

SOUTH GIPPSLAND SHIRE COUNCIL

# Gender Equality Action Plan 2022 - 2026



**Accountability**



**Customer Focus**



**Excellence**



*South Gippsland  
Shire Council*



## Acknowledgement of Country

We acknowledge the Bunurong and Gunaikurnai people as the Traditional Custodians of South Gippsland and pay respect to their Elders, past, present, and future, for they hold the memories, traditions, culture, and hopes of Aboriginal and Torres Strait Islander people of Australia.





# Table of Contents

Acknowledgement of Country	2
Message from the Chief Executive Officer	4
Introduction	5
Our Gender Equality Vision	6
Our Commitment	7
Case for Change	8
<i>Consideration of Gender Equality Principles</i>	8
<i>Why Gender Equality and Prevention of Violence Against Women?</i>	9
<i>The Social Context for Violence Against Women</i>	9
<i>The Gendered Drivers of Violence</i>	10
<i>An Intersectional Approach to Preventing Violence Against Women</i>	11
Gender Audit 2021 – Key Insights	12
Findings and Analysis	13
<i>Recruitment and Promotion Practices to Increase Diversity</i>	14
<i>Promotion of Flexible Work Practices Across All Areas of the Workforce</i>	14
<i>Learning and Development Frameworks to Strengthen Career Development and Build Capability in Gender Equity</i>	15
<i>Reporting Mechanisms, Processes and Support for the Prevention of Sexual Harassment in the Workplace</i>	15
<i>Talent Management and Succession Planning Programs</i>	16
<i>Applying a Gender Lens to Employment Terms and Conditions</i>	17
<i>Identification of Data Gaps and Processes to Regularly Obtain Employee Experience Data</i>	17
Data Collection Opportunities	18
Consultation and Engagement	19
Gender Equality Strategies, Actions and Measures	20
Leadership and Resourcing	23
Monitoring and Measurement	23
References	24

# Message from the Chief Executive Officer

It is with great pleasure that I present South Gippsland Shire Council's Gender Equality Action Plan for 2022 - 2026.

Gender equality in the workplace will be achieved when all of our employees and community are able to access and enjoy equal rewards, resources and opportunities regardless of their gender or background.

South Gippsland Shire Council has made considerable progress towards gender equity in the workplace, however, we know there is much more we can do. We have outlined three key priorities for our organisation that we will work to achieve by 2026.

Actively contribute as a sector-wide gender equality leader, where people of all genders and intersectional characteristics are acknowledged, celebrated, recognised and supported to succeed.

Apply inclusive and bias-free practices when assessing our talent pool to achieve a gender-balanced workforce with pay equity, while also striving to have a workforce that is increasingly representative of the local community.

Actively demonstrate zero tolerance for sexism, discrimination, bullying and sexual harassment by empowering all employees to recognise, intervene and respond to these harmful behaviours and acts.

Our Gender Equality Action Plan outlines a range of objectives and targeted strategies that we will implement to achieve gender equality in the workplace. South Gippsland Shire Council is committed to leading the way when it comes to gender equality and preventing violence against women and minority groups in our community.

This Gender Equality Action Plan aligns with our *Workforce Management Strategy* and *Organisational Development Plan*, as well as our *Healthy Communities Action Plan*. Together, these important tools will ensure we attract, develop and retain an inclusive, high-performing and engaged workforce that will continue to deliver outstanding services to our community.



**Kerry Ellis**

**Chief Executive Officer**

# Introduction

Gender Equity at South Gippsland Shire Council is more than a requirement under the *Gender Equality Act 2020* (the Act). It speaks to our organisational culture, values, leadership and commitment to diversity and inclusion both in the workplace, and as role models in the community.

Our role as one of the largest employers in our region, as well as being a defined entity under the Act, is to take necessary and proportionate action towards achieving gender equality in all that we do. This is not just about complying with our obligations under this legislation. This is about making real and meaningful change that will make a difference to the lives of every member of our workforce and community.

South Gippsland Shire Council's Gender Equality Action Plan is a four-year strategic plan that identifies where change is needed in our organisation and details actions that will achieve progress towards this change.

The *Gender Equality Act 2020* was enacted in February 2020 and commenced in March 2021. The aim of the Act is to improve workplace gender equality across the Victorian public sector, universities and Councils. It will also lead to better results for the Victorian community through improved policies, programs and services.

The Act promotes gender equality by:

- Requiring the Victorian public sector, local Councils and universities (defined entities) to take positive action towards achieving workplace gender equality.
- Requiring these organisations to consider and promote gender equality in their policies, programs and services.
- Establishing the Public Sector Gender Equality Commissioner to provide education, support implementation and enforce compliance.

The Act requires defined entities to complete five key tasks to meet their obligations under the Act:

- Promote gender equality.
- Conduct gender impact assessments.
- Undertake a workplace gender audit.
- Create a Gender Equality Action Plan.
- Report on progress.

This Gender Equality Action Plan provides a clear framework for South Gippsland Shire Council's policies and actions aimed at improving gender equality and reducing violence against women and children within the workforce, and more broadly, within our community, services and programs.



Preparation of the Gender Equality Action Plan has involved the analysis of South Gippsland Shire Council's plans, strategies, frameworks, policies, procedures and business rules, baseline audit data, the Victorian Auditor-General's Office (VAGO) Sexual Harassment Survey (September 2020) and People Matter survey data according to the workplace gender equality indicators and intersectional factors. This has highlighted priority areas for inclusion in the Gender Equality Action Plan and for the further development of strategic documents and processes as outlined in this document.

## Our Gender Equality Vision

We have consulted with our employees on a range of gender equality and workforce development initiatives which has been incorporated into our People Strategy. As part of this consultation, we are committed to being a gender equitable organisation that is free from violence, supportive and inclusive.

### Our Gender Equality Vision for 2022 to 2026:

*"We are diverse, inclusive and we celebrate difference. We play a critical role in supporting and achieving gender equality in local government."*

This vision will be further refined through workshops and development programs identified in the action plan for year one (2022 to 2023). As our organisations maturity in gender equity increases, it is anticipated that this vision statement will be refreshed.

# Our Commitment

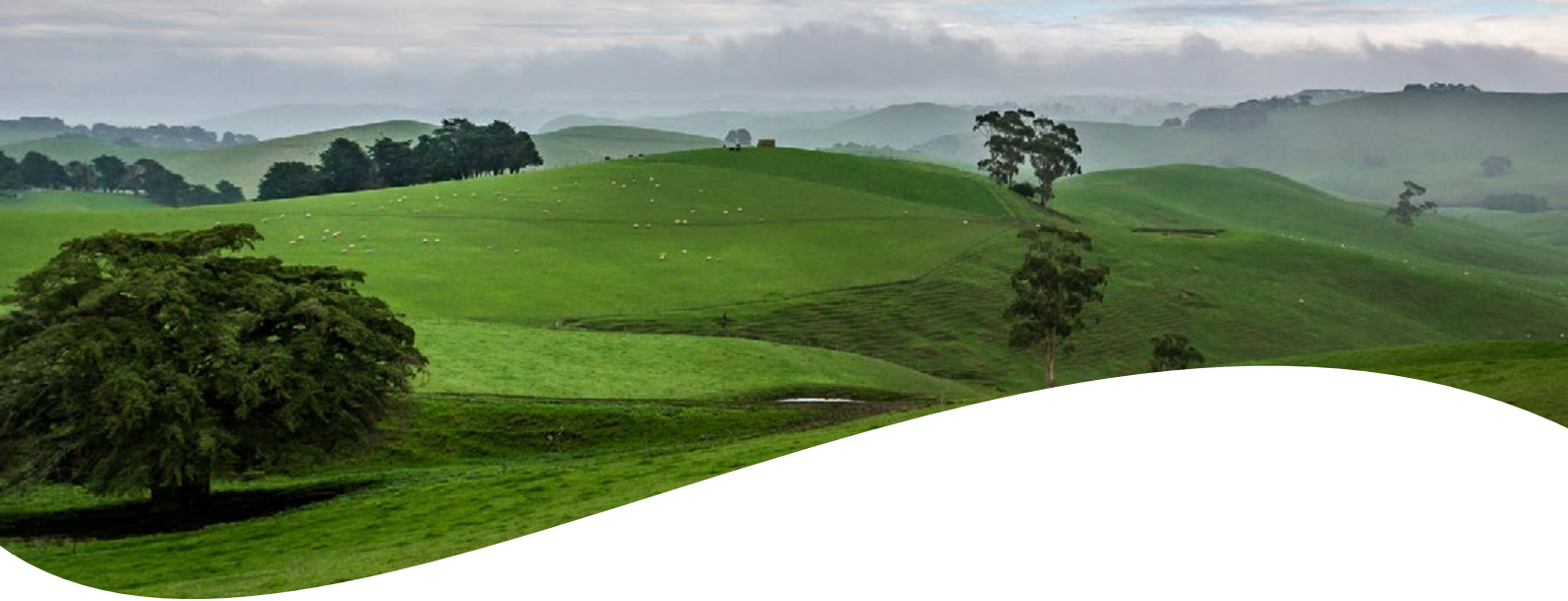
To achieve our vision, we are committed to preventing sexual harassment and violence against women and having the structures, strategies, programs and policies in place to promote gender equality.

Strong leadership is a cornerstone of organisational change. Leadership commitments need to be embedded in policies so that there is continuity in the workplace, contributing to lasting structural change.

We will:

- Have well-informed leaders who are committed to actively promoting gender equality in strategies, policies and individual business plans and actions.
- Develop working groups to support work on key gender equality initiatives and provide the time and resources they require to appropriately implement and embed our initiatives.
- Implement measures of accountability that will support change – these might include public statements, targets and business planning actions, and procedures to avoid bias.
- Deliberately promote gender equality through communications to keep employees and stakeholders informed – not just about our organisation’s commitment, but also about our progress towards achieving workplace equality.





## Case for Change

Violence against women is preventable and we support the principles and gender equality standards, as outlined in the Act, to stop violence against women before it starts. To do this as an organisation, we need to understand the drivers of gendered violence and what we can do, as an organisation and as a society, to prevent it.

### Consideration of Gender Equality Principles

When preparing the actions and initiatives contained within Council's Gender Equality Action Plan, we have considered the gender equality principles as outlined in the Act:

- All Victorians should 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 benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage based on sex and gender.
- Special measures may be necessary to achieve gender equality.



## **Why Gender Equality and Prevention of Violence Against Women?**

As outlined by Our Watch – the national leader in the primary prevention of violence against women and their children in Australia, there is a consensus in the international and national research that violence against women arises in the social context of gender inequality, and that this violence has distinct gendered drivers<sup>1</sup>.

### **The Social Context for Violence Against Women**

Violence against women is characterised by gender inequality and many other intersecting forms of inequality and oppression.

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.

Gender inequality provides the underlying conditions for violence against women. It exists at many levels in our society – from how we view and value men and women, to economic factors like the pay gap between men and women, to family and relationship roles and expectations. There is a strong and consistent association between gender inequality and violence against women.

Many other forms of structural and systemic discrimination and inequality influence the prevalence and dynamics of violence against women. These include racism, ableism, ageism, heteronormativity, cissexism, class discrimination, and – for Aboriginal and Torres Strait Islander women – the ongoing impacts of colonialism<sup>2</sup>.



## The Gendered Drivers of Violence

Violence against women has distinct gendered drivers. Evidence points to four factors that most consistently predict or 'drive' violence against women and explain its gendered patterns.

### Driver One: Condoning of violence against women

*When societies, institutions or communities support or condone violence against women, levels of such violence are higher.*

### Driver Two: Men's control of decision-making and limits to women's independence in public and private life

*Violence is more common in relationships in which men control the decision-making and limit women's autonomy, have a sense of ownership of or entitlement to women, and hold rigid ideas on acceptable female behaviour.*

### Driver Three: Rigid gender stereotyping and dominant forms of masculinity

*Promoting and enforcing rigid and hierarchical gender stereotypes reproduces the social conditions of gender inequality that underpin violence against women. In particular, socially dominant stereotypes of masculinity play a direct role in driving men's violence against women.*

### Driver Four: Male peer relations and cultures of masculinity that emphasise aggression, dominance and control

*Male peer relationships (both personal and professional) that are characterised by attitudes, behaviours or norms regarding masculinity that centre on aggression, dominance, control or hypersexuality are associated with violence against women<sup>3</sup>.*

## An Intersectional Approach to Preventing Violence Against Women

This acknowledges that while gender inequality is a necessary condition for violence against women, it is not the only or necessarily the most prominent factor in every context.

Some women are more likely to experience violence. For many, this experience is influenced by the intersections between gendered drivers and other systemic and structural forms of social injustice, discrimination and oppression.

For this reason, an intersectional approach to preventing violence against women is critical. This is one that explicitly seeks to address the multiple intersecting systems of oppression and discrimination, power and privilege that shape the social context in which this violence occurs, and influence men's perpetration and women's experiences of violence<sup>4</sup>.



*Photo courtesy of Southern Women's Business Network*



## Gender Audit 2021 – Key Insights

Workplace gender audits are an essential part of helping a defined entity to understand how it is performing in relation to the systems, structures, policies and practices that promote workplace gender equality.

An initial workplace gender audit establishes 'baseline' organisational data on gender equality at South Gippsland Shire Council and can:

- Identify any critical gaps, areas for improvement and challenges to address in its Gender Equality Action Plan.
- Support the monitoring and assessment of progress made in relation to workplace gender equality including whether strategies and measures are effective.

Under the *Gender Equality Act*, a defined entity must use the workplace gender audit to assess the state and nature of gender inequality in its workplace as of 30 June in the Gender Equality Action Plan reporting year (s11). The first reporting year was 2021.

### Audit Timing

The first audit for South Gippsland Shire Council was completed between September and November 2021. The capture date for this was 30 June 2021.

Some indicators use data captured at this date, whilst other indicators use data which is based on the previous 12-month period (1 July 2020 to 30 June 2021).

# Findings and Analysis

The completion of both the audit process and the People Matter Survey have provided Council with an insight into the thoughts, opinions and representative data of the current workforce. This experience has been particularly pleasing as employees have demonstrated an enthusiasm and willingness to share their experiences openly with their peers and leaders. They have done this with the intention of building on the existing benefits of our organisation and the knowledge that our leaders will continue to strive to provide a safe, healthy and positive workplace for our workforce now, and into the future.

The People Matter Survey results provided our leaders with a positive insight into the experience of our workforce. In the survey, 77 per cent of respondents indicated that they felt culturally safe at work and 80 per cent of respondents either agreed or strongly agreed that the organisation encourages respectful workplace behaviour. Further, 83 per cent of respondents felt that they would be supported if they needed to take family violence leave. These responses reflect the proactive work that has been conducted internally to build a safe and responsive workplace. It also reaffirms the commitment that our leadership team have made in relation to Council's culture and its workforce.

Whilst these are extremely pleasing results, the People Matter Survey and the gender audit have also assisted Council to identify opportunities for improvement. The experiences and data obtained has been invaluable and Council is committed to using these insights to inform this action plan and future initiatives at Council.

The improvements identified can be categorised into seven key focus areas:

- Recruitment and promotion practices to increase diversity.
- Promotion of flexible work practices across all areas of the workforce.
- Learning and development frameworks to strengthen career development, and build capability and understanding in gender equity.
- Reporting mechanisms, processes, and support for the prevention of sexual harassment in the workplace.
- Talent management and succession planning programs.
- Applying a gender lens to employment terms and conditions.
- Identification of data gaps and regular processes to obtain employee experience data.

Each focus area is elaborated on over the next few pages.



## Recruitment and Promotion Practices to Increase Diversity

The audit has highlighted that traditionally 'gendered' roles are still present at Council. This was demonstrated by the highest percentage of men (17 per cent) working in Band 3 positions which are predominantly 'outdoor' positions. Whereas the highest percentage of women (10 per cent) work in Band 4 positions which are predominantly 'indoor administrative' positions. This demonstrates that there is a need to review recruitment processes and consider conducting processes that intentionally target more diverse candidates into these positions.

The audit also identified that 64 per cent of women were appointed into a temporary secondment position whereas 63 per cent of ongoing promotions were granted to men. Further, 33 per cent of the People Matter Survey respondents indicated that there is an opportunity for education about internal processes. This is also identified by the low number of promotions (eight) and secondments (11) over a 12-month period.

There is an opportunity to review internal appointment processes to ensure that promotion and secondment opportunities are granted based on merit and that candidates are not disadvantaged due to work types i.e. part time or other responsibilities such as caring responsibilities.

## Promotion of Flexible Work Practices Across All Areas of the Workforce

Whilst flexible working is accessed across the organisation, there is a perception that flexible working may impact an employee's current or future career prospects. In the People Matter Survey, 25 per cent of respondents indicated that they either feel neutral or disagree that using flexible arrangements are a barrier to success. Further, the gender audit identified that most employees use model of employment in higher

proportions than other flexibility options. This demonstrates that employees see the usage model of employment (purchased leave) as a more acceptable flexible working option. Further consultation with employees regarding the reasons for this choice, the perceptions of flexible working in the organisation and an education program for all employees will assist to improve the culture and usage of flexible working across the organisation.

## **Learning and Development Frameworks to Strengthen Career Development and Build Capability in Gender Equity**

The key to Council's success in improving gender equality in the workplace is ensuring that our people have the right training and development to attain the skills, knowledge and experience required to embed gender equality into our workforce.

Given the gendered nature of some positions at Council, the utilisation of some flexible working options by more women than men and the gender gaps in certain classifications, there is a necessity to build and embed gender equality capability across the organisation. Encouragingly, the willingness and involvement of the workforce in both the People Matter Survey and consultation sessions demonstrates commitment at all levels for gender equality education to commence.

Further, the gender audit also demonstrated that only a small percentage of employees have been provided with formal career development opportunities. There is further investigation required to ascertain why there have been limited opportunities granted, though one reason may be the requirement for a learning and development framework. This framework will identify training and development needs for all employees and support a culture of learning and development across the workforce.

## **Reporting Mechanisms, Processes and Support for the Prevention of Sexual Harassment in the Workplace**

Given that Council does not currently capture reports of sexual harassment in the workplace formally, the People Matter Survey and the Victorian Auditor-General's Office Sexual Harassment Survey data has been used to identify the impacts of sexual harassment in the workplace. Sadly, 10 per cent of People Matter Survey respondents reported that they experienced sexual harassment in the workplace in the previous 12 months. Further, 58 per cent of respondents didn't report sexual harassment as they felt it wasn't serious enough and 25 per cent of respondents believed that there would be negative consequences if they did make a complaint.



The Victorian Auditor-General's Office survey data adds to this story, where 26 per cent of respondents (32 employees) had experienced sexual harassment in the 12 months prior to undertaking the survey, with only three respondents noting they had made a formal complaint about the matter, and only four had told their manager.

These responses clearly identify that there is an opportunity for Council to implement a clear reporting process in which victims feel supported to make a complaint without fear of retribution. There is also an opportunity to provide education to employees on the prevention of sexual harassment in the workplace. This may involve bystander training, disclosure training for leaders and a review of Council's general sexual harassment awareness training.

## Talent Management and Succession Planning Programs

To further embed a culture of employee performance and development, Council has an opportunity to implement a talent management and succession planning program. By introducing this program, Council will be able to:

- Assess the performance and potential of employees, identifying those that show demonstrable or emerging potential.
- Use talent management data to complete team and Council succession plans.
- Enable Council to formulate practical actions to address the development of individuals to their full potential and identify where issues relating to the progression of women or diverse employees is present.
- Identify and formulate plans via Council's Workforce Plan and Gender Equality Plan to address risks and gaps which may impact the workforce and overall success of achieving Council's objectives and strategic plan.



## **Applying a Gender Lens to Employment Terms and Conditions**

Council's employment terms and conditions stem largely from the Enterprise Agreement, which is negotiated every three to four years. Whilst the terms and conditions are negotiated and agreed upon by both management and employee representatives, the gender audit has identified that gender pay gaps currently exist. The gaps were identified that the median base salary of men was greater than women at Band 5, Band 7, Band 8 and Director classifications. Whilst Directors are not covered by the Enterprise Agreement, the gaps identified at the remaining three classification levels demonstrate that there is an opportunity for a gender lens to be applied to the main instrument which sets the terms and conditions of employment at Council.

Further, the Enterprise Agreement contained terms and conditions which may be accessed differently by each gender i.e. parental leave and carers leave may be utilised more by women. However, there is an intention to promote this to be utilised more evenly across all employees.

Applying a gender lens will ensure that negotiations consider the experiences of different genders and their requirements to access employment conditions and benefits that match their personal situations. This will further support Council to be an inclusive employer and provide greater engagement of employees through improved working conditions.

## **Identification of Data Gaps and Processes to Regularly Obtain Employee Experience Data**

When completing the gender audit, it became evident that Council has opportunities to capture gender and intersectional data. Whilst gender data is not captured in Council's payroll system, the People Matter Survey responses indicated that a small percentage of respondents identified as non-binary and six per cent of respondents identify as a person with a disability. This demonstrates that there is an opportunity to capture available intersectional data on Council's employees. This data will further enhance our ability to report on intersectional factors for our workforce and demonstrate a commitment to recognising the experiences of our employees with a gender and intersectional lens.



## Data Collection Opportunities

Through the completion of the Gender Audit, Council have identified some key improvement areas to support their data collection.

### Sexual Harassment in the Workplace

*Provide a clear and easy reporting process for victims or witnesses of sexual harassment in the workplace. The reporting should also provide an opportunity for specific Council employees to report on the number and type of incidents raised, the process to investigate and the resolution. This will ensure that future Gender Audit reporting provides a more complete picture of sexual harassment in the workplace.*

### Flexible Working

*Recording of flexible working negotiated during the hire process, as well as access to informal flexible working arrangements, will assist Council to report on the overall utilisation of flexible working options and identify if training or support is required to ensure all employees have an opportunity to access flexible working options.*

### An Intersectional Approach to Capturing Employee Data

*There is an opportunity for Council to apply an intersectional approach to data collection, including on factors intersecting with sex and gender (e.g. ethnicity, religion, sexual behaviour, lifestyle, socioeconomic status, disability, gender categories relevant to transgender people). Collecting intersectional employee data will assist Council to facilitate a greater understanding of the workforce to help inform policies, processes and internal systems. It will also be used in future iterations of Council's gender equality reporting.*

*This data collection approach should also apply to the applicable governing body members.*

### Secondment and Higher Duties Appointments

*The current recording process should be reviewed to ensure that there are clear parameters for each appointment type and duration. This will support Council's reporting of these opportunities in the Gender Audit and identify utilisation trends.*

# Consultation and Engagement

Council have conducted several consultation and engagement activities as part of our Gender Audit, People Matter Survey, Victorian Auditor-General's Office Sexual Harassment Survey and Gender Equality Action Plan (GEAP) initiatives. Consultation activities undertaken have included:

## **Council**

- Council briefing on the People Matter Survey and Audit findings.
- Councillor briefing on the importance of Gender Equality and the *Gender Equality Act* requirements.
- Councillor workshop on the Gender Equality Action Plan.

## **Executive and Leadership Teams**

- Executive Leadership Team briefing on the importance of Gender Equality and the *Gender Equality Act* requirements.
- Executive Leadership Team briefing on the People Matter Survey results, Victorian Auditor-General's Office Survey results, Gender Audit findings and analysis, and the Gender Equality Action Plan.
- Senior Leadership Team briefing on the People Matter Survey and Gender Audit findings and analysis.

## **Employees, including the Staff Consultative Committee**

- Staff Consultative Committee briefing on the People Matter Survey results and Gender Audit findings and analysis.
- Sharing of the Victorian Auditor-General's Office Survey results via newsletter and drop-in sessions with outdoor workforce.
- Employee engagement sessions on the People Matter Survey results and the Gender Audit findings and analysis.
- 'Drop-in' consultation and engagement sessions to discuss the Gender Equality Action Plan and discuss proposed inclusions and actions.

## **Ongoing engagement and consultation**

To continue open communication and consultation with our workforce, we have planned to engage with employees via:

- Regular communication to all employees regarding progress on the Gender Equality Action Plan and the implementation of actions.
- Bi-annual updates provided to Council regarding progress on the Gender Equality Action Plan and implementation of actions.
- Engagement with all employees to support the successful implementation of Gender Equality Action Plan actions, ensuring that the linkage between activities and the Gender Equality Action Plan is understood i.e. gender equality training and the linkage to the Gender Equality Action Plan actions and gender equality principles.



## Gender Equality Strategies, Actions and Measures

To address the key initiatives identified through Council's gender audit, a number of strategies and measures have been developed which link directly with the gender equality indicators. These strategies and measures are planned to be completed over the four-year period of this action plan.

Workplace Gender Equality Indicator	Strategies and Measures	Timeframe
One: Gender composition of the workforce	Improve recruitment practices to attract diverse candidates and increase the number of applications received from these candidates.	April 2024
	Promote flexible work practices across all areas of the workforce and via external communication channels.	Commence September 2022 – ongoing
	Educate leaders on the benefit of part time/job share arrangements in leadership and senior professional positions, with a focus on improving the number of part-time women who are offered higher duties and secondment opportunities.	Commence September 2022 – ongoing
	Review and analyse team gender composition and identify two teams to trial targeted recruitment initiatives to increase gender representation.	Commence July 2023 – ongoing
Two: Gender composition of governing bodies	Council to continue to promote activities and external organisations which focus on encouraging women to be more equally represented at all levels of government, in particular local government e.g. the 50/50 by 2030 Foundation, Australian Local Government Women's Association (ALGWA).	Ongoing

Workplace Gender Equality Indicator	Strategies and Measures	Timeframe
Three: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Conduct analysis into identified pay gaps, to identify reasons for the gap in pay and its relationship with gender and intersectional factors.	December 2023
	Address any known pay gaps via changes in policies and processes.	December 2024
	Educate hiring managers about gender pay gaps and ensure that there is a clear process for managing salary negotiations at the time of hire/engagement.	July 2023
	Apply a gender lens to all new Enterprise Agreements. Ensure that the Enterprise Bargaining Committee are aware of the principles of gender equality and that the committee is comprised of members from different genders.	Commence April 2022 – ongoing
Four: Sexual harassment in the workplace	Ensure the Sexual Harassment in the Workplace Policy is updated regularly, with legislative updates and process changes to ensure employees have clear and accurate information available regarding sexual harassment reporting and processes available.	Annually
	Identify and document reporting mechanisms, processes and internal contacts for sexual harassment complaints.	July 2023
	Educate all employees on reporting procedures and internal contacts for sexual harassment complaints.	July 2023
	Provide disclosure training to all leaders and key contacts within Council.	December 2023
Five: Recruitment and promotion practices in the workplace	Review recruitment practices to ensure that inclusive language and processes are utilised throughout each stage of the hiring process.	July 2025
	Implement a talent management and succession planning program.	July 2026
	Review internal promotion processes, including rationale for identifying suitability of candidates.	July 2025
	Review and update payroll reporting of all higher duties, secondment and promotion actions to support future reporting and analysis.	July 2023
	Conduct training for hiring managers which aims to build the capability of hiring managers in conducting inclusive recruitment processes and supporting Council's vision for a diverse and inclusive workforce.	July 2023



Workplace Gender Equality Indicator	Strategies and Measures	Timeframe
<p>Six: Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities</p>	<p>Review flexible working options and promote the utilisation of flexible working to all employees, particularly teams/departments who have low utilisation.</p>	<p>July 2023</p>
	<p>Review the parental leave policy and ensure that parental leave options are given to men to encourage greater utilisation of paid parental leave.</p>	<p>December 2024</p>
	<p>Review the recording practices of flexible working utilisation and ensure that both formal and informal options are being captured. This will support Council to identify where gaps may exist and support future reporting requirements.</p>	<p>July 2024</p>
	<p>Review carers leave data to identify if there are utilisation gaps. Conduct further consultation with employees to understand their reasons for utilising carers leave and if there are any underlying barriers to using carers leave in different teams/ departments.</p>	<p>July 2024</p>
<p>Seven: Gendered work segregation</p>	<p>Implement a process to capture Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes in Council's payroll system. Educate the People and Culture team on the ANZSCO coding system to ensure reporting of positions is accurate and consistent.</p>	<p>July 2025</p>

# Leadership and Resourcing

Council recognises that to successfully achieve the strategies and actions set out in the Gender Equality Action Plan, adequate resourcing and budget is required.

Whilst some actions will be completed through existing resourcing, several initiatives require focused resourcing to support both education, training, development of new policies, processes and systems and implement sustainable culture change at Council.

Our Executive Leadership Team are committed to the implementation of the Gender Equality Action Plan and are supportive of the requirements necessary to ensure that the organisation successfully achieves its vision to improve gender equality and diversity within Council.

The Executive Leadership Team have made a financial commitment to introduce a resource within the People and Culture department who will support the learning, development and gender equality requirements across Council. This, in addition to the implementation of a Gender Equality Working Group and existing People and Culture resources, will provide sufficient resourcing to progress with the implementation of the Gender Equality Action Plan and ongoing gender equality legislative requirements.

# Monitoring and Measurement

Council understands the importance of monitoring our progress on the commitments made within this Gender Equality Action Plan and measuring the success of initiatives which are to be implemented in our organisation. Our Action Plan is built on an understanding that some priorities may shift, as maturity of our organisation grows or new initiatives at Council intersect with the Gender Equality Action Plan.

As such, all actions for the proceeding 12 months will be included in our business plan to ensure that there is accountability and progress reporting on the applicable actions. These progress reports will be monitored by Council's Executive Leadership Team and a summary will be provided on an annual basis.

As each action year commences, the business plan reporting will be updated to ensure continuity and completion of the Gender Equality Action Plan.

Further, Council will continue to meet its legislative obligation by providing formal Gender Equality Action Plan progress reports to the Gender Equality Commission throughout the life of the Plan.

# References

- 1** Our Watch: The Issue – <https://www.ourwatch.org.au/the-issue>
- 2** Our Watch: The social context for violence against women – <https://www.ourwatch.org.au/the-issue>
- 3** Our Watch: The gendered drivers of violence – <https://www.ourwatch.org.au/the-issue>
- 4** Our Watch: An intersectional approach to preventing violence against women – <https://www.ourwatch.org.au/the-issue>