LOCAL GOVERNMENT
GENDER IMPACT ANALYSIS PILOT PROJECT

FINAL REPORT ON LEARNINGS

For
The Municipal Association of Victoria

By
Consultants
Kerry Stubbings and Meg Montague

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ACKNOWLEDGEMENTS

ACRONYMS

GEAP	Gender Equality Action Plan
GIA	Gender Impact Assessment /Analysis (see footnote 2 on page 1)
MAV	Municipal Association of Victoria
OfW	Office for Women
VPS	Victorian Public Service
WER	Workplace Equality and Respect Standards

EXECUTIVE SUMMARY

This report documents the learnings from the Local Government Gender Impact Analysis (GIA) Pilot Project undertaken by ten selected councils in Victoria. The GIA Pilot Project forms the first half of the broader Local Government Gender Equality Bill implementation Pilot Project funded by the State Government as part of the process of preparing local government for the passing of the *Victorian Gender Equality Act* in 2020. The second half of the pilot project will focus on Workplace Gender Auditing and will take place between June and September 2020.

In 2019, the Victorian Government's Office for Women (OfW) developed *A Guide to Conducting Gender Impact Analysis* (2019) and funded the Municipal Association of Victoria (MAV) to oversee the implementation of the two pilots. The authors of this report were contracted by the MAV to support the process of reflection, to identify the learnings from the Gender Impact Analysis and the Workplace Gender Audit Pilots and finally, to make recommendations to the Victorian Government on how best to develop guidance material tailored to the needs of local government.

LEARNINGS

The learnings from the GIA Pilot are summarised in two detailed tables that identify, firstly, the key local government contextual issues affecting GIA and secondly, the specific issues associated with the GIA Guide. The key themes in each area are explored, together with the implications of these themes for the roll-out of GIA processes generally.

Local government contextual issues affect the capacity of local government to undertake GIAs. Four contextual issues are discussed in detail emphasising the importance of understanding

- the significant diversity both within and between councils and the impact this has on their capacity to implement GIA
- the existence of a number of required local government policy and planning frameworks within which action on GIA has to be accommodated
- the wide variation in councils' organisational readiness and capability to undertake GIA work
- the variety of ways in which the governance, structure and accountability systems for gender equality work are implemented in local government.

The GIA Guide and GIA processes. Many positive aspects of the Guide were identified: the core four step process was seen as providing a clear 'pathway' supported by helpful prompt questions and templates which assisted in

- exploring issues with a gender lens
- countering assumptions that some areas are 'gender neutral'
- raising awareness and critiquing assumptions made about different gender identities
- investigating available evidence, and
- learning about available data and identifying important data gaps.

A number of challenges were also identified in that

- the Guide is not tailored to local government
- its application assumes a reasonable level of experience and skills in gender equality analysis
- many found it too lengthy and complicated
- some of the language used was found to be complex
- there was inconsistent use of gender terminology and criticism of the term 'non-binary', and
- there were suggestions that the Guide could include a clearer framework for change.

Detailed suggestions are made in relation to;

- the need to enhance the overall framework of the GIA Guide and ways this could be done
- the necessity of building readiness and capability for GIA to enable effective use of the Guide and how this may be achieved
- project planning as a useful model for supporting GIA
- the four step model of the GIA Guide and how this might be used and modified to support effective GIA
- the limitations and inadequacies of relevant gendered data and research particularly at the local level.

PROPOSALS

The report concludes with three broad proposals that it is suggested will support future gender equality work and GIA in local government.

Firstly: the need to integrate Gender Equality Act requirements with the Victorian Local Government Act and other local government policy, planning and legislative frameworks. To achieve this it is proposed that:

- an analysis be undertaken to identify how the requirements of the *Gender Equality Act* can be best integrated with the policy and legislative frameworks applicable to the Victorian local government sector, particularly the *Health and Wellbeing Act* 2008 and the Local *Government Act 2020*;

- an analysis be undertaken to identify how the GIA processes can be aligned with, and support other related social inclusion and anti-discrimination activity undertaken by Victorian councils; and

- the State Government undertakes a review to develop a consistent approach to gender definitions and data categories required for state-wide data collection and reporting to be undertaken by local government.

Secondly, actions required to address the significant variation in the level of organisational readiness and capability for effective gender equality work across the local government sector. It is proposed that:

- The existing tools designed to build organisational capability for gender equality work be adapted to develop a framework which reflects the requirements of the *Gender Equality Act,* and the operational context of the local government sector.

- The data available from the MAV's *Gender Equality and Prevention of Violence Against Women* biannual survey of councils be used to build understanding of existing activity and capacity and to inform the priorities for capability building across the sector.

- Consideration be given to funding being made available to
  o establish and sustain state-wide gender equality support and development systems, and
  o support individual councils and groups of councils, to implement GIA processes and develop GEAPs and in a sustainable way. Specific consideration should be given to the funding which will be needed by councils with limited capacity to implement their legislative obligations, especially smaller rural councils.

- A state-wide gender equality resource system be established, with specific expertise in the local government sector. This could support such activities as
  o the ongoing development of accessible and adaptable information, training programs and other resources to support GIA processes
  o the collection, collation and development of quality data and research to support the local government sector to undertake robust GIA processes
  o the sharing and/or co-ordination of GIA processes being undertaken, particularly activities common for local government
  o the provision of specialist advice on GIA for councils where needed
  o the establishment of other support initiatives such as 'communities of practice'.

Finally, the successful implementation the *Gender Equality Act* and GIA by local government will need to be supported by a range of resources including guidance material, training programs and access to relevant data and research. To achieve this it is proposed that:

- A package of information, training and development programs, guidance material and other resources be developed to support the implementation of the *Gender Equality Act*, GIA processes and the development of GEAPs by local government. This should be designed to
  o be relevant to the local government sector
  o be adapted to suit the needs of different councils, different target groups, and different levels of expertise in gender equality work
  o use different mediums including face to face programs, on-line options, videos, E-Guides etc
  o support good practice and
  o evolve over time to address emerging issues.

- A revised GIA Guide, with associated tools and resources, be developed specifically for local government, and that the revisions address the key learnings and suggestions identified in Section 3 of this report.

SECTION 1: BACKGROUND TO THE GIA PILOT

This document reports on the learnings that emerged from stage one of the Local Government Gender Impact Analysis (GIA) Pilot Project undertaken by selected local councils in Victoria between October 2019 and March 2020.

The GIA Pilot Project as a whole is being conducted as part of the process of preparing local government for the passing and introduction of the *Victorian Gender Equality Act* in 2020. This Act was developed by the State government with the aim of improving gender equality outcomes in workplaces and in the community. The Act is applicable to all defined entities including the Victorian Public Service, Victorian councils, and public entities with 50 or more employees. The legislation requires all entities to prepare a Gender Equality Action Plan (GEAP). These Plans are required to include Gender Impact Assessments (GIAs)[1] for all new and up for review policies, programs and services that have a direct and significant impact on the workplace and on the public. Obligations under the *Gender Equality Act* come into effect March 2021 and GEAPs are required by October 2021.

In 2019, the Victorian Government's Office for Women developed *A Guide to Conducting Gender Impact Analysis* (2019) to assist organisations to undertake GIAs. The Local Government GIA Pilot Project was established and all 79 Victorian councils were invited to submit an expression of interest: ten were selected for participation in the Pilot Project as they cover a range of councils in terms of size, location and level of prior engagement in gender equality work.

The ten selected councils were funded to participate in the GIA Pilot Project and required to undertake two separate pilots. The first is the pilot of the *Guide to Conducting Gender Impact Analysis* by undertaking a GIA on selected policies, plans, programs and/or services[2]. The second pilot is to be undertaken in the latter part of 2020 and will involve the undertaking of a Workplace Gender Audit (WGA). In both pilots, the councils are required to participate in a reflective process on their learnings, to provide feedback on the tools and the processes they trialled and to make suggestions about what is needed to support local government compliance with the *Gender Equality Act* in relation to the implementation of GIAs and WGAs in the future.

The State government funded the Municipal Association of Victoria (MAV) to support the implementation of the GIA and the WGA Pilots and to oversight the process of learnings capture. The authors of this report were contracted by the MAV to undertake this learnings capture work by supporting the process of reflection throughout the two pilots, identifying the learnings from the both the GIA and WGA pilots and finally, by making recommendations to the Victorian Government on how best to develop guidance material tailored to the needs of local government. This paper is the final report from the consultants to the MAV on the GIA component of

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[1] Gender Impact Assessment is the term used in the *Gender Equality Act*. Gender Impact Analysis was used in the Pilot Project; both refer to the same process. The acronym GIA is used in this document and refers to both.

[2] Details of the pilot councils and the areas they focussed on during the pilot discussed briefly below in 1.3 and summarised in Appendix 1.

the pilot project. A second paper will be developed after the WGA pilot takes place in the second half of 2020.

1.1 The Process of Learnings Capture

The following processes were employed by the consultants to capture and analyse the data that underpin this report.

- Participation in the initial training workshop led by the Office for Women (OfW) and the Gender Equality Institute at the MAV on October 29th 2019 that introduced the G*uide to Conducting Gender Impact Analysis* to the pilot councils and prepared them for participation in the Pilot.

- Development of a learnings capture plan and framework for undertaking the consultancy over the GIA pilot set up and implementation phases.

- Discussions around the development of the councils' GIA Project Plans.

- Participation in on-site visits and reflective discussions with officers of the ten councils over the whole period of the pilot between October 2019 and April 2020.

- Detailed analysis of the written reports to the Office for Women that were completed by the ten participating councils at the end of the pilot period.

- Preparation of a draft paper summarising the key themes and learnings emerging from the pilot. Circulation of this paper to the ten councils.

- Running an on-line workshop[3] on April 30th 2020 to collect feedback on the draft document summarising the emerging learnings and their implications for future roll out of GIA under the Act. Twenty six officers from the ten councils were present on-line and participated in large and small group discussions.

- Analysis and integration of the discussion and the feedback after the workshop into this final report.

It should be noted that the learnings capture process was designed to support councils to implement and to learn from the pilot. It was not intended to be an evaluation of the Local Government GIA Pilot Project, nor of the GIAs conducted by each Council.

1.2 The Scope of the GIA Pilot

Initially the GIA pilot project was designed to have a full five month period for implementation. However, the pilot has been conducted during an exceptionally challenging period in Victoria. As noted, the introductory workshop was held on October 29th 2019 and work on the pilot commenced just before the Christmas holiday period. In January 2020, Victoria declared a State of Emergency during a time of disastrous bushfires in the east and north of the state and severe smoke pollution over the whole state. Then in early March the COVID-19 pandemic took hold, leading to extensive lock down and social isolation restrictions across the

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[3] This was originally intended to be a half day face-to-face workshop, but it had to be conducted on line due to the restrictions of the COVID-19 pandemic.

whole country. Local government played a critical role in relation to both of these emergencies, and normal workload and work patterns were severely disrupted. These challenges hindered but did not prevent the application of the GIA processes in the ten pilot councils, however, as is discussed in section 2, the full application of the all the steps outlined in the Guide could not always be completed.

The ten pilot councils comprised four large metropolitan councils (Manningham, Maribyrnong, Monash and Yarra), one interface council, (Yarra Ranges), three regional councils (Geelong, Horsham and Shepparton) and two rural councils (Glenelg and Mount Alexander).

Councils were asked to undertake a GIA and trial the Guide in relation to one or more areas of work across the dimensions of policies, strategies or plans, and services or programs on the other. A total of 21 different areas of council activity were selected for the application of the GIA process. These were

- new policies, strategies and plans - a total of three

- existing policies, strategies and plans that were under revision – a total of nine, and

- programs or services – again a total of nine.

As can be seen in Appendix 1, the Pilot process allowed for learning across a broad spectrum of council activity. The topics councils chose for their focus reflect the wide diversity of local government involvement. These topics include community grants, arts and culture, leisure and recreation infrastructure and programs, open space design and use, youth programs, policy around family violence, gambling, loneliness and cultural exchange, as well as policy and practices in recruitment, flexible work, procurement, marketing and communications.

1.3 Foundations of Gender Equality Work in Local Government

As noted above, the *Victorian Gender Equality Act 2020* represents a significant step towards achieving gender equality in workplaces and the wider community in Victoria. It acknowledges that achieving gender equality requires significant changes to deeply held community attitudes and values, gender stereotypes, social structures and organisational cultures. To achieve these changes, attention needs to be given to raising awareness of the profound impacts of gender inequality, building commitment to change and creating the conditions for sustaining change so that gender equality can become the 'new normal'.

The *Victorian Gender Equality Act* is built on the foundations of many other initiatives that have been undertaken over a number of years by governments and other organisations to promote gender equality. The Victorian local government sector itself has an extensive track record of working to advance gender equality through a wide range of strategies, programs and services to meet the needs and aspirations of local communities.

An overview of this activity shows that over many years a number of councils have been leading the way in the prevention of violence against women and promoting gender equality; examples of these activities include[4].

- In 2019, the *Free From Violence Grants Program* funded 35 councils to implement innovative and best practice primary prevention programs in their workplace and communities under the rubric of *the Prevention of Violence Against Women Program.*

- Nineteen of these 35 councils piloted the application of the *Workplace Equality and Respect (WER) Standards* developed by Our Watch.

- The 16 remaining councils implemented a range of projects including bystander interventions, respectful and equitable relationships and gender equality.

- In 2017, 31 councils participated in the *Listen, Learn and Lead Gender Equity Program* [5] which supported "councils to advance gender equity and diversity in their organisations by facilitating rich discussions between Chief Executive Officers (CEOs) and council staff about gender equity."

- *The Victorian Local Government's Women's Charter* has been an active initiative since 2002, with 73 councils having formally signed up to the Charter.

Participation in these initiatives has supported the development of gender equality focused policy frameworks, good practice standards, resource guides, training programs and gender equality indicators. For many councils this has meant that there is a foundation on which to build the strategies and processes to meet the requirements of the Act, including the development of *Gender Equality Action Plans* and the implementation of GIA processes.

1.4 Structure of the Report
This report is organised into four sections.

Section 1: Background –sets the context to the Local Government GIA Pilot Project and the learnings capture process reported on here.

Section 2: Learnings: Local Government Contextual Issues –discusses four key contextual issues that have influence the ways in which the ten pilot councils have implemented the GIA processes.

Section 3: Learnings: The GIA Guide and Processes – identifies five themes that summarise the learnings in relation to the *Guide to Conducting Gender Impact* Analysis and the GIA processes it recommends.

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[4] Prevention of violence against women and promoting gender equality: Victorian Councils leading the way. (2017)
[5] The State of Victoria Department of Environment, Land, Water and Planning 2017 and 2018

Section 4: Proposals –contains the proposals that have emerged from the learnings process about the support needed for local government to effectively implement the GIA processes within the *Gender Equality Act*.

SECTION 2: LEARNINGS: LOCAL GOVERNMENT CONTEXTUAL ISSUES

This section identifies what has been learnt through the GIA Pilot about the influence of several contextual issues on the capacity of councils to undertake GIA processes. It is important to understand these context issues as they have a critical influence on the design of the Guide and the GIA processes it recommends, and also on the capacity of councils to implement GIA processes effectively.

All 79 Victorian councils operate under the same legislation and share many common responsibilities. They are the third level of government within Australia and, through their elected councillors, have a responsibility to '*provide good governance for the benefit and wellbeing of the municipal community'* (*Local Government Act 2020).*

At the same time, councils are diverse in many ways. They have different priorities based on their diverse communities, different population numbers and geographic location and size. They have different sized budgets, different structures and systems. Councils deliver a large number of services that address social needs, environmental protection, economic development, infrastructure and land management issues.

The GIA pilot reflected this diversity in that it involved five large metropolitan, three regional and two rural councils. They varied significantly in terms of size, demography, resource base, and the extent to which there had been prior experience in and resources devoted to gender equality work. As a consequence, the Pilot has highlighted the different challenges councils faced in using the Guide. This in turn brought to the fore a number of the key contextual issues that have implications for the implementation of *The Gender Equality Act* in general and GIA processes in particular.

The learnings are summarised in the table below and the key contextual themes are described alongside a discussion of the implications these have for GIA roll out more generally. Four context issues are discussed:

- The diversity of local government

- Local government policy and planning frameworks

- Organisational readiness and capability

- Governance, structure and accountability for gender equality work.

Key Contextual Themes	The Implications of these Themes for GIA Roll Out
2.1 The Diversity of Local Government Councils have • diverse policy and planning priorities based on local democratic processes and local issues • diverse capacity, organisational readiness, access to financial resources and staffing • diverse businesses with typically over 100 services that encompass a broad range of regulatory and statutory planning roles, community development, community services, open space, infrastructure, public health and safety, etc • diverse community contexts – socio-economic and cultural profiles, rural, regional, interface, outer and inner metro locations etc • a strong history of taking the initiative to address social issues relevant to their local areas, including gender equality • variable experience, skills and confidence in implementing gender equality initiatives • differences *between* individual councils across Victoria as well as different skills and experiences *within* each council. For councils to implement the requirements of the *Gender Equality Act* effectively, and within their existing resources, this diversity needs to be taken into account by councils themselves, local government sector organisations and by the State Government.	Implementation of the responsibilities outlined in *Gender Equality Act* needs to be done with acknowledgement of the broad responsibilities, and the diverse nature of Victorian councils. This diversity has implications for • the skills, experience, staffing and financial resources available in different councils to undertake gender equality work • the extent to which different councils have the corporate culture, policy position, leadership commitment, structures and systems to actively support effective gender equality activity and GIA processes • the ways GIA processes can be adapted to suit the breadth of local government business including policy, planning, programs and services. Successful implementation by councils of the *Gender Equality Act* and associated GIA processes will be assisted by developing a tailored approach which recognises their diversity and will build sustainable change over time.

Key Contextual Themes	The Implications of these Themes for GIA Roll Out
2.2 Local Government Policy and Planning Frameworks • Councils undertake their policy and strategic planning responsibilities in accordance with a number of existing legislated frameworks and timeframes, particularly those specified in the new *Local Government Act 2020.* The Act requires all councils to develop an integrated, longer-term and transparent approach to strategic planning organised around a ten-year community vision, a four-year Council Plan, a four-year Workforce Plan and annual budgets outlining services and Council Plan initiatives to be undertaken in that year. • Gender Equality Action Plans (GEAPs) will form one element in this planning framework along with other required focus areas such as: Health and Wellbeing Plans, Community Engagement Plans, and various social policy goals such as the Victorian Human Rights Charter, the Disability Discrimination Act, Child Safe Standards etc • In terms of integrated planning, it is important to note that under the Victorian Health and Wellbeing Act, Municipal Public Health and Wellbeing Plans must include measures to reduce family violence in their community (a recommendation from the Royal Commission into Family Violence), and many would include measures to improve gender equality. In addition 22 councils have, to date, included their Health and Wellbeing Plan within their Council Plan. • A number of pilot councils expressed the desire to integrate gender equality policy and planning with other access and inclusion work in their communities. This would link with the intersectionality elements of the *Gender Equality Act* which recognise that gender inequality is compounded by other disadvantage or discrimination that people experience based on Aboriginality, age, disability, ethnicity, race, religion, gender identity and sexual orientation. • If gender equality initiatives are to be sustainable and result in effective change, it is important to aim for a cohesive, integrated approach within	Consideration will need to be given to how the *Gender Equality Act* requirements can be incorporated, and integrated within, the broad policy, planning and legislative frameworks and timeframes that are already applicable to Victorian local councils. If GIA processes and GEAPs are clearly positioned within this overall policy and planning framework they are more likely to foster a cohesive and embedded approach to gender equality action across a council and the local government sector in general. The quality and impact of gender equality work and GIA processes within a community is supported by community engagement and co-design with those most affected by the issues, as well as other broader stakeholders. Consideration of how community engagement is to be undertaken forms an important element of a GIA process. Community Engagement is one of the primary principles included within *Local Government Act 2020*. The Act requires all councils to adopt and maintain a community engagement policy based on specific community engagement principles (*Local Government Act 2020*, Part 3). These community engagement policies will inform how individual councils design and implement all policy and planning processes including the requirements of the *Gender Equality Act*. This requirement provides an opportunity for this over-arching work on community engagement policy and practice to be applied in practical ways to support the GIA processes and successful development of GEAPs.

councils. An integrated approach is more likely to maximise the impact of council action and reduce the risk of marginalising GIA processes and associated GEAPs.

- Integration is more likely to support embedding gender equality practice within the normal business of councils over time.

- The GIA pilot process affirmed the importance of involving community members, partner organisations and other stakeholders in the analysis, design and delivery of gender equality initiatives within local communities. Applying processes of community engagement and co-design will also support the quality and relevance of GEAPs.

Integration within the existing broad local government planning framework would also include consideration of how intersectionality is reflected within other council activities which also aim to address barriers to social equity and eliminate discrimination affecting various population groups within their communities.

Key Contextual Themes	The Implications of these Themes for GIA Roll Out
2.3 Organisational Readiness and Capability • Achieving gender equality outcomes is a significant social and organisational change process. Pilot councils emphasised that, as with any such change process, commitment and proactive engagement of council's leadership is critical – including Councillors and executive leadership teams. • Councils will need to establish the foundations to lead this change at a cross-council, corporate level. This will take time and needs commitment and the investment of energy and resources. • Councils have very different levels of readiness and capacity to implement gender equality planning. The Pilot has affirmed that councils have different levels of knowledge, experience and systems to support this gender equality work. While many councils have a high level of readiness for gender equality work with strong policy positions, advanced systems, dedicated staffing and significant experience, some others have minimal experience, no dedicated staffing resources or structures to support focused gender equality initiatives. • Even councils with well-established expertise and experience have indicated that implementing the comprehensive GIA approach outlined within the *Gender Equality Act* across their disparate and numerous business areas will be a significant challenge and will take time. • A consistent issue raised by the pilot GIA councils was the need for financial and staffing resources to ensure that councils have the capacity to embed a sustainable approach to gender equality action and to achieve the important objectives of the *Gender Equality Act*. This is particularly the case for smaller councils and those in regional or rural areas. • Access to expertise in gender equality analysis in general, and how this can be applied for specific council functions (e.g. recreation, urban planning, local laws, infrastructure etc) is needed to support building this capability within councils and the broader local government sector.	It is important to understand the foundations needed for effective implementation of the *Gender Equality Act* and GIA in particular. These include leadership commitment, organisational culture, strategy, resource investment and other enabling systems. The mandatory nature of the *Gender Equality Act* provides the authorising environment and the momentum for all councils to prepare for its implementation and consider their organisational readiness. Many Victorian councils are well placed to implement the requirements of the *Gender Equality Act*. As noted in 1.3, they have been active over a number of years in implementing Victorian government primary prevention and gender equality initiatives, such as those funded through the *Free from Violence Program*. However, there is a wide spectrum of readiness and capacity among Victorian councils ranging from very high to low. This spectrum needs to be taken into account in the development of support resources and the setting of realistic expectations about how councils can implement the requirements of the *Gender Equality Act*. With regard to GIA processes, there is a need for capability and confidence building as councils endeavour to apply the concepts and tools to their different services and activities. Councils with well-developed gender equality capability may be able to assist councils with less-developed readiness. This collaboration will need to be supported through state-wide and regional systems, and by access to gender equality expertise in specific focus areas e.g. recreation, urban planning.

Key Contextual Themes	The Implications of these Themes for GIA Roll Out
2.4 Governance, Structure and Accountability for Gender Equality Work Some of the pilot councils raised the question of where the lead responsibility for gender equality should be located within council structures to best promote and support progress within their organisations. With regard to this issue the following comments are made: • There are various approaches to this within the pilot councils, with most of the gender equality work being positioned within the community services, community wellbeing, or social policy and planning functions. Some have located lead responsibility within the organisational development or corporate functions. • Given that council structures and processes vary, no one structure is necessarily better than others. The positioning of gender equality co-ordination needs to suit the council in terms of where alignment and skills are, and how a cross-organisational approach can be best supported and sustained over time. • In making these decisions, councils can reflect on how they have managed and structured other inclusion and social change issues such as the Victorian Human Rights Charter, the Child Safe Standards, Anti-Discrimination legislation etc. • At the same time, it is important to minimise the risk of delegating gender equality work as an isolated policy or project area without providing clear corporate leadership and authority. If this occurs a marginalised team or individual can be left to play a challenging internal advocacy role. • Councils require clear corporate policy, accountability and project management structures to support the implementation of GIA processes across a diverse range of activity and the development of their GEAPs.	Councils will need to establish clear corporate policy, structural and project management arrangements to support implementation of GIA, development of the GEAP and compliance with the *Gender Equality Act.* It will be important for each council to consider the governance structure to best suit them. The aim should be to build and embed corporate wide accountability for the *Gender Equality Act* and avoid marginalising responsibilities within a specific functional area. Consideration should be given to how accountability for implementing the *Gender Equality Act* requirements is reflected in key corporate accountability systems such as senior level performance measures, work plans and reporting processes.

SECTION 3: LEARNINGS: THE GIA GUIDE AND PROCESSES

The focus of the GIA pilot project was on the application of *A Guide to Conducting Gender Impact Analysis* (The Guide 2019) and the learning from this process. This section highlights the key learning themes that emerged from this application and identifies the Guide's strengths and challenges. It also makes suggestions as to how the Guide can be developed to assist in meeting the GIA requirements of the *Gender Equality Act*.

As noted above in section 1 *the Gender Equality Act* uses the term 'Gender Impact Assessment' whereas the Guide uses the term 'Gender Impact Analysis'. It is assumed that future guides and other resources will use terminology consistent with the Act.

Many positive aspects of the Guide were identified including its role in providing a valuable prompt for
- exploring issues with a gender lens
- countering assumptions that some areas are 'gender neutral'
- raising awareness and critiquing assumptions made about different gender identities
- investigating available evidence, and
- learning about available data and identifying important data gaps.

The core four step process provides a clear 'pathway' supported by helpful prompt questions and templates. Pilot councils were asked to comment on the degree of helpfulness of each of these steps rather than providing an overall rating on the Guide. The majority of councils commented that the various steps were 'moderately helpful' with some commenting that they were 'very helpful' and some stating that they were 'slightly helpful'.

A number of challenges were also identified in that
- the Guide is not tailored to local government
- its application assumes a reasonable level of experience and skills in gender equality analysis
- many found it too lengthy and complicated
- some of the language used was found to be complex
- there was inconsistent use of gender terminology and criticism of the term 'non-binary', and
- there were suggestions that the Guide could include a clearer framework for change.

The table below contains a detailed summary of the themes that emerged from the process of applying the Guide. Comments are also made on the implications of these themes for the design of the support systems and materials to assist local government to successfully implement GIA in the future.

Key Learning Themes	The Implications of these Themes for GIA Roll Out
3.1 The Overall Framework for the GIA Guide In general, the GIA pilot councils identified the framework of the Guide to be helpful, especially the information and prompts to explain the importance of understanding gender inequality, interrogating hidden assumptions, seeking out data to assist analysis, and using a clear four step process. However, the pilot process identified areas for strengthening the overall framework for the Guide as follows: • Brief information on the *Gender Equality Act* should be highlighted at the beginning of the Guide to set the context for the critical importance of action to achieve gender equality and how GIA processes inform this action. • The Guide could be supported by including a 'theory of change' framework to identify the desired future state, the steps to achieve the desired change, and provide a clear narrative to guide change strategies. • Some pilot councils expressed the view that the Guide has a focus on behavioural and attitudinal change more than on systemic transformational change. At the same time, it was recognised that GIA processes and GEAPS will need to reflect the policy approaches of different councils and communities. A 'theory of change' framework could provide a model for councils to articulate their aspirations for gender equality within their communities, as well as addressing the objectives of the *Gender Equality Act*. • The Guide has been written with an explicit focus on the Victorian Public Sector (VPS), does not refer to councils, and is not tailored to reflect the unique context for local government	Consideration should be given to developing simple introductory material on gender equality and the *Gender Equality Act* tailored for the local government sector. This would assist all councils to establish the foundations within their organisations. Associated professional development and training resources will also be needed see 3.2 below. From a local government perspective, the overall framework for the GIA Guide would be enhanced by the following: • Including a simple introduction section on key elements of the *Gender Equality Act* now that it has been enacted. This would emphasise the objectives, the gender equality principles and the requirements for a GIA. • Developing a specific local government version of the GIA Guide, with associated resource materials, which clearly reflect the local government context. This would include reference to the overall legislative, electoral, policy and planning framework applicable to Victorian councils. Specific reference to the primary principles of the *Local Government Act* would assist councils and the State Government to use an integrated approach to the implementation of these two pieces of significant new legislation (see section 2.1). • Including specific reference to local government Community Engagement policies and how these will guide an individual council's GIA processes and development of GEAPs. • Incorporating a 'theory of change' framework to provide a logical approach to articulating the desired future state, identifying and designing actions for change. • Including the principles of 'universal design' in the framework and strengthening the consideration of intersectionality, particularly

(as outlined in 2.1 above).

- The Guide should reference key elements of the *Local Government Act* and the associated principles and planning framework as these will shape how councils undertake GIA processes and develop GEAPs.

- Other factors creating discrimination and marginalisation are critical and are included within the GIA Guide by prompting consideration of intersectionality. This raised questions about how the GIA processes can be integrated within other council processes to support related inclusion and social justice goals. Particular attention should be given to consideration of First Nation Peoples' perspectives and recognition

- Including a 'universal' element to the Guide would build in universal design thinking i.e. identifying features which maximise access and inclusion for <u>all</u> population groups as well as identifying issues unique for particular cohorts of the community and intersectional factors.

- While the Guide includes a useful glossary of gender terms and concepts, these are used inconsistently within the body of the Guide and questions have been raised about the need to clarify the appropriate use of terms such as non-binary.

- Guidance material needs to be accessible, simplified and adaptable for different focus areas. This includes how the GIA processes can be adapted for different functions, such as review of a policy, a plan or a service, as well as different types of services/programs.

as it relates to the role of councils.

- Maintaining the inclusion of information on gender terms and concepts but including commentary on any contemporary changes or debates about these and checking for consistent use of these in a revised Guide.

- A revised GIA Guide and its associated material should aim to be easily understood, accessible and able to be adapted to suit different GIA focus areas.

Key Learning Themes	The Implications of these Themes for GIA Roll Out
3.2 Building Readiness and Capability for GIA As highlighted in 3.1 councils vary in their readiness and capability to undertake gender equality work effectively and with confidence. With regard to implementing GIA processes, the pilot process has affirmed the importance of the following: • Building capability within organisations will take time and will require attention to key foundations and enabling conditions, such as having clear council policy, leadership accountability, a supportive organisational culture, structures and systems. • Building understanding of the rationale for undertaking a GIA process across diverse aspects of council business, including areas traditionally seen to be 'gender neutral'. • Building capability for GIA processes needs to be supported with appropriate information, professional development and training programs, access to gender equality expertise, data and research. • Facilitation skills are also valuable to support engagement, exploration and open dialogue within and across diverse teams and groups.	Building the readiness and capability of councils to implement the *Gender Equality Act* and its associated GIA processes is critical to achieving the desired outcomes. Readiness and capability for GIA will be supported by: • The development of general information, materials, training and development programs on gender equality and GIA to suit different target groups within councils – Councillors, CEOs and senior leadership, general staff and community partners. This could include a 'Local Government Practitioner Guide and Toolkit' with associated training resources and local government case studies. • Establishing systems to enable councils to share their learnings, experiences and expertise in GIA. This could include a centralised resource function, building on the existing gender equality practice networks, establishing 'communities of practice' at a state-wide and/or regional level. • Considering the resources, including budget allocations, which will be needed to implement the requirements of the *Gender Equality Act,* undertaking GIA processes, developing GEAPs and implementing agreed actions within these plans. • Good facilitation skills are important to support constructive engagement in GIA processes as they can prompt and support very challenging discussions about long held values and assumptions.

Key Learning Themes	The Implications of these Themes for GIA Roll Out
3.3 Project Planning for GIA The process of complying with *the Gender Equality Act* involves implementing a significant cultural and organisational change process. Undertaking GIAs and developing GEAPs form just one element of this systemic change process. Councils will have various approaches to how they design and implement change processes and initiatives. Most will use some form of project management to plan and design their process, in the knowledge that this can support evolution and change over time. The *Gender Equality Act* specifies that GIA should be undertaken across a wide spectrum of policy, planning and service activities when they have 'a direct and significant impact on the public'. The GIA Guide states quite rightly that the process 'should be tailored to the task at hand'. Depending on the focus area, a GIA process can have a broad scope requiring in-depth investigation and significant levels of engagement or it may be appropriate to undertake a more limited analysis. Councils will need to make decisions about how they prioritise and scope their GIA activities. In this context, applying a GIA process on a specific policy, plan or service can align well with a project management approach. The GIA pilot has identified that: • Careful planning is needed up front to decide on the scope, scale and type of the GIA process to be undertaken for different focus areas. • There is an opportunity to develop criteria to guide this up-front GIA planning which could include the extent of social impact, the ability to leverage change, the evidence base available, and the	The *Gender Equality Act* specifies that a GIA must be undertaken when a policy, program or service has a 'direct and significant impact on the public' (*Gender Equality Act Part 3, Sect. 9*). Councils will need to make decisions about what has 'direct and significant impact on the public' and the scope of the GIA they will undertake. Effective GIA work can be supported by: • Applying a project management approach to specific GIAs which clarifies such issues as the project scope, deliverables, responsibilities, timeframes, skills and resources required. • Including an initial project planning phase within the GIA Guide would assist councils to decide on the scope and scale of the GIA work to be undertaken to suit the specific focus area under investigation. • Councils developing criteria which can be used to guide their decisions on the scoping and depth of GIA to be undertaken for particular focus areas. Guiding criteria could also be developed at a state-wide level to identify a progressive and realistic roll out approach to the *Gender Equality Act* and GIA processes. This would include exploring how 'a direct and significant impact on the public' is defined and how the scope of GIA processes can be tailored in meaningful and practical ways. It is important to be realistic about what can be achieved in practice, in the short term and over time, given the breadth of GIA work potentially indicated in the *Gender Equality Act*.

relative 'return on investment'.	

• The GIA approach used may need to be adapted for different types of analysis, e.g. undertaking GIA on new policy, plans, infrastructure or services, as compared to reviewing existing policies and activities.
 	
• A project management approach for specific GIA processes would also support consideration of such key issues as;
 	
   o project leadership and team membership
   o communication and engagement plans, including processes to access a diversity of voices
   o decision making processes
   o timeframes
   o resource allocation etc.	

Key Learning Themes	The Implications of these Themes for GIA Roll Out
3.4 The Four Steps Model for GIA The four steps outlined in the GIA Guide are as follows: 1. Define the Issues and challenge assumptions. 2. Understanding your context. 3. Options analysis. 4. Make recommendations The Guide states that while the four steps are presented as a sequence, the process for GIA is not strictly linear and the steps can be adapted to suits the needs. In general, pilot councils found the relatively simple Four Step process outlined in the Guide to be helpful. The pilot process has highlighted the following: • Each step needs to be seen as a way of exploring and identifying diverse perspectives and expertise, building skills, identifying systemic barriers and enablers for positive change. • As stated in the Guide, the steps are not necessarily sequential in practice. For example, some people found it valuable to move from Step Two back to Step One as new evidence prompted them to revise their assumptions. Some combined Steps One and Two for this reason. Some moved from Step Three back to Step Two as new data gaps were identified. • The interpretation of assumptions included people challenging the assumptions the organisation may be making in the way they are approaching an activity, compared to understanding the assumptions within their community which will affect how	Each of the four steps outlined in the GIA Guide provide a valuable approach to identifying hidden assumptions, gaps in critical information, applying new perspectives, understanding the lived experience and aspirations of directly affected people, and exploring options carefully from a gender equality perspective. The key elements of these steps should be retained for a GIA process. However, it is also important that guidance material continues to emphasise that the process: • Can be iterative rather than linear. • Can be adapted to suit the agreed scope of the GIA and type of focus area being examined. • Will inevitably identify many gaps in knowledge, data and perspectives which could be used to inform further research or prompt re-consideration of a previous step. It is also important to use GIA processes as an opportunity to develop new insights, build trust, skills and commitment to gender equality practices and to use this as a valuable way to build organisational capability in GIA. In this way the GIA is not just used as a 'technical tool' but as part of an organisational development and change process. Finally, the four steps outlined in the Guide would be more easily applied by councils with the following changes: • Refining the prompt questions so the number and the overlap are reduced (additional prompt questions could still be provided in an associated appendix). • Clarifying how some terms are to be interpreted from different

the community approach the council activity.

- Case examples for each step would be helpful, particularly local government related examples.

- There were examples where the number of questions was seen to be confusing and repetitive.

- Step Three, Options Analysis, requires rigour to ensure options are being carefully assessed to avoid the risk of superficial assessments of viability, costs, impact etc.

- Step Four, Recommendations: Most of the pilot councils identified recommendations for change; however the pilot project timeframes did not enable all to get to this point. This highlights the point made by all pilot councils that councils require a reasonable timeframe to undertake a GIA process and to attain formal approval of a recommended direction.

- Timeframes may depend on legislative requirements, the status and type of focus area and the delegations in place. If a formal decision is required by the Council, this can typically take many months to finalise.

perspectives (e.g. exploring 'assumptions' held by council officers, different stakeholder groups etc).

- Including consideration of 'universal design' opportunities through the prompt questions and templates, rather than the focusing only on the separate groups of women, men or gender non-binary.

- Including an initial scoping phase which assists councils to clarify the depth of the GIA to be undertaken for a specific focus area.

- Including case studies with specific relevance to local government.

Key Learning Themes	The Implications of these Themes for GIA Roll Out
3.5 Data and Research Availability Access to relevant data and research assists a GIA process to be informed by evidence. This area was one of the major challenges for all pilot councils. The following observations were made in relation to data and research: • The GIA Guide provides some helpful prompts to seek out data to inform analysis, including data internal to the organisation and externally. It also prompts organisations to identify key gaps in data and research. • The Guide's links to some online data sources were helpful. • The process prompted valuable explorations of how councils collect, co-ordinate and use data e.g. what was, or was not, available; what councils are, or are not, collecting; and the extent to which data and research activity is co-ordinated within councils. • Gendered data and research relevant to the diversity of local government activities are difficult to source and there are gaps in local area gendered data. • It is helpful to be able to source existing gender-related research to inform a specific GIA process e.g. studies on community grants, sporting programs, urban planning etc. • There are limited data to support intersectionality analysis. • The importance of considering how 'lived experience' is used as part of the GIA data and research process. • A Quantitative Tool was initially included as part of the Guide but was subsequently only incorporated as an optional element. Most pilot councils did not use the tool and most indicated that it was too complicated in its current form.	Effective GIA is supported by access to quality data and research relevant to the focus areas being examined. While data collection, analysis and research skills are needed to support GIA, these skills are not necessarily available within individual councils. The roll-out of GIA processes by councils would be supported by investing in a strategic approach to the co-ordination, collection and distribution of relevant data and research. Suggestions emerging from the GIA pilot process include: • The establishment of systems for councils to share relevant data and research and to collaborate on GIA research around common focus areas. • The development of a centralised gender equality data and research hub which could provide an efficient and effective state-wide resource to support GIA activity. This would need to have knowledge and expertise in the local government sector to ensure the relevance of the data and research collected. • A central research and data hub could also support improvements in the consistency of definitions used for the collection of gender data, the availability of gender and intersectional data, and also research relevant to GIA processes. • The availability of an on-line quantitative tool would be beneficial, but it would need to be user friendly, accessible and carefully maintained to ensure it is contemporary, validated and sustainable. • There is an opportunity for the State Government to review and align the way gender related data are collected and reported under legislation and regulations relating to local government e.g.

	currently the Victorian Grants Commission uses the Sex Standard Classification based on Australian Bureau of Statistics policy, whereas the *Local Government Planning and Reporting Regulations 2014* use binary male/female data categories.

SECTION 4: CONCLUSION AND PROPOSALS

The *Victorian Gender Equality Act* has been described as a landmark step in breaking down discrimination and gender barriers. It builds on an impressive legacy of initiatives undertaken by many organisations to address gender inequity and discrimination within the Victorian community.

As highlighted previously in this report (1.3), the Victorian local government sector has demonstrated active leadership on gender equality through a wide range of innovative policy reforms and programs at a state-wide level and within local communities. This provides a strong foundation for the successful roll out of the *Gender Equality Act* GIA processes by Victorian councils.

However, the Act involves implementing a comprehensive approach to addressing gender equality, and the extensive use of GIA processes to inform decisions on a broad range of activities which have significant impact on the public. If this work is to achieve meaningful progress towards gender equality, a strategic and collaborative approach will be needed to build capability across the local government sector and within individual councils.

This section identifies key areas for attention and some high-level proposals to support Victorian councils to implement effective GIA processes and progress the important objectives of the Act. These proposals are to be considered in conjunction with the more detailed issues and suggestions identified in Sections 2 and 3 of this report.

4.1 Integration of Local Government Policy, Planning and Legislative Frameworks

The GIA pilot has identified the importance of aiming to integrate the requirements of the *Gender Equality Act* with responsibilities outlined in the *Victorian Local Government Act* (2020) and other local government policy, planning and legislative requirements including legislated timeframes. The advantages of maximising this integration are outlined in Section 2.1 of this report.

It is proposed that:

- An analysis be undertaken to identify how the requirements of the *Gender Equality Act* can be best integrated with the policy and legislative frameworks applicable to the Victorian local government sector, particularly the *Health and Wellbeing Act* 2008 and the Local *Government Act 2020*;

- An analysis be undertaken to identify how the GIA processes can be aligned with, and support other related social inclusion and anti-discrimination activity undertaken by Victorian councils; and

- The State Government undertakes a review to develop a consistent approach to gender definitions and data categories required for state-wide data collection and reporting to be undertaken by local government.

4.2 Building Organisational Readiness and Capability

As previously noted, it is important to understand the variations in the level of organisational readiness and capability for effective gender equality work across the local government sector. Organisational capability for gender equality work is achieved through leadership commitment, council policy, organisational culture, knowledge, skills, systems and financial resources.

There are a number of existing initiatives and resources being used to support Victorian councils to assess their current capability for gender equality work and to identify how this can be strengthened. These resources include the *Workplace Equality and Respect Standards* (WER) developed by Our Watch and trialled during 2018-19 by 19 Victorian councils, and the Victorian Local Government Women's Charter currently endorsed by 73 councils across Victoria. In addition, there is the *Listen, Learn and Lead Gender Equity Program* with its associated resources and the *Best Practice Guide for Gender Equity in Local Government* (2018).

There is an opportunity to adapt these existing resources to develop a capability framework which relates directly to the requirements of the *Gender Equality Act* and the operational context for local government. Resources which have been primarily designed with a focus on internal capability building could also be adapted for application in outward, community focused work. Given the extensive work already undertaken on these resources, an adapted framework should be reasonably easy to develop.

It should also be noted that the MAV has undertaken a bi-annual survey of council activity in relation to gender equality and prevention of violence against women since 2013, with 65 of 79 Victorian councils participating in the most recent voluntary survey in 2019. The findings from this survey could be further analysed to inform decisions around building capability.

The extent to which councils are able to establish and sustain their capability for gender equality work is also affected by the financial investment they are able to make. The GIA pilot has affirmed that dedicated financial and staffing resources are needed to implement initiatives in both the short and long term.

Short term project funding has been allocated by the State Government to support the local government GIA pilot project, and a number of other gender equality focused initiatives within local government over the past few years. Such funding recognises the benefit of investing in capability building and the implementation of practical community programs. However, such short-term pilot funding does not support the capacity building necessary to achieve embedded and sustainable change.

All councils need to make careful budget decisions to address competing priorities, including legislative responsibilities, in a context of limited resources. Resource capacity has been affected by rate capping and most recently by the impacts of severe bushfires and the COVID-19 pandemic. This is particularly so for smaller councils in rural and regional centres. It is also the case for many larger councils endeavouring to meet the expanding needs of their communities.

While the *Gender Equality Act* is a very welcome step for achieving gender equality, it also entails expanded responsibilities for councils. Consideration should be given to a funding model which can support Victorian councils to implement the requirements of the *Gender Equality Act* in a meaningful and sustainable way, and which can be tailored to meet their variable levels of capacity.

Finally, investing in a state-wide gender equality resource and support system would provide a strategic and collaborative means of building capability across the local government sector and within individual councils. This would be supported through a centrally co-ordinated gender equality resource and development system which has expertise in the local government sector. The design of this could be led by the Office of the Public Sector Gender Equality Commissioner in collaboration with key parties including the MAV, the Office for Women and Local Government Victoria.

It is proposed that:

- The existing tools designed to build organisational capability for gender equality work be adapted to develop a framework which reflects the requirements of the *Gender Equality Act,* and the operational context of the local government sector.

- The data available from the MAV's *Gender Equality and Prevention of Violence Against Women* biannual survey of councils be used to build understanding of existing activity and capacity, and to inform the priorities for capability building across the sector.

- Consideration be given to funding being made available to
    o establish and sustain state-wide gender equality support and development systems, and
    o support individual councils and groups of councils, to implement GIA processes and develop GEAPs and in a sustainable way. Specific consideration should be given to the funding which will be needed by councils with limited capacity to implement their legislative obligations, especially smaller rural councils.

- A state-wide gender equality resource system be established, with specific expertise in the local government sector.   This could support such activities as
    o the ongoing development of accessible and adaptable information, training programs and other resources to support GIA processes
    o the collection, collation and development of quality data and research to support the local government sector to undertake robust GIA processes
    o the sharing and/or co-ordination of GIA processes being undertaken, particularly activities common for local government
    o the provision of specialist advice on GIA for councils where needed
    o the establishment of other support initiatives such as 'communities of practice'.

4.3 Guidance Materials, Training, Data and Building Good Practice

As outlined in Section 2 and 3, the successful implementation the *Gender Equality Act* and GIA by local government will need to be supported by a range of resources including guidance material, training programs and access to relevant data and research.

It is proposed that:

- A package of information, training and development programs, guidance material and other resources be developed to support the implementation of the *Gender Equality Act*, GIA processes and the development of GEAPs by local government. This should be designed to
  - be relevant to the local government sector
  - be adapted to suit the needs of different councils, different target groups, and different levels of expertise in gender equality work
  - use different mediums including face to face programs, on-line options, videos, E-Guides etc
  - support good practice and
  - evolve over time to address emerging issues.

- A revised GIA Guide, with associated tools and resources, be developed specifically for local government, and that the revisions address the key learnings and suggestions identified in Section 3 of this report.

4.4 Conclusion

The *Victorian Gender Equality Act* represents a significant step in embedding gender equality action across the Victorian public sector, including councils. It provides an opportunity to develop policies, services, social expectations and attitudes based on the principles of equity, respect and social justice.

The Act requires that all entities covered by the Act to undertake a Gender Impact Assessment when developing or reviewing any policies, programs or services that have a direct and significant impact on the public.

The Local Government GIA Pilot Project was designed to trial the implementation of GIA processes using the State Government's Guide to GIA and to identify the learnings from this experience. The learnings captured during the pilot and described here will inform the development of resources and approaches which can best support local government to implement GIA as required under the legislation.

This report has identified numerous opportunities as well as challenges faced by councils in implementing the Victorian State Government's Guide to GIA. A number of suggestions and proposals have been made on how to build on these opportunities and address the challenges.

The proposals presented are based on the belief that if gender equality action by local government is to achieve meaningful and long-term change, it needs to be sustained and embedded as much as possible within the 'normal' business of

councils within their communities. This requires a strategic and collaborative approach to supporting the local government sector and individual councils.

Finally, whilst an emphasis has been put on the importance of understanding and responding to the issues outlined here, it is also important to recognise that the effort, skills and commitment demonstrated by the ten pilot councils gives promise of future significant progress in achieving gender equality in local government.

APPENDIX 1: THE VICTORIAN PILOT COUNCILS AND THEIR GIA PILOT FOCUS

LGA	New Policy / Plan/Strategy	Review of existing Policy/ Plan/Strategy	Program or Service
Glenelg Shire Council			Portland Leisure and Aquatic Centre
Greater Geelong City Council		Arts and Culture Marketing Strategy	Open Space Referrals
Greater Shepparton City Council			1) Activities in the Park 2) Aquamoves - Aquatic Leisure Facility 3) Marketing and Communications Department
Horsham Rural City Council		Community Grants Policy	Community Grants Program
Manningham City Council		Recruitment Policy and Process	
Maribyrnong City Council	Intercultural Exchange Project – civic participation element	Family Violence Policy	Women Who Walk Program
Monash City Council	Loneliness Strategy	Public Health Approach to Gambling Policy	
Mount Alexander Shire Council		Community Grants Policy	Community Grants Program Guidelines
Yarra City Council		1) Procurement Policy and Manual 2) Leisure Master Plan	
Yarra Ranges Shire Council	People & Culture Flexible Working Policy	Recreation and Open Space Strategy	Youth Development Strategic Action Plan

APPENDIX 2: REFERENCES

ANROWS (2020) Evaluation of the Local Government Free from Violence Program (unpublished)

Gender Equality Act (2020)

Health and Wellbeing Act (2008)

Local Government Act (2020)

The Municipal Association of Victoria and the Victorian Government (2017) Prevention of violence against women and promoting gender equality: Victorian Councils leading the way.

The State of Victoria Department of Environment, Land, Water and Planning (2017) The Local Government Listen, Learn and Lead Gender Equity Program Guide

The State of Victoria Department of Environment, Land, Water and Planning (2018) The Local Government Listen, Learn and Lead Gender Equity Program: Findings and Evaluation

The State of Victoria Department of Environment, Land, Water and Planning (2018) Best Practice Guide for Gender Equity in Local Government

Victorian Local Government Women's Charter (2002)

Victorian State Government (no date on doc) Safe and Strong: A Victorian Gender Equality Strategy: Preventing violence against women through gender equality

Victorian State Government (2019) A Guide to Conducting Gender Impact Analysis

Workplace Equality and Respect Standards, Our Watch (2018)