WOMEN IN THE PLANNING PROFESSION

PLAN 4132 - THESIS
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Women in the Planning Profession

Women in the planning profession have had, and continue to play a vital and instrumental role in designing and developing the built and social environment. Throughout the public and private sectors, encompassing a broad spectrum of roles and responsibilities, women planners significantly contribute to the strategic and statutory planning practices within New South Wales (NSW) (PIA 2004). Irrespective of women planners increasing involvement within the profession, the eluded absence of women planners' participation throughout the history of planning theory, philosophy and practice is undeniably apparent. Underlying this lack of female presence within the planning community remains a host of discriminatory themes bound by sociological theories pertaining to power, leadership, gender roles and ideology (Greed 1994).

This research project is contextualised within the topic and scope of women in the NSW planning practice. The research project seeks to contribute to women studies and planning given the lack, and invisibility of documented information of the role, activities and contributions of women planners within NSW. The paper is structured into three interrelated components – Part One: Iconic and Influential – Sociological Notions of Power and Leadership, Part Two: The Life and Career of Four Contemporary Iconic and Influential Women Planners in NSW and Part Three: Findings, Analysis and Discussion of Women Planners within New South Wales. In achieving this purpose, the research project identifies four iconic and influential women planners extracting their accomplishments and aligning the key themes from their stories to sociological theory.
“The history of all times, and of today especially, teaches that … women will be forgotten if they forget to think about themselves”.

Louise Otto (1849)

“Well behaved women rarely make history”.

Laurel Thatcher Ulrich (Date Unknown)

“Women are not inherently passive or peaceful. We’re not inherently anything but human”.

Robin Morgan (1941)

“This capacity to shape a vision of what can be achieved, and to share a vision with others so that it becomes their own, is one of the most important elements of leadership”.

David Pennington (1995)
Acknowledgements

Many women planners, throughout the public and private sectors have, and continue to inspire and motivate the foundations of my mental, spiritual and psychological perspectives of people, place and planning. Their advice, experiences, enthusiasm, progress and challenges form the context and basis of this research. This backdrop is reinforced by the stories and knowledge of the four iconic and influential women planners to whom have participated in this research project. In essence, the purpose and driving momentum of this thesis is to acknowledge and give tribute to women in the profession of planning.

First and foremost, I would like to thank the contributors Julie Bindon, Sue Holliday, Ruth Holten and Susan Thompson for their participation and co-operation throughout the process of formulating this research project. Without each of your assistance, providing valuable knowledge, expertise and experience this project would not have been achieved. Each contributor is, as illustrated throughout this project, iconic and influential in their own right. These women are truly outstanding role models that have individually and uniquely delivered insurmountable contributions to the discipline of planning within New South Wales.

Special thanks to Dr. Nancy Marshall who has been centrally involved throughout the process of designing, constructing and delivering this research project. The passion, thoughts and critique of Dr. Marshall inspired and significantly contributed to the overall development and quality of this completed project.

Lastly, and most importantly I would like to thank my family the source of unconditional support, patience and motivation throughout my life.
Dedicated in loving memory of both an iconic and influential woman,

Connie Shaffer
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<thead>
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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ALGWA</td>
<td>Australian Local Government Women’s Association</td>
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<tr>
<td>CPD</td>
<td>Continued Professional Development</td>
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<td>CPP</td>
<td>Certified Practising Planner</td>
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<td>DA</td>
<td>Development Application</td>
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<td>DCP</td>
<td>Development Control Plan</td>
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<td>DG</td>
<td>Director-General</td>
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<tr>
<td>DIPNR</td>
<td>Department of Planning and Natural Resources</td>
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<td>DoP</td>
<td>Department of Planning</td>
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<td>DUAP</td>
<td>Department of Urban Affairs and Planning</td>
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<td>JBA</td>
<td>Julie Bindon and Associates</td>
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<td>LEC</td>
<td>Land and Environment Court</td>
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<td>LGPI</td>
<td>Local Government Planners Institute</td>
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<td>NAWIC</td>
<td>National Association of Women in Construction</td>
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<td>NSW</td>
<td>New South Wales</td>
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<tr>
<td>PCA</td>
<td>Property Council of Australia</td>
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<td>PES</td>
<td>Planning and Environmental Services</td>
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<td>PIA</td>
<td>Planning Institute of Australia</td>
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<tr>
<td>RAPI</td>
<td>Royal Australian Planning Institute</td>
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<td>UNSW</td>
<td>University of New South Wales</td>
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Part One

Iconic and Influential Sociological Notions of Power and Leadership
Introduction

Women in the planning profession have had, and continue to play a vital and instrumental role in designing and developing the built and social environment. Throughout the public and private sectors, encompassing a broad spectrum of roles and responsibilities, women planners significantly contribute to the strategic and statutory planning practices within New South Wales (NSW) (PIA 2004). Since the formal establishment of the planning profession characterised by the formation of the Royal Australian Planning Institute (RAPI) in 1951, which is today known as the Planning Institute of Australia (PIA), women planners have become increasingly involved within the traditionally male orientated profession (Wright 2001). According to research prepared by PIA, women constitute almost 40% of planners in Australia with 50% of planners under the age of 35 being women (PIA 2004).

Irrespective of the increasing involvement of women within the planning profession, the eluded absence of women planners’ throughout the history of planning theory, philosophy and practice is undeniably apparent. Evidence demonstrating this void and perception is summarised by Hall (1988) to be that there were “no foremothers of city planning”, only forefathers (Hall 1998: 7). Sandercock (2003) argues the inaccuracy of this statement as proven in the contributions of feminist scholars and women city planners in areas of philosophy, social policy, development control, politics, geography and design. Still today, there remains an arguable degree of gender inequality (Sandercock 2003). Since the formal establishment of PIA, of the 29 National Presidents inaugurated, only three elected presidents have been women. In addition, of the 230 members of PIA recognised as fellows, only 10% are women (Wright 2001). After 45 years of male leadership, Sandy Vigar was the first woman president of PIA. Vigar’s leadership spanned from 1996 through to 1998 (Wright 2001).
Underlying this lack of female presence within the planning community remains a host of discriminatory themes bound by sociological theories pertaining to power, leadership, gender roles and social structure (Greed 1994). These themes have been reinforced and exacerbated by Western society’s attitude, ideology and culture (Sandercock 2003). Evidence of these interrelated aspects is denoted by the traditional discouragement, lack of access and retention to both formal education and employment of women within planning, and the fore founding practice of architecture (Willis and Hanna 2001).

Research Statement

The participation and contributions by women planners in New South Wales are vast and significant, yet remain largely undocumented and relatively unrecognised. This research project addresses this void by identifying and documenting the stories and contributions of four contemporary iconic and influential women planners in New South Wales practicing in private practice, academia, Local and State Government. In addition, the research project extracts the common key themes, producing a thematic analysis in accordance with sociological theory pertaining to power, leadership and gender.

Objectives

The objectives of this research project within the expressed context are as follows:

1. Record an initial chronological recount and documentation of the roles, responsibilities and contributions of women planners within the NSW planning discipline.
2. Document the attitudes, experiences and contributions of four iconic and influential women in public and private planning practice attained through a qualitative approach.
3. Extract and analyse the cross-cutting themes derived from the four contributors in accordance with sociological notions of ‘iconic’ and ‘influential’.
Chapter 1: Introduction – Women in the Planning Profession

Terminology

Within the overarching context of ‘power’, the two key terms seminal to this research project are ‘iconic’ and ‘influential’. In many instances, this project utilises the term ‘power’ so as encompassing the notions of iconic and influential. This research project adopts the concept ‘power’ to be “the degree to which individuals or groups can impose their will on others, with or without the consent of others” (Haralambos et. al. 1996: 27). The notion of ‘iconic’ is applied within these parameters and is considered as “a person regarded with particular admiration or as a representative symbol” (Oxford English Dictionary 1994). In addition, the definition of ‘influential’ applied in adjective form is the “exertion of influence, especially great influence” (Oxford English Dictionary 1994). A glossary of the key terms utilised in this research project is provided in Appendix A for reference purposes.

Structure Overview and Chapter Summaries

The research project is structured into three interrelated parts. Part One: Iconic and Influential – Sociological Notions of Power and Leadership, Part Two: The Life and Career of Four Contemporary Iconic and Influential Women Planners in NSW and Part Three: Findings, Analysis and Discussion of Women Planners within New South Wales. Each of these parts and their respective chapters are described below.

Part One: Iconic and Influential – Sociological Notions of Power and Leadership

The first component of the project provides a brief chronological recount, revealing the transforming roles, responsibilities and interpretation of women planners within NSW. The recount and documentation prepared in this research project is from the formalised separation and respective institutionalisation of planning from architecture as demonstrated in 1951 by the establishment of the Royal Australian Planning Institute (RAPI).
Chapter 1: Introduction – Women in the Planning Profession

The brief historical construct of women planners cannot be divorced from sociological theory relating to the central notions of power, iconic and influential. As such, the first component of this research project also investigates sociological theories of power as encompassing notions of iconic and influential. Aligned to this sociological theory, the first component briefly examines the feminist planning movement. Part One comprises of Chapters 1 and 2.

Chapter 2: Literature Review

Theoretically contextualising the roles, responsibilities, contributions and interpretations of women in planning is strongly aligned to sociological theory related to notions of power, leadership and gender. Chapter 2 explores women in the planning profession through a literature review of sociological theory, planning history within NSW and feminist planning perspectives. In addition, Chapter 2 defines and explores theories regarding the central and binding notions of power, iconic and influential. Appendix B provides a bibliographical account of sources used for the purposes of constructing this research project. In addition, Appendix C comprises of a signed Plagiarism Declaration Form.

Part Two: The Life and Career of Four Contemporary Iconic and Influential Women Planners in New South Wales

The second component of this research project documents the life and work of four contemporary iconic and influential women planners encompassing private practice, academia, Local and State Government. This component identifies cross-cutting themes denoted by the women’s personal and professional experiences. Subsequently, these themes are aligned within the scope of sociological theory regarding to power, leadership and gender. The purpose of this activity is to identify the contributions of these women, affirming their status as iconic and influential women planning professionals.
The women considered to substantially satisfy the respective criteria are individually detailed respectively from Chapter 3 through to, and inclusive of Chapter 6. The women include Julie Bindon (CEO JBA Planning Consultants), Sue Holliday (past Director General of Planning NSW), Ruth Holten (past Group Manager, Land Use Management, Manly Council) and Susan Thompson (Program Head: Planning and Urban Development at the University of New South Wales UNSW). In effectively attaining and documenting the lives and careers of these women, a qualitative interview approach was designed. The interviews explore the contributor's background; professional experience; involvement within planning and perspective of the current and future role of women in planning. The interviews seek to gain a deep understanding of the characteristics, experiences, and knowledge of the four iconic and influential women planners in NSW. The generically applied interview questions are located within Appendix D. Signed copies of the contributors consent forms are included in Appendix E and the HREAP Approval Letter within Appendix F.

Chapter 3: Sue Holliday – Recount and Documentation

Chapter 3 details the eminent career of Sue Holliday, denoted by her significant planning and leadership roles. The career of Sue Holliday has encompassed the position of former Director General and Deputy Director-General at the NSW Department of Planning. Sue Holliday is both an experienced and passionate planner, her contributions within the profession are iconic and influential as depicted by her remarkable successes in the NSW State Government system.

Chapter 4: Julie Bindon – Recount and Documentation

Chapter 4 details the life and work of Julie Bindon, founding Director and CEO of JBA Urban Planning Consultants, a leading private planning practice in NSW. Julie Bindon is highly experienced within the private sector of planning practice in NSW, her planning career
achievements are evident in projects including the World Square development, KENS site and former ADI site at St Mary’s. Julie is an honorary fellow of the Planning Institute of Australia (PIA) and past Chair of the Planning Committee of the NSW Division of the Property Council of Australia (PCA).

Chapter 5. **Ruth Holten – Recount and Documentation**

Chapter 5 documents the life and career of Ruth Holten, both an iconic and influential female planner within the Local Government sector of NSW. The role of Local Government encompasses strategic planning, development control, enforcement and administrative responsibilities to ensure localised social, economic, physical and environmental sustainability and enhancement. The participation within planning practice of Ruth Holten encompasses significant roles such as the former Group Manager, Land Use Management at Manly Council and current Executive Planner at Waverley Council. Holten is representative of women in planning and positions of management within the context of Local Government. It is to be noted, the professional careers of the four contributors are located within Appendix G.

Chapter 6. **Susan Thompson – Recount and Documentation**

Chapter 6 documents the experiences and contributions of Associate Professor Susan Thompson, an iconic and influential woman planner within the academic field of planning in NSW. Susan Thompson, Program Head of Planning and Urban Development at the University of New South Wales (UNSW) is an educator and academic contributing to driving professional education, academic study and her own significant research agenda within the planning field. Susan Thompson is instrumental in influencing the learning of future planners in NSW.
Part Three: Discussion, Analysis and Findings of Iconic and Influential Women Planners in New South Wales

The final component of this research project seeks to extract and analyse the common key themes derived from the four contributors as in accordance with sociological theories of power, leadership and gender. It is considered that a quantitative measure of the contributors influence and power would be in appropriate and insufficient. This is given that each of the woman’s participation encompasses tangible and intangible breadths, within the public and private sector that significantly vary in social, political, economic and physical dimensions. Part Three comprises of Chapters 7 and 8.

Chapter 7. Findings and Discussion

The cross-cutting themes that have emerged through the primary research attained within the in-depth interview process are documented and analysed in Chapter 7. Chapter 7 presents these common key themes as aligned to the respective theoretical contextualisation. The themes are significant to the nomination of the four women as iconic and influential planners within New South Wales. The Coding Tree prepared for the purposes of this task is included in Appendix H.

Chapter 8. Conclusion

The contributions of women in the planning profession are vast and significant. The closing chapter highlights the key findings from each of the seven preceding chapters drawing upon theoretical and qualitative research. Chapter 8 concludes by identifying areas of future research, to which develop upon the areas covered, and in association with this research project. This concluding chapter reiterates the social, economic and political significance of
women in planning, highlighting the importance to encourage and enhance the participation of women within the mechanics and fabric of the built environment.

Limitations
The research project is bound by the geographic scope of New South Wales, examining professional women planners practicing within the public and private sectors since the formal establishment of RAPI in 1951 through to present time. Reference will be made where deemed valuable and appropriate to information beyond this criterion. A number of identifiable limitations are acknowledged and noted from the outset of this research project. The most fundamental limitation, as already mentioned is with regard to the limited research, documentation and information available pertaining to women planners’ contributions. The scope of this project is not intended to provide a conclusive or complete inventory of all iconic and influential women planners, nor all the contributions made by women in the NSW planning system. However, it is acknowledged that throughout the history of the planning profession a number of women planners have been both iconic and influential. Appendix I provides a ‘rolling list’ of women planners in NSW who have established and maintained a significant female presence within and on the planning profession. These women have been nominated in accordance with the primary research attained.

Conclusion
This introductory chapter has provided the context, scope and parameters of this research project – women planners in the NSW planning profession. The proceeding chapter provides a review of key literature within the field of sociological theory encompassing concepts of power, iconic and influence, planning history within New South Wales and the feminist planning movement.
Women in the Planning Profession

Chapter 2

Literature Review
Theoretically contextualising the roles, responsibilities, contributions and interpretations of women in planning is strongly aligned to sociological theory related to the central notions of power, leadership and gender. Chapter 2 explores women in the planning profession through a brief chronological recount and overview of their involvement within New South Wales (NSW) planning history with the inclusion of feminist planning theories and perspectives.

A Chronological Recount of Women in the Planning Profession

“The history of urban planning is a complex and ongoing history of achievement, failure, resilience and challenge” (Freestone 2000: 8). Such a description is parallel in depicting the roles, responsibilities, interpretations and history of women planners. “Were there no women? Where are they, both as subjects – engaged in planning, contributing to city and community building, researching urban problems – and as objects, victims of planners’ neglect of or desire to regulate these groups’ particular existence, concerns, and needs in cities?” (Sandercock 2003: 41). Traditionally, the image of women has been intimated as predominately dominated within the domestic zone consumed by private obligations of family, entering the corporate sector subserviently admiring the glass-ceiling (Greed 1994). The term, glass ceiling is defined by Smith (2000) “to describe the phenomena that occurs when invisible, artificial barriers prevent individuals from advancing within their own organisations despite their qualifications” (Smith 2000: 11). Within this context, so begins the efforts to unearth and discover the contributions and evolving concept of women planners within NSW.

Tracing the journey of women in contemporary planning is a difficult task bound by history and interpretation (Greed 1994). Further complicating this process is clearly underpinning and defining the intention and purpose of the planning practice. Planning is a variable and
dialectical concept that essentially “means different things, at different times and in different places” (Gleeson and Low 2000: 77). Feminist planners argue that the theory and practices of planning have been influenced, documented and determined by the “personal belief systems of the “founding fathers” (Engwicht 1999: 3). For the purposes of this research project, the definition of town planning adopted is “the activity of governance required to make sure that all services people need in a city are provided when and where the need occurs (Gleeson and Low 2000: 12). Having clearly defined planning, this research project briefly outlines the history of women planners in NSW. This is followed by a closer examination since the formalised separation and institutionalisation of planning from architecture demonstrated in 1951 by the establishment of the Royal Australian Planning Institute (RAPI) (Wright 2001).

“The first town planners in Australia were Governor Phillip, his land surveyor, Augustus Alt, and assistant William Dawes, who in two weeks in March 1788 laid out their plan for a town that was to be called Albion on the shores of Sydney Cove” (Wright 2001: 11). ‘Town Planning’ of this period, depicted by the colonial grid forming rectangles for future building allotments was primarily a surveyor’s activity. Surveying at this time was dominated by males (Willis and Hanna 2001). Later, this grid style mentioned, developed encompassing zoning a practice influenced by Ebenezer Howard’s Garden City Movement. The adoption of zoning sought to group uses so as to minimise the impacts of activity on both people and place (Wright 2001).

“On 27 July 1945 … NSW constituted the Cumberland Country Council to prepare for Sydney what was Australia’s first significant metropolitan region plan and was claimed to be the first statutory metropolitan planning scheme in the British Commonwealth” (Wright 2001: 25).

From the early 20th century these gender based protocols of patriarchal western culture began to erode (Ferguson 1991). A patriarchal society is defined as a society “where men hold the
power – economic, social and political. Women are second-class citizens, discriminated against, dependent upon and dominated by men" (Barnard and Burgess 1996: 129). Planning during this period was a profession enacted by government bureaucracies. An indicator of female presence within government is sourced. In 1911, women comprised of “less than 5 per cent of Commonwealth public servants, and by 1922 constituted only 18 per cent of the General Division where they were mainly employed by typists and telephonists” (Whitehead 2006: 3). A significant turning point that initiated the opportunity for women to rise above years of oppression, the platform to the modern feminist movement as well as environmentalism and neo-liberalism was ironically the First World War (Gleeson and Low 2000). The outbreak of World War One and subsequently Two, provided the forum to which women attained ‘men’s’ jobs whilst they went off to war and fight. Positions traditionally dominated by males were now required, by demand and need, to be filled by women (Gleeson and Low 2001).

The formalised establishment and unification of the first planning associations in 1951 known as the National Regional and Town Planning Institute of Australia, signified the Australian commitment to resolving the social, economic and physical redevelopment of the nation post World War Two. It is noted that from 1949 the first planning courses in Australia commenced, to which “created and taught initially by people with no academic qualifications in planning” (Wright 2001: 1).

The year 1951 is significant to women planners, denoting the year in which the Australian Local Government Women’s Association (ALGWA) was formed, an organisation seeking to encourage women into Local Government, and in turn planning (National Pioneer Women’s Hall of Fame 2007). “There are conflicting accounts regarding the identity of Australia’s first women town and shire clerk in Local Government” (National Women’s Hall of Fame 2007
website). According to the National Women’s Hall of Fame (2007), the first women planners included Miss Norma Male and Ms Mary Beatrice Scott. Male practiced between 1944 through to 1956. Male worked as a town and shire clerk at Balranald Council, New South Wales between 1957 and 1974. Male is evidently the first female planner in New South Wales. In addition, Ms Mary Beatrice Scott practiced at Echuca, Victoria from 1928. Gatley examines the role, participation and contribution of women in Australia’s National Town Planning Conference 1917 held in Adelaide. Gatley denotes the culture of planning at this time to be depicted by patriotism and imperialism, with housing a significant aspect in the post war reconstruction period (Gatley 2005).

Willis and Hanna (2001) identify some of the earliest members of the planning profession within Australia were architects “who decided their interests lay in the layout and division of new urban areas, rather than the design of individual buildings” (Willis and Hanna 2001: 79). These women, trained as architects who later practised as planners include Rosette Edmunds, Margaret Anne Feilman and Elizabeth Mary Pilcher. Throughout the compilation of women architects prepared by Willis and Hanna (2001) recognition is given in particular, to one of the first key women architects and planners – Marion Mahony Griffin. “Canberra’s initial depiction as a civic utopia was captured and communicated by the hand of Marion Mahony Griffin. A remarkably talented draftswoman, Mahony Griffin was responsible for the plan and perspective renderings which accompanied her husband Walter Burley Griffins entry for the 1912 design competition for the new Australian capital” (Australian Women 2006).

Irrespective that the early period of planning was depicted by significant development towards the urbanisation of the Sydney Metropolitan Area, little to no record of women planners’ participation or contribution is documented. This poor representation of women within planning
Chapter 2: Women Planners – History, Power and Feminism

illustrates both the need for research within the field of women planning studies and lack of credibility and interest previously awarded to women. The question is raised as to why there is such limited information and resources available pertaining to women planners. The explanation according to many planning historians and theorists is on the basis of social behaviour and culture. The traditional roles and responsibilities for both men and women alike were clearly defined, encouraging a domestic female and corporate male (Eichler 1995). Women within planning positions during this period generally assumed roles to which were of a lower pay and esteem to their male counterpart (Sandercock 1998).

Since the early 1980’s, women planners throughout Australia have gradually become visible and increasingly being acknowledged, respected and celebrated equals to their male counterparts. This ‘liberation’ is argued on the basis that “new radical democratic critiques of planning have emerged from feminist and post modern commentators” (Gleeson and Low 2000: 138). Today, the presence of a ‘glass ceiling’ within the discipline is being questioned particularly as women are slowly entering positions of senior planning and broader management scale roles (PIA 2004). However, the case remains that “most old planners are men. Most of the most senior planners are men (Wright 2001: 70). Moreover, women in upper echelon positions of senior planning and management are disproportionate to their male counterparts. According to PIA, women over the age of 35 years comprise of only 26% of the planning discipline (PIA 2004). The position of this research project is that significant development towards gender equality has been achieved. However, much progress in the form of academic research, legislative means and cultural understanding should be pursued to enhance and encourage women into the planning profession.
This chronological recount prepared illustrates the invisibility and constrained participation of women planners within New South Wales. This oppression is strongly aligned to sociological theory pertaining to social structure, power and leadership contextualised within the domestic and workplace domains. Categorised within the notion of power are the two central concepts of iconic and influential to which this research project is constructed. The subsequent section of this chapter examines the composition of factors that constitute and influence power and leadership. It is considered that the four women planners contributing harness and, or posses varying aspects and degrees of the attributes of power and leadership outlined in the following section. These theories of power and leadership are individually tailored to the women contributing as documented respectively within Chapters 3 through to, and inclusive of 6.

**Sociological Theory – Social Structure, Power and Leadership**

Social structure is “a term loosely applied to any recurring pattern of social behaviour, more specifically the ordered interrelationships between the different elements of social system or society” (Concise Oxford Dictionary of Sociology 1994: 517). The notion of social structure forms the overarching context by which the notions of power and leadership, more specifically iconic and influential are explored within this research project. Examining social structure provides a means to recognise the changing roles, responsibilities and interpretations of women in turn, their impact within domestic and workplace capacities. According to Durkheim, as cited by Lopez and Scott (2000), the fabric by which social structure is formed is in accordance with social facts. “Social facts are those ways of acting, thinking, and feeling that are a general throughout a particular society and that are able to exercise an ‘external constraint’ over its members” (Durkheim 1898 in Lopez and Scott 2000: 4). According to Porpora (1987), it is these social facts that are significant in influencing and determining power,
status and influence within the society that in turn reflect social, economic and political positioning.

Within this context of social structure, the question is raised as to the characteristics and, or skills that an individual generally posses or invests, whether conscious or subliminal, in the acquisition of power and leadership. It is not to be discounted that the broader social, economic and political fabric are significant contributors. As detailed within the introductory chapter, the notion of power is defined as “the degree to which individuals or groups can impose their will on others, with or without the consent of others” (Haralambos et. al. 1996: 27). According to Barnard and Burgess, “power relationships exist everywhere in society” (Barnard and Burgess 1996: 248). The theories of power examined for the purposes of this research project include the Weberian, Marxist, Foucault's and Luke's positions and approaches. These theories of power seek to explain the factors determining the acquisition and maintenance of power.

Theory of Power: Weberian

According to Weber, “power exists where one individual or group is able to get their way over another group – to oblige them to act or behave in a certain way – whether the others resist or not … Authority is the exercise of legitimate power” (Barnard and Burgess 1996: 249). Weber established three forms of ‘ideal types’ of authority within society as encompassing traditional, charismatic and rational-legal authority. These forms of authority are established given that “in all societies there is acceptance and co-operation around some culture of meaning” (Jureidini and Poole 2003: 72). According to Weber, ‘Traditional’ authority is “order maintained on the basis of established customs and procedure” (Barnard and Burgess 1996: 250), in other words the consistent application of protocol of the past. ‘Charismatic’ authority, the second form is achieved according to Weber given particular and appealing qualities that an individual or
group possess. The final type of authority suggested by Weber is ‘rational-legal’, whereby the person(s) within a position of authority have achieved so given the value placed on formalised rules, as such respecting title or position (Barnard and Burgess 1996).

**Theory of Power: Marxist**

Marxist theory of power is based on society’s class structure. Marx suggests that essentially there are two key conflicting class groups “a small but extremely powerful bourgeoisie, or ruling class, and a mass working class, or proletariat” (Jureidini and Poole 2003: 142). The conflict amidst the two classes is the based on the central notion of hierarchy. This is whereby the upper class rule and exploit the labour of the lower class through forms of coercion; moreover the activities of the lower class sustains the power and dominance of the upper class. Marxist theory suggests that the individual’s relationship within economic systems and means of relationship to production is determinant of class i.e. “whether you are an owner in the economic system or whether you exist by selling your labour to the owners” (Jureidini and Poole 2003: 147). Jureidini and Poole (2003) refer to this system as the interrelated forces of production and social relations of production. In essence Marx argues “power is concentrated in the hands of those who have economic control within a society” (Haralambos et. al. 1996: 121). Marxist theory suggests that the role of the ‘state’ regarding power protects “the position of the ruling class controlling the subject class” (Haralambos et. al. 1996: 123).

**Theory of Power: Foucault**

Foucault’s theory on power relates to the interrelationship between power and knowledge. “Power and knowledge directly imply one another, that there is no power relation without the correlative constitution of a field of knowledge, nor any knowledge that does not presuppose and constitute at the same time power relations” (Foucault 1977: 27). According to Smart
Chapter 2: Women Planners – History, Power and Feminism

(2001), Foucault’s theory of power is that which is neither a ‘property’ nor ‘possession’, instead an intended ‘strategy’ whereby there is likely resistance which in turn creates power for those resisting. Foucault suggests that without this form of resistance, power would not be sustained. “Criticisms of Foucault’s work on power are for neglecting the importance of the state and for failing to accord due significance to the determining role in history of the mode of production” (Smart 2001: 124). Alternatively, Foucault suggests that belief systems and the social body are that which bind power creating a common knowledge and belief systems (Smart 2001).

Theory of Power: Lukes

According to Lukes, denoted through three forms referred to as ‘faces’, “power is exercised over those who are harmed by its use, whether they are aware they are being harmed or not” (Haralambos et. al. 1996: 99). The first face, ‘decision making’, Lukes suggests is that of describing the figures of authority that make decisions to which in many instances surpass, and are irrespective to the expressions of interest or conflict posed by individuals and groups. This first face is most definitive of regulators, as such definitive of many practices of planning. The second face proposed as the ‘non-decision making’ face, Lukes proposes restricts the actions and decisions that do not encompass the viewpoint of those exercising power. The third face coined as ‘shaping desires’ is argued by Lukes that “power can also be exercised by manipulating the wishes and desires of social groups” (Haralambos et. al. 1996: 99).

Aligned to these varying interpretations of power is the associated notion of leadership. For the purposes of this research project the term *leadership* is defined as the “process that goes on between leader and follower (which is mainly emotional, although there is an intellectual aspect as well); and the context of the leadership (this concerns the destination towards which the leader points, which is usually rational but may contain highly emotional elements too)” (Mant
Parker (1996) advocates the effectiveness of a leader, whether predicted by ‘nature or nurture’, through the individual’s ‘personal style’. This personal style, in turn emotional, intellectual and social capital, regardless of appealing to many or few, provides qualities by which encourage and implement means to achieve a desired goal or outcomes. According to Parker, a person naturally or intentionally harnessing skills by which depict good leadership must also be fuelled by fellow team members who sustain and promote the leaders power. As such, the value of a ‘team player’ should not be undermined or underestimated. The four team-player styles depicted by Parker include the challenger, contributor, communicator and collaborator (Parker 1996). The point to be made is the co-dependence between leadership and power.

Having established the theories of power relational to social structure, moreover the means by which individuals within society acquire power, this research project examines academic literature regarding feminist planning perspective. The purpose and relevance of examining the feminist planning perspective is to highlight the issues, struggles and establishment of equal respect, recognition and participation of women in the planning profession.

**Feminist Planning Perspective**

“For most people, “feminism” does not immediately evoke thoughts of curb cuts and zoning by-laws. Instead, we tend to think of freedom of reproductive choice, equal pay for work of equal value, and the fight against male violence as examples of “women’s issues” (MacGregor 1995: 26).

Since the 1970’s, feminist academics, planners and activists have sought to analyse the built environment, planning and architecture in the “perpetuation of gender inequality and other
forms of social and environmental injustice” (MacGregor 1995: 26). Sandercock argues that “the enterprise of planning theory had been an almost exclusively male and white domain” (Sandercock 2000: 109). The position of the feminist planning movement as argued by Sandercock is that the alleged that the “homogenous theoretical landscape” is neither impartial nor neutral to gender, however is in a process of change (Sandercock 2000: 109). “Planning was explained as a key influence in the construction of built environments that reinforced male social patterns of dominance, partly through the production of suburban environments that ‘imprisoned’ many women with restrictive life patterns” (Gleeson and Low 2000: 138). Feminist theorists argue that a void, misrepresentation and lack of visibility of women planners, and planning for women in society in general perpetuates. Furthermore, that the relationship between social structure, feminism and planning has not been investigated (Greed 1994).

“Back in the 1970’s, almost all planners were men. That was when some began to argue that cities were being planned for the needs of men rather than women and children” (Wright 2001: 70). MacGregor (1995) argues that planners, architects and policymakers of this time were predominately affluent white males that determined the built form primarily focused on sexist assumptions (MacGregor 1995). These sexist assumptions were founded on “a particular notion of family life which is no longer ‘the norm’ in contemporary Western society” (MacGregor 1995: 27). Analysing the theme of family workplace balance as raised by MacGregor, is inherent to modern feminist theory. “Feminist criticism of the family is based on their understandings of the nature of patriarchal power. These power relationships are rooted in the traditional roles which society insists that men and women take up” (Barnard and Burgess 1996: 132).
MacGregor suggests that “the most challenging task involved in deconstructing the man made city is to unearth and dispose of the assumptions that have misguided the planning profession for so long” (MacGregor 1995: 42). These assumptions according to MacGregor encompass redefining the ‘public’ which should consider those above and beyond the status quo, reclassifying the composition of ‘family’ and gender roles, responsibility and balance within this dynamic. Finally determining that which composes of ‘the average citizen’ to who varies in race, religion, gender and ethnicity (MacGregor 1995).

According to Greed, from the position of a feminist neo-weberian, the role of women in planning is constructed as per the underlying belief systems of class, gender and planning sub-culture which translates into the physical form (Greed 1994). Greed argues that the practice and described ‘movement’ of town planning is reflected as a male reality, that which suppresses females as translated within the profession and built form. This is highly significant given that “how planners ‘believe’ the world to be is a crucial factor in determining the nature of town planning policy, not least in determining women’s place in the city of man. Town planners may be seen as the agents of this process as ‘zoners’: that is those who assign and divide space to reflect these beliefs” (Greed 1994: 12). Conversely, Greed recognises that planners are not entirely to blame for values being transposed onto the built form. The question remains as to whether “the market leads the planners or the planners lead the market” (Greed 1994: 20).

The role and participation of women in New South Wales has become increasingly evident since the 1990’s with “a new insightful fusion of feminist and post-modern work” (Gleeson and Low 2000: 140). “In 1993, a major national conference on ‘Women and Planning’ was held in Melbourne. A general theme to emerge from the meeting was the contention that planning theory and practice had been impoverished by the lack of attention given to women, and
women’s concerns, in key political and policy forums” (Gleeson and Low 2000: 138). Since this time, organisations such as the National Association of Women in Construction (NAWIC), Office for Women, Premier Department and PIA are seeking to facilitate the needs of women, encouraging the retention and increased participation within the construction industry. This is particularly significant given women constitute only 13.7% of the construction industry according to the NSW Office of Industrial Relations (2007). Action in the form of events, forums and discussion panels seek to unite women and men as one, encouraging equality and equity within the workplace. Of particular note is the annual International Women’s day, held by the Office of Women, the Premiers Department seeking to “celebrate the gains of women have made over the years and to bring to attention the issues that still face us all” (Office of Women, Premiers Department 2007).

Conclusion

Through extensive research of literature regarding the role and participation of women planners within New South Wales, it is evident that women and men are becoming increasingly equal, with opportunities to harvest successful and meaningful careers within the planning discipline. Chapter 2 has provided a brief chronological recount as to the contributions of women in the planning discipline, revealing little evidence of interest traditionally invested in women planning studies.

Chapter 2 has provided an array of sociological theory pertaining to notions of power. As illustrated, power and influence can be attained through a variety of means, and is perceived in both a negative and positive context. In summary, theories of power extracted facilitate three purposes regarding this research project. The first, understanding that which power is, and the means by which people attain power. The second, understanding the relationship between
social structure and power, in turn the position of women within social structure and their
traditional oppression from power. Finally, studying theories of power provides the means to
qualify and assess the women nominated as iconic and influential planners within New South
Wales as illustrated from Chapter 3, through to and inclusive of 6.

Finally, Chapter 2 has illustrated that from the 1970’s with the increased commitment and
interest in the area of feminist planning theory; women have, and continue to play a significant
role within the discipline. The chapter provided a background as to the perception and position
of the feminist planning movement regarding the perceived gender bias in the practice,
application and theory of planning. It is the accomplishments of men and women alike that
have raised the status, reputation and respect of women within the built environment.

The proceeding chapter documents the experiences and contributions of Julie Bindon. Julie
Bindon is the founding Director and CEO of JBA Urban Planning Consultants, a leading private
planning practice in NSW. Julie Bindon is highly experienced within the private sector of
planning practice in NSW. The theory prepared in this, Chapter 2, provides the parameters and
means by which to assess and illustrate that Julie Bindon is both iconic and influential. The
subsequent chapter also extracts key themes to which are examined in detail within the
thematic analysis provided in Chapter 7. It is to be noted that the professional career of Julie
Bindon is documented within Appendix G.
Part Two

The Life and Career of Four Contemporary Iconic and Influential Women Planners in New South Wales
Chapter 3 details the life and work of Julie Bindon, founding Director and CEO of JBA Urban Planning Consultants, a leading private planning practice in NSW. Julie Bindon is highly experienced within the private sector of planning practice in NSW; her planning career contributions are evident in projects including the World Square development, KENS site and former ADI site at St Mary’s. Julie is an honorary fellow of the Planning Institute of Australia (PIA) and past Chair of the Planning Committee of the NSW Division of the Property Council of Australia (PCA).

Background
At the completion of secondary schooling, Julie Bindon elected, and subsequently was selected to undertake a Bachelor of Town Planning at the University of Auckland in New Zealand. At a young age, Bindon recalls her growing interest in the spatial layout of cities, the distinct format and design observed from an aerial perspective at the time she took her first aeroplane flight. Attaining this bird’s eye view was a significant event that in combination with an interest in the arts, particularly geography and history, developed into a fascination of the dynamics and activity of cities and later, the development industry (Bindon 2007).

Bindon’s academic study formed a platform of skills to which she established her position of prominence, respect and power as a planner within New South Wales. Bindon’s professional core value are to ‘do the right thing’, remain ethical, honest and uphold integrity. Bindon’s success in establishing a firm ethical position in dealing with people, attempting to do that “which is right” as a planner, by the community and the environment, has earned her the respect of both the planning community and development industry. This is evident by Bindon’s long standing role within a number of public and private industry-related organisations and
committees including the Heritage Council of NSW and acting as a member of the NSW Premier’s Urban Design Advisory Committee. This fundamental ethical position is the motivating force to which Bindon operates as an urban planner and CEO of JBA Urban Planning Consultants (Bindon 2007).

**Professional Experience**

Julie Bindon’s most rewarding professional experience has, and continues to be partaking in the evolution and growth of her founding company, JBA Urban Planning Consultants. JBA Urban Planning Consultants, established in 1992 is a specialised planning consultancy servicing both the public and private sector (JBA 2007). It is Bindon’s involvement and success within this organisation driven by her creative eye, professional business manner and holistic planning skills which collectively have been a significant premise to Bindon’s nomination as both an iconic and influential female planner. JBA Urban Planning Consultants are a highly reputable and respectable organisation, as depicted by the large scale metropolitan and non-metropolitan projects they have participated in throughout New South Wales. These projects include the World Tower at World Square, Quakers Hill Town Centre, Chatswood Chase Shopping Centre, Kiaora Lands in Double Bay and Saint Marys Eastern Precinct (JBA Planning Consultancy 2007). Bindon’s enjoyment of contributing to the growth of young planners, encouraging learning through mentoring and education attributes her as an icon within the planning profession (Bindon 2007).

In addition to Bindon’s success in developing JBA Urban Planning Consultants is her remarkable ability and significant achievements in bridging the divide between the planning profession and the development industry. As stated by Bindon, the importance, value and place of planning is gradually developing in the eyes of the development industry. Bindon’s work has
been significant in further developing this relationship, improving the culture and combating what Bindon denotes as the “anti-planning protagonists” by emphasizing the importance of private practice within the planning profession. Whitehead (2006) acknowledges that traditionally, planning was constructed a regulatory governmental practice (Whitehead 2006). In achieving this goal, Bindon has been instrumental in exploring creative means in which to cast a new light upon the planning profession as a strategically advance and flexible profession. In turn, this contribution has been both influential and powerful at shaping built outcomes and the strategic direction of urban planning within New South Wales (Bindon 2007).

Role of Women in Planning

According to Bindon, women planners in New South Wales have, and continue to, influence planning and the built form largely based on their proportionate ratio to males within the discipline (Bindon 2007). This position is accurate in accordance with PIA statistics indicating women up until the age of 35 comprise of 50% of the practicing planners in Australia. However, this figure significantly decreases with only 26% of practicing women planners in Australia over the age of 35 years (PIA 2004). This research project does not seek to analyse the reduction in female planners over the age of 35, however future research opportunities exist to analyse this decrease. Further areas of research are detailed within the concluding chapter, Chapter 8.

Bindon argues that “planning is not an art but a science that is neither black nor white and steeped in politics considered the ‘art of the possible’” (Bindon 2007). Generally in Bindon’s experience, women have been more effective at strategising, finding ways forward and facilitating solutions within intractable and opposed positions. Much debate surrounds male female communication skills. Bindon perceives women planners to be more patient, less dogmatic or confrontational than their male counterparts. In many instances at the earlier
stages of Bindon’s career, larger clients would request a female planner be involved in a project in an attempt to ensure “a softer approach when dealing with authorities” (Bindon 2007). Bindon does not discount the realities of planning, and recognises that a successful planner, male or female, requires the skills and means to be creative and find the best solutions (Bindon 2004).

According to Bindon, the planning profession in New South Wales is slowly changing. Bindon where appropriate is involved in the employment of planners within JBA, and from this experience and knowledge suggests that there are a large number, as proportionate to the discipline, of junior and mid-level women planners in New South Wales. However, within the mid to upper senior echelon there are fewer candidates, many of which are male. This is characteristic and prevalent within both the public and private sectors according to Bindon’s dealings with ‘both sides of the fence’. According to PIA (2004), Bindon’s observations are accurate with “the greatest problem in recruiting and retaining experienced planners (10 or more years experience), particularly with skills in development assessment” (PIA 2004: 26). Bindon attributes the limited number of senior women planners to both the internal and external politics involved in the upper levels of the hierarchy, particularly within the public sector. In Bindon’s experience, this environment does not entice nor encourage many women to progress resulting in a shortage of skills within a depleting base. Bindon identifies that the nature of the more senior positions concentrates more specifically on management as opposed to planning which often discourages women and men from progressing (Bindon 2007).

In Bindon’s opinion, her career has not been affected by the branded ‘male dominated’ nature of the industry. Neither has she focused or compared the differences between the work and contributions of male to female planners. Bindon drawing upon her early planning experiences,
acknowledges that she was one of few women practicing within the development industry which she found particularly novel. Bindon perceives that certain underlying or overt prejudices and assumptions have and possibly continue to exist, however she has managed to rise above this culture and remain professional. It is been Bindon’s ability to consciously acknowledge and reinterpret these instances in turn translating people’s underestimations into potential beyond expectation. It is this personal characteristic as combined with her self proclaimed focus, hard working nature and honesty that have contributed to the respect and admiration that she maintains within the planning community (Bindon 2007).

Practising predominately as a planning consultant, Julie Bindon’s planning career has provided a means of facilitation within the broader multi-disciplinary environment of the development industry (Bindon 2007). Bindon, drawing upon her experience within this broader spectrum, suggests that many of her professional experiences involved working alongside males including project managers, clients and architects; this is supported by Wright (2001). Bindon believes that within this environment there existed a possible reluctance to employ women as permanent staff, instead employ on a consultant based approach or a project by project basis. Bindon believes that her success as a planner within this multi-disciplinary environment is because of the values and creativity that she translated into desirable built outcomes. Bindon stresses the importance of developing a professional work ethic that she believes is a significant contributor to current and future professional relations within the private planning sector (Bindon 2007). Wiggins (2006) supports Bindon’s position based on the definition of professional ethics as “the rules of conduct recognised in respect of a particular class of human action” (Oxford Dictionary 1994: 407).
Bindon’s past experiences with PIA have proven “closed shop and male orientated”, unwelcoming and unsupportive, myopic to the broader development industry. Bindon attributes this perceived attitude and culture to her affiliation as a private planning consultant. Bindon’s recently increased involvement within PIA is spurred by her desire to see planning grow into the wider community and discouraging the silo nature of the disciplines to integrate for the betterment of practice, the environment and community. In recent times, Bindon has perceived PIA to recognise and seek measures to improve its professionalism and engagement between planning and its associated affiliations (Bindon 2007). This is evident in PIA’s commitment to promoting planning and accrediting its members (PIA 2004).

According to Bindon, the participation of women within planning, as time goes by is becoming increasingly irrelevant given the increasing acceptance of women within the workplace generally. Bindon maintains the position that the role of women within PIA and related organisations remains second to encouraging the benefits and value of planning. Bindon believes that the role of feminism 30 years ago was significant in providing the springboard to enable this equality amongst the genders, however within this day and age, irrespective of gender the value of an individual should be in accordance with their actions and contributions. This relates back to Bindon’s core professional values of ethics, honesty and integrity (Bindon 2007). Bindon’s perception of contemporary women in planning is that they are confronted with many lifestyle and work related choices (Bindon 2007). Smith (2000) argues this position, examining the ‘work life balance’ in accordance to “time based, strain based and behaviour based conflict” (Smith 2000: 166). Bindon believes that given these constraints, women planners are electing to work within the private sector ‘flying solo’ so as to taper their careers with family and lifestyle choices (Bindon 2007).
Future – Women and the Planning Profession

Within the next 5 to 10 year the most important and challenging issues set to face planners, both male and female according to Julie Bindon is “winning of the hearts and minds of the public about the value of planning” (Bindon 2007). In addition, the ongoing promotion of planners as highly professional and skilled individuals within teams, that assist, create and improve environments. Bindon’s goal both within the private sector and a significant member within PIA, is to improve the image and perception of planning which she believes is “under a fair degree of attack in New South Wales” (Bindon 2007). PIA (2004) recognises a disillusionment of planners and the poor image within the community. Bindon suggests that planners should be seeking to prove their position as the “detached honest broker” (Bindon 2007) changing the negative perception away from gatekeepers and regulators. Bindon’s power and influence is grounded in her ability to ‘trade off’ her reputation as this ‘honest broker’ by which has earned her respect and admiration within the planning community and broader development industry (Bindon 2007).

According to Bindon, the secondary challenge set to face planners within NSW is examining means to ‘de-regulate’ the highly complex and detailed planning system. Bindon suggests that “the regulation has reached a point of being ridiculous” (Bindon 2007), whereby embarking upon a project of virtually any scale is a serious challenge for those relatively inexperienced. This position is acknowledged by PIA, is seeking to assess and provide solutions to this situation (PIA 2004). From Bindon’s participation in larger scale projects she recognises the need for large amounts of time, resources and patience to fund and comply with the requirements of the existing system. As a result, Bindon has seen an emergence of a privatisation of planning with the increased role of the corporate professional agencies to assist and facilitate the systems over regulation (Bindon 2007).
Conclusion

Through an intensive qualitative research approach, the attitudes, perceptions, participation and contributions of Julie Bindon have been documented, and evidence detailed as to her status as both an iconic and influential female planner within NSW. Throughout Chapter 3, Bindon reveals a number of realities with regard to women planners. Bindon recognises the importance and value of planning, to which she enacts through her fundamental professional ethics. In addition, Bindon provides a perspective from the private sector of the planning industry.

The proceeding chapter details the life and career of Sue Holliday, former Director General and Deputy Director-General at the NSW Department of Planning. Sue Holliday is both an experienced and passionate planner, her contributions within the profession are iconic and influential as depicted by her remarkable successes in the NSW State Government system. The theory prepared in Chapter 2 provides the parameters and means by which to assess and illustrate that Sue Holliday is both iconic and influential. Chapter 4 also extracts key themes to which are examined in detail within the thematic analysis provided in Chapter 7. The professional career of Sue Holliday is documented within Appendix G.
Chapter 4 details the eminent career of Sue Holliday, denoted by her significant planning and leadership roles. The career of Sue Holliday has encompassed the position of former Director General and Deputy Director-General at the NSW Department of Planning (DoP). Sue Holliday is both an experienced and passionate planner, her contributions within the profession are iconic and influential as depicted by her remarkable successes in the NSW State Government system.

**Background**

Sue Holliday’s planning career path is denoted by a sense and theme of both evolution and journey. This journey is driven by Holliday’s relentless efforts in encouraging planning and better built outcomes onto the agendas of politicians and government bureaucracies. It is these efforts that have ultimately led to Holliday’s ongoing significant position of influence and power.

The starting point of Holliday’s ‘journey’ is marked by academic study, with entry at Goucher Ladies College in Baltimore, United States of America. Following two years of intensive study of veterinary science, Holliday’s interest swayed in the direction of the Arts, as steeped in sociology, philosophy and economics. Holliday’s interest in labour and urban economics, influenced within the context of Baltimore during the 1960’s, engaged Holliday to explore how cities work economically and the economic politics of cities. Holliday recalls Baltimore during this period as a place denoted by poverty, civil unrest and hardship. As an observer of this adversity and a budding economist, Holliday envisioned opportunities for cities to work better. It is this platform that formed Holliday’s professional career journey (Holliday 2006).

At the completion of her undergraduate study in the United States, Holliday returned to London to pursue an academic career. Employed as an Associate Research Assistant at the Joint Unit
for Planning Research at the University College, Holliday undertook extensive housing policy research complimenting her background in economics. Disheartened by the laborious administrative tasks and statistical analysis, Holliday departed from her academic career and pursued further study graduating in 1974 with a Master of Philosophy (Town and Country Planning) from the University College in London (Holliday 2006). A significant theme that not only underpins Holliday’s transition from an academic position but also characterises Holliday’s career, is the ongoing interest in sociology and demographics, more specifically social behaviour and the ways in which behaviour shapes city function (Holliday 2006).

Sue Holliday’s nomination as both an iconic and influential woman planner is largely based on the 25 years experience, contribution and participation within the New South Wales Department of Planning (DoP). In the 1970's, enticed by the ever-changing nature of the Department, Holliday recalls the time as innovative with the organisation seeking to achieve a multi-disciplinary approach so as to ‘reinvent’ Sydney. The fundamental professional core values by which have assisted Holliday establish and maintain a position of power and influence as both a public servant and planner are ethical behaviour and equity (Holliday 2006). It is Holliday’s application of these values that have in turn enacted change, a significant theme amongst each of the candidates nominated within this research project.

Holliday denotes ‘change’ in terms of fluidity encompassing movement, demography, lifestyle, career and technology which in turn evolve cities (Holliday 2006). Holliday’s success as a planner, and ultimately position of power and influence has been as a result of her ability to harness the means to enact and embrace change through political means and key projects throughout the Sydney Metropolitan area. Holliday, a self proclaimed “activist bureaucrat” underpins her success and failings as a planner as determined by her ability to advocate
change and implementation (Holliday 2006). Holliday recognises the significance of planning for the future, which she believed be fuelled by increased social research and the encouragement of planners today to be creative in encouraging communities to envision cities of the future (Holliday 2006).

**Professional Experience**

The Ultimo Pyrmont Precinct urban renewal project is an example of both public and private commitment that within a 10 year period transformed docklands, industrial and medium density housing accommodating a population of 5,000 within an area of 1.6km\(^2\) into a “built environment layered with history and changing residential aspirations. The built environment also reflects the positive role of architecture in creating a community space and place” (SHFA 2004: 12). It is Sue Holliday’s participation and contribution within this, the Ultimo Pyrmont Precinct redevelopment project that is one of her many personally rewarding experiences whilst practicing as a planner (Holliday 2006). The project is also evidence of Holliday’s power and influence within the planning profession, development industry and politics.

In conjunction with Frank Hansen, Holliday’s contribution to the Ultimo Pyrmont Precinct redevelopment project consisted of the initiation of the *Blue Book 1988*, an offshoot to the *Sydney CBD Strategy 1988* and *Better Cities Program*. Sue Holliday was responsible at this time for creating, administering and implementing these programs predominately within the Ultimo Pyrmont project. In combination, Holliday led the formation of the related Affordable Housing Program, construction of the respective infrastructure and light rail transport network. Holliday played an instrumental role in driving the respective stakeholders at the State and National levels, ensuring a commitment to the vision, funding and implementation of the Ultimo-Pyrmont redevelopment project (Holliday 2006). In this regard, the significant themes evident
from this experience are denoted by transformation, negotiation and compromise as spurred by an activist agenda as influenced by Holliday’s personality and mastering of planning.

That which cannot be overlooked or understated is Sue Holliday’s placement as the Director-General (DG) at Department of Planning between 1997 and 2003. It is Holliday’s participation and contribution to planning whilst in this position that is significant in Holliday’s nomination as both an iconic and influential woman in contemporary planning. It is this position that is one of Holliday’s personally most rewarding and challenging experiences. Working alongside Dr. Andrew Refshauge and past Minister Craig Knowles, Holliday proactively sought State transformation as a negotiator, facilitator and activist (Holliday 2006). This approach for transformation which Holliday believes ultimately led to her demise, is underpinned by her workings with the Departments organisational culture and strategic planning mechanisms evident in formation of the Urban Development Program, Plan First and Sydney Metropolitan Strategy (DEGW 2007).

Holliday’s experience as DG illustrates themes of conflict, compromise and balance regarding planning and politics that according to Holliday are not gender related. The highly prestigious, responsible and demanding position of DG, as according to Holliday required convincing and proven leadership, management, administration and facilitation. Holliday emphasises the degree of vulnerability involved embracing this position of power which required the belief, support and respect by both the community and organisation, in a vision whilst “playing the politic” (Holiday 2007) and providing an interface internal and external to DoP. It has been Holliday’s ability to master such skills that has led to her nomination as an iconic woman (Holliday 2006).
Role of Women in Planning

In the opinion of Sue Holliday, the role of women in influencing planning and the built form is two-dimensional. The first dimension considers women in general, that being those who are not planners but are users of the city with needs, requirements and demands varying in accordance with age, family structure, working and lifestyle arrangements. The second dimension to the role of women in planning is in fact women planners, the individuals empowered as facilitators to encourage means of change and influence (Holliday 2006). This position taken by Holliday exemplifies the two unique divisions of thought characterising feminist planning theory (Eichler 1995). According to Holliday, the visibility, weight in contribution and encouragement of women in planning is highly significant and influenced by factors internal and external to the workplace (Holliday 2006). This is supported by Smith (2000) whom acknowledges factors encompassing law, work and life balance, travel and workplace culture to be significant.

Holliday recognises that still today; the development industry continues to be a very male dominated industry. This observation is reinforced by the NSW Office of Industrial Relations which reveals women comprise of only 13.7% of positions in the construction industry to which they are “frequently employed in lower paid and lower status positions” (NSW Office of Industrial Relation 2007). Throughout Holliday’s career, as evident in most meetings Holliday attended; the majority of people were male. Although uninhibited by her male counterparts and unintimidated by the ‘glass ceiling’, Holliday believes that given the bold male presence, she in turn maybe considered ‘hard-edged’ as a negotiator, as opposed to that which she would have otherwise been. In Holliday’s experience, women and men alike, within planning are often under significant opposing pressure from objectors to Councillors, developers and the like. This environment as suggested by Holliday can often be intensely emotionally, mentally and
physically exhausting and intimidating which is a significant influence to the poor long term retention of women planners (Holliday 2006). PIA (2004) aware of these issues investigated into the problems surrounding both the retention of planning and issues within planning. The results reveal the poor image and ineffectiveness of the industry in addressing this image.

Holliday believes the current lack of women in positions of senior planning and management is based on the fact that women, generally having children in their late 20’s and early 30’s, are faced at the same time in their life by “organisational politics” (Holiday 2007). This organisational politics, according to Holliday dictates career progression and future role within the industry. As such, women at this time are often in a position to make choices and sacrifice. At 34, Holliday had her first and only child at which time she had attained the position of a Regional Manager at the DoP. Holliday found that there was never a ‘good time’ to take additional time off and juggled between being a mother and progressing as a planner. This position is descriptive of many women in high profile positions as documented by Smith (2000).

In resolving the poor retention of women planners from the age of 35, Holliday sees opportunities for organisations to encourage women progressing from planning positions into management. In the position as DG, Holliday saw herself not as a ‘planner’ but as a ‘senior bureaucrat’. Holliday invested her time in organisational change and management as opposed to planning grassroots work which disappointed Holliday (Holliday 2006).

Currently the National President of PIA, Holliday speaks on behalf of the organisation regarding the role of women in the planning profession in addition, the accommodation of the institute in effectively facilitating, supporting and encouraging women planners. Holliday recognises the void within PIA promoting women’s group. However, Holliday doubts the capacity, commitment and voluntary effort that would support such a group. Holliday sees PIA as a forum to unify
planners within a networked community, male and female alike, and to forge a concept of the planning profession. In order to further strengthen the profession, PIA as an organisation according to Holliday is investing in policy development by forming positions on the issues relevant to planning (Holliday 2006). This is being achieved at the national core, as delivered by each of the state organisations in particular by the Continued Professional Development (CPD) and formalised by Certification of Practising Planners (CPP) (PIA 2004).

Future – Women in the Planning Profession

The most challenging issues set to face both women and men planners alike as according to Holliday is improving and encouraging a positive image of planning. According to Holliday, it is in the interest of all that we reconsider the function, application and culture of planning as a profession that “problem solves, not problem makes” (Holiday 2007). Holliday suggests that current planning culture is quite negative, requiring a resurgence of enthusiasm taking stock and changing direction (Holliday 2006). This position is acknowledged by PIA (2004) as a widespread issue within New South Wales. Holliday believes women can play a significant role in this transition and given their nature, are in the best position to influence cultural change and behavioural patterns. In activating this change, Holliday advocates women be encouraged to enter into the property industry as planning, located within the broader system is not the only problem. In Holliday's experience, the property development industry on the whole has very little values, to which inevitably planners are up against ethically and professionally in upholding the public interest (Holliday 2006).

Two highly significant themes evident in Holliday's acclaimed power and influence within the planning profession are communication and networking. Holliday believes it is the role of industry associations, such as PIA and the PCA to provide the means for developing workplace
relationships that in turn assist in expressing planning and understanding the related disciplines. Holliday attributes much of her success to her persistence and commitment to networking and communication (Holliday 2006).

**Conclusion**

The clear message Sue Holliday delivers is the importance of planning and the value to which women can, and continue to contribute to planning. As demonstrated throughout Chapter 4, Sue Holliday is both an iconic and influential female planner given her extensive contributions particularly within the NSW State Government system. Sue Holliday is both highly attuned and proactive in encouraging the planning practice evident in her contributions within PIA.

The proceeding chapter documents the life and career of Ruth Holten, an iconic and influential planner within the Local Government sector of NSW. Holten’s contributions encompass roles such as the former Group Manager, Land Use Management and Manager Development and Building Control at Manly Council and current Executive Planner at Waverley Council. The theory prepared in Chapter 2 provides the parameters and means by which to assess and illustrate that Ruth Holten as both iconic and influential. The subsequent chapter also extracts key themes to which are examined in detail within THE thematic analysis provided in Chapter 7. It is to be noted that the professional career of Ruth Holten is documented within Appendix G.
Women in the Planning Profession

Chapter 5
Ruth Holten
Documentation and Recount
Chapter 5 documents the life and career of Ruth Holten, an iconic and influential female planner within the Local Government sector of New South Wales. The role of Local Government encompasses strategic planning, development control, enforcement and administrative responsibilities to ensure localised social, economic, physical and environmental sustainability and enhancement. Ruth Holten’s participation within the planning practice encompasses significant roles such as the former Group Manager, Land Use Management and Manager Development and Building Control at Manly Council and current Executive Planner at Waverley Council.

Background

From a young age, Ruth Holten was interested in both geography and architecture. Holten gravitated towards planning as influenced by family connections in the industry, insightful vocational guidance and her natural interest in design and cities. Ultimately, these factors led to Holten to studying and graduating from a Bachelor of Town Planning at the University of New South Wales in 1981. Ruth Holten’s career has encompassed 25 years in development assessment and control within the local government areas of Waverley, Manly and South Sydney Council. Throughout this time, Holten has held a variety of planning and management positions which has seen her responsible for 22 staff members within the Planning and Environmental Services Department of Manly Council (Holten 2006).

The nomination of Ruth Holten as an iconic and influential female planner in New South Wales is substantiated in accordance with the theory explored within Chapter 2 of this research project within the context of Local Government. Amongst the Local Government planning
community, Holten is held in high regard given her contributions in both development control and management positions that have collectively and significantly influenced the physical, social and economic form within a number of localised communities.

The combination of Ruth Holten’s personality, character and professional experience has influenced and determined her professional core values and priorities that in turn have motivated her long-standing planning career within the Local Government sector. Holten’s passion and interest to influence and encourage good built form and sustainable planning outcomes, as achieved through development assessment is the driving force by which she is motivated as a planner (Holten 2006). Holten’s motivation as a planner is connected to her professional core values and priorities which encompass themes of honesty, professionalism, negotiation, communication and expression (Holten 2006). These core professional values radiate from Holten and have assisted in positioning her as an iconic and inspirational planner and woman of management.

**Professional Experience**

Throughout Holten’s planning career, her most rewarding and challenging professional experience was whilst she held the position of Group Manager, Land Use Management at Manly Council. Holten’s position at Manly Council provided an arena by which Holten applied her professional core values in a means to influence and guide planning staff, the local community and Councillors. The position of Group Manager, Land Use Management divided Holten’s involvement into the dimensions of development assessment planning and management. The planning dimension involved varied participation throughout each aspect of the Development Application (DA) assessment stages, liaison internal and external to Council, as well as the representation of Council at the Land Environment Court (LEC). In her position of
management, Holten supervised areas encompassing planning, building surveying, fire safety, compliance, heritage, engineering and administrative departments (Holten 2006).

Generally satisfied with the built outcomes achieved during her time in this position, Holten’s position provided the means of authority to which she held significant power and influence. Holten’s exertion of power and influence is evident in her role within the development assessment department within the localised area of Manly Local Government area that has significantly shaped, at grassroots the community, environment, economic and physical character of Manly.

In her position of power as Group Manager, Land Use Management at Manly Council, Holten found it both rewarding and challenging to establish equilibrium between her position as a planner and that of a manager. Often challenged by conflicting ambitions and agendas as exerted by the public, Councillors and internal staff, Holten’s role encompassed that of a negotiator, mediator and administrator (Holten 2006). These roles are all of which are nominated by Mant (1997) as strategic skills representing power, leadership and authority. The distance between her position of management and planning resulted in Holten often feeling frustrated, removed from planning process with her time consumed by staffing related matters, budgets and political aspects. Thus, the key themes evident are those of management versus practical ‘hands-on’ planning, in addition resolving to the fact that in order to achieve a goal it is important to focus energies on a range of prescribed agendas. This dilemma raised by Holten has been experienced by each of the four women nominated as both iconic and influential contemporary planners. Juggling between a position of management and sustaining planning skills has been identified by PIA (2004) as a significant issue regarding the retention of
planners in New South Wales. PIA’s response being increased support, resources and training for planners (PIA 2004).

**Role of Women in Planning**

Entering into planning practice in 1978, Ruth Holten was struck by the disproportionate ratio of men to women practicing in Local Government, not only within planning, but also the various related disciplines of the built environment. As one of the first women planners at Waverley Council in 1981, planning positions according to Holten were boldly dominated by a large male presence. According to Holten, this imbalance resulted in a striking resistance whereby men within the workplace felt reluctant to value or appreciate the contributions, opinions or expertise of women planners. Holten adds, the direction and nature of the construction industry at this time was consumed with a very technical and construction based approach, which according to Holten was dictated by the desires of engineers and building surveyors. Planning in itself, respectively at this time standing alone from architecture was often quashed by industry related disciplines (Holten 2006).

As a woman working within the labelled ‘male-orientated industry’ many of Holten’s professional experiences indicate themes surrounding conflict, sexism, respect and trust. According to Holten (2006) these themes are not solely concentrated on gender; they also are to be considered with regard to age, personality and character. Juggling a home life for Holten has been difficult given her position of power and influence which has resulted in extended hours, significant workplace responsibility and pressure (Holten 2006). The notion of ‘home’ is significant to each of the four women nominated, in addition achieving a sustainable, healthy and desired balance between workplace and lifestyle commitments.
In accordance with Holten's opinion and experience within the planning profession, the role and participation of women in planning is changing with a greater presence of women within the discipline. At present, of the staff Holten is responsible for, approximately half are women. This information has been supported by PIA indicating 50% of planners in Australia are women under the age of 35 (PIA 2004). Holten suggests the increased role has come to fruition given the increased flexibility planning offers, particularly in the government sector providing options i.e. flexi time and rostered days off to balance family, home and lifestyle. A significant theme derived from Holten is that of communication. In accordance with her professional experience, Holten is of the opinion that women are generally good communicators, highly attuned and naturally to with the people. Holten believes this is valuable and significant in the understanding of aesthetic and amenity related planning issues (Holten 2006).

From the outset of her career, Holten became a member of the Local Government Planners Institute (LGPI) which later amalgamated and today is known as PIA. Throughout Holten's time at Manly Council she was infrequently involved with PIA, as driven by the Council for the purposes of professional training. However, given her level of responsibility and the associated demands, Holten was unable to satisfy an ongoing commitment to PIA. Holten believes that PIA at that stage was unsupportive to planners within Local Government, and the organisations energy was directed towards strategic planning and private practice. Holten believes the encouragement of women in PIA is significant, and that the presentation of the industry organisation should take a more informal approach to encourage and retain women planners (Holten 2006).
Future – Women and the Planning Profession

Holten sees the future for women in planning to remain generally unchanged, with a continuance of struggle for respect within the built environment and development industry in general. Holten advocates that a presence of women is increased and voice of women planners is further amplified. A key theme in the future of women in the planning profession, as suggested by Holten is with regard to flexibility choice and understanding. This notion of flexibility surrounds family and workplace commitment surrounding the allocation and dedication of time. Holten recognises the challenge between managing family and work and acknowledges that many women leave the industry to foster a family life, in turn ‘lose ground’ and miss opportunities to ‘climb’ the corporate hierarchy. Holten believes it is a combination of these factors that restricts women from achieving their full professional potential. Holten sees prospect for an increased involvement of women into the private sector with opportunities to further explore the balance between work, lifestyle and family commitments available pending financial commitment is viable (Holten 2006).

Holten sees the future of industry organisations such as the Planning Institute of Australia playing a significant role in ensuring equity and equality for both men and women within the planning industry. Holten suggests that the serious issue for planning, irrespective of gender, is the responsibility and obligation to raise awareness, voice and promote the planning profession into the education system, particularly at a secondary education level. This awareness in turn translates into the physical environment instilling notions of pride, place and ownership (Holten 2006).
Conclusion

As detailed throughout Chapter 5, Ruth Holten is a highly attuned female planner whose contributions encompass the Local Government sector. Holten’s positions of senior management in combination with her vast experience within development assessment and control indicate the variety and depth to her skills base which has significantly contributed to her nomination as both an iconic and influential woman planner in New South Wales. The key themes extracted from this in-depth analysis encompass family, communication, family and workplace balance, the many aspects of PIA and the future of women in planning.

The proceeding chapter documents the experiences and contributions of Associate Professor Susan Thompson. Susan Thompson, Program Head of Planning and Urban Development at the University of New South Wales (UNSW) is an educator and academic contributing to driving professional education, academic study and her own significant research agenda within the planning field. The theory prepared in Chapter 2, provides the parameters and means by which to assess and illustrate that Susan Thompson as both iconic and influential. The subsequent chapter also extracts key themes to which are examined in detail within the thematic analysis provided in Chapter 7. It is to be noted that the professional career of Susan Thompson is documented within Appendix G.
Chapter 6
Susan Thompson
Documentation and Recount
Chapter 6 documents the experiences and contributions of Associate Professor Susan Thompson, an iconic and influential woman planner within the academic field of planning in NSW. Susan Thompson, Program Head of Planning and Urban Development at the University of New South Wales (UNSW) is an educator and academic contributing to driving professional education, academic study and her own significant research agenda within the planning field. Susan Thompson is instrumental in influencing the learning of future planners in NSW.

Background

Having been awarded a scholarship into a Bachelor of Arts at Macquarie University in 1973, the defining moment for Susan Thompson personally and professionally was her fortuitous and ad hoc nomination of geography as her major. With the initial intention and training to pursue a career as a primary school teacher, Thompson completed a Diploma of Education in conjunction to a Bachelor of Arts. Absorbed by her passion for geography, Thompson pursued an honours year at Macquarie University researching national parks, cities and town planning. Whilst completing the honours year, Thompson entered into her first planning position within the New South Wales Local Government system at the former South Sydney Council. Following her completion of honours, Thompson enrolled into a Masters at the University of Sydney and concurrently was employed at Canterbury Council where she remained for 10 years. It is this combination of academic study and practical experience that has exposed Thompson to the realities of planning and society, ultimately forming the platform to her nomination as both an iconic and influential female planner in NSW (Thompson 2007).

Susan Thompson’s core professional value is a definitive and central theme amongst each of the candidates’ nominated for the purposes of this research project. This core value is the
nexus of people and place, a driving factor of fascination and inspiration. According to Thompson, people and place in every day actions are at the heart of planning at both a conscious and sub-conscious level. The fascination of variety and change, finding solutions whilst in the face of conflict and insurmountable difficulties is also a motivating force for Thompson (Thompson 2007). It is Thompson’s interest and actions in the form of education and research, encouraging sustainable means to ensure society derives the most from the environment that has contributed to her nomination as both and iconic and influential female planner within New South Wales (Thompson 2007).

**Professional Experience**

The planning career of Susan Thompson has encompassed Local and State government practice, and for the last 16 years planning research and academia. At the time of Thompson’s transition from professional to academic research, she was unaware of how significant that change would be, in turn requiring different priorities and skill sets. Overall, it is Thompson’s contributions as an academic within the area of social and cultural planning that form the basis to her nomination as an iconic and influential woman planner in New South Wales (Thompson 2007).

Of many rewarding professional experiences, Susan Thompson draws upon the interaction and connection with people on a daily basis to achieve the ‘little things’ as the most satisfying. This sense of satisfaction is derived by Thompson’s self proclaimed caring, sensitive and hard working nature, character and personality. It is these personal traits that have contributed to her success in achieving and maintaining a position of power and leadership defined in the role of Head of the Planning Program at the University of New South Wales UNSW. These personal qualities that Thompson possesses have been invested throughout her career, finding creative
means to express and promote the value of planning. This contribution is evident in the openness to experiment and push the envelope to modernise and develop relevant academic courses, for example the initiation of a healthy cities course (Thompson 2007).

Thompson's academic and teaching career has also been driven by the numerous positive 'teacher student' relationships encountered. Particularly within the position of Program Head of Planning and Urban Development at the University of New South Wales (UNSW), Thompson promotes an open door, ethical and respectful 'teacher student' interaction. It is these principles that instil respect and a sense of leadership, which in turn acquire power and authority. Thompson recognises the difficulties within this relationship within this position of authority and power, this is compounded by the generation gap between herself and many of her students. Thompson recognises the challenges involved as an educator, which has provided a layer to her professional and personal development particularly with regard to her self confidence. Thompson's most rewarding experience within this 'teacher student' relationship is evident in her past project to which was awarded by RAPI, Thompson led a group of students in preparing a consultancy study and recommendations within Summer Hills for a prospective Development Control Plan (DCP). It is this proactive leadership that contributes to Thompson's nomination as an iconic female planner (Thompson 2007).

Amongst the many challenges faced and overcome throughout her professional career, Thompson's greatest challenge and source of immense pride was completing her PhD. Aside from the immense commitment, sacrifice and intensity involved in preparing the research, Thompson was to a degree undermined by some peers and colleagues for the choice to utilise intensive qualitative research, have now become indoctrinated through many programs. The motivation for the PhD was an interest in home, which connected to Thompson's personal life.
experiences. In addition to writing her PhD, the maintained position as Head of Program has been particularly challenging for Thompson and a basis to her nomination as both an iconic and influential female planner. Given the limited resources and funding within the university system and whilst appointed as Head of Program, Thompson has been particularly challenged. Thompson acknowledges that within this increasingly corporate environment, maintaining the value of planning and teaching is particularly demoralising. Thompson overcomes these restrictions and limitations by investing further in her work and committing to planning education (Thompson 2007).

Susan Thompson’s contributions to the NSW planning system saw her nomination amongst 70 candidates and appointment amongst 20 successful candidates into the 2006 pilot Academic Women in Leadership course at UNSW. The program sought to provide “senior academic women with the opportunity, skills and insight into leadership to foster their talents, develop their individual styles and encourage their potential to help create an inclusive community of leadership at UNSW” (UNSW 2006). According to Thompson, the course provided a source of support and open communication that assisted Thompson to gain a better understanding of both herself and academic women within similar circumstances. The course illustrated to Thompson the lack of women, particularly at UNSW in associate professor and professor positions. Within the Faculty of the Built Environment at UNSW, Susan Thompson and Linda Corkery are the only two female full-time associate professors in addition to one part-time female associate professor (Thompson 2007).

**Role of Women in Planning**

As Thompson is aware, women comprise of a large proportion of both the planning student population and broader industry workforce. At present, 50% of students in the Bachelor of
Planning degree at UNSW are female. In Thompson’s experience, women planners generally are more patient than their male counterpart, willing to assist the ordinary person, regardless of the individual being an applicant, objector, developer, local resident or the like. In Thompson’s experience women generally, instinctively adopt a sense of obligation, are efficient at multi-tasking and naturally tend to desensitise tense situations possibly more so than their male counterparts. Thompson believes that women have, and do continue to influence and shape the planning discipline in that their contribution takes in account matters that possibly in the past been overlooked. In stating this, Thompson expresses the more qualitative broader matters within a social orientation. Thompson substantiates this position based on her experience as the first female presiding member of the Faculty of the Built Environment at UNSW, a branch within the Executive Faculty (Thompson 2007).

As a woman working within a traditionally male orientated industry, the early days for Thompson were particularly challenging being young, female and shy by temperament. Thompson’s success has been achieved through a commitment to the profession and hard work which in turn has translated into respect and numerous opportunities. The role of women in the planning industry according to Thompson is changing, and this is given the increased recognition and participation within the planning community. At the outset of Thompson’s career in planning, she was often the only female in any given meeting. In the early stage of her career, like many of the women examined in this research project, the gender factor compounded by age influenced the perception and treatment by parties. As such the combination of gender and age are a significant issue. Thompson believes that today, women are respected in their own right as professionals. Thompson believes, irrespective of gender, the individual’s worth is determined in accordance by their merits and contributions they deliver into the industry, a change quite dramatic over the last 30 years which Thompson has been
practicing. Thompson sees the way forward as both genders uniting, at the heart of which lies planning and better built outcomes with the potential for working practice to further improve and enhance gender relations (Thompson 2007).

Thompson strongly believes that industry organisations such as PIA, in particular the National Association of Women in Construction (NAWIC) are significant in supporting female planners. “From its beginning in 1995, NAWIC has strived to build a dynamic organisation which encourages and supports women in the construction and related affiliate industries” (NAWIC 2006). According to Thompson (2007), industry organisations provide the means to support the planning community to retain women encouraging gender neutral representation, skills base and perspective. Thompson is highly supportive of the young planners arm within PIA, particularly given her position as an educator within the tertiary level of education. Thompson advocates PIA to adopt and introduce a more structured mentoring scheme within the organisation, not necessarily exclusive to women, but a means to support planners in general (Thompson 2007).

Future – Women and the Planning Profession
According to Susan Thompson, the most important and challenging issues set to face women and men planners alike within the next 5 to 10 years are within an environmental scope, particularly problems regarding water, climate change and air pollution. Compounding these environmental issues, Thompson acknowledges a significant change is with regard to demographic and cultural changes. Thompson also recognises the impact and influence of economic forces, government and government, and how these processes are seemingly evolving without the basic tool of democracy. As such, planners must seek to continue to place planning issues onto political agendas for strategic purposes (Thompson 2007).
Susan Thompson maintains a healthy and optimistic attitude and outlook to the future of planning in New South Wales. Thompson’s ability to find the smallest opportunity to create a positive contribution on her immediate surroundings has been a significant factor influencing her nomination as both an iconic and influential female planner in NSW. This is both evident in the number of courses, programs and projects she has been involved with throughout her academic and government planning career. Thompson promotes the acknowledgement of the small every day aspects of life, the interactions and people that contribute to the planning tapestry and broader development industry. Thompson believes that society is living in difficult times of unprecedented change which at points can be daunting and overwhelming. Rather than to dwell on this situation, Thompson encourages both female and male planners both to invest and concentrate on their immediate environment, seeking to improve and enhance both people and place. It is this sense of hope and theme of creativity that is a substantial to the nomination of Thompson as both a leader and icon within the planning community (Thompson 2007).

**Conclusion**

Chapter 6 provides an in-depth qualitative research regarding the attitudes, perceptions, participation and contributions of Susan Thompson. The research documented demonstrates the contributions of Thompson which have translated into a status of both power and influence within the context of New South Wales. Throughout Chapter 6 a number of significant themes have been identified. The proceeding chapter collates the key cross-cutting themes that have emerged from this, and previous 3 through the qualitative in-depth interview process. Chapter 7 presents these themes aligned to the respective theoretical contextualisation, further substantiating the nomination of the four contemporary iconic and influence women planners in New South Wales.
Part Three

Discussion, Analysis and Findings of Iconic and Influential Women Planners in New South Wales
Women in the Planning Profession

Chapter 7
Findings, Thematic Analysis And Discussion
A number of cross-cutting themes have emerged within this research project as attained through the extensive primary research conducted. Chapter 7 presents, analyses and documents the common key themes as aligned to the respective theoretical contextualisation regarding power, leadership, iconic and influential. The themes examined are significant to the nomination of the four women as iconic and influential planners within New South Wales. A Coding Tree has been formulated for the purposes of rigorously completing this task. The Coding Tree is included in Appendix H.

Findings, Thematic Analysis and Discussion

The preceding six chapters have demonstrated the expansive and all encompassing roles, responsibilities and contributions of women planners within the New South Wales. In achieving this task, a number of common key themes have been identified, and for the purposes of understanding the attainment of the suggested status of ‘iconic’ and ‘influential’ these themes have been investigated. The thematic analysis is structured into the four major components, the same parameters by which the contributors were examined. The structure comprises of a background, detailed professional experience, the role of women in planning and the future of women in planning.

Background

The factors and influences that led each of the four women into planning vary somewhat, however the common interest, passion and concern for ‘people and place’ is that which binds their experiences. In reflecting upon their professional careers, the notions of ‘evolution’ and ‘journey’ are prevalent and significant to each of the four contributors at both a personal and professional level. In addition, the various paths, opportunities and sacrifices the women have
individually embarked upon and experienced have formed a rich tapestry whereby an abundance of knowledge, skill and expertise has been formed. The evolution and journey to which each of the women have individually taken is considered a process by which learning and experimentation are significant themes. In many instances, the women have compromised and scarified aspects of the personal and professional integrity in a bid to uphold what would be considered as ‘common’ values in an effort to attain sustainable and desirable outcomes. For each of the women, these experiences have been particularly emotional and nostalgic, their vulnerabilities exposed in many instances where life has thrown a curve ball.

Irrespective of the various personal backgrounds and history of the four women examined, I believe that the integral and centrally binding core professional values is that which has led to their success and power, in turn nomination as both iconic and influential women planners in New South Wales. These common core professional values encompass concepts of professional ethics, honesty, equity and integrity. From the research that I have conducted it is evident that the success of each of these women in regard to the acquisition of power, has been through attempting to ensure that these core professional values are upheld with the ambition not to compromise matters at the expense of the community, environment or built form. I believe that these core professional values have in turn translated into respect, admiration and representation within the planning community.

It would be naïve to suggest that the success of the four women is solely based in accordance with their common interest in ‘people and place’, more so that in all instances application of their common professional core values have been applied. In my opinion, each of the women to which this research has examined are highly intelligent, creative and insightful. In addition have
been provided, or sought to attain opportunities whereby they have been able to contribute significantly, in turn been recognised within the planning profession.

**Professional Experience**

The professional experience of each of the women nominated exceeds 25 years within the planning industry within New South Wales. The women vary in accordance to the sectors and specialisations to which they are interested, and subsequently invested time in. In addition, the women have worked on projects varying in scale and nature, the common theme relates to the degree of influence, whether tangible or intangible, to which they have influenced the social, cultural, economic and physical environment. The common themes within the professional experiences of each of the women within positions of power and leadership, has been in understanding the various roles and responsibilities they are acquired to assume. The roles common amongst the women include the facilitator, negotiator and administrator. Commonly experiencing conflict given the often highly political nature of the projects and responsibilities to which they have assumed, accordingly changing roles has been significant in their ability to acquire respect and responsibility. In addition, I am of the opinion that the women ‘think outside the square’ to providing creative and appropriate solutions. It is their effectiveness and success in utilising these skills that are significant to their positions of leadership and management within varying scales throughout the public and private sector.

A significant theme amongst each of the four women nominated is the value of family. In many instances, each of the contributors have found the family work balance particularly complicated and difficult given the conflicting agendas of long hours, delivering high quality results within demanding and consuming work practices. ‘Home life’ remains an important aspect to each of the women, irrespective of their family structures, each have maintained a high degree of
commitment, respect and love towards the people closest to them. My observation is that there is a dependence and trust the women have bestowed upon their families that have provided inspiration and support throughout each of their careers. For each of the women, their family have been a significant source that have motivated and encouraged their involvement and commitment to their planning careers.

For many planners, the role and influence of politics is highly significant, this is particularly evident in the experiences of the women nominated. Although their approaches vary somewhat, each of the women nominated have ‘played the politics’, devising strategic and effective means in addressing and managing this factor. Whether internal to their organisation or determined by external forces the professional success of the women nominated has been in conjunction with understanding and appreciating the role and relationship between planning and politics. In saying this, it is with consideration to the agenda that each domain, being social, environmental, physical or economic, that is ‘brought to the table’. Through the stories presented I am of the opinion that women in many instances have known ‘which battles to pick’ and when its important to back down. As such, a clearly associated theme is both pride and confidence.

A highly visible theme amongst each of the four women nominated is their desire and ambition to invoke, facilitate and implement change. It is this driving momentum, as combined with a number of personal characteristics and traits that have leant these women to achieve change as driven through political and associated means. In pursuing change, the women mutually see the importance of community involvement and education for acceptance. Ensuring a comfortable transition, as suggested by the women’s experience is highly significant to the success and long term outcomes of many of their successful projects.
Role of Women in Planning

Each of the women nominated are highly attuned to the current gender composition within the New South Wales planning system. In addition, the women air a degree of concern towards the significant drop off of women over the ages of 35. Interestingly, a common theme amongst the women pertaining to the role of women in planning is that it is not as significant as this research project had suspected. The contributors are united in their attitude that planning should come first, that the period of the 1960’s and 1970’s provided the means to which women entered the workplace and were provided the legislative and cultural support to ensure equality and equity. However, the work has been done and its time to revise the agenda. Common amongst their experiences in the ‘early’ days, the women did acknowledge a differentiation between their participation and contributions given a degree of gender bias. However, the women also acknowledge that additional factors did come into play. In particular, themes of age, respect and experience are just as significant to the women as the aspect of gender. The success of the women in my opinion has been their ability to by pass themes of sexism and oppression devising their own unique skills to overcome and individualise their working practices.

A key finding and theme amongst each of their women is the importance and weight placed on industry based organisations in supporting the role of women and men alike within the planning discipline. Each of the women believe that the industry organisation PIA is a significant medium for the purposes of unifying planning, to which according to each of the women, is currently experiencing a poor cultural and image based persona both amongst planners and within the broader community. Each of the women strongly advocate for a shift in this attitude with action initiated through PIA and associated industry organisations. One key finding from the research is the opportunity for a women’s division to be introduced within PIA that would in turn provide a means for female planners to unite and possibly assist in the significant reduction in female
planners post 35 years of age. It is recognised amongst each of the candidates that this drop off is significant to planning and the built form in general, with skills in more senior areas of planning being lost in addition to a reduction to an already under populated discipline.

My observation as to the role of women in planning, having conducted this extensive research project is not dissimilar to the findings from my primary research. Women in the planning profession are a significant component to planning philosophy, theory and practice, as are the male counterpart. From the research that I have collected, it is clear that planning is a relatively contemporary and progressive movement based on principles of equity, equality and change, encourages like minded people into contributing to a force that seeks social, environmental, physical and political sustainability. From the research conducted, I am also of the opinion that the role of industry associations, in particular PIA and NAWIC should be further encouraging the unification of planning and improvement to the general attitude, image and culture of planning that is chronically lacking at present time.

A highly significant theme that has been recognised throughout this research project is the importance and value of communication. Each of the women nominated suggest that women are ‘better’ communicators than their male counterparts. Although there is extensive research as to the biological related aspects of communication, this research project has not sought to determine who is necessarily ‘better’ at communicating. Instead the research project suggests that males and females have a variety of communication skills to which vary. In addition, from the research conducted a number of generalisations have been provided as to whether male or females are better communicators. These are only generalisations and cannot be suggested to be definitive of either gender.
In regard to aspects of communication, interestingly the women make little reference to working within a team environment. It is my understanding that each of the women who have contributed to this project have been heavily involved within teams, however give little reference to these teams has been provided. I am of the opinion that achieving status of both influence, power and that of an icon requires a positive team culture to which facilitates an environment for personal and professional growth. An opportunity for future research would be examining the ‘team’ environment and the ways in which it assists people in developing status and power.

**Future – Women in the Planning Profession**

According to each of the women that have contributed to this research project, the most challenging issues set to face both women and men planners alike is improving and encouraging a positive image of planning. The women strongly advocate that it is in the interest of all that we reconsider the function, application and culture of planning as a profession that provides remedy as opposed to further developing boundaries and obstacles.

From the research I have prepared, I envision the future of women in the planning profession to continue to develop as a significant equal to their male counterparts. However, in ensuring that this progress takes place, it is evident that planners must continue to work on improving their relations and the culture within the broader industry. From my research it is evident that the development industry in general remains largely male dominated. In addition, there appears to be a lack of values and professionalism which in turn translates into discrimination and bias. Each of the women nominated have, and continue to find it challenging working within the development aspect of the industry, which is considered to be construction related aspects of
the industry. As such, for both male and female planners, developing and encouraging positive, equitable and equal gender relations for the future of the development industry is essential.

**Conclusion**

Chapter 7 has provided an extensive discussion and thematic analysis of the cross-cutting themes and findings that have emerged within this research project. These findings, analysis and discussion as mentioned have been attained through the extensive primary research conducted. As demonstrated, the themes examined are significant to the nomination of the four women as iconic and influential planners within New South Wales. The findings reveal that a combination of personal characteristics and professional accomplishments individual to the contributors, have led to their nomination as both iconic and influential women planners in New South Wales.

The contributions and participation of women in the planning profession within New South Wales are extensive and highly significant to both people and place. The closing chapter highlights the key findings from each of the seven preceding chapters drawing upon theoretical and qualitative research. It concludes by identifying areas for future research that have been revealed and identified as a result of the research conducted throughout this thesis.
Women in the Planning Profession

Chapter 8
Conclusion
The contributions and participation of women in the planning profession within New South Wales are extensive and highly significant to both people and place. The closing chapter highlights the key findings from each of the seven preceding chapters drawing upon theoretical and qualitative research. It concludes by identifying areas for future research that have been revealed and identified as a result of the research conducted through this thesis.

So What?

The participation and contributions by women planners in New South Wales are vast and significant. Women planners within New South Wales are actively shaping the strategic direction, social behaviours, economic activity and physical form on a daily basis (Wright 2001). Irrespective of this expansive involvement, the contributions and participation of women planners to date remain largely undocumented and relatively unrecognised (Sandercock 1998).

The significance and relevance of this research project is has been to address this void, identifying and documenting the stories and contributions of four contemporary iconic and influential women planners in New South Wales practicing in private practice, academia, Local and State Government. Within the framework of sociological theory regarding the prescribed criteria pertaining to power, influence and leadership, this research project extracted and analysed key themes derived from the women’s stories. The themes were derived through a qualitative approach delivered through an in-depth interview process. The project has also provided a brief chronological recount, revealing the historical transformation and role of women planners in NSW. The subsequent section, devised into the respective chapters, identifies the key research findings as in accordance with the objectives detailed within Chapter 1.
Key Findings

Part One: Iconic and Influential – Sociological Notions of Power and Leadership

Chapter 2: Literature Review

A key objective of this research project sought to record an initial chronological recount and documentation of the roles, responsibilities and contributions of women planners within NSW planning system. Chapter 2 achieved this objective through a literature review of the history of women planners within New South Wales. The findings reveal that very little documentation or interest has been traditionally invested into women planning studies. A key finding from this research indicates that women, until the 1970’s were relatively invisible playing a limited and submissive role within planning. The findings suggest that this retraction is based in accordance with society’s culture depicted by social structure and gender bias.

The turning point that saw an increase in the respect, admiration and participation of women in planning is evident from the formal establishment of the industry since 1951 with the institutionalisation nationally of the planning association. This was subsequently followed by the Australian Local Government’s Women Association. The chronological recount prepared recognised the exponential increase in the participation of women since the 1970’s as spurred by the feminist movement, more specially the feminist planning movement. Particularly, Chapter 2 reveals that the planning discipline is, providing men and women equally, many opportunities to harvest successful, valuable and meaningful careers.

Chapter 2 provided an array of sociological theory pertaining to notions of power. The research reveals that, power, influence and leadership vary in definition and interpretation. In addition, power, influence and leadership can be attained through a variety of means, perceived in both a negative and positive context are an exertion of authority and influence. The theories of
power extracted through extensive research facilitate three purposes regarding this research project. The first, understanding that which power is, and the means by which people attain power. The second, understanding the relationship between social structure and power, in turn the position of women within social structure and their traditional oppression from power. Finally, studying theories of power provides the means to qualify and assess the women nominated as iconic and influential planners within New South Wales.

Finally, Chapter 2 has illustrated that from the 1970’s with the increased commitment and interest in the area of feminist planning theory; women have, and continue to play a significant role within the discipline. The chapter provided a background as to the perception and position of the feminist planning movement regarding the perceived gender bias in the practice and theory of planning. This perception is that the planning practice and movement reflects gender bias which has in turn been constructed and implemented into the physical fabric. The findings demonstrate that the accomplishments of men and women alike, within New South Wales have raised the status, reputation and respect of women within the built environment. It was also found that a significant amount of research in this area is still required and promoted by many feminist planning theorists to ensure longevity in gender equality.

Part Two: The Life and Career of Four Contemporary Iconic and Influential Women Planners in New South Wales

Chapters 3, 4 5 and 6: Julie Bindon, Sue Holliday, Ruth Holten and Susan Thompson

Chapters 3 through to, and inclusive of 6 have achieved the second objective of this research project which sought to document the attitudes, experiences and contributions of four iconic and influential women in academic, private, Local and State Government planning practice. In achieving this goal, four women planners were nominated as in accordance with their
background, professional experience, involvement within planning and opinion towards women in planning. In addition, the women were assessed in accordance to the various theories and criteria of power as detailed within Chapter 2. The women nominated and documented include Julie Bindon, Sue Holliday, Ruth Holten and Susan Thompson. The interviews documented the experiences and knowledge of the four women, substantiating their opinions and positions on planning matters in accordance with academic theory. The subsections below detail the findings respective to each of the candidates that participated in this research project.

Chapter 3: Julie Bindon – Documentation and Recount

Through the intensive qualitative research approach, the participation and contributions of Julie Bindon within private planning practice have been documented. The information prepared details Bindon’s progression into a position of status, power and influence within the New South Wales planning community and development industry.

Chapter 3 details Bindon position and observed realities of women planners in the private sector of NSW. Bindon’s acclaimed status as both iconic and influential is founded on the premise of importance and value she places on planning, as demonstrated through her fundamental value of professional ethics. In addition, Bindon identifies areas to which the profession can improve and grow, particularly emphasizing the importance of raising the disciplines profile through associations such as PIA, NAWIC and the PCA. Bindon also advocates the need for planners in NSW to assess and evaluate the existing planning system.

Chapter 3 illustrates Bindon’s success in private practice, as demonstrated through her contributions within JBA Urban Planning Consultants. Bindon’s commitment to her staff, particularly at the junior level, through her encouragement of training, learning and mentoring,
demonstrates her position as a leader and the significant degree of influence within the industry. Bindon’s affiliation within the property industry proven evidence in large scale projects to which she has partaken, demonstrates her position of influence and power.

Chapter 4: Sue Holliday – Documentation and Recount

The planning career of Sue Holliday as demonstrated throughout Chapter 6 is denoted by significant contributions to planning particularly within the State Government forum. Sue Holliday as evidently proven within Chapter 4, is both an iconic and influential female planner within the context of New South Wales. Whilst in the positions of Director General and Deputy Director-General, Sue Holliday’s position adopted the roles of a negotiator, facilitator and activist in the pursuit to transform Sydney into sustainable, usable and interchangeable city.

A key finding extracted from Chapter 4 is the importance of embracing a vision, more so ‘change’. Holliday advocates planners to educate and comfort society, so as to guide and smoothly assist the transition that is needed for the improvement and sustainability of cities. Coupled with this finding is the importance of understanding human behaviour, the means by which are a significant component to change. Holliday maintains that planners, irrespective of gender, must seek to achieve change through a high degree of emotional intelligence by which encompasses equity, equality and professionalism.

Chapter 5: Ruth Holten – Documentation and Recount

As detailed throughout Chapter 5, Ruth Holten is a highly attuned female planner whose contributions encompass the Local Government sector. Holten’s positions of senior management in combination with her vast experience within development assessment and control indicate the variety and depth to her skills base which has significantly contributed to
her nomination as both an iconic and influential woman planner in New South Wales. The key themes extracted from this in-depth analysis encompass family, communication, family and workplace balance, the many aspects of PIA and the future of women in planning.

Chapter 6: Susan Thompson – Documentation and Recount

Chapter 6 documented the experiences and contributions of Associate Professor Susan Thompson, an iconic and influential woman planner within the academic field of planning in NSW. As evidently proven throughout Chapter 6, Thompson's position as Program Head of Planning and Urban Development at the University of New South Wales (UNSW) is a highly significant position of authority within the field of academics and education. Thompson proves a steadfast figure, instrumental in influencing the learning of future planners as per her driving ambition to modernise planning education for improved application in practice.

Part 3: Analysis of Iconic and Influential Women Planners within Sociological themes of Power and Leadership

Chapter 7: Findings, Thematic Analysis and Discussion

Chapter 7 has provided an extensive discussion and thematic analysis of the cross-cutting themes and findings produced that have emerged within this research project. These findings, analysis and discussion as mentioned have been attained through the extensive primary research conducted. Chapter 7 has presented, analysed and documented the common key themes as aligned to the respective theoretical contextualisation regarding power, leadership, iconic and influential. As demonstrated, the themes examined are significant to the nomination of the four women as iconic and influential planners within New South Wales. The findings reveal that a combination of personal characteristics and professional accomplishments
individual to the contributors, have led to their nomination as both iconic and influential women planners in New South Wales.

Having consideration to the findings detailed above within the respective chapters, it is to be noted that a number of areas for future research have been identified as related to this research project within the fields of planning history, feminist planning theory and women planning studies. Over the following pages a comprehensive listing of these areas of future research has been considered.

**Areas of Future Research**

The first, most evident and obvious area for future research is the opportunity to prepare a comprehensive chronological recount of women in the planning profession within Australia. This task in itself could form an entire research project. This research project is considered to have formed a preliminary platform whereby a detailed recount of women in planning within New South Wales and Australia abroad would be of value to both women planning studies, and significantly promoting awareness as to the presence, value and image of the planning discipline.

In addition to this chronological recount, it is clear that extensive research within the area of the feminist planning movement is clearly lacking. The feminist planning movement, as clearly expressed within this research project, have underpinned a perception as to the forms in which gender imposes on the built form and use of space – particularly with regard to male presence and imposition. However, little to no research has been prepared detailing the ‘woman’s touch’, the feminie aspects of the built form and the values that women have imposed onto the built form.
As indicated within this paper, currently, 50% of planners under the age of 35 are women, above 35 years this figure significantly drops to 26%. Investigating this departure of women from planning is highly significant on the fundamental basis that as these women leave planning, so does an extensive amount of knowledge and skills. Why are almost 50% of women planners leaving the planning profession? What are the factors influencing and contributing to this large influx? More over, what are the implications of women above the age of 35 years constituting 26% of the planning discipline? Finally, how can women be facilitated, supported or encouraged to remain in the planning industry?

In association to the above mentioned area of future research as revealed by this research project, is a detailed examination as to why women do not enter senior positions of management within the built environment. A key finding of this paper as extracted from the qualitative and theoretical research, was that men dominate positions of management and that the possibility that underlying aspects of workplace politics may be prevalent within this arena. Are women offered the same opportunities as their male counterparts to enter positions of senior planning management? Are women encouraged to enter positions of senior planning management? More over, are management and leadership styles between females and males different, by having more women in senior planning management positions would social, environmental and physical outcomes be different to as they currently stand?

Blatantly apparent as evident in this research project, and possibly affiliated to the area of research detailed above, is the general demise in the attitude, perception and morale of the planning discipline by both male and female planners. This issue has been raised and briefly assessed by the Planning Institute of Australia, however perpetuates as a cultural problem throughout New South Wales. Why are planners disillusioned? What means and methods can
be implemented so as to improve the attitude and culture of planning? Who is responsible for improving and growing planning as a practice? Within the context of this research project, do male and female have varying levels of satisfaction or morale towards the planning profession and practice? These are many questions that go unanswered and an area of research both highly valuable and of interest to the discipline.

Potentially aligned to the morale and culture related aspects of planning is the relationship between planning and politics as eluded in this research project. The close affiliation of the two practices has been examined in a theoretical context, however, the opportunity exists to assess the validity and precedence that should be taken – whether it be planning or politics. As illustrated in this research project, planners within both the public and private domain often are privy to decisions and outcomes determined by politics. These decisions are not always the best outcomes, comprising many social, environmental and physical aspects. The questions are raised as to what should have a greater influence – planning or politics? Does planning or politics deliver better outcomes? Moreover, how can politics become more proactively aware, and invest greater into planning?

Communication is a skill and technique that is required both male and female planners on a daily basis in practice. Do men and women communicate differently? Is one gender better at communicating than the other? How can planners learn to communicate more effectively given their environment of conflict and compromise? This notion of communication is a significant theme throughout each of the four candidates interviewed. Each of the women are of the position, given experience and observation that women are better communicators and that a number of psychological and subconscious aspects come into effect within a professional
context. With regard to these matters, expansive opportunity exists to further contribute to the debates and discussion surrounding the gender and communication.

**Conclusion**

This research project is the production of a major independent research study that concentrates on women in the New South Wales planning practice. The significance and relevance of this research project is addressing the void and invisibility of women, identifying and documenting the stories and contributions of four contemporary iconic and influential women planners in New South Wales practicing in private practice, academia, Local and State Government. Within the framework of sociological theory, this research project has examined aspects pertaining to power, influence and leadership as aligned to the life and work of four iconic and influential women. In addition, the project has provided a brief chronological recount, revealing the historical transformation and role of women planners in NSW.

The information prepared over the preceding chapters demonstrates the practical application of data acquisition and analytical methods for the purposes of constructing a socially relevant and valuable paper has contributed an additional dimension to the enhancement of women in the planning discipline. As indicated, this project forms a preliminary investigation into what is considered an extensive area of for future research, analysis and recommendation.

The future of women in the planning profession is both promising and hopeful in this new age of creativity, expression and desire for sustainable social, economic, physical and environmental outcomes. It is the contributions of iconic and influence female and male planners that have established this platform for future growth and development.


Bindon, J. 2007. *Qualitative In-depth Interview conducted on the 23 January 2007 at the offices of JBA Urban Planning Consultants, North Sydney NSW*


Holten, R. 2006. *Qualitative In-depth Interview conducted on the 10 December 2006 at the Waverley Council Chambers*, Bondi NSW.


Holliday, S. 2006. *Qualitative In-depth Interview conducted on the 22 December 2006 at the Offices of DEGW, Sydney NSW*


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Thompson, S. 2007. *Qualitative In-depth Interview conducted on the 10 January 2007 at the Faculty of the Built Environment, University of New South Wales (UNSW)*


Wiggins, D. 2006. PLAN 4132: Professionalism, Ethics and Politics, Lecture Notes available from the Faculty of the Built Environment, University of New South Wales (UNSW)


Wright, B. 2001. Expectations of a better world: Australian planning communities, Royal Australian Planning Institute: Canberra, ACT


Note: Chapter's 3 through to, and inclusive of 6 have been prepared in accordance with a qualitative interview based approach. The interviews have not been transcribed at the request of the candidates given the high degree of personal and professional, confidential and sensitive material provided. However, it is to be noted that the candidates are cited in this bibliography.
APPENDIX E
Contributors Project Consent Form
APPENDIX I

List of Iconic and Influential Women in New South Wales Planning
<table>
<thead>
<tr>
<th>Name</th>
<th>Nickname</th>
<th>Nickname</th>
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<tr>
<td>Kylie Ah Sam</td>
<td>Elizabeth Kinkade</td>
<td>Monique Roser</td>
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<tr>
<td>Kim Anson</td>
<td>Jane Lampe</td>
<td>Petula Samios</td>
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<tr>
<td>Karen Armstrong</td>
<td>Leanne Lloyd</td>
<td>Norma Shankie-Williams</td>
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<tr>
<td>Lesley Bull</td>
<td>Krystyna Luczak</td>
<td>Diana Taity</td>
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<tr>
<td>Lucy Cole-Edelstein</td>
<td>Susan Macdonald</td>
<td>Mary-Lynne Taylor</td>
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<tr>
<td>Gail Connolly</td>
<td>Michelle Mason</td>
<td>Janet Thompson</td>
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<tr>
<td>Kim Cull</td>
<td>Jan McCredie</td>
<td>Annie Tennant</td>
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<tr>
<td>Kathy Cusack</td>
<td>Catherine McMahon</td>
<td>Sima Truuve</td>
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<tr>
<td>Janet Dore</td>
<td>Ines Meyer</td>
<td>Rita Vella</td>
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<td>Zoil Flannery</td>
<td>Phoebe Mikhiel</td>
<td>Sandy Vigar</td>
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<td>Di Jay</td>
<td>Gabrielle Morrish</td>
<td>Sarah Watkin</td>
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<td>Abigail Jeffs</td>
<td>Barbara Norman</td>
<td>Sophie Watson</td>
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<td>Lucy Jenkin</td>
<td>Tania Pilkington</td>
<td>Jennifer Westcott</td>
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<tr>
<td>Diane Jones</td>
<td>Anna Reyment</td>
<td>Pam Westing</td>
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<tr>
<td>Sarah Kelly</td>
<td>Sarah Roach</td>
<td>Jacky Wilkes</td>
</tr>
<tr>
<td>Gabrielle Kibble</td>
<td>Sandra Robinson</td>
<td>Cathy Zoi</td>
</tr>
</tbody>
</table>
Background

1. Please identify the factors and influences that led you into planning?

2. What are your professional core values and priorities that motivate you as a planner?

Professional Experience

3. In your professional experience, what has been your most rewarding experience?

4. In your professional experience, what has been the most challenging experience?

Role of Women in Planning

5. In your experience, how do you think women in particular, have and continue to influence planning and the built form?

6. Do you believe the role of women in the planning industry is changing? If so, why?

7. Being a woman, what have been the most challenging aspects of working within a traditionally male orientated industry?

8. Given your experience in the Planning Institute of Australia (PIA), do you feel that PIA has a role in supporting professional women in planning? If so, how?

9. Have organisations such as PIA changed over time? If so, how?

Future – Women and the Planning Profession

10. In your opinion, what do you believe to be the most important and challenging issues set to face women planners and the property development industry within the next 5 to 10 years? Why?

11. What role do you believe the industry associations such as PIA the PCA and the like will have in the future with regard to planning?
Julie is the founding Director of JBA Urban Planning Consultants Pty Ltd based in North Sydney. A graduate in Town Planning from the University of Auckland, with post graduate qualifications in Land Economy from Sydney University, Julie is a Fellow of the Planning Institute of Australia (PIA), a Certified Practicing Planner, an honorary Fellow of the Australian Property Institute and member of the Australian Institute of Company Directors. In 2003 Julie won the National Association of Women in Construction (NAWIC) NSW award for Achievement as a Business Woman.

Julie is currently a member of the Heritage Council of NSW, a Vice President of PIA (NSW) and member of PIA’s National Council.

Prior to establishing JBA in 1992, Julie was a Director of Scott Carver Pty Ltd (Architects, Urban Planners & Interior Designers) for 5 years, and prior to that the Principal Planner for the Rice Daubney Group (Architects). Julie is a past Chair of the Planning Committee of the NSW Division of the Property Council of Australia (PCA), and a past member of the PCA’s NSW Executive. She has been an occasional lecturer at the Universities of Sydney and UTS Sydney, a member of the Premier’s Urban Design Advisory Committee and member of the Lord Mayor of Sydney’s Development Advisory Committee, the Sydney University Planning Research Centre Council and a member of the judging panel of the Royal Australian Planning Institute's Awards of Excellence.

Working for over 25 years as a private consultant in New South Wales, Julie has a considerable range and depth of experience in most urban planning matters, particularly in advising on the planning constraints to development and in the preparation of development and rezoning applications. Julie has appeared on many occasions as an expert witness in the Land & Environment Court, and before planning Commissions of Inquiry.

Some of the projects for which Julie played a major role include advisory panel member to the NSW Minister for Planning on urban land release in Queanbeyan, a Master plan for a new city of approximately 100,000 people north of Hanoi, Vietnam; rezoning of the 51 hectare AGL site at Mortlake; the World Square mixed use development; the office & heritage project at 363 George Street Sydney; 126 Philip Street Sydney and the KENS site office project; several high rise residential towers in the Sydney CBD and at Chatswood, “Moore Park Gardens” 600 unit residential estate at Moore Park; the Chatswood Chase Shopping Centre; various projects in the City West redevelopment area; Review of Part 3 of the EP&A Act (the plan making part of the Act) for the PCA, and the Macquarie Shopping Centre master plan and integration with proposed new rail station for AMP, Part 3A major projects applications for the Carlton United Brewery site in the Sydney CBD, Macquarie University and part of the Western Sydney Employment Hub at the intersection of the M4 and M7 motorways. A list of some of the projects Julie has worked on follows.
Part 3A or Part 4 development applications for Major Projects
- Carlton United Brewery site, Broadway Sydney Part 3A Concept Plan (Carlton United Breweries)
- Macquarie University Part 3A Concept Plan
- UTS Ku-ring-gai Campus Part 3A Concept Plan
- Chatwood Chase Shopping Centre Part 3A project application
- Kioara Lands, Double Bay (Woolworths Limited & Solotel)
- Woolworths Head Office, Norwest Business Park (Woolworths Limited)
- Totem Shopping Centre & Residential, Balgowlah (Stocklands)
- The KENS Site, Kent Street Sydney (Leighton Developments)
- 126 Phillip Street, Sydney (BT Funds Management)
- King Street Wharf, Sydney (Multiplex/Australand)
- 363 George Street, Sydney (Australian Growth Properties)
- 330 346 George Street (National Australia Bank Limited)
- World Square Development, Sydney (World Square Pty Ltd)
- “Moore Park Gardens” South Dowling Street, Moore Park (Dealruby Pty Ltd)

DA & Statement Of Environmental Effects, Medium Projects
- Duntroon Avenue residential, St Leonard’s (Australand)
- Harbour Street, Mosman (LKT Properties)
- City West DAs - Pyrmont Point Park, Pyrmont Bay Park (City West Development Corporation)
- Temporary Casino (Casino Control Authority)
- Mandarin Club & Cinema Complex, Chatswood (Crone & Associates)
- “Blacktown Palms” Bulky Goods Centre (Ford Mirvac)
- Burwood Road, Concord, Medium density residential estate (Trafalgar Properties)
- Bayswater Village Hotel, Kings Cross (Comrealty Ltd)
- Ritz-Carlton Hotel, Double Bay (Sahben Group)
- Alfred Street residential tower, Milsons Point (Delege Pty Ltd)
- Beeecroft Road Office Park, Epping (Capcount Australia)

Rezoning Applications and Accompanying Environmental Planning Studies
- AGL Mortlake (AGL)
- Defence sites at Ermington & Kingswood (Dept of Defence)
- Dee Why Hotel site (Bayfield Hotels Pty Ltd)
- George Street, North Strathfield (Mirvac)
- Berry’s Bay, North Sydney (Property Services Group)
- Resches Brewery Site, South Dowling Street (Tooth & Co.)
- Oceanic International Hotel, Coogee
- William Street, North Sydney (Comrealty)
- University Hall Hotel redevelopment, Glebe (Plums International)
- Seven Hills Industrial Estate, Seven Hills (Ford Land Company)

Local Environmental Studies & Statutory Plan Preparation
- Ampol site (Leichhardt Council)
- Development Control Plan for the Leichhardt Town Centre (Leichhardt Council)
- St Leonard’s Study (Willoughby, Lane Cove & North Sydney Councils)

Major Planning Policy Studies
- Review of Medium & Higher Density Residential Planning Controls (NSW Department of Planning)
- Australian Model Code For Urban Housing, Economic & Social Aspects (Federal Department of Health, Housing & Community Services)
Prohibited Development Applications
- Paddington Markets, Paddington (Village Community Centre)

Environmental Impact Statements (Designated Development)
- Brooklyn Resort (Consensus Developments)
- Sydney Cove Overseas Passenger Terminal, The Rocks (Sydney Ports Corporation)
- Concrete Crushing Plant, White Bay (Sydney Ports Corporation)
- Marina, Pulpit Point, Hunters Hill (Comrealty)

Commissions of Inquiry or Panel Inquiry
- Queanbeyan Land Release Inquiry (Minister for Planning)
- Westfields expansion, Bondi Junction (Bondi Junction Chamber of Commerce)
- Paddington Markets (Village Community Centre)
- Pulpit Point Marina (Comrealty)

Expert Witness, Land & Environment Court
- Grosvenor Australia Properties Pty Ltd v Sydney City Council – Stage 1 DA 521 – 527 Kent Street, Sydney (Grosvenor Australia Properties)
- Mt Annan Christian Life Centre v Camden Council (Court appointed expert)
- Penrith Landfill, Pacific Waste Management v Penrith City Council (Meriden Investment Trust)
- “Petrol Plus” DAs (Woolworths Limited)
- Mobile Home Park, Jamison Road, Penrith (P&J Projects)
- Residence, Cammeray Road, Cammeray (Mr & Mrs G Ford)

Physical Planning (Urban release areas)
- Bells Line of Road, North Richmond
- Woronora Heights, Menai
- Boundary Road, Cherrybrook
- Yaringa Road area, Glenhaven

Community Consultation Programs
- Defence site Ermitton rezoning (Dept of Defence)
- Resch’s Brewery Site rezoning (Tooth & Co)
- Epping Business Park rezoning (Capcount Australia)
- Burwood Road, Concord rezoning (Trafalgar Properties)

Miscellaneous
- “Planning a New Way Forward” Research and policy paper for reform of Part 3 of the EP&A Act (PCA)
- Submission on 1996 Draft LEP & Draft DCP for Central Sydney (BOMA)
- Blacktown Mall Study (Blacktown City Council)
- Penrith Mall Study (Penrith City Council and a group of Mall Owners)
- CBD Floor space Capacity Study (Sydney City Council)
- Highest & Best Use Study, Australia’s Wonderland, Blacktown (Wonderland Consortium)
- Development Options study, Richmond Railway Station (SRA)
- Site identification, new computer centre & training facilities (Westpac Banking Corporation).
Contributor: Sue Holliday

Qualifications

Bachelor of Arts (Economics) 1970, Goucher College, Baltimore, Maryland U.S.A.
Master of Philosophy (Town and Country Planning) 1976, University College, London

Board and Committee Memberships

National PIA President 2006
Managing Director, Strategies for Change 2005
Non Executive Director, Transport Infrastructure Development Corporation 2004
Executive Director and Managing Director, Honeysuckle Development Corporation 1997-2003
Non Executive Director, Sydney Harbour Foreshore Authority 1997-2003
Government appointed alternate for Director-General, Member 1997-2003
Executive Director, South Sydney Development Corporation 2002-2003
Green Building Council of Australia, Inaugural Board member 2002-2003
Australian Building Codes Board, Board Member 2002-2003
Historic Houses Trust, Government appointed Trustee 1991-1996
Member, Central Canberra Taskforce (appointed by Minister Corbell) 2005
Central Sydney Planning Committee 1989-2003
Government appointed alternate for Director-General 1989-1997
Northern Rivers Regional Strategy Management Committee, Chair 1995-1997
NSW Better Cities Committee, Chair 1992-1997

Professional Memberships and Appointments

Certified Practicing Planner, Planning Institute of Australia 2005
National President, Planning Institute of Australia 2005
Adjunct Professor, University of Technology, Sydney 2003-
Chair, National Inquiry into the Employment and Education of Planners 2003-2005
Mentor, Australian Graduate School of Government 2003-2005

Employment History

DEGW Asia-Pacific - Director of City Strategy Oct 2003 - present

Responsibilities:

- Expand DEGW Asia Pacific’s business into the area of City Strategy, bringing the experience and knowledge of DEGW’s European operations to Australia and the Asian Region.
- Coordinate multi-client research into the impact of change on cities.
- Advise governments on strategic policy directions for their cities.
- Work with landowners, developers and universities to help them add value to their assets by meeting the strategic needs of government, and using their land in an innovative way, taking into account knowledge of the future way cities will be used.
Premiers Department
Responsibilities: 2003 - 2003

- The direction of an overarching review of the Grants / Subsidies Program in State Budget.

Planning NSW Director-General

- The direction and management of the Department and its subsidiary organisations.
- Leadership in urban planning in NSW, and in Australia.
- The provision of clear, definitive advice to the Minister on all aspects of the Department’s responsibilities including: the reform of the planning system; the assessment of major development applications; metropolitan planning initiatives; regional planning; the resolution of forestry conflicts; the redevelopment of key urban sectors; policy and program issues relevant to urban and regional planning.

Department of Planning Deputy Director-General
Responsibilities: 1986-1992

- The provision of high level advice to the Director-General and Minister on major planning and environmental issues, particularly in the areas of:
  - new policy initiatives
  - CBD planning and development
  - Major urban renewal programs
  - Projects of state economic importance
  - Heritage Policy (until 1 July 1996)
- Support the Director-General in the strategic management of DUAP.
- Direct the Department’s corporate management function of finance, human resources, information technology, legal information and media services.
- Deputise for the Director-General. Regularly act as Director-General.

Department of Environment and Planning/ Department of Planning
Assistant Director 1986-1992

Southern NSW
Planning Division Head 1985-1986

Western Sydney
Regional Manager 1981-1985

City of Manchester, UK
Senior Development Control Officer 1976-1978

London Borough of Greenwich, UK
Housing Assistant 1974

Joint Unit for Planning Research, University College, London
Associate Research Assistant 1971 - 1973
Contributor: Ruth Lorraine Holten

Qualifications

Bachelor of Town Planning (UNSW) 1981
Town & Country Planner – Ordinance 4 Certificate 1984

Employment History

Executive Planner, Waverley Council  
Apr 2005 to Date

Responsibilities:
- Report directly to the Director of Planning & Environmental Services.
- Assessment of development applications;
- Review processes and procedures associated with the operation of the Department, including application forms, conditions of consent, internet information;
- Provide technical feedback on Council’s planning controls;
- Chair the PES Policy Group for the review of PES policies;
- Co-Ordinate Council’s Independent Hearing & Assessment Panel;
- Provide assistance on matters before the L&E Court;
- Provide general assistance to all staff within the Department on matters relating to the Environmental Planning & Assessment Act & Regulations;
- Review and report on complaints received by the General Manager & Director in regard to the Department; and
- Relieving for Divisional Manager as required.

Senior Development Assessment Officer, Waverley Council  
June 2004 - Apr 2005

Responsibilities:
- Assessment of development applications;
- Counter duty;
- Preparation of appeals to the Land & Environment Court;
- Compliance issues arising in regard to DA’s; and
- Relieving for Area Manager as required.

Senior Statutory Planner, South Sydney City Council  
Jan 2003 - June 2004

Responsibilities:
- Assessment of development applications;
- Counter duty;
- Preparation of appeals to the Land & Environment Court;
- Compliance issues arising in regard to DA’s; and
- Relieving for Area Manager as required.
Group Manager, Land Use Management, Manly Council  
**Responsibilities:**
- Report directly to Director
- Supervision of 22 staff from areas of town planning, building surveyors, fire safety, compliance, heritage, engineer, administrative/clerical assistance;
- Preparation of Council’s monthly Planning Committee agenda and weekly Development Control Unit agenda and the subsequent minutes and correspondence;
- Co-ordinated Council’s monthly inspection meeting prior to the Planning Committee;
- Timely processing of DA’s, CC’s and associated certificates under relevant delegation;
- Convened meetings with applicants and objectors on DA’s;
- Undertook training and briefing sessions of Councillors, Precinct Committees, working groups, forums and other groups;
- Provided technical feedback on Council’s planning controls for the review of such documents;
- Represented Council in the Land & Environment Court & Supreme Court;
- Responded to inquiries and complaints from Ministers, ICAC, Ombudsman’s Office, Planning Department and other government Departments;
- Managed the Departments budget; and
- Recruitment of staff and generally handling staffing issues of the Department.

Manager Development & Building Control, Manly Council  
Manager Development Control, Manly Council  
Town Planner, Waverley Council  
Student Town Planner, Planning and Environment Commission

<table>
<thead>
<tr>
<th>Position</th>
<th>Start Date</th>
<th>End Date</th>
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</thead>
<tbody>
<tr>
<td>Group Manager, Land Use Management, Manly Council</td>
<td>Apr 1997</td>
<td>Dec 2002</td>
</tr>
<tr>
<td>Manager Development &amp; Building Control, Manly Council</td>
<td>June 1991</td>
<td>Apr 1997</td>
</tr>
<tr>
<td>Manager Development Control, Manly Council</td>
<td>April 1989</td>
<td>June 1991</td>
</tr>
<tr>
<td>Town Planner, Waverley Council</td>
<td>April 1981</td>
<td>Mar 1989</td>
</tr>
<tr>
<td>Student Town Planner, Planning and Environment Commission</td>
<td>July 1978</td>
<td>June 1979</td>
</tr>
</tbody>
</table>
Joined UNSW in 1991 after many years of experience in public sector planning. Has worked in both state and local government in strategic and statutory planning. Major service activities for the Faculty include Presiding Member (1999-2003), significant and ongoing contributions to the continuing professional education program and the development of qualitative methods in built environment research. Has also had a key role in establishing a mentoring scheme in the Faculty and greater cultural awareness in classroom practices and curriculum development. Currently Head of the Planning and Urban Development Program. Continues to maintain strong links with the profession, bringing currency to both research and teaching. Frequent contributor to practice forums on different issues including cultural diversity, belonging, healthy urban planning and community safety.

Teaching
Teaches local planning processes, social and cultural planning, qualitative methods and general urban planning issues.

Research
Has wide and cross-disciplinary research interests. Main areas of inquiry include cultural diversity and its multifarious impacts on the city; the responsiveness of built environment practitioners to cultural diversity; local governance and multicultural citizenship; transnationalism, settlement processes and the establishment of belonging; the development and use of qualitative research methods in the built environment disciplines; people / place relationships (particularly understanding meanings of home); community gardens and their role in public housing estates; and the awareness of diversity in the planning curriculum and pedagogy. Most recent and emerging research area is healthy city planning.

Selected Publications

Cultural


Meanings of Home


Community Development - Community Gardens


Research Methodology


Planning Pedagogy and Curriculum Development


Planning Practice


Healthy City Planning

The Coding Tree provided over the following pages details the major through to, and inclusive of the subsidiary themes raised within this research project. Chapter 7 provides these key findings and a thematic analysis.

**THEME 1: FAMILY / WORK COMMITMENTS**

- Balance
- Prioritising
  - Awareness
  - Reflective
- Competing demands and priorities
  - Stress
  - Over commitment
- Standard of Living - Income
- Satisfaction – life / work
- Home

**THEME 2: JOURNEY**

- Evolution
- Process
- Personal / Professional
- Learning
- Experimentation
- Emotional
  - Expressive
  - Nostalgia

**THEME 3: POLITICS**

- Authority
- Playing the politics
- Remaining distant from politics
- Appreciating and understanding the relationship between planning and politics
- Internal / External
- Responsibility
- Agendas, Desires and Expectations
  - Political
  - Planning
  - Social
  - Physical
    - Dissatisfaction
      - Catering for the status quo
        - Opportunities to satisfy the minorities
- Change
  - Changing political parties / agendas
  - Pursuing / accepting change for the better
    - Encouraging the community
      - Best practice – best outcomes
THEME 4: WOMEN PLANNERS AND THE CONSTRUCTION INDUSTRY

- Transformation process
  - Gender Roles
  - Culture, Theory and Practice of Planning
- Role
  - Gender Roles
    - Expectations – Women Vs Men
  - Negotiation
  - Compromise
  - Facilitator
  - Activist
  - Leadership
  - Management
    - Respect – Women Vs Men
    - Styles
      - Leadership
        - Iconic
        - Inspirational
        - Motivating Forces
  - Administration
  - Interface
  - Management
    - Planning Vs Managing
      - Losing sight and ‘hands-on’ approach
- Male Dominated Industry
  - Authority and Power
  - Sexism
  - Changing culture
    - Acceptable
      - Equality
      - Equity
  - Challenges
    - Attitudes / Opinions
    - Meetings: Disproportionate females to males
    - Varying degrees trust and respect
- Age
  - Influence
    - Varied perception within the community – young Vs old
      - Trust
      - Respect
      - Perception
- Behaviour
  - Women Vs Men
    - Varying perceptions
    - Behaviour in the workplace
      - Personal opinion perspective
- Clear goal / definition / direction
- Theory Vs Practice
  - Existing planning system
    - Environmental Planning and Assessment Act 1979
      - Complicated system – red tape
      - Assessment of relevance / necessity
      - Over regulation
      - Myopic
      - Localised
      - Intensification
      - Frustration / Tiresome
      - Costly – Resources, Time and Labour
- Culture
  - Disheartened / Disillusioned
  - Negative attitude / perception / culture
  - Questionable direction of planning culture
  - How to improve the existing culture
  - Commitment / Persistence questionable
  - Value to the social, physical and environmental domains
  - Responsibility / Obligation
    - Society, Political, Environmental and Physical
      - The Future
      - Demanding
      - Stressful
      - Expectation
- Education
  - Academic Study
  - Professional Development
  - Mentoring
  - Graduates
    - Lack of experience - Training
- Politics
  - Conservative Vs Radical Approaches
  - Political Figures / Movements
    - Individual Figures of Authority
      - Personalities
- Satisfaction
  - Passion
    - Interest
  - Projects
  - Team
    - Team Work Vs Individual Contributions
      - Time, Budget Resources
      - Combination people varying backgrounds i.e. races, religions etc
      - Sense of achievement / satisfaction
      - Motivational aspects
THEME 6: CITIES

- Fascination: Format, Function, Layout, People and Place
  - Change / Fluidity
    - Transport / Physical Movement
    - Demographics / Social Behaviour / Lifestyle / Career
    - Achieving Implementation – Public and Political Support
      - Creativity, Experimentation and Risk

THEME 7: WORKPLACE BEHAVIOUR

- Power
- Workplace Culture
  - Stress
  - Pressure
  - Demanding
  - Expectation
  - Vulnerability
  - Conduct and Manner
    - Bold, Determined, Confident and Conflict
    - Leadership skills and Mentor
  - Professionalism
    - Equity, Honesty, Respect and Integrity
  - Gender Equality
    - Practice
    - Interpretation within the community and industry

THEME 8: COMMUNICATION

- Women Vs Men – Interpretation of Communication Styles
  - Approach
  - Attitude
    - Listeners, Approachable, Trust and confide
- Conflict Resolution
  - Confrontation
    - Community and Political
      - Uncomfortable
      - Women Vs Men approach dealing with conflict
- Leadership
  - Mediator, “Honest Broker”
  - Individual Qualities
    - Trust, Honesty Integrity
- Team
  - Management
    - Conflict Resolution and Confidentiality
- Networking
  - Understanding and promotion of the disciplines
<table>
<thead>
<tr>
<th><strong>Iconic</strong></th>
<th>“a person regarded with particular admiration or as a representative symbol”.</th>
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<tr>
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<td>(Oxford English Dictionary 1994)</td>
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<tr>
<th><strong>Influential</strong></th>
<th>“exertion of influence, especially great influence”.</th>
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<tr>
<th><strong>Leadership</strong></th>
<th>“process that goes on between leader and follower (which is mainly emotional, although there is an intellectual aspect as well); and the context of the leadership (this concerns the destination towards which the leader points, which is usually rational but may contain highly emotional elements too)”.</th>
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<td>(Mant 1997: 22).</td>
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<tr>
<th><strong>Power</strong></th>
<th>“the degree to which individuals or groups can impose their will on others, with or without the consent of others”.</th>
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<td>(Haralambos et. al. 1996: 27)</td>
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<tr>
<th><strong>Social Structure</strong></th>
<th>“a term loosely applied to any recurring pattern of social behaviour, more specifically the ordered interrelationships between the different elements of social system or society”.</th>
</tr>
</thead>
</table>
08 December 2006

Application No: 065084
Project Title: Women in Planning Profession

Attention: Elisa Sperling
Student No: 3022813

Dear Elisa,

Thank you for your application requesting approval to conduct research involving humans. The Panel has evaluated your application and upon their recommendation, has attached the decision below.

Please be aware that approval is for a period of twelve months from the date of this letter, unless otherwise stated below.

We wish you success with your research project.

Decision

Approved

Cleared to proceed. Meets with criteria. No need to resubmit anything.

Advisory comments:

<table>
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<tr>
<th>Item</th>
<th>Advisory comments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>It is unclear on your application about how you intend to store your research data. This must be considered and please be aware that you must keep your research data for a period of 5 years should you intend to publish your research.</td>
</tr>
</tbody>
</table>

Any approval to conduct research given to the applicant Researcher is done so on the condition that the applicant Researcher is at the date of approval: (a) a Student undertaking an approved course of study in the FBE; or (b) a member of Academic Staff in the FBE. If, at any time subsequent to the date of approval and prior to completion of the research project the applicant Researcher ceases to be either of (a) and (b) above, then any prior approval given to the applicant Researcher to conduct will be deemed to be revoked forthwith. The applicant Researcher must inform the FBE HREA Panel immediately upon any change, or possible change, to the applicant’s status that may affect any prior approval given by the Panel to the applicant Researcher to conduct research.

Evaluation Authority: Graham Fletcher (Convener)
FBE HREA Panel

Approving Authority: Jim Plume
Head of School
Faculty of the Built Environment

Copy to: Nancy Marshall, Supervisor