

# A safe and equal Casey

Gender equality and prevention of  
violence against women strategic plan

**2022–2032**



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# INTRODUCTION

## ACKNOWLEDGEMENT OF COUNTRY



The City of Casey proudly acknowledges the traditional owners, Casey’s Aboriginal communities and their rich culture and pays respect to their Elders past, present and future.

We acknowledge Aboriginal people as Australia’s first peoples and as the traditional owners and custodians of the land on which we work and live.

## DIVERSITY STATEMENT



The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives.

These intersecting and overlapping community stories form Casey’s collective identity and contribute to its evolving, rich history. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

This strategic plan was developed in consultation with a wide range of organisations and stakeholders across the City of Casey. Thank you to all the individuals and groups who gave up their valuable time to input into this strategic plan.



## MESSAGE FROM THE CHAIR OF ADMINISTRATORS

*As Chair of Administrators for the City of Casey, I am delighted to present our community with **A Safe and Equal Casey: Gender Equality and Prevention of Violence Against Women Strategic Plan 2022-2032**.*

In 2021, as the impacts of COVID-19 continued to be felt globally, the World Economic Forum estimated that closing the global gender inequality gap will now take 135.6 years. In the same report Australia ranked 50th in the world. In Casey, we see these inequalities expressed through the high reported rates of intimate partner violence, perceptions of safety in public spaces and social norms around household decision making.

This must change. Everyone, including all those living and working in the City of Casey deserves to live in a safe and equal society, have equal access to power, resources and opportunities and be treated with dignity, respect and fairness.

This Strategic Plan outlines how Council will, in partnership with community, deliver on our commitment to gender equality. The plan has a ten-year focus as we recognise the long-term, systemic and structural changes that are needed to address inequalities and prevent violence against women. This timeframe will ensure that we continue to take a whole-of-Council approach that builds gender equality and primary prevention into every part of our work.

*A Safe and Equal Casey* has incorporated insights and feedback from organisations, community members and staff through an extensive consultation process during 2021/22. Through this we heard that deep engagement is needed to do this work justice. As a result, this plan does not prescriptively lay out the next ten years, but rather aims to foster collaboration and problem-solving with our community.

This is why the first phase of the plan is committed to building the foundations and relationships of trust with community and connecting and developing partnerships across the municipality.

We will be guided strongly by our principles, outlined in this document, as we believe that the process itself is just as important as the outcomes. We need to understand who is at the table contributing to change and, as importantly, who is not at the table. We want to ensure that all voices are not only heard but influencing and making decisions that affect their lives. We will centre the experiences of those who face intersecting forms of discrimination, including Aboriginal and Torres Strait Islander communities, culturally and linguistically diverse communities, women with disabilities and LGBTIQ+ communities.

**Noelene Duff PSM**  
Chair of Administrators  
City of Casey



Working towards gender equality and the prevention of violence against women is challenging, but empowering and transformational work. Each and every one of us has responsibility and a role to play.

I invite everyone to join us on this exciting journey as we work towards our vision, that everyone is safe and equal in the homes, workplaces and communities that make up our City of Casey.

## COMMITMENT STATEMENT

The City of Casey has a longstanding commitment to promoting gender equality and preventing violence against women.

*A Safe and Equal Casey: A Gender Equality and Prevention of Violence Against Women Strategic Plan 2022-2032*

is a transformative and whole of Council ten-year strategic plan to support gender equality and prevent violence against women in Casey. It has been developed on the basis of an extensive consultation process, Council learning from existing work in this space, together with evidence and best practice in relation to what works to prevent violence against women.

Gender equality is a human right and a shared responsibility. All members of Council and community have the right to live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.

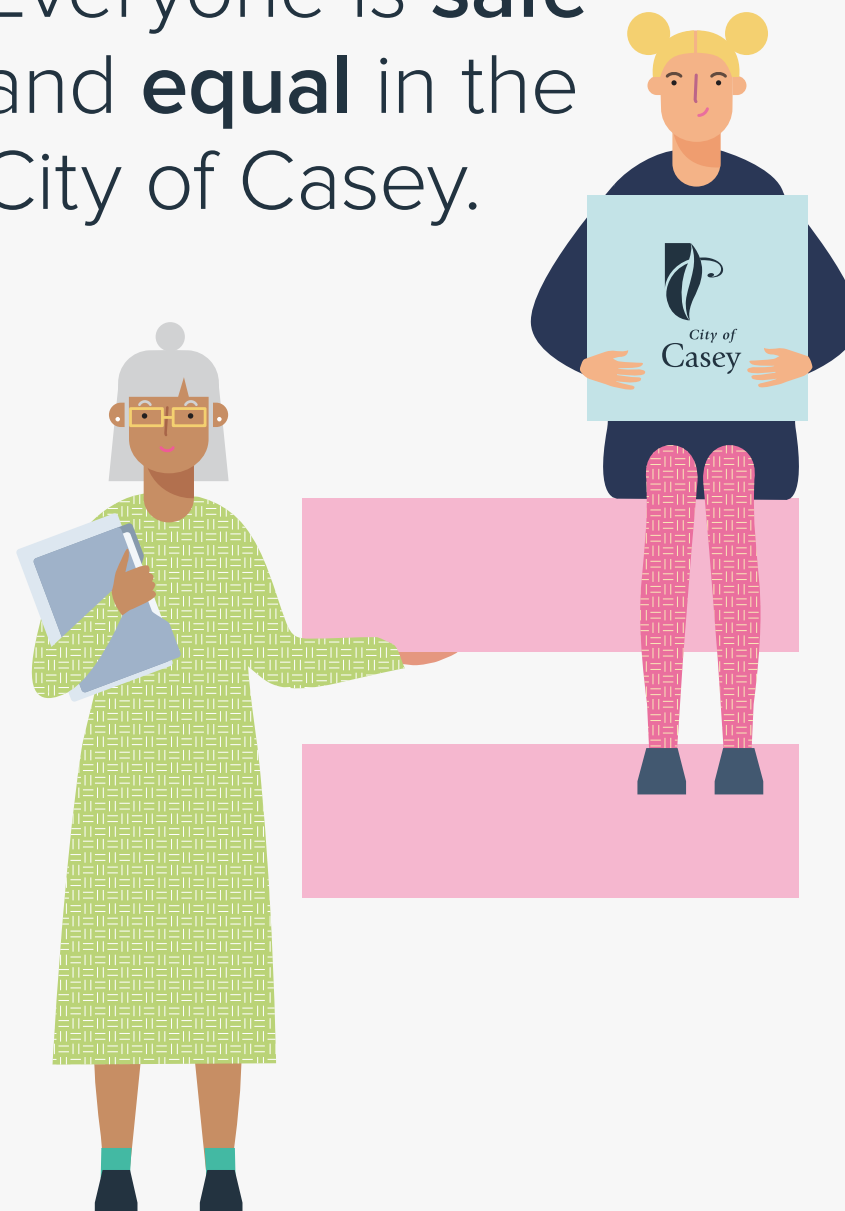
Gender equality provides all people, regardless of gender, opportunities to do their best work, live their best and contribute meaningfully to society. Importantly, it is also a precondition to the prevention of violence against women.

As the closest tier of government to community, Council workforce and decision-makers should be representative of the people it serves. It is incumbent upon Council to lead in the pursuit of gender equality, and to set the tone and standard for Casey's local population.

The City of Casey acknowledges the gender equality principles outlined in the Gender Equality Act and – through this strategic plan– aims to meet and exceed its commitments.

## OUR VISION

Everyone is **safe** and **equal** in the City of Casey.



# OUR STRATEGY ON A PAGE

There has never been a more important time to drive gender equality and prevent violence against women.

As the closest tier of government to Casey communities, we can provide a whole of community approach. However, addressing these issues is complex and challenging. We recognise that transformational change in these complex issues requires long-term commitment and action.

Therefore, through consultations with groups across Casey communities, we have designed a flexible and adaptive ten-year strategy to guide our work.

## Our principles

We are led by communities and build on their strengths

We recognise and challenge power dynamics, including our own

We take intersectional forms of oppression, discrimination and privilege into account

We understand one size does not fit all

We draw on evidence and diverse knowledges, especially those with lived experience of inequality and gender-based violence

## Our goals

Based on the drivers of violence against women

People are not constrained by gender stereotypes and social norms

Women and diverse genders are independent and actively engaged in all spheres of decision-making

Organisations, institutions and public places are safe, fair and equitable

Men and boys develop healthier masculinities and positive peer relationships

Positive, equal and respectful relationships are strengthened

## Key Evaluation Questions

How and in what ways does context influence the progress of the strategy?

To what extent are we adhering to our principles?

How well are we doing things and are we reaching the right people?

To what extent are we learning and adapting?

What changes are we contributing to?

## How will we know if we are making a difference?

## What actions will we take?

## Our strategic objectives

## How can the City of Casey address the problem?

Our role as local government

## What is behind the problem?

## What is the problem?

The focus of our measurement, evaluation and learning will shift as we move through the strategy phases, and is guided by our Key Evaluation Questions

Strategy impact

Short and medium term changes

Context and ways of working

Building foundations

### Early phase (1-2 years)

Building foundations, connecting and building relationships

### Middle phase (3-7 years)

Testing and iterating local solutions; scaling up for systems change

### Later phase (8+ years)

Achieving transformational change

Engage deeply with communities to collectively identify priorities and actions

Support partner organisations and communities to test community-led, local specific innovations

Continue and strengthen council-led activities

Improve Council's awareness, attitudes, capabilities and practice

Learn together about what works in the City of Casey

01

To foster communities in Casey that are inclusive, support and promote gender equality, and reject violence against women

02

To work with partners and community in supporting gender equality and developing and implementing prevention of violence against women initiatives

03

To ensure Casey Council services, programs and policies are gender equitable, and inclusive of strategies preventing violence against women

04

To build an organisational culture that is safe and equitable, where all employees can bring their whole selves to work

### Council as a connector

We will use our community connections to bring together diverse groups and organisations to take action for primary prevention

### Council as a supporter

We will support individuals, organisations and groups in the community to take their own actions for primary prevention, as well as advocating for changes

### Council as a service provider

We will engage with community members across their entire lifespan, providing an opportunity to address drivers of inequality and violence in the delivery of our core services

### Council as a leader

We will lead by example by embedding primary prevention in all aspects of how we operate as an organisation and as decision-makers

The evidence tells us that violence against women is driven by gender equality, including:

Condoning of violence

Rigid gender roles

Men's control of decision making

Male peer relationships

1 in 3

women have experienced physical violence since the age of 15

1 in 5

Australians believe domestic violence is a normal reaction to stress

1 in 3

think it is natural for a man to want to appear in control of his partner in front of his male friend

131 per 10,000

women in Casey experience family violence, which is higher than the Victorian state average

26%

of women and 70% of men in Casey feel safe in public space at night

# WHY HAVE A GENDER EQUALITY AND PREVENTION OF VIOLENCE AGAINST WOMEN STRATEGIC PLAN?

The City of Casey's Strategic Plan is aligned to Change the Story, Australia's national shared framework for the primary prevention of violence against women.

We are focusing on violence against women because violence affects women disproportionately in Australia, occurring across all socio-economic and demographic groups. Evidence is clear that this violence is gendered in nature and overwhelmingly perpetrated by men.<sup>1</sup> Violence against women occurs across cultures and communities. It affects women's well-being and prevents them from fully participating in society.

International and Australian research clearly demonstrates that violence against women is driven by gender inequality.<sup>2</sup> Gender inequality is where women and men do not have equal social status, power, resources or opportunities, and their voices, ideas and work are not valued equally by society.

Having a low level of support for gender equality is the strongest predictor of attitudes supporting gendered violence or violence against women.<sup>3</sup> Primary prevention of violence against women aims to stop violence before it starts by addressing the underlying drivers of violence.

There are four key expressions of gender inequality that drive violence against women:

- Condoning of violence against women
- Men's control of decision-making and limits to women's independence in public and private life
- Rigid gender stereotyping and dominant forms of masculinity
- Male peer relations and cultures of masculinity that emphasise aggression, dominance and control.<sup>4,5</sup>

## DEFINITIONS

### Gender

The socially learnt roles, behaviours, activities and attributes that any given society considers appropriate for men and women. It is not the same as sex, which is the biological and physical characteristics to define humans as male or female. When we refer to 'women' or 'men' we include feminine- or masculine- identifying people, including transgender, cisgender and others who identify themselves across the spectrum of the gender identities.

### Gender diverse/non-binary people

An umbrella term used to describe all those whose gender identity may not correlate with their biological sex assigned at birth.

### Violence against women

Any act of gender-based violence that causes or could cause physical, sexual or psychological harm or suffering to women, including threats of harm or coercion, in public or in private life (The United Nations Declaration on the Elimination of Violence against Women (1993).

### Gender equality

Equal outcomes for women, men and gender diverse people.

<sup>1</sup> *Change the Story: A shared framework for preventing violence against women in Australia*, Our Watch, 2021

<sup>2</sup> *Change the Story: A Shared framework for preventing violence against women in Australia*, Our Watch, 2021.

<sup>3</sup> *Change the Story: A Shared framework for preventing violence against women in Australia*, Our Watch, 2021.

<sup>4</sup> *Personal Safety, Australia*, 2016, Australian Bureau of Statistics, 2017.

<sup>5</sup> *National Community Attitudes Survey*, 2016.



Nationally, we see that:

**1 in 3**

Women have experienced physical violence since the age of 15<sup>4</sup>

**1 in 5**

Australians believe domestic violence is a normal reaction to stress<sup>5</sup>

**1 in 3**

Think it is natural for a man to want to appear in control of his partner in front of his male friend<sup>6</sup>

**14.2%**

Is currently the national gender pay gap (between average levels of pay for women and men) for full-time work<sup>7</sup>

Casey has one of the lower gender equality rankings in Victoria.<sup>8,9</sup>

In Casey, we see that:

**131 per 10,000**

Women in Casey experience family violence, which is higher than the Victorian state average.

**26%**

of women and 70% of men in Casey feel safe in public space at night.

**54%**

of men and 36% of women in Casey believe that men should control the household and that women prefer a man in charge.

**30%**

of women and 8% of men in Casey undertake more than 14 hours of domestic work per week.



4 Personal Safety, Australia, 2016, Australian Bureau of Statistics, 2017.

5 National Community Attitudes Survey, 2016.

6 Australian's attitudes to violence against women and gender equality, Webster et al., 2018.

7 Average Weekly Earnings, Australia, May 2021, Australian Bureau of Statistics, 2021.

8 VicHealth Indicator Survey, 2015

9 ABS Census, 2016



The drivers of violence against women may manifest differently across the diverse range of cultures, backgrounds, and faiths in the community. Whilst it is important to acknowledge that gender inequality is always a precondition of violence against women, there are other drivers. Discrimination in all forms – ableism, racism, ageism, homophobia and others – create

an environment where power is not equally shared and leaves some groups more vulnerable to violence. Applying an **intersectional lens** helps to reframe and enhance understanding of the drivers of family violence and violence against women and create spaces for centring the experiences of those marginalised by compounding layers of discrimination.

#### Considerations include:

Ableism drives high levels of violence against women and girls with disabilities

Gender inequality and sexism

Homophobia and preferencing heterosexuality and heterosexual relationships

The ongoing impacts of **colonisation** for Aboriginal and Torres Strait Islander peoples

INTERSECTING OPPRESSIONS

Transphobia and preferring cisgender (a person whose gender identity is the same as their sex at birth)

Racism, particularly for refugees and migrants

9 *Change the Picture: A national resource to support the prevention of violence against Aboriginal and Torres Strait Islander women and their children*, Our Watch, 2018.

10 *Prevalence of violence and abuse of people with disability in Australia*, Centre of Research Excellence in Disability and Health, 2020.

11 *Changing the Landscape: A national resource to prevent violence against women and girls with disabilities*, Our Watch and Women with Disabilities Victoria, 2022.

The ongoing impacts of colonisation on Aboriginal and Torres Strait Islander people, families and communities alongside gender inequality contributes to Aboriginal and Torres Strait Islander women experiencing disproportionate levels of violence, with particularly severe and complex impacts.<sup>9,10,11</sup>

Aboriginal and Torres Strait Islander women report experiencing violence at

**3.1 times**

the rate of non-Indigenous women<sup>9</sup>

Aboriginal and Torres Strait Islander women are nearly

**11 times**

more likely to die due to assault than non-Indigenous women<sup>9</sup>

**65%**

of women with disabilities report experiencing at least one incident of violence since the age of 15<sup>10</sup>

Young women with disabilities are

**twice as likely**

to experience intimate partner violence than young women without disabilities



## WHY LOCAL GOVERNMENT? THE ROLE OF COUNCIL

Local Government is in a unique position of having significant reach, influence and access to local communities through the various services and functions that we provide.<sup>12</sup>

This puts the City of Casey in a position to be able to provide a whole of community response, from identifying those at risk of violence, to working to address the broader determinants of gender inequality and violence. When thinking about Council's role in supporting gender equality and preventing violence against women, we see four key roles (adapted from the Victorian Government's local government guide):<sup>13</sup>

### Council as a leader

We can lead by example by embedding primary prevention in all aspects of how we operate as an organisation and as decision-makers

### Council as a service provider

We can engage with community members across their entire lifespan, providing an opportunity to address drivers of inequality and violence in the delivery of our core services

### Council as a supporter

We can support individuals, organisations and groups in the community to take their own actions for primary prevention, as well as advocating for changes

### Council as a connector

We can use our community connections to bring together diverse groups and organisations to take action for primary prevention

Some of the different ways that the City of Casey can leverage its work with individuals, families, community organisations, local businesses, sporting clubs and faith communities, as well as through planning, facilities and infrastructure provision, are shown below:

### Council's reach for family violence prevention across the community

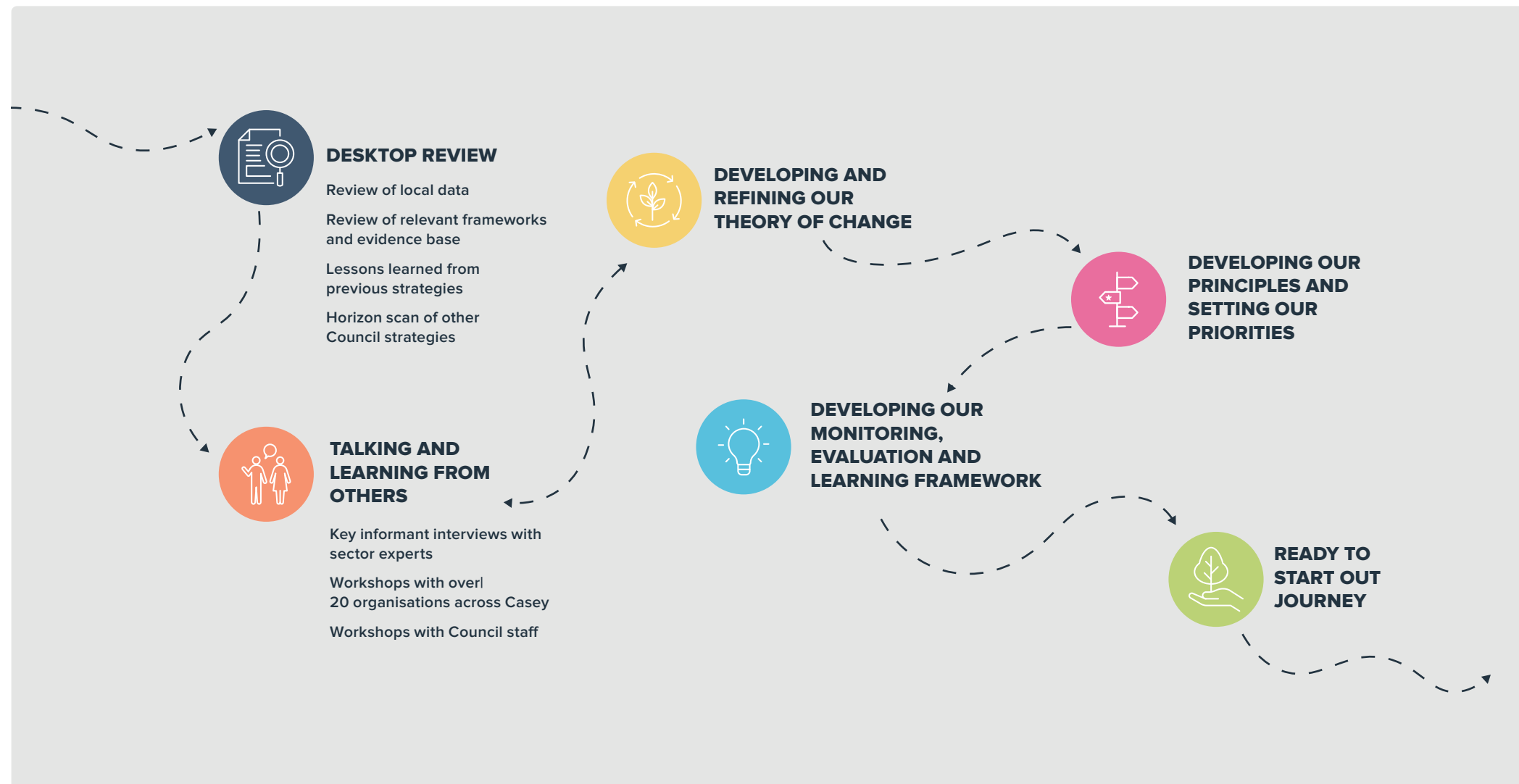


<sup>12</sup> The local government guide for preventing family violence and all forms of violence against women (draft version), Victorian Government, 2022.

<sup>13</sup> The local government guide for preventing family violence and all forms of violence against women (draft version), Victorian Government, 2022.

## HOW WAS THIS STRATEGIC PLAN DEVELOPED?

The City of Casey has been on a journey in 2021 and 2022 to develop this strategic plan:



As well as consultations across Casey, the Strategy is informed by relevant frameworks and legislation:

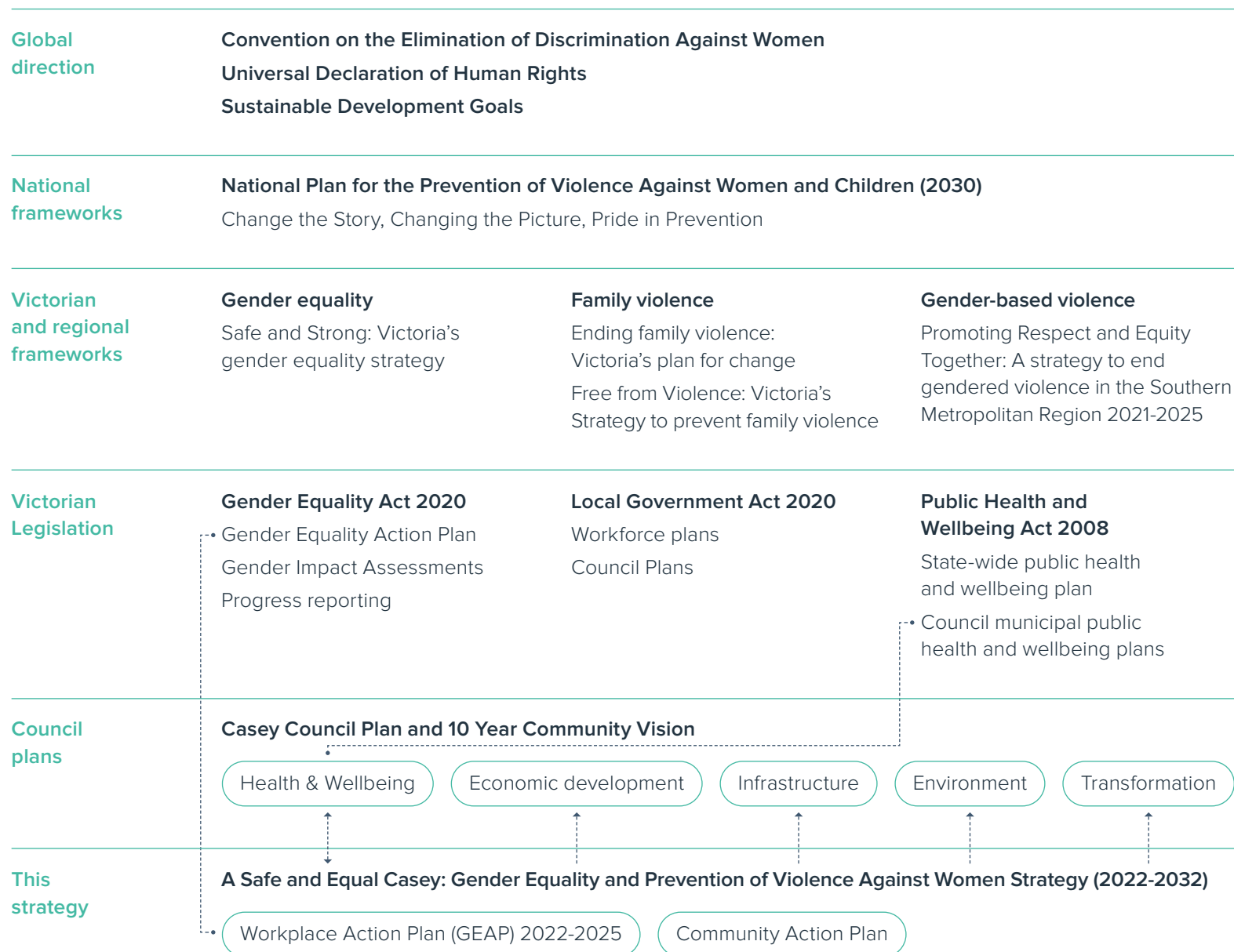


Diagram adapted from: *The local government guide for preventing family violence and all forms of violence against women (draft version)*, Victorian Government, 2022.

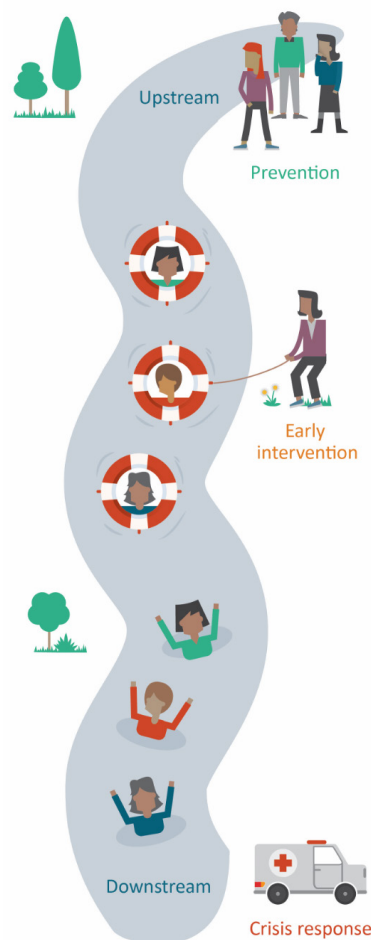
## COUNCIL'S APPROACH

The City of Casey has committed to a ten-year strategic plan, recognising that transformational change in complex issues such as gender equality and the prevention of violence against women requires long-term commitment and action.

This requires **whole-of-council approach**, which means that primary prevention is built into every part of Council's work.<sup>14</sup>

This strategic plan has been designed to lay out the broad parameters of the approach, including goals, guiding principles and areas of influence. It is important that the strategic plan does not prescriptively lay out the next ten years, but rather fosters collaboration and problem-solving processes with Casey's communities that enable solutions to emerge and can be adapted as Council learns and refines through implementation.

<sup>14</sup> The local government guide for preventing family violence and all forms of violence against women (draft version), Victorian Government, 2022.

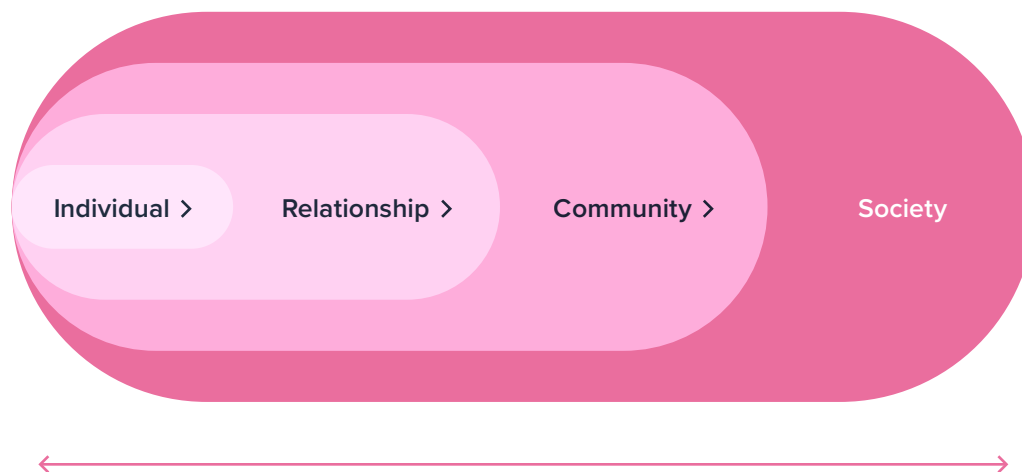


✚ Diagram: Change the Landscape, Our Watch and Women with Disabilities Victoria, 2022, p.19

## THEORY OF CHANGE

The strategic plan is underpinned by a **Theory of Change** (see page 14, with full Theory of Change in Annex 1). A Theory of Change is a diagram that shows the journey we believe we need to go on to achieve our goals. This Theory of Change sets the broad direction for Casey's journey over the next ten years, allowing different priorities and activities to be set as we progress through the strategic plan.

The Theory of Change draws on evidence-based and best-practice approaches for the prevention of violence against women, as outlined in Change the Story. The Theory of Change is underpinned by the **socio-ecological model** of violence against women, which recognises that there are structures, norms and practices from the individual to societal level that drive violence against women.



Council action to prevent family violence



The City of Casey takes a **primary prevention** approach to the prevention of violence against women, which recognises that Council needs to work to change the underlying social conditions that drive violence against women and gender inequality. This means Council is working '**upstream**' of the problem to try to make changes 'downstream'.



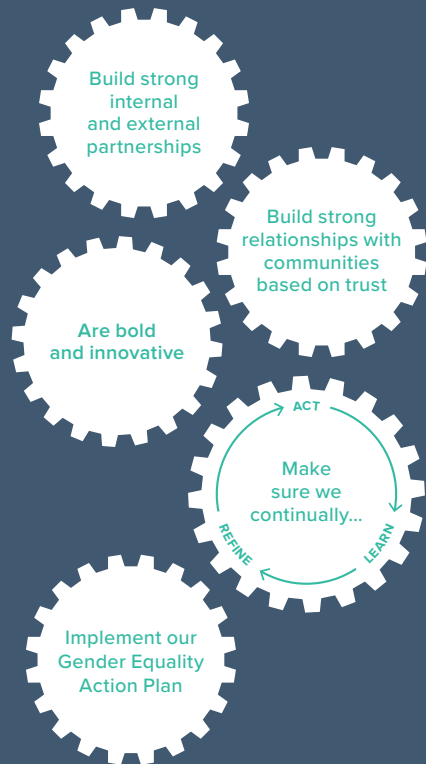
**Intersectionality** is a core principle of this 10-year strategic plan as Council recognises we need to do much more to address the range of injustices that contribute to violence against women. In practice, this means we need to think holistically about what we are trying to change and how we are trying to change it; it is as much about process as outcomes.

Staff and community gather together for the Hands Across Bunjil Place event, part of the City of Casey's 16 Days of Activism to End Violence Against Women annual campaign.



## A SAFE AND EQUAL CASEY: GENDER EQUALITY AND PREVENTION OF VIOLENCE AGAINST WOMEN STRATEGY (2022-2032)

### IF WE:



### THIS WILL RESULT IN:

Communities deciding their priorities

Communities and partners being supported to test and trial solutions

Casey, partners and communities learning together about what works in Casey

Casey Council improving their awareness, attitudes, capabilities and practice

### LEAD TO OUR STRATEGIC OBJECTIVES:

**01** To foster communities in Casey that are inclusive, support and promote gender equality, and reject violence against women

**02** To work with partners and community in supporting gender equality and developing and implementing prevention of violence against women initiatives

**03** To ensure Casey Council services, programs and policies are gender equitable, and inclusive of strategies preventing violence against women

**04** To build an organisational culture that is safe and equitable where all employees can bring their whole selves to work

### CONTRIBUTE TO:

People are not constrained by gender stereotypes and social norms

Women and diverse genders are independent and actively engaged in all spheres of decision-making

Organisations, institutions and public places are safe, fair and equitable

Men and boys develop healthier masculinities and positive male peer relationships

Positive, equal and respectful relationships are strengthened

### Our vision

**Everyone is safe and equal in the City of Casey**

### OUR WORK IS UNDERPINNED BY OUR PRINCIPLES

We are led by communities and build on their strengths

We take intersectional forms of oppression, discrimination and privilege into account

We recognise and challenge power dynamics, including our own

We understand one size does not fit all

We draw on evidence and diverse knowledges, especially those with lived experience of inequality and gender-based violence

## GOALS

The Theory of Change has five areas. When Casey has greater gender equality:



People are not constrained by gender stereotypes and social norms



Women and gender diverse are independent and actively engaged in all spheres of decision-making



Organisations, institutions and public places are safe, fair and equitable



Men and boys develop healthier masculinities and positive peer relationships



Positive, equal and respectful relationships are strengthened



These goal areas are broad so that they can be tailored to the context and needs of different people in Casey. Council expects that its work will contribute to change in these goal areas, but recognise that these changes need to be driven by multiple stakeholders at all levels of society.

The strategic plan goal areas are based on the essential actions outlined in Change the Story, which recognise that to prevent violence, actions must address the gendered drivers of violence against women, as well as the broader social context that enables gender inequality and violence.<sup>15</sup>



<sup>15</sup> *Change the Story: A Shared framework for preventing violence against women in Australia*, Our Watch, 2021.



PRINCIPLES



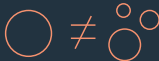
**We are led by communities and build on their strengths**



**We take intersectional forms of oppression, discrimination and privilege into account**



**We recognise and challenge power dynamics, including our own**



**We understand that one size does not fit all**



**We draw on evidence and diverse knowledges, especially those with lived experience of inequality and gender-based violence**



Are we working with a diverse range of communities? Are there any communities we are not working with that we need to be? How do we learn from and build on the strengths of these communities? How can we ensure our communities have ownership/buy in to our initiative? Are we listening to and aligning with communities?



Who is most marginalised, especially within already marginalised groups? Have we identified and asked them about the barriers they face? How do we centre their perspectives and priorities in all that we do?



Who holds power and in what circumstances? Who makes decisions? How are they accountable? Do we critically reflect on our own personal biases, attitudes and beliefs and how these influence our opinions and actions? How does our privilege directly or indirectly disadvantage others? What can we do to address this?



Does privilege and discrimination look different in this location or within this community? Across different generations? What different methods can we use to work with different communities?



How do we know what we think we know? Who told us? Who has not been consulted? How do we most meaningfully and safely engage those with lived experience of inequality and gender-based violence?

ACTIONS

As noted, it is important that the strategic plan does not prescriptively lay out the next ten years, but rather fosters collaboration and problem-solving processes with community that enable solutions to emerge and can be adapted as we learn and refine through implementation. Therefore, the strategic plan broadly falls into three phases, with more detailed action plans for the early years:

Early years (1–2)

Building foundations, connecting and establishing

Middle years (3–7)

Testing and iterating local solutions; scaling up for systems change

Later years (8+)

Achieving transformational change

The strategic plan is broadly divided into two streams: a foundational community action plan and workplace action plan. Objectives and actions align with the four roles that the City of Casey is best placed to play in supporting gender equality and preventing violence against women:



WORKPLACE ACTION PLAN

FOUNDATIONAL COMMUNITY ACTION PLAN

Council as a leader



Workplace Gender Equality Action Plan

Councillors as leaders and decision makers

Council as a service provider



Projects and services delivered by Council

Council planning

Council as a supporter



Council-supported projects, services and organisations in the community

Advocacy

Council as a connector



Bringing partners, organisations and community members together

Connecting to wider initiatives (regional etc.)

## Foundational Community Action Plan

There are three strategic objectives for the Foundational Community Action Plan:

01

To foster communities in Casey that are inclusive, support and promote gender equality, and reject violence against women

02

To work with partners and community in supporting gender equality and developing and implementing prevention of violence against women initiatives

03

To ensure Casey Council services, programs and policies are gender equitable, and inclusive of strategies preventing violence against women

There are three main priorities under the Foundational Community Action Plan which will create the building blocks for change in the strategic plan. The result of this work in the initial two years will be a more detailed action plan that is codeveloped with communities to guide implementation, linked to the strategic plan's goals and objectives:

01

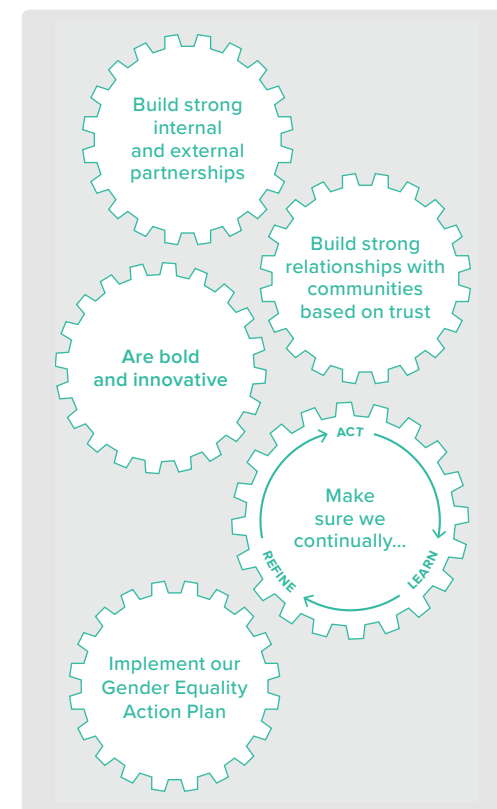
### To engage deeply with communities to collectively identify priorities and actions

In order to achieve the strategic plan goals, we recognise that this work needs to be led by communities. This means that Council recognises that people are experts in their own lives and communities, and that transformative change requires working alongside and with communities.

This requires us to build strong relationships with communities based on trust – which takes time.

To this end, the strategic plan involves deep engagement with different people across Casey communities in the early years of the strategic plan (and throughout the life of the strategic plan) to collectively identify and decide priorities for different groups.

This recognises that one size does not fit all, and different groups and people will need and want different approaches. This will also require us to build and strengthen relationships with a diversity of partners, both internal and external, in order to collaboratively develop priorities and actions for promoting gender equality and preventing violence against women.





### Gender Equality Taskforce

The Gender Equality Taskforce (GET) was established in March 2021. The City of Casey started development of the Safe in Her City Gender Audit Tool in 2018 to incorporate the voice of women and girls into the design and continual improvement of public spaces. GET was established to be the voice of women in the Casey Community to pilot the Gender audit Tool and be available for consultation to assist guide policy and strategy development across Casey.

GET is made up of over twenty women from different socio-economic backgrounds, cultural groups and LGBTIQ+ community. Membership includes, lived experience of violence against women, students, those in the workforce and different family compositions.

The primary role of the taskforce is to promote gender equality and prevention of violence against women in Casey.

Which includes but not limited to organising events for 16 Days of Activism, being available for consultation by Casey, piloting the Gender Audit Tool and participating in ongoing use of the tool. The group are also identifying projects which they see as relevant to them and the Casey community.

### Providing culturally safe spaces and Programs: Casey Aboriginal Gathering Place

The Casey Aboriginal Gathering Place (CAGP) is a culturally safe space that provides community with a range of programs and service. The CAGP is helping to build a strong sense of culture and community and break down barriers between the Aboriginal and non-Aboriginal community.

Significant community outcomes have been achieved to date, including increased social connection and cultural awareness, strengthening of cultural identity through cultural

activities, a sense of empowerment and improving links to other service providers. The CAGP has had a positive impact on the health and wellbeing of the community members who attend the centre. Much of the impact is through tailored programs that simultaneously strengthen connection to culture.

The CAGP offers programs across the lifespan from babies through to older people. There are various programs available for the broader Aboriginal

community and programs tailored specifically for particular age groups and needs. Examples include the programs for children and youth; there are also programs for people who are aged or have a disability. These programs include the Interactive Gardening Group, Yarn and Art Group and the Craft and Yarn Women's Group. A strong focus of the CAGP programming is on supporting Aboriginal children and youth.





02

## To support partner organisations and communities to test community-led local, specific innovations

Long-term, transformative change requires being bold and innovative – trying new things, adapting when things are not working and refining the approach. The City of Casey can provide a convening and support role for communities, groups and partners who are doing the work on the ground. In the middle years, we will support communities and partner organisations to test and trial different solutions so that we learn together about what works in Casey. This means we can then continue with and scale up effective solutions in the later years of the strategic plan.

### Grace Tame visits Casey

In 2022 the community Gender Equality Taskforce supported an International Women's Day event at Bunjil Place with Australian of the Year, Grace Tame. The event was an overwhelming success; over 1600 people registered to attend the event and heard Grace's message around the importance of holding unjust systems and unacceptable behaviours to account. The taskforce involvement meant that this event was promoted and reached a wider breadth of the Casey population, and helped to ensure that the message was grounded and speaking to the realities of Casey's diverse communities.



### Making our Streets Safe for Women and Girls

Women and girls often feel unsafe in public especially at night. In partnership with Monash University XYX Lab, we have developed The Safe in Her City Gender Audit Tool. It incorporates the voices of women and girls with the expertise of urban designers and community safety practitioners, to assess and inform the design and continual improvement of public spaces and places.



The project was awarded a 'commendation' by the Australian Design Awards.

Our Gender Equality Taskforce has been trained and piloted the tool. The next phase of the project will be to test the Tool in a range of geographical settings and facilitate co-design workshops to ensure the results, and women's voices are front and centre in the way we design our cities.

Working on initiatives for those most at risk in our community, means we will be making a safer community for all.

## 03

**To continue to strengthen council-led activities**

Council will also continue with direct activities that work as well as exploring other activities identified in collaboration with communities. Activities under the Foundational Community Action Plan will be in the areas where we have remit and reach across the community (figure on overleaf).

These areas relate to several key priority settings identified by Our Watch, which have a high potential for widespread impact on social norms, practices and structures:<sup>16</sup>

- Early childhood education and care, and youth services
- Workplaces, corporations and employee organisations
- Sports clubs and institutions

These programs that Casey provides to our community helps bring families together in the home and acts as a prevention to Family Violence. All of these activities are underpinned by a cycle of acting, learning and refining in collaboration with partners and communities (see page 17).

**Dad's Matter Program**

City of Casey's Dad's Matter programs are designed to help dads and other father figures develop social networks with other dads; connect with their children together in fun activities; and recognise the important role they play in their family structure. It is an important part of encouraging healthier masculinities and breaking down gender stereotypes.

'Dads Matter' brings families together and promotes healthy father/children bonds.

Programs include:

- cook it with dad: for dads and kids to cook and eat healthy meals together
- dad's little builders: for dads and kids to connect through creating and building
- read-play-make: for dads and kid to build relationships through story-telling and activities
- dig it with dad: get dirty with your kids and show them how to grow in our private garden plot



<sup>16</sup> *Change the Story: A Shared framework for preventing violence against women in Australia*, Our Watch, 2021.



### The #CaseyGirlsCan campaign

#CaseyGirlsCan is an ongoing campaign by Council that encourages women and girls to get involved in sport and physical activity, addressing barriers to their participation and supporting the broader Victorian This Girl Can campaign. The program offers a variety of free activities for women and girls in Casey who would otherwise find it difficult to access

and participate in physical activity and connect with others in their community. The program particularly focused on Culturally and Linguistically Diverse (CALD) communities and empowered CALD women to take up leadership roles and lead local, culturally appropriate physical activities for other women.



### Building Capacity of Gender in Emergency Management

Drawing upon evidence that gender-based violence increases during and after a disaster, the City of Casey partnered with Gender and Disaster Australia (GDA) to develop a new Gender Emergency Relief Centre checklist.

The checklist, piloted through an intensive simulation exercise, resulted in a comprehensive action plan to update the emergency management handbook and promote the work across the sector.

The project has strengthened capacity to apply a gender lens in the Emergency Management sector in workplaces, locally and nationally. The work will ensure a safe and inclusive space for people seeking refuge during a disaster.



**The project has been nominated for a Local Government award.**

## Foundational Community Action Plan in the early years

The City of Casey will undertake a range of foundational activities in the first two years of the strategic plan in order to co-develop more detailed action plans with communities to guide implementation in the middle and later years.

| Foundational Community Action Plan (initial 2 years) |   |   |   |   |   |
|--|---|---|---|---|---|
| Activities   | Establishing our architecture                       | Supporting activities                             | Council activities  | Working with partners   | Community Activities  |
|  | Internal and external stakeholder mapping           | Communications and promotion                      | Capacity building of staff, partners and community                        | Partnership management  | Workshops with priority groups  |
|  | Building the team                                   | Participatory monitoring, evaluation and learning | GIAs for external facing services   | Sector representation   | Gender Equality Taskforce   |
|  | Governance and coordination structures              |   | Strengthening existing projects   | Advocacy  | Awareness raising   |
|  |   |   |   |   | Set up and project management of community-based initiatives  |
| Outputs and results                                  |   |   |   |   | Grant acquisition and management  |
|  | Understanding of strengths and gaps of current work | Communications plan                               | Active bystander training delivered                                       | Partner working group established                                       | Identification of priority groups   |
|  | Adequate resourcing and expertise in place          | Social media comms delivered                      | Safe in Her City project delivered  | Representation on peak bodies (e.g. MAV, South East Prevention Network) | 12 engagements with priority groups   |
|  | Governance reference group                          | Base line data collected                          | Other projects such as Dads Matter and Young Women's Leadership delivered | Orange door advocacy  | Monthly meetings and 2 x trainings with GE taskforce  |
|  | Cross-Council coordination group                    | Reporting requirements in place                   | Quarterly meetings with Champions of Change                               |   | Greater understanding of communities, with shared priority action areas identified                      |
|  |   | Learning forum established                        |   |   | Initial funding of total \$50K community-based initiatives that align with shared priority action areas |
|  |   |   |   |   | 16 Days Campaign  |
|  |   |   |   |   | IWD   |



## Workplace Action Plan

There are two strategic objectives for the Workplace Action Plan:

03

To ensure Casey Council services, programs and policies are gender equitable, and inclusive of strategies preventing violence against women

04

To build an organisational culture that is safe and equitable where all employees can bring their whole selves to work

Council also has its own role to play in improving gender equality and preventing violence against women. We will implement this Gender Equality Action Plan, ensuring that staff improve their awareness, attitudes, capabilities and practice.

The Gender Equality Action Plan has three main priorities:

01

### Preventing and responding to workplace sexual harassment

This includes reviewing internal policies, exploring the development of an anonymous reporting tool, improving the complaints procedure and delivering ongoing, recurring prevention of sexual harassment and response training.

02

### Establishing our architecture (systems, policies and data)

This includes reviewing key policies and procedures to ensure alignment with current standards, reviewing data collection processes and exploring divisional-level KPIs relating to gender equality indicators.

03

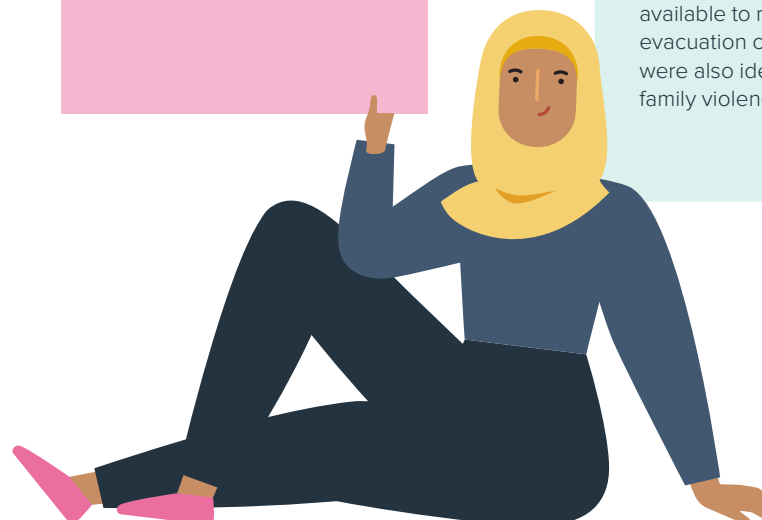
### Building gender equality awareness, commitment and capacity

This includes developing a communications campaign, supporting an internal champions group, providing foundational gender equality, intersectionality and unconscious bias training and providing Gender Impact Assessment training, tools and resources.

## Gender Impact Assessments

Under the *Gender Equality Act 2020*, all local councils in Victoria must undertake Gender Impact Assessments on any new or revised policy, program or service that has a direct impact on the public. These assessments are designed to help organisations think critically about how to meet the different needs of women, men and gender diverse people and create better and fairer outcomes for all communities.

One example of a GIA that Council has undertaken is for Council's work in emergency management. The City of Casey partnered with Gender and Disaster Australia to develop a checklist and training to assist emergency management professionals apply a gender lens to their work. This was piloted by Council's emergency management team and as a result staff have developed action plans and made changes in existing systems and processes. The team also developed a new role specifically for emergency gender and inclusion that will be available to respond in the set-up of an evacuation centre, and new partnerships were also identified with LGBTQI+ and family violence response organisations.



## Gender Equality Action Plan

### Workplace Action Plan (initial 4 years)

#### Activities



#### Establishing our architecture

Recruit Diversity & Inclusion lead

Review of all internal policies and procedures

Address resourcing and capacity for data capture and collection processes

Explore division-level KPIs relating to GE

#### Preventing and responding to sexual harassment

Review of Acceptable Workplace Behaviours policy

Explore anonymous reporting tool options

Deliver prevention and response inc active bystander

Improve complaints procedure

Set up intranet page and develop comms campaign

#### Building awareness, commitment and capacity

Communications campaign inc storied and data

Build internal Champions group

Org-wide gender equality capacity development

Provide GIA training, tools and resources

Build people leader capacity across GE & PFV

#### Outputs and results



Data gaps are filled

Policies and procedures are gender-responsive

Systems are fit for purpose

Improved results against GE indicators

Active bystander training delivered

Increased number of formal reports

AWB Policy clearly defines SH and reporting options

Experience survey data matches internal data

Employee increased ability to apply GE to their work

Employee perception of org commitment to GE increased

Increased uptake of flex work etc

Training delivered

Champions of Change are driving internal awareness projects

# HOW WILL WE KNOW IF WE HAVE MADE A DIFFERENCE?

## WHY DO MONITORING, EVALUATION AND LEARNING?

The monitoring, evaluation and learning (MEL) framework (Annex 2) provides a guide to how Council will measure our impact, learn and improve, as we work to achieve our long-term vision for everyone to be safe and equal in the City of Casey. This helps us to be accountable to those that fund our work, to our community partners who work alongside us, and the women and families who are impacted by gender inequality and gender-based violence.

## OVERALL APPROACH

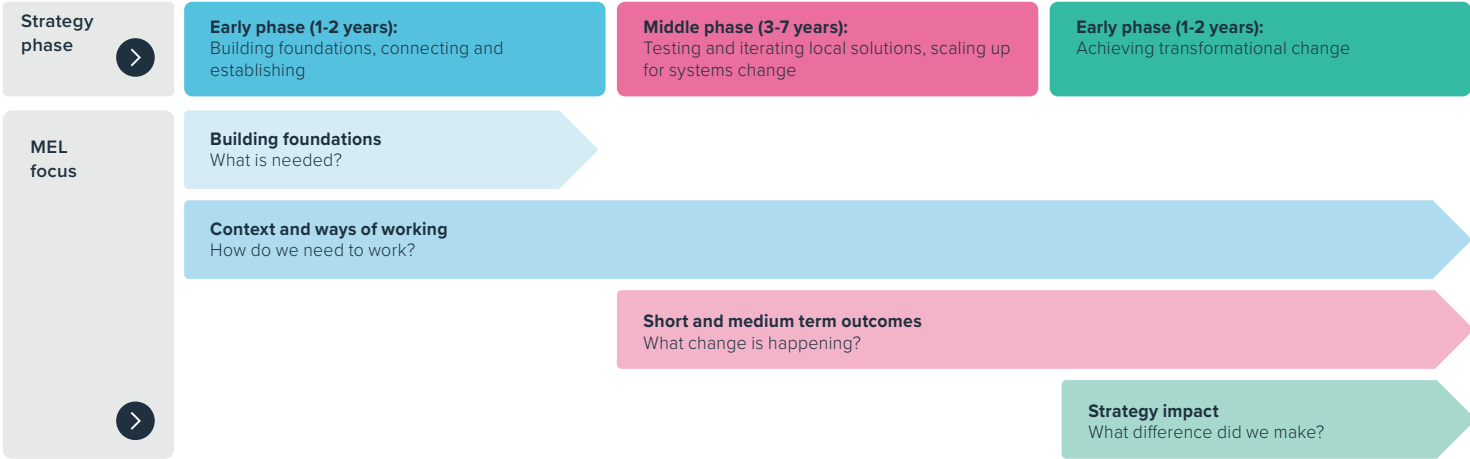
### Principles-focused

Our MEL approach is informed by our deep commitment to our principles and our implementation approach. At the heart of this approach is that we are committed to being **led by communities** in terms of what questions we ask, what we define as success and what evidence and whose insights count.

### Phased and flexible

The long-term horizon of this strategic plan needs to be reflected in the monitoring and evaluation approach. The strategic plan implementation focus for the City of Casey, as well as outcomes, will change through the life of the strategic plan, based on what we are learning and how we are

progressing. In the early phase, our MEL effort will focus on understanding **what is needed** and **how do we need to work**. The middle will focus on **understanding what change is happening** and what else do we need to do. The later phase will examine **what difference we made**.

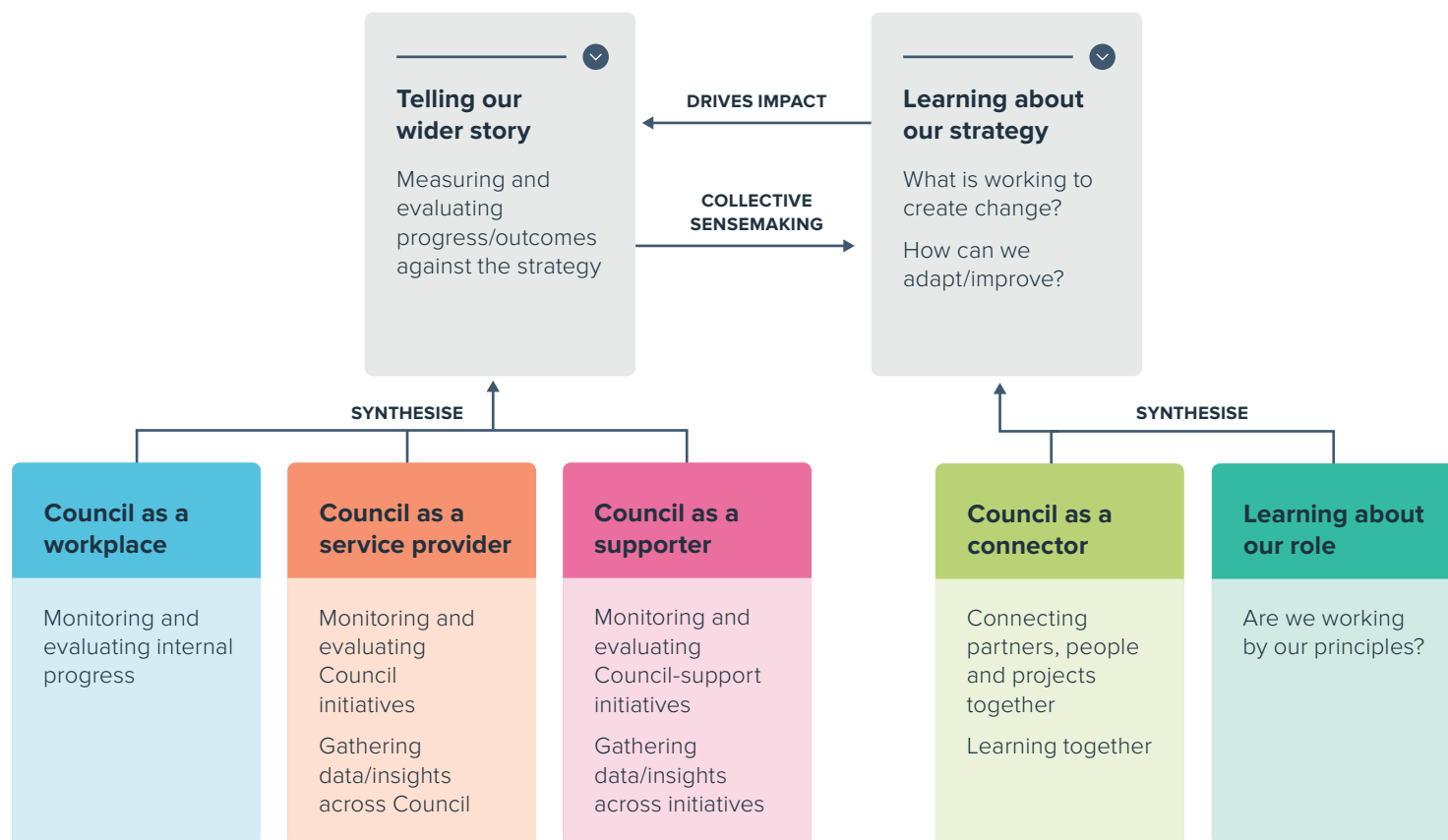


## All about learning

As the strategic plan is seeking to engage different stakeholders in a long-term and unpredictable process of addressing gender equality and preventing violence against women, we need an approach to MEL that is as responsive and flexible as the strategic plan itself. For this reason, the core of this MEL framework is strategic learning: that is, using data and insights from a variety of information-gathering approaches to inform decision making about the strategic plan.

## Telling a wider story

The City of Casey plays a number of key roles in the strategic plan in order to effect change. The MEL framework ensures that we can assess how effective we are being in each role. There is also a need to assess the strategic plan holistically – to understand how the different roles and actions are interacting and to tell the wider performance story about our strategic plan.



## WHAT DOES THE MEL FRAMEWORK INCLUDE?

This MEL approach is informed by a deep commitment to the principles: Council is committed to being led by communities in terms of what questions we ask, what we define as success and what evidence and whose insights count. This means that we will develop a more detailed MEL plan with stakeholders during the early years of the strategic plan. This MEL framework provides a high-level guide, and includes:



A **set of key questions** we want to answer through our MEL activities, supported by **sub-questions** to guide data collection and analysis



A set of **measures and indicators** (changes that we can see to demonstrate progress made towards achieving a particular outcome) that will be prioritised by stakeholders



Potential **data collection methods** so we can collect numbers and stories to answer our questions



A plan for **learning, reflection and adaptation** with partners and communities

## SUPPORTING LEARNING

One of the most critical aspects of the MEL framework is to set up processes that encourage Council, partners and communities to use and share data, stories and insights being collected. Using the evidence will improve and amplify the impact of the strategic plan.

Learning will happen across shorter cycles (i.e., quarterly) and longer cycles (across a year or more). The approach encourages the City of Casey and our stakeholders to review and reflect on evidence ('what happened?') and to interpret and evaluate what the results mean ('so what?') to inform action (what next?), enabling us to continually act, learn and refine.



KEY QUESTIONS

The strategic plan has five key questions to guide its MEL activities and answer whether it is progressing towards achieving its intended outcomes, as well as questions about our processes and ways of working:



Context

How and in what ways does context influence the progress of the strategic plan?

---



Principles

To what extent are we adhering to our principles?

---



Implementation

How well are we doing things and are we reaching the right people?

---



Learning

To what extent are we learning and adapting?

---



Change

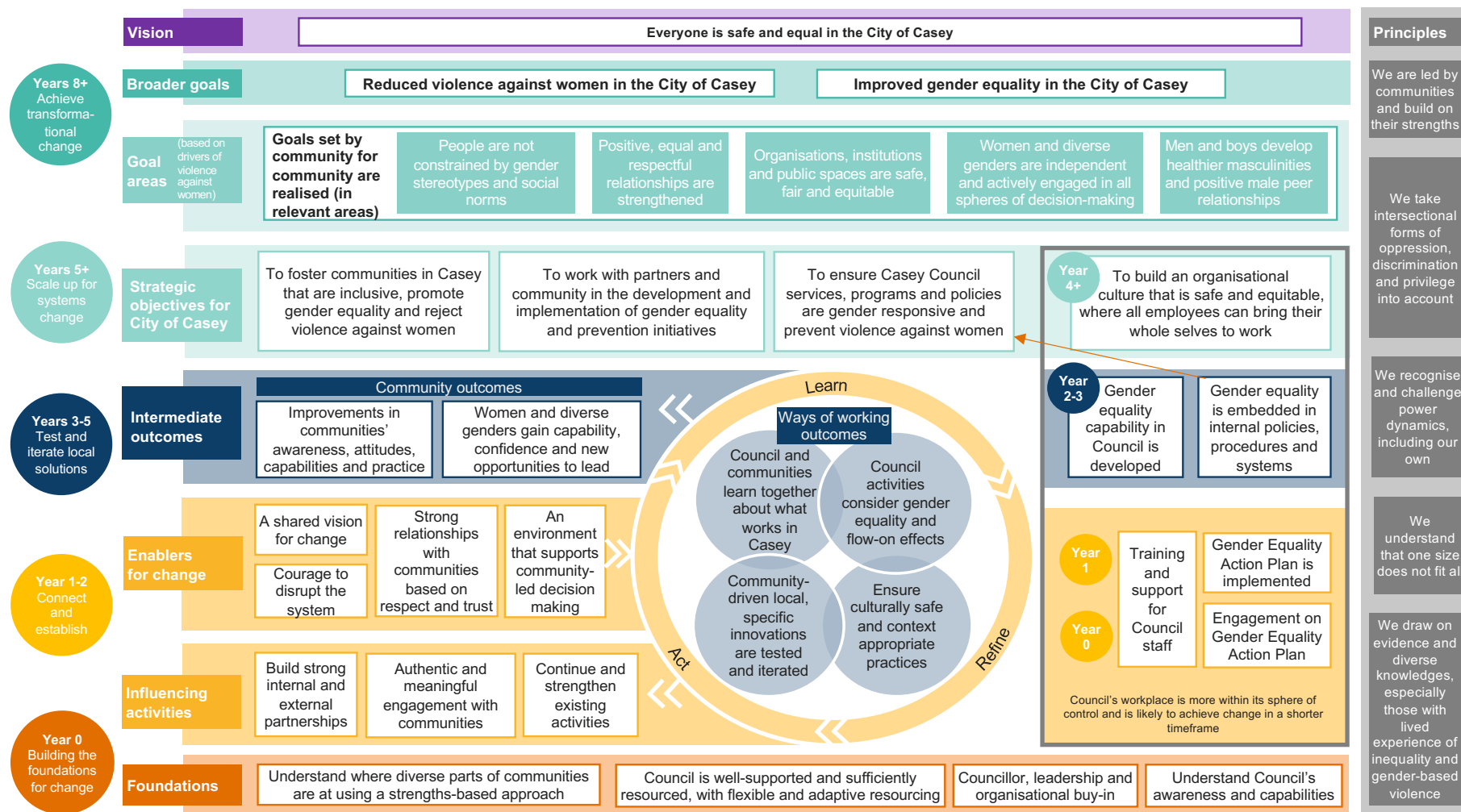
What changes are we contributing to?

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> See Annex 2 for further details on the five key questions and sub-questions.



## Annex 1: FULL THEORY OF CHANGE



## Annex 2:

# MONITORING, EVALUATION AND LEARNING FRAMEWORK

## WHY DO MONITORING, EVALUATION AND LEARNING?

Our monitoring, evaluation and learning (MEL) framework provides a guide to how we will measure our impact, learn and improve, as we work to achieve our long-term vision.

The City of Casey is highly committed to building an evidence base on primary prevention: exploring what works, for whom and why. We are also committed to accountability, to those that fund our work, to our community partners who work alongside us, and the women and families who are impacted by gender-based violence.

## What is MEL?

**Monitoring** is the ongoing collection of information to inform the management of the strategy.

**Evaluation** is done less frequently and is more focused on what has resulted from our work. It helps us to determine whether what we are doing is worthwhile.

**Learning** is the use of data and insights to inform decision making about the strategy.

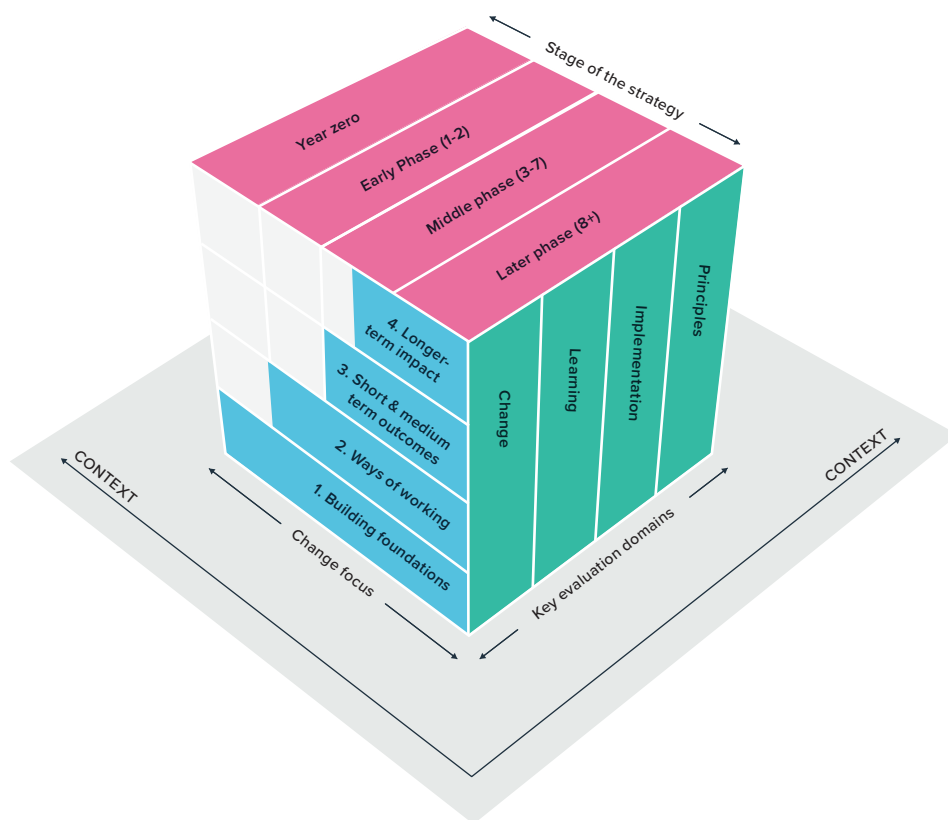




## KEY EVALUATION QUESTIONS

There are **five key evaluation questions (KEQs)** are aligned to the phases and change elements of the strategic plan.

The KEQs and sub-questions will enable Council and its partners to make choices on what is important to know for a specific initiative or phase of a project whilst being able to feed up into the overall strategic plan's performance and learning.



01

### Context

How and in what ways does context influence the progress of the strategic plan?

02

### Principles

To what extent are we adhering to our principles?

03

### Implementation

How well are we doing things and are we reaching the right people?

04

### Learning

To what extent are we learning and adapting?

05

### Change

What changes are we contributing to?

The KEQs cut across the three main phases of the strategic plan, but the focus of the questions will shift to align with the focus of the strategic plan in each phase (see sub-questions on overleaf). This allows us to recognise that more substantial evidence of outcomes and impact are likely to come later in (or even after) the strategic plan.

## SUB-QUESTIONS ACROSS THE PHASES

|              | Context  | Principles  | Implementation   | Learning   | Change  |
|--------------|--|---|--|--|---|
|              | 1. How and in what ways does context influence the progress of the strategic plan?   | 2. To what extent are we adhering to our principles?  | 3. How well are we doing things and are we reaching the right people?  | 4. To what extent are we learning and adapting?  | 5. What changes are we contributing to?   |
| Early phase  | <p>1.1 To what extent do we understand GE and PVAW work happening across our Council, partners and the community?</p> <p>1.2 To what extent are we learning and understanding the strengths and needs of different communities across Casey?</p> | <p>2.1 To what extent are the principles meaningful to strategic plan stakeholders?</p> <p>2.2 To what extent, and how, are the principles being applied, implemented and manifested?</p>               | <p>3.1 How well have we set up the foundations of the strategic plan?</p> <p>3.2 How effective has our engagement been with communities? Who is still missing?</p> <p>3.3 To what extent are relationships being built and strengthened between Council, organisations and partners?</p>   | <p>4.1 To what extent have learning processes been embedded in the implementation of the strategic plan?</p>         | <p>5.1 What initiatives are emerging with our partners and communities?</p> <p>5.2 Where is there evidence of early progress?</p>   |
| Middle phase | <p>1.3 What systems is the strategic plan attempting to affect and what factors may influence changes in those systems?</p> <p>1.4 To what extent are we effectively responding and adapting to changes in the context?</p>                      | <p>2.2 To what extent, and how, are the principles being applied, implemented and manifested?</p> <p>2.3 To what extent are the principles effective in contributing to the changes we want to see?</p> | <p>3.4 To what extent and in what ways does Council provide the leadership, support and guidance for partners and stakeholders need to do their work?</p> <p>3.5 How well is Council engaging different groups as the strategic plan progresses?</p> <p>3.6 Are the breadth and depth of partnerships appropriate?</p> <p>3.7 How can we enhance what is working well and improve what is not?</p> | <p>4.2 To what extent and in what ways is Council supporting learning, experimentation, dialogue and reflection?</p> | <p>5.3 To what extent are Council and partners making changes in their work as it relates to the goals of the strategic plan?</p> <p>5.3a To what extent are Council and partner organisations improving responsiveness to community needs, improved capacity ...</p> <p>5.3b To what extent and how are Council's programs, policies and services gender responsive?</p> <p>5.4 To what extent and in what ways are awareness, attitudes, behaviours and practices changing regarding GE and PVAW amongst community members?</p> <p>5.5 What unexpected outcomes are emerging?</p> |

## SUB-QUESTIONS ACROSS THE PHASES

|             | Context   | Principles  | Implementation   | Learning   | Change  |
|-------------|---|---|--|--|---|
|             | 1. How and in what ways does context influence the progress of the strategic plan?                    | 2. To what extent are we adhering to our principles?  | 3. How well are we doing things and are we reaching the right people?                | 4. To what extent are we learning and adapting?  | 5. What changes are we contributing to?   |
| Later phase | 1.5 To what extent did the strategic plan tap into the strengths and assets of different communities? | 2.3 To what extent were the principles effective in contributing to the changes we want to see? | 3.8 What about the implementation process has been most effective, for whom and why? | 4.3 To what extent did our learning processes and culture enable us to effectively implement and adapt the strategic plan? | 5.6 To what extent has the strategic plan enabled Council and partner organisations to sustain changes to their work?<br>5.7 To what extent and in what ways have awareness, attitudes, behaviours and practices changed regarding GE and PVAW amongst community members?<br>5.8 To what extent has the strategic plan achieved its objectives?<br>5.9 What differences (positive, negative, expected and unexpected) have we contributed to? |

## MEL IN THE EARLY PHASE

MEL in the early phase (years 0-2) is primarily focused on:

- Setting up strong MEL processes across stakeholders
- Evaluating the context in which our strategic plan occurs
- Carefully assessing the quality of our implementation, including how are embodying our principles
- Learning and adapting, particularly around emerging priorities and activities

### Setting up strong MEL processes

The first steps for setting up MEL processes for the strategic plan will include:

- Resourcing MEL in the core Council team
- Mapping existing data across Council and partners
- Agreeing a set of measures, definitions and data sources for the early phase across stakeholders
- Agreeing a core set of methods and data collection processes across stakeholders, including any baseline activities

Then, core MEL activities during the early phase are likely to include:

- Conducting systems mapping across the Casey community
- Synthesising information from across Council and partner organisations
- Preparing evidence/learning briefs/ promising practices
- Facilitating reflection workshops with stakeholders
- Working with Council staff to embed MEL into practice

### Agreeing a set of measures

We have included a set of potential **measures** (observable changes that have a direct relationship to and demonstrate progress made towards achieving a specific output or outcome). Measures can be simple numerical counts or proportions, significant milestones, a score, grade or improvement using a qualitative scale or rubric, or even qualitative stories or case studies to show instances of change.

In collaboration with our key stakeholders, we will narrow down the list of measures and get specific on definitions and data sources in the early years of the strategic plan, as community goals and implementation processes emerge and become more defined. Measures will be considered based on:

- **Meaningfulness:** how meaningful is this measure? Is it likely that we will learn something about this at this stage of the strategic plan?
- **Feasibility:** how easy will it be to collect data on this measure? Are the data sources accessible?
- **Capacity:** do we have the resources to commit to collecting data on this measure?

| KEQs   | Sub-questions   | Potential measures for the early years   |
|--|---|--|
| 1. How and in what ways does context influence the progress of the strategic plan? | 1.1 To what extent do we understand GE and PVAW work happening across Council, our partners and the community?      | Internal and external stakeholder and activity mapping complete  |
|  | 1.2 To what extent are we learning and understanding the strengths and needs of different communities across Casey? | Council better understands the population they serve and are better able to address their needs  |
| 2. To what extent are we adhering to our principles?                               | 2.1 To what extent are the principles meaningful to stakeholders?   | Council staff and partners agree to shared principles  |
|  | 2.2 To what extent, and how, are the principles being applied, implemented and manifested?                          | <p>Different communities feel genuinely included in decision making about the strategic plan</p> <p>Members of different communities' help shape the shared vision and priorities for the strategic plan</p> <p>Evidence and learning from communities on what works and doesn't work has informed decision making on what activities are funded/prioritised</p> <p>The strategic plan's governance groups include voices from different stakeholders</p> <p>Different people feel they were able to engage in a way that suited them</p> <p>Council policies and practices include an intersectional and power analysis</p> |

| KEQs  | Sub-questions  | Potential measures for the early years  |
|---|--|---|
| 3. What is working well and not working well?   | 3.1 How well have we set up the foundations of the strategic plan?   | <p>Council, partners and other stakeholders have a shared vision for change, including a common understanding of the problem</p> <p>There are clear action plans that set out activities that Council and partners have committed to implementing</p> <p>Working groups (or other collaborative structures) coordinate activities in alignment with the plan of action</p> <p>Stakeholders have clear approaches/goals for their own contribution to their working group</p> <p>There is sufficient operating support to enable the core Council team to fulfil its responsibilities under the strategic plan</p> |
|   | 3.2 How effective has our engagement been with communities?  | <p>Number and quality of engagement with different groups</p> <p>Community members from different groups feel engaged and listened to</p> <p>New or hardly reached groups being actively engaged in longer-term ways</p> <p>Council has been invited to participate in relevant community activities/events</p>   |
|   | 3.3 To what extent are relationships being built and strengthened between Council, organisations and partners? | <p>Different partners feel included in decision making</p> <p>Partnerships of all kinds demonstrate an inclusive, intersectional and participatory approach</p> <p>The strategic plan's governance groups include voices from multiple, relevant sectors, including hardly reached voices</p>   |
| 4. To what extent are we learning and adapting? | 4.1 To what extent have learning processes been embedded in the implementation of the strategic plan?          | <p>A participatory process is used to determine a common set of measures and data collection methods to inform learning</p> <p>Stakeholders agree and understand how they will participate in monitoring and learning processes</p> <p>A learning forum across Council, partners and community organisations has been established</p>   |
| 5. What changes are we contributing to?         | 5.1 Where is there evidence of early progress?   | <p>Instances of impact from projects under the strategic plan</p> <p>Increase in proportion of staff who understand what gender equality and prevention work is</p> <p>Increase in proportion of staff who can apply a gender lens/impact assessment</p>  |

Methodological considerations

Specific methods will also be decided during the early phase of strategic plan implementation (as priorities and activities are decided and following a review of existing, relevant data collection activities across Council).

In line with the principles of the strategic plan, it is Council’s priority to ensure that the monitoring and evaluation methods:

- Reduce the burden for participants by using and streamlining with existing data collection and engagement activities where possible
- Co-determine different methods for different groups to ensure people, particularly those with lived experience, are able to contribute in meaningful ways. Participatory approaches are particularly important in work on sensitive topics with specific diverse population groups. The self-determination of Aboriginal and Torres Strait Islander communities is a key consideration in methodological considerations.

Therefore, possible methods may include:



Systems mapping



Reflection and learning workshops



Leveraging existing Council/ partner surveys  
Surveys of community members  
Surveys of partner organisations



Outcomes harvesting



Existing population-level data



Story-based methods, such as Most Significant Change



Project grant reporting templates

## MEL IN THE MIDDLE PHASE

MEL in the middle phase (3-7 years) will be primarily focused on:

- Carefully assessing the quality of our implementation, including how we are embodying our principles
- Evaluating emerging changes in behaviour – including professional practice of partners, as well as awareness, attitudes and behaviour changes of individuals in different communities across Casey
- Learning and adapting, particularly around which initiatives should be scaled up

Therefore, the MEL processes set up across stakeholders in the early phase – particularly around strategic learning – are critically important in this phase. It may also be appropriate for there to be a larger, external review every few years (i.e., in year 4 and 7 of the strategic plan).

Potential measures are likely to be around emerging changes in behaviour aligned to the intermediate outcomes on our Theory of Change, such as:

| Outcome   | Potential measures  |
|---|---|
| <b>KEQ 5.2</b> To what extent are Council and partners making changes in their work as it relates to the goals of the strategic plan? |   |
| Partners develop and implement gender equality and prevention initiatives   | <ul style="list-style-type: none"> <li>• Partners better understand Casey communities and are better able to address their needs</li> <li>• GE and PVAW are viewed as a priority among organisations and actors in the City of Casey</li> <li>• Organisations have increased knowledge in relation to GE and PVAW</li> <li>• Formal and informal policies and practices change or are adopted to support the goals of the strategic plan</li> </ul>   |
| Casey Council services, programs and policies are gender responsive and prevent violence against women                                | <ul style="list-style-type: none"> <li>• Council better understand Casey communities and are better able to address their needs</li> <li>• GE and PVAW are viewed as a priority among Council staff</li> <li>• Council staff have increased knowledge in relation to GE and PVAW</li> <li>• Council's formal and informal policies and practices change or are adopted to support the goals of the strategic plan</li> </ul>  |
| Casey Council's GEAP achieves its objectives (by year 4 of the strategic plan)  | <p>Priority 1: Preventing and responding to workplace sexual harassment</p> <ul style="list-style-type: none"> <li>• PMS reports of sexual harassment compared to HR system reports of sexual harassment</li> <li>• % people who understand what constitutes sexual harassment, as identified by pulse or other surveys</li> <li>• % people who are aware of how to report incidents of sexual harassment</li> <li>• % people who would be prepared to take some form of bystander action</li> <li>• % of people who would be prepared to raise an incident of sexual harassment with a manager or HR</li> </ul> <p>Priority 2: Establishing our architecture</p> <ul style="list-style-type: none"> <li>• # data gaps filled per 2023 progress report and 2025 audit</li> <li>• # policies, procedures and systems that have now embedded gender equality and intersectionality analysis</li> <li>• % of policy recommendations implemented</li> <li>• % of system recommendations implemented</li> </ul> <p>Priority 3: Building gender equality awareness, commitment and capacity</p> <ul style="list-style-type: none"> <li>• Uptake and effectiveness of relevant training (e.g., post-training competency evaluation)</li> <li>• Employee perception of their own ability to apply gender equality knowledge in their work (post-training competency evaluation and/or pulse survey)</li> <li>• Employee perception of their own ability to apply intersectional knowledge in their work (post-training competency evaluation and/or pulse survey)</li> <li>• Employee perception of leadership (all levels) knowledge and commitment to gender equality (pulse survey)</li> </ul> |
| <b>KEQ 5.4.</b> To what extent and in what ways are awareness, attitudes, behaviours and practices changing regarding GE and PVAW?    |   |
| Improvements in communities' awareness, attitudes, capabilities and practice  | <ul style="list-style-type: none"> <li>• Individuals report increased awareness of the issues surrounding GE and PVAW</li> <li>• Individuals express attitudes or beliefs that support desired behaviour changes around GE and PVAW</li> </ul>  |
| Women and diverse genders gain capability and confidence to lead  | <ul style="list-style-type: none"> <li>• Individuals report increased belief that they have the ability to make a change</li> </ul>   |



## MEL IN THE LATER PHASE

MEL in the later phase (8+ years) will primarily focus on:

- Evaluating the impact of the strategic plan
- Lessons learned for future strategies

### Potential population measures aligned to our goal areas

Ultimately, the strategic plan aims to **reduce the rate of violence against women in the City of Casey**.

However, when evaluating the impact of the strategic plan, it is important to remember the long-term and complex nature of the changes we are hoping to influence. Our Watch advises that we should not “expect to see significant change against prevalence indicators until the underlying attitudes, behaviours and practices driving such high prevalence have been addressed. Prior to prevalence changes, then, we might expect to see shifts in community attitudes towards gender and violence”.<sup>17</sup> Our Watch recognises that “it may take ten years or more of multi-pronged and sustained prevention efforts to create quantifiable change against prevalence indicators” – at all levels, not just local Council.<sup>18</sup>

Therefore, there are additional population measures aligned to our goal areas that may be prioritised:

01

#### People are not constrained by gender stereotypes and social norms

Increased culture of challenging gender inequalities across different settings and across all life stages (State)

Reported changes in community attitudes towards violence against women (Counting on Change)

02

#### Women and gender diverse are independent and actively engaged in all spheres of decision-making

Proportion of community and cultural leaders who are women (Counting on Change)

Proportion of women in leadership roles in Casey Council (GEAP)

03

#### Organisations, institutions and public places are safe, fair and equitable

Increased feelings of safety for people where they live, work, learn and play

Proportion of managerial positions occupied by women (Counting on Change)

Increase in the number of people who feel safe reporting discrimination (State)

04

#### Men and boys develop healthier masculinities and positive peer relationships

Increased confidence among men and boys to challenge their peer group when faced with disrespectful or hostile attitudes towards women

05

#### Positive, equal and respectful relationships are strengthened

Increased understanding of what constitutes healthy, supportive and safe relationships

Decrease in attitudes that justify, excuse, minimise, hide or shift blame for violence

Women and men who report equitable decision-making between partners (Counting on Change)

<sup>17</sup> *Counting on Change: A guide to prevention monitoring*, Our Watch, 2017, p.14.

<sup>18</sup> *Counting on Change: A guide to prevention monitoring*, Our Watch, 2017, p.14.

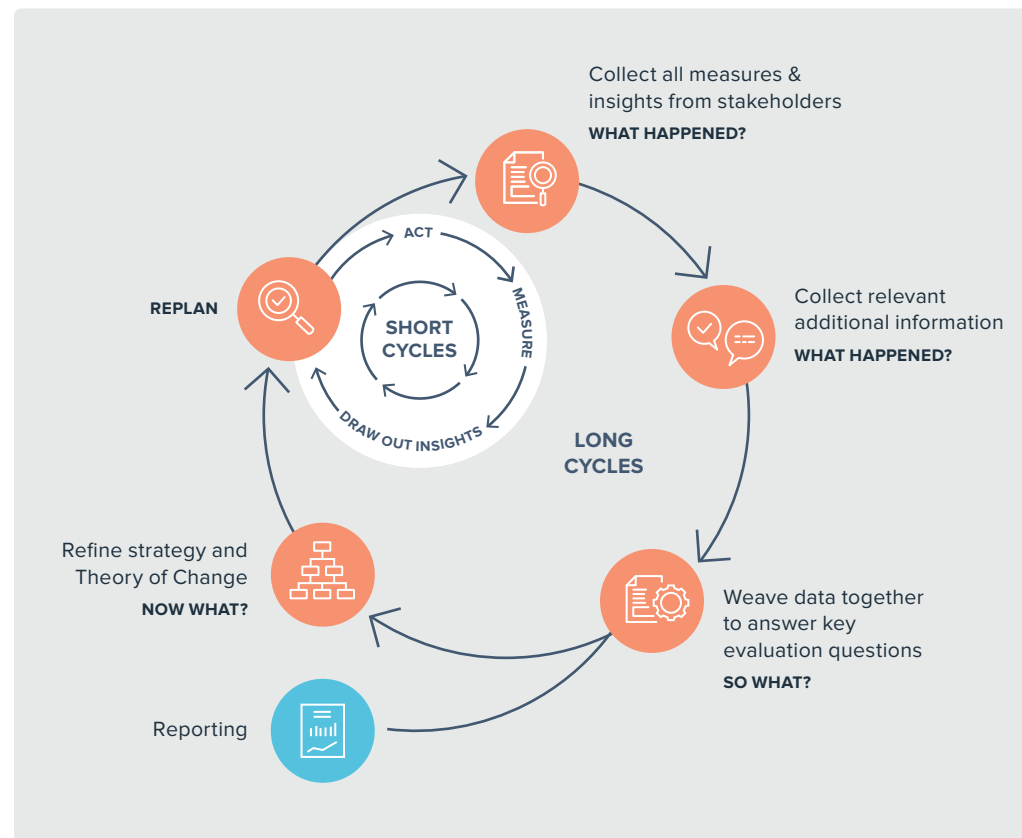
## STRATEGIC LEARNING

Strategic learning is a key pillar of not only our MEL work but also how we develop and deliver our strategic plan. Our strategic learning process is where we collectively make sense of data and insights from a variety of information-gathering approaches that are incorporated into our roles and from involvement in various activities. These insights are used to inform decision making about our strategic plan.

Learning will be conducted in short and longer cycles. **Short cycle learning** allows for continuous cycles of ‘act, learn and reflect’ when we are implementing, testing and discovering what works, for whom and how. The aim is for the act, learn and refine cycles to become embedded as part of the implementation of PVAW activities, particularly in new initiatives where the knowledge and evidence about what works is less known. These learning cycles will be undertaken with and by implementers including people with lived experience, communities and partners to capture context specific understanding that will inform ongoing innovation.

Our learning from implementation will then feed into more substantive collective learning and insight opportunities in **longer cycles**. These longer-term cycles will enable us to learn from across Council and wider stakeholders’ different roles and initiatives to collectively make sense of the data and to make decisions about how to adapt the strategic plan and to inform implementation planning.

The Council, through roles of connector and convenor, will facilitate shared sectoral learning opportunities that bring strategic plan implementation partners together along with other sectoral partners to share learning and discuss implications for PVAW practice and advocacy.



In both our short and long learning cycles, we will aim to include the following learning processes (adapted from Collective Impact Forum):<sup>19</sup>

| Learning process               | Description   |
|--------------------------------|---|
| <b>Reflection</b>              | Creating space, slowing down, paying attention  |
| <b>Dialogue</b>                | Participants working together toward common understanding, finding common ground, re-examining all positions, admitting that others' thinking can improve on one's own, searching for strengths and value in others' positions, listening to understand |
| <b>Asking questions</b>        | Seeking clarification, probing assumptions, reasons and evidence, illuminating viewpoints and perspectives, probing implications and consequences, questioning the questions  |
| <b>Challenging assumptions</b> | Asking questions (testing assumptions, values and underlying beliefs), surfacing mental models, seeking evidence, understanding inferences  |
| <b>Seeking feedback</b>        | Asking for and providing feedback on experiences, assumptions, perceptions and actions  |

We will also seek opportunities to embed strategic learning through all phases of the strategic plan in the following ways (adapted from Collective Impact Forum):<sup>20</sup>

#### Learning within groups in short cycles

- Setting aside time consistently at working group meetings to discuss what we are learning through the day-to-day work of the strategic plan and any relevant implications
- Encouraging all participants at all meetings to ask questions, surface assumptions and mental models, and to seek understanding before dismissing or judging ideas or suggestions
- Inviting outside speakers (particularly those with lived experience) on various relevant topics to bring in new ideas or perspectives for groups to consider
- Bringing in data and insights from wider monitoring to co-interpret and develop insights and recommended action steps.

#### Learning across all stakeholders in longer cycles

- Hosting a learning forum across all stakeholders to focus on key topics as a means for developing deeper insights and understandings of strengths and challenge areas across communities
- Conduct exercises to discover examples of what is going particularly well within strategic plan initiatives, why this is happening, and ideas for amplifying and building on these successes
- Periodically surveying partner organisations to sense where energies are, what concerns exist and what topics are in need of attention. This would then be followed by bringing the analysed data to participants to reflect upon and discuss.

### Further resources

This MEL framework draws on a number of resources, including:

[Counting on Change: A guide to prevention monitoring](#), Our Watch, 2017.

[Evaluating Victorian projects for the primary prevention of violence against women: a concise guide](#), Victorian Health Promotion Foundation, 2015.

[Preventing Violence Together: Shared Measurement and Evaluation Framework: Implementation Plan](#), Women's Health West, 2018.

[Free from Violence: Monitoring and Evaluation Strategic Framework](#), Respect Victoria 2021.

[Guide to Evaluating Collective Impact: Learning and Evaluation in the Collective Impact Context](#), Collective Impact Forum.

[Guide to Evaluating Collective Impact: Sample Questions, Outcomes and Indicators](#), Collective Impact Forum.

<sup>19</sup> *Guide to Evaluating Collective Impact: Learning and Evaluation in the Collective Impact Context*, Collective Impact Forum.

<sup>20</sup> *Guide to Evaluating Collective Impact: Learning and Evaluation in the Collective Impact Context*, Collective Impact Forum.

### Contact the City of Casey:

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### Customer Service Centres:

**Narre Warren:** Bunjul Place, 2 Patric Northeast Drive

**Cranbourne:** Cranbourne Park Shopping Centre



**TIS:** 131450 (Translating and Interpreting Service) المترجم الفوري 翻译 مترجم شفاهي ਦੁਆਰੀਆ ගණන පරිଚ්චෙත

