2026 Progress report for: Frankston City Council

Cover page

Organisation name (required)	Frankston City Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 1219 Total FTE: 809
Response rate to employee experience survey	30% (302/1014)
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

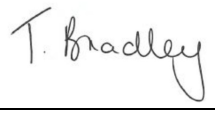
Attestation by head of organisation

I confirm that:

I am the head of organisation (CEO or equivalent).

I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.

I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	
Name	Tennille Bradley
Role title	CEO
Signed	
Date	15 April 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

If you have not listed any GIAs, please choose one or more permitted reason:

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020.*

☒ None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA (required and recommended)

Ref #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.	Sandfield Reserve Stage 3 Masterplan Implementation	Program	Through 2020/21, the Sandfield Reserve Landscape Master Plan was prepared by Council's Urban Design team in collaboration with Site Image Landscape Architects. The Master Plan was developed in response to the need for site integration and consideration of a new dog park alongside other park improvements to meet the needs and demands identified in the Frankston Open Space Strategy 2016 and Frankston Community Vision. The Master Plan identifies a number of opportunities and makes recommendations for open space improvements including a new District level Play Space, Skate Park, Youth Space, picnic facilities and improved passive and active recreational spaces and amenities such as circuit path and lighting upgrades, a new public toilet and landscaping and planting. Due to the scale of works proposed by the Master Plan and the associated cost implications, a staged approach was planned to enable gradual implementation: • STAGE 1: Dog Park - COMPLETED 2021 • STAGE 2: Play, Youth Space and Skate Park Design and Implementation – CURRENTLY UNDERWAY • STAGE 3: Open Space Upgrades and new Public Toilet – DESIGN UNDERWAY This GIA is focusing on stage 3 of the Sandfield Masterplan Implementation. This includes provision of a new public toilet (there are no existing public toilets on site) and various open space improvements including new tree planting and landscaping, swale drains and dry creek bed, public furniture, fitness station, circuit paths with distance markers, ball sport oval and picnic area.	New	• Women and girls are less likely than men to feel safe in public spaces, particularly at night, meaning design features such as lighting, visibility, clear sightlines and active spaces will disproportionately improve women's access, comfort and participation. • Women are more likely to limit or avoid certain activities if a space feels unsafe, so improvements to safety, maintenance and passive surveillance will increase women's use of the reserve. • Women, gender-diverse people and young people are more likely to experience harassment or feel unsafe in poorly lit, isolated or enclosed areas. • Lone parents- nearly 80% of whom are women- benefit from accessible facilities including toilets, seating, shelter, pram-friendly paths and safe play/fitness areas. • Women are more likely to be unpaid carers; accessible paths, seating, toilets and sensory spaces improve use for carers, children and dependants. • People with disabilities (higher proportion of women) and neurodiverse users benefit from universal design, smooth pathways, sensory gardens, quiet spaces and accessible amenities. • Gender-diverse people can face discrimination in gendered public toilets; inclusive and well-designed toilet facilities support safe access and comfort. • Women and girls have different patterns of using public space, often preferring well-maintained, attractive, busy areas, so improvements to aesthetics, landscaping and activation will especially support their participation. • Socio-economic disadvantage in Carrum Downs disproportionately affects women (higher poverty rates, financial hardship, lower workforce participation), increasing the importance of equitable, free, safe public recreation spaces for wellbeing and community connection. • Older women, women with disabilities and women experiencing homelessness have additional accessibility, safety and dignity needs that can be addressed through inclusive amenity design (seating, toilets, shade, lighting, clear wayfinding). • Fitness equipment placed in visible, well-lit areas encourages participation from women, who may otherwise feel unsafe or judged in public exercise settings. • Public furniture that accommodates breastfeeding, varied body needs, privacy and rest supports women, carers, older adults and people with disabilities to use the reserve more comfortably. • Sensory and therapeutic gardens support diverse users (especially women, neurodiverse individuals, older people and carers), helping reduce stress and fostering inclusive spaces.

					• Inclusive design that reflects diverse cultural identities enhances belonging for women from culturally and linguistically diverse backgrounds.
2.	Coastal and Marine Management Plan	Policy	Coastal and Marine Management Plans (CMMP) are a legislative requirement for all Committees of Management of coastal Crown land that seek to align local strategic directions with State legislation and policy. The Draft Frankston City CMMP 2024 guides the management of coastal Crown land areas for which Council has responsibility and sets out broader management principles and objectives for the marine and coastal environment. It will guide Council's long-term vision to be 'leaders in enhancing resilience and protecting bio-cultural diversity of Frankston City's coastal and marine environment.' The CMMP supersedes the Coastal Management Plan (2016) by redefining the vision and reprioritising actions based on best available data, information, and legislative guidance. A primary driver for the CMMP is to effectively plan for, mitigate and adapt to pressures on coastal and marine ecosystems. These include pressures related to climate change, population growth, built infrastructure, and recreation use among others. This GIA was completed at the conclusion of the CMMP development process. It applies a gender lens to the consultation process and findings, to the five aspirations and objectives in the Draft CMMP, and to proposals for the CMMP's implementation.	Up for review	• Women carry greater emotional, psychological and caregiving burdens during and after disasters, which contributes to slower recovery and increased vulnerability to gendered violence. • Women are underrepresented in climate change governance, adaptation planning, coastal management industries and advisory committees, which means their perspectives and needs may be overlooked in the CMMP. • Gendered employment and volunteering patterns influence who participates in decision-making and environmental management, with men more represented in governance groups and women more present in caring and rescue oriented volunteer roles. • Men, particularly those aged 25 to 64, experience significantly higher drowning risk due to gendered norms around risk taking and confidence, which requires targeted water safety and behavioural interventions. • CMMP consultation data indicates that women and gender diverse community members were underrepresented, creating gaps in whose priorities informed the draft plan. • Without targeted strategies, climate adaptation actions may reinforce existing inequities, and CMMP implementation must ensure equitable participation and consider the distinct needs of women, men, gender diverse people and communities with intersecting experiences.
3.	Centenary Park Golf Course Master Plan Implementation	Policy	The Centenary Park Master Plan will help Centenary Park evolve into a contemporary golf facility. It will strengthen its appeal to its current market (golfers), but most importantly, it will broaden its appeal beyond this market and to the wider community. The new vision for Centenary Park delivers: 1. Improved connections 2. Improved golf course 3. Upgraded driving range 4. New Pavilion & Precinct 5. New mini-golf facility 6. Additional Car Parking	New	• Women and girls participate in sport at significantly lower rates than men due to multiple barriers including cost, caring responsibilities, safety concerns, lack of confidence and feeling unwelcome or unsafe in male dominated environments. • Girls experience a sharp decline in sport participation from adolescence, and women are more likely to prioritise children's participation over their own. • Women, LGBTQIA+ people, CALD communities, Aboriginal people and people with disabilities report lower access to sporting facilities, increased experiences of discrimination, and additional barriers created by transport, affordability, programming and facility design. • Evidence shows sexist language, gender imbalance and homophobia in community sport settings, which reduces women's sense of belonging and safety and directly impacts participation. • Urban design defaults often prioritise male needs due to the dominance of men in planning professions, resulting in public spaces that do not adequately consider women's experiences, perceptions of safety or movement patterns. • Women feel less safe in public spaces than men, with poor lighting, lack of maintenance, entrapment risks and isolated areas contributing to reduced use, restricted mobility and avoidance of spaces.

					• Safety, visibility, passive surveillance and diverse activation of public spaces are critical factors influencing women's willingness to use outdoor areas for recreation, fitness and social connection. • Public furniture, paths, toilets and play or fitness infrastructure must account for the needs of women, carers, older people and people with disabilities to support equitable access and comfort. • Cultural safety considerations highlight additional barriers for First Nations community members related to respect, representation and participation in decision making. • Gendered barriers intersect with socio economic status, disability, caring roles and cultural background, amplifying inequities for women with intersecting identities.
4.	Annual Hard Waste Collection	Service	Provision of collection of hard waste and bundled green waste from eligible tenements throughout Municipality	Up for review	• Women are more likely to carry responsibility for sorting, organising and preparing hard waste, which increases the impact of low literacy, unclear instructions or limited access to information. • Women, single parents and lone-person households may struggle with lifting heavy items to the kerb, affecting their ability to use the service independently. • Older women and women with disabilities are more likely to face physical barriers such as mobility limitations, low vision or difficulty handling heavy items. • Migrant women, refugee women and women with English as a second language may not fully understand service instructions due to language or literacy barriers, reducing equitable access. • Caregiving duties held disproportionately by women increase time pressures, meaning inflexible collection dates may disproportionately disadvantage them. • Gendered household roles mean women are more likely to manage waste sorting and disposal, making clear communication, accessible formats and flexible arrangements critical to equitable participation.
5.	Climate Change Strategy 2023-2030	Policy	Climate Change Strategy 2023-2030. The Strategy was shaped by our community and identifies the risks, opportunities and priorities for Frankston City to reduce greenhouse gas emissions and build resilience to climate change impacts. It includes actions to reduce Council and community emissions, and adapt and build resilience to the impacts of climate change. At Council, we have made key commitments through the six central themes of this Strategy. We will: - Accelerate our transition toward zero carbon operations, buildings, assets and transport, as well as our transition towards a zero waste, circular city; - Support your climate action ambitions and build the capacity of our community to cope with the challenges caused by climate change; - Put an emphasis on protecting the biodiversity of our open spaces, marine and coastal environment; and - Adapt through managing our natural and built environment for resilience and sustainability.	New	• Climate change increases risks for women and girls, who face higher exposure to gender-based violence, trafficking, unsafe labour conditions and harmful environmental impacts during crisis and recovery periods. • Women carry a disproportionate load of unpaid work related to household sustainability, waste management and care, which amplifies the impacts of climate related disruptions. • Women from disadvantaged groups, including lone parents, people with disabilities, and those experiencing homelessness, are more vulnerable to climate related pressures due to lower income, reduced mobility and fewer resources to adapt. • Women tend to view environmental issues as more pressing than men and often take more responsibility for household energy saving behaviours, while men are more likely to engage in renewable energy purchasing decisions. • Women make the majority of household purchasing decisions and therefore have significant influence over sustainable consumption patterns and the shift toward eco-friendly behaviours.

					• Climate actions in the plan will affect people differently, and ensuring that women, carers, older adults, people with disabilities, CALD communities and low-income households can participate and benefit equitably is essential for effective implementation.
6.	Occupational Violence Prevention Strategy	Policy	Occupational Violence Prevention and Response Strategy. There has been an increase in occupational violence against Frankston City Council employees. Between 2021 and 2023 there was a 24.1% increase in reported occupational violence incidents. This strategy is designed to tackle key strategic areas and ensure that Frankston City Council maintains a robust safety system to mitigate occupational violence hazards and support teams.	New	• Women in customer facing roles may be disproportionately targeted by occupational violence, including sexual harassment, due to gendered perpetrator bias. • Female dominated work areas such as libraries, customer service, MCH and community centres face higher exposure to unreasonable customer behaviour. • Perpetrators may target employees they perceive as weaker, which can increase risk for women, younger staff and those in part time or lower authority roles. • Customer facing roles have greater direct interaction with the public, heightening exposure to aggressive, distressed or volatile community members. • Gendered patterns of violence in the broader community influence how occupational violence is experienced in the workplace. • Without gender informed prevention strategies, existing inequalities may be reinforced and female employees may remain at higher risk.
7.	Economic Development and Skilled Community Strategy	Policy	The Strategy aims to increase economic outcomes through a range of actions aimed at supporting local businesses, investment attraction and economic activation of places and through advocacy and relationships with external stakeholders.	New	• Female business operators are more likely to have additional family and caring responsibilities, which can limit their ability to attend workshops, mentoring and business support activities. • Women may have less time, flexibility or capacity to access economic development programs due to gendered household and care roles. • Business operators from non-English speaking backgrounds may struggle to understand or access the Strategy and the supports it outlines. • Lack of gender and language data in business surveys limits Council's ability to identify and respond to gendered and cultural barriers experienced by operators. • Ensuring business supports are accessible in multiple languages and at flexible times is important to support female operators and CALD business owners.
8.	Frankston Road Safety Strategy 2024	Policy	Strategy that is action-oriented, and uses statistics to create a strong evidence base that clearly identifies priority risk groups and areas for action. It is anticipated that the Strategy will be used by various Council departments for the following purposes: • Informing decisions about Council's resource allocations towards road safety programs; • Identifying road safety partnerships and new initiatives for Council to become involved in. (Council is a partner of Road Safe South East and would like to see opportunities to strengthen this partnership, as well as identifying new partnerships, explored as part of the development of this Strategy); • Providing an evidence base for funding applications; • Informing the Frankston community of ways in which they can become involved in road safety initiatives;	New	• Women are more likely to be killed or injured as passengers and pedestrians, in part due to vehicle safety testing based on male models and gendered travel patterns. • Men are far more likely to be drivers involved in fatal crashes and to engage in high-risk behaviours such as speeding, driving under the influence, and not wearing seatbelts. • Young males face disproportionate risk due to peer-driven risk-taking and lower compliance with road rules. • Women undertake more short, frequent car trips and walking trips linked to caring responsibilities, increasing exposure as pedestrians. • Women, older women, women with disability, and CALD women experience multiple layers of vulnerability, including limited access to safer vehicles and higher exposure to harassment and unsafe environments.

			• Publicity and education. The overall objectives of this project are to develop a Road Safety Strategy that: • Reviews the Road Safety Strategy 2016 and relevancy of core attributes identified in the Strategy. • Develops a strong set of statistics that can be used to inform Council and community decisions in relation to the delivery of road safety initiatives • Identifies new core attributes and actions based on Safe System principles, which will guide Frankston City Council and the community's actions towards reducing the incidence and severity of road trauma on our community. • Identifies the priority risk groups in Frankston City based on crash analysis and issues raised through the community engagement process. • Identifies opportunities to strengthen partnerships with other agencies to deliver road safety programs and initiatives within Frankston City.		• Male-dominated occupations (logistics, ride-share, taxi, courier work) increase men's exposure to fatigue-related and high-risk driving conditions.
9.	Kananook Reserve Master Plan	Policy	With current plans to redevelop the Frankston Basketball Stadium along with the Kananook Commuter Car Park, a master plan has been developed to ensure that the integrity of Kananook Reserve as a valued public greenspace is maintained, with connections to upgraded infrastructure and the surrounding precinct being efficient and effective. The master plan looks to address future and potential improvements across the site, with considerations given to access, connections, open space and the broader public realm of the precinct. There are various site complexities impacting the ongoing use of Kananook Reserve, including the sites Environmental Management Plan, environmental values, industrial planning considerations, floodwater overlays and increased formal and informal recreation demand. The master plan will look to provide greater opportunities to activate disability sport, encourage participation and spectator involvement for people with a disability, and ensure equal participation opportunities regardless of age, sex, race or religion.	New	• Women and girls have historically had fewer sporting opportunities and continue to participate at lower rates than men and boys. • Male-dominated sporting cultures, stereotypes and inappropriate comments reduce women and girls' sense of safety, belonging and legitimacy in sport. • Facility access often prioritises senior male teams, reinforcing unequal participation opportunities across genders. • Adolescents, particularly girls, drop out due to body image pressures and limited social/non-competitive options. • Aboriginal and Torres Strait Islander people, LGBTQIA+ participants, CALD groups and people with disability may feel unsafe or excluded due to discrimination, access limitations or cultural barriers. • Cost, transport access, and limited disability-friendly design disproportionately affect women, low-income households and people with disability. • Participation data shows significant gender imbalance across players, committees and staff, with very low participation for Aboriginal people and people with disability.
10.	Frankston Basketball and Gymnastics Stadium (Frankston Stadium)	Program	Council is partnering with the State and Federal government to construct a new stadium at the existing Bardia Avenue site that will house 10 basketball courts and the first dedicated community gymnastics space in Frankston City. These state-of-the-art district facilities will cater for two of Frankston City's fastest growing sports, enabling increasing participation among young girls and women and people with a disability.	New	• Women and girls participate in sport at lower rates than men and boys, with sharp declines from adolescence. • Women face multiple barriers including cost, caring responsibilities, feeling unsafe or unwelcome, and lack of confidence. • Women are more likely to prioritise children's participation over their own. • People with disability, low-income households and those without access to transport experience reduced access to facilities. • CALD, LGBTQIA+ and Aboriginal and Torres Strait Islander communities face additional barriers including

					discrimination and cultural mismatch in sports environments. • Participation varies significantly by gender and age, with men and boys making up the majority of players across local clubs and competitions.
11.	Frankston Local Play Space and Park upgrade Program (Frankston Play Strategy 2021 and Frankston Local Park Action Plan Implementation).	Policy	The Frankston Play Strategy 2021 and Frankston Local Park Action Plan 2021 provide a framework and holistic approach to open space improvements in Frankston. The Plans recognise the value of our local parks and the vital role they play for environmental benefits and in community wellbeing. It also seeks to balance the level of investment across our open space network. The Frankston Open Space Strategy 2016-2036 is the overarching document and is supported by the Frankston Play Strategy 2021 and the Frankston Local Park Action Plan 2021.	Up for review	• Women and girls are key users of local parks and playspaces (often as carers) but are more likely than men to feel unsafe, particularly where lighting, sightlines, parking and maintenance are poor – limiting their use of some reserves and times of day. • Young women have explicitly reported a lack of public spaces where they feel safe and welcome (e.g. preferring "youth spaces" over traditional skate parks), indicating that some existing park designs implicitly cater more to boys and men. • Gendered caring roles (e.g. mothers, grandparents, unpaid carers) mean women are more reliant on nearby, free parks; inadequate toilets, baby-change facilities, seating, shade and accessible paths disproportionately affect their ability to stay, participate and supervise children. • Women in Frankston experience broader gender inequality (higher rates of part-time work, sole parenting, financial stress, homelessness and lower feelings of safety at night), making safe, accessible public open space a critical gender equality asset – but current strategies do not explicitly name or respond to this. • People with disabilities and unpaid carers (more likely to be women) face additional access barriers where paths, surfaces, parking, signage and furniture are not designed to universal design principles, reducing their capacity to use and enjoy local parks independently. • Aboriginal people, culturally diverse communities and people with limited English may not see themselves reflected in park design, wayfinding or artwork, which can undermine cultural safety and a sense of belonging, particularly for women and gender-diverse people from these groups. • The existing Play Strategy and Local Park Action Plan largely treat gender as "neutral" (gender not referenced, limited diverse imagery, no gender-disaggregated engagement data), which risks reinforcing a male default and obscuring different priorities and patterns of park use across genders.
12.	Yamala Reserve Site Plan	Policy	Yamala Tennis Club and the Yamala Bowls Club requires a range of facility upgrades to continue sustainable on and off-field club operations, with a precinct plan to be developed first to address the complexities and opportunities of the site. Given the site's difficult topography, recent investigations have determined that accessibility and compliance issues cannot be adequately addressed in isolation but require further consideration of the siting of the whole Reserve. A precinct plan is therefore required for Yamala Reserve, which will seek to address specific challenges within the Reserve and identify opportunities to improve sporting infrastructure, recreation and play opportunities on site.	New	• Women and girls participate in sport and active recreation at lower rates than men and boys, despite increasing opportunities. • Senior men's teams are often prioritised for prime courts/grounds and time slots, limiting access for women, girls and gender diverse teams. • Gender norms and stereotypes (e.g. "blokey culture", ideas about "girls' activities", expectations of women as primary carers) restrict women and girls' time, confidence and sense of entitlement to play. • Puberty, body image concerns and uniforms contribute to sharp drop-off in girls' participation in adolescence. • Women and girls are more likely to feel unsafe or unwelcome in clubs and public spaces, especially at night or in poorly lit, isolated or poorly maintained areas.

					• Perceptions of safety shape how, when and whether women and girls use parks, paths, pavilions and public transport to access sport and recreation. • Lack of all-gender, accessible and sufficient toilets, change rooms and baby-change facilities disproportionately affects women, girls, carers and people with specific toileting needs. • Breastfeeding women face barriers when there is nowhere comfortable, semi-private and safe to feed or park prams, reducing their use of public spaces. • Women are more likely to visit parks with children and older relatives, so poor seating, shade, paths, parking and fencing limit their participation and increase care load while in public space. • Women and gender diverse people report more experiences of sexist language, harassment and homophobia in sport environments, which undermines safety and belonging. • Men and boys experience pressure to conform to narrow “strong/masculine” norms in sport, which can discourage participation for those who don’t fit the stereotype or who are gay/bi/queer. • LGBTQIA+ people may hide their sexuality or gender identity in clubs due to fear of discrimination, reducing participation and leadership opportunities. • People with disabilities and unpaid carers (disproportionately women) face additional barriers when paths, parking, furniture, wayfinding and facilities do not reflect universal design principles. • CALD communities and people with limited English can feel excluded where signage, programming and club cultures are not culturally safe or inclusive. • Aboriginal and Torres Strait Islander people can feel unwelcome where Country, culture and decision-making are not visibly respected and embedded in design and governance. • Current data collection often fails to capture gender and diversity, making it harder to identify and address inequities in who uses clubs, pavilions and parks.
13.	Frankston Fair Access to Sport Policy	Policy	The development of a new Fair Access to Sport Policy, in which all Victorian Councils are required to have in place by 1 July 2024 to be considered eligible to receive infrastructure funding from the Victorian State Government. The new Policy aims to ensure that women and girls can fully participate in and enjoy the benefits of community sport, with fair opportunity and access to their local facilities.	New	• Women and girls have historically had fewer opportunities than men and boys to participate in community sport, with sporting culture and facility design traditionally centred around men. • Participation levels for women and girls remain lower than for men and boys, despite increases in programs and visibility. • Senior men’s teams are typically prioritised for prime courts, grounds and changerooms, limiting equitable access for women and girls. • Gender norms, stereotypes and “blokey” club culture reduce women and girls’ confidence, sense of belonging and visibility in sport. • Adolescent girls experience steep drop-off in participation linked to puberty, body image, uniforms and lack of local female pathways or role models. • Women and girls often feel less safe in sporting environments, on surrounding paths, and in pavilions, affecting when and how they participate.

					• Women are more likely to have caring responsibilities, making rigid scheduling, high costs and travel distances more significant participation barriers. • Women and girls tend to occupy unpaid or “support” roles (canteen, team manager) while men dominate coaching, committee and paid positions. • Existing club structures and practices can unintentionally devalue women’s participation and reinforce stereotypes about who sport is “for.” • Gender diverse people often face exclusion or safety concerns in gendered change rooms and competitive sporting cultures. • Men and boys may also experience pressure to conform to narrow masculine norms, discouraging participation for those who do not fit these expectations.
14.	Frankston City Municipal Health and Wellbeing Plan 2021-2025	Policy	The Health and Wellbeing Plan 2021–2025 is Frankston City Council’s strategic plan for how they will work with partners, stakeholders and the community over a four-year period to create well planned and liveable environments with healthy, strong and safe communities so everyone has the equal opportunity to enjoy good health and wellbeing at every stage of life. In accordance with the Public Health and Wellbeing Act 2008, the Plan was developed to provide a clear strategic direction on the health and wellbeing priorities for the Frankston City community, and lead coordinated and collaborative action across the municipality.	Up for review	• Women have different health priorities and higher engagement in health services due to caregiving roles, reproductive needs and chronic conditions. • Men are less likely to seek help for mental health due to stigma linked to masculinity norms. • Women, girls and gender diverse people experience higher rates of gender-based violence, which significantly affects health, safety and wellbeing. • Women face greater barriers to accessing preventative healthcare due to unpaid care, part-time work, lower incomes and limited transport access. • Physical activity patterns are gendered, with women participating less and facing barriers such as safety concerns, body image, and time constraints. • Gendered norms influence experiences of public spaces, with women reporting lower perceptions of safety, particularly when travelling at night or using public transport.
15.	Safer Communities Policy and Strategy	Policy	The purpose of the Safer Communities Policy and Strategy is to provide strategic direction for Council’s community safety and crime prevention work that aligns with the Community Vision, Council Plan and other key Council strategies. As new long-term documents (10 years), the Strategy and Policy will provide the authorising environment that will set the strategic direction and create a common understanding across Council with a primary prevention focus to improve community safety in Frankston City. The Strategy will provide the strategic framework to guide decision making and the policy will provide the authorising environment for Council departments to develop and implement initiatives that promote and enhance safety in the community.	New	• Women experience higher rates of violence, harassment and discrimination, which significantly affects their safety, health and wellbeing. • Women face greater barriers to accessing community services due to help-seeking patterns, caring roles and income inequality. • Older women are more likely than older men to experience housing insecurity and homelessness. • Aboriginal women and women from CALD communities face additional barriers due to racism and lack of cultural safety. • LGBTIQ+ people, particularly women and gender diverse people, often hide their identity when accessing services due to fear of discrimination. • People with disabilities experience accessibility and discrimination barriers that intersect with gender, affecting service access and wellbeing.
16.	Integrated Planning Project - Community Vision, Council Plan, Asset Plan and Financial Plan	Policy	Frankston City Council is engaging with its community on the review of the Community Vision and development of the Council Plan, including a review of the Financial Plan and Asset Plan, with a completed review expected by 31 October 2025. These plans will be developed through community consultation and deliberative engagement in accordance with the legislative requirement of the Local Government Act 2020.	Up for review	• Economic insecurity disproportionately affects women, driven by higher part-time work, lower full-time employment, a persistent pay gap, and higher rates of poverty among lone parents (the majority of whom are women). • Family violence has a significant gendered impact, with substantially more women than men experiencing

					violence, contributing to housing stress, homelessness and demand for trauma-informed supports. • Care, disability and unpaid labour are gendered, with women more likely to be unpaid carers and slightly more likely to have profound or severe disability, shaping access to work, services and community participation. • Place-based disadvantage intersects with gender, with priority areas experiencing higher unemployment and low incomes, compounding impacts for women, young people not in education or employment, and single-parent households. • Council assets and public spaces affect gendered safety and inclusion, including access to toilets, change facilities, lighting, footpaths and disability-inclusive design, with women reporting significantly lower feelings of safety when walking at night.
17.	Public Toilet Action Plan	Policy	Council is reviewing its Public Toilet Action Plan to establish a 10 year implementation program for strategic and capital work public toilet infrastructure priorities for the whole municipality. The plan also seeks to establish design principles and guidelines based on best practice approaches to ensure new and upgraded public toilets are safe, accessible, equitable, convenient, comfortable, sustainable, looked after, integrated and which adequately service the needs of the community as well as Council. Capital work priorities will need to be implemented and considered through Council's Long Term Infrastructure Planning and budgeting processes.	Up for review	• Women, people with disability, carers, people with young children, older people and gender-diverse people are disproportionately affected when public toilets are unavailable, inaccessible or perceived as unsafe, limiting participation in public and open spaces. • Lack of accessible design (including physical access, sensory considerations and clear signage) restricts use for people with mobility needs, sensory sensitivities and carers supporting others. • Gendered and gender-diverse experiences of safety, dignity and discrimination shape toilet use, highlighting the need for inclusive, trauma-informed design that balances privacy, safety and accessibility. • Inadequate amenities (such as sanitary disposal, accessible change spaces and MLAK access) can force people to leave public spaces, affecting health, wellbeing, social participation and economic activity.
18.	Nepean Boulevard Master Plan	Program	Nepean Boulevard extends for 3.7km along Nepean Highway from Mile Bridge in the north through the city centre to Olivers Hill Lookout in the south. The Vision for the Nepean Boulevard is to revitalise it as the heart of Frankston City creating a premiere address and destination for people to live, work and play.	New	• Frankston City has a growing population with persistent gender inequality across employment, income, caring responsibilities, safety and wellbeing. • Women are more likely to work part time, earn less, undertake unpaid care, and head single-parent households, increasing financial stress and poverty risk. • Women report significantly lower feelings of safety in public spaces and experience higher rates of family violence, sexual offences and homelessness. • Gender intersects with disability, age, caring roles and socio-economic status to shape access to and use of public spaces. • Urban design and transport decisions strongly influence gender equity, particularly through safety, accessibility, lighting and inclusive infrastructure.
19.	Frankston Equestrian Master Plan 2023	Policy	The Baxter Park Open Space Master Plan provides guidance on the provision, growth and management of Equestrian activities in Langwarrin and Baxter. This Master Plan provides a clear framework for the future development and maintenance of the sites and enables Council to redefine and renew tenancy agreements/leases with Equestrian clubs.	New	• Key groups impacted by the project include equestrian club members and their families, other reserve users (dog walkers, walkers and runners), and council staff and contractors responsible for maintenance and management. • Evidence suggests equestrian spaces remain largely framed through a binary understanding of gender, with limited discussion or visibility of trans and gender-diverse participants, which may result in exclusion if not actively addressed.

					• Research and policy frameworks show strong support for gender equality in equestrian peak bodies, but there is a notable absence of guidance and evidence relating specifically to trans and non-binary inclusion. • Access to non-gendered facilities and accessible infrastructure is a key factor shaping participation, alongside effective provision for people with disabilities. • Without deliberate consideration, people with disability, gender-diverse participants and some men may be disproportionately affected by the outcomes of the master plan.
20.	Rollout of Separate Glass Recycling Service	Policy	Glass recycling bin delivered to all residential households as part of the Victorian Governments Kerbside Reform 4 bin system standardisation	New	This initiative will impact all residential households to ensure that the correct items are placed in the correct bins now that there are 4. This would impact the female gender / primarily person responsible in households for completing this function. Houses where there is greater consumption of alcoholic drinks that come in glass bottles, or foods that come in glass jars could see the benefit of being provided with an additional bin for Glass which will leave the residents with more space in their recycling bin for other commodities. People living in multi-unit developments or apartments may be impacted negatively due to the additional space required on site for storage of an additional bin. This may not have been factored into the original building design of the property and often space in these developments are limited. People may not have additional space on their property to safely store an additional bin, and this limited space may result in people having to park cars on the street or leave bins on the nature strip for longer periods of time and may also limit their ability to be part of the new initiative or force Council to provide shared bin services. This initiative will impact households to ensure that the correct items are placed in the correct bins now that there are 4. This would impact the female gender / primarily person responsible in households for completing this function. Where there is a heterosexual couple living at the property, assumed gender roles include the woman is primarily responsible for sorting and managing waste within households and the man is responsible for removing waste from the house to the bin and taking bins to the street. Where there are older children living in the home, they may have a requirement to remove waste from the home to the bin and take bins to the street. Where there is a couple living at a property and one member has an injury, physical limitation or disability, the other member is more likely to manage removing waste from the home to the bin and placing bins out for collection. •
21.	Baxter Park Open Space Master Plan	Policy	The Baxter Park Open Space Master Plan provides a strategic framework for the future improvement programs, projects and partnerships at Baxter Park Reserve. It is aimed at preserving	Up for review	• Access to Baxter Park is strongly shaped by perceptions of safety, which disproportionately affect women, gender-diverse people, people with disability, carers, Aboriginal

			and improving the parks natural and cultural values and providing new and improved sporting and visitor experiences.		and Torres Strait Islander people, culturally diverse communities, older people and those on lower incomes. • Women and gender-diverse people report significantly lower feelings of safety in public spaces, particularly at night, limiting their participation in sport, recreation and use of open space. • Poor lighting, low visibility, lack of activation and inadequate amenities reduce perceptions of safety, while well-maintained, well-lit and actively used spaces increase inclusion and participation. • Women and girls are more likely to prefer informal, flexible recreation over organised sport, highlighting the importance of inclusive, accessible public exercise opportunities. • Without deliberate gender-sensitive and intersectional design, park upgrades risk reinforcing existing barriers to participation rather than improving equity.
22.	Inclusive Language and Imagery Guidelines	Policy	Guidance on Council and staff communications internally and externally to support a welcoming, inclusive and fair workplace and community.	New	• People who experience marginalisation, including people with low literacy, culturally and linguistically diverse communities, people with disability, neurodiverse people, children and young people, may face barriers, exclusion or harm when accessing council services, programs, events or employment. • Staff with limited experience or training in inclusive communication may unintentionally reinforce exclusion, contributing to people feeling unwelcome or unsafe. Societal norms, stereotypes and unconscious bias reflected in language, imagery and communication practices can reinforce discrimination and negatively affect people's sense of identity, belonging and participation.
23.	Online Bin Ordering and Contractor Integration	Service	The new online ordering system for bins is required to assist those in the community that are unable to contact Customer Service within our business contact hours/ make it easier for those that work within our business hours to access the service at their own convenience. This will assist residents to have easier access to solve issues such as missing lids on their bins (hygiene issue) / ordering more bins or changing bins.	New	• Household waste-related tasks are often undertaken by women and carers, who may have limited availability during business hours due to paid work and caring responsibilities. • Restricting bin ordering to business hours can create barriers to access for people with caring roles and inflexible work schedules. • Introducing 24/7 access to bin ordering improves equity by enabling all residents to engage with council services at a time that is suitable and convenient for them.
24.	Environmental and Friends Group Volunteer Guidelines	Program	The Environmental and Friends Group Volunteer Guidelines have been developed specifically for environmental volunteers working on Council owned and managed land. They are an essential resource for providing volunteers with all they need to know about working in Council's natural reserves and parks so that we can work safely together for the benefit of our precious environment. The Guidelines provide a clear and consistent procedure manual that is accessible, easy to understand, up to date and used by all relevant environmental and friends group volunteers. The Guidelines contain all the background information, forms and lists required by Council to help ensure safety and to better support all our volunteers.	Up for review	• Environmental volunteering has an ageing demographic, with women disproportionately represented and more likely than men to experience serious injury from falls, particularly from age 65 and over. • Women often carry a higher volunteering and leadership load in environmental and land management activities, reflecting broader caring roles within communities. • Physical demands, fall risk and compliance responsibilities may disproportionately affect older volunteers and activity leaders if adequate supports are not in place. • The Guidelines respond by promoting safer working practices and highlighting the need for targeted support, training and fall-prevention measures, particularly for older volunteers and women.
25.	Frankston City Industrial Strategy	Policy	The Frankston City Industrial Strategy 2024 integrates land use planning, urban design and economic development initiatives to support the ongoing evolution of Frankston City's industrial	Up for review	• Women and gender-diverse people face greater safety and access barriers in industrial areas, particularly after hours, due to lighting, transport and pedestrian amenity.

			precincts as they respond to an array of economic, environmental and social change and opportunity.		• Women's caring roles and lack of nearby childcare limit access to industrial employment, while men remain over-represented in these workforces. • Without a gender and intersectional lens, industrial planning risks reinforcing existing segregation and inequities in safety and participation.
26.	East Seaford Reserve - Play space and park upgrade	Program	Frankston Local Play Space and Park upgrade Program (Frankston Play Strategy 2021 and Frankston Local Park Action Plan Implementation).	Up for review	• Women experience disproportionate economic insecurity, unpaid care responsibilities and safety concerns, which shape how and when they access public spaces, services and employment. • Women report significantly lower perceptions of safety in public spaces, particularly at night, reducing participation in recreation, transport use and community life. • Caring roles, disability and age intersect with gender to create additional barriers to access, mobility and inclusion in public environments. • Gender-blind planning risks reinforcing existing inequalities in safety, participation, workforce access and wellbeing if a gender and intersectional lens is not applied.
27.	Frankston Park Oval reconstruction	Service	The reconstruction of Frankston Parks playing surface. The reconstruction will include new drainage and irrigation systems as well as infrastructure upgrades enabling the venue to host a broader range of sporting events.	New	• Poor drainage and surface conditions in wet weather disproportionately affect lighter athletes, particularly younger and female players, due to reduced traction and increased injury risk. • Substandard access infrastructure, including non-compliant stairs and deteriorating surfaces, creates barriers for people with mobility issues. • Inadequate ground conditions limit equitable participation and safety for all athletes, reinforcing existing gender and ability-based disparities if not addressed.
28.	Art & Culture Programming	Program	Art and Cultural Programming plays a pivotal role in enriching the cultural fabric of a region by offering a diverse array of events, festivals, and programs that celebrate and showcase the arts in all their forms. This programming includes an annual schedule of arts festivals, exhibitions, performances, and workshops designed to engage both residents and visitors. This GIA will cover Destination Event Strategy, Arts Centre Programming, Public Art and Major Events & Festivals	Up for review	• Women, non-binary and trans artists face disproportionate barriers to sustainable careers in the arts due to gender pay gaps, insecure work, caregiving responsibilities and under-representation in leadership and programming. • Despite women making up the majority of the arts workforce, their work is less visible and less well remunerated, reinforcing structural inequality across the sector. • Older women and women from marginalised communities, including Aboriginal and Torres Strait Islander women, experience compounded barriers to participation and recognition. • Gender norms also affect men, with stigma limiting participation in the arts despite known mental health benefits, and women carrying most of the unpaid labour associated with arts engagement and audience participation.
29.	Frankston Metropolitan Activity Centre Structure Plan	Policy	Over the next 20 years the Frankston Metropolitan Activity Centre (FMAC) will need to cater to a substantial increase in employment uses, retail and housing. The Structure Plan sets out a framework to guide development within the FMAC providing clear direction on land uses, housing, built form, employment, streetscapes and open space, and movement and transport. The Structure Plan not only plans for the future growth and changing population but also recognises the importance of	Up for review	• Women in Frankston experience compounded disadvantage due to lower workforce participation, the gender pay gap and a disproportionate share of unpaid care and domestic work. • Safety concerns significantly limit women's access to public space, transport, walking and physical activity, particularly at night. • Housing stress and homelessness disproportionately affect women, especially single mothers, older women living alone and women experiencing family violence.

			making improvements for the people that currently live in and visit the Centre. Frankston City Council have undertaken a 'refresh' of the adopted 2015 Frankston Metropolitan Activity Centre (FMAC) Structure Plan.		• Gender-blind urban design risks reinforcing exclusion, as women's mobility, caregiving patterns, safety needs and accessibility requirements differ from men's. • Gender intersects with age, disability, caring responsibilities and socio-economic status to amplify barriers to participation, wellbeing and economic security.
30.	Frankston Arts Centre - Forecourt Redevelopment	Service	Redevelopment of the Frankston Arts Centre Forecourt	Up for review	• People with disabilities, older people, carers and young children are disproportionately affected by non-compliant access, vehicle–pedestrian conflict and unsafe gradients at the Arts Centre entry. • Women are more likely to be impacted due to higher rates of caregiving, use of prams or mobility aids, and accompanying children or older people. • Poor accessibility and safety increase the risk of trips, falls and near misses, limiting equitable access to arts and cultural participation.
31.	Domestic Animal Management Plan 2025-2029	Policy	This Domestic Animal Management Plan outlines the services, programs and policies the Council has established to address the administration of the Act and the management of domestic animal issues in their community.	Up for review	• Women, particularly mothers of young children, are disproportionately impacted by animal bite risks, as children aged 0–5 experience the highest hospitalisation rates and women are more likely to be primary carers. • People experiencing homelessness and victim-survivors of family violence, the majority of whom are women, face additional barriers to housing and healthcare due to pet ownership, service restrictions and the cost of boarding animals. • Low-income households, often female-headed, experience financial barriers to pet care, registration and accessing support services, increasing vulnerability to homelessness and ongoing safety risks.
32.	Child Safety and Wellbeing Policy	Policy	The Frankston City Council Child Safety and Wellbeing Policy provides the overarching structure for Council's compliance with Victoria's Child Safe Standards. The standards are evidenced based, and designed to foster a child safe culture where children are empowered to participate and are protected from abuse. The Child Safety and Wellbeing Policy guides child abuse reporting requirements consistent with interesting laws and best practice.	Up for review	• Girls are disproportionately affected by child sexual abuse, with higher rates reported among female children aged 15–17, while boys experience higher rates of physical violence. • Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability, and those in out-of-home care are significantly over-represented among alleged victims. • The policy has a positive impact by strengthening a culture of child safety, improving staff capability, and ensuring additional safeguards for children facing intersecting vulnerabilities.
33.	Overport Park Master Plan Implementation	Program	The Overport Park Master Plan was adopted in 2021 and provides an integrated site plan for the reserve. There are a number of infrastructure initiatives currently in different stages of development in the reserve. The location and interface of these initiatives need to be planned and refined in order to reduce the potential for conflict between different park uses and to ensure that the integrity of the park as a valued public green space is maintained. The master plan provides a description of the rationale for the key directions for new and/or upgraded works at the reserve.	New	• Women and girls experience lower participation in sport due to male-dominated club cultures, safety concerns, cost, time poverty, and lack of inclusive facilities and programming. • LGBTQIA+ people, people with disability, CALD communities and carers face compounded barriers where gender intersects with accessibility, safety, transport and cultural inclusion. • Older women and girls disengage from sport at higher rates, reflecting inadequate flexible, affordable and non-competitive recreation options. • Built environments and sporting infrastructure often default to male norms, limiting perceptions of safety, welcome and belonging for women and gender diverse people.
34.	Ballam Park Athletics Pavilion and Lighting Upgrade	Program	The refurbishment of the Ballam Park Athletics pavilions as well as the upgrade of track lighting	New	• Women and girls participate in sport and physical activity at lower rates than men, with a sharp drop-off from

					adolescence, driven by cost, time poverty, caring responsibilities and perceptions of safety and welcome. • Women are more likely to prioritise children's participation over their own due to financial constraints and social expectations. • People with disability, carers, low-income households and those from diverse backgrounds face compounded barriers to access, transport and inclusive programming, which intersect with gender. • Improving inclusive design, accessibility and flexible programming is likely to increase participation, leadership opportunities and health outcomes for women and under-represented groups, while broadening overall community participation.
35.	Career Insights Q&A's	Program	Frankston City's Career Insights Q&A Sessions is a program where students can directly engage with local business owners to gain valuable career insights. Frankston City Council's Economic Development team, together with local secondary schools, host a series of two-hour Q&A panel sessions for senior students to ask questions of local business owners relating to their studies and career pathways. Panels consist of up to six business owners presenting to between 30 and 250 students.	Up for review	• Women are under-represented as business owners (around 30% nationally), which limits the visibility of female role models for students considering entrepreneurship. • Ensuring equal representation of female and male business operators on panels helps challenge gender norms about business leadership and expands perceived career pathways for all students. • Female students, who participate and complete VCE at slightly higher rates than males, particularly benefit from seeing women represented across a range of industries. • A lack of local, gender-disaggregated data on business ownership in Frankston City limits understanding of structural barriers facing women entrepreneurs and where targeted support may be needed
36.	Nairm Marr Djambana Master Plan and Concept Design for site and facilities development in Jubilee Park, City of Frankston.	Service	The Council Plan initiative for NMD is to "Project manage the masterplan development and advocacy for the redevelopment of the Nairm Marr Djambana gathering place".	New	• Aboriginal women and carers may face barriers due to caregiving responsibilities, safety concerns and lack of accessible, culturally safe spaces. • LGBTIQA+ Aboriginal people may avoid the space if gender diversity and cultural safety are not explicitly embedded in design and programming. • Elders, people with disability and those caring for ageing family members require mobility-friendly, inclusive infrastructure to enable participation. • Purpose-designed, culturally safe spaces can support diverse leadership, intergenerational connection and equitable participation across genders.
37.	Business Grants (including Business grants, Facade Improvement and B2B)	Program	Business grants program supports theme 5 of the council plan, thriving economy. Grants are offered to existing Frankston businesses or businesses with plans to relocate to the Frankston City. The programs are centered around economic development, aiming to increase the employment opportunities, expand a service offering, uplift the visual appeal of business frontage and increase local business to business engagement and awareness.	Up for review	• Women, particularly mothers and carers, face barriers to participating in grant information sessions due to caregiving responsibilities and lack of child-friendly settings. • Women are more likely to experience reduced access to digital tools, devices and support, limiting their ability to navigate online grant systems. • Lower digital confidence and time constraints can result in women either not applying or submitting lower-quality applications. • These barriers disproportionately reduce women's access to business grant funding and economic opportunities compared to men.
38.	Investment Attraction	Service	The Investment Attraction service s designed to enhance economic outcomes by implementing a variety of initiatives focused on attracting and supporting businesses to establish, expand, or relocate within Frankston City. This includes	Up for review	• Women business operators may face greater barriers to accessing Council business supports due to caring responsibilities, time constraints and lower access to informal business networks.

			targeted promotion, outreach efforts, and the fostering of strong relationships with external stakeholders to create a thriving business environment.		• Male-dominated industries may be more visible or better positioned to benefit from investment attraction activities. • Without targeted outreach, women, gender-diverse people and small or home-based businesses may be under-represented in program uptake. • Inclusive design and communication of business supports can help ensure equitable access across genders
39.	Business Concierge	Service	The Business Concierge service is designed to be a one point of contact for businesses owners looking to open or expand their business by assisting with providing information and navigating the permit and regulatory requirements of Council. This is done by collating advice from internal experts and stakeholders and providing it to the business owners, to ensure the process is simple and accessible. The service can also help with providing relevant information about state and federal government events or services and connecting business owners to business support services offered by Council.	Up for review	• Women, particularly those with caring responsibilities (including single parents), may face barriers accessing the Business Concierge service during standard business hours or attending Council offices. • People with disability may experience access barriers where services are not designed with diverse needs in mind. • Business owners from non-English speaking backgrounds may be disadvantaged due to limited visibility and availability of translation and language supports. • Current service settings assume flexible availability, digital access and English proficiency, which may unintentionally exclude some business owners without individualised support.
40.	CN11405 Operation of FRRRC	Service	Frankston City Council owns the Frankston Regional Recycling and Recovery Centre in Harold Rd Skye (the Site) Council operates the gate house and is seeking to engage a contractor to manage all other aspects involved in the operation of the site.	Up for review	• Further engagement is required to understand specific waste disposal barriers, including infrastructure gaps, resource constraints and community awareness. • Low-income communities are disproportionately affected due to reduced capacity to manage waste and higher exposure to environmental and health risks. • Marginalised communities may experience poorer health outcomes, environmental degradation and reduced quality of life due to inadequate waste management.
41.	Frankston Skate and BMX Strategy 2025-2035	Policy	To update the 2003 version of the Skate and BMX Strategy. The new strategy will outline a 10-year vision for skate, BMX, and active youth spaces across Frankston City We are aiming maximise opportunities for active participation in informal sports such as skate and BMX while ensuring our facilities are fit for purpose, accessible and welcoming to all in our community. The key objectives of the Frankston Skate and BMX Strategy are to: - Guide future use and development of skate and BMX facilities across the municipality - Guide decision making and planned expenditure on skate and BMX facilities in line with the Long Term Infrastructure Plan (LTIP) and facility assessments - Foster inclusive facilities and programming that drives participation and supports our youth community across all ages and abilities.	Up for review	• Women and girls participate in skate, BMX and organised sport at lower rates than men, with participation dropping sharply from adolescence due to cost, confidence, safety and caring responsibilities. • Women, girls and gender diverse people experience different barriers to participation than men, including feeling unsafe or unwelcome, lack of confidence, uniforms, and facility design. • People from low SES backgrounds, those without access to transport, people with disability, Aboriginal and Torres Strait Islander people and LGBTQIA+ communities face additional, intersecting barriers to access. • Male-dominated sporting cultures and facilities can reinforce exclusion through gender norms, sexist language and limited inclusive design. • Welcoming, inclusive skate and BMX environments require safe design, accessibility, visibility, affordability, and programming that actively supports participation by women, girls and diverse users.
42.	Four Bin System - Compulsory FOGO	Service	We currently have the four-bin system which is an initiative of the victorian government in place for all residential households to access this service. Our food organics and garden organics bin is an opt in service at the moment and this will move to being a compulsory service as of 1 July 2026 to assist with food diversion We currently have approx 75% of the community who have already ordered the FOGO bin and are therefore using the four-bin system successfully. We now need to assist	Up for review	• This would impact the female gender / primarily person responsible in households for completing this function. Where there is a heterosexual couple living at the property, assumed gender roles include the woman is primarily responsible for sorting and managing waste within households and the man is responsible for removing waste from the house to the bin and taking bins to the street.

			the community with ordering their FOGO bins as a large portion of the community that have not yet ordered the bins are located in multi-unit developments where there are no gardens and therefore these residents may think they do not require the bin however the food diversion is key to a successful four bin system.		
43.	Kananook Industrial Precinct	Service	The Kananook Industrial Precinct (the Precinct) is one of the areas identified for renewal and growth under the Frankston City Industral Strategy. It is intended to provide for better integration of the Frankston Basketball Stadium and Kananook Reserve with the Precinct. The objectives of the project are that Kananook is a regional employment destination supported by sports, leisure and hospitality uses, and that with regeneration, the next decade of public and private investment will confirm Kananook's role as a regionally significant industrial and employment destination serviced by high capacity rail that integrates with a growing range of sports, leisure and hospitality uses. Regeneration of the Precinct is supported by its strong transport links, the plan to provide reimagined green streets, and inspiring built form, so that the precinct will b a thriving, accessible destination that drives economic growth and enhances public amenity.	New	• Women and girls currently face barriers to accessing sport and recreation facilities, particularly related to safety, perceptions of welcome, affordability, and time constraints. • An ageing population, with women more likely to live longer, increases demand for accessible, safe and flexible recreation options. • Poorly designed or "gender-neutral" public spaces can unintentionally prioritise male use, limiting women's participation and sense of safety. • Women's perceptions of safety are strongly influenced by lighting, visibility, maintenance and activation, affecting whether and when they use public spaces. • Intersectional factors (age, disability, caring responsibilities, socio-economic status) can further compound barriers for women and gender-diverse people.
44.	Leasing and Licensing Policy	Policy	The problem is inconsistency and a lack of guidance on lease and licence decision making. The Policy supports the guiding values of the Property Strategy, which requires: *That the use of Council Property by others, delivers public value, *Financial stability, *Legal and statutory compliance, *Consistent and transparent management.	New	• Inconsistent lease and licence decision-making can perpetuate historical inequities, limiting equitable access for women, gender-diverse people and other marginalised groups. • Outdated occupancy agreements may allow facility managers to overlook accessibility, inclusion and safety needs, disproportionately affecting women, people with disabilities and culturally diverse communities. • Introducing clear service standards creates a more level playing field, supporting fairer access and use of Council property for all genders. Transparent and consistent guidance reduces the risk of unconscious bias influencing decisions about who can access and benefit from public land and facilities.
45.	Langwarrin Skate Park and BMX/ Pump Track	Program	Council is updating its previous Skate and BMX Strategy (Strategy) that aims to outline a 10-year vision for skate, BMX, and active youth spaces across Frankston City. This strategy looks to coordinate and provides key direction for the provision of skate and BMX facilities within the municipality to our facilities are fit for purpose, accessible and welcoming to all in our community. A priority and action within this Strategy involves Stage One, Two and Three upgrades to Langwarrin Skate Park, BMX Trail and Pump Track. This GIA is reviewing the proposed upgrades at the Langwarrin Skate Park, BMX Trail and Pump Track.	New	• Women and girls have significantly lower participation in physical activity and organised sport than men, particularly from adolescence onward, due to cost, safety concerns, confidence, caring responsibilities and feeling unwelcome. • Male-dominated sports cultures, including skate and BMX, can create unwelcoming environments for women, girls and gender-diverse people through gender imbalance, sexist language and lack of inclusive design. • People with intersecting barriers, including disability, low SES, limited transport access and caring roles, face reduced access to skate and BMX facilities and programs. • Inclusive, well-designed skate and BMX facilities with good lighting, amenities, accessible layouts and active programming can reduce safety concerns, increase confidence and support more equitable participation across genders.

46.	Frankson City Circularity Roadmap	Policy	This Policy will serve as a strategic document for driving long-term environmental, economic, and social sustainability in Frankston, using circular approaches designed to support delivery of the Council and Wellbeing Plan 2025–2029. Frankston has committed to transitioning to a Circular Economy which shifts away from the current linear 'take, make, dispose' consumption approach to one that maintains a circular flow of materials by recovering, retaining or adding to their value. This Policy outlines both internal and community actions. The Roadmap has identified three strategic objectives to guide our transition towards a circular economy.	New	• Women, particularly single parents, older women, Aboriginal women and low-income women, are more likely to experience poverty and financial stress, making them more vulnerable to the impacts of overconsumption, climate change and environmental degradation. • Climate change and extreme weather events disproportionately affect women and children due to lower access to resources, mobility, decision-making power and higher exposure to unpaid labour and caring responsibilities. • Women carry the majority of household labour and purchasing decisions (around 70–80%), meaning they are most likely to engage with programs focused on buying, repairing, recycling and waste reduction. • Despite stronger pro-environmental attitudes, women are less likely than men to be familiar with concepts such as the circular economy, indicating a need for targeted, accessible education and support. • Low socio-economic households, many of which are female-led, are likely to benefit most from circular economy initiatives that reduce costs, support repair and reuse, and improve food security through practices such as composting and growing food.
47.	Waste Circularity Plan - 2023	Policy	This Waste Circularity Plan is an eight-year plan to guide Frankston City Council to improve the management of municipal solid waste and increase environmental sustainability. It aims to protect human and environmental health and meet the Frankston City community's need for efficient and accessible waste services, while remaining cost effective. Council has opted to take a proactive approach to ensure that waste management contributes to the local circular economy by implementing measures to avoid, reuse and recycle waste. This plan outlines how Frankston City Council proposes to achieve the following targets, in line with the Victorian Government's policy position. By 2030 we want to achieve the following targets: - Divert 80 per cent of waste from landfill by 2030 - Cut total waste generation by 15 per cent per person by 2030 - 50 per cent reduction in organic material to landfill by 2030 - Separate glass collection service to all households by 2027 - Ensure every Frankston household has access to food and garden organic waste recycling services by 2030	New	• Women, particularly those with caring responsibilities, disabilities or health needs, are more affected by how accessible, safe and easy waste services are to use in the home and public spaces. • Residents in multi-unit developments, shared or social housing, where women are over-represented in lower-income and lone-parent households, may face greater challenges with storage, access and service design. • Women from non-English speaking backgrounds may experience barriers to understanding service changes if information is not provided in accessible formats or languages. • Different life stages, including older women and parents of young children, shape how people interact with waste services and increase the importance of proximity, safety and ease of use.

Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality.	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)

		If you did not take action, write N/A here and explain why in (H). (required)			
1.	Yes (go to column G)	1. Universal Design for Paths and Surfaces: Implemented universal design principles to ensure that paths and surfaces within the reserve are accessible to individuals of all genders, ages, and abilities. This includes maintaining firm, level, stable, and slip-resistant surfaces to accommodate diverse modes of pedestrian transport. 2. Enhanced Lighting and Visibility: Improved lighting along paths and in public spaces to enhance visibility and safety, particularly for women and other priority groups. Well-lit pathways and open vistas can help reduce the risk of accidents or incidents and promote a sense of security. 3. Inclusive Signage and Wayfinding: Installed clear and inclusive signage and wayfinding systems to help park users navigate the reserve, providing information about amenities, points of interest, and accessible routes. Ensure that signage is easy to understand and accessible. 4. Representation in Public Art: Commissioned public art installations that celebrate the contributions and perspectives of local women, Indigenous communities, and diverse cultural backgrounds. Artwork highlighting women's history or achievements can foster a sense of pride and identity among park users and signal that the area is a safe and welcoming space for people of all genders. 5. Community Engagement and Consultation: Post implementation, engage with local women's groups, Indigenous communities, and other stakeholders through community consultations to gather input and feedback on reserve design and amenities to gauge success of implementation. 6. Gender-Inclusive Public Toilets: Ensured that public toilet facilities within the reserve are gender-inclusive, accessible, and well-maintained. Consider the diverse needs of park users, including parents with young children, breastfeeding individuals, and people with disabilities. 7. Safety Features and Surveillance: Incorporated safety features such as CCTV cameras, and clear sightlines to promote a sense of security for all park users, particularly women and gender-diverse people. Strategic landscaping and design elements can also enhance natural surveillance and deter unwanted behaviour. 8. Diverse Public Furniture Options: Provided a variety of public furniture options, including benches, seating areas, and picnic tables, to accommodate diverse preferences and needs. Consider the comfort, accessibility, and privacy of seating arrangements for individuals of all genders, ages, and disabilities. 9. Cultural Sensitivity in Landscaping: Incorporate indigenous plants, traditional land management practices, and culturally significant design elements into reserve landscaping. 10. Unable to implement the Therapeutic and Sensory Gardens: Created therapeutic and sensory gardens within the reserve to provide immersive experiences that engage the senses and promote well-being. Ensure that these spaces are well signed, inclusive, and accessible. Budget constraints hindered this action being implemented as intended, however it has been considered for incorporation into another park project. 11. Equitable Distribution of Amenities: Ensured equitable distribution of amenities such as drinking fountains, shade structures, and rest areas throughout the reserve to meet the needs of diverse park users. Consider factors such as proximity to high-traffic areas and accessibility for individuals with disabilities.	N/A	The recommendations take into account the needs of men, women and gender diverse people of varying ages, life stage, people with disabilities, neurodivergent people and people that are Indigenous or culturally diverse.	• Cultural Sensitivity in Landscaping: Incorporate indigenous plants, traditional land management practices, and culturally significant design elements into reserve landscaping. • Representation in Public Art: Commission public art installations that celebrate the contributions and perspectives of local women, Indigenous communities, and diverse cultural backgrounds. Artwork highlighting women's history or achievements can foster a sense of pride and identity among park users and signal that the area is a safe and welcoming space for people of all genders. • Diverse Public Furniture Options: Provide a variety of public furniture options, including benches, seating areas, and picnic tables, to accommodate diverse preferences and needs. Consider the comfort, accessibility, and privacy of seating arrangements for individuals of all genders, ages, and disabilities. • Therapeutic and Sensory Gardens: Create therapeutic and sensory gardens within the reserve to provide immersive experiences that engage the senses and promote well-being. Ensure that these spaces are well signed, inclusive, and accessible.
2.	Yes (go to column G)	Strengthened the explicit relationship between the social dimension of precinct use identified by community (access and amenity, recreation, cultural considerations and safety) and actions and objectives contained within the Frankston City Health and Wellbeing Plan 2021-2025. Direct points of alignment include for example:	N/A	Inclusion of an explicit commitment to gender equality and gender impact assessments will ensure the diverse needs and experiences of community are explicitly and consistently	

		• Objective 1.1: Improve opportunities for walking and cycling. • Objective 1.2: Improve access to public open spaces, play spaces and recreation facilities. • Objective 1.3: Improve access to inclusive club sports and recreation activities • Objective 2.3: Strengthen relationships to support Aboriginal self-determination and reconciliation • Objective 3.2: Increase volunteering and community participation • Objective 4.1: Increase awareness of the health impacts of climate change • Objective 4.2: Strengthen response to public health threats and emergencies for vulnerable communities • Objective 4.3: Support healthy and sustainable homes, buildings and public spaces • Objective 5.1 Build partnerships to prevent family violence, violence against women and elder abuse • Objective 6.1 Create safe public spaces through Council policy, planning and design Strengthened diverse community engagement in the consultation, design, delivery and evaluation of initiatives within the CMMP, including by: • Collecting, analysing and reporting participation data disaggregated by gender and other attributes • Promoting and targeting CMMP participation and engagement opportunities to diverse community cohorts including for example with respect to gender, gender identity, sexual orientation, age, ability, cultural background, First Nation, carer status • Tailoring CMMP participation and engagement methodologies to suit the needs of diverse community cohorts • Providing targeted support, funding, resources and education in relation to CMMP initiatives to diverse community cohorts • Incorporating a specific community engagement plan to achieve these aims as a core inclusion in action delivery planning of the CMMP.		considered in the future governance, oversight and implementation of the CMMP and its related actions and initiatives. These options build upon existing well considered plans at FCC and strengthen them to ensure intersectoral gender equality is a key driver in decision making.	
3.	Yes (go to column G)	Council worked with all stakeholders both internally and externally to deliver accessible, and universal toilet amenities on course. Council also reconstructed 3 greens to improve conditions and user experience.	N/A	By identifying ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation. Can include, but is not limited by: Aboriginality, gender identity, sexual orientation, ethnicity, language, religion, ability, age, socioeconomic status, etc.	
4.	No (go to column H)	N/A	A plan has been established with contractors to begin collecting data on households that do not use the service and to commence preliminary analysis. We collaborated with the kerbside collection team, who provided data on privately organised collections. The contractor confirmed that they currently do not have the capacity to register eligible households who have not utilised the hard waste service. This may become feasible next year, and FCC will follow up with the contractor closer to that time.	Intersectionality was considered by identifying how multiple, overlapping forms of disadvantage may shape people's ability to understand, prepare for or use the hard waste service. The assessment examined how gender interacts with factors such as age, disability, caring responsibilities, language proficiency, literacy, cultural background, migration experience and household composition. This highlighted that women who are older, have a disability, are single parents, live alone, or who speak English as a second language face compounded barriers,	

			Brochures will be translated into multiple languages as part of next years' service preparation. The inclusion of visual elements within the brochures has not yet been progressed and will be reviewed during next year's planning process.	including difficulty lifting items, limited mobility, low vision, reduced access to information, and increased time pressures due to unpaid care duties. The analysis also recognised that migrants and refugees, people with low literacy, and those with sensory or physical impairments may require additional communication supports. These insights informed the need for flexible service arrangements, accessible information formats and a focus on equitable participation across diverse groups.	
5.	No (go to column H)	N/A	No actions taken at this stage due to team restructures	Intersectionality was considered by examining how gender interacts with other factors such as income, caregiving roles, disability, cultural background, migration status, age and household composition to influence how people experience climate change, environmental pressures and the actions outlined in the Climate Change Strategy. The assessment recognised that women who are lone parents, on low incomes, living with disability, experiencing homelessness, or from CALD or refugee backgrounds face heightened vulnerability due to limited resources, higher exposure to unpaid labour, reduced mobility and language or literacy barriers. Men and boys were also considered, particularly in relation to risk taking behaviours and different patterns of environmental engagement. Understanding these overlapping identities ensured that proposed actions take into account the diverse needs, capacities and barriers faced by different groups, rather than assuming climate impacts are experienced uniformly across the community.	
6.	Yes (go to column G)	The Occupational Violence Response and Prevention Plan was endorsed by EMT in November 2024. As a result, the Occupational Violence Working Group has balanced representation from areas across council and genders who met quarterly to review the plan, monitor actions and discuss concerns. Internal campaigns, risk assessments and stakeholder communications (such as posters and conditions of entry) were developed and rolled out during 2025. In 2026, the OVWG will be adopted into a broader Psychosocial Hazards consultation group to ensure that other areas of psychosocial concern as raised alongside the hazard of OV. The work however will continue with planed reviews over time.		Intersectionality was considered by recognising that risk differs not only by job role but also by how perpetrators perceive certain employees, including women and others they view as less powerful or less able to respond. Customer facing areas, which have a high proportion of female staff, experience greater exposure to occupational violence. Input from different work areas through the Occupational Violence Working Group ensured varied experiences were captured and used to inform the strategy.	
7.	Yes (go to column G)	Develop a standard format for explaining the purpose of collecting gender and language preference as well as how it will be handled.	N/A	Intersectionality was considered by identifying how gender intersects with	

		Context statement for data collection and demographic questions implemented in smarty grant application process, workshop and training registration, and business mentoring program. Questions and answers informed by Commission's data collection model. Will use data to inform future planning.		language, caring responsibilities and cultural background, particularly for female business operators and those from non-English speaking backgrounds. The GIA assessed how these overlapping attributes shape access to business supports, training, and participation, and highlighted gaps in data collection needed to understand diverse operators.	
8.	Yes (go to column G)	Road Safety Strategy will be implemented in 2027/28. Partial recommendations have been implemented: **R1 Safer Road Plans** – In our investigations and considerations of crash statistics we have been incorporated gender aggregated data into reviews to better understand if there are any trends. We also undertake bicycle counts which also considers gender aggregated data. **Gender Impact Assessment** – We are currently undertaking GIA for the review of the path's development plan. **Gender difference and Impact** - In the road safety strategy, acknowledged the gender differences in road trauma, including the distinct risks faced by men and women as drivers, passengers, and caregivers. Information located under our strategic approach and action plan Section 9 of the road safety strategy it includes item 9.2 which addresses key action item number 3 action item		Intersectionality was considered by analysing how gender combines with age, disability, culture, socioeconomic status and occupation to create distinct patterns of road risk for different groups. The GIA reviewed fatalities, injury data and lived experience to understand heightened vulnerability for older women, women with disability, CALD communities, young men and low-income groups.	
9.	Yes (go to column G)	This master plan is closely related to the Frankston Stadium project which is currently in progress. Council continues to work with all key stakeholders both internally and externally in implementing the recommendations from the master plan. Design work has commenced on ball retainment fences. Implementation is pending.		Intersectionality was considered by examining how gender interacts with other attributes such as disability, age, cultural background, sexuality and income to shape barriers to participation and facility access. The GIA reviewed how these overlapping factors create differing experiences of safety, inclusion and opportunity for diverse community groups.	
10.	No (go to column H)		This project is currently in construction phase and its design has considered recommendations from the Gender Impact Assessment, including bathroom amenities, changerooms, signage etc. Frankston Stadium commenced construction in July 2025 and is anticipated to be completed by mid-2027.	By acknowledging the intersecting attributes of people who are gender diverse, and providing provisions within the design to accommodate how people may use and experience the stadium.	
11.	Yes (go to column G)	Key hold points for design review are documented in each Play upgrade project overview sheet. Gender inclusive design features can be reviewed at these hold points. As per above, design review hold points are sought for each play upgrade project to ensure gender inclusive urban design principles are considered through the design process to consider perceptions of safety, public furniture, urban greening, recreation opportunities and access. Community consultation is undertaken for each play upgrade project in accordance with these principles.		Intersectionality is explicitly referenced and embedded in all 7 recommendations. Formalise internal review processes to ensure gender equity, diversity and inclusion have been considered at the design phase of a project. Apply gender inclusive urban design principles throughout the implementation process.	

		Resources are currently limited to undertake post implementation evaluations on all projects - currently only undertaken on projects where external funding is provided and there is a requirement. Working with community engagement team to integrate post implementation evaluations through the engage Frankston webpage. The Urban Design team undertakes project evaluations by visiting completed projects, undertaking onsite assessments against the project objectives. GIA's are being undertaken for higher order (District and Community level) playspaces as per the advice regarding GIA scale. GIA's are being undertaken for higher order (District and Community level) playspaces generally in accordance with the guidelines provided under this recommendations. Examples include Banyan Reserve Playspace and Pumptrack and Monterey Reserve Youth Space. This action will be incorporated when the Play Strategy and Loca l Park Plans are updated.		Apply an intersectional lens to all community consultation conducted as part of implementation. Conduct post implementation evaluations that consider gender equity, diversity and inclusion and allow for continuous improvement and learning for future projects. Improve processes and clarify expectations for conducting gender impact assessments on deliverables within the Play Strategy 2021 and Local Parks Action Plan 2021. An intersectional gender lens is a key priority in the development of the next Play Strategy and Local Park Action Plan. Apply an intersectional gender lens to the final Play Strategy and Local Park Action Plan documents.	
12.	No (go to column H)	N/A	Site Plan implementation to be advocated for by the clubs.		
13.	Yes (go to column G)	The Policy address all of the Fair Access Principles; however, the implementation of the action plan is staged and will occur over a 4-year period. Frankston's Fair Access to Sport Action Plan lists a total of 19 Actions for Council to implement across the various years of the action plan. A variety of Year 1 and Ongoing Actions have been achieved including: • Updating the Community Grant Guidelines • Seasonal Tenancy Manual • The Gender Inclusive Club Toolkit • Training sessions for clubs Infrastructure projects	N/A	The emphasis of the entire policy is to improve access and inclusivity of women and girls, gendered diverse across all aspects of a sporting facility. By addressing gendered roles and stereotypes it will also positively impact men / boys. The 6 principles that will be incorporated will ensure that inequality will be addressed, and equality will be promoted.	Principles: 1. Community sports infrastructure and environments are genuinely welcoming, safe, and inclusive 2. Women and girls can fully participate in all aspects of community sport and active recreation, including as a player, coach, administrator, official, volunteer and spectator 3. Women and girls will have equitable access to and use of community sport infrastructure: • the highest quality available and most convenient • the best and most popular competition and training times and locations • to support existing and new participation opportunities, and a variety of sports 4. Women and girls should be equitably represented in leadership and governance roles 5. Encourage and support all user groups who access and use community sport infrastructure to understand, adopt and implement gender equitable access and use practice Prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equitable access and use of allocated community sport infrastructure
14.	Yes (go to column G)	While this is a retrospective GIA the recommendations made will be carried over and implemented through the new Health and Wellbeing Plan.	N/A	Through the application of an intersectional lens across the entire plan	6.

		The recommendations align with those in the Council Plan GIA (Integrated Planning Project), through integrating these two strategic plans the recommendations will be embedded in the planning processes, such as the community engagement plan and other project planning documents. These will be reviewed continuously throughout the project. GIA recommendations will be added to the project plan and reviewed prior to drafting the Health and Wellbeing sections in the Integrated Plan to ensure they are implemented. Option 2 proposed the following actions for the integration of the Health & Wellbeing Plan into the 2025-29 Council Plan, which have been actioned. ▪ Action 1: Include a clear commitment to gender equality (consider the wording used in the GEAP 2021-2025) and inclusivity in programs, policies, and services. – Response: A clear commitment to gender equality has been included in the Council's "commitment to health and wellbeing" in the Council & Wellbeing Plan 2025-29 (pages 12 to 15) and Health & Wellbeing Priority 3 (page 18). This commitment has also been included as Strategic Objective 1.2 on page 29 and Strategic Objective 4.6 on page 43. ▪ Action 2: Include a clear commitment to the prevention of violence against women and girls/gender gender-based violence. – Response: Health & Wellbeing Priority 3 on page 18 includes a focus on living free from violence, and provides key facts on violence against women. The Family Violence Prevention Action Plan is listed as a key strategic document for Strategic Outcome 1 on page 28. ▪ Action 3: CEO and Mayor messages include commitments to gender equality and diversity and inclusion, and/or reference to the GE Act. – Response: This was not actioned. ▪ Action 4: Addressing discrimination and disadvantage based on gender and other attributes is recognised as a challenge. – Response: Intersectionality is addressed on page 14. ▪ Action 5: Gender equity and diversity and inclusion is referenced under Council Plan Outcomes where appropriate (e.g., healthy and safe communities) – Response: "value of diversity and gender equality" listed as Strategic Objective 1.2 on page 29, and "champion gender equality" is listed as Strategic Objective 4.6 on page 43. ▪ Action 6: Include gender equality on the advocacy agenda (e.g., advocating for crisis accommodation in the region). – Response: This was not actioned. GIA recommendations from other work areas will be considered to ensure strategic alignment. This may include but is not exclusive to the Housing Strategy (2023), Affordable Housing Policy (in draft, 2024) and Climate Change Policy (2024). •		throughout all stages of planning, research, community engagement and development	
15.	Yes (go to column G)	• Action plans will undertake broad and inclusive consultation including priority population groups to gain an understanding of their unique needs and lived experiences. • Consultation and research data will be disaggregated and analysed through an intersectional lens. • A minimum of one action should be focused on removing barriers to inclusion in priority population groups e.g. non gendered / human	N/A	The proposed solution proposes to embed gender equality and inclusion in all our work to increase safety for all. Collectively as an organisation we will be prioritising and targeting these goals and objectives that will contribute to a safer and more inclusive community by applying an intersectional gender lens across all work areas.	

		inclusive language, messaging, symbols and signage, celebrating and recognising different cultural identities. • A minimum of one action should be designed that does not reinforce gender stereotypes (e.g. challenge community attitudes; education training, awareness raising campaigns). • To achieve collective impact; data should be collated and made accessible within the organisation to monitor change over time. This will also enable Council to demonstrate how we are collectively progressing gender equality and community safety. • Shared progress measures will be used to capture data from across the organisation to measure collective impact.		• Actions will promote inclusion and acceptance. • Raise awareness and understanding within Council and the community of diverse groups. Targeted actions that aim to improve safety for women, girls and other people who are diverse and experience disproportionate levels of harm within the community.	
16.	Yes (go to column G)	Given the significant scope of the Integrated Planning Project, the final recommendations include both overarching principles (i.e. actions applying to all outputs) and output specific recommendations. These options build upon robust existing plans and processes, strengthening the commitment to intersectional gender equality. All options presented in this Gender Impact Assessment are supported by the project team. Acknowledging the upcoming community engagement, council election, and numerous stakeholders involved in this project, the recommendations will provide a check point to ensure gender is considered at all stages of the project timeline. Where/if project scopes shift, recommendations may be adapted to align with current Council priorities and/or feedback from community.	N/A	• Given the significant scope of the Integrated Planning Project, the final recommendations include both overarching principles (i.e. actions applying to all outputs) and output specific recommendations. These options build upon robust existing plans and processes, strengthening the commitment to intersectional gender equality	
17.	Yes (go to column G)	All new toilets implemented through the PTAP are gender inclusive as per the recommendations in the PTAP. This includes the new Carrum Downs Rec Reserve and Sandfield Reserve public toilets. New gender inclusive public toilet signage standards have also been developed for implementation across all new public toilet facilities. The PTAP also was awarded the 2024 Planning Institute Australia - Awards for Planning Excellence under the Community Wellbeing and Diversity Category. All new public toilets implemented through the PTAP include a minimum ambulant accessibility. This includes the new Carrum Downs Rec Reserve and Sandfield Reserve public toilets. The PTAP includes clear design guidance incorporating best practice standards for accessibility, safety, equitability, inclusivity, sustainability, maintenance, integration with surrounds, local need and ancillary uses for all new and upgraded facilities. It also includes standard public toilet templates, aligned with the gender inclusive design guidelines, for ease of application across various types of parks and spaces. Community engagement was undertaken on the PTAP and is undertaken on each new public toilet upgrade project. Feedback is taken into consideration in the final public toilet siting and design. This is evidenced by the recent new public toilets at Carrum Downs Recreation Reserve and Sandfield Reserve.		All toilets to be gender neutral / all-gender / gender-inclusive. Every individual cubicle to be at minimum ambulant accessibility Design guidelines to ensure consideration of accessibility, safety, equitability, inclusivity, sustainability, maintenance, integration with surrounds, local need and ancillary uses for all new and upgraded facilities. Community engagement for new facilities and on the proposed design guidelines established as part of the PTAP to ensure Council has considered all suggestions and recommendations from the community and specific user groups.	
18.	No (go to column H)	N/A	Master Plan is currently on pause subject to advocacy outcomes and as such the GIA has not progressed to implementation phase as yet.	Yes, intersectionality is strongly considered in the community engagement methods and urban design recommendations.	
19.	Yes (go to column G)	Partial implementation, tenancy agreement is pending masterplan endorsement and preventing implementation of related actions. Changes to public toilet facilities will be considered when future facility upgrades are planned. Implemented recommendations: • Project briefs prepared since endorsement of the master plan consider recommendations of the master plan including gender diversity. • Projects currently being planned are taking into consideration DDA access requirements	N/A	Intersectionality was considered by recognising that gender intersects with disability, age and gender identity to shape access to equestrian spaces, with particular attention to the limited visibility of trans and gender-diverse participants and the importance of accessible, non-gendered facilities.	

		• Project briefs outline scope and performance requirements, and consultant are assessed against several requirements including their ability to meet best practice methodologies and standards • Project briefs prepared as project overview sheets ensure that the GIA opportunities are captured as appropriate • Relevant Council stakeholders continue to provide input on projects as required and include gender specific groups			
20.	Yes (go to column G)	• Delivered a municipality-wide communications and engagement plan, with outreach to all affected groups through shopping centres, community centres and libraries between March and September. • Undertook targeted engagement with culturally and linguistically diverse communities, unfortunately our planned attendance at the CALD Leaders meeting in August could not proceed as their meeting was cancelled. • Deployed an education and engagement officer to provide in-field support, assisting residents to understand kerbside reform changes and supporting the rollout of the glass recycling bin during the delivery phase. • Implemented inclusive communications that encourage all genders to participate in household waste management, supporting a more balanced distribution of waste-related labour. • Conducted targeted education in settings with higher male participation, including Men's Sheds and sporting communities, to increase awareness and engagement in kerbside reform.	N/A	Intersectionality was considered by recognising that gender intersects with literacy, language, disability, age and physical capacity, influencing people's ability to understand information, move bins and participate in kerbside recycling, and informing targeted, inclusive engagement and education.	• Undertook targeted engagement with culturally and linguistically diverse communities, including attendance at the CALD Leaders meeting in August.
21.	No (go to column H)	N/A	GIA is to be provided to all Council Staff associated with the implementation of the Baxter Park Open Space Master Plan and on-going management of Baxter Park GIA should be provided as a background supporting document to future project briefs issued for the implementation of projects in accordance with the Master Plan.	Data collection and analysis included consideration of LGBTIQA+ people, people with disabilities, culturally diverse people, and people of all ages, and more. This was used to inform recommendations.	
22.	Yes (go to column G)	• Developed and implemented clear, directive guidelines for inclusive language and imagery across all Council communications, including practical examples for events, meetings and written materials. • Embedded inclusive language principles, including the use of gender-neutral terms and the avoidance of assumptions about gender roles. • Ensured communications reflected community diversity through inclusive images, stories, symbols and representative flags. • Incorporated accessible formats and visual supports (e.g. symbols, signage, name badges) to help people feel welcome, safe and able to self-manage their participation. • Supported the use of social stories and plain-language explanations to reduce barriers to participation. • Considered multiple formats and languages to broaden reach and accessibility. • Encouraged workforce and facilitator diversity where possible, aligned to the community or target audience. • Delivered a training series for staff, co-designed and delivered with people with lived experience, prioritising autistic and neurodivergent people, people experiencing mental illness, and people experiencing homelessness. Established a two-year review cycle to ensure the guidelines remained current and effective.	N/A	Guidelines and training apply an intersectional lens to the content delivered	Guidelines and training apply an intersectional lens to the content delivered

23.	Yes (go to column G)	• We expanded our bin ordering to be available online to compliment our existing options of coming into a CS centre or calling CS, this enhanced the ability for all genders to access this option 24/7 allowing them to complete these actions at a time that was suitable for them ie: outside of standard business day working hours. The online ordering would also allow assistance from a carer with language and literacy barriers as the carer could work together with the impacted person at home rather than have to attended a Customer service centre to assist. We also have serval language options on the website which would further assist now that all bin requests can be done online. We made sure to keep all existing options available to assist with residents who are not computer efficient. • Often bin ordering would be assigned to the gendered role in the home that does not work full time or takes on all of the admin tasks as often you have to wait on the phone or attend a customer service centre to complete this function but introducing online bin ordering allows for anyone in the home to complete the task at a time best suited to them	N/A		
24.	Yes (go to column G)	• Incorporated fall prevention information into the Guidelines. • Provided environmental volunteers with resources, strategies and training to support implementation of the Guidelines, especially for volunteers over the age of 65 years. • Commenced collection of demographic data on environmental volunteers to gain a better understanding of issues and impacts	N/A	Age was considered throughout this GIA	• Incorporated fall prevention information into the Guidelines. • Provided environmental volunteers with resources, strategies and training to support implementation of the Guidelines, especially for volunteers over the age of 65 years. Commenced collection of demographic data on environmental volunteers to gain a better understanding of issues and impacts
25.	Yes (go to column G)	Completed actions: • Ensure diversity (gender and other attributes) within project team across all stages of project planning and implementation. Where this is not achievable, expertise may be sought outside of the core project group. • Consideration of times and timelines for engagement. The 9–5, Monday to Friday working schedule may not suit all women and weekends or weeknights might be more amenable times. • Consult with key stakeholders including local businesses • Take an iterative approach to community engagement. Where gaps are identified (e.g., low level of men or culturally diverse people engaging), targeted effort is made to engage these priority groups or subject matter experts (e.g., Women with Disabilities Victoria) • Provide a diverse range of engagement opportunities for community to provide feedback including surveys, community pop-ups, etc. • Identify options for community co-design throughout key stages of the implementation process. Ensure gender equity, diversity and inclusion are prioritised throughout this process.	N/A	Intersectionality has been considered at all stages of this gender impact assessment (for example, in options explored around paths and surfaces and design). However, it is noted that significant value will come from future community engagement which will help inform the needs of the diverse community.	
26.	Yes (go to column G)	Collect additional data of engagement participants; age, proximity to park, play accessibility needs As a result of this data, and GIA the final design for the East Seaford Reserve play space includes the following features: • Picnic table with an accessible end • Bench seating with armrests and backrests • Colourful cube seating and custom seating incorporating playful elements such as group chat spaces, social play zones, and peek a boo holes • Talking tubes			•

		• Swings, including a toddler seat and a strap seat • Cantilever basket swing • Climbing cube with a variety of activities • Play tower featuring a tunnel slide and a junior slide, with stairs added for easier access for younger children • Ground level sensory play elements • Spinner • Bronco rider • Newly sealed pathways • Landscaping upgrades, including new garden beds and tree planting to provide future shade Each element was chosen to encourage social play across all age groups. This includes opportunities for parents or carers to join in—whether sitting on the bronco rider, sharing the basket swing, or chatting through the talking tubes. A quiet play and seating area has also been incorporated, featuring cube seating and a custom bench where visitors can relax or watch sporting activities on the nearby oval. Accessible pathways with rubber surfacing connect each play element, ensuring ease of movement for prams and wheelchairs. Community feedback during consultation highlighted that the design offers: • "better play equipment compared to the existing playspace" • "lots of things that appeal to big and small kids" As part of the project, additional pathways were constructed to create a new connection from Brunel Road through to Austin Road. • This provides a convenient route for walkers, cyclists, and families from the nearby primary school, church, and community groups.			

27.	Yes (go to column G)	• Issues with ground access on northern wing for persons with mobility issues is aimed to be addressed with retaining wall and ground entry works.
		  ○ New gates were installed in the north western corner of the Oval at ground level.
		• Poor infiltration rates from the ageing drainage systems combined with the lack of root depth from the Poa annua/Rye mixed playing surface makes it difficult for lighter athletes particularly younger and female players to achieve good traction on a wet surface.
		  ○ The old drainage system was completely removed and replaced.
		• The ground entry stairway is not to standard and the timber sleepers are beginning to rot.
		  ○ The entire timber retaining wall and old staircase was removed and replaced with concrete sleepers.
			N/A	All relevant stakeholders were engaged and encouraged to provide input.	

28.	Yes (go to column G)	Develop a straightforward and effective method for analysing programs, ensuring that gender parity and diversity among performers, artists, and creatives are transparently recorded and tracked. Additionally, to create a comprehensive programming statement of intent that guides programmers in aligning their decision-making with these principles. This statement of intent may include key questions to ask companies and performers, encouraging thoughtful consideration of diversity and inclusion in the programming process. The GIA recommendation ensured that programming is through the gender and intersectionality lens and will be audited regularly. It was a useful to be reminded of inequality that occurs in our industry. Males are over-represented on our stages and so therefore in the programming we can control we can help to address this in balance.	To ensure the GIA recommendation is effectively implemented and monitored, programmers will convene to develop a clear statement of intent along with a robust framework for evaluating programs. Prior to the launch of each program, a thorough analysis will be conducted to confirm alignment with the statement, ensuring that gender parity and diversity goals are consistently met. This ongoing evaluation process will help maintain accountability and track the success of these initiatives. We will develop a	Not only gender but other factors included in the audit that could be barriers to the arts	Not only gender but other factors included in the audit that could be barriers to the arts

		As part of our audits, our teams review programs to assess levels of representation among artists and performers. One of the recent successes has come from the Dinner & Show series. Through the GIA lens noticed that bookings had been gravitating toward booking predominantly male tribute artists. Following the assessment, a conscious decision to adjust approach and deliberately seek out female performers resulted in very encouraging outcomes. This led to improved gender representation across the program, but the shows are selling extremely well and attracting a different and broader audience. A great example is this weekend's performance, Danielle Matthews sings The Songs of Shirley Bassey, which is completely sold out. This has been a really strong demonstration of how applying a GIA can lead to meaningful change while also delivering excellent commercial and audience outcomes.	Sharepoint area to ensure visibility between different arts & culture teams.		
29.	No (go to column H)	N/A	The recommendations from this GIA will be reviewed and actioned in line with future plan development.	Yes, intersectionality has been considered at all stages of this gender impact assessment (for example, housing needs). However, it is noted that significant value will come from future community engagement which will help inform the needs of the diverse community.	
30.	Yes (go to column G)	Redesign of the FAC forecourt to separate vehicles from pedestrian and provide a safe, accessible and welcoming experience for all users: • Include accessible paths of travel that eliminate the need for stairs where possible. • Ensure paving surfaces are even and constructed with appropriate grades. • Ensure lighting meets the necessary requirements of the space. • Ensure Crime Prevention Through Environmental Design (CPTED) principles are followed. Redesign of the FAC forecourt to separate vehicles from pedestrian and provide a safe, accessible and welcoming experience for all users. ○ Vehicle and pedestrian separation has been achieved through the relocation of the PTV bus stop to create on street parking and the establishment of a dedicated accessible drop off area. Include accessible paths of travel that eliminate the need for stairs where possible. ○ Accessible paths of travel have been achieved with grades not exceeding 1:20 to compliment the use of stairs where appropriate to minimise required travel distances. Building can be accessed without using stairs. Ensure paving surfaces are even and constructed with appropriate grades. ○ The use of honed concrete with appropriate slip resistance and grades not exceeding 1:20 has ensured surface is appropriate for all forecourt users, including prams, walkers, mobility scooters etc. Ensure lighting meets the necessary requirements of the space. ○ Additional lighting has been installed to reduce dark spaces in the forecourt providing better passive surveillance, amenity and visibility. Ensure Crime Prevention Through Environmental Design (CPTED) principles are followed. ○ CPTED principals have been incorporated including but not limited to maintaining clear sight lines, lighting improved, natural multiple access has been provided		The recommendation considers all users of the Arts Centre and the varied requirement for a diverse range of patrons, from young pre-school and school children attending with teachers, parents or carers, to disability groups and the elderly.	

31.	Yes (go to column G)	The recommendations from the Gender Impact Assessment option analysis have been implemented within the Domestic Animal Management Plan 2025–2026 as action items. Recommendation 1, which proposed providing free or low-cost boarding for pet owners experiencing family violence and/or at risk of homelessness, has been implemented as the Pet Sanctuary Program within action item 6.6. The scope of this program has also been broadened to offer support to pet owners during any time of hardship, including hospitalisation or other changes of life circumstances. This improves the support for priority population groups, particularly pet owners with a disability or chronic health condition, who were identified in the GIA as having a higher rate of pet surrenders. Recommendation 2 of dog bite prevention information and programs for children aged 0-5, has been implemented as Action 2.1	N/A	An intersectional lens was applied to both option 1 & 2 to ensure the overlapping experiences of individuals from diverse backgrounds were considered in the development of the option analysis.	
32.	Yes (go to column G)	The policy is informed by The Child Safe Standards which is based on extensive research and consultation around creating child safe organisations. Strategies to reduce barriers and increase equity, inclusion and safety are built into the standards and therefore reflected in the policy. The stakeholder consultation and desktop research completed for this GIA confirms the standards ongoing relevance to Council. Council is aware there is work to be done in strengthening its child safe culture. This was also reflected in the stakeholder consultation. The Child Safe action plan outlines the strategic direction and associated tasks that will achieve this.	N/A	Considers intersectional vulnerability risk	
33.	Yes (go to column G)	Some actions within the master plan have already been implemented, including: • bike track and signage. • The Sweetwater Creek pedestrian connection / pathway upgrade is under tender. The Master Plan will be rolled out long term, therefore some actions have taken place whereas other still require budget, advocacy for fanancial support to undertake.	N/A	Learnings through consultation and desktop research will inform the detailed design components of the plan, to ensure gendered differences and gendered barriers and enablers are appropriately considered.	
34.	Yes (go to column G)	- The Lights have now been fully installed, however still need to remove the old lights. - Inclusive design and implementation has been completed - Increased welcoming, safe and inclusive environment due to the lighting infrastructure and therefore making it more appealing and suitable for women and gender diverse - Have communicate and promote the Fair Access to Sport Policy to clubs - Seasonal Tenancy Manual has been updated.	N/A		
35.	Yes (go to column G)	Developed a standard format for both explaining the purpose of collecting gender and preferred language information and to collect this to use across all Eco Dev forms, registrations and grant application forms.	N/A	Age was considered throughout analysis	
36.	No (go to column H)	N/A	The final recommendation is to proceed with Option 1 which of course, is subject to funding of the NMD Master Plan. Option 1 includes comprehensive approaches to community engagement and consultation to ensure that the City of Frankston continues to give life to its commitments to Aboriginal people living in the City of Frankston particularly through the Reconciliation Action Plan.	Through a well-designed engagement and consultation process, developed in conjunction with NMD and the FCC Engagement team.	

			The proposal and strategies are set out in the Master Plan and Concept Plan and include: • An identified staged approached to construction. • Accessibility to the facilities and around the site is detailed. • Signage will enhance accessibility. The options for the staged approach, and for access and suitability of the design have been developed in consultation with NMD.		
37.	Yes (go to column G)	Develop a standard format for explaining the purpose of collecting gender and language preference as well as how it will be handled. Context statement for data collection and demographic questions implemented in smarty grant application process.	N/A	Collecting demographic data to support future planning, and ability to apply intersectional analysis. As option 1 considers both gender and preferred language.	
38.	Yes (go to column G)	Commence collection of demographic data of business owners who participate in the investment attraction incentive program to better understand gender composition of businesses supported.	N/A	Collecting demographic data to support future planning, and ability to apply intersectional analysis. Yes, the proposed approach considers an intersectional lens by addressing multiple factors that may impact individuals' access to services and their experiences. It takes into account caregivers' schedules, language barriers, and past experiences of discrimination, ensuring that diverse groups, including those with caregiving responsibilities, non-English speakers, and marginalized business owners, have equal opportunities to engage	
39.	Yes (go to column G)	Commence collection of demographic data of business owners who receive support from the business concierge program to better understand gender composition of businesses supported.	N/A	Collecting demographic data to support future planning, and ability to apply intersectional analysis.	
40.	No (go to column H)	N/A	The contract has not commenced and will start on 01/04/2026	From an intersectional perspective, opting for Option 1 enhances overall inclusivity by prioritizing the needs of women, who constitute a larger demographic in the council, thereby addressing gender disparities and promoting social equity. This approach is likely to foster a more welcoming environment at the transfer station, encouraging greater utilization and comfort, which can indirectly benefit disabled individuals as well. Additionally, the lower financial costs associated with Option 1 enable more efficient resource allocation, maximizing community impact and ensuring broader access to services, ultimately	

				advancing intersectional social justice by recognizing and addressing multiple layers of marginalization withn the community	
41.	Yes (go to column G)	The Strategy is a long term plan so there will still be actions to complete. Completed: - Stage 2 of Langwarrin Skate Park - Integrated gender equity priorities into design of future facilities via completion of GIAs (Langwarrin Skate Park and BMX/ Pump Track, Banyan Reserve Pump Track) Partially implemented: - progress towards Banyan Reserve Pump Track. Engagement, designs, and RFQ has been completed. - Skate lesson for all genders at Langwarrin Skate Park Opening		A focus area of the Strategy is specific to gender equity – 'The programming and design of our facilities considers gender equality and inclusivity. Support a shared approach to more inclusive programming and equipment provision across our facilities to promote gender equity and inclusivity. Initiatives include: - Integrate gender equity priorities into future skate and BMX facility design through completion of a gender impact assessment - Provide gender equity education and mentoring support to clubs and providers - Promote existing women and girls programming opportunities at all of our facilities - Actively seek out new opportunities, including grant funding, to encourage and promote more women and girls activities at our skate and BMX facilities - Partner with individuals and organisations who can role model participation in these traditionally male dominated sports, e.g. ambassadors, paid female coach opportunities.	
42.	Yes (go to column G)	Extensive communications with single dwellings to ensure these properties order the FOGO blin. For multi-unit developments with limited collection space, we have introduced new bin sizes (240L shared waste, 120L mixed recycle and 120L FOGO) to be able to assist these properties to accommodate the four-bin system. All actions have commenced and effectiveness will be monitored by who orders their bin this year versus the number of bins done in the large rollout next year and contamination levels post the compulsory FOGO date of 1 July 2026 will indicate if the correct communication and systems have been put in place as per the GIA.	N/A	• Female gender being the primary person responsible in households needs to be addressed as a four bin system combined with the four bin system requires a lot more time to be taken to sort the waste. All genders need to be aware of how to sort waste in the home • CALD community may not be able to understand our current communications and therefore not be aware of the need to sort waste which is a common theme across all Councils • Frankston are has a high level of low literacy and no literacy and therefore need to address how to use other methods of communication to ensure it is clear how to sort waste into the four bin system and why	

				• Aged residents can have difficulty with large bins and therefore we would need to consider introducing smaller size bins to assist with mobility issues • Most family homes have 2 working parents in the home and time is limited to do additional sorting tasks • Low level of education can induce an attitude that there is no point me sorting my waste it will make no difference to the overall outcome We have a new role in our Team of Kerbside Reform - Education Officer and with this role comes the ability to spend more time in the community educating residents on the importance of sorting their waste now that the four-bin system is available to all residents and ensuring residents understand how they can do this. As part of the FOGO service becoming compulsory, we will initiate an extensive Comms plan and complete a set of engagements within shopping centers during the September school holidays.	
43.	No (go to column H)		The project requires additional work. We expect to begin community consultation in the second half of 2026.	By creating more functional and inviting streetscapes to increase visitation and by working with business to create more inviting retail and service alignments with sports and recreation precincts.	
44.	No (go to column H)	N/A	Gender impact assessment requirements were not explicitly included in the policy because the policy operates at a land-level and strategic framework level, rather than at the individual application or proposal level. Gender impacts will be appropriately assessed during the lease and licence application process and through Property Panel consideration, where site-specific and use-specific impacts can be meaningfully evaluated.	via Property Panel guidance and service standards as appropriate.	
45.	Yes (go to column G)	Partially completed - Stage 1 and 2 of the project have been completed. This incorporated bench seating, water fountain, new skate features, pathways and stairs to accommodate for skaters from beginner to advance, spectators and parents and carers observing. Stage 3 is not yet commenced (which is upgrade and repair of the BMX/ pump track and additional landscape works.	N/A	Pathways for accessibility, considers users or spectators who may be in wheelchairs or have prams. Shelter for additional rest and shade. Activations at opening to encourage numerous diverse users.	

		Have also activated site during the opening by having a Youth Hang Out Day and activities and Skate Lessons. Also incorporated new signage, and some new pathways to help with accessibility.			
46.	Yes (go to column G)	Completed community consultation and gathered gendered data in consultation phase of policy development to better understand how women, men and other intersectional groups will interact with the actions and programs outlined in the policy. Partially implemented the following action. Continue to gather gendered information and feedback from participants of our events and programs on an ongoing basis, we have developed questions to be included at the feedback stage that include gender and accessibility. Implemented for the events this team runs but had trouble aligning it for events done in collaboration with other teams' processes. Checklist developed and implemented, used when planning events. Consideration of time, location and delivery of the various programs and services provided for the community. To allow for all to attend/participate if they like and ensure tour services and programs are offered in a variety of mediums.		Yes, more accessible events and programs that gather detailed feedback will make it easier for all people to attend including those with different physical requirements.	
47.	Yes (go to column G)	The action to integrate relevant provisions as an overarching plan principle which is required to be considered for all actions, at their time of development and implementation was incorporated into the finalised Waste Circularity Plan in July 2023. Inclusion read: Gender Equity, Diversity and Accessibility Council is committed to ensuring we deliver gender transformative solutions that promote equity for all, while also designing and delivering services which meet the accessibility needs of our community. Our plan outlines the key priorities and targets needed to ensure that equity is a key principle for how we deliver and implement actions contained within this plan. Priorities • Consider specific needs of women, men, trans and gender diverse people • Address the causes of gender-based inequities • Includes ways to transform harmful gender norms, roles and relations that affect access and control over resources • Include strategies to foster progressive changes in power relationships • Ensure services and communications are accessible and inclusive of all users regardless of their ability and environment	N/A	This GIA explored intersectionality in particularly collecting evidence to understand the needs of people with a disability, culturally diverse people, people at various life stages and those living in alternative living situations,	• Include strategies to foster progressive changes in power relationships Ensure services and communications are accessible and inclusive of all users regardless of their ability and environment

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators (required and recommended)

K: Indicator *	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: 64.2% women; 35.6% men • 2025: 63.5% women; 36.5% men Gender composition of part time workers in the duty holder organisation: • 2023: 38.8% women; 14.6% men • 2025: 38.2% women; 12.6% men Gender composition of senior leaders in the duty holder organisation: • 2023: 50% women; 50% men • 2025: 59.3% women; 40.7% men	Gender composition of casual workers in the duty holder organisation: • 2023: 22% women; 16.8% men • 2025: 21.8% women; 16.5% men Gender composition of full-time workers in the duty holder organisation: • 2023: 39% women; 68% men • 2025: 39.2% women; 70.9% men	Yes	Workforce gender composition progressed toward a minimum of 40% representation for both women and men, with the remaining 20% allocated flexibly to allow for a mix of genders. Whilst, the progress was minimal, men's representation increased by 0.9 percentage points. In line with privacy guidelines staff who self-described their gender were excluded from the 2025 dataset, as this group comprised of fewer than 10 individuals. Council's gender composition among senior leadership has progressed from equal representation toward greater alignment with the gender distribution of the broader workforce.
2	**Critical performance measures** Gender composition of the duty holder organisation's governing body: • 2023: 66.7% women; 33.3% men • 2025: 75% women; 25% men		No	The dataset for this indicator is not representative of the full Councillor group, subsequently progress cannot be determined.
3	**Critical performance measures** Mean total remuneration gender pay gap by occupation group: • All occupations 2023: 0.0% • All occupations 2025: 2.2% favouring men • Managers 2023: 20.4% favouring men • Managers 2025: 6.8% favouring men • Professionals 2023: 1.3% favouring men • Professionals 2025: 2.6% favouring men • Technicians & Trades Workers 2023: 3.1% favouring men • Technicians & Trades Workers 2025: 5.9% favouring men • Community & Personal Service Workers 2023: 2.4% favouring men • Community & Personal Service Workers 2025: 9.8% favouring men		Yes	Council has maintained an overall mean total remuneration gender pay gap below 3% (2023 LG 3.5%). In 2025 the mean total remuneration gender pay gap favoured men by 2.2%, an overall decrease in four years, from 3.4% in 2021. In 2025, pay gap (total remuneration) by salary bands showed that there were 12 neutral bands (up from 8 in 2023; 6 bands 2021), 15 bands favoured men (up from 14 bands in 2023; and down from 19 bands 2021) and 5 bands favoured women (down from 9 bands in 2023; 6 bands 2021). This shows some progress, +50% towards neutrality. Approximately 330 people or 35% of staff, belong to those neutral pay gap bands. Movement towards neutrality seems to have come from bands that previously favoured Women whilst the bands favouring Men have stayed similar. Further progress was achieved in two occupation groups: 1. Managers 2023: 20.4% v 2025: 6.8% favouring men 2. Clerical & Administrative Workers 2023: 16.3% v 2025: 2.9% favouring men

	• Clerical & Administrative Workers 2023: 16.3% favouring men • Clerical & Administrative Workers 2025: 2.9% favouring men • Sales Workers 2023: N/A • Sales Workers 2025: N/A • Machinery Operators & Drivers 2023: N/A • Machinery Operators & Drivers 2025: -1.9% favouring women • Labourers 2023: -1.5% favouring women • Labourers 2025: 6.1% favouring men Mean total remuneration senior leader gender pay gap: • 2023: 0.2% favouring men • 2025: 9.1% favouring men **Supplementary measures** Mean base salary pay gap: • 2023: 0.3% favouring men • 2025: 1.5% favouring men Median total remuneration pay gap: • 2023: -2.9% favouring women • 2025: -4.8% favouring women Median base salary pay gap: • 2023: -4.7% favouring women • 2025: -9.1% favouring women			
4	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: 8.2% women; 4.2% men • 2025: 10% women; 5% men Number of formal reports of sexual harassment: • 2023: 4 women; 1 men • 2025: 19 women; 1 men **Supplementary measures** Participants who said they reported sexual harassment: • 2023: N/A women; N/A men • 2025: 0% women; N/A men Reasons for not making a formal sexual harassment complaint: • 2025: women – “I didn’t think it was serious enough” (47%); “I believed there would be negative consequences for my reputation” (47%); “I didn’t think it would make a difference” (37%) Satisfaction with handling of workplace sexual harassment complaint: • 2023: N/A women; N/A men		Yes	Increased formal reports of sexual harassment and 100% satisfaction with handling of formal sexual harassment complaints demonstrates progress. Further action is required following the rise in anonymous reports of sexual harassment. However, the increase in formal reports suggests staff are more confident in identifying sexual harassment, less tolerant of this unlawful behaviour, and more aware of formal reporting processes demonstrating further progress.

	• 2025: N/A women; N/A men Satisfaction with handling of formal workplace sexual harassment complaint: • 2023: N/A women; N/A men • 2025: 100% women; N/A men			
5	**Critical performance measures** Gender composition of recruited employees: • 2023: 65.8% women; 33.3% men • 2025: 58.7% women; 41.3% men Gender composition of employees who were promoted: • 2023: 64.3% women; 35.7% men • 2025: 52.4% women; 47.6% men Perceptions of recruitment, by gender: • 2023: 64.9% women; 76.4% men • 2025: 63.4% women; 62.8% men Perceptions of promotion, by gender: • 2023: 45.3% women; 59.7% men • 2025: 44.3% women; 54.7% men		Yes	Positive progress toward a 40:40:20 gender composition of recruited employees and employees who were promoted. Further work is required with worse perceptions of recruitment and promotions among both genders compared to 2023, but particularly among men who participated in the People Matter Survey. In 2025, 113 employees took up higher duties and of those, 61% were women and 39% were men. The gender split has changed slightly from 2023 where it was 62% women; 37% men, but greater total number 178. When we consider the employment basis, 77% of higher duties were taken up by full time employees (down from 82% in 2023), 19% part-time (up from 15% in 2023) and 4% casual (up from 3% in 2023). Less internal secondments were made available in 2025, dropped to 65 from 99, with greater representation of women. Gender split in 2025 was 62% women; 38% men (2023: 59% W; 40% M). In 2025, 72% of secondments were taken by full time employees (down from 80% in 2023) with 17% part time (no change from 2023) and 11% casual (up from 3% in 2023).
6	**Critical performance measures** Average weeks of parental leave, by gender: • 2023: 22.7 women; 6.4 men • 2025: 29.7 women; 11.2 men Uptake of flexible work, by gender: • 2023: 7% women; 5.6% men • 2025: 10.4% women; 4.5% men Perceptions of flexible work culture, by gender: • 2023: 76% women; 85% men • 2025: 80% women; 83% men **Supplementary measures** Gender composition of parental leave takers: • 2023: 70% women; 30% men • 2025: 75% women; 25% men Gender difference in carer's leave: • 2023: 10% women; 4.5% men • 2025: 26.2% women; 22% men		Yes	After achieving no progress in this indicator in the 2023 audit, the data demonstrates Council has made significant progress. The average number of weeks of parental leave taken and the proportion of employees who took carer's leave increased for women and men. The amount of parental time taken by Men has jumped up by 75% compared to 2023, and women's time taken increased by 39%. In 2025, 25% of employees took carer's leave, of this, 66% were women (down from 2023 when it was 79%). This means three times more people taking this option in 2025 with a better uptake rate by men (2025: 34% of carer's were Men, 2023: 20%). Perceptions of flexible work and uptake of flexible work improved for women but worsened for men, demonstrating greater efforts are required to shift gendered norms.
7	**Critical performance measures** Occupational gender segregation: • All occupations 2023: 64.2% women; 35.6% men • All occupations 2025: 63.5% women; 36.5% men • Managers 2023: 69.2% women; 30.8% men • Managers 2025: 54.4% women; 45.6% men		Yes	Majority of occupation groups progressed toward the 40:40:20 gender ratio with greatest progress seen in four occupational groups: • Managers: 6 percentage point increase in men, 45.6% men (2025); 31% men (2023) • Professionals: 2.5 percentage point increase in men, 28.2% men (2025); 25.7% men (2023) • Technicians & Trades Workers: 27 percentage point increase in women, 38.9% women (2025); 11.6% women (2023)

	• Professionals 2023: 74.3% women; 25.7% men • Professionals 2025: 71.8% women; 28.2% men • Technicians & Trades Workers 2023: 11.6% women; 87% men • Technicians & Trades Workers 2025: 38.9% women; 61.1% men • Community & Personal Service Workers 2023: 89.4% women; 9.7% men • Community & Personal Service Workers 2025: 91.4% women; 8.6% men • Clerical & Administrative Workers 2023: 70.8% women; 29.2% men • Clerical & Administrative Workers 2025: 80.0% women; 20.0% men • Sales Workers 2023: N/A • Sales Workers 2025: N/A • Machinery Operators & Drivers 2023: 100% men • Machinery Operators & Drivers 2025: 50% women; 50% men • Labourers 2023: 36.3% women; 63.7% men • Labourers 2025: 32.6% women; 67.4% men			• Machinery Operators & Drivers: 50 percentage point increase in women, 50% women (2025); 0% women (2023) Council has progressed diversifying several occupational groups, notably through increased representation of women in machinery operators and drivers and technicians and trades and greater participation of men in managerial and professional roles. These changes demonstrate that long-standing patterns can shift with targeted effort. However, occupational gender segregation remains deeply embedded; women continue to be concentrated in community service and clerical, administrative and professional roles, while men remain overrepresented in technicians and trades, and labourer positions. Whilst we achieved progress in experiences of bullying for people who prefer not to say gender and women, there was an increase for men. Bullying is an area for further action. Overall, Council recorded more experiences of bullying than the benchmark comparator group, 17% vs 14%. For prefer not to say gender, comparator was 26% vs FCC 41%; women 14% (no difference to FCC) and for men, 12% vs FCC 17%.

*Indicators (column K)

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and utilisation of terms, conditions and practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Section 2.2 Describing factors limiting and contributing to progress (required)

1	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Leadership training deepened understanding of unconscious bias and strengthened the capacity to respond to disclosures of sexual harassment, family violence, and to navigate backlash and resistance to gender equality initiatives. The Kickstart review strengthened inclusive practices in flexibility, accessibility, and support, while streamlining the application process to ensure broader access. In addition, a mentoring pilot program was launched to further enhance development opportunities. Gender Equity and Bystander training enhanced knowledge and skills, reinforced the organisation's zero-tolerance stance, and advanced a workplace culture that rejects discrimination and bullying.	**Implemented Actions** 1. Apply an intersectional gender lens to recruitment practices for leaders (contracts with agencies) 2. Apply a gender lens to Kickstart leaders program (track by gender) 3. Exiting leaders interview with external provider 4. Inclusive leadership/gender equity training delivered to all leaders 5. Leaders onboarding inclusive of Inclusive Leadership training 6. Update leaders job descriptions to include gender equitable and inclusive leadership 7. Whole of organisation Gender Equity and Bystander training rolled out departmentally **Revised Action** 8. 'Review leaders' job descriptions' changed to 'Leaders' KPIs updated to include at least one regarding gender equitable and inclusive leadership' **Evidence** • Shift in women's representation in manager category, 2021 baseline 48% women compared to now 63% women which reflects the organisational workforce gender composition. • All leaders have a KPI that relates to progressing gender equality. • Gender equity and bystander training integrated into induction training, was delivered via team meetings and whole of organisational sessions.
2	☐None ☐ a ☒ b ☒c ☐d ☐e ☐f ☒g	In accordance with the Local Government Act 2020 and the Local Government (Electoral) Regulations, Council staff and resources must not be used to support or oppose any candidate in local government elections, and Council must maintain strict neutrality to uphold public trust and the integrity of the electoral process. This limits Council's ability to influence the gender composition of the governing body. There is no legal obligation for councillors to disclose demographic information unless it relates to eligibility. Public election processes can discourage councillors from disclosing demographic information due to concerns about bias, privacy, and political vulnerability. This personal choice has influenced the dataset available. All Councillors completed Gender Equality, Diversity, and Inclusion training during induction, introducing legislation, obligations, and their role in advancing equality. The training also explained the importance of demographic data and outlined privacy safeguards prior to issuing the task request.	**Implemented Actions** 1. Communicate the needs for intersectional data collection to Council and address privacy issues 2. Provide all Councillors with the opportunity to update details regarding their attributes 3. Apply an intersectional lens to Councillor induction program 4. Councillors complete Gender Equitable and Inclusive Leadership training 5. Regular reporting of Gender Equality data 6. Benchmark other Council programs directed at increasing diversity of representations **Evidence** • Gender Equity, Inclusion and Diversity training integrated into Councillor induction and education provided through training on value and processes in sharing demographic information with Council • Gender Equality reporting included in Council report
3	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Undertaking pay equity analyses has allowed deep dives into pay disparity at departmental and team levels and strengthened Council's understanding of any pay gaps between genders. This process has reaffirmed the value of banded positions and recognised the challenges faced with single-gender dominant roles and industries.	**Implemented Actions** 1. Investigate pay gaps across the organisation with focus on those levels highlighted in the Workplace Gender Audit report 2. Investigate pay and level differences across areas of the organisation that are traditionally seen as male or female (reviewing level and responsibility) and develop a plan to address this **Evidence** • Mean total remuneration pay gap reduced from 3.4% 2021 to 2.2% 2025 • In 2025, pay gap (total remuneration) by salary bands showed that there were 12 neutral bands, where pay gap is within $1,000 between man and woman, (up from 8 in 2023; 6 bands 2021), 15 bands favoured men (up from 14 bands in 2023; down from 19 bands 2021) and 5 bands favoured women (down from 9 bands in 2023; 6 bands 2021). Demonstrating change of +50% towards neutrality. Approximately 330 people (35%) belong to those neutral pay gap bands.

4	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Following in-person gender equality training that covered sexual harassment, Council observed an increase in reporting, indicating improved awareness, challenged reporting cultures and increased confidence in reporting processes. Council leveraged awareness-raising dates, to deliver training and launch renewed policies, this strategy boosted staff engagement and built stronger organisational capability in intersectionality, bystander action, and preventing and responding to sexual harassment and family violence.	**Implemented Actions** • Review sexual harassment policy through an intersectional lens • Workplace Gender Equity and Bystander training • Dismantling Bias Training: Workplace Sexism, Racism, Ableism and Homophobia • Preventing and Responding to Sexual Harassment for Leaders training • Apply an intersectional gender lens to mandatory Sexual Harassment training (compliance); conducted face-to-face (preferably) • Develop process to assess complainants' satisfaction of formal complaints of sexual harassment • Additional question regarding sexual harassment included in staff survey **Evidence** • Anonymous experience rates of sexual harassment have worsened for women (8% 2021; 10% 2025) and maintained for men (5%). • Men and women feel safer to call out inappropriate behaviour at work (women: 69% 2021; 70% 2025 men: 70% 2021; 77% 2025) • More women and men believe their organisation takes steps to eliminate bullying, harassment, and discrimination (women: 64% 2021; 70% 2025 men: 67% 2021; 72% 2025) • More staff formally reported sexual harassment (2021: 0 reports; 2023: 5 reports; 2025: 26 reports) • 79 leaders trained in responding to disclosures of sexual harassment and family violence
5	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Council commenced a journey mapping process of recruitment practices from end-to-end, due to staff changes and competing priorities progress was delayed and this initiative will be completed in the next GEAP. Post the 2023 audit, Council held online briefings to present audit outcomes and progress findings. These sessions highlighted key risks for leaders, particularly the lower recruitment and higher exit rates of men impacting overall workforce gender composition. Following the 2023 audit, Council completed a data deep dive in early 2024 to examine gender inequity across both single-gender dominant and mixed-gender teams. This analysis pinpointed specific teams and informed a series of discussions with leaders to interpret the results, understand underlying drivers, and identify barriers and opportunities to drive progress. In early 2025, Council released its revised recruitment and selection policy and guidelines, with the associated changes fully integrated into the inclusive recruitment training delivered to staff. Revised inclusive recruitment training was rolled out to staff involved in recruitment in February and May 2025 (*n=25*), this training will continue quarterly and covers merit, unconscious bias and inclusive recruitment practices. The cumulative impact of this training is expected to be demonstrated through improved outcomes in the 2027 audit and progress reporting cycle. Council developed a gender equality data dashboard, though leader access has been delayed due to integration requirements with the new HR and payroll systems. Privacy safeguards are now being finalised to ensure a secure launch for leaders. Council actively promoted job and internal secondment opportunities to staff via the organisational-wide CEO email.	**Implemented Actions** 1. Update policies and processes based on the recommendations of the review 2. Train P&C and Hiring Managers on gender equitable and inclusive recruitment practices (refine existing training) 3. Unpack merit with the organisation 4. Track and report access to learning and development, secondment and higher duties 5. Promote career development opportunities to part-time and casual staff and track on leader's dashboard 6. Review secondment opportunities and placements through a gender lens (length/type of role/formal appointment/etc) **Commenced Actions** 1. Undertake a review of recruitment practices end-to-end using an intersectional gender lens (including employment status) and deliver a recommendations report **Evidence** • Less women and more men feel they have an equal chance of promotion - women: 47% 2021; 51% 2023; 45% 2025 women and men: 47% 2021; 69% 2023; 58% 2025 • Fairer awarding of internal secondments and in line with workforce gender composition; men: 6% 2021; 41% 2023; 38% 2025 and women: 94% 2021; 59% 2023; 62% 2025 • 77% of higher duties were taken up by full-time staff, down from 82% in 2023 (88% in 2021); part-time increased to 19% (15% in 2023) and casual up 1ppt to 4% (3% in 2023) • Gender equitable and inclusive recruitment training delivered to hiring managers and people and culture staff • Quick link to job opportunities at Council now advertised weekly in the CEO email
6	☐None ☐ a ☐ b ☐c ☐d ☐e	Council incorporated a flexible work arrangement check into our performance plan tool to ensure consistent, structured discussions and periodic reviews of staff flexibility requirements. Council has normalised regular conversations and reviews of flexible work needs across the organisation. Council's Fit for Future roadshow has created an annual opportunity to promote flexible work. The inaugural event was delivered in early 2025 and enabled meaningful engagement with staff. Through interactive activities, Council assessed staff awareness of entitlements, benefits, and HR	**Implemented Actions** 1. Review flexible working policy and Enterprise Agreement through an intersectional gender lens 2. Update processes for applying for flexible work 3. Improved communications regarding flexibility during onboarding 4. P&C to partner with leaders to understand specific barrier in implementing policy and work to address these

	☐f ☒g	processes. Insights from these activities revealed several areas where knowledge was limited, leading to organisation-wide communications and targeted promotion incorporated into GEAP consultation sessions to improve staff understanding. Throughout 2023–24, Council partnered with Women's Health in the South East to deliver in-person training on responding to disclosures of family violence and sexual harassment, with an online module introduced in 2024 to support ongoing capability development. As part of its ongoing involvement in the 16 Days of Activism Against Gender-Based Violence, Council delivered live online training with Be There. The 2023 session emphasised bystander action within a family violence context, while staff feedback informed the 2024 session, which prioritised family violence training with bystander action woven throughout. Since 2024, Council has consistently promoted family violence leave entitlements through staff orientation sessions, ensuring ongoing awareness for all new employees. Council underwent a comprehensive review of its family violence leave policy, the gender impact assessment recommended broadening the scope to a family violence policy. This was developed and approved. The policy launch was postponed aligning with 16 days of activism, November 2025, providing additional time to finalise development of an online family violence module. Council has finalised the review of its flexible work policy, with approval requirements pushing the planned launch to the latter half of 2025.	5. Offer flexibility to all existing leaders and assess and remove barriers 6. Promote flexibility through recruitment for all levels and areas of the organisation 7. Conversation through performance management process to assess flexibility needs for coming year (not constraining it to only at this point) 8. Annual campaign to promote the benefits of flexible working arrangements to the organisation (challenge gender stereotypes when doing so) 9. Benchmark parental leave entitlements under the Enterprise Agreement and develop recommendations report for FCC (e.g. remove waiting period, increase secondary carers leave and allow secondary carer to transition to primary carer) 10. Leaders actively promote parental leave to men expecting a new child (both paid and unpaid) 11. Review family violence policy with an intersectional gender lens 12. Family violence support communicated during onboarding and at induction 13. Develop Leaders Guide to Responding to Disclosures of Family Violence 14. Leaders to complete Responding to Disclosures of Family Violence training & refresher training every two years 15. Annual 16 Days of Activism campaign focused on prevention and support for staff **Commenced Actions** 1. Monitor flexibility on Gender Equity dashboard by gender, level and department **Void Actions** 2. Allocate resourcing to support constrained areas to implement (e.g. additional funds to pilot job-share, cover additional work cover costs, etc) 3. Review existing return to work program and improve support for parents coming back following parental leave **Evidence** 4. Flexible work policy and EBA reviewed and adopted 5. Delivered Responding to Disclosures of Family Violence training to people leaders 6. Actively promoted staff entitlements and benefits including flexible working arrangements at Fit for Future staff event 7. Men utilising more parental leave, 5.3 weeks 2021; 6.4 weeks 2023; 11.2 weeks 2025 8. Organisational family violence policy developed and implemented in response to Gender Impact Assessment on previous family violence leave policy 9. Family violence entitlements and benefits integrated in staff onboarding and induction 10. Bystander and family violence training delivered to staff as part of 16DoA, 227 participants across 3 sessions
7	☐None ☐ a ☐ b ☐c ☐d ☐e ☐f ☒g	Council partnered with Women's Health in the South East in 2023-24 to deliver multiple in-person sessions on managing backlash and resistance and challenging and dismantling bias. By offering sessions on different days across multiple months broadened leader access and engagement. Council launched its inclusive language and imagery guidelines as part of the Breaking the Barriers: Intersectionality training delivered by Queerspace in the lead-up to IDAHOBIT 2025. The guidelines have since been applied more broadly, including by the Recreation team to support the development of inclusive language guidance for sporting clubs. To support International Pronouns Day, Council deployed a screensaver across all staff computers promoting inclusion and the value of using pronouns. The Executive Sponsor also shared a communication encouraging staff to adopt pronouns in their email signatures and Teams profiles and promoted Council's guidelines and LGBTIQA+ Inclusion online module. Council maintained its annual International Women's Day program in 2024 by partnering with Alison Shamir to deliver a Masterclass to Overcome Imposter Syndrome & Stop Self-Sabotage. High demand saw the event book out within an hour, leading to the addition of a second session. Based on staff feedback, a live online follow-up session was conducted in April to consolidate learning and encourage continued action. In 2025, Council partnered with the Commission and Women's Health in the South East to deliver Unstoppable Progress: The Future of Power. These events continue to receive high interest and are valued by staff.	**Implemented Actions** 1. Team or Department level Gender Equity and Bystander training 2. Gender Equitable and Inclusive leader training for all leaders with reports 3. Gender Equity and Bystander Training integrated into induction for new employees 4. Develop inclusive language guidelines for employees, contractors and consultants 5. Training on gendered workplace language and appropriate alternatives 6. Challenging our Bias training – dismantling sexism, racism, homophobia, ageism and transphobia 7. Investigate a whole of organisation reporting approach (e.g. investigate dashboards in Year 1), select approach and create 8. Quarterly dashboard reporting – EMT 9. Privacy protocols developed 10. Evaluate existing organisational systems and complete recommendations report on ability to report against all 7 indicators under the Gender Equality Act 11. Identify and prioritise key policies (including the Enterprise Agreement) that underpin gender equitable and inclusive workplaces 12. Deliver Applying an intersectional gender lens to policy training to key People & Culture staff 13. Establish a Gender Equality or Diversity & Inclusion Group with cross-organisational representation and strong leadership support (executive sponsorship) 14. Gender Equality Officer role to deliver on workplace gender programs

		Council developed a series of online gender equality training modules covering the Gender Equality Act 2020; Gender Equality v Equity; Gender Impact Assessments; LGBTIQA+ Inclusion; The Bystander Approach; Inclusive Practices: An Intersectional Approach; Unconscious Bias; Family Violence; Managing Resistance to Change; Diversity, Equity & Inclusion; and Menopause in the Workplace. These modules will continue to be promoted in line with awareness raising days. The static learning format is limited to one learning style, ongoing integration of key messages need to be embedded in future learning opportunities. Council's dedicated gender equality budget funded leadership and staff training and helped maintain momentum in implementing the GEAP and ensured the delivery of high-quality events for key awareness-raising campaigns, reinforcing Council's commitment to an inclusive and equitable workplace. A dedicated Gender Equality Advisor has been central to driving Council's progress under the GEAP. This role has provided consistent leadership, coordination, and oversight of gender equality initiatives, ensuring Council not only meets its legislative compliance requirements but also maintains strong momentum in implementing actions across the organisation. The Advisor has supported leaders and staff, strengthened internal capability, and embedded a more strategic and proactive approach to gender equality. Their work has enabled clearer accountability, improved communication, and more cohesive delivery of initiatives, contributing to sustained cultural and structural change.	15. Establish Gender Equity budget line to enable Council to track expenditure for reporting 16. Develop communications plan to underpin programs and initiatives 17. Celebrate and support International Women's Day annually 18. P&C and key leaders complete Managing Backlash and Resistance Training (P&C) 19. Risk of resistance identified and mitigated in GE activities **Commenced Actions** 1. Revise bullying and harassment policies and protocols through a gender equity and inclusion lens **Void Actions** 1. Partner with 2 female and 2 male dominated teams to develop a 3 years project plan with clear targets and measures 2. Roll out targeted measures with 4 teams including across recruitment, leadership, career development and culture (years 2-4) 3. Evaluate program with a view to improving and upscaling with additional teams in the next GEAP **Evidence** • Reduced single-gender dominance in four Council work groups: 'managers'; 'professionals'; 'technicians and trades workers'; and 'Machinery Operators and Drivers'. • 110 leaders and people and culture staff trained in managing backlash and resistance to gender equality, and a further 65 trained in challenging and dismantling bias. • More than 400 engagements with leaders through inclusive leadership training, includes small group coaching sessions with 74 leaders. • Inclusive language guide developed and implemented. • LGBTIQA+ inclusion training delivered to 95 staff. • Annual IWD events held with 224 staff participating; sessions focused on the power of inclusive language, overcoming imposter syndrome, and unstoppable progress with Dr Niki Vincent. • Assigned gender equality budget supported the delivery of GEAP actions, training and events. • Of those surveyed (anonymous) who experienced bullying in 2025 the gender split was 41% prefer not to say gender (down from 67% in 2023 and 54% in 2021), women 14% (down from 16% in 2023 and 20% in 2021), men 17% (up from 8% in 2023 and down from 18% in 2021).

*Factors (column Q):

a. the size of the organisation, including the number of employees
b. the nature and circumstances of the organisation, including any barriers to making progress
c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
d. the organisation's resources
e. the organisation's operational priorities and competing operational obligations
f. the practicability and cost to the organisation of making progress; and
g. genuine attempts made by the organisation to make progress.

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any) (required)

Commenced Actions

1. Undertake a review of recruitment practices end-to-end using an intersectional gender lens (including employment status) and deliver a recommendations report

- This action has begun, the project was initially delayed due to a new payroll and human resource software system being implemented and then placed on hold with the loss of a key project resource. This project will be delivered in the next GEAP, within the first year.

Commenced Actions

1. Revise bullying and harassment policies and protocols through a gender equity and inclusion lens

- Council completed a review of the Council code of conduct and is in the process of reviewing the disciplinary policy and appropriate workplace behaviour procedure.

Commenced Actions

1. Monitor flexibility on Gender Equity dashboard by gender, level and department

Void Actions

1. Partner with 2 female and 2 male dominated teams to develop a 3-year project plan with clear targets and measures
2. Roll out targeted measures with 4 teams including across recruitment, leadership, career development and culture (years 2-4)
3. Evaluate program with a view to improving and upscaling with additional teams in the next GEAP.

- Prior to the Gender Equality Act, Council had limited resources and investment in workplace gender equality. Year one helped to identify that organisational readiness was the priority to forming a foundation for this work, there was a shift and re-prioritisation required to build awareness, engagement, and knowledge. As a result, these initiatives were modified and not implemented as planned. They were voided in the first progress report. However, the intent of these actions was integrated into a deep analyse of pay gaps and gender equity at a department level. This action identified priority teams and opened discussions that explained disparity, inequity and identified real-time opportunities for intervention. The 2025 audit, revealed positive shifts in gender segregation of four work groups.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Achievements
Council is proud of the achievements delivered under its inaugural and ambitious Gender Equality Action Plan. Of the 73 actions, 89% were completed, 4% are ongoing, and 7% were deemed void. Overall, 79% of GEAP targets were achieved. Council's targeted strategy drove measurable results, with progress achieved across five of the seven gender equality indicators in the first (2023) audit, increasing to six out of seven in the second (2025).

Key Outcomes:

- Reduced pay gap, from 3.4% in 2021 to 2.2% in 2025
- Incremental progress toward a more balanced workforce
- Cultural shifts related to reporting of sexual harassment
- Greater participation from all work segments (full time, part time and casual) in secondment and higher duty appointments.
- Increased use of parental leave and carers leave by men
- Reduced gendered workforce segregation, with most occupations moving toward the 40:40:20 gender ratio. The most significant gains were observed in four occupational groups: Managers; Professionals; Technicians and Trades Workers; and Machinery Operators and Drivers.

Council acknowledges that social change is long-term, non-linear, and inherently complex. A primary driver of success during this period was the appointment of a dedicated, highly skilled Gender Equality Lead. Their leadership provided the strategic clarity and consistency necessary to execute multi-benefit implementation models. This was further bolstered by a flexible resourcing strategy, utilising contracted experts during high-intensity periods to maintain momentum, quality, and adaptability.

Leadership & Capability Building
Prioritising leadership engagement and training in the early stages of the Gender Equality Action Plan (GEAP) was critical to establishing legislative compliance and the foundations for cultural shift. Sustaining this change requires ongoing development to ensure leaders are equipped to foster an inclusive, productive, and equitable workplace.

Integration & Accessibility
Integrating GEAP reporting and Gender Impact Assessments (GIAs) into existing governance structures has been vital for organisational visibility and Councillor awareness. Furthermore, adopting a multi-modal training approach, blending in-person, live online, and on-demand modules, ensured the workforce could engage in a manner suited to their roles. However, staff feedback highlighted a gap, low leadership representation at these sessions, which underscored a need for greater visible commitment from senior levels.

Implementation Progress

- **Action Completion:** While 4% of actions remain in progress, they are on track for completion or transition to the next GEAP. While the implementation of a new HR/payroll system initially delayed demographic data collection, Council adapted by utilising staff surveys to educate the workforce on data privacy and the value of diversity reporting.

- **Accountability & Governance:** Our inaugural plan lacked specific assigned roles for individual actions. To ensure effective implementation, the next GEAP must establish clear ownership and shared accountability across the organisation. Additionally, Council continues to navigate challenges in collecting demographic data from our governance group due to our unique structure, we remain committed to educating Councillors on privacy protocols and the importance of this data.

- **Staff Readiness & Engagement:** We have prioritised "change readiness" through targeted training and open events, recognising that meaningful progress is a cumulative process.

- **Collaborative Governance:** Progress has been championed by a dedicated Diversity Inclusion Group, ensuring those most impacted by organisational change have a direct voice in its implementation.

Agility & Adaptability
In any four-year cycle, flexibility is essential. Our collaborative planning allowed us to pre-empt barriers, such as personnel changes within the People and Culture team, and pivot resources toward emerging opportunities. Moving forward, we will maintain momentum through transparent communication and the introduction of defined task owners.

Recommendations for the 2026–2030 GEAP:

1. **Refine Action Clarity:** Ensure all actions are clearly defined to prevent ambiguity and ensure they are implemented as intended.

2. **Maintain Hybrid Resourcing:** Continue the successful model of combining a dedicated internal lead with supplementary external expertise to manage capacity peaks.
3. **Embed Shared Accountability:** Formally assign action owners during the early consultation phase to foster buy-in and ensure tasks are integrated into departmental work plans.
4. **Increase Leadership Visibility:** Address staff concerns regarding leadership absence at gender equality initiatives. Intentional, visible participation from leaders is required to reinforce commitment and drive cultural transformation.
5. **Strengthen Harassment Prevention:** While reporting cultures are beginning to shift, Council must continue building trust and strengthening frameworks to prevent and respond to sexual harassment.

Section 3.3 Providing other updates on implementation (recommended)

Building a foundation for gender equality and change was fundamental to bolstering our work and achieving progress. Establishing a strong foundation of knowledge and understanding was critical for engaging leaders and staff and essential for generating readiness for change.

- **Sustained Training:** Regular, four-year training, delivered in various formats and tailored for different audiences, reinforced knowledge, increased visibility, prompted necessary conversations, and demonstrated the organization's commitment to gender equality. A direct correlation was observed between in-person gender equality training, which included sexual harassment education, and an increase in formal reports of sexual harassment, suggesting increased recognition that the organisation will take complaints seriously.
- **Strategic Planning and Oversight:** The introduction of a Gender Equality Service Plan cemented the GEAP at an organisational level. Regular monitoring and reporting for leaders kept the currency of progress a top priority.
- **Collaborative Accountability:** Regular monitoring and reporting meetings with action contributors facilitated collaboration, built capacity, and shared accountability for change.
- **Tailored Approach to Transformation:** Recognising and respecting staff's current understanding is vital for planning transformation and identifying required support. Acknowledging that change must be both top-down and bottom-up was valuable; structural changes effectively reduced barriers, demonstrated commitment, and progressed equity even with limited attitudinal shifts.
- **Integrating Flexible Work into Processes:** Integrating a flexible working arrangement section into the performance development plan tool strengthened data collection and created regular prompts within existing processes.

Section 3.4 Describing resourcing allocation (required)

The resourcing allocated to the implementation of Frankston City Council's first Gender Equality Action Plan (GEAP) is structured as follows:

Staffing and Human Resourcing
Council has established a multi-layered support structure to ensure the GEAP is integrated across all levels of the organization:

- **Gender Equality Advisor (0.6 FTE):** A permanent position within the People and Culture Team that leads the development, implementation, monitoring, and reporting of GEAP strategies and compliance with the *Gender Equality Act 2020*.
- **GIA Implementation Network:** To embed Gender Impact Assessments (GIAs) into business-as-usual. The following roles were established:
    - **GIA Champions:** Staff members distributed throughout Council departments to increase awareness and assist with the assessment process.
    - **Coordinators and Managers:** Responsible for overseeing the quality of GIAs and providing final endorsement for completed assessments within their respective units.
- **Specialist Support:** Technical support for audits and progress reporting is provided by the organisational Lead Data Analyst (0.1FTE) and the People and Culture Systems and Data Analyst (0.1FTE).
- **Leadership Oversight:** Direct support and strategic guidance are provided by the Manager People and Culture and the Coordinator Culture and Capability.

Financial and Technological Resourcing
Specific financial and technical investments were made to facilitate the transition from planning to action:

- **Dedicated Budget:** Council allocated on average $35,000pa to deliver the training and events for leaders and staff, the People Matter Survey, retrospective GIAs and technical support.
- **Tool Development:** Budget was specifically allocated to update the GIA Tool, in 2025, ensuring it remains functional and aligned with legislative requirements.
- **Data Analysis Tools:** Council provides staff with access to .id tools (demographic resource software). Annual training sessions are funded and delivered to teach staff how to use these tools to identify and explore key demographic trends necessary for informed GIAs.
- **Training & Capability Building:** Dedicated funding was allocated for the delivery of Gender Equality related training and events plus GIA training to staff, ensuring that those responsible for assessments have the necessary skills to evaluate how Council policies and services impact different genders.

Any other additions or comments (optional)