



THE CITY OF  
GREATER GEELONG

# BA-GURRK

A GENDER EQUITY FRAMEWORK FOR  
THE GREATER GEELONG REGION

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JANUARY 2019

**Council acknowledges Wadawurrung Traditional Owners of this Land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.**

**BA-GURRK is Woman in Wadawurrung language.**

**Naming this framework in the language of the First Nation of the Greater Geelong region pays homage to Wadawurrung Traditional Owners.**



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# MESSAGE FROM THE MAYOR

It gives me great pleasure to present the City's inaugural Gender Equity Framework, which confirms our continued commitment to gender equity. It sets out how we, as the local government for the Greater Geelong region, will move towards gender equality.

It is everyone's responsibility to advocate and influence for change in our society; change that will see our great region benefit from the full and free participation of women and girls in every aspect of community life.

Only by working together, with women and men alike collaborating and partnering, will we see a shift in gender equitable conversation and action.

The Ba-gurrk Gender Equity Framework aims to further eliminate barriers, and continue to acknowledge and celebrate the crucial role that women and girls play in our economy and our community.

This framework acknowledges the advocacy and influence of many people across our region to improve women's economic status, to increase opportunities for women's leadership and participation, and to improve the safety and wellbeing of women.

As the Mayor of Greater Geelong, I look forward to a time when we can celebrate the equal representation of women on our Council, in line with the state government's 50/50 by 2025 goal.



A stylized, handwritten signature in black ink, appearing to read 'Bruce Harwood'.

CR Bruce Harwood  
Mayor, City of Greater

# MESSAGE FROM THE CEO

## Gender inequality is a key driver of violence against women.

The City is determined to stop men's violence against women and this begins with recognising and addressing gender inequality.

The City strives to become an organisation that is better equipped for the future in line with the Clever and Creative<sup>1</sup> goals. This requires a heightened awareness and understanding of our people and communities, including an emphasis on equitable access and participation for all and in all.

The Ba-gurrk Gender Equity Framework lays the foundation and provides directions needed to create the response for change necessary for a truly gender equitable culture and society.

The City of Greater Geelong seeks to reflect the diversity of our community and create a place where all people, regardless of gender, are treated equitably, inclusively and with respect.



A handwritten signature in black ink, appearing to read 'Martin Cutter'. The signature is stylized with long, sweeping lines.

Martin Cutter

Chief Executive Officer, City of Greater Geelong

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1. City of Greater Geelong, 2018

“We need to dismantle the stereotypes and relationships which limit the social and professional realities of girls and boys (and ultimately men and women) if we’re to achieve genuine and lasting change<sup>2</sup>”

Elizabeth Broderick, Sex Discrimination Commissioner, Australia 2010

“Local government plays an important role in creating and supporting environments that enable community to achieve optimal health and wellbeing. Reducing inequity for women is a key strategy in achieving this goal, as it allows for a more just, inclusive and fair society for both women and men<sup>3</sup>”

Why Gender Matters - Gender Equity in Local Government Partnership, 2012

“All Victorians live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness. All Victorians recognise that gender equality is essential to economic prosperity and that gender inequality has significant economic cost. Victoria leads the way in gender equality with sustained, enduring and measurable action<sup>4</sup>”

State Government Vision 2016



2. New Men New Women New Economy, 2015

3. Why Gender Matters; Ten ways local government can advance gender equity , 2012

4. State of Victoria, 2016

# EXECUTIVE SUMMARY

## The City of Greater Geelong values and celebrates diversity.

It is the role of Council to provide governance and leadership for the local community through advocacy, decision making and action.<sup>5</sup> Through the development of the Ba-gurrk Gender Equity Framework, the City has identified relevant current research, policy and community expectations to achieve gender equality. It addresses gender equity as a governance, community and organisational issue and will provide a guide to develop, implement and monitor actions.

The City acknowledges that this Gender Equity Framework does not seek to address all forms of gender inequality, however, the framework primarily focusses on the inequalities that exist between women and men, including people who identify as women and men. It is also acknowledged that other inequalities exist that relate to Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI) communities and affirms the right to equality and fairness for LGBTI people and communities.<sup>6</sup>

*Safe and Strong, A Victorian Gender Equality Strategy: Preventing Violence Against Women Through Gender Equality*<sup>7</sup> notes that building a culture of respect and equality requires the involvement of individuals, families, communities, work places, businesses, sporting associations, the media and the arts.

A key part of the Framework's development was the process of engagement with key stakeholders and the Geelong community. This engagement provided a rich source of information as well as encouraging both internal and external stakeholders to be part of the journey to apply the principles and actions in the Framework into their communities, organisations and networks over the long term.

In 2018, the City of Greater Geelong developed a set of Social Equity Principles that are to be applied to all aspects of service and infrastructure planning, resource allocation and delivery. All Council activities must address these principles.

To provide context and ensure a consistent approach to the development of this Framework and the action plan, the following guiding principles have been adopted:

- Gender is an inclusive concept;
- Understanding the journey from gender equity to gender equality;
- Recognising appropriate language and communication;
- Address workforce gender gaps; and
- Acknowledge the gendered nature of family violence.

The City of Greater Geelong has implemented a range of gender equity activities, such as endorsing the Victorian Local Government Women's Charter, unconscious bias training, its involvement with the Women in Local Democracy (WiLD) group since 2012, and the creation of the Women in Community Life Advisory Committee (2013) to name a few.

In addition, the Workplace Gender Equality Agency toolkit<sup>8</sup> provides a strategic structure for the City to develop and implement an informed action plan as well as set the way to measure progress and change. This will be achieved through ongoing engagement with key stakeholders and the Geelong community.

The following three spheres will form the basis of the City's Gender Equity action plan:

1. **Leadership:** The City of Greater Geelong, as a leader, commits to working towards a gender balanced organisation.
2. **Organisational Policies and Procedures:** The City will set benchmarks for workplace change and move towards gender equality.
3. **Community:** The City will promote gender equity and the prevention of violence against women through a whole-of-community approach.

5. Parliament of Victoria, 1989

6. Department of Health and Human Services, August, 2018

7. State of Victoria, 2016

8. Workplace Gender Equality Agency

# DEFINITIONS



Gender equity recognises that people of different genders have different life experiences, levels of power and access to decision-making, therefore different approaches are needed to provide equitable outcomes for all. To ensure fairness, strategies and measures are needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a 'level playing field.' Equity needs to occur before we can enjoy equality.

Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

Gender equality is the equal rights, responsibilities and opportunities of women, men and trans and gender diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same, rather their rights, responsibilities and opportunities will not depend on their gender.<sup>9</sup>

**“No one individual, community, organisation or government can prevent violence against women alone. However, through a shared, consistent and mutually reinforcing approach, we can all contribute to creating a safer Australia built upon respect and equality”**

**Our WATCH, 2015**

<sup>9</sup>. Department of Environment, Land, Water and Planning, 2018

# PRESENTING THE CASE FOR GENDER EQUITY

In recent decades, women in Australia have made significant strides towards equality with men. At universities, in workplaces, in boardrooms and in government, a growing number of women have taken on leadership roles, forging pathways for other women and girls to follow. Despite this progress, women and girls continue to experience inequality and discrimination in many important parts of their lives, which can limit the choices and opportunities available to them.<sup>10</sup>

## Current research shows:

- the Australian workforce is highly segregated by gender and female-dominated industries - such as aged care, child care and health and community services - have been historically undervalued.<sup>11</sup>
- Australian women are over-represented as part-time workers in low-paid industries and in insecure work and continue to be underrepresented in leadership roles in the private and public sectors.<sup>12</sup>
- In 2015-2016 the average Australian woman was reaching retirement with an average of \$113,660 less superannuation than the average male.<sup>13</sup> As a result, women are more likely to experience poverty in their retirement years and be far more reliant on the Age Pension.<sup>14</sup>
- More than one in three Australian women has experienced physical or sexual violence in her lifetime and one in two experiences sexual harassment.<sup>15</sup>
- It is estimated that violence against women and their children cost the Australian economy \$22 billion in 2015-16.<sup>16</sup>

Council's Women in Community Life Advisory Committee has continued to advocate for and progress gender equity as a key priority. In 2016, the Victorian Royal Commission into Family Violence affirmed this and concluded that if we are serious about ending violence against women, "then we must begin by addressing gender inequality in our homes, workplaces, schools and on our sporting fields."<sup>17</sup>



In early 2017, the City of Greater Geelong established a Family Violence Action Leadership Group which identified the need to progress this important work through the development of a Gender Equity Framework that acknowledged a two layered approach for the City with both the community and the organisation.

10. Australian Human Rights Commission, 2018

11. Australian Human Rights Commission, 2013

12. Australian Public Service Statistical Bulletin, 31 December 2016

13. Association of Superannuation Funds of Australia Ltd., October 2017

14. Tanton, Vidyattama, McNamara, Vu, & Harding, 2008

15. Australian Bureau of Statistics, 2016

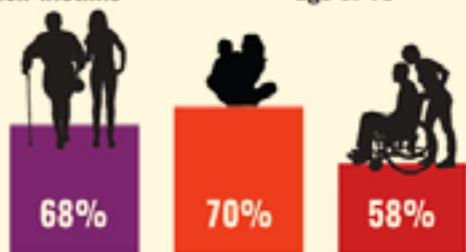
16. KPMG, May 2016

17. State of Victoria, 2014-16

# GENDER EQUALITY FACTS



In 2015-2016, average superannuation balances for women aged 60-64 were **just over half (58%)** those of men.<sup>2</sup>



- Australian women account for:
- ▶ 68% of primary carers
  - ▶ 70% of primary unpaid carers for children
  - ▶ 58% of primary unpaid carers for the elderly and people with disability or long-term health condition<sup>6</sup>



Australia ranks 48th in the world in terms of female political empowerment (the representation of women in politics). This is down from 32nd in 2006<sup>8</sup>.

# BUSINESS REASONS

In 2017, the Filling the Bay Report, conducted by the Committee for Geelong Leaders for Geelong program, provided a snapshot of gender equality in the region to understand Geelong's gender equality landscape and raise awareness of gender equality and its benefits. According to the report, gender equality can generate strategic competitive advantage giving organisations, both private and public, an edge when competing for the same talent pool and driving innovation and progress<sup>18</sup>. To ensure we capitalise on the region's growth, particularly in areas of agriculture, horticulture, aquaculture, tourism, education, research, health and service sectors<sup>19</sup>, organisations need to support liveable and inclusive communities, create a culture of high performing workplaces, become economically competitive and ensure all people are valued and respected through their contribution.

The Workforce Gender Equality Agency (WGEA) has outlined the advantages of why we should be pursuing gender equality in the workplace:<sup>20</sup>

- it helps to attract the best employees;
- it reduces staff turnover and the cost of staff turnover;
- it enhances organisational performance;
- it improves access to target markets;
- it minimises legal risks;
- it enhances market reputation; and
- it encourages men with families.



**“The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential. When we unleash the power of women, we can secure the future for all.”**

**- Ban Ki-moon, UN Secretary-General 2015**

18. Committee for Geelong, 2017

19. G21, 2016

20. Workplace Gender Equality Agency, 2013



# GENDER INEQUITY THROUGH LIFE



*Safe and Strong: A Victorian Gender Equality Strategy* provides a snapshot of key data showing the prevalent nature of gender inequality across our life cycle. The following diagram illustrates how gender inequity plays out for girls and women at different life stages.

CHILDREN	YOUNG PEOPLE	ADULTS	OLDER PEOPLE
Gender stereotypes and norms start shaping children's sense of self and impact on young lives immediately	Young girls are less likely to participate in organised sport.	Victorian women undertake nearly twice as much unpaid work as men.	The cumulative effects of the gender pay gap, and fewer employment opportunities, mean that women retire with just half the superannuation savings of men.
Children quickly define jobs and activities as specific to boys or girls.	Behaviours, study choices, ambitions and views about relationships are all influenced and affected by gender norms.	More women than men graduate from higher learning but receive a lower-than-average graduate salary.	
On average, girls receive 11 per cent less pocket money than boys.	Girls are more likely to opt out of intensive maths subjects in the final years of school.	Victorian women now earn 87.6 cents to every dollar earned by men.	This impacts on women's financial security, health and wellbeing, with older women is now recognised as the group at highest risk of homelessness.
Boys receive eight times more attention in the classroom than girls.	One in three Australian women over the age of 15 has experienced physical violence.	One in every two mothers experience discrimination during pregnancy, on parental leave or when returning to work.	

## COMPOUNDING INEQUITY IN DIVERSE GROUPS

Addressing gender inequity is one part of how we need to look at supporting all people in our society to have an equal chance to participate. Through the journey of understanding the impact of inequality, there must also be a recognition of the compounding nature of disadvantage and discrimination on a range of people.

### ABORIGINAL WOMEN

Consultation with Aboriginal Victorians emphasised the connection between gender inequality and the connection to land; and the importance of recognition and respect for culture and healing for Aboriginal people. Practices of forced removal of children from their families by successive governments were explored and the connection between racism, sexism and colonialism exposed.

Consultations also brought out the need to support and promote Aboriginal self-determination. Aboriginal women have been identified as the most legally disadvantaged group in Australia.<sup>21</sup>

### WOMEN FROM CULTURALLY DIVERSE COMMUNITIES

Alongside barriers to education and employment women and men from culturally diverse backgrounds face additional challenges:

- language barriers, racism and discrimination;
- complex health needs including mental health issues such as PTSD;
- social, familial and cultural isolation;
- lack of culturally responsive services and access to information about their rights;
- separation from family and other support networks;
- insecure visa status; and
- migrants and refugees are over-represented in casual and low-paid work.

## WOMEN WITH A DISABILITY

Women with Disabilities Victoria released a paper titled *Voices against Violence*<sup>22</sup> and the executive summary tells us that:

- gender-based and disability-based discrimination intersects and increases the risk of violence for women with disabilities;
- women with disabilities are less likely to be in paid employment and are paid comparatively less than men with a disability or women without a disability;
- experience high levels of family and sexual violence; and
- experience the same kinds of violence experienced by other women but also 'disability-based violence'.

## TRANS AND GENDER DIVERSE PEOPLE

Trans and gender diverse people may feel forced or compelled to hide their gender identity when accessing services, when in the workplace and in social settings for fear of discrimination, non-acceptance, harassment and abuse. Trans and gender diverse people are more likely to experience verbal abuse, physical abuse, as well as cyberbullying and social exclusion, on the basis of their gender identity. These experiences of discrimination and abuse, and the ability to be oneself, may have negative and psychological impacts.

According to the *Tranznation* report<sup>23</sup>: most participants (87.4 per cent) had experienced at least one form of stigma or discrimination on the basis of gender. Social forms of stigma such as verbal abuse, social exclusion and having rumours spread about them were reported by half the participants. A third of them had been threatened with violence while 19 per cent physically attacked. Many participants generally kept their gender identity to themselves, or to only express it in private, and in safe spaces. Discrimination from family members and in the workplace were commonly discussed.

21. Aboriginal and Torres Strait Islander Commission (ATSIC), 2003, p. 4

22. Women with Disabilities Victoria, 2014

23. Couch, Pitts, & al, 2007

## RURAL AND REGIONAL WOMEN

It is estimated that one third of Australian women live in rural and regional communities.<sup>24</sup>

Regional women worldwide play a key role in supporting their households and communities in achieving food and nutrition security, generating income, and improving rural livelihoods and overall well-being. They contribute to agriculture and rural enterprises and fuel local and global economies.

However, due to geographic isolation, limited telecommunications and lack of connection to public services, rural and regional women are at risk of poorer health outcomes and have greater vulnerability to family violence.

**Gender equality is the outcome reached through gender equity, that is, giving everyone access to the same opportunities.**

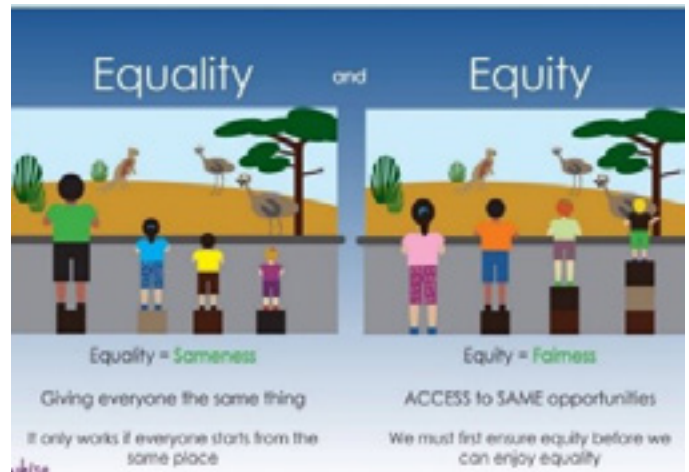
## PREVENTION OF VIOLENCE AGAINST WOMEN AND GIRLS

The evidence indicates that gender equality aids in the prevention of violence against women and girls. International evidence shows the following expressions of gender inequality are most consistently associated with higher levels of violence against women.

- condoning of violence against women;
- men's control of decision-making and limits to women's independence;
- rigid gender roles and identities; and
- male peer relations that emphasise aggression and disrespect towards women.<sup>25</sup>

The United Nations defines violence against women as: "Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life"<sup>26</sup>

*The Strategic Plan: Preventing and Addressing Violence Against Women and Children in the G21 Region: 2016-2020* was launched in December 2016. This plan was developed as a partnership between the Barwon Area Integrated Family Violence Committee (BAIFVC), the City of Greater Geelong, G21 Regional Alliance (G21) and Women's Health and Wellbeing Barwon South West.



It takes a direct approach based on the fundamental premise that violence against women and children is unacceptable. It articulates a commitment to strategic and collaborative action across the continuum to:

- prevent violence against women and children from ever occurring (primary prevention);
- intervene early to identify and support women and children who are at risk of violence (early intervention);
- respond to violence by holding perpetrators to account, ensure connected services are available for women and their children (response).

**“Talking about diversity and gender needs to be explained as a pathway to make us all stronger and that it gives us a competitive edge. Let's be greater and better and that only comes from being inclusive. Diversity in the organisation needs to be business as usual, not the exceptional effort”.**

**Interviewee Ba-gurrk consultation**

Drawing -  
Phoebe, 8 years old



24. National Rural Women's Coalition, 2015

25. Our WatCH, 2015

26. United Nations, 1993

# POLICY CONTEXT

## ALIGNMENT WITH LEGISLATION, POLICIES AND OTHER COUNCIL DOCUMENTS

Commonwealth and Victorian laws aim to deter and redress discrimination, vilification and other forms of inequality and inequity. These attributes include, but are not limited to: gender, age, race, ethnicity, sexual orientation, identity and disability.

The Victorian Government has undertaken research, consultation and a Royal Commission which have resulted in a number of key strategies, policies and targets to guide the achievement of gender equality and address violence against women.

The City upholds human rights principles in developing and implementing Council policies, action plans and the delivery of services to address violence against women and achieve gender equality. The following are some of the key documents that inform our thinking and practice.

### KEY LOCAL DOCUMENTS

- Council Diversity Policy 2010
- Geelong Local Safety Committee Strategic Plan 2013–2016
- Karreenga Aboriginal Action Plan 2014–2017
- Multicultural Action Plan 2011–2014
- Disability Action Plan 2014–2017
- Gender Equity Report 2016–2017
- Strategic Plan: Preventing and Addressing Violence Against Women and Children in the G21 region 2016–2020
- City of Greater Geelong A Clever and Creative Future 2017
- City of Greater Geelong Municipal Public Health and Wellbeing Plan 2018–2021
- City of Greater Geelong Council Plan 2018–2022

### GENDER EQUITY RESOURCES, GUIDELINES AND STRATEGIES

- Victorian Local Government Women's Charter (1997)
- National Framework for Women in Local Government (2007)
- Why Gender Matters: Ten ways local government can advance gender equity (2012)
- Our WATCH, Change the Story Framework, research and practice expertise (2015)

- Victorian Local Government Association (VLGA) and Municipal Association of Victoria (MAV): A Gender Agenda (2015)
- Victorian Royal Commission into Family Violence (2016)
- Safe and Strong: A Victorian Gender Equality Strategy (2016)
- Free From Violence: Victoria's strategy to prevent family violence and all forms of violence against women (2017)
- Local Government of Victoria: Best Practice Guide for Gender equality in Local Government (2018)
- The Business Case for Gender Equality, Workplace Gender Equality Agency (2018)

### STATE AND COMMONWEALTH LEGISLATION

- Sex Discrimination Act (Commonwealth 1984)
- Human Rights Commission Act (Commonwealth 1986)
- Local Government Act (Victoria 1989)
- Equal Opportunity for Women in the Workplace Act (Commonwealth 1999)
- Charter of Human Rights and Responsibilities Act (Victoria 2006)
- Public Health and Wellbeing Act (Victoria 2008)
- Workplace Gender Equality Act (Commonwealth 2012)

### INTERNATIONAL

- United Nation Commission on Human Rights – UN Charter of Equal Rights of Men and Women (1945)
- Universal Declaration of Human Rights (1948)
- International Covenant on Economic, Social and Cultural Rights (1976)
- United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979)
- Australia signed CEDAW (1983)
- Equality Means Business Women's Empowerment Principles (2004) a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UNGC)

# GUIDING PRINCIPLES

“It’s really important to understand that gender equity isn’t just about counting the number of women in leadership positions or crunching the numbers on pay equity. It’s about how it feels at work. Do I feel valued? Am I wanted in that meeting? It’s not enough to be invited to the table, you want to feel accepted as an equal.”

## Interviewee Ba-gurrk consultation

The following guiding principles will underpin the decision making process in the development and implementation of the *City of Greater Geelong Gender Equity Action Plan*.

### **GENDER IS AN INCLUSIVE CONCEPT**

We should be seeking to develop a culture which is inclusive of all people. Gender is known to change over time and between cultures, and is not biologically determined. Gender may be referred to as a binary concept which we recognise may make some people feel excluded.

### **UNDERSTAND THE JOURNEY FROM GENDER EQUITY TO GENDER EQUALITY**

The social and economic benefits of gender equality should be accepted, promoted and celebrated. The City will move towards maintaining greater equality between women and men and promote positive community life experience, including increased social cohesion, connectivity and greater health and wellbeing.

### **RECOGNISE APPROPRIATE LANGUAGE AND COMMUNICATION**

Gender bias and sexism are imbedded in the structure of most languages therefore tend to be accepted as the norm<sup>27</sup>. However, open expression of bias against women is no longer socially acceptable. Yet the impact of unconscious bias affecting decisions remains prominent in our community. We are clear that while having unconscious bias is not the problem, we must address change in our language and beliefs.



### **ADDRESS WORKFORCE GENDER GAPS**

Victoria’s labour markets remain divided along gender lines. Victoria’s gender gap in workforce participation sits at 14 per cent. We will work to address the variables to access flexible working conditions, pay equity, paid parental leave, child care options, traditional role expectations and workplace discrimination for women and men and trans and gender diverse workforce.

### **ACKNOWLEDGE THE GENDERED NATURE OF FAMILY VIOLENCE**

According to Our WATCh, “The latest international evidence shows there are certain factors that consistently predict - or drive - higher levels of violence against women. These include beliefs and behaviours reflecting disrespect for women, low support for gender equality and adherence to rigid or stereotypical gender roles, relations and identities.”<sup>28</sup> Our decisions will consider the intersection between family violence and the imbalance of gender.

27. Ng, 2007  
28. Our WatCH, 2015

# FRAMEWORK

Informed by the extensive consultation the Gender Equity Framework and Action Plan will focus on the following three spheres.

## LEADERSHIP

The Victorian Government Equality Strategy set a target for 50% women councillors and mayors by 2025. To achieve these targets actions must continue to be taken to recognise, support and accept women in leadership<sup>29</sup>. The City of Greater Geelong, as a leader, is committed to working towards a gender balanced organisation.

**Councillors and the Mayor objectives will include:**

- training programs to incorporate gender equity, respectful relationships, unconscious bias and bystander training;
- leadership mentoring and coaching program for both women and men;
- gender balance representation across portfolios; and
- encourage women to stand for council, through a reach out and support program.

**Management objectives will include:**

- training programs to incorporate gender equity, respectful relationships, unconscious bias and bystander training across the organisation;
- leadership mentoring and coaching program for both women and men;
- recruitment and succession planning to address gender imbalance across the organisation'
- identification of people to become champions of change to influence and lead internal and external behaviour change initiatives; and
- encourage women to seek opportunities to participate on boards, executive and management positions.

## ORGANISATIONAL POLICIES AND PROCEDURES

The City is in a position to set benchmarks for workplace change and move towards gender equality. "Workforce flexibility is not just a gender issue. It is ultimately about productivity. That said, the strategy is also about

promoting gender equality and ensuring our culture and practices are non-discriminatory. Change will require not just new policy approaches, but committed and accountable leadership."<sup>30</sup>

Councillors and the Mayor are community leaders and have an opportunity to create an inclusive and diverse culture in our community through:

- cyclic review of policies, procedures and code of conducts to ensure they address inequalities;
- application of an inclusive and 'gender lens' when undertaking responsibilities such as recruitment, budgeting, setting fees or place-naming; and
- role model the values and behaviours of the organisation both internal and in the community.

As a local government administration, the City's management team are responsible for emulating a culture of inclusiveness and diversity. This is achieved by:

- cyclic review of policies, procedures and code of conducts to ensure they address inequalities;
- application of an inclusive and 'gender lens' when undertaking responsibilities such as recruitment, budgeting, procurement, development and planning activities as well as the delivery of services and program; and
- role model the values and behaviours of the organisation both internal and in the community.

## COMMUNITY

The City promotes gender equity and the prevention of violence against women through a whole-of-community approach. This is occurs by:

- the celebration of women, past and present, in leadership;
- support of all diversities irrespective of stages of life, gender, disability, cultural diversity or Aboriginal identity;
- plan and design community infrastructure to reflect the needs of all people, considering use and potential use; and
- raise awareness in the community.

29. Department of Environment, Land, Water and Planning, 2018

30. Department of Foreign Affairs and Trad, 2015

<b>BENEFITS</b>	An organisation that is better equipped for the future in line with the Clever and Creative goals for 2036				
<b>OUTCOMES</b>	1. Address gender equity as a governance, organisational and community priorities 2. Become a leader and role model as a local government, and in our community				
<b>GUIDING PRINCIPLES</b>	Gender is an inclusive concept	Understand the journey from gender equity to gender equality	Recognise appropriate language and communication	Address workforce gender gaps	Recognise the gendered nature of family violence
<b>KEY SPHERES</b>	Community				
	Organisational Policies and Procedures				
	Leadership				

“Local governments can integrate prevention of violence work in schools with other activities across the community such as in sporting clubs, and broker relationships between schools and community organisations at the local level”<sup>31</sup>

Safe and Strong: A Victorian Gender Equality Strategy



31. Our WatCH, 2015





## NEXT STEPS

The action plan will be developed in collaboration with key internal and community stakeholders to ensure there are measurable activities relating to the three spheres of Leadership, Culture and Policies, and Community.

The *Best Practice Guide for Gender Equity in Local Government (July 2018)* and the tools available through the Workplace Gender Equality Agency (federal government) will inform the development of the action plan. We will use a range of tested metrics to systematically monitor and report our progress. When referring to the *Workplace Gender Equality Agency toolkit*<sup>32</sup>, this framework provides a strategic structure for the City to move forward to develop and implement an informed action plan as well as set the way to measure progress and change in a deliberate manner. This can only be achieved through ongoing efforts and consultation with key stakeholders.

Progress reports will be developed and presented to Council at least on an annual basis, and monitoring systems will form part of the council's advisory committees such as the Women in Community Life Advisory Committee.

**“Many local organisations don't see it (gender inequality). It takes a brave bloke to take on (challenging) sexist jokes. There's a real lack of real leadership - we need to be brave. Staying silent is (a sign of) consent.”**

Interviewee Ba-gurrk consultation

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This process of stakeholder engagement provided a rich source of information. It encouraged participation in the Framework's development and created value and ownership in the development of the principles and concepts which will transfer into communities, organisations and networks for the long term. A number of resulting actions have been initiated as a result.

32. Workplace Gender Equality Agency

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