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Things to know about LEADR

- LEADR is owned by its members
- LEADR members govern LEADR – the Board of Directors are members elected every two years by the LEADR membership
- LEADR members set the strategic direction of LEADR – the elected Board of Directors regularly engages in strategic planning process
- LEADR members have a voice on LEADR’s future directions and on ADR issues – we regularly seek input and feedback from members
- LEADR reinvests any financial surplus to secure its future, to deliver services to members and to promote ADR in the community
- LEADR keeps members informed through monthly editions of our e-newsletter, Update, through regular issues specific communications and through the extensive range of relevant resources on the website
- LEADR delivers opportunities to connect with colleagues and engage in CPD through local Chapter events, training programs and our biennial conference ‘kon gres
- LEADR provides quality accreditation services including national, LEADR and Advanced accreditation. LEADR is the only qualifying assessment program for international accreditation with the International Mediation Institute (IMI) in Australasia
- LEADR practitioner and advanced members can access a very competitive Professional Indemnity and Public Liability Insurance package and LEADR complaints handling. LEADR handles complaints sensitively and respectfully.
Welcome to LEADR 2014

Now in our 26th year, the LEADR community of Alternative Dispute Resolution (ADR) practitioners is a vibrant and collaborative network. We are proud to be a not-for-profit organisation, promoting the use of ADR and providing members services that advance and support ADR best practice.

In 2014 LEADR has:

- Integrated its operations in Australia and New Zealand
- Introduced flexible webinar technology for professional development training
- Advocated to government on behalf of members
- Sponsored model mediation competitions for young and emerging mediators
- Been the gold sponsor of the National Mediation Conference
- Appointed a mediation development advisor, focused on improving standards of training, coaching and assessment of mediators
- Implemented training and an accreditation scheme for FDR Providers in New Zealand
- Provided regular and relevant communications to members about ADR news, events and research
- Established two Special Interest Groups of practitioners
- Hosted a series of networking events around Australia and New Zealand through our network of dedicated Chapter Committee volunteers
- Provided determinative adjudication services for building and domain name disputes
- Played a founding role in the establishment of an industry forum
- Submitted commentary and advice to the Mediator Standards Board during its review of the National mediation Accreditation Standards
- Worked with IAMA to provide members of each organisation the opportunity to consider the integration, possibly the most significant change to the industry in 26 years.
Welcome to the 2014 LEADR Annual Report. As each has since 1989, this Report contributes to recording the history and to strengthening the foundations of LEADR. It is both a report and a reflection. For members, potential members, users and potential users of dispute resolution it is a report. For those of us fortunate enough to participate in the strategic and the operational aspects of LEADR, it provides the opportunity to reflect on the year, on who we are and on who we might be; on how we see ourselves and how others might see us; on what we have accomplished and on what we might accomplish.

In November 2013 LEADR and LEADR New Zealand formally joined to form LEADR. 2014 has been the first full year of LEADR in its integrated international structure. In November 2013 LEADR and LEADR NZ Inc. formally joined to form LEADR. 2014 has been the year of ‘the walking of the walk’ following the agreements reached during the ‘talking of the talk’ in 2013. It has been a year of listening and learning; of patience and accomplishments; of initiating and responding to the interests of the 2814 members of LEADR throughout Australia and New Zealand.

Prior to 2013, while LEADR and LEADR NZ had been philosophically aligned by shared beliefs, values and attitudes, each had developed a distinct culture born of variations in approaches to putting the common philosophy into practice. Approaches to prioritising and achieving the promotion of the use of ADR to provide member services in a vibrant ADR environment and to advance and to support best practice in ADR often differed from one side of the Tasman Sea to the other. 2014 has been a year of integration, streamlined by members’ loyalty to ADR and ADR’s culture. The result has been an enrichment of LEADR culture and a strengthening of organisational identity in parallel with appreciation of the importance of recognising local concerns, practices and priorities among members from throughout the region.

Organisational identity is anchored in culture. I anticipate that for members and groups of members throughout New Zealand and Australia, 2015 will be a year of evolving connectedness through a common culture and further learning through our shared curiosity of the knowledge and concerns of members in a variety of locations and across the spectrum of ADR. From organisational identity comes members’ professional identity. From professional identity comes confidence and from confidence comes competence and creativity. From competence, creativity and shared culture comes the willingness to reach consensus. Consensus acknowledges that the whole is greater than the sum of its parts, however the parts are described: location, form of ADR practised, professional background and more.

‘What is the whole?’ ‘What could be the whole?’ These questions were addressed by the LEADR Board and the IAMA Council during July. The Board and the Council each decided to propose to members that LEADR and IAMA form one ADR membership organisation. Under this proposal, one organisation would serve the interests of members by influencing policy and decision making and by economies of scale, adding value for members throughout Australasia. Since July there has been considerable listening and learning between each organisation and between and among members of each organisation. Loyalty and professional identity lie at the heart of the
Chair’s message (continued)

discussions. Some members, perhaps those whose loyalties and professional identities have been anchored in the ideals and culture espoused by their membership organisation, indicate they are able to seamlessly shift to a new integrated organisation. Others, perhaps those whose loyalties and professional identities have been anchored in the identity of their organisation, indicate some uncertainty regarding the proposed change.

Members will make the historic decision on November 10, 2014. Dependent on the outcome of the vote, this may become the last Annual Report of LEADR.

This Report describes in detail the continued smooth and successful functioning of LEADR during 2014. Among the many highlights described in the Report is the presentation of the LEADR Michael Klug Award to Associate Professor Dale Bagshaw. The Board is grateful to Professor Laurence Boulle, LEADR Fellow, for his stimulating presentations throughout much of Australia and New Zealand. On behalf of the Board I would like to congratulate and thank LEADR CEO Ms Fiona Hollier and General Managers Ms Catherine Cooper and Ms Ellie Pietsch for their warm, creative and principled approach to management and for their willing accommodation of exigencies as the year evolved. My congratulations and thanks too, to each of the staff for their continuing enthusiastic dedication to the members of LEADR. It is always a pleasure to visit the offices in Sydney and Wellington where the positive atmosphere is tangible and uplifting. Please read this Report as a sincere and warm vote of thanks to each of the LEADR staff of 2014. This is the first Report since LEADR said farewell to Therese Skinner. I pay tribute to Therese’s long and dedicated contribution to the fine organisation that LEADR is today.

I am honoured to have chaired the dynamic group of people who are the 2013-2015 Board. Individually, each is an enthusiastic, thoughtful and farsighted contributor; together the Board is united by its commitment to fulfilling the Objects of LEADR through sound governance to provide equitable, responsive, contemporary member services. My sincere thanks each of you for your support and for your involvement with LEADR during 2014. This report is a testament to your contribution.

Margaret Halsmith
Chair
CEO’s message

The Dispute Resolution Industry Forum held in Sydney on 14 May 2014, exemplified an important stage in the maturation of the DR Industry. In the wake of the closure of NADRAC, representatives from over 40 DR organisations were motivated to explore ways to collaborate to grow DR and to have a collective voice with which to speak to government.

Collaboration is a thread which is woven into the fabric of LEADR. Since 2007, in alignment with its Objects, the LEADR Board has identified “collaboration and promotion of dispute resolution” as a key result area (KRA). The Board’s current goal in this area is: “LEADR will promote the development, acceptance and usage in the community of ADR through the media and by working collaboratively with dispute resolution agencies, universities, government and business”.

This thread of collaboration is evident throughout this Annual Report. The Board, relying almost exclusively on consensus decision making, works as a strong team with a clear focus on guiding the organisation in the best interests of members. The reports from Chapters highlight the collaborative effort of Committee members to offer a rich and diverse program of Chapter events. The member, training and accreditation services highlighted in this report are made possible through the close partnerships between staffs and those of our members who work co-operatively, professionally and with enthusiasm for delivering quality, as trainers, coaches, assessors and role players. LEADR works with and alongside other DR organisations and universities to grow DR in our community.

In 2014 the collaborative thread has become even more prominent. Harmonising LEADR operations in Australia and New Zealand has been characterised by good-will and a commitment to identify the ways in which we can work as one, with a strong core and a recognised brand, able to be responsive to the different features of the social and political landscape in each country and to the particular needs of local groups of members. We rely on respectful and penetrating conversations between Australian and New Zealand colleagues, both members and staff, to continue to create and re-create the ways in which we work and the services we offer.
We have worked together to stay current and responsive and efficient in our use of funds. We have been excited to initiate a cross-Tasman project focussed on consistency and quality of coaching and assessing services, aimed at the long term development of practice standards of mediators; we are delighted with our new webinar program, which is available to members wherever they are; we look forward to progressing the mentoring program with the help of enthusiastic, volunteer members; we are engaged continually in evolving the website and our communications to make sure that they speak to and are relevant to all members; we will be pleased to announce soon the second group of Practitioner Awardees nominated and selected from across Australia and New Zealand.

In recent months, we have been exploring the potential integration of LEADR and IAMA. Board and Council members.
have come together to envisage a future for the DR sector in which an enlarged organisation will provide an expanded suite of member services and resources and will speak with a stronger voice to government, business and the community. The Board and Council discussions have been as of peers and characterised by good faith, integrity, inclusivity and an outward looking future focus. The consultation sessions with members have demonstrated the attachment and loyalty that members have to the existing organisations. They have also demonstrated members’ commitment to creating a future in which DR will flourish.

Members have expressed their concerns and their hopes and have posed questions that challenge us all to take care in our deliberations and decision making. This augurs well for the DR sector no matter what the outcome of the vote at the upcoming LEADR AGM and IAMA EGM. If the integration proceeds, the thread of collaboration which has been such a feature of LEADR is sure to find its way into the new organisation as Chapters come together, as we consult with members and as we build capacity in all areas of DR.

As CEO, I am privileged to work in an organisation which consciously adheres to its purpose and aligns with the DR values of respect, inclusiveness and cooperation in everyday conversations, in meetings and in decision making. It gives me great pleasure to be immersed in a community of dedicated practitioners, so many of whom are motivated, at last in part, to contribute to the peaceful resolution of conflicts and disputes for the benefit of our communities. My thanks to General Managers, Catherine Cooper and Ellie Pietsch for their support, their flexibility, their spark and their hard work. To have such as strong executive team is energising and means that more good ideas can be turned into action. Thank you also to all of our staff members in the Sydney and Wellington offices for their teamwork, their commitment and their diligence. As well, I would like to acknowledge former staff member, Therese Skinner, who after 15 years left LEADR to take up another role. Therese dedicated herself to LEADR through some early lean years. She worked tirelessly for the members and demonstrated an extraordinary commitment to getting the job done. My role as CEO was made easier as I was able to draw on Therese’s corporate memory, her resourcefulness and her loyalty. I wish her well in her future career.

Finally, I express my gratitude to the LEADR Board for their support, their careful deliberations and their many hours of volunteer effort. To the Deputy Chair, Andrew Cannon and Treasurer, David Watt, thank you for your wisdom and your availability. To the Chair, Margaret Halsmith, thank you for the many hours of thoughtful conversations, for your support and acknowledgement and for your significant contributions to so many aspects of LEADR’s work. I look forward to a busy, productive and collaborative 2015.

Fiona Hollier
Chief Executive Officer
Treasurer’s report

The Board, in conjunction with the CEO continued to work on initiatives to improve services to members, as described on page 3 and developed throughout the Report. A surplus in the first year of the newly formed Australasian entity is especially satisfying. The total revenue derived by LEADR in 2013-14 was $2.307 million. The principal driver of these strong revenues continues to be the demand for training courses offered by LEADR. The direct costs incurred in providing the various training programs at venues across Australasia were higher in both absolute and relative terms in 2013-14 compared to the previous year, so the profit margin on training activities decreased.

Membership revenue to 30 June amounted to just over $381,000 but this figure is not directly comparable last year’s figure of $307,000 as the former includes the New Zealand membership for 7.5 months of the year.

Revenue from room hire was 28% higher than in 2012-13 and reflects the strong demand for training particularly in the Sydney CBD.

Interest derived from the investment of member funds was higher this year than in the previous year, which reflects the growth in reserves and also the effect of compounding. LEADR continues to utilise bank guaranteed Term Deposits for investing surplus cash.

Once again, the CEO and her team have done a tremendous job in containing the operating costs of LEADR.

2013-14 has seen an expansion of LEADR which has resulted in some increases in operating expenses:

- audit fees, LEADR now requires an audit of the New Zealand operations, as part of its New Zealand reporting obligations, as well as an audit of the Australian operations
- advertising, the LEADR Board has determined to make LEADR more visible to media, government and consumers generally
- board meeting costs, which increased in part because of the New Zealand integration and also because we now have more Board members from a wider geographic area
- bookkeeping costs, which have increased as LEADR now prepare books for New Zealand, Australia and Australasia
- salary costs, which have increased as LEADR has increased the headcount in both the Wellington and Sydney offices in order to maintain the high standard of service delivery that our members have become accustomed
- database / website costs, which increased this year due to further investment in this essential piece of infrastructure
- integration costs that were incurred in creating an Australasian entity
- bequest expenses, that related to resolution of a Deceased Estate in which LEADR has been named as a residuary beneficiary

All operating costs are subject to budgetary planning and control with day to day monitoring by the CEO and ongoing oversight by the Board. As noted in my previous reports, the Board in conjunction with the CEO are working on a number of initiatives to improve services to members. The ‘special projects’ agreed
Treasurer’s report (continued)

upon by the Board are subject to budgetary controls to ensure the ‘special projects’ are delivered in a financially responsible manner.

Audit for 2013-14
The auditor, RP Campbell Associates Pty Limited, has completed its audit of the financial statements for the year ended 30 June 2014 and has issued an unqualified audit opinion.

Budget for 2014-15
The budget for the year ending 30 June 2015 was developed and approved by the Board before the LEADR & IAMA discussions commenced. On that basis, the Board expects the normal operations of LEADR will result in a small deficit in 2014-15. The Board has also made provision for further ‘special project’ expenditure all designed to improve member services in future years. As always, the Board will continue to adopt a prudent approach to the financial management of LEADR.

Lastly, I wish to record my thanks and appreciation for the extraordinary accomplishments of the LEADR CEO and her team. It is always a pleasure working with a team that is willing to provide support and assistance with grace, efficiency and in a very professional and courteous manner.

David Watt
Honorary Treasurer
Financial & management responsibility

LEADR key result area goal:
LEADR will maintain itself as a financially viable not-for-profit business, confident of its long-term sustainability

Key income areas for 2013-14 compared to past years

The 2013-14 figures represent consolidated figures from operations in Australia and New Zealand. Figures before this period relate to financial performance in Australia only.

Financial performance for 2013-14 compared to past years

The 2013-14 figures represent consolidated figures from operations in Australia and New Zealand. Figures before this period relate to performance in Australia only.

Special projects refers to re-investment of surplus in project to provide business infrastructure and services to members.

<table>
<thead>
<tr>
<th></th>
<th>2013-14</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets</td>
<td>1,054,301</td>
<td>1,014,685</td>
</tr>
<tr>
<td>Cash balance</td>
<td>1,735,770</td>
<td>1,327,515</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training (net)</td>
<td>578,259</td>
<td>470,605</td>
</tr>
<tr>
<td>Membership</td>
<td>380,971</td>
<td>307,255</td>
</tr>
<tr>
<td>Referral fees</td>
<td>15,698</td>
<td>21,971</td>
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<tr>
<td>Room hire fees</td>
<td>89,863</td>
<td>77,817</td>
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<tr>
<td>Other revenue</td>
<td>116,092</td>
<td>88,763</td>
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<tr>
<td><strong>Total income</strong></td>
<td>1,180,883</td>
<td>966,411</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special projects</td>
<td>80,215</td>
<td>15,894</td>
</tr>
<tr>
<td>Other expenses</td>
<td>1,095,219</td>
<td>837,945</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,175,434</td>
<td>853,839</td>
</tr>
<tr>
<td>Net surplus</td>
<td><strong>$5,449</strong></td>
<td><strong>$112,572</strong></td>
</tr>
<tr>
<td>Capital investment</td>
<td>94,003</td>
<td>83,063</td>
</tr>
<tr>
<td>(infrastructure)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings</td>
<td>-88,554</td>
<td>29,509</td>
</tr>
</tbody>
</table>
Financial & management responsibility (continued)

LEADR acknowledges the generous support of corporate partners

Update case law reviews
With special thanks to the Clayton Utz Litigation and Dispute Resolution team: Tania Scott, Julia Virgo, Julie Granger, Yasmin Monfared, Lauren Stewart, Karen Ingram, Alexandra Chappell, Mikhail Glavac, Karen Ingram, Stephanie-Kate Bratton, Lara Solomons and Julie Granger

LEADR venue partners

Our thanks for the use of the following venues for access to discounted room hire rates

Our thanks for complimentary room hire at the following venues

LEADR networking event partners

Community Justice Centre (NSW), Salamanca Inn (TAS), Noah’s on the Beach (NSW), Timeless Way café (TAS), Newcastle Family Relationship Centre (NSW), Grace Vaughan House (WA), Queensland Law Society (QLD), Health Services Commissioner (WA) and Melbourne Conference & Training Centre (VIC) and LEADR members, Carol Powell, Lorraine Lipman, Cilla Dickinson, Melanie O’Neil, Keith Rusholme.
Governance

LEADR key result area goal:

LEADR will be exemplary in its implementation of effective and responsible governance

The Board sets the strategic direction of LEADR and is responsible for governance, including the financial health of the organisation and adherence to relevant legislation.

The Board met 9 times in 2013-14 with 8 of those meetings being held by teleconference, and one face-to-face planning and strategy meeting. Since the beginning of this financial year (July 2014), LEADR has held an additional face-to-face planning meeting, a joint meeting with the Council of IAMA and six other meetings. The high level of activity since July 2014 has been prompted by the discussions of the proposed integration with IAMA.

The face-to-face planning and strategy meetings enables Directors to refresh their understandings and commitment to robust governance, to consider changes in Australasia that impact on LEADR and to review and explore future strategic directions. In 2014, the Board has focussed particularly on organisational sustainability and considering business configurations to clarify and create sound future funding options.

The Board welcomes diversity of viewpoints and make decisions by consensus for which each Board member has both individual and collective responsibility. The Board considers the big picture and policy development is available for consultation on operational matters. Principles that govern Board member interactions both within the Board and between the Board and the public are altruism, inclusivity, peer relationships, integrity and outward looking future focus.

In 2014 the Board is pleased to report that it has:

- Maintained the financial health of LEADR to enable strategic investment in significant and entrepreneurial member services
- Developed the integration of LEADR and LEADR NZ
- Selected the LEADR Michael Klug 2014 Awardee, Associate Professor Dale Bagshaw, and the LEADR Fellow for 2014-15, Professor Laurence Boulle
- Responded to complaints about practitioners and overseen the implementation of the complaints management system
- Implemented an integrated database and website
- Implemented an innovative approach to our biennial conference, ‘kon gres, as a way of extending delivery of LEADR services to LEADR
- Developed a comprehensive on-line suite of Board guidance and resource documents kept on the Board area of the LEADR website
- Conducted a thorough due diligence of IAMA’s legal and financial functioning to provide a firm basis for progressing discussion about a possible integration
- Progressed discussions with IAMA taking resolutions about integration to the members

The Board anticipates that whatever the outcome of the votes at the LEADR AGM and the IAMA EGM, 2015 Directors will continue a busy schedule of meetings and projects for the benefit of members.
Governance (continued)

LEADR Directors

Margaret Halsmith, Chair, in practice since 1995, provides mediation for individuals, business and government. An active member of the WA Chapter for many years, a Board member since 2004 and Chair of the Board since 2007, Margaret is committed to promotion of ADR and facilitation of the development, acceptance and usage of ADR. Margaret is a former member of NADRAC and a Vice Chair of the Independent Standards Commission of IMI.

Dr Andrew Cannon AM FAA, Deputy Chair, is the Deputy Chief Magistrate and Senior Mining Warden and Deputy Chair of the Defence Reserve Support Council in South Australia. He introduced court annexed mediation into the court in 1995 and the court actively engages the mediation profession in its processes. He manages therapeutic and restorative justice programs, including Aboriginal Sentencing Conferences and conducts landowner miner conciliations. He is an adjunct Professor at Flinders and Muenster Universities.

David Watt, Secretary/Treasurer, has specialised in providing forensic accounting expertise to lawyers and their clients over the past 20 years. David is the Principal of David Watt & Co which is a boutique accounting practice that specialises in providing forensic accounting services in the areas of insurance litigation, commercial litigation, family law and fraud investigations.

Mark Beech, partner in NZ law firm Holland Beckett, has particular expertise in commercial and employment disputes. His training includes advanced mediation training at Pepperdine University School of Law California. A member of LEADR NZ since 2000, Mark was Treasurer of LEADR NZ from 2005-2011 and the Chair of LEADR NZ from Oct 2011 until 2013 when LEADR and LEADR NZ integrated and he joined the LEADR board.

Mieke Brandon is a mediation trainer, mentor, researcher and author of many articles and co-author with Linda Fisher of Mediating with Families (3rd Edition) and Leigh Robertson of Conflict and Dispute Resolution. She is a nationally accredited mediator, a registered FDRP and an advanced practitioner with the Association of Conflict Resolvers (USA), and a senior Teaching and Research Member of Bond University DRC.
Governance (continued)

LEADR Directors

**Carole Grace** has over 25 years of experience as a conflict resolution practitioner across a range of sectors, contexts and processes. She holds appointments to several public and in house, government and private sector mediation and conciliation panels. In her own consultancy she provides conflict analysis, management, resolution and prevention services and training to individuals, organisations and government. She also mentors and gives professional supervision to mediators.

**Annabel Shaw** currently works for the Mediation Service in the New Zealand Ministry of Business, Innovation and Employment. Annabel is a LEADR Advanced mediator and is accredited to the Australian National Mediator Standards. Annabel has a law degree from Victoria University and a Post Graduate Diploma in Dispute Resolution from Massey University and has worked as a lawyer, conciliator, facilitator, negotiation trainer and in HR.

**Deborah Clapshaw** is a barrister working exclusively as a mediator in commercial and interpersonal disputes since 1994. She attended the first LEADR workshop held in NZ in 1993 and was a Founding member of the NZ Chapter, as it was then. She is on a number of statutory mediation panels and previously worked as a lawyer in both New Zealand and Hong Kong.

**The Hon Robert McClelland** works with Carroll & O’Dea Lawyers specialising in industrial and employment law, public law and mediation. Between 2007 and 2011 Robert McClelland served as the Commonwealth Attorney General where he made a number of reforms in the area of alternative dispute resolution.

**Jeremy Gormly SC** is the former Chairman of NADRAC – the National Alternative Dispute Resolution Advisory Council (2011-2013). Jeremy is a practising barrister at Denman Chambers and a mediator with The Dispute Group. On a joint Commission from the Commonwealth Attorney-General and the Minister for Science and Personnel he was appointed to mediate long outstanding claims from the 1964 HMAS Voyager-Melbourne collision. Jeremy is on a leave of absence from the Board until February 2015.
LEADR operations

Our dedicated staff team

- Sue Ahyee, Member services
- Keo Chiem, Training services
- Catherine Cooper, General Manager
- Michelle de Vries, Mediation Development Adviser
- Fiona Hollier, Chief Executive Officer
- Margaret Murphy, Training & Membership Services
- Tony Piccolo, Communications
- Ellie Pietsch, General Manager
- Sue Smith, Accounts
- Michelle Vui, Training & Membership Services
- Gerry Westhuis, Accounts

Staff who left in 2014

- Eric Frudd, Communications
- Bianca Lam, Assessment
- Therese Skinner, Office Manager

Interns

From University of New South Wales: Lien Hoang, Amy Campbell. Internships of approximately 12 days. LEADR has offered each of these talented and committed students additional project work.

In New Zealand Sarah Ramsay who worked at LEADR for 4 hours a week over the year, completing a range of projects and assisting with office activities and Bronwyn Haines who managed the LEADR 5 day workshop scholarship program in New Zealand.

Premises

The Sydney office signed a new five year lease for our Bridge Street premises in April, with a possible option to extend our footprint onto Level 2 as our operations grow. With the expansion of the team in Wellington, the office is moving to new premises in early 2015. The office provides more space and better facilities, including a meeting room available for members to hire.

NZ Network meeting coordinators

Thanks to members, Sarah Ramsay in Wellington, Kylie Head in Auckland and Jan Avery in Christchurch for their assistance in coordinating networking meetings.
Collaboration and promotion of DR

LEADR key result area goal:
LEADR will promote the development, acceptance and usage in the community of DR through the media and by working collaboratively with dispute resolution agencies, universities, government and business.

Collaboration with other DR organisations
LEADR collaborates with DR organisations to promote DR, to engage in cross-sector activities and to provide opportunities for members.

Mediator Standards Board (MSB)
LEADR championed the development of and continues to strongly promote the National Mediator Accreditation System (NMAS). The MSB is responsible for overseeing the NMAS. The LEADR Board regards the NMAS as playing an essential role in establishing threshold standards for mediators. For these reasons, the LEADR Board supports the CEO’s role as a Director of the MSB. In 2014 the CEO was re-elected to the MSB and re-appointed as Deputy Chair. The CEO’s contribution keeps LEADR members closely connected to the development of the Standards.

NZ Law Awards
LEADR has continued its sponsorship of the Mediator of the Year Award at the NZ Law Awards. The award this year was won by Auckland employment lawyer and mediator Maria Dew. Maria is a former LEADR NZ Inc. Board member.

National Mediation Conference
LEADR was the gold sponsor at the 2014 National Mediation Conference which was held from 9-11 September in Melbourne. The conference hosted more than 600 practitioners who convened for three days. Keynote speakers included Moty Cristal, Martha McClintock, Jill Tanz and Erica Ariel Fox.

International Mediation Institute (IMI)
LEADR is the only IMI Qualifying Assessment Program in Australasia. This enables LEADR to contribute to the development of mediator standards internationally and to offer members a significant member service: recognised international accreditation.

Dispute Resolution Industry Forum
In the wake of the closure of NADRAC, LEADR, represented by the CEO, is a member of a committee organising forum events. The first event, held in Sydney on 14 May 2014 was attended by representatives from over 40 DR organisations. Discussion focussed on opportunities for collaboration particularly in relation to presenting a strong and united voice to government and for growing the use of DR. Another meeting is planned for early 2015.

SCRAM WA and Mock Mediation Competition NSW
LEADR sponsors both of these competitions. LEADR awards the winning school a place on a LEADR mediation courses. SCRAM 2014 was won by students from Cape Naturaliste College and the Mock Mediation Competition by Our Lady of Mercy College Parramatta.

Greater Sydney Family Law Pathways Network
The CEO facilitated a meeting of this group in the LEADR office to explore issues within family dispute resolution and to plan their program of events for the coming year.
Collaboration & promotion of DR (continued)

Liaison with government

Family Dispute Resolution (NZ)
Changes to the Family Justice System were introduced in March 2014, introducing Family Dispute Resolution in NZ. Leading up to the changes LEADR was active in representing the views of members and advocating for a high quality FDR system in NZ. In late 2013 LEADR was appointed by the Ministry of Justice as an ‘Approved Dispute Resolution Organisation’ developing both training and an accreditation system for FDR providers in NZ. LEADR continues to participate in a range of forums on FDR.

Ministry of Business Innovation and Employment Government Centre for Dispute Resolution (NZ)
LEADR has been pleased to engage with the Ministry of Business, Innovation and Employment (MBIE) as they progress with establishing a Government Centre for Dispute Resolution. LEADR CEO Fiona Hollier and Chair Margaret Halsmith have been able to share the Australian experiences with NADRAC with the MBIE team. LEADR continues to be involved in sector collaboration on this work.

Treasury and Productivity Commission (Australia)
LEADR continued to advocate on behalf of the DR community to government in 2014, providing a response to the federal Treasury discussion paper: proposal of Small Business and Family Enterprise Ombudsman and to the Productivity Commission discussion paper: Access to Justice Arrangements. In both LEADR provided educative material about the role of DR in our community and made strong recommendations about its application in relation to the specific discussion papers.

Collaboration with universities

Auckland University
For the second year now, LEADR has provided coaching to students entering the International Chamber of Commerce, Commercial Mediation Competition. In February 2014 LEADR trainer Anna Quinn travelled to Paris for the competition with the Auckland University Faculty of Law Team. The team again performed well in the competition. LEADR acknowledged the team with scholarships to attend a LEADR 5 day mediation workshop.

University of New South Wales
In 2014 LEADR was delighted to partner with UNSW to provide internship opportunities for two students undertaking their undergraduate or post-graduate bachelor of laws degrees. Both students joined us each for twelve days over a number of weeks.

Lien Hoang conducted a significant review of LEADR’s student mediation scheme and has since continued as a casual staff member assisting in implementing her report.

Amy Campbell provided an overview of LEADR’s current social media activity, beginning work on a social media policy. Amy also took over the curation of Update, LEADR’s monthly newsletter, for the October edition and joined us before her graduation as a casual staff member.
Collaboration & promotion of DR (continued)

Awards and honours
Honouring the achievements of practitioners acknowledges the contribution that those practitioners have made to the DR industry. It also draws attention to their example to encourage other DR practitioners to strive for excellence. Excellence in practice builds the reputation of DR.

LEADR Michael Klug Award 2014
Associate Professor Dale Bagshaw is the recipient of the 2014 Award. In making the Award, the LEADR Board acknowledged Dale's many, very varied and endurably significant innovations in the Australasian DR landscape over many years, including from the National Mediation Conference in 1992 to Elder Mediation Australasia Network (EMAN) in 2014 and the many before, in between and in the future. The Board commented on Dale's foresight in both the practice of mediation in its role in dispute resolution and peacemaking and in the professional development of mediators and commended her for achievements which sustain well beyond being an innovation to become landmarks in the Australasian DR calendar.

The LEADR Michael Klug Award, made possible by the generous donation of Michael Klug, is presented annually by the LEADR Board to a person or persons who has in the previous 12 months contributed toward the peaceful resolution of conflict in the best interests of the community. Michael Klug is a Consultant for Clayton Utz in Brisbane and a former Vice Chair and Chair of LEADR.

Previous recipients of the Award are Ms Micheline Dewdney (2013), the Hon. Murray Kellam AO (2012), Dr Michael King (2011) and Dr Stella Cornelius AO OBE (2010).

Award to Professor Jennifer David
ADRA, ACDC/AIDC, IAMA and LEADR combined to present a posthumous award to LEADR’s first CEO Jennifer David and to commemorate her outstanding contribution to mediation. Jennifer’s partner, Alysoun Boyle, accepted the award. Jennifer is particularly remembered for her important influence upon the teaching and practice of dispute resolution, when it really was an alternative. During her career, Jennifer conducted almost 600 mediation courses in Australia and eight other countries.

LEADR Practitioner Awards 2014
The LEADR Practitioner Awards program acknowledges LEADR members who are ADR practitioners who are recognised by their peers as having contributed significantly to the growth and development of ADR. The LEADR Board introduced this program across Australasia in 2013, a similar program having been run in New Zealand since 2011. 2014 Awardees will be announced at local events during late November and early December.
Building and construction industry security of payment (BCISP) disputes

As an Authorised Nominating Authority (ANA), LEADR plays a part in promoting the efficient resolution of disputes within the building industry in Tasmania, Victoria, New South Wales and in Queensland (until legislation changed in September 2014).

The LEADR service is supported by extensive internal document handling processes and a high level of assistance for parties and adjudication panellists.

This year LEADR sought input from our adjudicators, to the Tasmanian Government discussion paper relating to the Tasmanian Building Regulatory Framework, outlining the success of the regulations, their applicability to other industries and the potential for increasing awareness. Panellists were given the opportunity to comment on the relevant papers, LEADR then collating and summarising their feedback and providing it to the governing bodies.

We are pleased to report that since our submission, awareness building seminars have been held in Tasmania.

LEADR continues to provide administrative support to The Adjudication Forum, chaired by LEADR panellist, Robert Sundercombe. The forum convenes valuable networking seminars at the LEADR office for adjudicators to discuss and review industry developments.

.au domain name disputes

LEADR provides administrative services for parties with competing rights to .au domain names, in accordance with the .au Dispute Resolution Policy (auDRP).

LEADR’s experience in administering these processes over a number of years with both BCISP and auDRP ensures a robust document management system and high level of service for parties and adjudication panellists.

In 2013 LEADR submitted a response, having sought input from our adjudicators, to auDA’s discussion paper regarding fees for lodgement of disputes, indicating a strong preference for a change to the fee structure and a review of the timing requirements of the policy.
**LEADR key result area goal:**
LEADR will be a highly regarded provider of quality education and training in dispute resolution.

**Total number of attendees at LEADR training courses in 2013-14 in excess of 720**

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**Public training courses 2013-14**

- 24 x 5 day mediation workshops
- 7 x 4 day conflict management coaching workshops
- 24 x 1 day mediation refresher training
- 1 x 1 day conflict management coaching refresher training
- 7 x 1 day Mediating workplace bullying complaints
- 1 x 1 day Resilience & self-care for conflict resolution practitioners
- 1 x 14 session Online neuro-awareness training
- 4 x 3 day New Zealand FDR workshops
- 4 x 1 day New Zealand FDR workshops
- 2 x half day Advanced mediation workshops

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**In-house training courses 2013-14**

- 8 x 5 day mediation workshops
- 1 x 3 day mediation workshop
- 4 x 2 day Leader as Workplace Coach workshops
- 1 x 1 day Micro skills workshop
**Education and training (continued)**

**LEADR trainers**

**Lynora Brooke**
- Specialises in workplace and commercial mediations, conflict management coaching, facilitation leadership coaching and mentoring.
- Delivers conflict management coaching & training for LEADR in Australia and NZ.
- Promotes conflict coaching to manage interpersonal and workplace conflict
- Conducts numerous conflict coaching sessions in a variety of workplaces

**Bradley Chenoweth**
- Mediates wide range of disputes
- Facilitates multi-party processes in commercial, organisational, community and cross-cultural settings
- Visiting Fellow to the University of WA Law School
- Senior Associate with Dialogos, a leading global consultancy in dialogue and system transformation

**Jon Everest**
- Mediator, conflict coach, facilitator, trainer and professional supervisor
- Former LEADR NZ Inc Board member, certified mediator, the IMI
- Delivered training based on the work of the Harvard Negotiation Project with Conflict Management New Zealand since 2001
- Trainer for the Ministry of Justice in restorative justice since 2005

**Nina Harding**
- Mediates commercial, workplace and large public disputes
- Particular expertise in complaints handling
- Teaches at UTS, and has also taught at University of Hong Kong, UNSW
- Panellist for Hong Kong International Arbitration Centre, Franchising and Workers Compensation

**Moira Jenkins**
- An experienced psychologist and accredited mediator
- Trainer through the Human Rights and Equal Opportunity Commission
- Specialises in preventing & managing complaints of bullying, sexual harassment and discrimination

**Franca Petrone**
- Experienced dispute resolution professional and adult educator; consultancy, training and mentoring services to public and private sector organisations.
- Promotes the effective choices available to people and organisations in dealing with conflict and assist them in accessing services that meet their needs.
- Founding director of the Mediator Standards Board.
Education and training (continued)

**Carol Powell**
- Mediator, facilitator and trainer, specialises in conflict management including dispute system design
- Mediates a wide range of disputes
- Member of a number of mediation panels in New Zealand
- A member of International Mediation Institute (International Standards Committee)

**Anna Quinn**
- Mediator and trainer in dispute resolution in New Zealand
- Extensive experience in community to commercial mediation
- Trained and designed workshops on dispute resolution topics including communication, negotiation, facilitation, mediation and restorative justice
- Lecturer in dispute resolution at Auckland University Law School.

**Professor Tania Sourdin**
- Foundation Chair and Director of the Australian Centre for Justice Innovation (ACJI), previously ACCJSI, at Monash University in Australia
- Leading international academic/researcher in mediation and ADR
- Author, National Mediator Accreditation System; accredited mediator since 1990
- Former member of NADRAC, and continuing member of numerous tribunals, panels and boards

**Anne Sutherland-Kelly**
- Mediator and consultant to private and public sector clients; appointed to VCAT
- Mediation experience in commercial, anti-discrimination, medical negligence, family, wills and estate matters; specialises in workplace
- Teaches ADR in post-graduate law program at Monash University
- Works within organisations to strengthen leadership capacity and individual and cultural resilience

**Julie Walker**
- Conflict Coaching trainer for LEADR in Australia since 2006
- Consultant across public, private, educational and community organisations; assisting senior managers and staff to manage workplace conflict for 30 years
- Extensive experience in training and development, conflict management processes, mediation, counselling, coaching and supervision in a wide variety of organisations and settings
LEADR coaches play a vital role in preparing the next generation of mediators.

### Adelaide coaches

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<tr>
<th>Name</th>
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<tr>
<td>Franca Petrone</td>
<td>Margaret Ross</td>
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<tr>
<td>Jim McDonald</td>
<td>David Jenkin</td>
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<td>Sylvia Huie</td>
<td>Keith Evans</td>
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<td>Julie Young</td>
<td>Greg Rooney</td>
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<td>Rick Subotkiewicz</td>
<td>Thilan Legiere</td>
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### Sydney coaches

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<td>Nhi Tran</td>
<td>Val Sinclair</td>
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<td>Catherine Davidson</td>
<td>Micheline Dewdney</td>
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<td>Ashley Limbury</td>
<td>Janice McLeay</td>
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<td>Sue Waterhouse</td>
<td>Michelle de Vries</td>
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<td>Alan McDonald</td>
<td>Susie Whillas</td>
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<td>Alan Ogg</td>
<td>Paul Lewis</td>
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<td>Peter Irving</td>
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<td>Judith Blayden</td>
<td>Phillip Hart</td>
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<td>Kathleen Dan</td>
<td>Bianca Keys</td>
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<td>John McGruther</td>
<td>Carolyn Matthews</td>
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<td>Lynora Brooke</td>
<td>Roz Townsend</td>
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### Brisbane coaches

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<td>Cate Banks</td>
<td>Mieke Brandon</td>
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<td>Tom Stodulka</td>
<td>Kira Schlusser</td>
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<td>Katy Russell</td>
<td>Penny Feil</td>
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<td>Lisa Frisken</td>
<td>Patrick Wedge</td>
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<td>Steve Eggens</td>
<td>Neil Roberts</td>
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### Canberra coaches

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<tr>
<td>Alison Manning</td>
<td>Linley Cornish</td>
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<td>Nigel Binell</td>
<td>Uwe Boettcher</td>
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<td>Stephen Herrick</td>
<td>Ray O’Reilly</td>
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<td>Brownen Mackenzie</td>
<td>Michael Rowntree</td>
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### Melbourne coaches

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<tr>
<td>Lisa Frisken</td>
<td>Leta Chen</td>
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<td>Carole Grace</td>
<td>Catherine Smith</td>
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<td>Leah Walls</td>
<td>Alikki Vernon</td>
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<td>Sally Wiencke</td>
<td>Peter Condliffe</td>
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<td>Catherine Smith</td>
<td>Amie Cousins</td>
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<td>Peter Singer</td>
<td>Robyn Roberson</td>
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<td>Denis Liner</td>
<td>Andrew Moffat</td>
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<td>Judy Courtin</td>
<td>Nicole Cullen</td>
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### Newcastle coaches

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<tr>
<td>George Williams</td>
<td>Ross Whitelaw</td>
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<td>Ron Dunsire</td>
<td>Sonia Anderson</td>
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<td>Kathy Tetu</td>
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### Hobart coaches

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<tr>
<td>Michael Hobley</td>
<td>Michael Stewart</td>
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<td>Gail Cork</td>
<td>Olivia Rundle</td>
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<td>Debbie Dunn</td>
<td>Deborah Forsyth</td>
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<td>Tony Newport</td>
<td>Louise Cooper</td>
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### Darwin coaches

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<td>Justine Davis</td>
<td>Joe Reeves</td>
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<td>Pat McIntyre</td>
<td>Jennifer Devlin</td>
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<td>Ippei Okazaki</td>
<td>Jared Sharp</td>
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<td>Susan Oaklands-Alice Springs</td>
<td>David Francis</td>
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### Auckland coaches

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<td>Anet Kate</td>
<td>Blair O’Brien</td>
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<td>Niall Parkes</td>
<td>Trish Blyth</td>
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<td>Judith Scott</td>
<td>Barbara McCulloch</td>
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<td>Evana Belich</td>
<td>Wendy Kazianis</td>
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<td>Timothy McMichael</td>
<td>Barbara Mackenzie</td>
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<td>Bruce Cropper</td>
<td>Holly McGruther</td>
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<td>Shireen Drew</td>
<td>Gerard Sullivan</td>
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<td>Judith Scott</td>
<td>Jessica Carter</td>
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### Wellington coaches

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<td>Ava Gibson</td>
<td>Bruce Cottrill</td>
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<td>Simon Roughton</td>
<td>Peter Franks</td>
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<td>Jane Schaverien</td>
<td>Paul Hutcheson</td>
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<td>Moira Ransom</td>
<td>Judy Dell</td>
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### Christchurch coaches

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<tr>
<td>Anne O’Brien</td>
<td>Fiona Buchan-Ng</td>
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<td>Phillippa Elliott</td>
<td>John Hardie</td>
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<td>Tracy Scott</td>
<td>Lyn Lockhart</td>
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<td>Stuart Rose</td>
<td>Jan Avery</td>
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### Dunedin coaches

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<tr>
<td>Cilla Dickinson</td>
<td>Walter Grills</td>
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<td>Anja Klinkert</td>
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Mediator Development Advisor

LEADR has this year committed itself to an innovative project to promote excellence in mediation practice standards through the development of highly consistent coaching and assessment at LEADR courses. Working closely with trainers, coaches and assessors to develop a common understanding of the assessment model, our Mediator Development Advisor, Michelle de Vries, has held in-depth training seminars about our standards and the role of consistent messaging throughout our training and assessment process. The investment in this project was initially committed to for twelve months from April. We look forward to reviewing the impact of this special project early in 2015.

Family Dispute Resolution accreditation in NZ

LEADR was appointed by the Ministry of Justice as an Approved Dispute Resolution Organisation (ADRO) responsible for accreditation for FDR Providers.

- LEADR developed an accreditation and assessment process for FDR in NZ
- The FDR accreditation process builds on the LEADR accreditation and introduced a new assessment technique of ‘professional conversation’.
- From December 2013 to June 2014 LEADR received and assessed 68 applications for FDR accreditation

Applications for accreditation

In 2013-2014 in Australia and NZ, LEADR received:

- 202 applications for LEADR accreditation
- 5 applications for LEADR Advanced accreditation:
- 232 applications for NMAS accreditation
- 285 applications for NMAS re-accreditation

Assessment of mediator competency

In 2013-2014 in Australia and NZ, LEADR has

- conducted 274 assessments
- assessed as competent 70% of candidates (193 out of 274)
- provided 548 role play opportunities for members for CPD
- reviewed assessment scenarios to improve assessment quality and provide more varied scenarios
- moved from CDs and implemented USBs and drop box for the distribution of recorded assessment
Accreditation (continued)

LEADR assessors

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<tr>
<th>Alikki Vernon</th>
<th>Leah Walls</th>
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<tr>
<td>Anet Kate</td>
<td>Linda Fisher</td>
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<td>Anne O'Brien</td>
<td>Liz Halsmith</td>
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<td>Ava Gibson</td>
<td>Melanie O'Neil</td>
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<td>Barbara McCulloch</td>
<td>Micheline Dewdney</td>
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<td>Carol Powell</td>
<td>Moira Ransom</td>
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<td>Deborah Clapshaw</td>
<td>Nhi Tran</td>
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<td>Franca Petrone</td>
<td>Nicoletta Cifolilli</td>
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<td>Gabrielle O'Brien</td>
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International mediator accreditation

Over many years LEADR has established strong collegiate relationships with members of the International Mediation Institute (IMI). Margaret Halsmith, Chair, is the Vice Chair of the Independent Standards Commission of IMI and former Board member, Carol Powell is also a member of this same Committee. The Independent Standards Commission is often referred to as the ‘think tank’ of IMI. A small and increasing number of our members are choosing to become IMI accredited.

LEADR values this relationship as it provides an important linkage to international developments in training and accreditation standards. IMI is most focussed on accreditation, for the purpose of providing consumers, often global corporations or businesses with cross-border interests, with a reliable way of accessing quality mediation services. IMI anticipates a future in which businesses will make mediation their first choice of dispute resolution. This, IMI postulates, is likely to be catalysed by having a source of professional high performing mediators, with an internationally recognised accreditation.

In the interest of maintaining and strengthening these links, LEADR Chair Margaret Halsmith and LEADR CEO Fiona Hollier attended an IMI meeting in Singapore at which the IMI Singapore was launched. The Singaporean government is establishing an international mediation and arbitration centre, for which it will wish to be able to source experienced and well-credentialed mediators. IMI Singapore will welcome applicants from Australia for IMI Singapore accreditation.
LEADR key result area goal:
LEADR will be the membership body of first choice for dispute resolution professionals

Total members as at 30 June 2014

Membership by location

Membership by category

‘kon gres 2013

‘kon gres is a significant member service. It provides for immersion in professional learning within the ADR community. In September 2013 ‘kon gres was held in five cities across Australia and New Zealand. This innovative and inclusive approach resulted in almost 500 members and colleagues participating.

Attendance at ‘kon gres previously held in one city had been approximately 230.

The ‘kon gres website continues to be available to members.

5 cities and 495 participants
75 powerpoint presentations
131 session presenters
Membership and member services (continued)

Continuing professional development (CPD) and networking

Chapter events and podcasts
In total LEADR held 48 Chapter or networking events throughout Australia and NZ in 2014. The Chapter reports provide you with more detail about these events. In 2013-14, LEADR published 41 podcasts.

Webinars
In 2014 LEADR conducted an extensive trial of webinar software before adopting a preferred supplier. Over 100 members provided feedback during the trial on the user experience of various tools. This information helped LEADR determine a product most suitable for our needs that we are now successfully using to deliver CPD by webinar. We have offered one webinar in 2014. We will develop a comprehensive calendar of webinars for 2015.

On-line Group Professional Supervision
LEADR in NZ expanded the provision of online group professional supervision in 2014 after several years of piloting. 4 groups and a total of 24 participants have been facilitated by Jane Schaverien and Ava Gibson in 2014. Online professional supervision groups have provided accessible and cost effective access to professional supervision, especially for FDR providers who are required to participate in such supervision.

Presentations by 2013-2015 LEADR Fellow
LEADR Fellow Professor Boulle has so far presented in Wellington, Christchurch and Brisbane on Minding the gaps in mediation: Is everything old new again in Australasian ADR? and wearing his MSB Chair’s hat, in Sydney on the subject of MSB Review of Mediator Standards. Professor Boulle will be visiting other cities during 2015.

Listening to members

Continuous improvement of member services
At every LEADR training course and networking event, feedback forms are available for members to provide insight about their expectations and LEADR’s performance. LEADR collates this feedback, analyses it and takes action to address member’s ideas, thoughts and comments.

Member surveys
Most Chapters conduct surveys of their members on a bi-annual basis. The Victorian Chapter completes annual surveys of Victorian members to determine interests and needs of members across the state. The 18 question survey invited members feedback on Chapter event topics, costs, times, locations, ideas about other services and mentoring and will help shape the plans for the Victorian Chapter.

Mediator Standards Board (MSB)
The MSB released draft revised national mediation accreditation standards (NMAS) for practitioner comments in September. LEADR invited members to provide feedback on the revised standards, collating and summarizing the feedback as recommendations for the MSB to consider before adopting the new standards.

Proposed integration of LEADR and IAMA
LEADR has taken a transparent dialogue approach, inviting members to respond with their feedback. Members could email or call the office directly, post feedback and comments on a blog about integration, attend meetings in major capital cities around the country or attend teleconferences with the Chair. We kept members informed about integration progress through regular blog posts on the integration website and significant milestones were communicated on the LEADR website and via direct emails.
Membership and member services (continued)

LEADR website and database: information and easy transactions
The current LEADR website and database was launched in May 2013 and traffic has increased rapidly. The friendly user interface has allowed users to search for information quickly and efficiently. It has also facilitated viewing and download of reports, presentations and podcasts. The LEADR portal allows members to access LEADR information and services and enabled:

- Personal membership logins
- Online membership renewals
- Online bookings and payments
- Automatic CPD logging for LEADR events
- A search directory of ADR practitioners

Page views and visitors from July 2013 to June 2014

Page views and visitors comparing 2013 and 2014

Traffic source overview

 Members find it convenient to renew on line, so renewals come in more quickly

Members can update their own details – we appreciate patience with glitches!
In November 2013 New Zealand members resolved to integrate with LEADR and create a dispute resolution organisation with reach throughout the Asia Pacific region.

**Establishment of NZ Committee**

The New Zealand Committee was established as part of the agreement for integration and the former LEADR NZ Board members became the New Zealand Committee. The Committee’s mandate was to assist the LEADR Board and management to be responsive to New Zealand interests. The New Zealand Committee has followed New Zealand activities over the past year since integration and has provided expertise, advice and support to the General Manager New Zealand CEO. The Committee has also taken an active interest in the growth of networking events and meetings within New Zealand.

Since integration, LEADR has continued to grow and strengthen in New Zealand. Administrative activity to integrate the two organisations was initially significant and alongside this, member services were maintained and major changes for the introduction of Family Dispute Resolution in New Zealand were implemented.

LEADR was appointed as an Approved Dispute Resolution Organisation by the Ministry of Justice and developed new FDR training and an accreditation scheme for FDR providers. Throughout 2014 LEADR has continued to represent members in discussions with the Ministry of Justice and supplier organisations.

**Highlights of 2014**

2014 has seen an increase in training activities and professional development opportunities available to members. By the end of 2014 LEADR will have delivered a total of nine 5 day mediation workshops, (doubling figures from previous years) making mediation training more accessible throughout New Zealand.

New Zealand members have also begun to benefit from the enriched organisation with new opportunities to attend presentations and workshops from visitors such as LEADR Fellow Professor Laurence Bouille and conflict management coaching trainer Lynora Brooke. The introduction of webinars offers great potential for delivering a broad range of CPD opportunities accessible to all LEADR members.

The move of New Zealand members onto the LEADR website and database has provided better access to information and resources, and introduced for the first time in NZ, online and credit card transactions. It also paves the way for greater integration of activities.

The New Zealand Committee has watched with interest the establishment of the Ministry of Business, Innovation and Employment’s Government Centre for Dispute Resolution. LEADR is committed to being involved in this work and LEADR has been able to offer expertise gained from links with the former NADRAC in Australia.

The LEADR Board and New Zealand Committee recently recognised the contribution of Carol Powell, retiring from the LEADR Board after 12 years as a LEADR Director and 13 years on the LEADR NZ Board. Carol was presented with a plaque acknowledging ‘outstanding contribution to LEADR and to mediation in New Zealand’. Carol continues to be actively involved in LEADR as a trainer and NZ Committee member.
The New Zealand Committee has acknowledged the commitment of the LEADR Board and CEO to the success of the integration. The agreements reached for integration have been upheld and exceeded and the needs of New Zealand remain visible in planning and decision making. Over the last year both CEO Fiona Hollier and Chair Margaret Halsmith have visited New Zealand to meet with members, the New Zealand Committee and other sector stakeholders.

LEADR’s growth in New Zealand over the last year has recently seen an additional part-time staff member join the LEADR team in Wellington and continued growth in New Zealand is demonstrated by the upcoming shift to improved office facilities in January 2015.

The NZ Committee has taken an active interest in the proposed integration discussions with IAMA in Australia. The Committee is optimistic that integration with IAMA would further strengthen LEADR as an organisation, expanding the scope and voice of the organisation and also provide opportunity for considering greater collaboration within the sector in New Zealand.

The last year has been a very significant one, firmly establishing LEADR as a genuinely Australasian dispute resolution organisation. I’d like to thank the New Zealand Committee for their continued commitment to LEADR and Chair Margaret Halsmith and CEO Fiona Hollier for their commitment to carrying out the intent and the agreements of the integration. Thanks also to the Wellington office team, Catherine Cooper, Margaret Murphy and Gerry Westhuis for their considerable efforts over the last year. Finally I’d like to acknowledge the significant support of my partners at Holland Beckett.

We look forward to continuing to see the advantages for members, of being part of a larger Australasian organisation, and to explore the opportunities of the proposed integration with IAMA.

Mark Beech
Chair, NZ Committee
2014 continued as a very busy year for the Newcastle Chapter devoted mostly to providing training to local members. Our main focus has been on an all-day Conference “Advance, Develop, Relate Forum”.

Advance, Develop Relate = ADR OF COURSE.

A large number of members from many areas participated in the event which took place at “Noah’s on the Beach” overlooking Newcastle Beach. The Forum was opened by Fiona Hollier who spoke about LEADR, other speakers included Bill Hewlett from Relationships Australia, Rosemary Howell spoke on mindfulness, Stephen O’Ryan a retired Family Court Judge spoke about the role of lawyers in mediation, Terry O’Connell on restorative justice and Janice McLeay on workplace mediation. This forum was well received and we plan to hold the event every two years.

The Forum involved a huge effort from the Committee all of whom deserve praise and thanks for their effort which ensured its success.

The next event on 10 November 2014 is our annual meeting to be held at “The Newcastle Club”, the meeting will be followed by a dinner where guest speaker Linda Fisher will be presenting an interactive session on Mediation Supervision, we anticipate another successful event with many members attending.

A number of seminars were held during the year, these have proved to be popular particularly among local mediators. The seminars usually run for a two hour period and topics vary from time to time.

The Committee has been very active in 2014, our monthly meetings give us the opportunity to plan ahead and discuss ways in which we can ensure that the message of ADR can be promoted in the community.

On behalf of the Newcastle Chapter I would like to give a huge thank you to Kathy Tetu for her tireless and dedicated work as Secretary – we could not achieve so much without her wonderful efforts and thanks to all Committee members who also have had a huge input to our year’s success.

Lyn McLardy
Chair, Newcastle Chapter
The Chapter Committee met regularly and worked well throughout the year. The aim of the committee is to provide professional development events and networking activities that meet the needs of LEADR members. The committee also has a role to identify any issues of local concern.

**CPD and Networking Forums**
This has been a year of change and development for the DR Industry and for LEADR. The Committee planned events for the year that aimed to keep members informed and to meet their range of interests and practice areas. The first meeting of the newly formed ADR Industry Forum was held in May, 2014. LEADR is represented on the Steering Committee by CEO Fiona Hollier. In June, the LEADR Committee arranged for Professor Laurence Boulle to present about the MSB Review of the National Mediator Accreditation Standards. Recently we have been informed by Margaret Halsmith about the proposed integration of IAMA and LEADR and members will be asked to vote on the integration. Our congratulations to Margaret and Rowena for their timing and vision in initiating this move forward. The practitioner awards are well under way with the Committee Chair to sit on the selection panel. We are pleased to report that all events during the year were very well attended and the feedback generally was excellent. We greatly appreciate the feedback that we have received from members to assist us to plan events that meet their needs.

**NSW Chapter and executive webpage**
There is a webpage for the NSW Chapter on the LEADR website. This page details events and opportunities for networking. Many of our Network Forums are podcast and are able to be accessed via the website for those unable to attend.

**With thanks**
Our thanks to the speakers for 2014 who generously gave their time and support. Their excellent presentations made a valuable contribution to the ongoing professional development needs of our members.
I would also like to thank the members of the Chapter Committee for their time, commitment and support. I wish the committee and members of the NSW Chapter all the best for the forthcoming year.

Val Sinclair
Chair, NSW Sydney Chapter

Photos from Chapter events in 2013 -14

June - ‘MSB Review of Mediator Standards’ with Professor Laurence Boule

August - ‘FDRP’s working with Lawyers’ - with David Roberts

September - ‘Conflict Coaching in Workplace Disputes’ with Lynora Brooke

October – ‘LEADR and IAMA Integration’ with Alysoun Boyle and Fiona Hollier

November - ‘AGM and ADR: Civil & Native Title disputes in the Federal Court’ with Ian Irving

December – Christmas Cocktail Party with ADRA
This year has been very productive in terms of the monthly Chapter Meetings where it was our goal to continually improve the professional development (CPD) opportunities for QLD Chapter members. It has been a busy year for everyone professionally and personally and I’d like to begin by thanking our outstanding Chapter Committee volunteers who worked tirelessly with me in order to meet our goals.

**Thinking back over the year**

Our first CPD session in this report came from our very own Amanda Molomby and she delivered a brilliant information session on the impact of domestic violence on mothers and children. Amanda took us on a walk through the growing brain of a child into adolescence and talked about the effect that the history of violence had on the adult brain and how mediators could use this information to assist the mediation process.

Our next session was in March 2014 and was a panel discussion with our own Patrick Wedge and visiting professional’s Professor Jeff Giddings and Mr Mike Emmerson & many Chapter members turned out to learn more about the content and efficacy of agreements to participate in mediation. This was a very enjoyable and light hearted look at all of the different options for agreements.

In July we were excited to hear about the six themes to be presented by Professor Laurence Boule and the discussion around the relevance of each theme for contemporary mediation. This was an interactive session and there was an opportunity for participants to interact with Laurence after the discussion.

Many of us headed south to Melbourne in early September for the fantastic presentations provided at the National Mediation Conference. Back in Brisbane on 25 September we had a great opportunity to hear from Rachael Field on ‘Ethical FDR practice where there is a history of family violence’. This session also looked at the impact of the recent family violence amendments to the FLA 1975 (Cth) on FDR practice and included the latest debate and information regarding the influence of family violence on power and control issues.

Thank you to all of our wonderful presenters for making their time and expertise available to us. These are all great resources which inform our practice.
Queensland Chapter (continued)

It would be remiss of me not to mention the following organisations for the use of rooms and presentation resources:

- Clayton Utz for our Professional Development Rooms
- Livingstone’s for our monthly Chapter Meetings; and
- Carbolic Chambers for our monthly Chapter Meetings.

Thanks also to Katy Russell and Anand Shah for facilitating the monthly meeting rooms.

We’re all very excited to see who the recipients of the LEADR Practitioner Award are and congratulations in advance to those people.

As I am the outgoing Chair, I would like to thank all of the Queensland Chapter Committee for their tireless support of me in this role and also, to the wider Chapter Members for their attendance at our professional development evenings. Additionally, to those who work to support us in the Sydney office of LEADR – thank you!

Carol Bowen
Chair, Queensland Chapter
As Chair of the South Australian Chapter Committee of LEADR, I am pleased to report our Chapter has enjoyed a productive 2014.

The year in review
The South Australian Chapter was proud to offer a wide range of Professional Development sessions based on a theme of ‘What is Mediation in 2014 in South Australia?’ Mediation Practitioners from diverse practice areas were invited to share their knowledge, experience and approach to mediation through regular presentations to our Members.

LEADR’s South Australian ADR Practitioner of 2013 recipients, Mr Jeremy Moore and Mr Greg Rooney, were also invited to speak about their contribution to Mediation in 2013. Jeremy spoke about the Mediation Model he implemented at the Guardianship Board in his presentation Mediation at the Guardianship Board whilst Greg spoke to our Members on the topic of the Challenges of Mediating an Apology (in Sexual Abuse cases with Religious Institutions).

On behalf of the South Australian Chapter and its Committee, I would like to thank all the mediation practitioners who presented professional development sessions to our Members this year. These sessions were well attended and provided an invaluable insight into mediation practice across a variety of areas. We hope next year to continue providing presenters who can challenge, enrich and shape our discussions and our practice.

As the year draws to a close, we are pleased to have had CEO, Fiona Hollier’s presence in South Australia on 29 October 2014 when she hosted discussions with our members about the proposed merger of LEADR and IAMA. Fiona will also be attending our Chapter’s annual meeting, where she will present on the topic of ‘Professionalising ADR Practice’.

I would like to extend an extra special thanks to the South Australian Chapter Committee who has met bi-monthly to discuss CPD and various other issues. I would particularly like to thank Kerrie Davis, Chapter Secretary, and Charlie Belperio; whose firm Belperio Clark, has continued to generously host our professional development sessions throughout 2014. I also acknowledge our members, whose ongoing support, commitment and enthusiasm continues to drive the dynamic development of dispute resolution in South Australia.
South Australian Chapter (continued)

The year ahead
In 2015 we aim to continue our contribution to dispute resolution in South Australia and to advocating the benefits of dispute resolution in the community, in our courts, in our work places and in our homes.

Amelia Taeuber
Chair, SA Chapter

Photos from ‘kon gres 2013

July - ‘Mental illness and mediation in the community’ with Chris Jeffries

August - ‘Advanced Care Directives and Dispute Resolution at the Office of the Public Advocate’ with Elly Nietzsche

September - ‘Managing the Empathy Shift in Mediation’ with Karen Osborne

November – ‘Professionalising ADR Practice’ with CEO, Fiona Hollier
Tasmanian Chapter

LEADR would like to sincerely thank the Chapter Committee for their work and leadership this year, including acknowledging Michael Stewart for his role as the main contact point for the office during the transition to a leadership team from Chair. During 2014 the LEADR Tasmanian Chapter conducted business without a designated Chairperson, preferring a leadership team approach. This collegiate response saw the Chapter host two networking meetings.

The first trialed a new approach, hosting Helen Shurven from the National Native Title Tribunal for a business breakfast on a glorious Hobart morning. Over 25 members attended and enjoyed a hearty breakfast at the Timeless Way Café. Member Shurven conducted a practical, interactive session exploring the issues around impasses between parties in mediation, sharing many of her own experiences particularly in multi-party mediations. LEADR thanks Michael Stewart for arranging the venue, menu and marketing of this event. It was Michael’s proactive collaboration with DR practitioners across the country that created this opportunity for Member Shurven to add a LEADR networking meeting to her holiday plans and gave exposure to Tasmanian members of her experience and expertise.

The second event for Tasmania is the upcoming annual meeting and end of year dinner. Pleasingly the Chapter has been able to secure Salamanca Inn for this meeting and hopes to welcome over 20 members for the event. At this event LEADR CEO Fiona Hollier will present the Tasmanian Practitioner Award and deliver a presentation on professionalising of DR practice.

In addition to networking events, LEADR Tasmania welcomed 22 new members from the five day mediation training courses, had two members attend mediation refresher courses and eleven members sit their assessment. In conjunction with the assessments, members were provided with 22 opportunities for role playing and Tasmanian coaches were provided opportunities to coach for four days of mediation training.

For 2015 the Tasmanian Chapter committee has agreed on a monthly meeting schedule and committed to arranging four networking events throughout the year. We welcome and encourage members interested in joining the committee for 2015 to call the office and/or raise their hands at the annual meeting. The Chapter committee has requested that the LEADR office in Sydney provide administrative support to the committee for 2015 in the form of meeting minutes, financial record keeping, event marketing and other tasks as they arise.

LEADR Office
for the Tasmanian Chapter
As Chair of the Victorian Chapter of LEADR it is my pleasure to present the 2014 Victorian Chapter Annual Report to members.

Reflections on the year

2014 has been yet another exciting and highly productive year for the Victorian Chapter. Following the Committee’s strategic planning session, the Committee commenced its work to promote the professional development (CPD) and interests of our members.

With the benefit of member survey data and regular feedback, the Committee introduced new initiatives and innovative developments, as well as continued supporting the ongoing professional development of LEADR members and DR (Dispute Resolution) practitioners more broadly.

Fulfilling our objectives

Establishment of Special Interest Group (SIG)

Member input informed the development and implementation of the Statutory ADR Special Interest Group which commenced in February - which has generated considerable interest in the sector and cemented itself in the broader DR community.

Development and Networking Program

Firstly, thank you to all our speakers for contributing their time, expertise and passion for DR to the Chapter and the greater Victorian DR community.

Our 2014 development program, structured to provide members with opportunities to network with colleagues, included eight events – more than double our 2013 program. Over 350 DR colleagues attended these Chapter events, more than doubling the attendance of 2013 – each event continuing to receive excellent feedback.

2014 Events

February panel members:

- Lynne Coulson-Barr, Deputy Disability Services Commissioner, Chair SIG
- Dr Grant Davies, Acting Health Services Commissioner, Victoria
- Anna-Lee Cribb, Commissioner Fair Work Australia
- Michelle Mead, Manager, Dispute Resolution Unit, Victorian Equal Opportunity and Human Rights Commission
Victorian Chapter (continued)

April: panel members:
- Dr Grant Davies, Acting Health Services Commissioner, Victoria - Moderator
- Geoff Browne, Commissioner, Office of the Victorian Small Business Commissioner;
- Andy Price, Director, Aged Care Complaints Scheme, Victorian Office; and
- Russell Daily, Executive Director, Regulation & Complaints – Legal Services Commissioner

May panel members:
- Mary Jane Ierodiaconou (Conflict Management Coaching)
- Mark Hebblewhite (Family Dispute Resolution)
- Tim McFarlane (Commercial ADR)
- Leta Chen (Workplace ADR)
- Dr Grant Davies (Health/Disability ADR)
- Andrew Moffat (Building a Mediation Practice)

July panel members:
- Anna Lee-Crib, Fair Work Australia
- Elise Margow, Legally Speaking
- Jeanette Kinahan, Work Health Systems

August panel members
- Gerard Mansour, Commissioner for Senior Victorians
- Rae Lamb, Aged Care Commissioner
- Ena Shaw, Elder Mediation Australasian Network
- Steve Aivaliotis, Proactive Complaints Management

September: National Mediation Conference

Additional initiatives
A number of additional initiatives introduced by the Victorian Chapter this year included:
- Establishment of the Chapter’s new ‘base’ at the Melbourne Training and Conference Centre – a tailor-built, professionally staffed and conveniently located facility – to hold its programs
- Participation by Chapter members in Monash University’s career expo on behalf of LEADR leading to a significant rise in student memberships in Victoria
- 2014 Survey of Victorian members to ensure future PD events reflect members needs
Victorian Chapter (continued)

- Presentations to participants of LEADR’s 5-day Mediation and Cinergy Coaching programs in Victoria, welcoming them to the Chapter and encouraging their participation in Chapter PD events though a complimentary event attendance voucher.

2014 Committee
The Victorian Chapter Committee (including the Special Interest Group (SIG) Sub-Committee) was ably served by those members who volunteered countless hours on behalf of our members. Their work included (in brief) planning, organising and hosting eight PD events, and, together with the Head Office, representing the interests and views of all our Victorian members.

On behalf of the Chapter, I would like to thank each Committee member for their outstanding contribution in 2014. I have appreciated the camaraderie, professionalism and collegiality that continued to underpin Committee participation.

Victorian Chapter Committee members who are retiring from the Committee in 2014
Marta Kasarik is retiring at the completion of the year having served 2 years on the Committee holding positions of Assistant Treasurer and Treasurer of both the Chapter Committee and the SIG Sub-Committee. Marta was also instrumental in ensuring the early success of the SIG and refining many of the Chapter’s financial governance practices.

Amanda Wright is also leaving the Committee having joined us for 2014.

On behalf of the Chapter, I’d like to thank Marta and Amanda for their dedication and support of the Chapter.

2015 at a glance...
The Committee has already turned its collective energy to 2015! Our plans include (amongst others):

- Responding to operational matters arising from the outcome of LEADR/IAMA integration decisions
- The introduction of a “Student Rate” for attending PD events to promote participation
- Continued development of relationships with Universities where DR is a component of curriculum
- Development of relationships with relevant professional bodies to promote broader PD opportunities for members
- Providing a professional program of speakers and events consistent with members’ expressed development needs
- Contributing to the development of a Mentoring Program for LEADR members as lead from the LEADR office

On behalf of the Victorian Chapter of LEADR, I submit this report to members with thanks for your ongoing support and valued contribution over the year.

Jeanette Kinahan
Chair, Victorian Chapter
Western Australian Chapter

We have enjoyed a busy year in the Western Australian Chapter, and I would like to thank each of the members of the committee for their work and support during 2014. Particular thanks to Rowena Hodgson for her continued work as secretary.

Special thanks to Karene Primrose and Jackson McDonald, who continue to support LEADR in WA by providing a fantastic venue, facilities and catering for our Chapter meetings and networking events. The WA Chapter is grateful for the valuable partnership with Jackson McDonald as it allows us to present events at a very professional standard.

I would also like to thank Margaret Halsmith for her invaluable support to me personally and to the Chapter during the year. Margaret continues to tirelessly represent the interests of WA members in her role as Chair of LEADR, and as the Deputy Convenor of WADRA, while remaining an active and greatly appreciated member of the WA Chapter.

Special Interest Groups (SIGs)

2014 saw the formation of two special interest groups in Western Australia; the Family Dispute Resolution Practitioner Special Interest Group (FDRP SIG) and a conciliators special interest group. The FDRP SIG launched on 7 May 2014 with the support of LEADR represents an exciting opportunity for FDRPs to network, discuss issues of common interest and identify areas for growth and development of Family Dispute Resolution.

A Special Interest Group of conciliators is set to launch in November and will focus on developing a set of agreed standards for conciliators. Discussions to date have been attended by a number of different agencies, including Health and Disability Services Complaints Office, WorkCover, the Legal Practice Board of WA, the Legal Professional Complaints Committee, the WA Industrial Relations Committee, Small Business Development Corporation and the Department of Commerce.

Networking events

The Chapter was pleased to deliver three networking events this year, with two more in November. Our presenters gave their time generously, and all events were well attended and well received.

In April, Dr Moira Jenkins explored the ways in which organisations can better prevent and respond to allegations of workplace bullying, drawing on her PhD research and practice as a mediator and conciliator.
Western Australian Chapter

In May, Registrar Christopher Boyle of the Supreme Court of WA as part of the annual program of events for Law Week 2014, gave an engaging presentation on the lawyer’s role in Supreme Court mediation drawing on his extensive knowledge gained from many years of legal practice and over 15 years’ experience facilitating mediations in the Supreme Court of Western Australia.

In August, our members were delighted to attend a presentation by renowned speaker Professor John Winslade from the California State University San Bernardino. Professor Winslade presented only in Perth on this visit to Australia, and many of our members also attended his two day training workshop. Attendees found the discussion to be highly engaging, as Professor Winslade demonstrated his unique approach to narrative mediation by using scenarios put forward by the audience.

Coming events
Western Australia’s calendar of events continues through to the end of the year, with the following upcoming events:

- On 28 October, LEADR and IAMA members were invited to meet with LEADR and IAMA CEOs to hear about and comment on the proposed integration of the two organisations. The facilitated discussion was ahead of LEADR’s annual general meeting on 10 November, at which the proposed integration will be put to a special resolution.

- On 11 November, join us for a networking event and interactive workshop presented by Members Helen Shurven and Alex Ripper of the National Native Title Tribunal.

- On 25 November, we are delighted to host LEADR CEO Fiona Hollier, who will speak to members about ‘Re-examining ADR practice’ including how we can learn from complaints. The event will also include the WA Chapter’s general meeting, and the FDRPSIG’s general meeting.

On behalf of the WA Chapter, thank you to our fantastic members for their continued enthusiasm and participation in networking events. We look forward to seeing you at our events in the coming weeks, and in 2015.

Jasmine Rhodes
Chair, WA Chapter