



Maribyrnong
CITY COUNCIL

GENDER EQUALITY ACTION PLAN 2022-2025



Acknowledgment

We acknowledge that we are on traditional lands of the Kulin Nation. We offer our respect to the Elders of these traditional lands, and through them to all Aboriginal and Torres Strait Islander peoples past, present and emerging.

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Chief Executive Officer's foreword

Maribyrnong City Council (Council) is committed to responding to the needs of our diverse community and is proud to launch the implementation of the Gender Equality Action Plan 2022-2025.

Council has a long history of undertaking innovative and sector-leading work in the promotion of gender equality and prevention of violence against women. As the level of government closest to the community, Victorian Councils have a mandate to create healthy, safe and inclusive communities.

Our Gender Equality Action Plan 2022-2025 is supported by Council's long-standing commitment to improving gender equity, which is endorsed in Council's strategy, *Towards Gender Equity 2030*. The strategy sets our long-term commitment and guides investment and action to achieve gender equality, prevent family violence and respond to the needs of victims of family violence in Maribyrnong.

Gender inequality and violence do not impact all people in the same way. For many, the impact of gender inequality is intensified by the way that gendered barriers interact with other forms of structural disadvantage and systems of oppression. Council is committed to addressing gender inequality with an intersectional approach.

Our Gender Equality Action Plan 2022-2025 outlines the steps Council will take to become safer and more gender equitable. The strategies and actions in this plan will build on and complement our existing program of work in the community. This will be supported with the development of an implementation plan to guide this work over the four-year period.

I am delighted to present Council's Gender Equality Action Plan 2022-2025. Our Executive Leadership Team has led the development of this Action Plan through organisation-wide consultation and engagement. I wish to acknowledge and thank the Community Services and Social Infrastructure Planning and People and Capability departments for preparing our Gender Equality Action Plan 2022-2025.

Celia Haddock
Chief Executive Officer



Legislative context for the Gender Equality Action Plan

Under the *Victorian Gender Equality Act 2020*, Maribyrnong City Council is required to prepare and publish a Gender Equality Action Plan every four years. This Action Plan must be grounded in the results of a workplace gender audit and meaningful consultation with employees and other stakeholders and set out strategies and actions to drive measurable progress against seven key 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 related to family violence, flexible working arrangements, working arrangements supporting employees with family or caring responsibilities.



Gendered segregation within the workplace.

Workplace gender equality indicators source: *Victorian Gender Equality Act 2020*.

The work we are doing to ensure we meet the requirement to make reasonable and material progress in relation to these indicators also intersects with our commitments to meet requirements under a range of State and Federal legislation and agreements, including:



Council's commitment to workplace gender equality

Case for change

Maribyrnong City Council (Council) has a long history of undertaking innovative and sector leading work in the promotion of gender equity and the prevention of violence against women.

Since 2019, Council's *Towards Gender Equity 2030 Strategy* has guided investment and action under our long-term commitment to equal rights, responsibilities and opportunities of women, men, trans and gender diverse people.

This strategy includes an ambitious set of evidence-based objectives and strategies to achieve a vision of a Maribyrnong where all people flourish and live free from violence and discrimination and have equal status, rights, opportunities, representation and respect, regardless of their gender.

Under *Towards Gender Equity 2030*, and its first two year *Action Plan 2019-2021*, Council has worked to strengthen service provision in the prevention of family violence; supported women's role in local leadership, and invested in creating safe and gender-equitable facilities and public environments. We are also working to ensure the development of policies, programs and services considers the specific impacts of gender inequity on health, well-being and safety.

Council will continue to invest in this work because we understand that gender inequality is a pervasive and persistent problem in our community. Gender inequality continues to foster discriminatory attitudes that condone violence and cause substantial harm.

Women currently earn 14.6% less than men, are more likely to work part-time and in insecure employment, do three times the amount of unpaid caring and domestic work, and are significantly more likely to be single parents.

As a result of this inequality, women retire with half the superannuation and savings when compared with men; they have greater economic insecurity, are more likely to live in poverty and be homeless, and have poor health outcomes.

Council's new four-year *Gender Equality Action Plan 2022-2025* (GEAP) outlines the steps the organisation will take to become safer and more gender equitable.

The strategies and actions in this Action Plan will build on and complement our existing program of work in the community.

This Action Plan has been developed in accordance with the requirements outlined in the *Victorian Gender Equality Act 2020*.

It is grounded in the results of our workplace gender audit and meaningful consultation with key stakeholders.

It aims to drive meaningful progress towards the provision of equal access to power, resources and opportunities for all employees of Council, regardless of gender.

Through the implementation of the Gender Equality Action Plan, Council also aims to deepen our understanding, and response to intersectional gender inequality in our workplace.

This is about more than making improvements to our data collection processes and practices.

It is also about doing the important work required to build a workplace culture where all of our employees feel safe and confident to bring their authentic selves to work and interact in a workplace environment free from sexism, racism, ageism, ableism, homophobia, biphobia and transphobia.



Gender equality principles

This strategy is guided by Council's commitment to the following gender equality principles:

- 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 on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.

Leaderships and resourcing

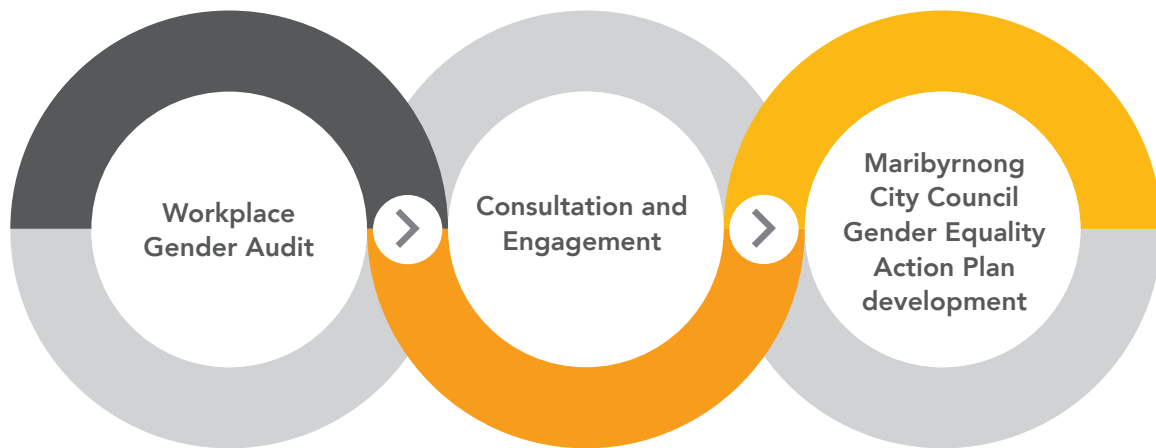
The Chief Executive Officer and the Executive Leadership Team will be the Executive Sponsor for the Gender Equality Action Plan.

Council will establish a Gender Equality Reference Group to monitor the implementation. This group will include representatives from across Council's four directorates.



Developing the Gender Equality Action Plan

Through 2021 and 2022, Council undertook the following process to develop our Gender Equality Action Plan:



Our workplace gender audit

In 2021, Council completed a workplace gender audit, analysing workforce data¹ and employee experience² datasets to assess the baseline state and nature of gender equality in the organisation.

Audit findings have informed the development of our Gender Equality Action Plan. A range of key findings are included in the 'baseline data and organisational context' column in the Strategies and Measures section of this document.

During the workforce data collection and reporting process we also identified key data gaps which have limited our audit analysis in a number of ways.

At present, new and existing employees at Maribyrnong City Council are not able to self-identify their gender through the recruitment and onboarding process.

Existing data processes at the time of the audit did not allow, for example, for employees to self-report their gender as non-binary or using a different term.

Similarly, safe and confidential systems and processes do not yet exist to support the collection of additional personal data which would allow analysis of intersectional gender inequality in the workplace.

Under the *Victorian Gender Equality Act 2020*, it is recommended that organisation take steps to improve systems and processes, and the enabling environment, to support improved collection and analysis of data on, gender and aboriginality, gender and age, gender and cultural identity, gender and sexual orientation.

Through the Gender Equality Action Plan, we have included an overarching strategy and related actions to improve workforce data collection and reporting capabilities over the next four years.

¹ Workforce data includes data extracted from internal HRIS, OHS systems, as guided by the Commission for Gender Equality in the Public Sector's Workplace Gender Audit 2021 – Guidance for defined entities.

² Employee experience data was captured via the 2021 People Matter Survey, administered for Maribyrnong City Council by the Victorian Public Sector Commission. This survey was completed by 34% (243 of 723) of Council employees.

Meaningful consultation and engagement

Following completion of our audit, we explored key emerging themes in consultation with key stakeholders.

We invited staff across all levels and areas of the organisation to participate in a series of one-two hour consultation sessions.

These sessions provided an opportunity to explore workplace gender audit results, share experiences of gender in/equality in the workplace and provide input in potential strategies and measures for inclusion in the Gender Equality Action Plan.

An independent third party-provider facilitated all consultation sessions, in order to ensure anonymous contributions and encourage more open and transparent feedback.³ Sessions are included overleaf.

³ Transgender Victoria designed and facilitated the session for trans and gender diverse employees. GenderWorks Australia, a member of the Panel of Providers supporting the Commission to roll-out of the *Victorian Gender Equality Act 2020*, facilitated all other sessions.



Stakeholder	Consultation technique	Detail
Executive Leadership Team	Facilitated discussion	Three facilitated discussions
Senior Leadership Team	Facilitated discussion	Three facilitated discussions
All staff	Presentation	All staff webinar presenting summary findings from analysis of employee experience data
All staff	Facilitated discussion	Seven facilitated sessions with staff, team leaders, managers across the organisation, including town hall staff, operations centre staff, aquatic and community centres and libraries staff, maternal child health teams
Corporate and Community Services directorates	Discussion and feedback	A series of facilitated discussions with staff responsible for Gender Equality Action Plan implementation across Corporate and Community Services directorates
LGBTIQA+ staff	Facilitated discussion	1:1 discussions with LGBTIQA+ staff
Trade Unions - Australian Services Union, Professionals Australia and Australian Nursing and Midwifery Federation	Discussion and feedback	Consultation with employee representatives through discussion and feedback at six Workplace Consultative Committee meetings throughout 2021
Governing Body – City of Maribyrnong Councillors	Discussion and feedback	Consultation with the Governing Body through an initial briefing in July 2021 and the Council Briefing process in March and April 2022

Gender Equality Action Plan

strategies for implementation 2022-2025

Strategies on a page

Overarching



Establish an effective governance and accountability framework for progress towards workplace gender equality.



Improve workforce data collection capabilities for gender and inclusion measures as required under the *Victorian Gender Equality Act 2020*.

Indicators



Indicator 1: Workforce composition

- 1.1 Strengthen leaders' confidence and capability to lead a gender equitable and inclusive workforce.
- 1.2 Increase diversity of representation in leadership positions across all Council directorates.



Indicator 2: Composition of governing body

- 2.1 Strengthen intersectional gender data collection for Councillors.
- 2.2 Improve Council confidence and capability to promote workplace gender equality.



Indicator 3: Equal remuneration

- 3.1 Increase organisational literacy on pay gap analysis, driving factors and mechanisms for reducing pay gaps.



Indicator 4: Sexual harassment

- 4.1 Take steps to make sure all staff feel safe and confident in the workplace.
- 4.2 Ensure we have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, discrimination, bullying and sexual harassment.



Indicator 5: Recruitment and promotion

- 5.1 Embed gender equality into our attraction, recruitment, on-boarding and promotion processes.



Indicator 6: Leave and flexibility

- 6.1 Support women, men and gender diverse employees to utilise flexible work options without penalty.
- 6.2 Support women, men and gender diverse employees to access parental and carer's leave entitlements.
- 6.3 Continue to strengthen internal practice related to disclosures of family violence for employees.



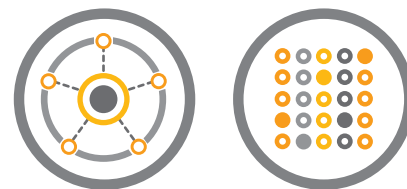
Indicator 7: Gendered segregation of the workforce

- 7.1 Partner with leaders to pilot approaches to addressing workplace gender segregation.

Four year Action Plan

Overarching strategies

Strategy	Baseline data/ organisational context	Year
0.1 Establish an effective whole of organisation approach to workplace gender equality	<p>The CEO and the Executive Leadership Team will be the Executive Sponsor for the Gender Equality Action Plan.</p> <p>Council will establish a Gender Equality Action Plan Reference Group to manage the implementation. This group will include representatives from across Council's four directorates.</p>	1
0.2 Improve workforce data collection and reporting capabilities for gender and inclusion measures as required under the Victorian Gender Equality Act 2020	<p>In the 2021 workplace gender audit, there were significant gaps in intersectional data collection and reporting. Improving data collection over time will help improve insights on barriers experienced based on aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.</p> <p>Following participation in the pilot audit program and completion of the first workplace gender audit, a number of cost-free changes were identified, including updating the 'gender' field options in our HRIS, to include options for gender diverse employees to self-identify. Further investigation needs to be completed to understand what other improvements are possible.</p>	1



2021-2025 actions	Measures of success	Responsibility
<p>0.1.1 Allocate FTE for Gender Equality Action Plan project management, monitoring and reporting and embed this within relevant position descriptions and performance management and review processes.</p> <p>0.1.2 Establish a cross-business Project Working Group to monitor implementation and ensure a coordinated whole of organisation approach to Gender Equality Action Plan implementation.</p> <p>0.1.3 Develop a Project Charter to guide implementation of the workplace gender equality action plan. Project Charter to include:</p> <ul style="list-style-type: none"> • summary project scope; • annual resourcing (FTE and budget) breakdown; • detail of governance and accountability; • detail of key stakeholders, role of directorates; and • communications and engagement plan to underpin Gender Equality Action Plan implementation. 	<ul style="list-style-type: none"> • Project Working Group is established, with regular program of meetings to oversee Gender Equality Action Plan implementation. • Sufficient FTE/budget is allocated annually to ensure successful project management, implementation, monitoring and reporting of Gender Equality Action Plan initiatives. • Initial Project Charter signed off and reviewed annually. • Communications and engagement plan developed to underpin Gender Equality Action Plan implementation. 	<p>Chief Executive Officer and Executive Leadership Team</p>
<p>0.2.1 Complete planned updates to 'gender' field in Authority to ensure additional non-binary options available for staff to self-identify their gender.</p> <p>0.2.2 Document workforce data collection limitations for completion of future workplace gender audits, including systems, processes and cultural limitations.</p> <p>0.2.3 Complete a Privacy Impact Assessment and develop privacy protocols for collection of personal data, for review by the Gender Equality Working Group.</p> <p>0.2.4 Embed gender/GE Act compliance lens across business systems needs analysis/ improvement processes.</p> <p>0.2.5 Develop a process document to guide Human Resources in completion of future workforce data collection and reporting.</p> <p>0.2.6 Run an annual campaign to promote and encourage people to update their personal details, in line with audit requirements.</p>	<ul style="list-style-type: none"> • Demonstrated progress toward meeting full requirements of next workplace gender audit. • Process document developed to guide City of Maribyrnong in completion of future workplace gender audits. • Annual campaign to promote and encourage people to update personal details, including communications around privacy and data protection. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 1

Gender composition of the workforce

Women are often under-represented in leadership roles and over-represented in lower-level roles. This contributes to the gender pay gap and means that organisations may be missing out on expertise and skills of women at senior levels. By collecting and reporting data on gender composition at all levels, organisations can see where they could benefit from greater gender diversity and take action to support women into senior roles.⁴

Strategy	Baseline data/ organisational context	Year
WGA 1.1 Strengthen leaders' confidence and capability to lead a gender equitable and inclusive workforce	<p>Among <i>People Matter</i> survey respondents,</p> <ul style="list-style-type: none"> • 58% of women, 58% of men agree that senior leaders in the organisation actively support diversity and inclusion. • 73% of women, 77% of men agree there is a positive culture towards employees of different sexes/genders. <p>Through the Gender Equality Action Plan consultation process, staff emphasised the need for improved support for diversity and inclusion, in particular inclusive culture for gender diverse staff and LGBTIQ+ identifying employees.</p>	1-2
WGA 1.2 Increase diversity of representation in leadership positions across all Council directorates	<p>Overall workforce composition at Maribyrnong City Council is 56% women, 44% men. (There is currently insufficient workforce data to be able to report on composition statistics for gender diverse employee).</p> <p>Women are under-represented at leadership levels, with a workforce split of 37% women and 63% men among senior leadership (CEO, Directors, Managers).</p> <p>Through the Gender Equality Action Plan consultation process, staff called for increased flexibility around senior leadership roles and a need to challenge ideas around full-time requirements, in particular from Coordinator level and above – focusing on flexibility here as an entry level to management.</p>	1-4

⁴ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>1.1.1 Deliver gender equitable and inclusive leadership training to Executive Leadership Team and Senior Leadership Team.</p> <p>1.1.2 Deliver gender equitable and inclusive leadership training to staff with direct reports (Coordinator and above).</p> <p>1.1.3 Integrate gender equitable and inclusive leadership training into managers' on-boarding.</p> <p>1.1.4 Embed gender equitable and inclusive leadership language into leadership capabilities frameworks, KPIs, position descriptions, performance and review processes.</p>	<ul style="list-style-type: none"> • Clear articulation of gender equity and inclusion across leadership capabilities. • Increased perception in survey responses regarding senior leaders actively supporting diversity and inclusion in the workplace. 	<p>Chief Executive Officer and Executive Leadership Team</p>
<p>1.2.1 Develop a process to track and report on by-level composition data at Directorate and department level.</p> <p>1.2.2 Partner with managers to Identify and implement targeted strategies to support the progression of women and gender diverse employees into senior leadership roles.</p> <p>1.2.3 Managers to review diversity data on a six-monthly basis to review and discuss diversity profiles and related action planning to increase diversity of representation.</p> <p>1.2.4 Collate localised workforce diversity and inclusion actions and targets for centralised monitoring and reporting to the Gender Equality Reference Group/ ELT.</p> <p>1.2.5 Embed KPIs for workforce diversity and inclusion in performance management and review processes (at Coordinator level and above).</p>	<ul style="list-style-type: none"> • Continuous improvement approach to data tracking (starting with gender and age) and action planning. • 5% increase within diversity of leadership roles each year of the plan. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 2

Composition of the governing body

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.⁵

Strategy	Baseline data/ organisational context	Year
WGA 2.1 Strengthen intersectional gender data collection for Councillors	Composition of Councillors is 57% men, 43% women, led by a male mayor. Currently no process in place for further collection workforce data on Councillors (i.e. aboriginality, age, cultural identity, disability, gender identity religion, sexual orientation, as per audit guidance).	2
WGA 2.2 Strengthen Councillor confidence and capability to promote workplace gender equality	Consultation with Councillors to be undertaken through Council Briefing process.	1-4

⁵ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>2.1.1 Communicate the need for intersectional data collection to Councillors, including related privacy commitments.</p> <p>2.1.2 Formalise process for provision of personal details (new and updated) including standard process at Councillor Induction.</p>	<ul style="list-style-type: none"> • Intersectional data collected. • Process for provision of personal details at Councillor induction completed. 	<p>Chief Executive Officer and Executive Leadership Team</p>
<p>2.2.1 Continue to include information regarding Council's commitment to gender equity and inclusion in Councillor induction program.</p> <p>2.2.2 Report to Council annually on Gender Equality Action Plan implementation progress (along with progress on <i>Victorian Gender Equality Act 2020</i> compliance, including gender impact assessment and the implementation of Towards Gender Equity 2030).</p>	<ul style="list-style-type: none"> • Information included in Councillor induction program. • Annual report provided to Council on Gender Equality Action Plan implementation progress. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 3

Equal remuneration

The gender pay gap is persistent in Victoria and as at November 2019 stands at 9.6%. In the Victorian Public Sector it is 10%. The gender gap is driven by several factors, including the unequal distribution of unpaid care work, higher rates of pay in male-dominated industries, and gender discrimination. By collecting and reporting pay data, organisations can see where pay gaps are largest and identify the underlying causes.⁶

Strategy	Baseline data/ organisational context	Year
WGA 3.1 Increase organisational literacy on pay gap analysis, driving factors and mechanisms for reducing pay gaps	<p>Through the workplace audit process, Maribyrnong City Council identified the following gender pay gaps.</p> <ul style="list-style-type: none">• an organisation-wide annualised full-time equivalent base-salary pay gap of 6.7%.• an organisation-wide total remuneration gap of 4.2%.	3-4

⁶ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>3.1.1 Develop a process to investigate gendered differences in banding levels at-hire for banded staff and document areas of concern.</p> <p>3.1.2 Develop a process to investigate gendered differences in progression through bands and document areas of concern.</p> <p>3.1.3 Embed annual gender pay gap analysis and reporting for non-banded employees.</p> <p>3.1.4 Conduct analysis of factors influencing the gender pay gap in male dominated occupations and within the casualised workforce at Maribyrnong City Council.</p> <p>3.1.5 Provide advice to executive on priority areas of concern and any recommended corrective actions, for both banded and non-banded staff.</p> <p>3.1.6 Document and communicate agreed standards for at-hire and career progression remuneration processes for banded and non-banded staff.</p> <p>3.1.7 Embed commitment to pay equity in attraction, recruitment, on-boarding and promotion communications and processes.</p> <p>3.1.8 Analyse banding decisions for roles in work areas dominated by women or dominated by men to identify any gendered patterns or trends.</p>	<ul style="list-style-type: none"> Measurable progress made towards closing pay gaps. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 4

Sexual harassment

Sexual Harassment in the workplace is common in Australia. It causes financial, psychological and physical harm to victim survivors. It also has a significant economic cost to organisations and the community.

Often, victim survivors don't make a formal report of their experience of sexual harassment. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what sexual harassment is.

By consistently collecting and reporting data on workplace sexual harassment, organisations will be more transparent and accountable to employees and the community. This will build confidence to report experiences of sexual harassment.⁷

Strategy	Baseline data/ organisational context	Year
WGA 4.1 Take steps to make sure all staff feel safe and confident in the workplace	<ul style="list-style-type: none"> 65% women, 65% men, 52% other respondents agree they feel safe to challenge inappropriate behaviour at work. 52% women, 58% men, 39% other respondents agree the organisation takes steps to eliminate bullying, harassment and discrimination. 78% women, 80% men, 65% other respondents agree the organisation encourages respectful behaviours. <p>Through the Gender Equality Action Plan consultation process, staff emphasised the need for regular and consistent organisation-wide training on sexual harassment, including a need to support leaders to develop a deeper understanding of the nuance of harassment and bullying.</p>	1-4

⁷ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>4.1.1 Deliver sexual harassment training for leaders (all leaders with direct reports), including refresher training every two years.</p> <p>4.1.2 Deliver dismantling bias training: workplace sexism, racism, ableism and homophobia.</p> <p>4.1.3 Embed elements of sexual harassment and dismantling bias training into on-boarding processes/corporate induction program.</p> <p>4.1.4 Integrate messaging regarding zero tolerance to sexual harassment, bullying and discrimination and a workplace free from sexism, ableism, homophobia, biphobia, transphobia into organisational communications calendar, including annual communications from CEO to whole of organisation regarding zero tolerance approach.</p> <p>4.1.5 Deliver bullying and harassment related compliance e-learning, including refresher training every two years to all staff.</p>	<ul style="list-style-type: none">Annual program of Respectful workplace/Sexual harassment messaging delivered.	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace Gender audit indicator 4

Sexual harassment

Strategy	Baseline data/ organisational context	Year
WGA 4.2 Ensure we have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, discrimination, bullying and sexual harassment	<p>Zero formal sexual complaints submitted in the year to 30 June 2021.</p> <p>Among <i>People Matter</i> survey respondents:</p> <ul style="list-style-type: none"> 4% reported experiencing sexual harassment in the workplace in the past 12 months (3% of women, 3% of men, 10% of non-binary/I use a different term/I prefer not to say gender). <p>Through the Gender Equality Action Plan consultation process, staff discussed the need to review the complaints process, and improve clarity around formal complaints and informal discussion and support processes.</p>	2-4



2021-2025 actions	Measures of success	Responsibility
<p>4.2.1 Review and endorse all 11 recommendations from VAGO's investigation in sexual harassment in local government.</p> <p>4.2.2 Develop an action plan for implementation of the VAGO recommendations.</p> <p>4.2.3 Review sexual harassment policies, procedures and related training and guidance materials with a gender and intersectional lens and make necessary improvements.</p> <p>4.2.4 Deliver contact officer training to build capacity in responding appropriately to sexual harassment.</p> <p>4.2.5 Develop a position statement to share with community members on standards of behaviour when interacting with Council staff and Council's response protocols.</p> <p>4.2.6 Deliver training for community-facing team members and leaders on responding to sexual harassment.</p>	<ul style="list-style-type: none">• 11 VAGO recommendations endorsed by Council.• Development and progressive implementation of action plan in response to VAGO recommendations.• Complaints handling policy and procedure updated following review.• Training content and guidance materials updated.• Complete contact officer training.	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 5

Recruitment and promotion

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices. This means that women may not have access to the same career opportunities as men. Other forms of disadvantage and discrimination can also have an impact, limiting career opportunities for women from different backgrounds, such as women with disability or older women.⁸

Strategy	Baseline data/ organisational context	Year
WGA 5.1 Embed gender equality into our recruitment, remuneration and promotion processes	<p>Among <i>People Matter</i> survey respondents,</p> <ul style="list-style-type: none"> 49% women, 52% men, 29% other respondents agree the organisation makes fair recruitment and promotion decisions, based on merit. 43% women, 52% men, 39% other respondents agree they feel they have an equal chance at promotion in my organisation. 67% of women, 76% men, 52% other respondents agree that gender is not a barrier to success in my organisation. 58% women, 49% men, 52% other respondents agree being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation. 70% women, 65% men, 65% other respondents agree cultural background is not a barrier to success in my organisation. 74% women, 73% men, 52% other respondents agree sexual orientation is not a barrier to success in my organisation. 54% women, 61% men, 45% other respondents agree disability is not a barrier to success in my organisation. 67% women, 66% men, 61% other respondents agree age is not a barrier to success in my organisation. 	2-3

⁸ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>5.1.1 Review end-to-end recruitment practices using an intersectional gender lens (including critical assessment of position descriptions and job selection criteria and competencies, advertisement/ talent-seeking channels, composition of interview panels, shortlisting and appointment processes).</p> <p>5.1.2 Determine resources and implement priority recommendations from review.</p> <p>5.1.3 Deliver unconscious bias training for leaders/hiring managers.</p> <p>5.1.4 Embed unconscious bias training in on-boarding process for all new leaders/ hiring managers.</p> <p>5.1.5 Embed gender equity, diversity and inclusion experience as discussion point in exit interviews and develop a mechanism to collate and review data from exit interview processes to identify any trends.</p>	<ul style="list-style-type: none"> • A resource (FTE and/or budget to engage external expertise/ capacity) is allocated to complete this work. • Recruitment policies and processes updated following review. • Unconscious bias training delivered, incorporating updating recruitment policies and policies. • Continuous improvement approach to collating and addressing trends in exit interview feedback. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 6

Leave and flexibility

Flexible working arrangements and leave entitlements including parental leave help Victorians of all genders balance paid work with other responsibilities.

But structural and cultural factors mean women are far more likely than men to work flexibly, especially by working part time, and taking longer parental leave.

On average women do nearly twice as much unpaid work as men.

It's important that defined entities collect clear data on who is accessing flexible work so they can see what extra support might be needed. By encouraging more men to work flexibly and take leave to care for children or others, organisations can contribute to a more equal gender balance in unpaid work.

Family violence causes significant trauma to a victim survivor, which can affect their ability to work.

Strategy	Baseline data/ organisational context	Year
WGA 6.1 Support women, men and gender diverse employees to utilise flexible work options without penalty	<p>Currently there is limited consolidated workforce data is available on formal flexible working arrangements. Initial analysis suggests that four in five employees utilising formal flexible work arrangements are women, while one in five are men. One senior leader has a flexible work arrangement.</p> <p>Among <i>People Matter</i> respondents,</p> <ul style="list-style-type: none"> 69% women, 75% men, 55% other respondents agree they are confident that if I requested a flexible work arrangement, it would be given due consideration. <p>Through the Gender Equality Action Plan consultation process, staff emphasised the needs to shift the culture around flexibility up-take and acceptance and work to address the gap between flexible work policy and the development of enabling environment to ensure flexible work is implemented in practice. Staff noted that the culture around flexibility is dependent on individual leaders.</p>	2

⁹ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



Victim survivors may worry about consequences if they try to remove themselves from the violent situation. This may include the perpetrator attending the workplace, or missing work to attend to housing and legal matters.

Family violence leave supports victim survivors to manage the impacts of their experience. It also promotes an organisational culture that does not accept family violence.⁹

2021-2025 actions	Measures of success	Responsibility
<p>6.1.1 Develop an organisational position and commitment to supporting access to flexible work conditions for women, men and gender diverse employees at all levels in the organisation.</p> <p>6.1.2 Develop practical guide to support leaders and staff to have conversations about establishing flexible work arrangements and apply flexible work practices within their team.</p> <p>6.1.3 Embed flexible work discussions into annual performance review and development processes.</p> <p>6.1.4 Actively promote flexible working options to men across the organisation, including showcasing types of arrangements available across levels and directorates.</p> <p>6.1.5 Pilot approaches to rostering flexible teams in male-dominated departments and teams.</p> <p>6.1.6 Develop and improve internal processes and systems to enable the collection of data on all types of flexible work arrangements.</p>	<ul style="list-style-type: none"> • Organisational position and commitment developed for supporting flexible working conditions. • Practical guide to support leaders developed. • Flexible work discussion included in annual performance review and development process. • Promote flexible working options to men across the organisation. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 6

Leave and flexibility

Strategy	Baseline data/ organisational context	Year
WGA 6.2 Support women, men and gender diverse employees to access parental and carers' leave entitlements	<p>58% of employees taking paid carer's leave in FY2021 were women. This split is roughly comparative with workforce split of 56% women, 44% men.</p> <p>20 staff took parental leave during FY21, 70% (14) women and 30% (six) men.</p>	2-3
WGA 6.3 Continue to strengthen practice related to disclosures of family violence for employees	<p>Among <i>People Matter</i> respondents,</p> <ul style="list-style-type: none"> 85% women, 72% men, 74% other respondents agree the organisation would support me if I needed to take family violence leave. 	2



2021-2025 actions	Measures of success	Responsibility
<p>6.2.1 Undertake benchmarking of best practice approach to parental leave across the local government sector (and other sectors where relevant).</p> <p>6.2.2 Integrate discussions around paid and unpaid parental leave conditions for parents of all genders.</p> <p>6.2.3 Remove and improve provision of effective parental leave supports throughout the full cycle of leave and return to work.</p>	<ul style="list-style-type: none"> • Benchmarking of best practice parental leave undertaken. • Provision of effective parental leave supports developed. 	<p>Chief Executive Officer and Executive Leadership Team</p>
<p>6.3.1 Review family violence policy with an intersectional gender lens.</p> <p>6.3.2 Develop leaders guide to responding to disclosures of family violence.</p> <p>6.3.3 Incorporate discussion of family violence supports available to employees during on-boarding/corporate induction program.</p> <p>6.3.4 training on responding to disclosures to family violence into leadership development/learning program.</p>	<ul style="list-style-type: none"> • A resource (FTE and/or budget to engage external expertise/ capacity) is allocated to complete this work. 	<p>Chief Executive Officer and Executive Leadership Team</p>

Workplace gender audit indicator 7

Gender segregation of 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. Organisations can use data on their workforce composition to see which roles and areas have more women or more men and consider how to achieve better gender diversity.¹⁰

Strategy	Baseline data/ organisational context	Year
WGA 7.1 Partner with leaders to pilot approaches to addressing workplace gender segregation	<p>Based on 2021 audit data, size and gender composition of ANZSCO major groups is as follows:</p> <ul style="list-style-type: none"> Professionals (29% of the workforce), 65% W:35%M. Clerical and Administrative Workers (23% of the workforce), 69%W:31%M. Community and Personal Service Workers (18% of the workforce), 61%W:39%M. Labourers (14% of the workforce), 36%W:64%M. Managers (12% of the workforce), 40%W:60%M. Technicians and Trade Workers (4% of the workforce), 17%W:83%M). <p>Through the Gender Equality Action Plan consultation process, staff in gender-segregated teams recognised that the workplace gender equality conversation was a new conversation for many and that education and training is needed to drive cultural change because this is new and challenging, there is a need to bring everyone on the journey.</p>	3-4

¹⁰ Workplace gender equality indicators | Commission for Gender Equality in the Public Sector (genderequalitycommission.vic.gov.au).



2021-2025 actions	Measures of success	Responsibility
<p>7.1.1 Establish a working group to undertake this work.</p> <p>7.1.2 Define targets based on audit baseline data.</p> <p>7.1.3 Conduct analysis of enablers and barriers to gender segregation.</p> <p>7.1.4 Develop and implement targeted approaches to tackling gender stereotypes and building a safe workplace culture.</p> <p>7.1.5 Establish targets, timeframes and accountabilities.</p> <p>7.1.6 Monitor and report on progress.</p> <p>7.1.7 Document an approach for rolling out successful pilot initiatives across the organisation.</p>	<ul style="list-style-type: none">• Analysis of enablers and barriers to gender segregation undertaken.• Progress monitored based on established targets, timeframes and accountabilities.• Develop pilot initiatives.	<p>Chief Executive Officer and Executive Leadership Team</p>

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