



GREATER  
SHEPPARTON

**GREATER SHEPPARTON CITY COUNCIL**  
**GENDER EQUITY STRATEGY**  
**AND ACTION PLAN**  
**2018-2020**

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## ***Foreword***



It is my pleasure to provide the foreword for the Greater Shepparton City Council Gender Equity Strategy and Action Plan 2018 – 2020.

Modern and flexible organisations need to show leadership and articulate a clear vision of gender equality which can only be achieved through the implementation of gender equitable actions and strategies. An organisation such as ours has an obligation to ensure its workforce is an accurate reflection of the demographics of the community it serves. This means ensuring women have the same opportunities as men, particularly in the workplace and in senior positions.

Council recognises there are barriers in the pursuit of equality, and overcoming such barriers to reach true gender equality takes time, culture change, and clear strategic direction.

As the Chief Executive Officer of Council I am particularly pleased to present this Strategy to communicate the steps we will be taking to continue Council's journey of gender equality. It is my hope this Strategy is the first step in providing opportunities and encouragement for women within Council, reinforcing to all that women are respected and highly valued.

This strategy outlines Council's clear commitment to a workplace where men and women are treated equally and provided opportunities that encourage and support their professional development, growth and leadership.

Such growth and direction will not only benefit individuals who work within the organisation, but will also see benefits flow to the wider community.

I anticipate that Council will, through this Strategy, illustrate leadership through gender equity and be an example for other organisations in the local community.

A handwritten signature in blue ink, appearing to read 'P. Harriott', written on a white background.

**Peter Harriott, Chief Executive Officer**

**January 2018**

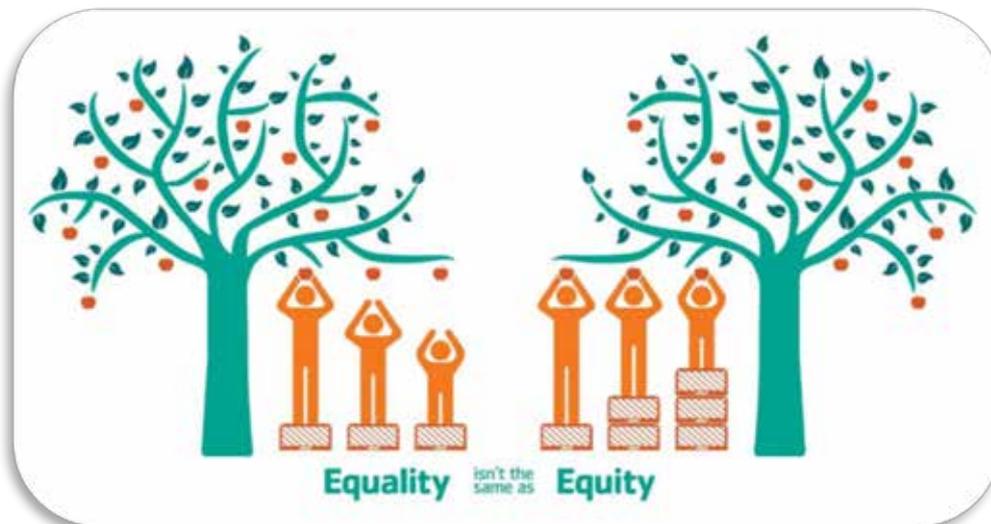
## ***Gender equality and gender equity***

*Gender equality* is the outcome reached through addressing gender inequities. It is about the equal participation of men and women in all spheres of public and private life and the equal valuing by society of women and men, girls and boys,

*Gender equity* is the process of being fair to women and men. Gender equity recognises that within all communities, women and men have different benefits, access to power, resources and responsibilities.<sup>1</sup> To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages that prevent women and men from operating on an equal playing field.<sup>2</sup>

A useful analogy to demonstrate the difference between gender equity and gender equality is provided below in Figure 1.

Figure 1



<sup>1</sup> World Health Organisation, *Mainstreaming gender equity in health: the need to move forward*, WHO regional Office for Europe, Copenhagen, 2002.

<sup>2</sup> United Nations Population Fund, *Frequently asked questions about gender equality*, <http://www.unfpa.org/resources/frequently-asked-questions-about-gender-equality>

## Why gender equality in the workplace?

Gender equality in the workplace is achieved when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or a man. Gender equality will only be achieved through the implementation of a number strategies and actions to reduce gender inequities.

Addressing gender inequities within organisations does not happen accidentally, and like any other business issue, a strategic and systematic approach is required. The process of achieving gender equality is often referred to as a 'journey'. This is because the end-state or 'destination' (i.e. a workplace which is genuinely and sustainably equitable to both women and men) can only be achieved over time, and through a series of stages, which are cumulative in their impact.

Figure 2 The business case for gender equality



## ***Vision***

'An organisation which positively and proactively demonstrates a gender inclusive culture enabling leadership, participation and contribution from a diverse workforce.'

This Strategy aligns with the following strategic documents of Council:

- Council Plan 2017-2021
- Municipal Public Health and Wellbeing Action Plan 2017-2021
- Community Safety Strategy 2018-2022
- People & Development Strategy 2017-2021

This Strategy is guided by the:

- *Victorian Gender Equality Strategy*
- *Victorian Equal Opportunity Act 2010* and *Sex Discrimination Act 1984*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Victorian Local Government Women's Charter*

## ***Foundations***

+ **Diverse and representative workforce:** a gender-balanced workforce (at all organisational levels, particularly leadership) is an essential foundation for maximising team and business performance, but it is not sufficient without the two additional components of inclusion and flexibility.

+ **Inclusive and equitable culture:** a gender inclusive and equitable workplace culture provides the basis for fully utilising the different and complementary strengths that women and men bring to their work and teams. Inclusion involves empowering everyone to make a relevant contribution – e.g. listening to the 'quietest voice in the room', and valuing and considering everyone's ideas equally. This promotes diversity of thinking, in which assumptions and the status quo can be constructively challenged in pursuit of the best solution. Inclusive cultures require inclusive leadership behaviours, e.g. where decisions are not made within exclusively male networks.

+ **Flexible and empowering workplace:** flexible work practices enable the attraction, retention and optimal utilisation of gender diverse talent. Research indicates a strong correlation between flexible work and a sense of inclusion and engagement. Structured appropriately, flexibility has the potential to strengthen individual and team performance, as well as customer relationships and responsiveness. Flexible teams are typically more agile and adaptable because their work methods are less constrained by time and/or location.

## ***Background***

Greater Shepparton City Council is committed to equality in the workplace and has demonstrated this commitment in a number of ways.

Council is an active signatory to the Victorian Local Government Association's Women's Charter and supports its principles of Gender Equity, Active Citizenship, and Diversity. Council's Greater Shepparton Women's Charter Alliance Advisory Committee (GSWCAAC) is an active committee which

advises Council on opportunities and issues relating to these three principles, to achieve better outcomes for women both within Council and in the wider community.

Council is in the process of finalising its Community Safety Strategy 2018-2022. This strategy looks to create safer public spaces and the prevention of family violence. These key strategic directions, amongst others in the Community Safety Strategy 2018-2022, are designed to make a tangible difference in the pursuit of gender equality.

Council also has a high representation of female Councillors. The 2016 local government election saw the appointment of four women to Council, in a team of nine Councillors.

Organisation wide, Council has approximately 66% female staff, compared to 34% male staff.

At a Directorate level, Council has one female Director in a team of four.

At a Manager level Council has approximately 44% male Managers, compared to 56% female.

There are 57% female Team Leaders at Council, and 43% male Team Leaders.

Within the Directorates, Council is similar to many other organisations where employment roles continue to follow traditional gender lines. Examples of this include a higher proportion of women working in the Children's Services Department (99%), and a higher proportion of men working in the Works and Waste Department (91%).

### ***Development of this Plan***

Greater Shepparton City Council applied for and received funding for the 13 week Local Government Listen, Learn and Lead Gender Equity Program. The purpose of the Victorian Government's program was to support Council in advancing gender equality and diversity within the organisation.

This led to the establishment of a Gender Equity Working Group led by the CEO and supported by the Director Community, and consisted of women with various levels of experience and expertise across each directorate.

The Working Group facilitated a series of targeted workshops within Council to discuss women's advancement, barriers, and ideas for change. The workshops enabled participants to consider four key questions:

1. Thinking about the women in your leadership team what are the conditions, culture, policies and practices that you believe have or will need to be created to help them to perform, develop, progress and thrive?
2. What do you perceive are the barriers to women's advancement in our organisation?
3. Thinking about your leadership in the organisation – do you believe that you are a role model to your up-and-coming women?
4. What are two changes we could make in our organisation that you believe would make the most significant difference in advancing more women into leadership positions?

The findings from the workshops (see appendix 3) led to strategies and actions that can improve outcomes for women in leadership positions in local government, and informed the development of this Strategy and Action Plan.

### ***Consultation and Key Themes***

The workshops were targeted to ensure broad consultation, and included workshops for:

- The Senior Leadership Group
- Senior Female Leaders
- Emerging and Experienced Leaders
- Senior Women
- Sustainability and Environment Team
- Community Strengthening Team
- All staff

The information obtained in the workshops highlighted six key themes:

1. Leadership
2. Training and workforce support
3. Creating opportunities
4. Policy and process
5. Employment and recruitment
6. Environment and culture

These key themes have formed the basis of this Strategy and Action Plan.

### ***Accountability and reporting***

Development, implementation and reporting of this Strategy and Action Plan is the responsibility of the Gender Equity Working Group.

Council's People and Development Diversity Survey annually gathers data from Council staff about attitudes to gender equity and progress on the themes and actions in this Action Plan.

The Working Group will report annually against this Strategy and Action Plan through the Gender Equity Working Group to Executive Leadership, Councillors and more broadly to Council Staff through Council meetings, all staff meetings and a range of other mediums.

## Action Plan

### Theme 1: Leadership

Action	Timeline	Responsibility	Indicator/ Outputs	
1.1	Ensure the Councillors and ELT actively promote gender equity and lead by example at all times	Ongoing	Executive Leadership Team and Councillors	Attendance at International Women's Day and 16days of Activism Events.
1.2	Increase ELT understanding of gender equity and unconscious bias and the need for the gender equity plan via appropriate high level training	Year 1	People and development/ Community Strengthening	Training delivered Training evaluation
1.3	Increase the Gender Equity Working Group understanding of gender equity and unconscious bias through the delivery of appropriate training targeted to leaders/ champions	Year 1	People and development/ Community Strengthening	Training delivered Training evaluation
1.4	Continue to support the work of the Greater Shepparton Women's Charter Alliance Advisory Committee and Council's commitment to the Victorian Local Government Women's Charter and its principles	Ongoing	Community Strengthening	Number of meetings, membership and activities
1.5	Support for women to stand for council through LGWomen Workshop	Years 2 & 3	Governance	LG Women Workshop delivered Number of participants
1.6	Council will lead the way in ensuring best practice policy, process and service provision in regards to gender equity, family violence, diversity and inclusion	Ongoing	People and Development	Policy and procedures developed EA in place
1.7	Executive team members to continue to chair the gender equity working group and use the working group as the mechanism to lead the implementation and further development of this Plan	Ongoing	Chief Executive Officer/ Director Community	Number of meetings chaired by CEO/ Director
1.8	Seek gender balance across key strategic platforms of Council including; Councillors, senior leadership, advisory committee's	Ongoing	Gender Equity Working Group	Gender Balance statistics
1.9	Recognise and celebrate women in the workforce; <ul style="list-style-type: none"> <li>- Name a room after our first female Councillor/ Mayor celebrating her achievements</li> <li>- Identify and implement ways to acknowledge and promote women who have made a significant contribution to Council</li> </ul>	Year 1	Gender Equity Working Group	Room named Plaque acknowledging

Theme 2: Training and workforce support

Action	Timeline	Responsibility	Indicator/ Outputs
2.1 Investigate mentoring programs for women (and men) in local government and implement a Council mentoring program across a range of levels	Year 1	People and Development	Mentoring program investigations presented to Working Group
2.2 Provide practical career and progression advice through People and Development Department	Ongoing	People and Development	Number of people accessing P &D for this support
2.3 Provide training and support to Directors, Managers and Team Leaders to connect with staff and build 'people skills'	Year 1	People and Development	Training delivered Number of participants
2.4 Provide training and support to Directors, Managers and Team Leaders to have meaningful conversations and demonstrate active listening with staff	Year 2	People and Development	Training delivered Number of participants
2.5 Deliver gender equity training open to all staff to support understanding of gender equity and build capacity	Annually	People and Development/ Community Strengthening	Training delivered Number of participants Training evaluation
2.6 Support pathways and skill development opportunities for emerging leaders to support them to take the next step	Ongoing	People and Development	Number of training/ skill development opportunities provided
2.7 Train supervisors to understand the Flexible Working and family friendly leave arrangements and associated policy to support uptake of these	Year 1	People and Development	Information session provided
2.8 Continue to provide formal leadership courses and short session leadership development opportunities/ workshops to staff	Ongoing	People and Development	Number of sessions offered
2.9 Flexible training modes to accommodate a flexible workforce	Ongoing	People and Development	Number of Online components of training offered and flexible dates and times provided

Theme 3: Creating opportunities

Action	Timeline	Responsibility	Indicator/Outputs	
3.1	Provide a platform for female staff to connect, SHARE and discuss – ‘Lunch in Action’ sessions with different themes? (Can we have it all? Female leaders, Balancing priorities, self belief, take a chance, FEAR)	Year 1	Gender Equity Working Group	Minimum of 3 sessions delivered annually
3.2	Create opportunities, support and encourage emerging leaders to take on secondments, act in higher duties and build leadership capability	Ongoing	Executive Leadership Team, Directors, Managers, Team Leaders, and People and Development	Number of secondments offered
3.3	Promote leadership programs and opportunities for women to Council staff through Insite and the PD newsletter	Ongoing	Community Strengthening	Number of programs/ workshops promoted via Insite and email
3.4	Investigate the viability to work with the Alliance on secondments and longer term acting arrangements for dual benefit across Council’s to further develop emerging, experienced and senior leaders	Years 2-3	Director Corporate Services	Investigations presented to the Gender Equity Working Group

Theme 4: Policy and process

Action	Timeline	Responsibility	Indicator/Outputs
4.1	Organisational policy and procedure reflects best practice in relation to parental/ carer/family leave and other family friendly conditions including 48/52 and flexible working arrangements	Year 1, reviewed in line with EA	People and Development  Relevant policies and procedures are benchmarked against other local government areas Policies and procedures are in place and applied
4.2	Continue to provide and actively promote flexible work arrangements through the <i>Flexibility in the Workplace Corporate Procedure</i> . This features; <ul style="list-style-type: none"> <li>- Job share</li> <li>- Work from home</li> <li>- Individual arrangements</li> <li>- Children in the workplace</li> <li>- Direct childcare payments from salary</li> </ul>	Ongoing	People and Development  Policies and procedures are in place and applied  Information session provided to staff who manage staff

Theme 5: Employment and recruitment

	Action	Timeline	Responsibility	Indicator/Outputs
5.1	Support staff to return to work through Assisted Parental Leave Return, breast feeding facilities and corporate procedure	Ongoing	All Directorates-informed by People and Development	Number of staff accessing supports
5.2	Ensure Council's EA is in line with best practice provisions regarding Family Violence leave and entitlements and improve supervisors awareness of these provisions	Year 1 and when EA is reviewed	People and Development	EA in place and benchmarked against other local government areas
5.3	Recruitment policies include diversity and equity principles and are compliant with legislative frameworks around EEO (Equal Employment Opportunity)	Ongoing	People and Development	Policies and procedures are in place and reflect current legislation
5.4	Recruitment panels are gender balanced	Ongoing	All Directorates	100% of panels have at least 1 man and 1 woman
5.5	Ensure pay equality through SEO and banded positions for each role, regardless of gender and ensure any existing pay and entitlement discrepancies are addressed.	Ongoing	People and Development	Regular reviews conducted Job analysis completed as part of recruitment
5.6	Targeted recruitment workshops in gender dominant departments/ areas, eg. children's services, works, parks and recreation, customer service	Year 1- Infrastructure Year 3- Children's Services	People and Development	Two workshops delivered

Theme 6: Environment and culture

Action	Timeline	Responsibility	Indicator/Outputs	
6.1	Provide and promote the breast feeding facilities available to staff at Council	Ongoing	Executive Leadership Team, Directors, Managers, Team Leaders	Number of staff accessing facilities Number of managers/ team leaders/Directors promoting facilities to returning mothers
6.2	Investigate support for school holiday arrangements via leave options, school holiday program	Year 2	Gender Equity Working Group	Investigations and report developed
6.3	Support a culture of opportunity in the workplace, actively planning for succession and further development of individuals	Ongoing	All staff led by the Gender Equity Working Group	Diversity survey results
6.4	Foster a workplace culture respectful of women and one that challenges unconscious bias and gender stereotypes	Ongoing	Gender Equity Working group	Diversity survey results

## ***Appendix 1: Key Terms and Definitions***

**Gender Equity** Is the process of being fair to men and women. Gender Equity acknowledges that men and women have different access to resources, power responsibilities and life experiences and different strategies are often necessary to address disadvantages and achieve equal outcomes for women and men, boys and girls.

**Gender** Refers to the socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for men and women. \* Please note; this document refers to gender as a binary concept, Council recognise this may exclude some people. This plan should be considered as once which seeks to develop an organisational culture which is inclusive of all staff and their diverse and individual needs

**Equity** Is a term which describes fairness and justice in outcomes. It is not about the equal delivery of services, or distribution of resources, it is about recognising diversity and disadvantage, and directing resources and services towards those most in need, to ensure equal outcomes for all.

**Diversity** Men and women are not homogenous groups. Age, ability, ethnicity, culture and religious background, literacy, socio economic status, sexuality, family structure can all impact peoples' access to services, resources, power and influences opportunities, responsibilities and life experience.

**Gender analysis / lens** Is a method of assessing the difference in the lives of women and men and the impacts that policies, decisions and services have on particular groups of men and women.

**Gender Blind** Is the assumption (a myth) that females and males will automatically benefit and participate equally in social, economic and political activities and organisations.

**Gender Equality** Is the outcome reached through addressing gender inequities. It is the equal participation of women and men in all spheres of public and private life and the equal valuing by society of women and men, girls and boys.

**SEX** Refers to biological and physiological differences between women and men. Intersex refers to those whose biological sex cannot be classified as clearly male or female

## Appendix 2: The business case for gender equality (WGEA)

Measure	Benefits
Customers	<ul style="list-style-type: none"> <li>+ A workforce which is as diverse as its customers can more effectively:               <ul style="list-style-type: none"> <li>• understand and anticipate customer needs, which enables proactive tailoring of customer solutions, services, advice and information</li> <li>• personalise communications and interactions, develop deeper connections, and engage more meaningfully with customers.</li> </ul> </li> </ul>
Market share	<ul style="list-style-type: none"> <li>+ Attracting and retaining new business in target market segments can be influenced by perceptions in relation to factors such as ethical conduct, corporate responsibility or citizenship, and commitment to equality and diversity.</li> </ul>
Talent	<ul style="list-style-type: none"> <li>+ Talent and capability is not found in one particular demographic. To ensure an organisation has access to the best available talent and is able to retain this, it will need to progressively become an employer of choice for existing and potential employees of all backgrounds.</li> <li>+ Rapidly changing workforce demographics (a shrinking, ageing and more female workforce) mean organisations will increasingly be challenged in the search for talent unless they are able to draw from, and retain, candidates from diverse backgrounds.</li> </ul>
Performance	<ul style="list-style-type: none"> <li>+ Research and organisational experience indicate diverse teams consistently outperform homogeneous teams and produce stronger (business) outcomes – provided an inclusive culture operates, where all ideas or contributions are valued and considered.</li> <li>+ Employees at all levels who are valued and included, irrespective (or because) of their individual differences, and who can ‘be themselves’ at work are typically more engaged, motivated and therefore productive.</li> <li>+ Co-workers who understand and respect individual differences collaborate more effectively and with less conflict.</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>+ Developing innovative solutions to customer needs, creative exploitation of technology and continuous process improvement may help sustain competitive advantage.</li> <li>+ Diverse and inclusive teams are more innovative because they have a wider set of experiences, approaches and resources to draw upon.</li> <li>+ Enabling people to constructively challenge established approaches and conventional thinking provides the basis for experimentation and managed risk-taking.</li> </ul>
Agility	<ul style="list-style-type: none"> <li>+ Flexible teams are typically more adaptive and responsive to rapid changes in business conditions and priorities because they already communicate, collaborate and deliver results in ways which are far less restricted by time and location, and which exploit technology to full advantage.</li> </ul>
Risk	<ul style="list-style-type: none"> <li>+ Diverse teams which operate inclusively can manage and mitigate risk more effectively by avoiding sub-optimal decision-making associated with ‘group-think’.</li> </ul>
Community	<ul style="list-style-type: none"> <li>+ Communities and their individual constituents are increasingly influential (and may also be customers). A workforce that represents and is connected to local communities and their values is better able to anticipate and meet their expectations; this can help foster a positive disposition towards an organisation when business outcomes have community impact.</li> </ul>
Other stakeholders	<ul style="list-style-type: none"> <li>+ Diversity, particularly gender equality at leadership levels, is subject to increased scrutiny and strengthened legislation. The effect will include greater exposure of the gender diversity of talent pipelines to leadership levels.</li> <li>+ An organisation’s reputation and brand will continue to be relevant in relation to government, regulators, shareholders, investors, analysts, contractors, suppliers and partners. Progress in equality, diversity and inclusion can help an organisation position itself as a business which is well-managed (including in relation to risk), and authentically ‘lives’ its culture and values.</li> </ul>

# Examples of success indicators

Business case component	Measured by
Diverse and representative workforce	Improvement in gender balance of overall workforce and sub-groups (e.g. by level, business unit, job family) compared to comparator population (e.g. workforce, community, customer base).
Inclusive and equitable culture	Increase in positive responses to benchmark question in employee engagement survey about gender inclusivity of organisation.
Flexible and empowering workplace	Increase in utilisation of formal flexibility options by women and men and an increase in positive responses to benchmark flexibility question in employee engagement survey.
Complementary capabilities in teams	All required / desired capabilities are collectively demonstrated in aggregated performance assessments of team members.
Talent engagement, mobilisation and retention	Sustainably improved gender balance of talent pipeline, development program participants, international / special assignments, retained talent.
Diversity of thinking	Qualitative feedback of team leaders and members in relation to increased innovation of solutions.
Seamless collaboration across boundaries	Qualitative feedback of team leaders and members in relation to improved collaboration and / or reduced conflict across relevant boundaries.

## Appendix 3: Full listing of Workshop findings

### Greater Shepparton City Council

#### Gender Equity Program

#### Summary Feedback Template

Session #1	Tuesday 8 August 2017	Senior Female Leaders
Culture, conditions, policies and practices that support women's advancement.	Barriers in our organisation to women's advancement.	Ideas for changes in our organisation to advance more women into leadership roles.
Flexible work arrangements. Need to look at this for all (Dad's, sport, music, community meeting's). Use the 7 to 7 hours better. There is also inconsistency in how managers roll out flexibility. This is so important, especially when children are young. Job share for Team Leaders / Managers.	Returning from Maternity Leave and waiting for children to start school.	Future opportunity for Mentoring.
Maternity Leave (paid).	School time is a real juggle.	Encourage self-belief. Stare down the fear, talk to someone, have a go.
Carers Leave (Children / Aging Parents).	Consistency / Job Security.	Encourage education and further training opportunities (may not necessarily relate directly to the current role). Need to be able to compete on merit. Be self-aware. Look objectively. This is not sense of entitlement.
Learning & Development Opportunities (Support for Diplomas, Degrees, MBAs, Advanced Diploma of Management).	Need to accommodate all not just Mums.	Mentoring program. Honest conversations, authentic conversations.
Recognise education, be educated, and respected. Continue to be educated. Ability to speak thoughts and be open to have a conversation.	Childcare costs and accessibility to childcare for full time employees – barrier for many.	Provide / continue opportunities. Internal and External. If they are there, have a go. Take a risk.
Opportunity to fill acting roles (internal and external secondments) and sit on Boards externally.	Need to weigh up all issues facing your family and circumstances.	Through the alliance look at secondments (for both women and men). Look at the male dominated roles. Why don't we get more leaders in these roles? Is this a culture thing? Try secondments in this space. Highlight people management skills.
Employ on merit, open to all, all can apply for jobs.	Having children is a career decision / can stall advancement in career. Sometimes need to take a lesser role to manage work role. Full Time Vs Part Time (Less income and less advancement).	Share experiences more.
Family support. Supportive partner and family / shared responsibilities.	Fear or not being able to manage it all (Family and career advancement).	Encourage women to take opportunities and stare down the fear.
Good trusted child care / FDC	Restructures and redundancies.	Childcare incentives upon return from work from Maternity Leave or reduced fees or on-site childcare that is free.
Breast feeding friendly.	. Change of CEO and Executive	

	positions / uncertainty	
Meetings in work hours and not interrupt pick up and drop off hours.	. Need to be move in order to advance / loss of knowledge.	
Technology – Use this better to be more flexible and be better for the community. Use of Ipads. Online from home/Can this be a problem as well? We all need to manage this.	. Unconscious bias when women are being considered for senior leadership roles. There also needs to be an understanding that if women have taken time to balance family commitments and work, they will not necessarily have had a comparative career trajectory and record as male candidates. This need to be taken into account or acknowledged.	
Support for roles.	. Maternity leave, conditions on return to employment, family responsibilities, requirement to return to full time work in a Management position.	
Understand staff.		
Ask for help if needed and help offered.		
A culture that encouraged and valued a balance between work and other aspects of life.		
An understanding from employer that part time did not necessarily mean less committed to the position.		
The opportunity to apply for 48/52 purchased leave is very valued by employees, as it allows them to juggle work and other commitments.		
Strong management. Supportive and forward thinking in advancing our careers.		

Session #2	Monday 14 August 2017	Emerging and Experienced Leaders
Culture, conditions, policies and practices that support women's advancement.	Barriers in our organisation to women's advancement.	Ideas for changes in our organisation to advance more women into leadership roles.
Work autonomy.	Massive workload and fewer resources.	More females at executive level.
Audits and legislation.	Lack of skilled workforce to take up other opportunities when they present. Acting / Backfill positions, lack of recruitment lead times and red tape.	Senior leaders should be employed on skills, qualifications and experience not by gender.
Respect both ways including trust.	Specialist skill set that job requires and harder to obtain more general management / leadership.	Consistency at senior level to accommodate for parents to be flexible in the workplace (both male and female) for the dual role of parenting.
Training (now restricted) and education.	Limited offerings in terms of training around general training, management / leadership, finance, specific training.	Supporting / subsidise a school holiday program to allow for parents to work during school holidays.
General work flexibility (Pregnancy and start/finish times).	Supported work life balance – policy flexible for work practices. Why are some areas able to honour flexible work from home type policy but not others? Should be some opportunities. Right team, right expectations and good systems. This can work. Job share @ Team Leader level.	Priority to Council staff to have a spot at a Council run child care facility and provide a subsidised rate.
Managers providing flexibility for Mums and Dads returning to work.	After hours expectations.	More opportunities for secondments positions. Eg. A rotational arrangement.
Encouragement to become leaders and progress.	Staff in roles for long periods of time can be a blocker for progression.	An active formal mentoring program for the Emerging and Experienced Leaders.
Encouragement to apply for "that role" that normally you wouldn't.	Men's roles – Someone with fewer qualifications and less experience get the job.	Better succession planning – no employee should be indispensable.
Unbiased managers / directors who appoint on merit / attitude.	Women protecting their space to stop others from advancing men too.	Good role modelling on better work / life balance.
Support to join committees.	Language from ELT speak – "She who should be obeyed", "hello boys", introductions to emails. Executive / Managers / TL language training, gender stereotype – powerful language.	Formal leadership courses offered.
Faith in own ability and judgement.	Opportunity to back fill positions, not just take on some responsibilities and your own ongoing.	Review the current PES process and make it a more meaningful task. Follow up on forward planning and training arrangements.
Role models within organisation.	Opportunity to shadow managers / directors. Financial, Corporate reporting, planning service reviews.	Manage employee career path. Assistance with a 5 year plan, 10 year plan.
Family encouragement and support.	Family leave (Maternity) that males can take. 48/52 for males (promote).	Influence a change in the language used around the office. 'It is a bit blokey'.
Manager support / trust / respect.	Don't see too many barriers	Undertake a regular survey of staff

	associated with gender.	that is underlying. Eg. Like a health check.
Strategic thinking / advocating for females in workplace. Gender balance in exhibitions / mentoring young/ emerging leaders.	Most reflective in SLG, ELT – gender divide.	. More open communication about any issues, Eg. Staff to have someone else to go too to talk too. And for there to be a follow up on actions.
Manager offers flexibility. Balance on opinions / decisions. Point of reference for advice / decisions / guidance / feedback. Can express views. Allows me to make decisions. Professional and personal encouragement (male). Positive reinforcement / empathy. Have high expectations and can be critical of selves.	Perceived risk of requesting flexible work arrangements post maternity leave. Both male and female role models. Specific not general attributes, informal / one way.	
Role models that are calm are important. Current manager is calm and is very helpful. Not gender specific.	Failure of organisation. 2 female managers in traditional male roles no longer with the organisation. More non-conservative / bolder role models in our conservative organisation. Can be restrictive.	
Providing opportunities to all levels, eg. Team Leader representative at SLG. Working groups, cross directorate.	People who put family first are not in leadership positions. So tend to look for role models up the chain rather than sideways. Not transparent in our organisation. See this in other organisations from male CEOs with teenage kids.	
	No succession planning.	
	Need to have a manager who works in words. Respects opinion, improve self, don't need fuzzy language, true to word. Indirectly do observe how they conduct themselves, working for organisation, true to word, show integrity.	
	Limited exposure to Senior Leadership and their qualities.	

Session #3	Wednesday 16 August 2017	Senior Leadership Group (SLG)
Culture, conditions, policies and practices that support women's advancement.	Barriers in our organisation to women's advancement.	Ideas for changes in our organisation to advance more women into leadership roles.
Equal access to training and development opportunities.	Attitudes are historic.	Working from home.
Flexible working arrangements exist, need to promote and apply more.	Self-awareness (EI), self-leadership.	Perceptions of gender specific roles.
Family friendly.	Policy to allow flexibility.	Flexible working arrangements (irrespective of gender and no judgement). What is actually available for all staff and is there consistency?
EEO Policy.	Communications with staff, ask the questions – what are your goals and vision?	Good culture – Work / Life balance.
Banding system, wage it not a barrier.	MOU – resource sharing (acting positions). The barrier is limited opportunities as you go up the ladder.	Do more of asking what aspirations are.
Female leaders are a strong voice for other women who feel confident to find their voice.	Internal swap – learning and growing to give greater opportunities. The barrier is cuts to training budget.	Accountability on senior staff for the above.
	Advancement in investing in our people, eg. Learning, training, sharing knowledge.	More opportunity for a mentoring program.
	So focused on our role, that we don't share our own skills and ability and learnings across the organisation. Make the most of skills in our workforce future plans (where do you want to go?) vision.	Be less risk adverse and encourage people to want to progress.
	Pre-existing culture. This is different for different areas. Also societal, male dominated in many industries and even general business.	Robust communication and establish what they want to be doing in 5-10 years' time.
	Glass ceiling – in some areas where equal numbers up to Team Leader and Manager, leadership needs to be at level of Board.	MOU for sharing and developing resources, with other councils and opportunity for staff to develop.
	As a female role model there is a price to be a Manager. Have to be a wonder women role, should just be promotion on merit.	Enabling staff to develop and progress through higher duties.
	In a leadership role, language must be used with care. Be aware of short cut phrases which can exclude others.	Better communication of conditions of employment, eg. Strictly 8:15am to 5pm. Application across different areas.
	Leadership for females seen as courageous.	Leadership can make a relatively greater impact in areas where a male culture exists.
	In the context of society, how much can a man be a positive role model?	Need understanding of flexible hours for primary carers.
		Being a role model, trying to be gender blind, acting with integrity and fair equal treatment.

		. Need to be a good role model of a male manager to male employees. This impacts on the culture.
		. Not aware of differentiating between genders.
		. Demonstrate willingness to demonstrate real life / work balance.
		. Cultural shift in general expectations of shared caring (parenting / caring for parents), there is a shift, but needs to go further.
		. Encouraging more flexible work times when it meets organisational needs.
		. Encourage sideways advancement (re-define advancement).
		. Perceptions of standard gender stereo-type role need to change – encourage women to apply – recruitment based on merit.
		. Encourage acting higher duties role.
		. Role swap.
		. Hidden gender bias – barriers prior to now, less beauracratc approach to recruitment, greater emphasis on potential.
		. Ask the question: What are your career goals?
		. MOU resource sharing between LGAs partner shift / swap, internal couples.

Session #4	Thursday 17 August 2017	All Staff
<b>Culture, conditions, policies and practices that support women's advancement.</b>	<b>Barriers in our organisation to women's advancement.</b>	<b>Ideas for changes in our organisation to advance more women into leadership roles.</b>
Good culture / well supported. Found this person themselves. Someone trusted. As a graduate kinder teacher was given one / experienced teacher. Someone slightly removed. An one line mentor register would be good.	Don't apply for a job, due to someone acting in the role.	Listening through this process has been good.
Professional development apps.	People doing the job generally get it, therefore don't apply.	Communication of flexible work arrangements / work life balance planning.
Opportunity to move from Business Unit to others / start as life guard, and then finance officer after university. Customer Service and then onto other jobs.	Assumed thinking.	The action plan needs to build this into the culture of the organisation / ongoing.
People who are good at their jobs / generous with time / happy to help and answer calls.	Time of recruitment / efficiency issues, need to address this as public perception.	Mentor register. Staff. Other organisations hold registers. Network meeting's. Someone to talk to / ambassador?
Deal with people that are inspiring / people who have achieved / keep balance.	Reduced training budget, ability to network including industry.	Increase the opportunities to network with others / other organisations at Conferences.
Confident / self-aware / balance in self.	Family or career? Feels like a choice.	Spend time with other departments to learn about others / find people in similar situations.
Respected in the organisation.	Not all about family / fair to all. How do you make sure you can have both?	
Mentors are genuine, honest and great to be around.	Knowledge of flexibility / communication. Managers / Team Leaders need to support the flexibility. Flexibility needs to be fit for the role.	

Session #5	Tuesday 22 August 2017	Emerging and Experienced Leaders
<b>Culture, conditions, policies and practices that support women's advancement.</b>	<b>Barriers in our organisation to women's advancement.</b>	<b>Ideas for changes in our organisation to advance more women into leadership roles.</b>
In same position as started. Acted in higher duties positions / secondment positions and well supported. Support from managers / team leader.	Budget cuts will impact training opportunities. Women need to feel qualified.	Leadership program.
Networking is the key. Who to talk too and about what. Maybe immediate or pay off in future.	Flexibility for family but not study.	Professional development – industry specific, but includes leadership.
Staff movements open opportunities. Culture of organisation broadly supports advancement.	Culture supports women in leadership, but not in every team / department.	Access to other female leaders.
Internal recruitment – opportunity to act in a position.	Is a focus on well-being, managers and Team Leaders.	Flexible working opportunities for study.
Employment conditions are good.	Type of training offered.	More education within work / balance with everyday tasks of your role.
Had lots of managers but not all have been supportive.	Ensuring fairness; Staff Department Organisation Mandatory	Education is just as important, extending skills and knowledge.
Everyone is approachable, whether male or female.	Opportunities to try senior roles, no minimum for leave period.	Shadow other people in their roles, opportunities to learn and experience other roles.
Leave system is good.	Not always a staff member who can step up and fill in at higher duties.	Need to be inspired to do it all. Why can't I do that? Try before you buy.
Get asked for advice by managers and Team Leaders.	Male staff members knowing that they can take carers leave rather than females taking time off.	More specific training – only certain people can apply.
It is up to each employee's confidence and drive to progress.	. Opportunities for advancement. . Structure - no movement. . Secondment opportunities.	Impact of cuts to training budget.
Good recruitment structure for secondments, EOIs well informed, cross department is fair and transparent.	. Recruitment process –being awareness.	Women need to feel qualified to apply for roles.
Belief from Team Leader and Manager that you can do it and do it increases confidence.	. Isolation, not feeling apart of the whole organisation.	People management training / better people skills.
Encouragement to be honest.	. Training gap – ground staff having leadership of management training.	More opportunities for people to step up (reduce time limit).
Some managers see role as encourages staff to grow and give advice.	. Delegating work when taking on secondment roles.	More levels of responsibility within teams/more tiers within large teams.
Open door policy of managers.	. Cuts in learning and development budget.	Lack of consistency between gender specific / focussed departments.
Managers understanding of balance of work / family are supportive.	. Study Flexible arrangements Feel support Formal agreements needed.	Women in the workforce – Chat!
Annual review can be a tool to promote staff growth. Be honest Constructive	. Work relationships with direct supervisors.	Clear pathways.

Suggest next steps for career.		
Regular feedback with team leader / supervisor keeps us accountable / focussed and on track.	. Training – budget cuts impact.	Mentoring to assist along the way.
Partner sharing work / family commitments.	. Family responsibilities.	How do you get the skills to advance?
Managers encourage you to step outside comfort zone.	. Managers/ supervisors supportive roles.	Better guidance from the top down.
Managers that understand their staff and what they want.	. Pressure on self to be a mentor @ work and also to family.	Professional development / opportunities skills set for roles / interests.
Culture can be dependent on which manager of HR is!	. Changing of systems – administration support changes in tec.	
This process is allowing the conversation.		
Change in moving females into male dominated areas. Female manager was key to going for the job. Was difficult at start, team dynamics change between male and female manager in largely male dominated team.		
<p>Manager / Team leaders;                      To bounce ideas, see how they handle situations, a learning opportunity.                      Understanding frustrations may be across a range of levels.                      Respect admiration, watching how they dealt with situations.                      Someone you can ask, provide guidance, career advice, progression, direct training.                      They challenge you in a respectful way – allows you to reflect and question 'why you may have responded a certain way'.                      Used to be a mentor program is this valuable.                      People across the organisation can be role models – make information available.                      Departments are working better together, sharing / helpful culture.                      Respectful – wanting to teach / share wisdom and encouraging.                      Think we do it pretty well.</p>		
<p>Internal and external                      Reflect on themselves and are accountable for their actions as well.                      Indirect relationships.                      Managers that are women – they're doing it, why can't I manage family / balance / life.                      Previous role models in a male dominated space. Impact on dynamics when a female is introduced.                      Team dynamics when gender is</p>		

<p>varied.          Council can play a role to lead and push the boundaries around flexible work arrangements.          Family – strong role models – potentially hard to do things differently than what you know.          Mothers who have worked / not worked.          Marriage breakdown / LSL entitlement.          They see bigger picture – context.          The structure of the directorate allows for role models and cross role models in other areas.</p>		
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Session #6	Monday 28 August 2017	All Staff
<b>Culture, conditions, policies and practices that support women's advancement.</b>	<b>Barriers in our organisation to women's advancement.</b>	<b>Ideas for changes in our organisation to advance more women into leadership roles.</b>
One on one catch ups with Team Leader / Manager on a regular basis.	Lack of succession planning / Culture.	Individual / career planning support outside of direct management (ie. HR).
Flexibility and freedom in working items (projects / hours).	Not being recognised unless self-promoting.	What's required in leadership roles eg. Skills and qualifications in Team Leader / Manager Role.
Upward support when changes are happening or mistakes are made.	Annual reviews no consistent.	Process to upskill, particularly if new for all organisations.
Exposure to different roles / work / tasks.	Opening up the possibility of advancement.	Broader / more open leadership program (yet Fairley has been under subscribed).
Recognising different personalities and their wants.	Some people may not have confidence or qualifications to consider applying for (advanced) positions.	Build confidence – mentoring program or buddy program (doesn't have to be gender specific). Opportunity for both mentor and mentee to learn from each other.
Supportive leadership.	Making positions that fit in with your personal life (do you have the flexibility for the role? Family support or child care?).	Opportunity for women to meet informally and discuss issues / concerns / opportunities.
Peers providing support and making it fun.	Flexibility for self-care.	Working group – more formal but similar to above.
Having programs that allow development for individuals and team.	Opportunities for study (eg. Masters). That may not necessarily fit with your current role; organisation policy may need to be developed.	"Shadow" program to learn and understand what role involves, across teams / departments as well as within.
Flexible hours around family / interest.	Recognising staff experience.	Training for management to bring out the best in team / staff. More focus on managing people.
Encouraged and supported to undertake training.	Having information on courses / subjects that could enhance the position and then the opportunities for advancement.	Recruitment process. Less Q&A more show and tell (selling self).
Opportunities to work in different roles short / long term.	Cross department support during periods of leave.	Internal recruitment process improved to enable and foster movement between teams / departments – Higher Duties.
Open plan offices.		
Cross department projects learning what other departments do,		
Mentors.		
Having other people believe in you.		
Having an advocate for your, offering opportunities.		
People making a conscience effort to recognise, encourage, support and push.		
Flexible working arrangements.		
Having a solid support system.		
Support from manager.		
Opportunity to attend items such as this all meeting.		
Being kept informed by internal notifications (ie. Moosletter,		

recruitment, ELS newsletter).		
Department cross over.		
Ability to be able to move around in the organisation and being encouraged / support to do so.		
Having females in positions as role models.		
Professional development and training opportunities.		
Celebrating the wins.		
Flexible working hours.		
<p>Have a good role model that;                      Is fair, approachable, holds her own.                      Can show that women can step up.                      Are champions no matter what gender?                      Have integrity and consistent in values.                      Have confidence, are supportive, approachable, fair, show interest and give opportunities.                      Has good knowledge, sharing and has integrity.                      Is fearless, say it how it is!                      Keep things calm.                      Challenges' thinking drives different thinking.                      Say it how it is, upfront.                      Says yes to opportunities and not afraid, has courage.                      Integrity.                      Is working their way up through the organisation.                      Has commitment and passion.                      Women being leaders in male dominated areas.                      Is supportive and embracing.                      Are positive.                      Listen and offer suggestions.                      Have family and friends outside the organisation.</p>		

Session #7	Thursday 31 August 2017	Sustainability and Environment Team
<b>Culture, conditions, policies and practices that support women's advancement.</b>	<b>Barriers in our organisation to women's advancement.</b>	<b>Ideas for changes in our organisation to advance more women into leadership roles.</b>
New technology and being young enough to embrace it.	Never wanted to be a supervisor.	Recruitment process – how do you learn what is involved in stepping into the next level – Team Leader – Manager.
Bosses that have been supportive – keeps me still coming to work.	Always changing focus.	Assertiveness training – to help out with female confidence levels – selling themselves – negotiating for contracts.
Supervisors that support you, give you opportunities, guide you.	Secondment/higher duties not available for part time staff.	Mentoring.
Diversity within role – helps you grow – rounded view of world – challenges you.	Finite resources restricting access to training.	Shadowing.
Trust that you can/will make the right decision – macro-management.	Family constraints and time responsibilities prevent career advancement.	More internal recruitment opportunities – using resources have internally.
Recognition for the work you do.	Long term staff – positions are locked until they decide to move on.	Restructure leadership positions to be shared between two women.
Opportunities for secondment, higher duties.	Higher positions are not able to be job shared.	Work sponsored child care.
Training opportunities and support.	Uncertainty of the recruitment process for higher positions and what skills are required.	More flexible paternity work arrangements.
Passionate about what you do and an opportunity to make a difference.	Differences in communication styles between men and women.	Broader leadership program.
Culture of continuous improvement and the value of it's people.	Perception that you have to be assertive/aggressive to be heard or to advance – have to sell yourself which is uncomfortable for women to do.	
Having a good role model that is; Clever, funny, knows what doing and has a great personality Patient Open door, go and talk about anything (took door off), feel comfortable – don't feel like they are the director/CEO and I'm just an officer Approachable Integrity Both male and female Stable personality traits Supportive Compassionate Committed Passionate Knowledgeable Strong leadership qualities Lead by example		
Have a number of role models for different attributes/qualities.		

Session #8	13 September 2017	Community Strengthening Team
<b>Culture, conditions, policies and practices that support women's advancement.</b>	<b>Barriers in our organisation to women's advancement.</b>	<b>Ideas for changes in our organisation to advance more women into leadership roles.</b>
Flexible working arrangements Family friendly 48/52 makes a huge difference Family and commitments Work/life commitments Culture has moved to job share, part time is negotiable	Job swapping isn't looked at, experience in other areas is important, management is afraid of people leaving Job swaps would help to decrease silos Higher duties for 2 weeks leave gives B4/B5/B6 opportunities to get replacement Job swap/back fill/secondment Shadowing (job)	9 day fortnight
Professional development Very generous Non-government agencies have next to no training Amazing amounts of Professional development Supportive professional development culture and flexibility Training and conference accreditation	Retention and restructure, getting people to stay here for a long period of time	More training Accredited leadership/business management/company directors Priority to be given to gender dominant roles/areas Expression of Interest open and selected
Being male in a female dominated area has helped his progression	Unclear Position Descriptions (PD) and job advertisements It is difficult to gauge if my skills fit the PD/job ad This discourages applications	Secondary and tertiary work experience for extended period, open days Female only staff thing/projects Male only childcare/MCH/aged services
RDO system	Applying for a position and not being notified of success or otherwise It takes time and effort to apply for a position – Council should at least let applicants know of the result Not doing this discourages applications and knocks confidence	Women earn more super to make up for super lost due to mat leave/family time
Having a good role model that: Is appropriate Has values Has passion Sees the big picture Has common sense Sees past the BS Never gives up Is accountable Gets stuff done Sees the team aspect Is genuine Is knowledgeable Is professional Imparts knowledge Makes staff feel integral to their job Is hard working		Uni opportunities – advocacy – courses on offer locally need to be diversified Limited courses

<p>Is polite Believes in you and helps you grow Looks at team success – credit where credit is due Is helpful Is a known quantity Is reliable and consistent Provides constructive feedback Isn't afraid Challenges you respectfully Has mutual respect Acknowledges faults/weaknesses Is accessible Provides encouragement Identifies existing strengths and skills in staff and fosters those Is not a mollycoddler</p>		
		<p>Higher level qualifications support men – harder for women of childbearing It could be made easier due to local delivery methods</p>
		<p>Return to the workforce plans essential and should be valued</p>
		<p>Opportunities outside the organisation – boards/governance help to diversify skills etc.</p>
		<p>Secondments/leave without pay for good work experience</p>
		<p>4 day week/3 day weekend</p>
		<p>Close at 4pm</p>
		<p>Conduct a skills audit to highlight the skills women already have. Ensure women understand those skills are valued and help them recognise where they could be utilised in the organisation.</p>
		<p>Have a mentoring program for staff Have women in leadership roles guide and mentor staff Ensure people feel supported and recognise that people come from different backgrounds and situations.</p>