

Multicultural Women's Summit

1 June 2005

The Greek Club
South Brisbane

***“Empowered
and Embraced”***

The Office for Women

*Making things better for
Queensland women*

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Local Government, Planning,
Sport and Recreation

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An initiative by the Multicultural Women's Advisory Committee and
the Queensland Government's Office for Women

* Photos of participants thanks to Kelly Hussey-Smith



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APPENDICES

1 Executive summary

This report captures the proceedings and outcomes of The Multicultural Women's Summit, held on 1 June 2005 at the Greek Club in South Brisbane. The event was attended by 92 women from culturally and linguistically diverse (CALD) backgrounds of all ages and was a collaboration between the Multicultural Women's Advisory Committee (MWAC) and the Queensland Government's Office for Women (OFW).

The objectives of this report are to provide an accurate account of the visions and strategies of the women who attended and to portray some of the differences, but more importantly the similarities of challenges faced by women of different ages as well as diverse ethnic backgrounds.

Recommendations derived from the key themes, issues and strategies have been developed and incorporated in the body of the report.

The Multicultural Women's Summit was a community outreach event of MWAC, an independent body advising the Minister for Women on issues of concerns to women from CALD backgrounds. The Summit aimed to provide women from diverse ethnic backgrounds of all ages with an opportunity to identify issues of importance to them, propose solutions and actions, and discuss community leadership and advocacy skills.

In small groups of up to 10 women, visioning techniques were used to investigate issues and find solutions by describing the vision of a preferred future and then 'reverse planning' the steps needed to arrive at this future. "Empowered and embraced" emerged as a theme, and visions across all age groups centred strongly around being accepted, being visible, having access to opportunities and the power and the ability to be involved in decision-making.

Furthermore, exercises around leadership initiated discussion about the skills, such as community leadership and advocacy skills, that are required to effectively unite, motivate and represent community, and how those skills could be strengthened. Overall, participants viewed leadership as: being able to effectively communicate a vision and influence others to work towards a shared goal; mentoring and empowering others; being respectful of differences; and being open to change and new learning. Strategies to strengthen leadership such as networking, community participation, continuous learning, mentoring and creating a vision were endorsed.

The Summit was a valuable opportunity for women from a wide range of ethnic backgrounds and ages to develop a shared vision and to identify leadership skills and strategies to strengthen them, and it provoked thought around personal visions and personal plans of actions, for individuals and communities. It is envisaged that the findings of the Summit, captured in this report will inform the future work and directions of the OFW, and provide the multicultural women's sector with a reference tool and record of their shared visions.

1.1 *Summary of recommendations to progress Summit outcomes*

RACISM AND DISCRIMINATION – INCREASING VISIBILITY OF CALD WOMEN

Recommendation 1:

That the Office for Women (OFW) in partnership with Multicultural Affairs Queensland (MAQ) develops and distributes a media kit that promotes healthy lifestyles and positive images and increases the visibility of women from culturally and linguistically (CALD) diverse backgrounds in the media.

Recommendation 2:

That the OFW nominates community leaders from the multicultural women's sector for a range of state and national awards to raise CALD women's visibility and profile.

Recommendation 3:

That the OFW explores opportunities to work with Sport and Recreation Queensland, Women Sport Queensland, and Multicultural Affairs Queensland (MAQ) to encourage CALD women and girls to take part in sports.

REPRESENTATION IN DECISION-MAKING ROLES

Recommendation 4:

That the OFW's Women on Boards Strategy includes CALD women as a target group.

Recommendation 5:

That the OFW encourages CALD female students to take part in the Queensland Parliamentary Internship Process program (QPIP) and works to ensure that a certain quota of CALD female students have an opportunity to participate and are matched with female MPs with an interest in CALD women's issues.

ACCESS TO TRAINING AND EMPLOYMENT

Recommendation 6:

That the *Smart Women Smart State SET Taskforce* identifies the specific needs of CALD women and links them to relevant current community, government, university and industry programs to encourage their participation in science, engineering and communication and information technology fields.

PARTICIPATION IN COMMUNITY LIFE

Recommendation 7:

That the OFW in partnership with MAQ provides the multicultural women's sector with information on how to make the most of funding opportunities for community-based programs.

Recommendation 8:

That state-wide OFW community leadership programs specifically target CALD women, including from regional and rural areas and across all age groups.

GOVERNMENT RESPONSIBILITIES

Recommendation 9:

That CALD women in the regions be specifically invited to attend Regional Parliament sessions and breakfasts to meet with the Ministers and other female MPs, and to learn about political processes and decision-making. \

SAFETY FOR WOMEN AND CHILDREN

Recommendation 10:

That the OFW publication *Is violence an issue for you?* be translated into languages of key emerging communities. This resource provides information relating to issues such as stalking, sexual assault and domestic violence, and is distributed through the Department of Justice, the Department of Corrective Services, and Legal Aid Queensland.

Recommendation 11:

That the OFW promotes through its networks the *Training Package to Co-ordinate Efforts to Address Violence Against Women* produced by the Centre for Domestic and Family Violence Research. The project targets gaps in the availability of training for service providers which respond to domestic violence, including a focus on issues particularly affecting CALD women.

2 The Multicultural Women's Advisory Committee (MWAC)

MWAC is an independent body created by the Premier of Queensland in October 2002 to advise the State Government on multicultural issues concerning women. MWAC currently provides expert advice to the Honourable Desley Boyle MP, Minister for Women, on improving the lives, wellbeing and opportunities of women from culturally and linguistically diverse (CALD) backgrounds. MWAC meets quarterly and is chaired by Minister Boyle.

The current MWAC members are: Ms Jeannie Mok, Ms Ivana Milojevic, Ms Rowena Trieve OAM, Ms Sandra Soto and Ms Jyoti Ramsay. The members of the Committee are women with a demonstrated commitment to their work and to multiculturalism, and have expertise in issues relating to gender and cultural diversity.

The Office for Women provides secretariat support for MWAC and presents its key program and policy development initiatives for comment by members. This assists the delivery of key initiatives.

During its three years of operating, MWAC has hosted two significant community outreach events, the Leadership Forum for young women from culturally and linguistically diverse backgrounds, held on 27 June 2003, and the Multicultural Women's Summit, held on 1 June 2005.

MWAC can be contacted through the secretariat at the Office for Women, on (07) 3224 4062 or by e-mailing ofw@dlgpsr.qld.gov.au.

Members profiles:

MS JEANNIE MOK is the voluntary Director of the Multicultural Community Centre. Jeannie currently serves on the Refugee Resettlement Advisory Council to the Federal Government, the Queensland China Council, the Queensland Cancer Screening Reference Group, Royal Children's Hospital District Health Council and Foundation Board, Queensland State Library Multicultural Advisory Committee and the YWCA Board. She is passionate about offering employment and training programs for women from diverse cultural and linguistic backgrounds at the community centre.

MS SANDRA SOTO is the Manager of the Ethnic Community Care Links (ECCL) in Townsville. The ECCL provides care and support services to aged people and to young people with disabilities in central Townsville and in regional areas. Ms Soto has a long history of achievement with multicultural communities. Sandra is currently a representative of the Townsville Multicultural Group.

MS JYOTI RAMSAY is a Senior Policy Officer for Family and Community Services. She was formerly the Coordinator of the Refugee Program with the Red Cross, Brisbane and a Country Analyst with the United Nations, with specific focus on Pacific Island Countries. Jyoti is also a former employee of Multicultural Affairs Queensland who worked on a number of Community Relations projects. She has an excellent working knowledge of gender and cultural diversity issues and a strong community services history.

MS ROWENA TRIEVE OAM is the President of the Mackay and District Australian South Sea Islander Association Inc. (MDASSIA) and has a strong record in supporting the interests and improving the lives of people in the Australian South Sea Islander Community in the Mackay region. Rowena is a member of the Australian South Sea Islander Board of Advice and has a broad range of expertise on issues affecting the Australian South Sea Islander community.

DR IVANA MILOJEVIC is a social researcher and futurist focused on women's futures. She has worked as a researcher on a variety of projects including: "School Responses to Racism" funded by the Queensland Anti-Discrimination Commission; "Health services for persons with mental health problems" funded by the Australian and Queensland Governments; and, "The cultural bases of violence against women" for the Yugoslav Ministry of Science and Education. Ivana has written extensively on women's images of the future and feminist futures studies including chapters in *The Knowledge Base of Futures Studies*; *World Yearbook of Education 1998*; *Rescuing the Future: The Futures of Futures Studies*; *Cyberspace and Women*; and, *Futures Studies: Methods, Emerging Issues and Civilization Visions: A Multimedia*, as well as in other books. She has published articles in *Futures*, *Futures Research Quarterly*, and *World Futures Studies Federation Bulletin*.

3. Summit rationale

3.1 *Summit overview*

The Multicultural Women's Summit aimed to provide women from diverse ethnic backgrounds of all ages with an opportunity to identify issues of importance to them, propose solutions and actions, and discuss community leadership and advocacy skills (See attached Summit Program at Appendix A).

The planning of the Multicultural Women's Summit coincided with the Multicultural Summit held by Multicultural Affairs Queensland (MAQ) on 27–28 April 2005. The Steering Group was able to learn from the proceedings and findings of the MAQ Summit, and also to consider the key issues that were raised at the MAQ Summit in the planning phase of the Multicultural Women's Summit. The most important question was how the issues identified at the MAQ Summit applied to women and their lives.

Feedback from the MAQ Multicultural Summit highlighted a sense of fragmentation of the multicultural sector and the lack of a shared vision. Therefore, a focus of the Multicultural Women's Summit was to develop a shared vision for a preferred future, and to strengthen networks between diverse community groups and members – this was actually achieved by the cross-cultural collective that emerged during the Women's Summit.

3.2 *Planning and consultation*

The planning of the Multicultural Women's Summit was overseen by a Steering Group consisting of the members of MWAC, a representative of MAQ, and representatives of OFW. Consultation was also sought from representatives of peak organisations, such as the Ethnic Community Council Queensland (ECCQ) and the Multicultural Development Association Inc (MDA), who also assisted with the Summit facilitation, and community members and leaders, who also facilitated the group work on the day.

The 11 group facilitators who worked with the participants at the Summit were:

- Ms Mitra Khakbaz, Centre for Multicultural Community Development, University of the Sunshine Coast
- Ms Jeannie Mok, MWAC member
- Ms Ivana Milojevic, MWAC member
- Ms Jyoti Ramsey, MWAC member
- MS Rowena Trieve, MWAC member
- Ms Debra Bennet-McLean, Indigenous Affairs, QCAN
- Ms Widilia Hookham
- Ms Agnes Whiten
- Ms Kerrin Benson, MDA
- Ms Irene Oppen, ECCQ
- Ms Mara Whittaker

The involvement of community organisations, members and leaders in the Summit was also consistent with feedback from the 2003 Leadership Forum for young women from culturally and linguistically diverse backgrounds held by MAQ, MWAC and OFW in June 2003. This Summit identified that representatives from community organisations needed to be involved in the planning and delivery of workshops.

The main message that was taken from prior consultation was for the event to create an interactive environment that allowed women to personally contribute to the outcomes of the discussions. The following objectives resulted from consultation with the Steering Group members and facilitators:

- Limit the number of formal speakers to allow maximum time on interactive exercises.
- Create small working groups that allow every participant to be heard and to contribute in a non-threatening environment.
- Use experienced facilitators from the multicultural sector, with personal community leadership experience, to be facilitators, mentors and role-models on the day.
- Practice simple 'leadership' skills by encouraging and guiding group members to report back on their group outcomes to the assembled audience – and create a sense of 'ownership' of the outcomes by group members.

The group work was structured around three age groups: under 25s, 25-49 years of age, and over 50 years. This structure around three age groups evolved from the commitment by the Office for Women to invest in women across all phases of their lives – early life, mid life and later life. OFW recognises that women's lives are complex and that they operate on a continuum, and is interested in creating enabling environments for women so that they can participate meaningfully in Queensland's social, cultural and economic life throughout each life stage.

3.3 Participants

The Summit was attended by 92 women from CALD backgrounds, including established migrants, as well as members from new and emerging communities. The participants consisted mainly of community leaders and members, but also some workers from relevant government and non-government agencies, including peak multicultural community organisations.

The group work component of the Summit was organised as follows:

15 young women made up two working groups of under 25-year-olds, 45 women aged 25-49 contributed to five mid-life working groups, and 32 women aged 50+ collaborated in the remaining 4 groups of older women. The groups were facilitated by experienced community leaders from the multicultural women's sector and members of MWAC, who volunteered their time and expertise.

4 Queensland Government and Multiculturalism

4.1 Official opening of the Summit

The Multicultural Women's Summit was officially opened by the Honourable Desley Boyle MP, Minister for Environment, Local Government, Planning and Women who shared personal reflections on her childhood in Wollongong, where there was considerable prejudice against migrants. Minister Boyle noted that the status of migrants had improved since then but that they are still not good enough. Minister Boyle also shared some of her experiences and challenges in becoming a community leader, but also of the rewards of being able to make a difference within the community. Finally, she encouraged the assembled women to use the unique opportunity of the interactive small group environment to voice their concerns, contribute to discussions and to practice 'leadership' in a safe and supportive environment.

Karen Struthers MP, the Parliamentary Secretary to the Premier on Multicultural Affairs addressed the Summit participants. She also talked about the new Queensland Government policy *Making a world of difference* and stressed the Premier's view that multiculturalism was good for Queensland, in economic terms as well as the diversity of skill and experience it contributes. Ms Struthers highlighted the Premier's and the Government's commitment to Multiculturalism, and her personal support of the multicultural women's sector.

4.2 Multicultural Summit – Multicultural Affairs Queensland (MAQ)

The MAQ Summit, held 27-28 April 2005, at the Parliamentary Annex, was an opportunity for the multicultural sector to come together and reaffirm the sense of multiculturalism being based upon a sense of belonging for all, an overriding commitment to Australia and its democratic principles and a commitment to share and value diversity for the benefit of all.

Ms Sylvie Brdjanovic, A/Manager of MAQ provided a summary of the findings of the MAQ Multicultural Summit. The key issues which emerged at the MAQ Summit included:

- A lack of shared vision by the multicultural sector about their direction
- Gaps in information provision to the sector, eg. Information about funding opportunities, program delivery
- Sector fragmentation within the multicultural sector
- A need for more grants to be dedicated to newly emerging communities
- A need for more (and more effective) mechanisms for community engagement, including clear outcomes and follow-ups from consultation events
- Need for increased responsiveness/sensitivity from government
- MAQ and Education Queensland (EQ) developing curriculum incorporating multiculturalism. A website will be produced that will be available to all Queensland schools.
- Community members at the MAQ Summit identified a need to be self responsible as important. MAQ noted the emerging trend for diverse communities to have a higher level of contribution to participate and contribute.

5 Visioning

5.1 Theory and objectives

"The task of visioning the Future is about creating a vision that pulls a civilisation forward, not draws a people into the glue of greed and fear." (Sohail Inayatullah, 2005)

Dr Ivana Milojevic, a futurist with an interest in women's issues and multiculturalism, guided Summit participants through the theory of 'how to create a vision of a preferred future' and encouraged the participants to feel creative and positive in their visioning.

A vision is required in order to start a particular course for action towards the future – however, not all visions are equal and both the visions of women and of ethnic minorities have often been overlooked. Some dominant visions that prevailed in society have been detrimental to marginalised groups in the community. Dr Milojevic spoke of the importance of recognising visioning that happened in the past and the actions that were taken based on those visions that led our contemporary realities, including the current status of women's rights, human rights and human relationships.

"It is my belief that currently the main threat to our common futures and visions developed earlier by women and especially by women from a whole range of cultural and religious backgrounds is the lack of quality between human-human and human-nature relationships", stated Dr Milojevic. She offered the vision of James Robinson of a sane/spiritual/humane/ecological future (SHE) as a guide and the questions she posed to the Summit participants were:

- What are some of the ways forward given various histories and current trends?
- How can we best co-create equitable and sustainable futures both locally and globally and both in general and very specific terms?
- What are the visions, our priorities for the future?
- What are the actions we can collectively take to facilitate bringing those visions closer to reality?

Visioning is an alternative way to investigate issues and find solutions and actions by describing the vision of a preferred future and then back-casting –reverse planning – to see which steps needed to be taken to arrive at this future.

The type of visioning used at the Summit was 'questioning visioning'. In this approach the vision is developed with the facilitator who asks participants questions about their preferred future – i.e. what does work, play, society look like. What are you doing in this future? In this type of visioning the description of the future should be detailed, based on a desired

but plausible (not fantasy) future, or based on a likely future, if current trends were to continue, and the vision should be personal. However, the responses need to be robust and not just a wish list.

Using back-casting and reverse planning strategies and actions are developed to reach the preferred future which is assumed to have occurred and now the past that needs to be remembered. On a time line, crucial indicators that would have to happen to produce the required changes are recorded, as if they were remembered.

The above techniques were applied by the group facilitators to guide the participants towards their visions for the future in a multicultural society. A summary of the visions and strategies to achieve visions by the early life, mid life and later life age group is provided in Appendix B.

5.2 *Visions of other MWAC members*

Jeannie Mok expressed her vision of the future in terms of access of CALD women to employment and training opportunities. Her image was based around a CALD woman on the cover of Forbes magazine – in a position of leadership, influence, economic power and unrestricted opportunities.

Jyoti Ramsey's vision centred around young refugees and their opportunities in Australia. She envisaged Federal and State government policies that addressed the needs and challenges of emerging communities, and accountability of Governments to their responsibilities and commitments towards those communities. Ms Ramsay also saw the face of CALD women represented in the media, advertising, arts and sports. And last but not least Ms Ramsay saw multicultural communities move into the better suburbs of their cities – to the delight of the Summit audience.

5.3 *Small group visioning exercise and objectives*

The objective of this exercise was to identify issues and strategies without being too focussed on current barriers and individual problems. This was facilitated through the technique of visioning that encourages participants to look beyond the constraints of the current structures, attitudes and barriers, and allows them to use creativity and alternative ways of thinking to guide problem solving.

For this exercise a worksheet with a range of questions was prepared to guide group discussion. One member of each group was nominated during the session to present the group findings. This was both an opportunity to practice leadership skills during the session as well as giving the groups 'ownership' of their visions.

The following questions guided the discussion, but were not prescriptive. The facilitators and the individual groups were allowed to adopt a level of visioning they were comfortable with, as one of the prerequisites of visioning is that individuals need to feel safe in order to think creatively.

What is the group's vision for a preferred future in 2025?

For example, what would the following look like in 2025:

- Community life
- Relationships with other communities
- Expression of own culture and language
- Access to employment and training
- The services provided
- Support from Government agencies

Working back from the 2025 vision:

- What structures and systems are in place to help/prevent this vision?
- What resources are required to achieve the vision?
- What steps need to be taken to achieve the vision and when?
- How will the steps be initiated/implemented?
- Who is responsible for implementing actions?

5.4 *Summary of visions and strategies to achieve visions by age group*

A comprehensive record of group visions and strategies can be found at Appendix B.

6. Leadership

6.1 Leadership group exercise and objectives

The objective of the leadership exercise was to initiate discussion around the need to strengthen community leadership. At the MAQ Summit in April 2005 a lack of effective self-responsibility and representation by diverse communities was raised as a challenge for the multicultural sector in advocating for their needs. Being represented or being able to represent themselves is particularly important, but at the same time quite challenging to women and girls from CALD backgrounds who are marginalised and experience discrimination in their local communities. The discussion therefore centred around the skills, such as community leadership and advocacy skills that are required to effectively unite, motivate and represent community, and how those skills could be strengthened.

Participants were invited to share their views and experiences of:

- What does leadership mean to you?
- What works particularly well for the multicultural women's sector? (Participants could draw from personal experience or observations of other's approaches.)
- How can leadership be strengthened in the sector?
- What specific sets of skills would assist multicultural women?
- Who is responsible for what?
- Priorities for strategies to strengthening leadership.

In addition, participants were encouraged to fill in a 'Personal Action Plan' to take away from the Summit, to encourage them to use some of their personal leadership qualities in their lives and communities – taking ownership of initiating self-responsibility and representation.

6.2 Summary of leadership issues and strategies by age group

A comprehensive record of group visions and strategies can be found at Appendix C.

7. Discussion and Recommendations

7.1 General analysis of visions/strategies

One group of young women named their vision "Empowered and embraced", which summarises the visions and the theme that emerged during the Summit. It has been chosen as the title of this report. The visioning exercise revealed eight broad themes which were identified across all age groups. While some age-specific concerns arose out of the age-specific groupings, it is important to note that the key issues were strongly shared by all ages – strongly centred around the needs of been accepted, being visible, having access to opportunities and the power and ability to be involved in decision-making.

The themes included:

- Racism and discrimination
- CALD women and their representation in decision-making roles
- Access to training and employment
- Empowerment of CALD women
- Participation in community life
- Government responsibilities
- Safety for women and children
- Health issues

Across all age groups women envisaged a future where racism and discrimination did not exist, and diversity was celebrated, seen as a 'gift' and seen as a normal part of life – being embraced by mainstream society. It was also envisaged that CALD women and communities would be highly visible in all spheres of life, including the media, advertising, the arts and sports. It was proposed that education would be the main means of embracing diversity through a culturally sensitive curriculum, the use of culturally diverse resources, books, toys, and teachers in school, and a continuous diversity education from primary school through to university and the workplace.

Recommendations:

That the Office for Women (OFW) in partnership with Multicultural Affairs Queensland (MAQ) develops and distributes a media kit that promotes healthy lifestyles and positive images and

increases the visibility of women from culturally and linguistically (CALD) diverse backgrounds in the media.

That the OFW nominates community leaders from the multicultural women's sector for a range of state and national awards to raise CALD women's visibility and profile.

That the OFW explores opportunities to work with Sport and Recreation Queensland, Womensport Queensland, and Multicultural Affairs Queensland (MAQ) to encourage CALD women and girls to take part in sports.

All age groups envisaged that CALD women would be represented at all levels and arenas of decision-making and leadership, such as politics, government policy making and business. Strategies such as introducing and enforcing quotas for CALD women in leadership roles were suggested.

Recommendations:

That the OFW's Women on Boards Strategy includes CALD women as a target group.

That the OFW encourages CALD female students to take part in the Queensland Parliamentary Internship Process program (QPIP) and works to ensure that a certain quota of CALD female students have an opportunity to participate and are matched with female MPs with an interest in CALD women's issues.

That state-wide OFW community leadership programs specifically target CALD women, including from regional and rural areas and across all age groups.

That CALD women in the regions be specifically invited to attend Regional Parliament sessions and breakfasts to meet with the Ministers and other female MPs, and to learn about political processes and decision-making.

The need for equal access to employment opportunities in order to gain financial independence and security has been stressed by all age groups. Access to employment is complicated by recognition of overseas qualifications and work experience. In the absence of full recognition of their skills, the summit participants called for bridging courses to avoid having to repeat full courses of study. Furthermore, quota for CALD women in employment were suggested, as well as financial incentives for employers to employ CALD workers. Closer monitoring of workplace equity policies and their implementation was recommended, as well as mandatory cross-cultural training for employers.

Recommendation:

That the *Smart Women Smart State SET Taskforce* identifies the specific needs of CALD women and links them to relevant current community, government, university and industry programs to encourage their participation in science, engineering and communication and information technology fields.

Issues around balancing work, family and lifestyle also significantly affect CALD women and their ability to take up employment opportunities, and the lack of culturally appropriate support services such as aged care and child care can lead to reduced workforce participation.

Lack of participation in society and isolation can particularly affect older CALD women, CALD women in rural regions, and newly arrived migrants and refugees. Many of the Summit participants felt that community participation could be improved through culturally appropriate neighbourhood and women's centres, through assisted transport for older CALD women, by establishing women's networks in the regions, and by encouraging established migrants to take an active role in supporting new arrivals. Younger generations were also encouraged to take an active role in supporting vulnerable members of their communities.

Recommendations:

That the OFW in partnership with MAQ provides the multicultural women's sector with information on how to make the most of funding opportunities for community-based programs.

That state-wide OFW community leadership programs specifically target CALD women, including from regional and rural areas and across all age groups.

Many of the participants across the age groups raised concerns about women's and children's safety in their homes and communities, and availability of appropriate information, and more culturally appropriate services, especially relationship counselling and cross-culturally trained police officers were requested.

Recommendations:

That the OFW publication *Is violence an issue for you?* be translated into languages of key emerging communities. This resource provides information relating to issues such as stalking, sexual assault and domestic violence, and is distributed through the Department of Justice, the Department of Corrective Services, and Legal Aid Queensland.

That the OFW promotes through its networks the *Training Package to Co-ordinate Efforts to Address Violence Against Women* produced by the Centre for Domestic and Family Violence Research. The project targets gaps in the availability of training for service providers which respond to domestic violence, including a focus on issues particularly affecting CALD women.

The lack of affordable and culturally appropriate services such as aged care, nursing homes, GPs, and child care were of great concern to many women across the age groups.

A perceived lack of structures to monitor and evaluate the issues of CALD women by Government was apparent in many of the discussions. More effective community engagement, such as an annual CALD women's summit and workshops were suggested as possible strategies. However, many of the women expressed concerns that the findings from such events were often not progressed and outcomes were not communicated clearly to communities. Government was urged to consider the level of investment in services, the interest in upholding rights of migrants and refugees, and a long-term view for policies and strategies. In addition, there was a call for cross-cultural training of all politicians and decision-makers, and a change to Government ideology on multiculturalism.

The vision of participants was a closer working relationship between government and communities, and greater powers for Multicultural Affairs Queensland to monitor access and equity policies at all levels of government.

7.2 Age specific comparative analysis of visions/strategies

Significant similarities could be found in the visions and issues identified by the three age-groups. A strong emphasis could be seen in the young women's vision on creating a society that embraces and values diversity, and a high visibility and representation of CALD women and communities in all areas of public life. In the older women's groups specific issues of social isolation, age discrimination, and a need for more culturally appropriate services, especially in the areas of aged-care, health care and child care, were raised.

At the Multicultural Summit held by Multicultural Affairs Queensland in April, a strong theme emerged around intergenerational conflict and a lack of succession in community leadership. At this Summit, interestingly, both the groups of young women as well as the older women emphasise a need for intergenerational dialogue and for more participation in community life by all generations.

7.3 General analysis of leadership strategies

Discussions around leadership and the qualities and skills that were required for effective leadership revealed strong commonalities between the groups and ages. Participants viewed leadership as being able to effectively communicate a vision, influencing others to work towards shared goals, mentoring and empowering others, being respectful of differences and open to change and new learning. There was a strong sense of agreement that women often already possessed many of those qualities, as they fulfilled their roles in their daily lives. That is, they already practiced leadership in their families, in the workplace, and in the communities.

Leadership skills identified as working well for the multicultural women's sector centred around networking and community participation, continuous learning and education, mentoring, and consultation.

Many of the women agreed that leadership could be strengthened through networking and advocacy – by joining peak organisations, actively participating in cross-cultural groups, attending seminars and forums to raise issues and claiming ownership of issues and agendas.

Continuous learning and awareness-raising was also identified as a key strategy. CALD women and their communities could be assisted through improving communication skills, political and leadership skills; through increased knowledge of issues and policies; through mentoring across the generations, identifying young leaders, and providing good role models.

Overall, the strategies endorsed across the groups included:

- Networking
- Community participation
- Continuous learning
- Mentoring
- Having a vision

7.4 *Age specific comparative analysis of leadership strategies*

There were strong similarities between the age groups in the leadership discussions and the development of strategies to strengthen leadership.

A noticeable focus of the young women's groups were around qualities of being open to change, being flexible, and being willing to undertake continuous learning and to embrace new skills.

Mid-life groups were strongly focussed around networking strategies and participation in umbrella organisations, highlighting the need to combine efforts in cross-cultural groups, developing shared visions and an understanding of the multicultural women's sector. Skills around linking effectively with Government and being able to access financial and other support were valued highly. Women in the mid-life groups were concerned with working across the generations and mentoring and supporting young women as they enter the sector and look for leadership opportunities.

What stood out the most in the discussions of the older women's groups was the need for consultative leadership – being given a voice and having ownership of the agenda and goals that are pursued.

A strong common thread across the three age groups was the call for more mentoring and cross-generational support. The strong agreement across the generations on a need for mentoring, continuous education, networking, as well as the hope for increased community participation and membership of umbrella organisation suggests directions for future activities and collaborations.

8 Conclusion

8.1 *Summary*

The Multicultural Women's Summit was a valuable opportunity for women from a wide range of ethnic backgrounds as well as age groups to: work together in an interactive environment; to be involved in working with government on future directions for the multicultural community; to initiate the creation of a shared vision among the multicultural women's sector; and to build valuable networks with other women – established community leaders as well as newly arrived community members.

The need for greater cohesion within the multicultural sector, greater community participation, especially cross-culturally, inclusive main stream education, and strengthening of leadership skills and common visions were identified. Building on natural leadership qualities women demonstrate in all areas of their lives – being wives, mothers, workers, family members and community members – women called on each other to empower each other through mentoring, networking, information sharing and embracing diversity within the sector as well as mainstream society.

Feedback has been sought from the Summit facilitators on the content of this report to ensure that the findings were accurately recorded and the participants' visions and leadership strategies that emerged during the event were represented correctly.

8.2 *Feedback from Summit participants*

However, the community members at the Summit also raised concerns that often valuable community engagement, such as the Multicultural Women's Summit, did not lead to outcomes. Some frustration was voiced about repeatedly raising issues and strategies which very rarely find practical applications in government initiatives. They needed to see outcomes and regular updates on developments in order not to lose community support and trust:

"There are issues around maintenance and monitoring, no mention of resources for future, ongoing mechanism to ensure CALD women's issues are addressed."

Comments also included a call for more regular summits, workshops and networking opportunities:

“As a newcomer to Queensland the networking and the knowledge of other community activities was essential to the building of leadership.”

“We should have an annual summit like this one where outcomes of our recommendations are reported and new issues are discussed and new strategies are formulated.”

“I enjoyed the group sessions the most – having the women share their thoughts – and I was able to see that regardless of our different cultures, had common threads of needs and understanding.”

8.3 *Where to from here?*

By assisting in the development of shared visions, identifying leadership skills and strategies to strengthen them, and by provoking thought around personal visions as well as personal plans of action, the organisers hope and intend for that the Summit findings will be an informative tool for individuals, community groups, and government alike.

The objective of this report is to provide an accurate account of the visions and strategies of the women who attended and to promote some of the differences, but more importantly the similarities of challenges faced by women of different ages as well as diverse ethnic backgrounds.

It is envisaged that the report will inform the future work and directions of the Office for Women, and provide the multicultural women's sector with a reference tool and record of their shared visions.

This report will be distributed to all Summit participants, peak community organisation, relevant Government agencies and will be made available on the Office for Women website www.women.qld.gov.au

APPENDIX A

MULTICULTURAL WOMEN'S SUMMIT

1 June 2005
9.30am – 4pm

The Greek Club
29 Edmonstone Street, South Brisbane

Program

Time	Activity	Speaker
9.30–9.35am	Welcome	Kate Peters, A/Director, Office for Women
9.35–9.50am	Opening and Address by Minister Boyle	The Honourable Desley Boyle MP, Minister for Women
9.50–9.55am	Address	Karen Struthers MP, Parliamentary Secretary to the Premier (Multicultural Affairs)
9.55–10.00am	Aims and Objectives	Mitra Khakbaz, main facilitator
10.00–10.10am	Overview of Multicultural Summit from 27/28 April	Sylvie Brdjanovic Multicultural Affairs Queensland
10.10–10.20	Facilitated discussion of MAQ Summit with audience	Mitra Khakbaz
10.20–10.50am	Visioning	Ivana Milojevic, Jeannie Mok, Jyoti Ramsey
10.50am	Morning tea	

11.15am	Break into three streams Participatory Visioning Exercise		
	Early life	Mid life	Later life
12.50pm	Lunch		
1.40–3pm	Break into three streams Strengthening Community Leadership and Strategising		
	Early life	Mid life	Later life
3.00–3.40pm	Plenary Session Summarise outcomes and solidify results		Mitra Khakbaz
3.40–3.55pm	Personal action planning		Mitra Khakbaz
3.55–4pm	Where to from here and thanks		Kelli Thomas, A/Manager - Policy, Office for Women
4pm	Afternoon tea and close		

APPENDIX B

VISIONING EXERCISE

YOUNG WOMEN (UNDER 25)

GROUP 1

VISION

Preferred future in 2025: Summary:

- have kindergartens that are colour-blind: multicultural resources, dolls, toys, books, music, multicultural dress - this flows through to primary, high school, university education
- multicultural friendships – no exclusivity/gathering of only one culture
- teachers from diverse backgrounds
- many multicultural women of influence in politics/government, jobs should be based on merit/level of education/skill
- multicultural media – accents/looks/viewpoints/dress: “Multicultural Murdoch”
- multicultural women in business
- greater empowerment amongst migrants women through English literacy
- changing opinions from a young age
- greater acceptance/integration of multicultural communities

GROUP 2

VISION “EMPOWERED AND EMBRACED”

Preferred future in 2025: Summary:

- People in mainstream community are well informed/not fearful
- awareness of global issues
- greater cross-cultural literacy
- diversity is normal, ‘natural’, a gift
- feeling of being empowered as CALD women at all levels of government and workplace
- harmony/safe and secure environment
- embracing, celebrating and utilising culture
- visible presence of living communities, utilising of public and city spaces
- visible presence of CALD women in arts and media, “Multicultural Home and Away”
- family and relationships: cross-cultural marriages and “mixed” kids
- confidence, dignity, unity, inner peace, joy
- embrace, empower multiculturalism

- celebrating culture and languages

STRATEGIES

- mentoring
- building relationships: networking workshops, encouraging genuine conversations, dialogue between different generations, different groups of people
- awareness of global issues, cross-cultural issues
- arts and sports: something to bring us all together – moving away from food festival and fashion parades for women; opportunity for entertainment talent spotting; women’s events with children; music events: synergy concert bringing together traditional music and new sounds
- development of conflict management skills
- connection with youth leaders
- through learning language and gaining quality employment women gain strength
- multicultural empowerment workshops
- respecting men – to prevent backlash
- parents/youth dialogues through forums

GROUP 3

VISION

WHAT IS HAPPENING NOW?

- Racism, impacting on:
 - Employment
 - Affirmative action
 - Poverty
 - Health issues
- Family violence

STRATEGIES

- to have a subject in primary/senior school on understanding diversity
- to have subjects at tertiary level to understand and working with diversity
- to have legislation that enforced the employment of people from culturally and linguistically diverse background
- to have systems in place that support migrants and refugees to acquire skills, understanding and confidence of Australian systems
- recognition of educational background, skills, talents, etc that people bring to this country
- employment: provision of adequate resources that recognise the limitations/barriers that migrant and refugees have
- employer: become aware of training and certification of cross-cultural awareness

- financial incentive to employers: awards, recognition
 - strategies to combat violence:
 - information
 - acknowledgement of barriers to global violence that impacts on Australian policies of immigration
 - support to new arrivals, eg. single women and children who come from war-torn countries
 - resources to services
 - education of police force
 - access to counsellors who are cross-culturally trained on relationship counselling and settlement services
-

GROUP 4

VISION

Preferred future in 2025: Summary:

- council level: better Community Development
- planning better communities
- planning better community areas: community halls, centres
- neighbourhood centres
- opportunities for different cultures to be shared
- celebration of different festivals
- culture awareness
- customs
- respect for people, understanding
- human pathways to diversity
- celebration of cultural and religious diversity
- from the city to the neighbourhood
- local authority/council development for small areas
- local newsletters
- united communities
- improved translation services
- enabling and empowering communities
- information centres and delivery
- job opportunities, regardless of age, gender, religion or nationality
- information access
- more neighbourhood centres with paid staff and lots of volunteers

GROUP 5

VISION

Preferred future in 2025: Summary:

- structure to monitor/evaluate CALD women's issues in all departmental levels
- mechanisms for community needs to be heard and addressed
- well established network, register of cultural services
- bridging courses for overseas qualifications rather than re-studying the full course of study
- ethnic school that will teach the language and the culture
- volunteer cultural teachers (without Australian qualifications) to have a blocked hour to teach their culture

GROUP 6

VISION

Preferred future in 2025: Summary:

- celebrating diversity – without judgement
- Australia is truly integrated/people are accepted
- equal opportunities for employment – for all – overseas qualifications accepted
- free education – English literacy
- free health/aged care
- honouring motherhood
- Value hearing other languages
- all children learn language other than English from preparatory year
- school curriculum sensitive to other cultures – history multicultural
- migrant/refugee/women are in key positions in Government and business
- women empower each other
- a woman feels safe in her home and community
- no more detention centres – refugees are given full support

STRATEGIES

- legislation that specifies a proportion of multicultural women in parliament
- well resourced support services
- a lot less money into military and more into social welfare
- women empower each other
- campaign for higher wages in caring professions, e.g childcare, social work

- flexible work and career options
- financial support for parents to stay at home with children
- both parents take equal responsibility for child rearing and housework
- give refugees full rights as Australians (not Temporary Protection Visa)
- vote in a government that respects human rights and acknowledges social justice
- Office for Women to go back to the Premier's Department
- annual CALD women's conference (local and regional), pro-active to ensure things get done, e.g. formation of Ethnic Women's Business Network and multicultural female politicians
- change migrant policies

STRATEGIES

- interdepartmental group that looks after multicultural women groups, that is more proactive, and has to be accountable to justify their existence
- multi-disciplinary department to create a holistic approach to multiculturalism
- Government monitoring and an annual report on various summits and conference recommendations
- MAQ to have expanded powers in monitoring and implementing access and equity policy in all levels

GROUP 7

VISION

Preferred future in 2025: Summary:

- fair and equitable across the world
- no poverty: fair distribution of wealth
- no racism
- no gender discrimination
- connection with the land and each other
- spiritual awareness
- non-materialistic society, one in balance
- focus on people not on money
- family values
- focus on community and less on the individual sense of belonging
- not isolated
- people growing up in functional families
- celebration of other cultures
- education in diversity of different cultures
- Indigenous people having their proper place in society
- representation in the media
- equitable access: employment equality, educational access, equal opportunity, have channels to inform those in need

- child care
- an end to violence: violence towards women and children, war
- cross-cultural education in the workplace
- individual responsibility
- educating ourselves, spilling over into educating others
- getting back to family
- family support

STRATEGIES

Issues/resources:

- Governmental investment in services
- women in parliament
- female empowerment
- competition
- individualism
- changes to curriculum

How:

- political shift to: rights, resources, long-term view
- strong lobby group

Who:

- education system
- treasurer

OLDER WOMEN (aged 50+)

GROUP 8

CURRENT ISSUES/CHALLENGES

- isolation: newly arrived, students (mature), elderly
- invisibility of CALD people in media, Government and essential services
- inadequate health and home care, services, resources and support for carers

VISION

Preferred future in 2025: Summary:

Community life:

- culture and language-based appropriate nursing and home care services for aging population
- culturally trained workers

- we set up our own agenda—women work together and resources are provided to facilitate this with no political strings attached
- peaceful, equitable, true communities (no racism, discrimination)

Relationships with other communities:

- empowered communities – recognise similarities
- interaction with other communities is fostered
- assistance is provided at first point of contact for each family and individual, e.g. English lessons, info pack (key contacts, resources, more English literacy support)

Expression of our own culture and language

- support and link individuals from different cultural groups
- acknowledged, accepted, established, valued and fostered
- visible in the community and workplaces, advertising
- Education Queensland: a culturally sensitive curriculum for parents and children and staff appropriately trained
- media available in other languages, e.g. language classes, extension of SBS and ABC learning programs
- the Anglo-centric face of Australia is diluted, e.g. cultural symbols at sporting events, etc.
- regular ethnic markets

Access to employment

- available to all
- monitoring of equity policies in workplaces

Services provided

- available to all groups
- funding for multi-cultural groups willing to take on services
- mentoring
- monitoring of equity policies for effectiveness
- support for language skills building, available in every suburb and every language, by corporate sector also
- assisted transport for immigrants
- training is provided, e.g. driver training
- food markets are locally available
- appropriate professional services are available, e.g. doctors
- tutors for CALD children are available

Support from Government agencies

- community and government are working together in partnership to promote empowerment agenda for CALD groups
- change in Government ideology occurred regarding multiculturalism
- leadership demonstrated by local councils as a major employer and resource

Leadership and community is not only about economic capital, but about building social capital (cultural, environment, political, legal), and spiritual capital.

Individuals fully contribute to:

- the family
- the community
- Government and corporate structure
- our shared futures

GROUP 9

VISION

Preferred future in 2025: Summary:

- employment opportunities exist
- affordable education for all
- overseas skills and work experience/degrees are recognised
- detention centres for refugees are abolished – inhumane
- awareness and relationship with other communities
- voice for the voiceless – established migrants help newcomers/arrivals
- population increase
- CALD women's issues are on the agenda
- structures are in place so that we do not have to reinvent the wheel again, regardless of who is in power

STRATEGIES

- kill GST (killing smart business)
- access to training and job opportunities
- recognising home industries, encourage women (mothers) at home to become industries, operating from home
- supporting of cooperation
- run a skills audit for CALD women
- establish women's network in all regions including rural, provide resources, consult with local women
- family values
- aged care services to be culturally inclusive
- more women/multicultural people in Government

ISSUES

- age discrimination
- end to overseas production, create jobs by producing in Australia
- abolish child labour, for cheap imports here
- young people are not given fair opportunities, e.g. paying back HECS fees

- create jobs for mature and young

GROUP 10

VISION

Preferred future in 2025: Summary:

- CALD women have leadership role in mainstream politics and upper level of workplace
- political participation: decision-making to address needs of CALD women
- grassroots are liberated, especially women on the margins
- voice of CALD women is valued
- younger generations provide community support (disabilities, aged citizens, DV)
- family support at all levels
- no barriers to executive/leadership/employment roles
- community support at all levels (eg. aged care, youth participation – institutional and informal)
- freedom from racism and discrimination of all forms, e.g. religion, age etc.

STRATEGIES

Top 5:

- political skills, so we can lobby and identify issues; advocacy
- umbrella multicultural women's structure
- build on available resources
- recognition of existing skills/resources
- cross-cultural training for politicians and other decision makers

Other strategies:

- infra-structure, eg. central information, education on issues, interpreters, language training, and resources to provide
- women's networks for resources, women's centre, involvement of youth groups in behavioural problems, refugee issues
- share information about available funding
- women's centre
- disadvantaged women can't access internet, no computer (newly arrived migrants), no phones, no resources
- community worker from non-English speaking background
- continuous evaluation/monitoring and review/planning

ISSUES

Barriers that prevent women from doing what they want, communication issues:

- language barriers, leading to isolation
- gaps: two groups of women: 1) independent who work and have professions; 2) who are extremely isolated, do not speak language
- access and participation
- financial independence
- ability to reach/fill gap

STRATEGIES TO ADDRESS ISSUES

- need resources, ongoing support
- concerted efforts – whole of government
- need for women, communities to participate, to know what is happening
- to identify resources
- access to information
- social responsibility in the communities
- women employing other women to do small tasks
- link to isolated women, i.e. better interpreter services
- More than translation/interpreter
- skill of the communities to respond to the needs
- to consider broader context: media, racism, political environment, to be able to practise rights
- the issue of language is very important – to understand (professional interpreters)
- inequality issues for women (pay), access to education, activities and equal treatment
- more representation of women from non-English speaking background (NESB) in political sphere
- women's life is different from men's
- child care places needed for women to work
- women's participation, individual and collective responsibility to make government listen (activate roles within families, communities)
- equal participation of women in society
- liberte , solidarite, equalitey

GROUP 11

VISION

- community starts with each individual
- we are all responsible for welcoming new arrivals
- community centres available (a non-stop shop for information and assistance)
- celebration of culture and religion
- education available
- social isolation is addressed

APPENDIX C

LEADERSHIP EXERCISES

YOUNG WOMEN (UNDER 25)

GROUP 1

LEADERSHIP AND STRATEGIES

Top 5 – Summary:

- 1 Multilevel networking: (political, individual, personal relationship)
 - attend multicultural women’s seminars, events
 - befriend CALD people
 - immerse yourself in other cultures, i.e. travel
- 2 Communication:
 - attending courses: human resources, public relations, English – spoken and written, public speaking
 - read current affairs magazines
 - cross-cultural training
- 3 Education:
 - acquiring knowledge, policies
- 4 Community Involvement
 - become involved, not only in your own culture, but also the dominant culture, i.e. join different clubs
- 5 Organisational skills

GROUP 2

LEADERSHIP

- ability to influence, power to influence, allowing other people to be powerful and to feel empowered
- leading by example
- honesty and integrity, responsibility and reliability
- being able to embrace others’ skills and utilise them
- sharing of skills
- being open-minded about other opinions
- work towards shared vision for the future/common goals
- ability to listen, respect other views even if you don’t agree with them
- being able to be a learner
- open to change, flexible, not set in own ways

- ability to chart a course and being able to navigate to reach a destination
- determination and consistence
- being committed to own group

Leadership works well when there is a focus on:

- forming relationships
- forming strong bonds among women
- when leaders respect other cultures, free of ethnocentrism
- flexible leadership styles
- ability/awareness of different leadership and communication styles across community
- able to listen
- leaders mentor others – help direction
- comes down to genuine relationships and respect, genuine understanding of others' way of life
- respect – everything follows on and flows

MID-LIFE WOMEN (25-49)

GROUP 3

LEADERSHIP

- leadership at four levels: family, community, business and political
- education and awareness: human rights, knowledge and information about resources/training, men's acceptance of women's leadership, should start pre-migration
- support: networks, for men and women, agencies, community groups
- community capacity: identifying potential leaders
- mentoring: formal and informal
- striking a balance: family, cultural and religious values, appropriate leadership

GROUP 4

LEADERSHIP STRATEGIES

Top 5:

- training for political participation
- umbrella organisations
- network
- strategic resourcing – i.e. planning, evaluation, feedback
- lobbying

LEADERSHIP

Leadership is the ability to:

- have a vision
- be a change agent
- be committed and a good listener
- inspire
- empower
- guide, support, and share the vision
- be impartial and respectful
- be a good role model
- be willing to take responsibilities

Multicultural Women's Sector

- women not to bring the political issues from their home land
- mutual support regardless of background
- women should actively participate in community issues and attend to seminars and forums
- women empower each other

Strengthening Leadership

- mentoring other women
- united we stand, divided we fall
- identify leadership material in different communities, i.e. young generations
- political skills
- individual and community partnership with the Government

GROUP 5

LEADERSHIP

- someone responsible for a group of people
- authority given by the group
- represent the group
- empathic, can walk in another's shoes
- work co-operatively
- good servant
- try to understand everyone
- accept and respect differences
- integrity, honesty
- unselfish and altruistic
- courage to talk
- support and empower, networking
- build up, mentoring skills and knowledge

- time to learn, understand Australian context and other cultures
- communication skills to others
 - English language
 - ability to talk to grass roots
 - upwards to government and politicians
 - multilingual/linguist

STRATEGIES

- membership of a peak body – ECCQ (well informed, unified, strong voice for multicultural issues)
- good support team and active, committed taskforce with different skills, well-informed and knowledgeable
- meet regularly, getting structure and feedback from group, being accountable, initiative
- leadership training, mix of mainstream and tailored
- simple opportunities to practice

GROUP 6

LEADERSHIP

- active participation where you can make a difference
- be a change agent – desire to improve
- caring about the community
- a person that has a vision and make the community embrace the vision
- identify skills and needs of the people
- knowledge of resources
- team spirit, hard work, and steering the ship
- inspirational person
- good communication skills – listen and talk
- experienced person, maturity
- humorous and serious about issues
- understanding cultural differences and backgrounds and be able to coordinate strategies of working together
- cooperative structures – identifying skills and groups together
- focus on an issue (main goal)
- possible grouping – arrange projects capacity-building
- grouping of diverse age groups
- counter-productive to work only in one's own cultural group – cross cultural groups (multi-culture flavour)
- having multi-cultural groups rather than one ethnic group to counter racial prejudices
- identify role-models (have a representation of key role models) who can: teach, direct, influence, and get them active in the group
- communication skills
- political lobbying skills

- inner and overt spiritual, social and environmental conscience
- financial empowerment
- effective networking
- workable structures: capacity building, ages, skills, issue or interest grouping
- having positive role models
- like-minded groups
- lobbyists who are effective to link government and community ability to access finance and funds
- mentoring and effective networking

Summary – leadership skills

- workable structure
- ability to access finance
- effective networking between like-minded groups and mentoring
- political lobbying
- spiritual, social and environmental conscience
- talent skills – workable model

GROUP 7

LEADERSHIP STRATEGIES

Top 5 strategies:

- elders, leaders mentoring young women
- cultural participation, story telling
- employment quotas for multicultural women; make real the employment quota for CALD, NESB, Indigenous and disadvantaged groups
- database for regular updates (from this meeting)
- develop a shared understanding and vision of the multicultural women's sector

Other strategies:

- communication
- include communities outside of government bodies
- personal development
- workshops for women: cross-cultural workshops, employment networks
- have a clear understanding of terminology and framework where to from here
- exchange programs in Government (traineeships, international students)

LEADERSHIP – WHAT IS IT?

- leading by example not only saying what should be done

- leaders are needed to give information to others
- leaders should be legitimate appointed by real community to be validated by the community
- to have a vision of what you believe in
- action
- inherited
- work with people to raise issues from the group they represent
- ability to use tension and differences “positively”
- not being biased - embrace everybody towards consensus
- sacrifice
- believe and conviction in what you are doing, “passion”
- aura of leader
- be able to lead others to follow
- being mentor and passing on
- be able to train and continue your work

LEADERSHIP STRATEGIES

- Use women associations
- Use real women from the communities to take part in the strategies
- Women leadership has been lost in Australian culture
- leadership can be seen and unseen

OLDER WOMEN (50+)

GROUP 8

LEADERSHIP

A leader should be:

- respectful of individuals and their concerns
- responsible, fair and accountable
- attentive, responsive and empathetic
- principled and firm
- representative of all ages
- knowledgeable and experienced
- approachable and mindful of differences
- passionate
- a mentor and role model
- consultative

STRATEGIES: WHAT WORKS

Top 5:

- developing leadership skills
- set our own clear agenda
- education, NGOs

- home and aged care
- understanding, acknowledging and respecting diversities among women

Others:

- resources!! (specific needs and requirements)
- show leadership

Who is responsible for what:

Education:

- EQ (State and Fed)
- Department of Families
- Families and Communities
- NGOs
- leadership

Welfare

- Centrelink
- NGOs
- churches, temples mosques

Employment

- Centrelink

Arts, Culture, Socialisation

- Arts Council
- communities

Home and Aged Care

- families and communities
- leadership
- Department of Health (State and Fed)

How can Leadership be strengthened?

- acknowledgement of leadership's diversity
- life skills
- consultative leadership
- open dialogue
- constantly challenging models of leadership
- process-driven leadership as opposed to result-driven
- transparency
- democratic
- EQ (Emotional Intelligence)

GROUP 9

LEADERSHIP

- a leader carries forward needs – represents and acts on your behalf
- leadership starts at home
- needs energy to lead
- respected, but still equal with others
- sets an example
- listens and acts
- has confidence to express views
- important to look after the country – developing the nation
- encourages young people to be good leaders
- everyone has the right to voice their opinion
- visionary – able to share the vision
- good listener
- strongly supported by a good network
- able to delegate

What works well in multicultural women's sector?

- communication/awareness
- respect each others views
- networking
- understanding one's individuality
- appreciation of differences – acceptance not tolerance
- sense of belonging – not feeling like an alien
- knowledge of social issues
- leaders understand cultural differences!! Respect!!
- good advocates because of the shared understanding of the immigrant experience

Strengthening leaderships?

Skills required?

Who is responsible for what?

- train workers to work with isolated people at home
- compassion, understanding of issues, patience
- more awareness of multicultural understanding of different cultures
- including Indigenous culture
- more coverage in the curriculum about CALD, Indigenous, SSI cultures
- Government and citizens

GROUP 10

LEADERSHIP

- women already have leadership roles – home, parent, work, mother, wife – listener, fair
- empowerment
- community spirit – lead for the cause of the good of the people
- abstract – can only feel it
- influence – empowerment
- allow self-respect and respect for others – “Do as I do and not as I say”
- understanding equality
- help people to come together for the future
- love for self- and love others unconditionally (Agape)
- unity
- passion – compassion
- action

How to build leadership/leader

- ownership of issues
- provide reflective leadership roles
- active participation
- accountability
- provide mentorship
- stewardship
- solidarity
- sharing responsibility
- opportunity for skills development
- wider strategy to engage in all levels
- engage others: two-way education

Specific skills that would help multicultural women:

- mutual trust
- non-judgemental
- sensitivity to issues
- genuineness
- education
- life experiences
- honesty
- trustworthy/trustfulness
- respect/acceptance

GROUP 11

LEADERSHIP QUALITIES

- guidance
- knowledge of issues
- ability to mobilise
- cooperativeness
- empathetic
- encouraging
- good listener
- visionary
- able to delegate
- trustworthy
- not offensive
- set example
- role model
- organisational ability
- practical

STRATEGIES

- to draw out other women's leadership potential
- need to develop good spokeswomen
- recognise and develop women's skills
- networking and advocacy
- cultural sensitivity and women's intuition
- identify existing strong women's leadership
- recognise potential gender inequalities in cross-cultural/trans-national marriages/families
- life experience is highly valued and young women do not always get a chance to have a say unless it is within a social context

How to strengthen leadership:

- recognise leadership that women exercised in their countries of origin
- more ethnic representation in all levels of government
- participation in community affairs
- access to information and education
- tuition in public speaking