

GENDER EQUALITY ACTION PLAN

2021-2025





Acknowledgement of Country



We respectfully acknowledge the Traditional Owners, the Wurundjeri People as the Custodians of this land. We also pay respect to all Aboriginal community Elders, past and present, who have resided in the area and have been an integral part of the history of this region.

Value of History

We acknowledge that history shapes our identities, engages us as citizens, creates inclusive communities, is part of our economic well-being, teaches us to think critically and creatively, inspires leaders and is the foundation of our future generations.

Seeking support

At Yarra Ranges Council, as in the broader community, family violence is unacceptable and inexcusable. Council is committed to creating a workplace which encourages employees experiencing family violence to seek support. Council employees can speak in confidence to their leader, a member of the People and Culture Department or contact the Employee Assistance Program on 1800 099 444. Anyone experiencing family violence can contact EDVOS on 9259 4200 or Safe Steps on 1800 015 188. If in immediate danger call the Police on 000.

Privacy

Data is used in accordance with the requirements set out by the Commission for Gender Equality in the Public Sector, and meets all mandatory requirements relating to anonymity, minimum reporting sizes and privacy. Due to these requirements some data is not included in this document, including data about employees who are trans, non-binary or gender diverse, and Aboriginal and/or Torres Strait Islander.

Terminology

In this document the terms 'woman/women' or 'man/men' refers to all those who identify in these ways; this includes transgender and cisgender people. This document also uses the term 'gender diverse people', who may identify as non-binary, trans, agender, genderqueer, genderfluid or with any other term.

A list of key terms can be found on page 54 of this document. For more information see the [Victorian Government Inclusive Language Guide](#).



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Welcome

Yarra Ranges Council is committed to promoting gender equity, diversity and inclusion. We are creating a workplace where women, men and gender diverse people from all backgrounds have equitable access to resources, power, and opportunities.

We recognise that gender equality is a human right and has significant social, economic and health benefits. Local government has an important role to play in influencing change through the delivery of our programs and services, setting behavioural and cultural standards, and working to change systems and structures that contribute to inequality. Our commitment is outlined in the Council Plan 2021-2025 and YR Ignite 2021-2025 – Council’s organisational excellence strategy – as well as this Gender Equality Action Plan.

The commencement of the Gender Equality Act 2020 on 31st March 2021 offers an exciting opportunity to build on the strong foundations we have at Yarra Ranges Council. This ground-breaking legislation is the first of its kind in Australia and requires all Councils in Victoria to take positive action towards achieving workplace gender equality.

Under the Act we must develop and implement a four-year Gender Equality Action Plan, informed by a Workplace Gender Audit and consultation with our organisation. This Action Plan contains strategies to make progress against seven Workplace Gender Equality Indicators:

- Gender composition of all levels of the workforce
- Gender composition of governing bodies
- Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender
- Sexual harassment in the workplace
- Recruitment and promotion practices in the workplace
- 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
- Gendered segregation within the workplace

Making progress on these areas will take long term commitment and contribution from staff across the organisation. We all have a role to play. We need to challenge ourselves and the way we do our work, be courageous and curious, and take time to reflect and learn.

We would like to acknowledge the significant work that has gone into the development of this Gender Equality Action Plan. Staff from across the organisation have generously shared their time, ideas and experiences to inform its development. We would also like to acknowledge the many people who have advocated, influenced, challenged, and educated over many years to progress the Gender Equity Program at Yarra Ranges Council. It is because of you that we have such strong foundations to build upon.

We are excited to move into the next phase of the Gender Equity Program and to work closely with you all over the next four years and beyond to transform Yarra Ranges Council into a gender equitable, diverse, and inclusive workplace.

Executive Leadership Team

Yarra Ranges Shire Council



Introduction

Yarra Ranges Council's workplace Gender Equity Program is coordinated by Council's Gender Equity Business Partners, located in the Organisational Development Unit of the People and Culture Department. This program focuses on creating an organisational culture that understands and demonstrates gender equity in behaviours and day-to-day work; education, awareness raising and building organisational capacity; and meeting Council's obligations under the Gender Equality Act 2020.

Under the Gender Equality Act 2020, Yarra Ranges Council must:

1. Promote gender equality
2. Conduct gender impact assessments
3. Undertake a workplace gender audit
4. Create a Gender Equality Action Plan
5. Report on progress

This document is Council's Gender Equality Action Plan 2021-2025 (the Action Plan). It includes Council's commitment to achieving gender equality in the workplace, key findings from the workplace gender audit and strategies and measures to make progress against the seven Workplace Gender Equality Indicators prescribed under the Act.

Council is now required to conduct gender impact assessments on policies, programs and services that have a direct and significant impact on the public. Detail about Council's Gender Impact Assessment Program is not included in this document. For further information about Gender Impact Assessments refer to The Zoo or contact Council's Gender Equity Business Partners.

Council also has a long history of promoting gender equality and the prevention of violence against women in the community. For information about Council's community-facing initiatives refer to the Health and Wellbeing Plan 2021-2025.

Case for change

Our commitment

Gender equality is a human right and precondition for social justice. Achieving gender equality is critical for social cohesion, connectivity, and has significant social, economic and health benefits, including the prevention of family violence and other forms of violence against women and girls.ⁱ

Council is committed to achieving gender equality. We recognise that women and gender diverse people have historically experienced discrimination and disadvantage on the basis of sex and gender and special measures may be necessary to redress historical disadvantage. As such we take an 'equity' approach to our work at Council.¹ We are creating a workplace where women, men and gender diverse people have equitable access to resources, power, and opportunities and are empowered to actively challenge norms and structures that exclude or marginalise people based on their identity. We celebrate and respect diversity. We believe that individuals should be free to develop their identities, abilities, interests, careers, and make choices about their lives without being limited by gender stereotypes or roles.

Our vision for Yarra Ranges Council is:

Yarra Ranges is gender equitable, inclusive and diverse.

Women, men and gender diverse people have equitable access to resources, power and opportunities.

We are brave and fierce in our pursuit of gender equality and human rights, and we all have a role to play.

We demand this for ourselves and our community.

Our role as a service provider and planner

As the level of government closest to the community we reach people where they live, work, learn and play across the life cycle. We recognise our role in influencing change at a local level by promoting and embedding gender equity in our policies, programs and services and identifying opportunities to transform our work by viewing it through an intersectional gender lens. We have a key leadership role in our local community. We will seek to reach, influence and partner with groups across our community and role model best practice.

Our role as an employer

As a major employer in the Yarra Ranges region, we recognise our role in developing tailored initiatives for the workplace, setting behavioural and cultural standards that promote gender equity, diversity, and inclusion, and working to change systems and structures that contribute to inequality.

Promoting and embedding gender equity in the workplace will have significant benefits, including increased productivity, innovation, and engagement; improved decision-making; and enhanced ability to attract and retain talent.ⁱⁱ

Intersectional gender inequality

Council acknowledges that gender inequality interacts with other types of lived experiences of inequality. This interaction, in which one experience of inequality impacts on another, is known as 'intersectionality'. Intersectionality recognises that people's identities and experiences are shaped by not just gender identity, but Aboriginality, age, disability, ethnicity, race, religion, sexual orientation and other attributes.

For example, an Anglo-Australian, able-bodied woman is likely to have a different experience in the workplace than an Aboriginal woman living with a disability.

Initiatives must consider intersectionality to ensure everyone is treated in a fair, respectful, and inclusive way regardless of gender or other attributes.

Intersectional gender inequality has been considered in the development of the Action Plan by:

- Collection, analysis, and presentation of gender disaggregated and intersectional data.²
- Conducting targeted consultation with the Diversity and Inclusion Steering Committee to deepen understanding of intersectional gender inequality in the workplace.
- Inclusion of strategies to better understand and address intersectional gender inequality.

¹ See page 54 for key terminology, including definitions of 'gender equality' and 'gender equity'.

² There are instances where it was not possible to collect and/or present data related to some demographic attributes due to the capabilities of Council's current system and/or privacy thresholds.

Gender equality principles

The Gender Equality Act 2020 outlines ten gender equality principles (shown below).ⁱ

Council is committed to leading a Gender Equity Program underpinned by these principles as reflected in:

- Council's organisational vision for gender equity
- Inclusion of strategies in the Action Plan which seek to:
 - Address the gendered drivers of men's violence against women,^v including:
 1. Condoning of violence against women.
 2. Men's control of decision making and limits to women's independence in public and private life.
 3. Rigid gender stereotyping and dominant forms of masculinity.
 4. Male peer relations and cultures of masculinity that emphasise aggression, dominance and control.
 - Build shared responsibility and accountability.
 - Address systems and structures which reinforce gender inequality.
 - Challenge attitudes and behaviours which reinforce gender inequality.
 - Redress historical disadvantage and intersectional gender inequality.

1. 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.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. 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.
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality.

History of the Gender Equity Program

Yarra Ranges Council has a long history of promoting gender equity. This work originated from community-facing initiatives, formally commencing in 2011 with a joint project with Knox and Maroondah Councils – Preventing Violence against Women in Our Community funded by the Office of Women's Affairs. This project raised awareness of the need to address gender inequality within the workplace, as well as the community, and started an investment in organisational capacity building and, subsequently, a change management program.

Key workplace initiatives have included:

- Multiple gender self-assessments and action plans.
- Establishment of the Gender Equity Advocates Program.
- Organisational roll out of Gender Equity and Bystander Training.
- Development of a Gender Equity Vision.
- Review of numerous policies, processes and practices with an intersectional gender lens, including Enterprise Agreement and recruitment process.
- Establishment of two roles to lead the workplace program.

Associated organisational strategies

The Action Plan reinforces and complements strategies and actions to prevent gender-based violence, promote gender equality and redress disadvantage and discrimination experienced on the basis of gender and other attributes as outlined in:

- Diversity and Inclusion Policy and Action Plan
- Health and Wellbeing Plan 2021-2025
- Equity, Access and Inclusion Strategy 2013-2023
- Reconciliation Policy and Framework for Action 2013-2023
- Leadership Development Strategy

Council's commitment to promote gender equity, diversity and inclusion is outlined in:

- Council Plan 2021-2025
- YR Ignite 2021-2025 – Council's organisational excellence strategy



Method: Workplace Gender Audit and Consultations

Workplace Gender Audit

A Workplace Gender Audit was conducted in July 2021 to establish baseline organisational data. The Audit included workforce data collected from Council's HR/payroll system (Chris21) and employee experience data collected from the People Matter Survey.

The People Matter Survey was completed by 37% of the workforce. Of those respondents, 64% were women, 29% were men, and a small number were trans, non-binary or gender diverse. Responses by gender and age are representative of the workforce, however, this cannot be confirmed for other demographic attributes as this data is not currently available in Chris21.

Consultations

First round

Data from the Workplace Gender Audit was shared with all staff along with an invitation to attend online consultation sessions to discuss the data and share ideas to make progress. Sessions were facilitated by an external consultant and Council's Gender Equity Business Partners.

Four 90-minute sessions were available to staff via online registration. Sessions were held for women and gender diverse leaders; men and gender diverse leaders; women and gender diverse officers; and men and gender diverse officers.³ Targeted sessions were conducted with the Executive Leadership Team,⁴ Diversity and Inclusion Steering Committee, Sherbrooke Children's and Family Centre, Organisational Development, People and Culture Operations, Health, Safety and Wellbeing, Councillors, and Workplace Consultative Committee.

In total, 136⁵ people participated in online consultation sessions. Of these, 98 (72%) were women and 36 (26%) were men.⁶ An anonymous online feedback form was also available to staff and a further 12 people (9 women, 1 man & 2 people whose gender is unknown) used this mechanism to provide input.

Second round

Key themes from consultation sessions and proposed actions to make progress were shared with all staff along with an invitation to provide final feedback via an online form or through further collaboration and conversation.

The proposed actions were informed by the Workplace Gender Audit, consultations, research into best practice and existing reports including VAGO Sexual Harassment in Local Government Report 2020 and Recommendations Report: Gender Equitable and Inclusive Recruitment 2021.⁷

³For consultation sessions, 'leader' refers to Managers and Executive Officers; 'officer' refers to Coordinators, Supervisors, Team leaders and any other Council officer.

⁴Executive Leadership Team refers to the CEO and Directors.

⁵Individuals were only counted once regardless of how many consultation sessions they participated in.

⁶The gender identity of two people is unknown.

⁷The recommendations in this report were informed by a Yarra Ranges Council project in 2020/21 which included a review of Council's recruitment process with an intersectional gender lens, interviews with hiring managers and review of relevant research by an external consultant.

Existing data gaps

Prior to the Workplace Gender Audit, an assessment was conducted to compare Councils existing data collection capabilities against the requirements of the Gender Equality Act 2020. This assessment included consultations with key stakeholders such as People and Culture Operations, Health, Safety and Wellbeing, Organisational Development, Corporate Planning and Performance, Communications, Governance, Data and Digital, Risk, Enterprise Systems and Information Management.

The resulting report included short and long-term recommendations to address gaps in current capabilities. Recommendations that have not been addressed in 2021 have been included in the following section as data collection actions.



Key findings and strategies to make progress

The Gender Equality Act 2020 sets out seven Workplace Gender Equality Indicators. These represent the key areas where workplace gender inequality persists – and where progress towards gender equality must be demonstrated.

An overview of each indicator is included below, along with baseline data collected from the Workplace Gender Audit and consultations, and strategies and measures to make progress.

► Indicator 1: Gender composition of all levels of the workforce

Greater diversity (including gender) across all levels of the workforce has many benefits for an organisation, including increased efficiency, productivity and innovation; positive workplace culture where diversity of thought, background and experiences are valued; and improved access to and retention of talent.

By collecting and reporting data on gender composition of all levels of the workforce, organisations can take action to support greater gender diversity, particularly in senior roles.^{vi}

Workforce data (as of 30 June 2021)

- Of 892 employees, 66% identify as women and 34% identify as men.⁸
- 52% of the Corporate Leadership Team are women.⁹
- Gendered differences are evident by employment basis:
 - Of 473 full time employees, 48% women and 52% men.
 - Of 331 part time employees, 85% women and 15% men.
 - Of 88 casual employees, 85% women and 15% men.

⁸These percentages have been rounded to the closest whole number. The percentage of people who self-describe their gender is not included due to privacy thresholds.

⁹Corporate Leadership Team refers to CEO, Directors, Managers and Executive Officers.

People Matter Survey

Gender

- 86% of women and 84% of men agree that there is a 'positive culture in the organisation in relation to employees of different sexes/genders'.

Intersectionality

- Groups who responded less favourably to the above question include: women aged 55-64 years; women with caring responsibilities for people with mental illness or medical condition and young children; and people working in the Environment & Infrastructure Directorate.

Consultations

- Positive response to gender representation at senior leadership level and awareness that this needs ongoing attention.
- Concerns raised by women and men that the significantly higher number of women in part time and casual roles could have a negative impact on achieving gender equality, including impacts on income, employment security, and career progression.
- Some women felt that expectations in senior leadership roles (e.g. long hours, lack of flexibility, and high workload) creates a barrier for women considering these roles.
- Women and men in leadership expressed that unless proactive and targeted action is taken, changes in gender composition across the organisation will not occur.



Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
1.1 Formalise organisational commitment and accountability to forming a diverse (including gender) Corporate Leadership Team.	Executive Leadership Team	<ul style="list-style-type: none"> Gender Equity Business Partners Corporate Leadership Team 	2022/23	Business as usual (BAU) in house	By 2025, data from the Workplace Gender Audit indicates that there is increased diversity (including gender) in the Corporate Leadership Team.
1.2 Refresh and deliver Council's Gender Equity and Bystander Training as part of Corporate Induction. Content should include: <ul style="list-style-type: none"> Family violence (including gendered nature and responding to disclosures) Gender inequality and the gendered drivers of violence against women Gender inequality in the workplace Intersectionality Bystander action Gender Equality Act 2020 Managing resistance 	Gender Equity Business Partners	<ul style="list-style-type: none"> Organisational Development Gender Equity Advocates All staff 	2021/22	External consultant – Gender Equity Budget ¹⁰	By 2025, there is an increase in the level of agreement amongst women, men, and gender diverse people that there is a positive culture within the organisation in relation to sex/gender, Aboriginality, age, cultural background, disability, and LGBTIQ employees as reported in People Matter Survey.
1.3 Integrate intersectional gender lens into refresh of the corporate values (and underpinning behaviours) to localise Council's gender equity vision.	Organisational Development	<ul style="list-style-type: none"> Gender Equity Business Partners All staff 	2022/23	BAU in house	
1.4 Include Gender Equity Program and gender equitable and inclusive leadership in Corporate Induction for Leaders.	Organisational Development	<ul style="list-style-type: none"> Gender Equity Business Partners YRC leaders 	2021/22	BAU in house	
1.5 Formalise expectations and standards of the Corporate Leadership Team for promoting and embedding gender equity, diversity, and inclusion in accountability systems, including in Key Performance Indicators, workplans and Performance and Development Plans.	Manager People & Culture	<ul style="list-style-type: none"> Gender Equity Business Partners Organisational Development People & Culture Operations Corporate Leadership Team 	2023/24	BAU in house	By 2025, 85% of women, men and gender diverse people agree that senior leaders actively support diversity and inclusion in the workplace as reported in People Matter Survey.
1.6 Review and update leadership and capability development to strengthen focus on gender equitable and inclusive leadership.	Organisational Development	<ul style="list-style-type: none"> Gender Equity Business Partners YRC leaders 	2023/24	BAU in house	
Data collection					
1.7 Establish process and system for collecting and storing demographic data of new and existing employees, including gender identity, Aboriginality, age, disability, cultural identity, religion and sexual orientation, as part of employee records.	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Enterprise Systems Information Management Customer & Communications 	2021/22	BAU in house	By 2025, Yarra Ranges Council can provide data for all measures in the Workplace Gender Audit.
1.8 Collect qualitative data to better understand the experiences of people who responded less favourably to measures in the People Matter Survey, including women with disabilities, women and men who are carers, and older women. ¹¹	Gender Equity Business Partners	<ul style="list-style-type: none"> Disability Inclusion Officer Diversity & Inclusion Steering Committee YRC staff 	2022/23	BAU in house	By 2025, women with disabilities, women and men who are carers and older women respond more favourably to measures in the People Matter Survey.

¹⁰External consultant to develop training content and upskill Gender Equity Business Partners and Gender Equity Advocates to deliver this training on an ongoing basis as part of Corporate Induction.

¹¹Utilise existing projects and groups to collect qualitative data with intention to develop further action/s as required.

► Indicator 2: Gender composition of governing bodies

Boards, councils, committees of management and other governing bodies make important decisions about finances and strategy. It's important that governing bodies have diverse voices at the table.

By collecting and reporting on this data organisations can help ensure there are more gender-balanced leadership and decision-making spaces.^{vi}

Workforce data (as of 30 June 2021)

- Of nine Councillors, four identify as women, four identify as men and one preferred not to disclose.¹²

Consultations

Councillors expressed interest in:

- Growing a culture of safety and engagement, and role modelling inclusive and respectful behaviours.
- Engagement in bystander training and associated unconscious bias training.
- Aiming to achieve gender balance on Council's working groups.
- Supporting greater diversity on Council.

Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
2.1 Offer annual opportunities, including during induction, for Councillors to engage in professional development on gender equity and intersectionality, including: <ul style="list-style-type: none"> • Introduction to gender equality and the prevention of violence against women • Gender Equality Act 2020 • Bystander action • Applying an intersectional gender lens to leadership and decision making 	Gender Equity Business Partners	<ul style="list-style-type: none"> • CEO • Health & Wellbeing • Governance 	2021-2025	Business as usual (BAU) in house	By 2025, 100% of Councillors have engaged in at least four professional development opportunities.
2.2 Publicly support and promote gender equity, diversity, and inclusion initiatives.	Councillors	<ul style="list-style-type: none"> • CEO • Gender Equity Business Partners • Health & Wellbeing • Diversity & Inclusion Steering Committee • Governance • Customer & Communications 	2022-2025	BAU in house	By 2025, there is at least one public statement per year supporting gender equity, diversity and inclusion from Mayor and/or Councillors.
Data collection					
2.3 Create online form to capture demographic information about Councillors.	Governance	<ul style="list-style-type: none"> • Gender Equity Business Partners • Customer & Communications 	2021/22	BAU in house	By 2025, Yarra Ranges Council can provide data for all measures in the Workplace Gender Audit.

► Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

The gender pay gap is persistent in Victoria and is currently 10.7% in the Victorian public sector. The gender pay gap is driven by several factors, including unequal distribution of unpaid care work, high pay rates in male-dominated industries and (conscious and unconscious) gender discrimination and bias.

By collecting and reporting on pay data organisations can see where pay gaps exist and identify the underlying causes.^{vi}

Workforce data (as of 30 June 2021)

- Overall organisational gender pay gaps indicate a pay gap in favour of men:
 - Median annualised base salary gap = 7.7%
 - Median total remuneration gap = 8.2%

Consultations

- General agreement that gender pay equity needs to be better understood to address underlying causes of disparities.
- Concern that gender pay inequity is influenced by systemic issues, including lower value afforded to ‘traditionally female’ roles such as community care and administration.
- Curiosity about the impact of flexible working arrangements on pay equity.



Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
3.1 Investigate the causes of existing pay disparities and commit to action to address inequities. ¹³	Executive Leadership Team	<ul style="list-style-type: none"> • Gender Equity Business Partners • People & Culture Operations • Enterprise Systems • Digital and Data 	2022/23	External consultant – Gender Equity Budget	By 2025, there is a reduction in the gender pay gap at Yarra Ranges Council.

► Indicator 4: Sexual harassment in the workplace

Sexual harassment in the workplace is far too common, including in the local government sector. It causes financial, psychological, and physical harm and has a significant economic cost to organisations and the community. Often, victim survivors don't make a formal report. Barriers to reporting include fear of negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is.

By collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable. This will build confidence to report experiences of sexual harassment.^{vi}

Workforce data (as of 30 June 2021)

- In 2020/21, there were no formal sexual harassment complaints.

People Matter Survey

Gender

- Of respondents, 6% of women¹⁴ had experienced sexual harassment in the past 12 months.
- 71% of women and 77% of men agree that 'I feel safe to challenge inappropriate behaviour at work'.
- 88% of women and 91% of men agree that 'my organisation encourages respectful workplace behaviours'.
- 77% of women and 76% of men agree that 'my organisation takes steps to eliminate bullying, harassment and discrimination'.

Intersectionality

- Groups with lower than average agree that 'I feel safe to challenge inappropriate behaviour at work' include women with disability, and women aged 24-34 and 55-64 years.

Consultations

- Strong desire to ensure all staff feel safe to challenge and report inappropriate behaviour.
- Acknowledgement that staff are quick to report physical injuries or risks, but do not have the same approach to reporting bullying or sexual harassment. There is a need to better understand barriers to reporting.



Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
<p>4.1 Introduce standalone Sexual Harassment Policy that:</p> <ul style="list-style-type: none"> Aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment – Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace. Includes clear links to relevant Council policies and procedures. Covers the applicability of Council's policies to different roles and workplace settings, including Councillors, customer-facing staff, and members of the public. Is searchable on Council's intranet and available in hard copy. Is proactively promoted. 	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Sexual Harassment Working Group Customer & Communications 	2021/22	Business as usual (BAU) in house	<p>By 2025, there is an increase in number of formal sexual harassment complaints.</p> <p>By 2025, there is a decrease in the number of women, men and gender diverse people who have experienced sexual harassment in the workplace as reported in People Matter Survey.</p>
<p>4.2 Review procedures for reporting and responding to sexual harassment to ensure they include:</p> <ul style="list-style-type: none"> Introduction of anonymous reporting mechanism. A requirement to inform the complainant of the outcome of the complaint. Guidance on how investigators can support reluctant complainants. 	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Sexual Harassment Working Group 	2021/22	BAU in house	<p>By 2025, 90% of women, men and gender diverse people agree that the organisation takes steps to eliminate bullying, harassment and discrimination as reported in People Matter Survey.</p>
<p>4.3 Deliver face-to-face or live online sessions on sexual harassment to all staff which is tailored to Council's policies, procedures and workplace risk factors. Training should include:</p> <ul style="list-style-type: none"> Zero tolerance stance on sexual harassment in the workplace. Definition of sexual harassment. Prevalence and gendered nature of sexual harassment. Internal and external options for sexual harassment support and complaints. Safe strategies for bystander interventions. Responding to disclosures of sexual harassment. 	Organisational Development	<ul style="list-style-type: none"> All staff Gender Equity Business Partners People & Culture Operations Health, Safety & Wellbeing Sexual Harassment Working Group Customer & Communications 	2022 and 2024	External consultant – People & Culture Budget	<p>By 2025, 90% of women, men and gender diverse people agree that they feel safe to challenge inappropriate behaviour at work as reported in People Matter Survey.</p>

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
4.4 Deliver face-to-face or live online sessions on sexual harassment to all Councillors which is tailored to Council's policies, procedures and workplace risk factors. Training should include content detailed under 4.3.	Organisational Development	<ul style="list-style-type: none"> • Councillors • Gender Equity Business Partners • People & Culture Operations • Governance • Sexual Harassment Working Group 	2022 and 2024	External consultant – People & Culture Budget	100% of Councillors have completed training on sexual harassment.
4.5 Circulate communications to staff and Councillors that: <ul style="list-style-type: none"> • Sets expectations for role modelling respectful behaviour in the workplace. • States Council does not tolerate any form of sexual harassment. • Includes clear links to relevant Council policies and procedures. • Includes internal and external options for sexual harassment support and complaints. • Encourages reporting of inappropriate behaviour. Circulate communications to community that Council does not tolerate any form of sexual harassment.	Sexual Harassment Working Group	<ul style="list-style-type: none"> • Corporate Leadership Team • People & Culture Operations • Gender Equity Business Partners • Organisational Development • Health, Safety & Wellbeing • Customer & Communications • Governance 	Ongoing (annual)	BAU in house	By 2025, 90% of women, men and gender diverse people report that the organisation encourages respectful workplace behaviours as reported in People Matter Survey.
Data collection					
4.6 Improve record keeping of sexual harassment complaints by: <ul style="list-style-type: none"> • Keeping complete records of all interactions relating to a complaint. • Documenting decisions related to complaints, including rationale for decisions and details of decision makers. • Collecting gender disaggregated data, and where possible intersectional data, about complainants. 	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Sexual Harassment Working Group 	2021/22	BAU in house	By 2025, Yarra Ranges Council can provide data for all measures in the Workplace Gender Audit.

► Indicator 5: Recruitment and promotion practices in the workplace

Gender bias and stereotypes are known to influence recruitment, promotion and career progression practices. This can worsen gender inequalities in the workplace. Other forms of discrimination and disadvantage in practices also limit career opportunities for groups such as people with disability, younger and older people and people from various cultural backgrounds.

By collecting and reporting data on recruitment and promotion organisations can identify strategies to create more equitable opportunities.^{vi}

Workforce data (as of 30 June 2021)

- In 2020/21, 233 people were recruited. Slightly more women (52%) were recruited than men (48%). Of those, more men were recruited into the Corporate Leadership Team and more women were recruited into casual and part time fixed-term contracts.
- A similar proportion of men and women were awarded higher duties or secondments.
- A similar number of men and women exited the organisation.
- 26% of women and 17% of men participated in career development and training opportunities.

People Matter Survey

Gender

- 55% of women and 56% of men agree that 'my organisation makes fair recruitment and promotion decisions, based on merit'.
- 63% of women and 66% of men agree that 'I have an equal chance at promotion in my organisation'.
- 78% of women and 82% of men agree that '**gender** is not a barrier to success in my organisation'.

Intersectionality

- 57% of women and 68% of men agree that 'being **Aboriginal or Torres Strait Islander** is not a barrier to success in my organisation'.
- 68% of women and 77% of men agree that '**cultural background** is not a barrier to success in my organisation'.
- 73% of women and 78% of men agree that '**sexual orientation** is not a barrier to success in my organisation'.
- 55% of women and 71% of men agree that '**disability** is not a barrier to success in my organisation'.
- 65% of women and 68% of men agree that '**age** is not a barrier to success in my organisation'.

Consultations

- Participants recognised that purposeful action is required to create greater workforce diversity. The Diversity and Inclusion Steering Committee identified barriers for people from culturally diverse backgrounds and who have a disability in recruitment, including bias.
- Strong interest in presenting Council as an employer who is serious about gender equity, diversity and inclusion through position descriptions, job advertisements, interviews and onboarding .
- Hiring leaders highlighted the importance of ongoing analysis of data to understand and monitor trends, assess the effectiveness of strategies, and inform continuous improvement.
- Secondments and higher duties were viewed as important opportunities for people to develop skills and confidence, however people commented that the process could be unclear, inconsistent and/or create backfill issues.

Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
<p>5.1 Review Recruitment & Temporary Appointments Policy¹⁵ with an intersectional gender lens. Policy should:</p> <ul style="list-style-type: none"> • Articulate commitment to gender equity, diversity, and inclusion. • Provide clear process to support secondments and higher duties, including managing backfill arrangements. • Outline feedback process for unsuccessful candidates, and link to training and development for internal candidates. • Refer to recruitment agencies which specialise in recruiting into gender segregated work areas. 	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Organisational Development 	2021/22	Business as usual (BAU) in house	<p>By 2025, 75% of women, men and gender diverse people agree that the organisation makes fair recruitment and promotion decisions based on merit as reported in People Matter Survey.</p> <p>By 2025, 75% of women, men and gender diverse people agree that they have an equal chance at promotion in the organisation as reported in People Matter Survey.</p> <p>By 2025, there is an increase in agreement amongst women, men and gender diverse people that gender, Aboriginality, age, cultural background, disability and sexual orientation are not a barrier to success in the organisation as reported in People Matter Survey.</p>
<p>5.2 Develop and deliver training (and accompanying guidance materials) to hiring managers and interview panel members in unconscious bias and gender equitable recruitment. This should include building capability to:</p> <ul style="list-style-type: none"> • Understand, identify, and address unconscious bias in recruitment, including in shortlisting and interview scoring. • Speak authentically about Council's commitment to gender equity, diversity and inclusion. • Highlight evidence and benefits of diversity in our workforce • Discuss flexible working arrangements. • Ask interview questions related to gender equity. • Reflect on, unpack, and understand gendered segregation. • Track, analyse and communicate recruitment metrics on demographic diversity. 	People & Culture Operations in partnership with Gender Equity Business Partners	<ul style="list-style-type: none"> • Organisational Development • Hiring managers 	2022/23	External consultant – People & Culture Budget ¹⁶	
<p>5.3 Embed prompts into the recruitment process and relevant system/s to support gender equitable recruitment outcomes and address gender bias in recruitment.</p>	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Hiring managers 	2022/23	BAU in house	
<p>5.4 Review materials and processes for advertising new roles with an intersectional gender lens to support diverse field of applicants.</p>	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Hiring managers 	2023/24	BAU in house	

¹⁵ Previously known as Recruitment Policy. Additional review required by 2025.

¹⁶ External consultant to develop training content and accompanying guidance materials and upskill People & Culture Operations to deliver this training on an ongoing basis.

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
5.5 Progressively review capability frameworks (success profiles), position descriptions and job design with an intersectional gender lens to 1) support diversity of candidates and 2) set expectations for promoting gender equity, diversity, and inclusion, particularly for leadership roles. Review should: <ul style="list-style-type: none"> Strengthen focus on organisational values related to gender equity, diversity, and inclusion. Consider how flexible work arrangements can be supported. Remove language and/or requirements that may lead to gender (and other forms of) bias. 	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Organisational Development Hiring managers 	2023/24	BAU in house	<p>By 2025, 85% of women, men and gender diverse people agree that senior leaders actively support diversity and inclusion in the workplace as reported in People Matter Survey.</p> <p>By 2025, there is an increase in agreement amongst women, men and gender diverse people that gender, Aboriginality, age, cultural background, disability and sexual orientation are not a barrier to success in the organisation as reported in People Matter Survey.</p>
5.6 Review corporate training and development with an intersectional gender lens, including the Organisational Learning and Development Policy and Corporate Development Program (e.g., individual Performance and Development Plans and leadership training). ¹⁷	Organisational Development	<ul style="list-style-type: none"> Gender Equity Business Partners 	2022/23	BAU in house	<p>By 2025, 80% of women, men and gender diverse people agree that there are adequate opportunities to develop skills and experience in the organisation as reported in People Matter Survey.</p>
5.7 Establish and/or promote work placements, secondments, higher duties, sponsoring and mentoring opportunities to support recruitment and retention of a gender equitable and diverse workforce and create a pipeline of talent.	People & Culture Operations	<ul style="list-style-type: none"> Organisational Development Gender Equity Business Partners Women's Network Committee Young Professionals Network Committee Youth Development Economic Development Universities, TAFEs, and Schools 	2022-2025	BAU in house	<p>By 2025, 80% of women, men and gender diverse people agree that they are satisfied with the way their learning and development needs have been addressed in the last 12 months as reported in People Matter Survey.</p>
Data collection					
5.8 Investigate Technology One's capabilities to disaggregate data by type of promotion practice and by gender, classification and employment basis.	Enterprise Systems	<ul style="list-style-type: none"> Gender Equity Business Partners People & Culture Operation 	2021/22	BAU in house	By 2025, Yarra Ranges Council can provide data for all measures in the Workplace Gender Audit.
5.9 Establish guidance materials for data entry in Technology One to ensure high data quality for the Workplace Gender Audit.	People & Culture Operations	<ul style="list-style-type: none"> Organisational Development Enterprise Systems 	2022/23	BAU in house	
5.10 Investigate Technology One's capabilities to capture 'locally organised' career development training opportunities with a verification element.	Enterprise Systems	<ul style="list-style-type: none"> Organisational Development 	2021/22	BAU in house	
5.11 Collect gender disaggregated and intersectional data to better understand the experiences of successful and unsuccessful candidates in the recruitment process.	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Enterprise Systems 	2023/24	BAU in house	<p>By 2025, 75% of women, men and gender diverse people agree that the organisation makes fair recruitment and promotion decisions based on merit as reported in People Matter Survey.</p>
5.12 Investigate improvements in recruitment data tracking from application to appointment, including: <ul style="list-style-type: none"> Tracking of applicants, short list, and interviewees by gender. Gender of interview panel. Interview panel member scoring by gender. 	People & Culture Operations	<ul style="list-style-type: none"> Gender Equity Business Partners Enterprise Systems 	2023/24	BAU in house	<p>By 2025, 75% of women, men and gender diverse people agree that they have an equal chance at promotion in the organisation as reported in People Matter Survey.</p>

► **Indicator 6: 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**

Flexible work arrangements and leave entitlements, including carers leave, parental leave and family violence leave, support employees to balance paid work and other responsibilities. In Australia, women are more likely to work flexibly, take longer parental leave and complete the majority of unpaid caring in the household. It is also recognised that men require greater support from organisations to work flexibly and take leave to care for children or others.

By collecting and reporting data on flexible work and leave entitlements organisations can see what support is needed to enable people of all genders to take up these entitlements.^{vi}

Workforce data (as of 30 June 2021)

- Approximately 9% of the workforce have a formal flexible work arrangement. Of those people, 78% are women and 22% are men.
- In 2020/21, 42 employees took parental leave (86% women & 14% men).
 - Zero employees exited the organisation during parental leave.

People Matter Survey

Gender

- 93% of women and 92% of men agree that 'my organisation would support me if I needed to take family violence leave'.
- 83% of women and 87% of men agree that 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
- 80% of women and 82% of men agree that 'my organisation supports employees with family or other caring responsibilities, regardless of gender'.

Intersectionality

- Women with disability and those with caring responsibilities responded less favourably to a range of questions including:
 - 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
 - 'I have the flexibility I need to manage work and non-work responsibilities'.
 - 'There is a positive culture in relation to flexibility and family/caring responsibilities'.

Consultations

- Participants acknowledged Council's supportive approach to flexible work arrangements, but there were significant concerns and frustrations that support for flexibility is not consistent across the organisation.
- Common view that the Covid-19 pandemic has created increased acceptance and understanding of flexible working arrangements.
- The value of flexible arrangements for all genders was discussed, including work/life balance and for people with parental or other caring responsibilities.
- Interest in the high proportion of women with flexible or part time arrangements compared to men, and agreement that men should be actively encouraged to take up these options
- Some men commented that flexibility 'is not the done thing', and that this view is influenced by traditional gender roles for men which focus on career progression and being the main provider for the family.
- Concerns that flexibility can have negative impact on career progression and is not always supported in leadership roles. Interest in challenging assumptions that some roles cannot be flexible or part time.

Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
<p>6.1 Introduce a Flexible Working Policy which includes:</p> <ul style="list-style-type: none"> • A shared vision for flexibility at Council. • Formal and informal flexible options. • Consideration of the needs of employees of all genders, backgrounds, areas and levels of the organisation. • Clarity on work expectations, EFT resources and review processes. • A clear application appeal process. • Illustrative examples of flexible arrangements in different work areas. 	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Our Ways of Working Project Manager • Executive Leadership Team • All staff 	2021/22	Business as usual (BAU) in house	<p>By 2025, there is an increase in the proportion of women, men and gender diverse people with formal flexible working arrangements.</p> <p>By 2025, 95% of women, men and gender diverse agree that a request for a flexible work arrangement would be given due consideration as reported in People Matter Survey.</p> <p>By 2025, 95% of women, men and gender diverse people agree that the organisation supports employees with family or other caring responsibilities, regardless of gender as reported in People Matter Survey.</p>
<p>6.2 Support leaders to design and implement flexible working arrangements which suit individuals and operational needs. Support may include:</p> <ul style="list-style-type: none"> • Access to advice from People & Culture Business Partners. • Tools to assist with job design. • Examples of models of flexibility. • Information on process for implementing flexible working arrangements, managing backfill requirements, and supporting staff with return to work or caring responsibilities for children, older people and people with disabilities. • Advice on having conversations about flexibility in 1:1s and annual performance reviews. 	People & Culture Operations	<ul style="list-style-type: none"> • Gender Equity Business Partners • Organisational Development • YRC leaders 	2022/23	BAU in house	
<p>6.3 Document and disseminate case studies which demonstrate examples of flexibility. Examples should:</p> <ul style="list-style-type: none"> • Depict the diversity of the workforce, including men, leaders, carers, people with disabilities and young people. • Demonstrate a range of flexible options, including job share, staggered work hours, 48/52 and hybrid working. 	Gender Equity Business Partners	<ul style="list-style-type: none"> • YRC staff • People & Culture Operations • Customer & Communications 	2023/24	BAU in house	
<p>6.4 Share communications to encourage uptake of flexible work arrangements, carers leave and parental leave, with a focus on priority cohorts (e.g., people with disability or carers) or those with low uptake (e.g., men).</p>	YRC Leaders	<ul style="list-style-type: none"> • People & Culture Operations • Gender Equity Business Partners 	Ongoing (annual)	BAU in house	
<p>6.5 Ensure EFT budget allocation is available to support flexible working arrangements.</p>	Executive Leadership Team	<ul style="list-style-type: none"> • People & Culture Operations 	2022/23	BAU in house	

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
6.6 Apply intersectional gender lens to Enterprise Agreement negotiations, with particular focus and recommendations related to parental leave, carers leave, family violence leave and flexible working arrangements.	Manager People & Culture	<ul style="list-style-type: none"> Gender Equity Business Partners 	2023/24	Business as usual (BAU) in house	By 2025, there is an increase in the proportion of women, men and gender diverse people with formal flexible working arrangements.
6.7 Review wording and application of current leave provisions for those with family or caring responsibilities with an intersectional gender lens to ensure these are meeting the needs of priority cohorts (i.e., people with a disabilities and carers). This includes ensuring the provision of sick/personal leave and carers/family leave supports: <ul style="list-style-type: none"> Appointments related to staff health and wellbeing, including disability and mental health. Appointments related to caring for children, older person or person with a disability. 	People & Culture Operations	<ul style="list-style-type: none"> YRC staff, particularly women, men and gender diverse with disabilities and family/caring responsibilities Gender Equity Business Partners 	2023/24	BAU in house	<p>By 2025, 95% of women, men and gender diverse agree that a request for a flexible work arrangement would be given due consideration as reported in People Matter Survey.</p> <p>By 2025, 95% of women, men and gender diverse people agree that the organisation supports employees with family or other caring responsibilities, regardless of gender as reported in People Matter Survey.</p>
6.8 Introduce a Family Violence Policy to support employees to access family violence leave.	Manager People & Culture	<ul style="list-style-type: none"> Gender Equity Business Partners 	2021/22	External consultant – Gender Equity Budget	By 2025, 100% of women, men and gender diverse people agree that the organisation would be supportive if they needed to take family violence leave as reported in People Matter Survey.
6.9 Deliver training on responding to disclosures of family violence to leaders.	Gender Equity Business Partners	<ul style="list-style-type: none"> Organisational Development People & Culture Operations 	Ongoing (annual)	External consultant – Gender Equity Budget	
6.10 Establish family violence contact officer program.	Gender Equity Business Partners	<ul style="list-style-type: none"> People & Culture Operations 	2022/23	External consultant – Gender Equity Budget	
Data collection					
6.11 Investigate Technology One’s capabilities to disaggregate types of flexible work arrangements by tick box or reporting code.	Enterprise Systems	<ul style="list-style-type: none"> Gender Equity Business Partners People & Culture Operations 	2021/22	BAU in house	By 2025, Yarra Ranges Council can provide data for all measures in the Workplace Gender Audit.
6.12 Formalise process for collecting and storing gender disaggregated data on the number of people accessing family violence leave.	Manager People & Culture	<ul style="list-style-type: none"> Gender Equity Business Partners 	2021/22	BAU in house	

► Indicator 7: Gendered segregation within the workplace

Women make up a higher proportion of certain occupations and industries, while men are more represented in others. This gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women.

By collecting and reporting data on workforce composition organisations can see which roles and areas are dominated by one gender and consider how to achieve greater gender diversity.^{vi}

Workforce data (as of 30 June 2021)

- The overall gender composition of ANZSCO code major groups in the organisation is outlined in table below.

	Number of employees	Women N (%)	Men N (%)
1 – Managers	51	32 (63%)	19 (37%)
2 – Professionals	285	181 (64%)	104 (36%)
3 – Technicians and trades workers	20	3 (15%)	17 (85%)
4 – Community and personal service workers	144	131 (91%)	13 (9%)
5 – Clerical and administrative workers	242	179 (74%)	63 (26%)
6 – Sales workers	0	0	0
7 – Machinery operators and drivers	5	0	5 (100%)
8 – Labourers	144	59 (41%)	85 (59%)

People Matter Survey

Gender

- 77% of women and 85% of men agree that ‘in my workgroup work is allocated fairly, regardless of gender’.

Intersectionality

- Women with disabilities and women aged 55-64 years responded less favourably when asked whether ‘people in my workplace often reject others for being different’.
- Women with disabilities had lower agreement than other cohorts that ‘I feel culturally safe at work’.

Consultations

- Numerous comments about how challenging it is to shift gender segregated work areas due to persistent social drivers.
- Women and men commented that the unequal use of flexible work arrangements can exacerbate and/or perpetuate gendered segregation in the workplace.
- Recruitment processes used in some work areas were seen to perpetuate gendered segregation.
- Support for Council taking action to reduce gendered segregation, rather than waiting for societal change.



Strategies and measures to make progress

Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
7.1 Implement tailored strategies to reduce gendered segregation in female and male dominated work areas. This may include: <ul style="list-style-type: none"> Developing partnerships with specialist organisations, Universities, schools and TAFEs. Establishing opportunities for placements, volunteering and internships. Programs to train local women in non-traditional roles. Buddy systems as part of induction. Utilising secondment opportunities to diversify teams. 	Select male and female-dominated work areas in partnership with Gender Equity Business Partners.	<ul style="list-style-type: none"> People & Culture Operations 	2023/24	Business as usual (BAU) in house	By 2025, there is an increase in gender diversity of gender segregated work areas.
7.2 Document and disseminate case studies which illustrate benefits and positive stories of workforce diversity, including in gender segregated work areas.	Gender Equity Business Partners	<ul style="list-style-type: none"> Select male and female dominated work areas Customer and Communications 	2024/25	BAU in house	By 2025, there is an increase in the level of agreement amongst women, men, and gender diverse people that there is a positive culture within the organisation in relation to gender, Aboriginality, age, cultural background, disability, and LGBTIQ employees as reported in People Matter Survey.

► Other actions

Focus area	Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
Leadership commitment and accountability	8.1 Establish governance structure to support implementation of the Gender Equity Program.	Gender Equity Business Partners	<ul style="list-style-type: none"> Corporate Leadership Team Gender Equity Advocates (existing) 	2021/22	Business as usual (BAU) in house	Governance structure established.
	8.2 Research targets relevant to the Workplace Gender Equality Indicators to inform organisational goals for driving progress towards gender equality.	Gender Equity Business Partners	<ul style="list-style-type: none"> People & Culture Operations Corporate Leadership Team 	2024/25	BAU in house	Gender equity targets for Yarra Ranges Council are established.
Capacity building	8.3 Deliver workshop series to People & Culture Department on gender equity, diversity and inclusion. Content may include: <ul style="list-style-type: none"> Gender Equality Act 2020 Intersectionality Family violence and responding to disclosures Gender inequality and the gendered drivers of violence against women Gender inequality in the workplace Unconscious bias Bystander action Applying an intersectional gender lens Managing resistance 	Gender Equity Business Partners	<ul style="list-style-type: none"> People & Culture Department 	2021/22	External consultant – People & Culture Budget	Members of the People & Culture report feeling confident to deliver actions in Gender Equality Action Plan 2021-2025.

► Other actions (Continued...)

Focus area	Action	Action lead	Other stakeholders	Timeframe	Resourcing	Measure of success
	8.4 Assess need for/implement a peer support model to support leaders addressing similar gender equity issues, including: <ul style="list-style-type: none"> • Reflecting on recruitment metrics and strategies. • Tackling gender-segregated workforces. • Implementing flexible working arrangements. • Role modelling gender equitable and inclusive leadership. • Addressing sexual harassment and promoting bystander action. 	Gender Equity Business Partners	<ul style="list-style-type: none"> • YRC leaders 	2023/24	Business as usual (BAU) in house	By 2025, 85% of women, men and gender diverse people agree that senior leaders actively support diversity and inclusion in the workplace as reported in People Matter Survey.
Organisational culture	8.5 Re-launch Gender Equity Advocates Program to drive organisational culture change.	Gender Equity Business Partners	<ul style="list-style-type: none"> • Gender Equity Advocates (existing) 	2021/22	BAU in house	By 2025, 95% of women, men, and gender diverse people agree that there is a positive culture in my organisation in relation to employees of different sexes/genders as reported in People Matter Survey.
	8.6 Re-launch Women's Network Committee to drive organisational culture change.	Gender Equity Business Partners		2021/22	BAU in house	
	8.7 Deliver initiatives for International Women's Day and Women's Health Week.	Women's Network Committee	<ul style="list-style-type: none"> • Gender Equity Business Partners • Customer & Communications 	Ongoing (annual)	Gender Equity Budget	
	8.8 Deliver awareness raising and education with an intersectional gender lens to organisation during 16 Days of Activism Against Gender-Based Violence.	Gender Equity Business Partners	<ul style="list-style-type: none"> • Health & Wellbeing • Family, Children & Youth • Customer & Communications • Gender Equity Advocates 	Ongoing (annual)	Gender Equity Budget	
Organisational policies, programs and services	8.9 Implement Gender Impact Assessment (GIA) Program, including: <ul style="list-style-type: none"> • Design and deliver training to organisation on GIAs. • Develop GIA guidance materials. • Develop GIA communications materials • Integrate GIAs into existing organisational resources, processes and systems. • Develop GIA reporting template and process. 	Gender Equity Business Partners	<ul style="list-style-type: none"> • All YRC staff • Corporate Leadership Team • Councillors • Gender Equity Advocates • Strategy & Transformation • Community Engagement • Customer & Communications • Information Management • Organisational Development • Health & Wellbeing • Governance 	2022-2025	BAU in house External consultant to develop training and guidance materials – Gender Equity Budget	By 2025, Gender Impact Assessments are completed on all policies, programs and services that are being developed or reviewed.
Monitoring, reporting and evaluation	8.10 Update data dashboards for leaders to include the Workplace Gender Equality Indicators and build capacity of Corporate Leadership Team to track, analyse and communicate metrics.	Corporate Planning & Performance in partnership with Gender Equity Business Partners	<ul style="list-style-type: none"> • Organisational Development • Enterprise Systems 	2021/22	BAU in house	Leadership data dashboards include Workplace Gender Equality Indicators.

Leadership and resourcing

Staffing

Gender Equity Business Partners

Council has two permanent Gender Equity Business Partners (1.8 FTE) located in the People and Culture Department (Organisational Development Unit). The positions are responsible for leading Council's workplace Gender Equity Program, including the requirements set out in the Gender Equality Act 2020. Support for these positions is provided by the Manager, People and Culture and the Executive Officer, Organisational Development. Council's CEO is the Executive Sponsor for the Gender Equity Program and has regular interaction with the Gender Equity Business Partners.

The Gender Equity Business Partners lead development, implementation, monitoring and reporting of the Gender Equality Action Plan 2021-2025.

Gender Equity Leadership Group

The Gender Equity Leadership and Program Governance Group will be made up of members of the Corporate Leadership Team and provide strategic oversight to the implementation of the Action Plan as well as the broader Gender Equity Program.¹⁸

Gender Equity Advocates

The Gender Equity Advocates – staff from across the organisation – will provide ongoing support for implementation of the Action Plan on a volunteer basis. The Advocates will support implementation of numerous strategies, including education and awareness raising initiatives and Gender Impact Assessments.

Additional resources

Strategies which are led by the People and Culture Department and cannot be resourced as part of business as usual, will be funded by the annual Gender Equity budget or the People and Culture department budget (as specified in previous section).

Further scoping of strategies will inform annual business and budget planning. In instances where individual strategies require budget or resourcing in addition to existing department budget, this will be addressed by action leads and responsible managers through Council's annual budget planning program.





Measuring progress

Communications

Staff

Bi-annual communications will be shared with staff about Council's workplace Gender Equity Program, including progress updates, achievements and upcoming priorities. These communications will be available in multiple media formats (e.g. newsletters, videos, storyboards, photographs) and will be shared via email and Council's intranet or other methods suitable for individual work environments.

Executive Leadership Team

The Executive Leadership Team will be provided with a quarterly update on progress of the Action Plan as part of Council Plan 2021-2025 action reporting. Meetings between the CEO and Council's Gender Equity Business Partners will occur regularly.

Gender Equity Leadership Group

An update on implementation of the Gender Equality Action Plan will be a standing agenda item for Gender Equity Leadership Group meetings. An update to the broader Corporate Leadership Team will be provided via as deemed necessary by this group.

Councillors and Unions

An update on Council's workplace Gender Equity Program will be shared with Councillors and union representatives annually via Council Forum and Workplace Consultative Committee meetings respectively. Councillors will also be provided with a brief quarterly update as per Council Plan 2021-2025 action reporting.

Community

The community will be provided with an overview of Council's workplace Gender Equity Program in the Annual Report. Additional updates will be provided as appropriate.

Achievement register

Gender Equity Business Partners will be responsible for the development and maintenance of an achievement register to monitor progress of the Action Plan. This will be used to develop communications as outlined above, as well as for reporting to the Commission for Gender Equality in the Public Sector.

Leadership data dashboard

Council's existing leadership data dashboard – which includes data on gender equity indicators – will be updated as per strategy in previous section. This will be accessible to all members of the Corporate Leadership Team and can be used for real time monitoring of data related to the Workplace Gender Equality Indicators.

Reporting to Commission

As required under the Gender Equality Act 2020, Council will report every two years to the Commission for Gender Equality in the Public Sector on progress in relation to the strategies and measures set out in the Gender Equality Action Plan 2021-2025.

Appendix

Key terms

Gender: the socially learnt roles, behaviours, activities, and attributes that any given society considers appropriate for men and women; gender defines masculinity and femininity. Gender expectations vary between cultures and can change over time.^v

Gender diverse: refers to a range of genders expressed in different ways. There are many terms used by gender diverse people to describe themselves, for example non-binary.^{vii}

Gender equality: refers to when people of all genders have equal rights, responsibilities and opportunities.^{viii}

Gender equity: is an approach that leads to gender equality. To ensure fairness, strategies must often be put in place to compensate for the historical and social disadvantages that prevent everyone from operating on a level playing field.^{viii}

Gender lens: a way to make gender visible by investigating whether policies, laws, regulations and opportunities have different effects on women, men and gender diverse people, or whether they reproduce harmful gender stereotypes or gender-based discrimination.^v

Gender stereotypes: simplistic generalisations about the gender attributes, differences and roles.^{ix}

Intersectionality: a methodology of studying the overlapping or intersecting social identities and related systems of oppression, domination, or discrimination.^{ix}

Sex: the biological and physical characteristics used to define humans, for example male, female, or intersex.^v

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. This definition encompasses all forms of violence that women experience (including physical, sexual, emotional, cultural, spiritual, financial, and others) that are gender-based.^v

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ⁱ Victorian Government 2020, Gender Equality Act 2020, www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020

ⁱⁱ Workplace Gender Equality Agency 2018, The Business Case for Gender Equality, www.wgea.gov.au/sites/default/files/documents/wgea-business-case-for-gender-equality_0.pdf

ⁱⁱⁱ Our Watch 2017, Equality and respect for all women: An intersectional approach, workplace.ourwatch.org.au/resource/practice-guidance-equality-and-respect-for-all-women-an-intersectional-approach/

^{iv} Nasr H 2020, Five Ways intersectionality helps us to understand gender inequality in the workplace, Multicultural Centre for Women's Health, www.mcwh.com.au/wp-content/uploads/5-ways-intersectionality-helps-us-to-understand-gender-inequality-in-the-workplace.pdf

^v Our Watch 2021, Change the story: A shared framework for the primary prevention of violence against women in Australia (second edition), www.ourwatch.org.au/resource/change-the-story-a-shared-framework-for-the-primary-prevention-of-violence-against-women-in-australia

^{vi} Commission for Gender Equality in the Public Sector 2021, Workplace Gender Equality Indicators, www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators

^{vii} Victorian Government 2021, LGBTIQ+ Inclusive Language Guide, www.vic.gov.au/inclusive-language-guide

^{viii} Women's Health East 2021, Together For Equality & Respect Strategy: Preventing Violence Against Women in Melbourne's East 2021-2025, whe.org.au/tfer/

^{ix} Victorian Government 2021, Safe and Strong: A Victorian Gender Equality Strategy, www.vic.gov.au/safe-and-strong-victorian-gender-equality

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