other purpose unless:

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- (a) the individual concerned has consented to use of the information for that other purpose;
 - (b) the record-keeper believes on reasonable grounds that use of the information for that other purpose is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person;
 - (c) use of the information for that other purpose is required or authorised by or under law;
 - (d) use of the information for that other purpose is reasonably necessary for enforcement of the criminal law or of a law imposing a pecuniary penalty, or for the protection of the public revenue; or
 - (e) the purpose for which the information is used is directly related to the purpose for which the information was obtained.
2. Where personal information is used for enforcement of the criminal law or of a law imposing a pecuniary penalty, or for the protection of the public revenue, the record-keeper shall include in the record containing that information a note of that use.

Principle 11 - Limits on disclosure of personal information

1. A record-keeper who has possession or control of a record that contains personal information shall not disclose the information to a person, body or agency (other than the individual concerned) unless:
 - (a) the individual concerned is reasonably likely to have been aware, or made aware under Principle 2, that information of that kind is usually passed to that person, body or agency;
 - (b) the individual concerned has consented to the disclosure;
 - (c) the record-keeper believes on reasonable grounds that the disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or of another person;
 - (d) the disclosure is required or authorised by or under law; or
 - (e) the disclosure is reasonably necessary for the enforcement of the criminal law or of a law imposing a pecuniary penalty, or for the protection of the public revenue.
2. Where personal information is disclosed for the purposes of enforcement of the criminal law or of a law imposing a pecuniary penalty, or for the purpose of the protection of the public revenue, the record-keeper shall include in the record containing that information a note of the disclosure.
3. A person, body or agency to whom personal information is disclosed under clause 1 of this Principle shall not use or disclose the information for a purpose other than the purpose for which the information was given to the person, body or agency.

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SCHEDULE 3 - Privacy Principles

PRIVACY ACT 1988 - Section 14

Information Privacy Principles

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the collector shall take such steps (if any) as are, in the circumstances, reasonable to ensure that, before the information is collected or, if that is not practicable, as soon as practicable after the information is collected, the individual concerned is generally aware of:

- (c) the purpose for which the information is being collected;
- (d) if the collection of the information is authorised or required by or under law--the fact that the collection of the information is so authorised or required; and
- (e) any person to whom, or any body or agency to which, it is the collector's usual practice to disclose personal information of the kind so collected, and (if known by the collector) any person to whom, or any body or agency to which, it is the usual practice of that first-mentioned person, body or agency to pass on that information.

Principle 3 - Solicitation of personal information generally

Where:

- (a) a collector collects personal information for inclusion in a record or in a generally available publication; and
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the collector shall take such steps (if any) as are, in the circumstances, reasonable to ensure that, having regard to the purpose for which the information is collected:

- (c) the information collected is relevant to that purpose and is up to date and complete; and
- (d) the collection of the information does not intrude to an unreasonable extent upon the personal affairs of the individual concerned.

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