

FAIRNESS ACCOUNTABILITY
LISTEN DIVERSITY FEEL
EQUALITY SUPPORT
OPPORTUNITY **SAFE**
ACCEPTANCE AWARENESS
AWARENESS COMMITMENT
COURT **KINDNESS** TEAM
FLEXIBILITY INCLUSIVITY
RESPECT BELONGING

GREATER SHEPPARTON CITY COUNCIL

GENDER EQUALITY
ACTION PLAN
2021–2025



GREATER
SHEPPARTON

OUR COMMITMENT

I am proud to present the Greater Shepparton City Council (GSCC) Gender Equality Action Plan 2021-2025 (The GEAP) on behalf of the organisation, with the vision ***“To be a workplace that is respectful, equitable and inclusive for everyone.”***

The GEAP has been established in response to a broad staff consultation process, including the completion of the People Matter Survey, a series of workshops and a focus group to refine the GEAP. The GEAP provides a strategic foundation setting out key strategies, actions and measures. I wish to acknowledge and thank the staff for their contribution to this important plan.

The Gender Equality Act 2020 commenced on 31 March 2021, aiming to improve workplace gender equality in the Victorian Public Sector, universities and local councils.

Since 2018 GSCC has confirmed its commitment to progressing gender equality through its delivery of the 2018-2020 Gender Equity Strategy and Action Plan. This strategy was pivotal in creating a foundation within GSCC that support actions and better outcomes relating to Gender Equity within the organisation.

GSCC is committed to achieving the vision and goals of the GEAP and is well placed to achieve great outcomes through the cross organisational GEAP Working Group.

I am excited to continue to celebrate our diverse and inclusive workplace and we will continue to strive to be an organisation that is proud of our gender equality achievements.



A handwritten signature in black ink, which appears to be 'P Harriott', written in a cursive style.

Peter Harriott
Chief Executive Officer
November 2021

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INTRODUCTION

Greater Shepparton City Council (GSCC) is one of the largest employers within the Greater Shepparton local government area and employs on average 900 people across the municipality. GSCC is committed to addressing barriers to gender equality and promoting gender equitable strategies and actions to overcome historical and social disadvantages.

GSCC commenced on this journey in 2018 through the development and implementation of a Gender Equity Strategy and Action Plan 2018 – 2020 (the Strategy).

The Strategy was completed through extensive consultation with staff via workshops, surveys and interviews and resulted in the development of a series of actions under the themes of:

- Leadership
- Training and Workforce Support
- Creating Opportunities
- Policy and Process
- Employment and Recruitment
- Environment and Culture

During the lifespan of the Strategy, many key initiatives were achieved. Some key outcomes include:

- Councillors and Executive Leadership Team actively promoting gender equality and leading by example at all times.
- Gender equality is now a consistent discussion item in team meetings across all levels of GSCC.
- Officers and Councillors have actively supported the Women's Charter Alliance Advisory Committee resulting in:
 - Annual International Women's Day event
 - Local Art and Education scholarships
 - Greater Shepparton Women's Award
 - Building partnerships with local networks to raise awareness of gender equality
 - Charter Lecture Series.

- Renaming of Council meeting rooms in honour of:
 - Patricia Smith OAM the first woman in Victoria to hold the position of Mayor
 - Alice McLeod the first female Councillor for the Shire of Shepparton.
- Continuing to support the organisation to access flexible training modes and flexible work arrangements.
- The establishment of a cross-collaborative Gender Equity Working Group.
- Regular reporting to Executive and Council on the key achievements of the Strategy.

This GEAP 2021 –2025 will build on the previously formed Strategy and has been developed to ensure the quantitative data gathered through the Gender Audit and People Matter Survey closely align with the key actions.

These audit tools have allowed for a more in depth review of current employees and for the first time, allowed for an examination of how intersectionality affects gender inequality across the organisation.

***Note** – to align with the Legislation, the internal working group has been renamed to the Gender Equality Working Group.

LEGISLATIVE CONTEXT

The Legislation

The Gender Equality Act 2020 (The Act) was passed through State Parliament in February 2020 with the aim to promote gender equality by:

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

Other Victorian and Commonwealth laws

When developing a GEAP, defined entities must have regard to legal obligations they may have under Commonwealth (Cth) and State (Vic) legislation and industrial instruments, including but not limited to:

- The Fair Work Act 2009 (Cth) and other Commonwealth workplace relations legislation
- The Equal Opportunity Act 2010 (Vic) and the Charter of Human rights and Responsibilities Act 2006 (Vic)
- The Sex Discrimination Act 1984 (Cth) and the Workplace Gender Equality Act 2012 (Cth)
- Enterprise agreements, workplace determinations and modern awards

GSCC has considered and included these legislations as part of the development of the GEAP.

The State Government has also established the Safe and Strong Victorian Gender Equality Strategy with the vision that ***All Victorians live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness.*** The intention is the GSCC GEAP 2021-2025 also aligns and contributes to the State Framework.

Relevant Strategy Alignment

In addition to the audit responses and data, the actions in the GEAP are directly related to other GSCC strategies either being developed or already in place:

Greater Shepparton City Council Workforce Plan 2021 – 2024

- This workforce plan, as legislated by the Local Government Act 2020, has specific actions relating to strategies to improve Gender Equality, increase diversity and inclusion, and improve Aboriginal and Torres Strait Islander employment and engagement.

Greater Shepparton City Council Aboriginal Employment Strategy

- The Aboriginal Employment Strategy is being developed as an action from Council's Reconciliation Action Plan (RAP) and has an action plan based upon Recruitment, Retention, Development and Cultural Safety.

Universal Access and Inclusion Plan 2022 – 2026

- The Access and Inclusion Strategy addresses barriers to recruitment and unconscious bias within the workplace.

Definitions

Sources: Safe and Strong – Victorian Gender Equality Strategy

www.vic.gov.au/sites/default/files/2018-05/Safe-and-Strong-Victorian_Gender_Equality_Strategy.pdf

Victorian Public Sector Inclusive Language Guide

<https://www.vic.gov.au/inclusive-language-guide>

*Gender

Gender is part of how you understand who you are and how you interact with other people. Many people understand their gender as being female or male. Some people understand their gender as a combination of these or neither. Gender can be expressed in different ways, such as through behaviour or physical appearance.

*Gender Equality

The equal rights, responsibilities and opportunities of women, men and trans and gender-diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.

*Gender Equity

Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

*Gender norms and structures

Ideas about how people should be and act according to the gender they are assigned or identify with. We internalise and learn these 'rules' early in life. This sets up a life-cycle of gender socialisation and stereotyping.

*Gender stereotypes

Simplistic generalisations about the gender attributes, differences and roles.

*Intersectionality

A methodology of studying the overlapping or intersecting social identities and related systems of oppression, domination, or discrimination.

*Trans and gender diverse

Transgender (often shortened to "trans") refers to a person whose gender identity, gender expression or behaviour does not align with their sex assigned at birth. In Australia, children are assigned as male or female at birth. Male children are raised as boys and female children are raised as girls. A person classified as female at birth who identifies as a man may use the label trans, transman or man. Similarly, a person classified as male at birth who identifies as a woman may use the label trans, transwoman or woman.

Gender diverse and non-binary refers to people who do not identify as a woman or a man. In the same way that sexual orientation and gender expression are not binaries, gender identity is not a binary either. It is important to challenge our thinking beyond the binary constructs of male and female.

The Gender Equality Principles

Source: content.legislation.vic.gov.au/sites/default/files/2020-02/20-005aa%20authorised.pdf

- 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.

- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.

- 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.

- Special measures may be necessary to achieve gender equality.

DEVELOPING THE GEAP

Meaningful Consultation and Engagement

An extensive consultation process has been undertaken to give all employees an opportunity to provide feedback into the GEAP. This has included:

- people who may be experiencing discrimination or disadvantage based on their different attributes of their identity,
- people at different levels of employment including casual and part time employees,
- union representatives and
- consultative committees.

GenderWorks Australia was engaged to analyse our workplace gender audit data and facilitate the staff workshops, thereby providing a third party unbiased consultation process. Managers were encouraged to hold team meetings to discuss gender equality and provide feedback to the Gender Equality Working Group (GEWG).

GEAP consultation was delivered in a number of mediums to ensure people were able to be engaged in a way that suited them best. This included data collection via surveys, focus groups, workshops and opportunities to engage directly with key staff members from the GEWG.

The data below provides a snapshot of the various opportunities staff had to participate in the consultation and the participant numbers:

- 236** respondents to People Matter Survey
- 205** respondents to VAGO Sexual Harassment Survey
- 70** staff attended one of 6 workshops
- 15** staff attended focus group to refine the actions and develop the vision
- 16** respondents provided feedback on the draft GEAP
- 10** members on Gender Equality Working Group met 4 times
- 6** members on the Project Control Group met 4 times

Training sessions were held for the Executive Leadership Team and Councillors to ensure organisation management were aware of the requirements of the Act and to reinforce GSCC's commitment to gender equality.

Prior to the staff consultation workshops the GEWG worked closely with GenderWorks Australia to frame the consultation topics based on analysis of our workforce data and the People Matter survey results. This was to encourage conversations in an open and safe environment, taking into account the diversity of the audience in the workshops. Staff were invited to consult through the following means:

- Direct Emails
- Information posted on Council's Intranet
- Staff Newsletters
- Posters on Notice Boards
- Team Meetings.

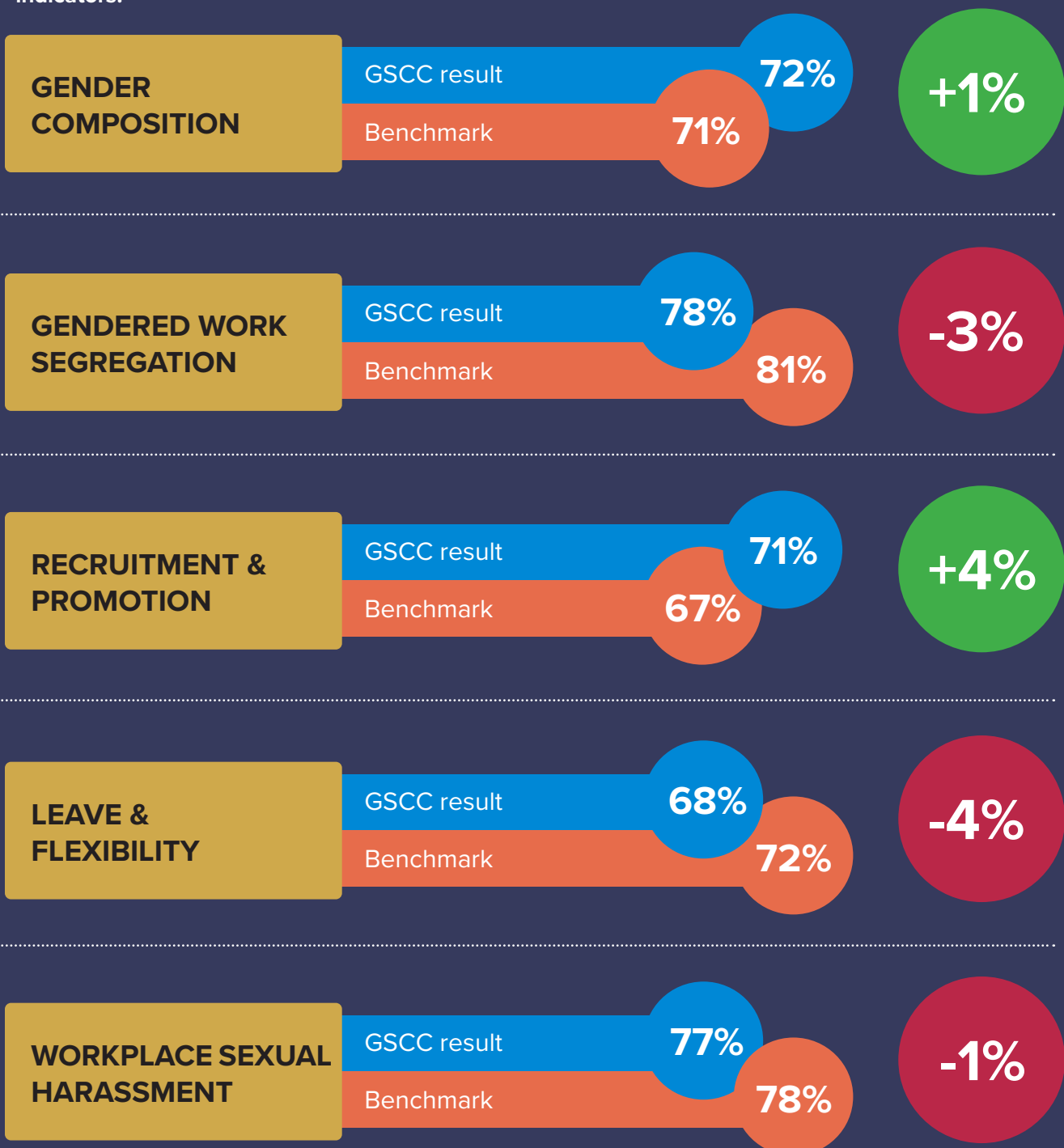
During the consultation process staff were encouraged to utilise the Employee Assistance Program if any of the conversations concerned them or triggered negative feelings or thoughts. Anonymity was also provided during the workshops through methods that deidentified responses to specific questions.

Ongoing updates have been provided to staff on the consultation process and progress of the GEAP through information updates in staff newsletters, updates to the Senior Leadership Group and weekly Executive Leadership Team meetings. Further to this at several key stages the Executive Leadership Team and Councillors were briefed on the progress of the GEAP. Project Team participants also attended several training sessions held by the Commission for Gender Equality in the Public Sector.

WHAT WE FOUND

To inform the development of the GEAP, GSSC commissioned the Victorian Public Sector Commission to facilitate the People Matter Survey 2021. The People Matter Survey saw some 241 public sector organisations participate in this process and the following data is a summary of our results in comparison to the State benchmark.

Questions in the People Matter survey were mapped to 5 of the 7 workplace gender equality indicators, noted below. Benchmarks provided are based on average responses from local government organisations who participated in the 2021 survey. Page 18 provides further explanation on these indicators.



236

staff members responded to the survey of the 917 staff members invited

GSCC result

26%

Benchmark

32%

-6%

Respondents were aged from 15 to 65+

27%

35-44 years old

27%

44-54 years old

Gender

61%

Woman

35%

Man

4%

Prefer not to say

7%

Identified as having a disability

70%

Respondents identified some form of caring responsibility, the most common responsibility was children.

86%

Majority of respondents identified as heterosexual

3%

Identified as gay or lesbian, and less than this identified as bisexual and pansexual.

1%

Identified as Aboriginal or Torres Strait Islander

3%

Preferred not to disclose

7%

Respondents were born overseas

81%

Majority of respondents were employed by Council for more than two years

Current Gaps in Data Collection

The initial workplace gender audit has highlighted a number of gaps in data collection throughout both the recruitment process and subsequent collection and storage of employee data. Traditionally personal information relating to employees has been limited to sex and age, and a non-mandatory field of Aboriginality. Based upon the required data sets within this audit it is clear further identifying information is required to fully address intersectionality which may be impacting on gender equality. These areas are:

- Gender
- Disability
- Cultural Identity
- Religion
- Sexual Orientation.

Work is being conducted on GSCC's onboarding human resource system to make certain data fields mandatory, therefore allowing for a collection of intersectional information for future audits.

There has also been an identified gap in data collection regarding the governing body of GSCC, which is made up of nine elected Councillors. As these elected officials are not Council employees, no personal information is currently collected about them. This will be rectified moving forward with all Councillors being asked to complete a personal details information form which shall be securely filed with restricted access.

At this point in time GSCC is unable to outline any specific key insights regarding intersectional gender inequality due to the lack of data currently recorded. Over the four years of the GEAP GSCC commits to taking steps to improve audit data collection to better understand and address intersectional gender inequality in the workplace. We understand this may require improvements to data systems as well as communications and support to ensure staff also feel safe and supported to share personal information.

Data from the Gender Equity Strategy and Action Plan 2018 – 2020 and the Victorian Auditor-General's Office (VAGO) report into Sexual Harassment in Local Government were also considered when developing the GEAP.

GEAP Development Timeline

The development of the GEAP was overseen by a Project Lead with the support of a project team. Overall the whole process has taken approximately twelve months.

The timeline below shows the key stages of the project and is reflective of the key milestone.

2021	CONSULTATION PROCESS	
March		Executive Leadership Team & Councillor Training run by Women's Health Goulburn Valley
31 May – 2 July		People Matter Survey rolled out
July		Project & Consultation Plans presented to Executive Leadership Team & Councillors
July		Workforce Quantitative Audit completed
August		Data from People Matter Survey made available
September		Consultation through the People and Development Consultation Committee
September		Consultation Workshops delivered with staff
October		Staff Focus Group held to discuss proposed actions in the GEAP
October		Feedback survey open for all Council staff to provide feedback on the GEAP Draft Plan
November		GEAP Draft Plan presented to Executive Leadership Team
2022	CONSULTATION PROCESS	
March		Published on Council Website & submitted to Commission for Gender Equality

Case for Change

History of Gender Equality at Greater Shepparton City Council (GSCC)

In 2017 GSCC applied for and was successful in receiving funding for the 13 week Local Government *Listen, Learn and Lead Gender Equality Program*, whose purpose was to support Councils in advancing gender equality and diversity within their organisations. A Gender Equality Working Group (GEWG) was established, led by the Chief Executive Officer (CEO), and supported by the Director Community and consisted of a further six women from all levels of the organisation. The working group facilitated a series of staff workshops to discuss women's advancement, barriers, and ideas for change. As a result of these workshops the Gender Equity Strategy and Action Plan 2018 – 2020 was developed and implemented.

“The role of leadership is seen as important and when leaders respond to negative behaviour it is highly valued” – Respondent from People Matter Survey

The GEWG continues to meet on a monthly basis to discuss gender equality within the organisation, inviting along two different members of the senior leadership group to each meeting, to ensure active participation and communication across the organisation.

GSCC is an active signatory to the Victorian Local Government Association's Women's Charter and supports its principles of Gender Equality, Active Citizenship and Diversity. GSCC also supports the Greater Shepparton Women's Charter Alliance Advisory Committee (GSWCAAC) which advises Council on opportunities and issues relating to the aforementioned three principles, to achieve better outcomes for women both within Council and within the Community.

Alongside the important work of the Women's Charter is the contribution of other key Advisory Groups and committees;

- Disability Advisory Committee
- Positive Ageing Advisory Group
- LGBTIQ+ Advisory Group
- Youth Committee

Developing Our Vision

The vision statement of the Gender Equity Strategy and Action Plan 2018 – 2020 was:

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

From the consultation process with staff for the 2021 – 2025 iteration of the GEAP the following themes were put forward which take into account the gender equality principles detailed on page 7:

- **Respect**
- **Fairness**
- **Equal**
- **Safe**
- **Equal pay**
- **Sense of belonging**
- **Open and equal representation**
- **Diversity**
- **Level playing field**
- **Safe workplaces**
- **No inappropriate comments**
- **Progress**
- **Fearless**
- **Authentic workplace.**

Based upon these principles and the staff focus group held in October 2021 the new GEAP vision statement is:

‘To be a workplace that is respectful, equitable and inclusive for everyone.’

Where We Are Doing Well

Staff recognise that Council is already doing many things well in relation to ensuring the workplace is fair for women, men and gender diverse people. Throughout the consultation process staff provided feedback such as:

- All roles are open to all sexes
- Keep conversations going about equality at all levels
- Provide cultural sensitivity training
- Fostering a respectful culture
- Female representation at Director level
- Beginning to see more diversity
- (Gender Diversity) Well represented at Councillor level
- Culture of inclusion and respect
- Lead by example.

“With flexible working, I think now is exactly the right time. We couldn’t entertain it before, but we can now because we are doing things differently. Whether that means job shares, being a bit more open to people, leaders saying ‘I am going to do things a bit differently’” – Workshop participant.

“It doesn’t matter if it doesn’t affect me, it might affect the person working next to me”

– Workshop participant

“Saying to somebody – it’s okay we back you – is not enough.” – Workshop participant

Where We Can Improve

Staff have identified a number of areas for improvement and these have been addressed through the development of key actions in the GEAP:

- Perception that gender diversity is challenging due to availability of a skilled/specialist workforce.
- Flexible Work Arrangements are available for all but not encouraged for Management or Supervisors.
- Sexism is still apparent in some areas of the workplace with sexist jokes and comments.
- Pay equality/differences are not transparent or reviewed regularly enough.

Leadership and Resourcing

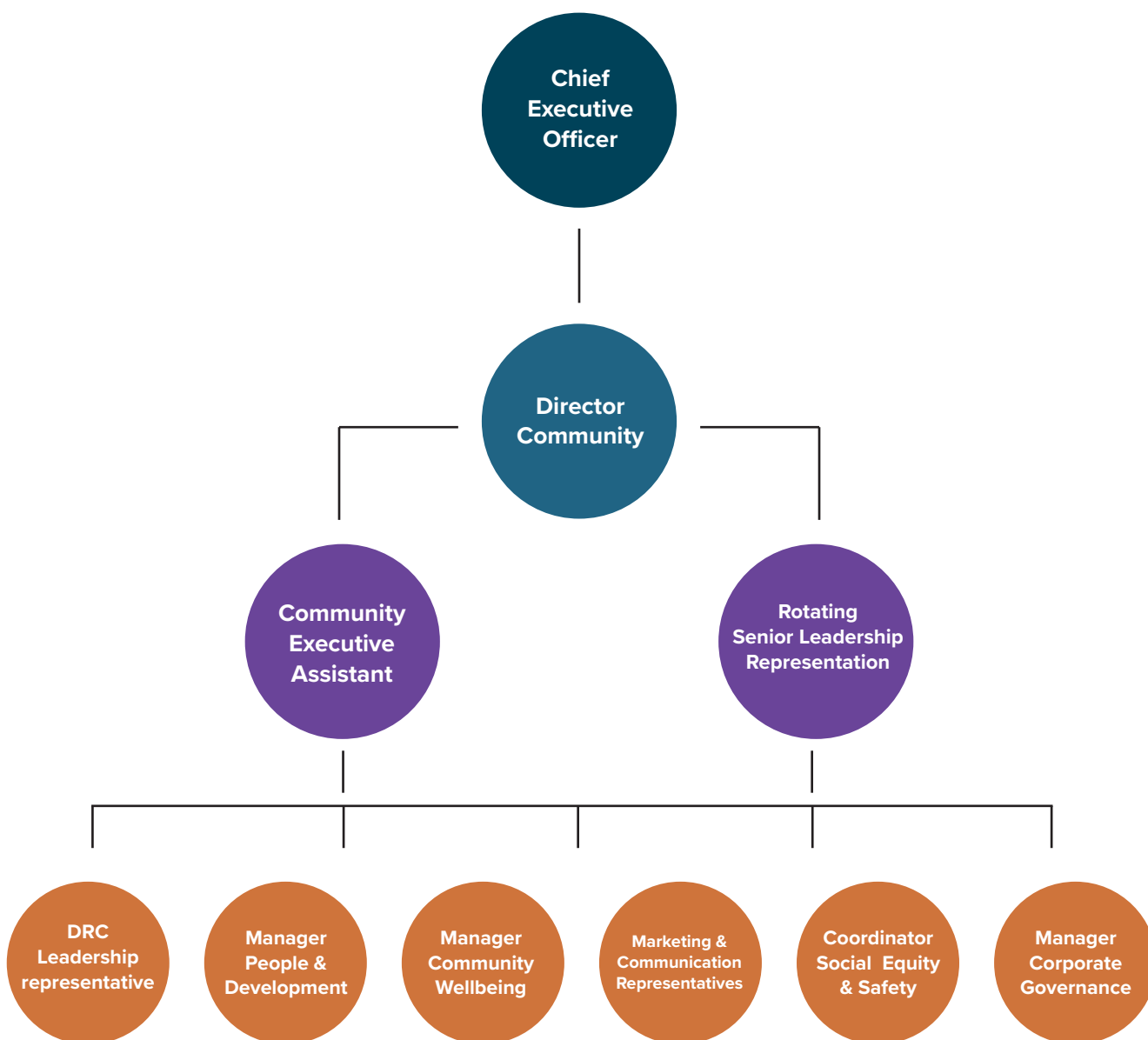
Many of the actions in this plan sit within a variety of departments across GSCC including, People and Development, Governance and Community Wellbeing. GSCC is clear that every department and all levels of staff have a responsibility towards improving gender equality within the organisation, whether through attending sexual harassment training or unconscious bias training, to putting gender equality on department meeting agendas and/or discussing it through toolbox talks.

The Executive Leadership Team discuss gender equality and sexual harassment as a standard agenda item during their weekly meetings. The CEO is the chair of the Gender Equality Working Group who meet bi-monthly with a roster of two different Managers attending each meeting as guests. The Working Group structure can be seen on the following page. The Group will continue to support the delivery of the GEAP throughout the organisation.

To ensure that the Working Group remains relevant to the evolution of the GEAP, a priority action for the action plan is to review the existing structure of the Working Group and identify emerging opportunities for key staff representation and involvement in an annual implementation plan.

This review will also identify existing Officer capacity to deliver actions within the GEAP and explore the need to expand resources in line with Council's commitment to progressing organisational gender equality.

Gender Equality Working Group Structure



Measuring Progress

Measures are outlined in the Action Plan on pages 19 – 26. Progress for the Action Plan will be detailed through a whole of Council approach to allow for transparent communication of the progress across all levels of the organisation.

An annual Implementation & Resource Plan will be developed by the Gender Equality Working Group using the GEAP actions. The audit data will be reviewed on a regular basis within the organisations Workforce Plan as required under the Local Government Act 2020.

With the continuation of the high-level coordination through the Gender Equality Working Group, Council is committed to a multidepartment approach to the delivery and measurement and reporting of the GEAP actions.

With compulsory reporting required by the Commission in 2023, GSCC will also be communicating the achievements and developing challenges for the delivery of the action plan through multiple means to ensure transparency across the organisation. This will include:

- Annual progress report presented to the Executive Leadership Team and Councillors
- Regular interdepartmental communication through staff representation on the Gender Equality Working Group
- Establishment of a progression dashboard that is accessible to all GSCC staff.

These measures will allow for gender equality actions to remain visible and accessible to all GSCC staff and ingrain a commitment to progress gender equality across all levels of the Greater Shepparton workforce.

“Our organisation actively seeks to create a diverse workplace. We don’t ask a person’s sexual preference, which I think is entirely appropriate and it doesn’t impact on recruitment. I believe our organisation reflects the wider community demographics. A caring, professional organisation to be part of.”

– Respondent from People Matters Survey

Gender Equality Indicators

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

1. GENDER PAY EQUITY

The gender pay gap is persistent in Victoria and as of November 2019 stands at 9.6%. In the Victorian public sector it is 10%. The gender pay 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.

2. GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

Women are often underrepresented in leadership roles, and overrepresented in lower level roles. This contributes to the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels.

3. GENDER COMPOSITION OF GOVERNING BODIES

Boards, councils, committees of management and other governing bodies make important decisions about finances and strategies. It's important that governing bodies have diverse voices at the table. The Victorian Government has made a commitment that at least 50% of all new appointments to courts and paid government boards will be women.

4. WORKPLACE SEXUAL HARASSMENT

Sexual harassment in the workplace is common in Australia, including Victoria. 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.

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.

6. GENDERED WORK SEGREGATION

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.

7. LEAVE AND FLEXIBILITY

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

GENDER EQUALITY ACTION PLAN 2021-2025 DELIVERABLES

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures	
			1	2	3	4	5	6	7			
1		Increase organisational literacy on pay gap analysis and reporting	X								<ul style="list-style-type: none"> • Finance • People & Development 	<ul style="list-style-type: none"> • GSCC has internal capacity to extract, analyse and report on pay gap data on an ongoing basis
	1.1	Train key staff on data extraction and analysis (consider using WGEA tool)										
	1.2	Upskill Managers and Finance Business Partners on pay gap analysis										
2		Investigate key pay gaps across the organisation	X								<ul style="list-style-type: none"> • People & Development 	<ul style="list-style-type: none"> • Areas where pay gap exists are documented, identified and analysed. • Development of plans to address pay gaps if rationale is not justifiable. • Pay gap is reduced or eliminated in areas identified
	2.1	Identify key work levels and undertake an analysis to understand pay differences										
	2.2	Review pay and reward challenges in hard to recruit positions										
	2.3	Review leadership banding (e.g. Team Leaders and compare responsibilities in fields dominated by women or men)										
	2.4	Address pay gaps as identified through further investigation of Council pay inconsistencies										
3		Increase transparency on pay gap across the organisation	X								<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Annual reporting of organisation pay structure to Executive • Annually communicate pay structures and pay gaps reporting summary to Council staff
	3.1	Complete an annual pay structure analysis and communicate to all staff										
4		Build leaders capacity to guide Council to be a gender equitable and inclusive workplace		X							<ul style="list-style-type: none"> • People & Development 	<ul style="list-style-type: none"> • 100% of leaders with direct reports have completed Gender Equitable Leadership program (2022) • Leaders' job descriptions include GE&I capabilities • All leaders have GE&I KPI
	4.1	Gender Equitable Leadership training program delivered to all existing leaders										
	4.2	Leaders' job descriptions updated to include capabilities on gender equitable and inclusive leadership										
	4.3	Leaders' KPI's are reviewed and include at least one KPI regarding gender equitable and inclusive leadership										

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures	
			1	2	3	4	5	6	7			
5		Track leadership roles according to gender		X							• People & Development	• GSCC to determine appropriate target
	5.1	Create a dashboard track gender of leaders across the organisation and quarterly reporting to Executive										
6		Improve retention of women and gender diverse leaders		X							• People & Development	• 80% of women, men and gender diverse leaders believe they are valued at GSCC
	6.1	Ask gender equality related questions in Exit interviews and collate and analyse data to identify trends										
	6.2	Internal Women in Leadership network created										
7		Increase representation of women and gender diverse people from all identities in leadership roles		X							• People & Development	• Increase in diverse representation of women, men and gender diverse Leaders
	7.1	Review recruitment for leadership roles through an intersectional gender lens										
	7.2	Half yearly reporting to Executive Leaders Team of broader diversity measures for Leaders through Dashboard										
8		Organisational policies and workplace culture ensure all leaders have access to flexible work arrangements		X							• People & Development	• Senior Leaders feel supported to access formal flexible working arrangements • Annual campaign promoting GSCC as a flexible employer to existing employee
	8.1	Review Enterprise Agreement and Contracts for any barriers to flexibility										
	8.2	Leader flexibility is promoted from the top down during annual performance management processes										
	8.3	All leaders' roles are advertised as flexible										
	8.4	Continued communication to all staff on flexible work arrangements										

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures	
			1	2	3	4	5	6	7			
9		Improve data collection on Councillor attributes to improve reporting to CGEPS			X						• Governance	• Data collection for Councillors across all intersectional measures is collected • Councillors report increased understanding of gender equality and inclusion
	9.1	Communicate with Councillors the purpose of data collection, use of data collection and privacy protocols in place										
10		Build Councillor capacity and confidence to lead on gender and inclusion across the workforce and community.			X						• Governance	• Councillor induction has gender and intersectional lens across whole process • Councillors report increased understanding of gender equality and inclusion
	10.1	Integrate gender and inclusions lens across induction processes										
	10.2	Standalone gender equality training for Councillors										
11		A program to respond to and prevent sexual harassment against Councillors is established			X						• Governance	• All Councillors are aware of reporting process • Councillors believe the process will protect their privacy • 2 community campaigns (annually)
	11.1	Process for Councillor reporting of sexual harassment developed										
	11.2	Training for Councillors on sexual harassment										
	11.3	Community messaging and campaign on prevention of sexual harassment against Councillors developed										
12		Broaden community perception of Council being a desirable place for women and gender diverse people as well as people from a range of backgrounds and identities			X						• Governance • People & Development	• Increased representation of women and gender diverse Councillor candidates
	12.1	Benchmark programs that other local government are taking to encourage broader community participation										
	12.2	Support and encourage women and gender diverse people to stand for election										
	12.3	Community campaign to promote the benefits of a diverse Council										
	12.4	Review current gender equitable practise inclusions in Council Grants and Procurement process and investigate potential opportunities to strengthening										

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures	
			1	2	3	4	5	6	7			
13		Ensure the Councillors and ELT actively promote gender equality and lead by example at all times		X	X						<ul style="list-style-type: none"> Gender Equality Working Group Community Wellbeing 	<ul style="list-style-type: none"> Gender Equality Working group to meet bi-monthly Review Gender Equality Working Group's membership structure Review and development of Women's Charter 3x3 Action Plan 2022-2025
	13.1	Continue to operationalise the Gender Equality Working Group to oversee the implementation, monitoring and evaluation of the group										
	13.2	Review the current structure of the Gender Equality Working Groups to build inclusive and diverse representation across Council departments										
	13.3	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										
14		Deliver the key requirements of the Gender Equality Act		X	X	X	X	X	X		<ul style="list-style-type: none"> Community Wellbeing Governance 	<ul style="list-style-type: none"> Number of GIAs undertaken Progress report submitted (2023) to the commission
	14.1	Develop and Implement Gender Impact Assessments (GIA) across Council policies, programs and services with a direct and significant impact on the public. Ensure all staff are trained appropriately										
	14.2	GIAs submitted for reporting purposes										
	14.3	Submission of progress report to Public Sector Gender Equality Commission in the public sector										

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures
			1	2	3	4	5	6	7		
15		Prevent sexual harassment at Council				X				• People & Development	<ul style="list-style-type: none"> • Revised Sexual Harassment reporting process • Contact Officer training • 80% staff trained
	15.1	Apply an intersectional gender lens to GSCC Code of Conduct									
	15.2	Sexual Harassment training for all staff									
	15.3	Annual communications from CEO on GSCC's zero tolerance approach to sexual harassment									
	15.4	Review Sexual Harassment policy through intersectional gender lens Update Sexual Harassment reporting processes									
	15.5	Contact Officer training – (annual refresher on sexual harassment) & GSCC staff are aware of who is a contact officer and how to access their support									
	15.6	Implement actions developed in the action plan in response to the VAGO report into Sexual Harassment in Local Government									
16		Prevent sexual harassment perpetrated by community towards employees				X				<ul style="list-style-type: none"> • Community Strengthening • People & Development 	<ul style="list-style-type: none"> • Position statements are developed and shared • Community facing staff are trained in responding to sexual harassment from community members
	16.1	Investigate the experience of women, men and gender diverse people who work in community facing roles, of sexual harassment and discrimination									
	16.2	Develop positioning statements to share with community members on standards of behaviour and Council's response									
	16.3	Training for community facing leaders and team members on responding to sexual harassment from community members									

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures
			1	2	3	4	5	6	7		
17		Apply an intersectional lens to recruitment practices end to end					X			• People & Development	<ul style="list-style-type: none"> • Recommendations report on improving gender equitable and inclusive recruitment practice • Implement recommendations from resulting report into recruitment processes
	17.1	Analyse existing recruitment processes (end to end) with an intersectional gender lens									
	17.2	Interview a diverse group of hiring panel members to understand existing practices and attitudes to recruitment									
	17.3	Benchmark best practice approaches to gender equitable and inclusive recruitment									
	17.4	Implement recommended improvements to ensure recruitment processes support gender equitable and inclusive hiring practice									
18		Implement succession planning processes that promote gender equality and inclusion					X			• People & Development	• Bi-annual report to ELT on development opportunities provided by gender
	18.1	Review organisational policies such as Higher Duties, Secondment and Training & Development to ensure they are gender equitable and inclusive									
	18.2	Track secondment, higher duties and training and development on reporting dashboard									
19		Leadership program to support women's career development					X			<ul style="list-style-type: none"> • Gender Equality Working Group • Senior Leadership Group 	• Increased number of female staff attending leadership programs
	19.1	Create opportunities, support and encourage emerging leaders to take secondments, act in higher duties and build leadership capacity									
	19.2	Identify opportunities for emerging women leaders to participate in leadership programs									
20		Communications campaign to promote greater diversity among roles that are heavily gender segregated					X			• Communication and Engagement	• Annual campaign inclusive of videos/clips, posters, interviews etc.
	20.1	Annual campaign to promote work to employees and community members that challenges traditional gender stereotypes and norms. Campaign to promote cultural safety and inclusivity broadly.									

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures	
			1	2	3	4	5	6	7			
21		Male and female workforces pilot approaches to diversify gender in teams that are heavily segregated							X		<ul style="list-style-type: none"> • People & Development 	<ul style="list-style-type: none"> • 2-4 teams develop 3 year action plan
	21.1	Identify teams to develop pilot project										
	21.2	Partner with leaders to develop 3 year action plan to diversify team.										
	21.3	Partner with Directors to sponsor program										
	21.4	Identify internal advocates in each team										
	21.5	Evaluation of pilot program to understand lessons learnt and scaling up across Council more broadly										
22		Challenge gender stereotypes and build positive team culture towards women, men and gender diverse people							X		<ul style="list-style-type: none"> • People & Development Communications and Engagement 	<ul style="list-style-type: none"> • Increase in diverse genders in previously gender dominant areas. • Decrease in women and men reporting personally experiencing bullying at work in the past 12 months • Communications guidelines implemented • Briefing for consultants and contractors on gender equitable and inclusive workplace practice
	22.1	Investigate gender stereotypes in gender heavily segregated teams, including unpacking of workplace language and gender stereotypes										
	22.2	Develop communications protocols to guide gender equitable and inclusive images and language										
	22.3	Develop guidance materials for consultants and contractors on gender equitable and inclusive workplace practice										
23		Strengthen women, men and gender diverse people's access to flexible work arrangements across all levels and areas of Council								X	<ul style="list-style-type: none"> • People & Development 	<ul style="list-style-type: none"> • Gender equitable and inclusive flexible work policy • Increase in men accessing formal flexible working arrangements • Increase in women and men's belief that there is a positive culture in relation to employees who use flexible work arrangements • Increase in women in leadership roles working part-time • Increase in men working part-time
	23.1	Review flexible work policy through an intersectional gender lens										
	23.2	Facilitate conversations on the flexible work arrangements policy with leaders to understand barriers to flexible leave arrangements in their area and identify strategies to overcome these.										
	23.3	Campaign to promote flexible work arrangements to men										
	24.4	Campaign to promote flexible work arrangements across GSCC										

Strategy	Action	Action	Gender Equality Act Indicator							Lead Department	Measures
			1	2	3	4	5	6	7		
24		Improved access to parental leave for women, men and gender diverse employees							X	• People & Development	<ul style="list-style-type: none"> • Best practice parental leave conditions for women, men and gender diverse people • Increase uptake of paid parental leave • Increase in men's access to unpaid parental leave
	24.1	Undertake benchmarking of best practice approach to parental leave across Local Government sector									
	24.2	Leaders promote parental leave to those expecting a new child and lead discussion on options for paid and unpaid leave									
	24.3	Campaign to promote men's access to parental leave									
25		Improved practices related to disclosures of family violence for employees							X	<ul style="list-style-type: none"> • People & Development • Community Wellbeing 	<ul style="list-style-type: none"> • Increase in women and men's perception that the organisation would support them if they needed to take Family Violence leave • Decrease in staff reluctance to disclose Family Violence • Leaders are skilled in responding to disclosures of Family Violence
	25.1	Apply a gender and intersectional lens to the Family and Domestic Violence Policy. Benchmark against Local Government sector and ensure best practice for approach and Safety Planning									
	25.2	Family violence support and approach shared at induction									
	25.3	Develop Leaders' Guide to Responding to Disclosures of Family Violence									
	25.4	Annual 16 Days of Activism campaign includes communications to employees on Family Violence policies and practices at GSCC									

APPENDIX 1

Workplace Gender Audit Summary Data

The table below shows the key strategy alignment of the GEAP 2021-2025 and identifies some but not all of the key actions associated with the Workplace Gender Audit.

Workplace Gender Audit Summary Data	GEAP 2021-2025 Strategy Alignment	GEAP 2021-2025 Strategy Action
The overall workforce split is 64% women: 36% men.	4	Build leaders' capacity to guide Council to be a gender equitable and inclusive workplace
	14	Deliver the key requirements of the Gender Equality Act
	18	Implement succession planning processes that promote gender equality and inclusion
	19	Leadership program to support women's career development
	20	Communications campaign to promote roles that are heavily gender segregated
	21	Male and female workforces pilot approaches to diversify gender in teams that are heavily segregated
	22	Challenge gender stereotypes and build positive team culture towards women, men and gender diverse people
1 in 3 women work part time, versus 1 in 20 men.	7	Increase representation of women and gender diverse people from all identities in leadership roles
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	21	Male and female workforces pilot approaches to diversify gender in teams that are heavily segregated
	23	Strengthen women, men and gender diverse people's access to flexible work arrangements across all levels and areas of Council
	24	Improved access to parental leave for women, men and gender diverse employees
The Gender spread across levels in the organisation is comparative to the overall workforce split.	5	Track leadership roles according to gender
	6	Improve retention of women and gender diverse leaders
	12	Broaden community perception of Council being a desirable place for women and gender diverse people as well as people from a range of backgrounds and identities
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	18	Implement succession planning processes that promote gender equality and inclusion
	25	Improved practices related to disclosures of family violence for employees
The Chief Executive Officer (CEO) is male with the rest of the Executive Leadership Team split 50/50 men and women.	4	Build leaders' capacity to guide Council to be a gender equitable and inclusive workplace
	13	Ensure the Councillors and ELT actively promote gender equality and lead by example at all times
	14	Deliver the key requirements of the Gender Equality Act

Workplace Gender Audit Summary Data	GEAP 2021-2025 Strategy Alignment	GEAP 2021-2025 Strategy Action
1 in 3 Managers are women with 2 in 3 Managers men – all of which work full time	7	Increase representation of women and gender diverse people from all identities in leadership roles
	8	Organisational policies and workplace culture ensure all leaders have access to flexible work arrangements
	14	Deliver the key requirements of the Gender Equality Act
	18	Implement succession planning processes that promote gender equality and inclusion
A total of 19 Aboriginal and Torres Strait Islander staff are employed with 7 women working part time or casual, versus 2 men.	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	18	Implement succession planning processes that promote gender equality and inclusion
The governing body of Councillors is made up of 5 men and 4 women with the current Mayor being female and the Deputy Mayor being male.	9	Improve data collection on Councillor attributes to improve reporting to CGEPS
	10	Build Councillor capacity and confidence to lead on gender and inclusion across the workforce and community
	13	Ensure the Councillors and ELT actively promote gender equality and lead by example at all times
	14	Deliver the key requirements of the Gender Equality Act
There are pay gaps at every level with most levels – 3 and under are explained by the length of service in the role at each level with more males working in their roles for longer, therefore more consistently rising through the levels in the relevant band each year.	1	Increase organisational literacy on pay gap analysis and reporting
	2	Investigate key pay gaps across the organisation
	3	Increase transparency on pay gap across the organisation
	14	Deliver the key requirements of the Gender Equality Act
Pay gaps at Level – 3 relate to predominantly male oriented positions being paid at a higher band as a Team Leader than female roles. The same pay gaps at Manager Level also show traditionally male dominated areas such as Planning and Building, and Projects are paid more than Early Years and Community Wellbeing.	1	Increase organisational literacy on pay gap analysis and reporting
	2	Investigate key pay gaps across the organisation
	3	Increase transparency on pay gap across the organisation
	14	Deliver the key requirements of the Gender Equality Act
2 complaints of sexual harassment were received in the reporting period, both women making a complaint against the same male.	11	A program to respond to and prevent sexual harassment against Councillors is established
	14	Deliver the key requirements of the Gender Equality Act
	15	Prevent sexual harassment at Council
	16	Prevent sexual harassment perpetrated by community towards employees

People Matter Survey Findings

The table below shows the key strategy alignment of the GEAP 2021-2025 and identifies some but not all of the key actions associated with the Workplace Gender Audit.

People Matter Survey Summary Data	GEAP 2021-2025 Strategy Alignment	GEAP 2021-2025 Strategy Action
236 employees completed the People Matter Survey equating to 26% of the organisation.	14	Deliver the key requirements of the Gender Equality Act
61% of employees identified as Female, 35% identified as Male and 4% identified as Prefer not to say.	7	Increase representation of women and gender diverse people from all identities in leadership roles
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	21	Male and female workforces pilot approaches to diversify gender in teams that are heavily segregated
7% of respondents identified as having a disability.	23	Strengthen women, men and gender diverse people's access to flexible work arrangements across all levels and areas of Council
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
86% of survey respondents identified as heterosexual, 6% identified as Gay, Lesbian, Bisexual, I use a different term, and 8% preferred not to say.	18	Implement succession planning processes that promote gender equality and inclusion
	5	Track leadership roles according to gender
	6	Improve retention of women and gender diverse leaders
	12	Broaden community perception of Council being a desirable place for women and gender diverse people as well as people from a range of backgrounds and identities
	14	Deliver the key requirements of the Gender Equality Act
1% identified as Aboriginal or Torres Strait Islander with a further 3% preferring not to disclose.	17	Apply an intersectional lens to recruitment practices end to end
	18	Implement succession planning processes that promote gender equality and inclusion

People Matter Survey Summary Data	GEAP 2021-2025 Strategy Alignment	GEAP 2021-2025 Strategy Action
72% of respondents answered favourably to the gender composition of the workplace, meaning they see a positive culture within the organisation in relation to employees of different age groups, sex/gender, LGBTQIA+, cultures, ATSI and disabilities.	5	Track leadership roles according to gender
	6	Improve retention of women and gender diverse leaders
	12	Broaden community perception of Council being a desirable place for women and gender diverse people as well as people from a range of backgrounds and identities
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	18	Implement succession planning processes that promote gender equality and inclusion
	25	Improved practices related to disclosures of family violence for employees
81% of survey respondents said they felt culturally safe at work and 82% said the organisation uses inclusive, respectful images and language.	14	Deliver the key requirements of the Gender Equality Act
Only 61% said they believed the organisation made fair recruitment and promotion decisions based upon merit and only 60% believed they had an equal chance at promotion.	5	Track leadership roles according to gender
	6	Improve retention of women and gender diverse leaders
	12	Broaden community perception of Council being a desirable place for women and gender diverse people as well as people from a range of backgrounds and identities
	14	Deliver the key requirements of the Gender Equality Act
	17	Apply an intersectional lens to recruitment practices end to end
	18	Implement succession planning processes that promote gender equality and inclusion
	25	Improved practices related to disclosures of family violence for employees
Only 55% of survey respondents believed there was a positive culture towards employees who used flexible work arrangements, however 75% said they had the flexibility they needed to manage their work and non-work activities.	7	Increase representation of women and gender diverse people from all identities in leadership roles
	8	Organisational policies and workplace culture ensure all leaders have access to flexible work arrangements
	14	Deliver the key requirements of the Gender Equality Act
	18	Implement succession planning processes that promote gender equality and inclusion

APPENDIX 2

Workplace Gender Audit – data

People Matter Survey Results

[M21/97875 - People Matter Survey GSCC - Demographics - Data - 2021 – View](#)

[M21/97876 - People Matter Survey - GSCC - Gender intersectionality - Data - 2021 – View](#)

[M21/97878 - People Matter Survey - GSCC - Organisation - Data - 2021 – View](#)

Quantitative Workforce Reporting

https://greaterShepparton.com.au/assets/files/documents/our_council/council_documents/geap/WGA_Workforce_Reporting_Tables.pdf

Links to download these files can be found at greaterShepparton.com.au/geap

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