

HOBSONS  
BAY CITY  
COUNCIL



# GENDER EQUALITY 2021–25

## *ACTION PLAN*





March 2022

### Acknowledgements

Council acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners of these municipal lands and waterways, and pay our respects to Elders past and present.



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# MESSAGE FROM THE CEO

Hobson's City Bay Council seeks to ensure that by progressing workplace gender equality, all our employees could have the opportunity to make the most of their experiences, skills, and talent.

Gender Equality is about recognising and valuing differences and providing tools and support to ensure everyone has an opportunity to succeed.

Hobsons Bay City Council has made considerable progress towards gender equality in the workplace, but we know there is more that we can and should be doing.

We must continue to break down stereotypes and shift gender norms to provide a respectful, safe, and inclusive culture in the workplace. The Gender Equality Action Plan amongst other things, highlights the responsibility of leaders at all levels to hold themselves and others to account for demonstrating gender equitable and inclusive behaviour by providing them with the necessary tools and skills via reporting platforms and training.

Our future success is dependent on attracting and retaining the best people and – when we empower all staff to thrive – our whole community feels the benefit.

We are so proud of the work that has been put in developing this important piece of work. We thank all those who provided their insights and experiences to shape this crucial dialogue and encourage all employees to continue to promote gender equality within our workplace.

# INTRODUCTION

The Gender Equality Action Plan (GEAP) is Hobsons Bay City Council's (HBCC) strategic plan to promote workplace gender equality as required by the *Gender Equality Act 2020 (Vic)*.

It expresses HBCC's commitment to enabling a gender equitable, safe, inclusive, and respectful workplace for all staff. It sets out actions we will take to address gendered structural and cultural inequality. There is increasing organisational understanding of, and commitment to, addressing intersectional gender inequality, particularly the way in which identity characteristics such as culture, Aboriginality, age, sexuality, and disability can exacerbate gender inequality.

## Vision

HBCC is a gender equitable, safe, inclusive, and respectful workplace for all staff.

We acknowledge and address intersectional<sup>1</sup> gender inequality, particularly identity characteristics that compound and exacerbate gender inequality. The decisions we make for our workforce are evidence-based using fair and transparent processes. We aim to promoting structural and cultural gender equality in everything we do.

Our goal is for our workforce to reflect and support the diversity of the community we serve by creating a workplace culture that enables all staff to connect with, and operate according to the ethos, objectives, strategies and actions set out in this GEAP.

## Overarching aims

The overarching aims for realising our vision are:

1. Executive Leadership commits to learning about, championing, leading, and advocating for gender equity and inclusion at HBCC
2. A Monitoring, Evaluation and Reporting Framework, inclusive of improved data collection capacity and reporting, and the development of appropriate privacy protocols, is in place
3. An intersectional gender lens is applied to new and revised policies, programs and services that underpin workplace gender equity and inclusion
4. A Communication and Engagement Plan is implemented to regularly engage and inform staff about workforce gender equity and inclusion at HBCC

Specific actions that connect and drive the achievement of the overarching aims are detailed in the Implementation Plan ([see appendix B.](#))

<sup>1</sup>The disadvantage or discrimination that a person may experience based on any of the following in addition to gender inequality

(i) Aboriginality;	(iv) ethnicity;	(vii) religion;
(ii) age;	(v) gender identity;	(viii) sexual orientation
(iii) disability;	(vi) race;	

# CASE FOR CHANGE

HBCC continues to evolve in its gender, intersectionality, and equality journey by integrating the elements of the *Gender Equality Act 2020*, into its business practices, systems and behaviours.

The endeavor is anchored in the Gender Equality Principles and underpinned by the organisation's values which are expressed as:

- Respectful
- Community driven and focused
- Trusted and reliable
- Efficient and responsible
- Bold and innovative
- Accountable and transparent
- Recognised

The 10 Gender Equality Principles have guided the preparation of this GEAP. HBCC is committed to these principles and the crucial role we play in delivering on these commitments for all staff, subsequently benefitting the community.

In addition to 10 Gender Equality Principles guiding the preparation of this GEAP, HBCC has considered intersectional gender inequality in the development of this GEAP. HBCC is committed to taking action to address how gender inequality can interact with other inequities by:

- analysing our workplace gender audit data to identify systemic barriers to access, inclusion and equity for people who experience intersectional gender inequality
- identifying areas for improved intersectional data collection
- consulting with and incorporating feedback from staff who experience intersectional gender inequality in the development of the GEAP
- developing strategies and measures to specifically address how gender inequality affects diverse staff who face more than one type of inequality.

## Gender Equality Principles

- (1)** All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect, and fairness.
- (2)** Gender equality benefits all Victorians regardless of gender.
- (3)** Gender equality is a human right and precondition to social justice.
- (4)** Gender equality brings significant economic, social and health benefits for Victoria.
- (5)** Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- (6)** Advancing gender equality is a shared responsibility across the Victorian community.
- (7)** All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- (8)** Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- (9)** Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- (10)** Special measures may be necessary to achieve gender equality.

<sup>2</sup>Source: [WGEA](#)

Where intersectionality may be a new concept or consideration for our organisation, we have also worked to build capacity when it comes to addressing intersectional gender inequalities experienced by our employees.

During the preparation of the GEAP, it became evident that there are gaps in our knowledge of our workforce and our peoples' needs; potential barriers and areas requiring greater support were identified. These gaps are the key areas targeted for remediation in the enactment of our Implementation Plan.

We strive to improve the workplace experience of all staff by shifting our organisation towards a culture that enshrines authentic gender equality and fairness. Our goal of improving gender equality in our workplace is to provide principally equal opportunities for both women and men, noting that application and take-up may be experienced differently by everyone. In turn, the improved outcomes experienced by our staff remain inextricably linked with the outcomes and experiences of the community we serve.

### **Business case**

While there is a clear case for pursuing an improved organisational culture through gender equality, additionally, there is an abundance of evidence specifying a multitude of business benefits. These benefits include improved:

- productivity and economic growth
- organisational performance
- staff attraction and retention
- enhanced reputation
- service delivery
- innovation

Gender diversity, particularly at leadership level can embed improved workplace performance while simultaneously rectifying instances of pay disparity.

### **Existing strategies and initiatives**

There are a range of initiatives, strategies and plans already in place that support workplace gender equality at HBCC. These include:

HBCC gender equality milestones undertaken prior to the commencement of the Gender Equality Act 2020 (Vic):

- 2014 – Council's Gender Equity Statement
- 2019 – Social Policy Framework – A Fair Hobsons Bay for All
- 2019–20 – Roadmap Towards Gender Equity and Respect

The content from the initiatives listed above has been integrated into the current GEAP.

HBCC participated in a survey conducted by Victorian Attorney General's Office (VAGO) on Sexual Harassment in Local Government. In the audit report released in 2020, VAGO provided 11 recommendations to Victorian local councils. The Implementation Plan includes actions that address a number of these recommendations.

Hobsons Bay 2030 Community Vision guides Council's work. It was developed by the community for the community and is based on priorities for achieving that vision. The defined priorities that demonstrates links to gender equality efforts are:

- Community wellbeing and interconnection
- An accessible and connected community

<sup>3</sup>[VAGO Sexual Harassment in Local Government Report](#)

<sup>4</sup>[Hobsons Bay 2030 Community Vision](#)

The Council Plan 2021–25<sup>5</sup> contains strategic objectives and priorities with the focus of:

### **Community**

#### *Healthy Equitable and Thriving Communities:*

Be a city where all members of the community can participate equitably, feel safe, connected, and achieve good health and social wellbeing.

### **Organisation**

#### *A High Performing Organisation:*

Delivering value for money through efficient processes, digital transformation, and continuous improvement with a willingness to try new approaches as to how we do, what we do. We will be transparent and responsive to the needs of the community through meaningful connection, communication, and engagement.

- Enhance transparency, accountability, and good governance practice a) Implement recent changes to legislation (such as the *Local Government Act 2020*, *Gender Equality Act 2020*, *Child Safe Standards*) to improve democracy, accountability, gender equality and service delivery for Hobsons Bay

### **Legislative and policy framework**

The overarching legislation and policy related to the GEAP is the *Gender Equality Act 2020* (Vic). The Act requires Council to promote gender equality in the workplace, consider gender equality when developing and implementing policies, programs and services that have a significant community impact.

Council is committed to executing its obligations under the *Gender Equality Act 2020* (Vic) through the promotion and implementation of the GEAP, and by conducting gender impact assessments (GIAs). Council will meet all reporting requirements set out by the Commission for Gender Equality in the Public Sector.

The GEAP is closely aligned with *Equal Opportunity Act 2010* (Vic), *Charter of Human Rights and Responsibilities Act 2006* (Vic), *Local Government Act 2020* and *Child Safe Standards* (Vic). Council acknowledges its legal compliance responsibilities in relation to the legislation.

The *Local Government Act 2020*<sup>6</sup> is a principles-based act. This GEAP aligns to and supports the five guiding principles – community engagement, strategic planning, financial management, public transparency, and service delivery. The Plan also contributes to the requirement for the Chief Executive Officer to develop and maintain a Workforce Plan, using a gender lens to analyse workforce composition.

<sup>5</sup>[Council Plan 2021–25](#)

<sup>6</sup>[Local Government Act 2020](#)



# WORKPLACE GENDER AUDIT

HBCC 2021 Workplace Gender Audit assessed the state and nature of gender inequality in our workplace. The audit measured the Council against the Act's workplace gender equality indicators to determine a baseline assessment for the development of the GEAP strategies and actions.

The gender audit data sources included:

- Workforce data from HR system (PayGlobal)
- 2021 Employee Experience Survey, conducted by an independent provider (CustomInsight)

The Workplace Gender Audit results<sup>7</sup> revealed data gaps impacting the analysis and understanding of the intersectional gender inequality in our workplace. The challenge for the next reporting period is to reduce these gaps by improving our data collection systems and processes, with a focus on gendered disaggregated data and intersectionality.

The following is a snapshot of the workforce data recorded in HBCC's HR Payroll system.<sup>8</sup>

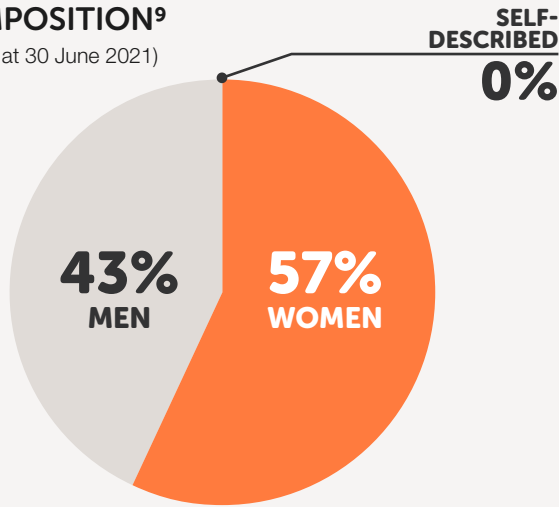
<sup>7</sup>[Access 2021 Workplace Gender Audit here](#)

<sup>8</sup>Source: Pay global data at 30 June 2021

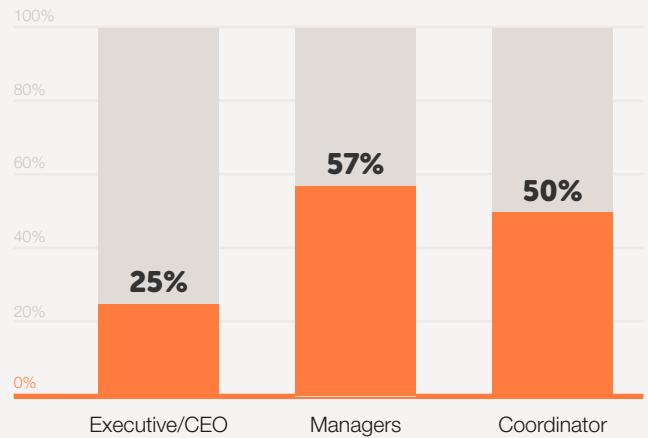
# Gender composition of Hobsons Bay City Council workforce as of 30 June 2021

## ORGANISATION WORKFORCE COMPOSITION<sup>9</sup>

(707 as at 30 June 2021)



## WOMEN REPRESENTATION IN LEADERSHIP POSITION



## PERCENTAGE OF STAFF PER EMPLOYMENT BASIS BY GENDER

Casual



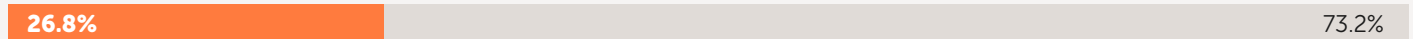
Part-time contract (fixed-term)



Part-time permanent/ongoing



Full-time contract (fixed-term)



Full-time permanent/ongoing



Women Men

## WOMEN AS PERCENTAGE OF RECRUITMENT

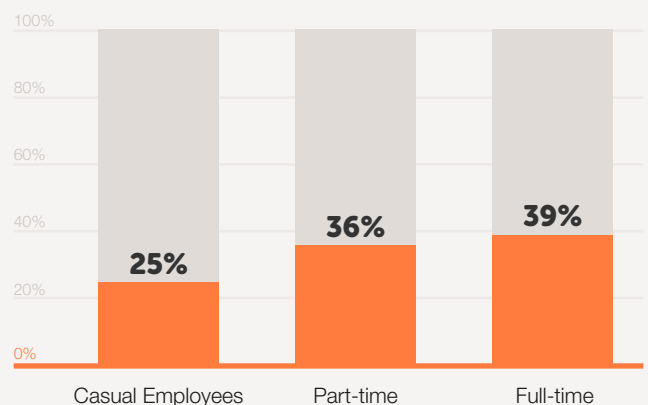
Women as per cent of full-time recruitments



Women as per cent of part-time recruitments



## PERCENTAGE OF WOMEN IN OUR WORKFORCE BY EMPLOYMENT BASIS



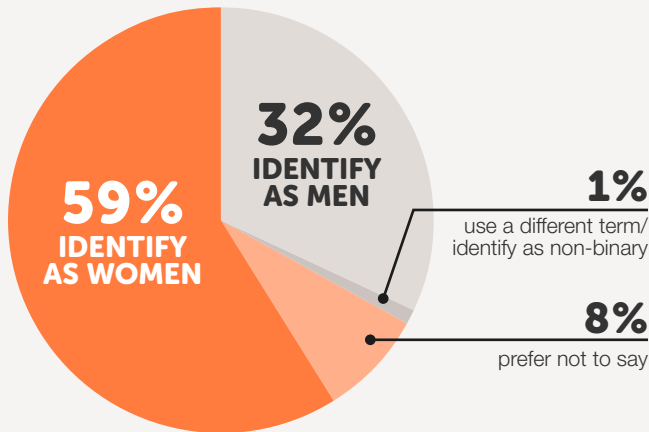
<sup>9</sup>Number of employees - 707 as at 30 June 2021

<sup>10</sup>Elected councillors - 7 as at 30 June 2021

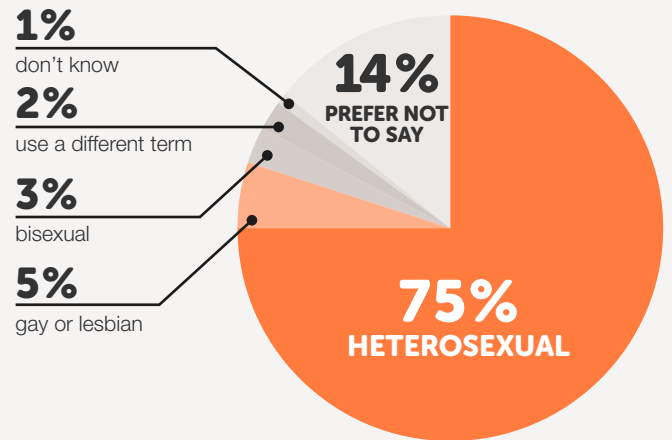
## Diversity in our workplace

Below is a snapshot of data collected via the Employee Experience Survey, 2021<sup>11</sup>

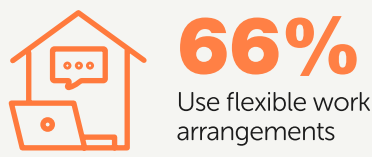
### GENDER



### SEXUAL ORIENTATION



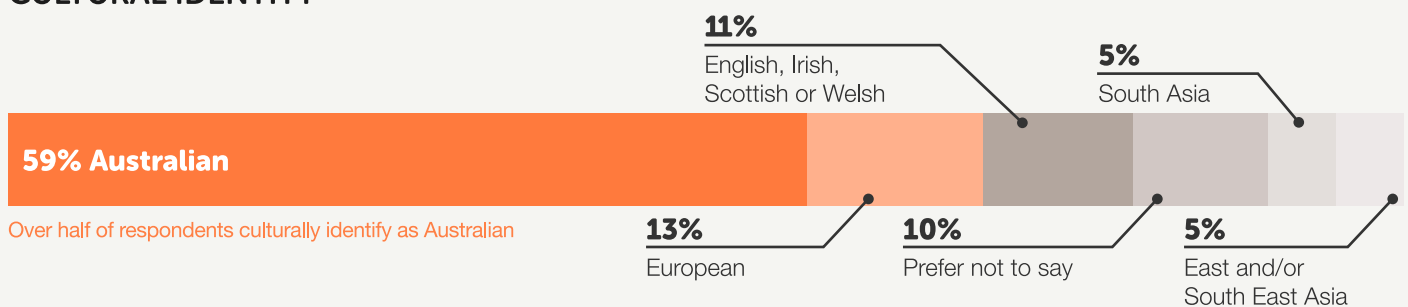
\*47% identify as men and 47% identify as women



\*69% identify as men and 66% identify as women



### CULTURAL IDENTITY



<sup>11</sup>Source: Gender Equality Employee Experience Survey 2021 completed by 32% of all staff

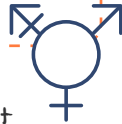
The Employee Experience Survey provides the opportunity for staff to share their vision on creating a respectful, safe, and inclusive workplace. The six themes listed below summarize the priorities identified and informed the GEAP development process.

**Theme 1:** Training and workforce support, including events, communication, and awareness-raising about cultural sensitivity, gender diversity and sexual harassment.



“Training and discussion sessions around sexual harassment and appropriate behavior in the workplace”

**Theme 2:** Gender balance, diversity and role-modelling in leadership and senior positions.



“Provide more opportunities for existing female employees, support females in higher level positions to have a work life balance.”

**Theme 3:** Employment and recruitment inclusive practices, considering characteristics such as gender, disability, cultural background, etc.



“Ensure all staff are given the correct tools and support to be able to apply for new job opportunities to enhance growth in the organisation”

“Opportunity to participate in events/ activities for staff that celebrate a diverse workforce and community”

**Theme 4:** Creating career progression opportunities and work flexibility for all.



“Consider more part-time and job-sharing roles to accommodate a wider range of applicants and employees”

**Theme 5:** Organisation-wide policies and processes awareness.



“Action/raise awareness of what organisation is doing to facilitate inclusivity and respect (...)”

**Theme 6:** Ensuring a culturally safe workplace environment.



“Continue with the management emphasis on promoting diversity, inclusion, and removal of bias”

# GEAP DEVELOPMENT PROCESS – CONSULTATION AND ENGAGEMENT

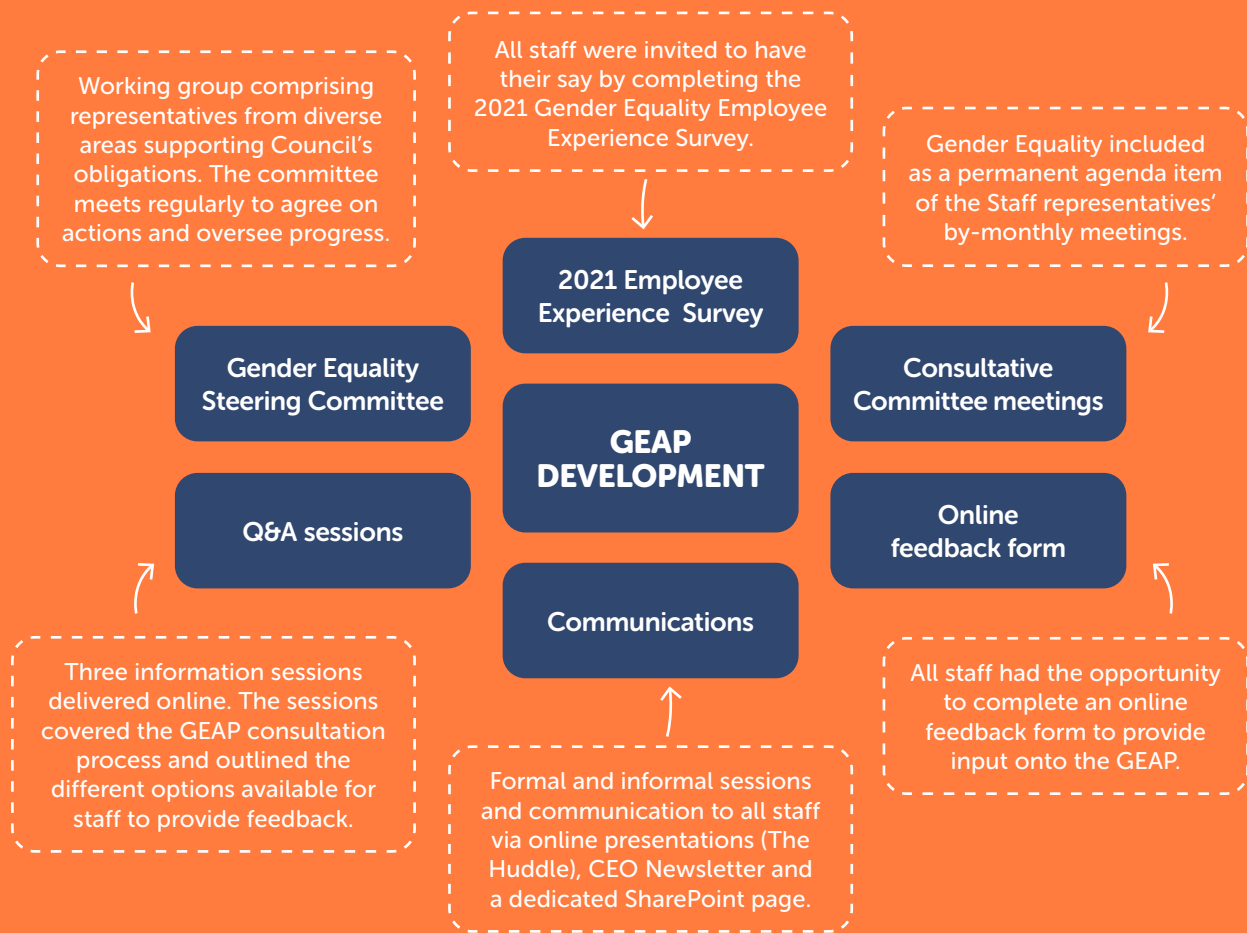
The GEAP was developed through a consultation process involving councillors, staff and key stakeholders across the organisation, including established employee representative groups, trade unions (Australian Services Union; Australian Nurses & Midwifery Union and Professionals Australia) as well as the Executive Leadership Team.

The 2021 Workplace Gender Audit results were shared with all staff and published on an accessible platform and comments invited.

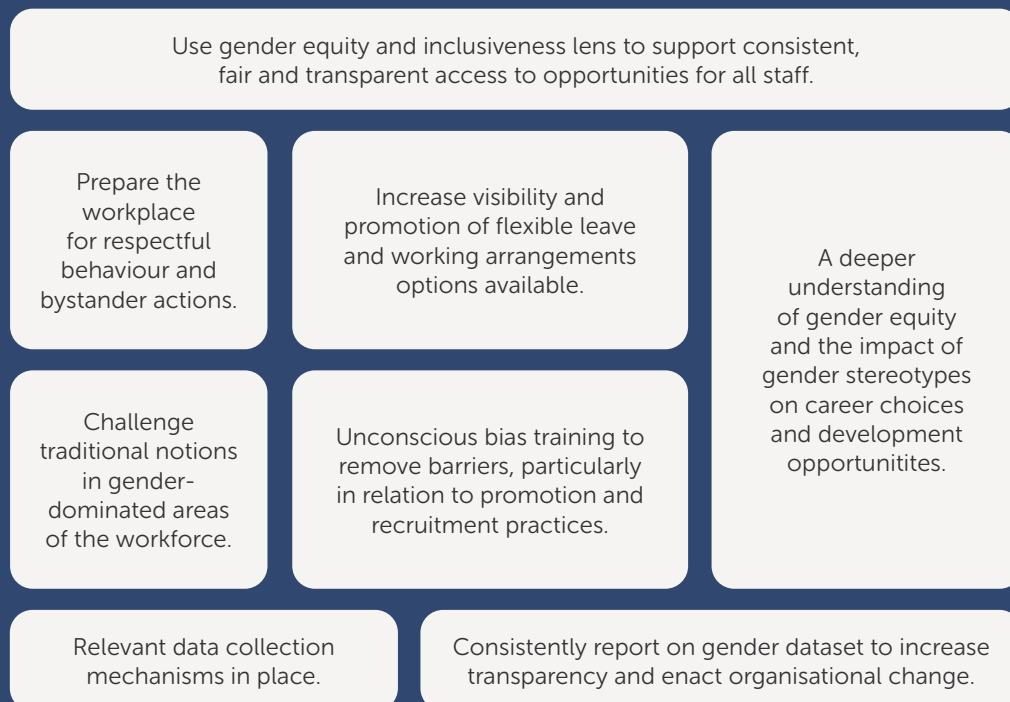
The first round of consultation included regular discussions with the Gender Equality Steering Committee and the Consultative Committee (which is made up of employee representatives and trade unions) based on the gender audit results. In these sessions, participants provided deeper insights and clarified priority areas to address in the GEAP.

The second round of consultation incorporated a form designed to elicit feedback on the draft Implementation Plan. The anonymous form facilitated targeted feedback about proposed objectives, strategies, and actions to be included in the GEAP.

Regular information sessions and written communications were provided to all staff throughout the GEAP development process.



The feedback gathered from the consultation process added new perspectives and insights to the Implementation Plan. The main areas for improvement identified are listed below.



A Communication and Engagement Plan has been developed. It outlines how we intend to inform and engage our workforce as we implement the GEAP. [See appendix c.](#)

# IMPLEMENTATION PLAN

The following Objectives and aligned Strategies were developed through a process of consultation, and in response to the results of our Workplace Gender Audit. Associated actions will be undertaken over the next four years.

## OBJECTIVE & STRATEGIES

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

#### Objective

---

HBCC has a gender equitable and inclusive workforce

#### Strategies

---

Increase data capture and analysis to improve monitoring and reporting capability

---

Empower leaders to build skills and confidence to lead a gender equitable and inclusive workplace

---

[Link to indicator 1 audit results](#)

### Indicator 2: Gender composition of governing body

#### Objective

---

HBCC has a gender equitable and inclusive governing body

#### Strategies

---

Engage councillors in the gender equality and inclusion work

---

[Link to indicator 2 audit results](#)

### Indicator 3: Pay equity

#### Objective

---

There is pay parity across all genders

#### Strategies

---

Review and report on pay equity

---

[Link to indicator 3 audit results](#)



## OBJECTIVE & STRATEGIES

### Indicator 4: Sexual harassment in the workplace

#### Objective

---

HBCC is a safe and inclusive workplace

#### Strategies

---

Empower staff to build an inclusive and respectful workplace culture which has shared responsibility from staff and leaders to prevent and address harassment, bullying, sexual harassment, and discrimination

---

[Link to indicator 4 audit results](#)

### Indicator 5: Recruitment and promotion practices in the workplace

#### Objective

---

HBCC is a safe and inclusive workplace

#### Strategies

---

Embed equitable and inclusive recruitment and promotion opportunities

---

[Link to indicator 5 audit results](#)

## OBJECTIVE & STRATEGIES

### **Indicator 6: Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities**

#### **Objective**

---

HBCC is a safe, and inclusive workplace

#### **Strategies**

---

Relevant policies and procedures are in place and promoted

---

[Link to indicator 6 audit results](#)

### **Indicator 7: Gendered segregation within the workplace**

#### **Objective**

---

HBCC is safe, and inclusive workplace

#### **Strategies**

---

Drive change in gendered occupational segregation

---

[Link to indicator 7 audit results](#)

## RESOURCING OUR GEAP

HBCC will devote adequate resources to assist with meeting the principles of Gender Equality.

To assist with achieving HBCC's vision for Gender Equality and realising our desired actions, a Gender Equality Steering Committee has been established. The role of the Gender Equality Steering Committee will be to monitor both the actions and progress of the GEAP and evaluate the impact the actions are having on the organisation.

In addition to the Gender Equality Steering Committee, Gender Equality will become a standard 'Agenda' item for the Staff Consultative Committee. This will ensure

there is adequate representation across a range of staffing levels and areas. This will assist with embedding Gender Equality within our everyday culture.

Appropriate systems will be put in place to collect and report on data to measure our progress and to assist with reporting.

Adequate budget funds will be made available via the annual financial budgets over the life of the GEAP to support the achievement of the Implementation Plan.

## MEASURING PROGRESS

Once a Monitoring and Evaluation Framework has been established, status reports will be available to managers via a dashboard that tracks the progress of each of the priority activities. The executive will receive a status report against these actions on a quarterly basis.

The Implementation Plan will be reviewed and updated annually.

Progress against the Implementation Plan will be formally reported to the Commission for Gender Equality in the Public Sector every two years.

# GLOSSARY

## **Gender**

Part of how you understand who you are and how you interact with other people. Many people understand their gender as being a man or woman. Some people understand their gender as a mix of these or neither. A person's gender and their expression of their gender can be shown in different ways, such as through behaviour or physical appearance.

## **Gender equality**

Gender equality is when people of all genders have equal rights, responsibilities, and opportunities.

## **Gender equity**

The concept recognises that within all communities, women, men and gender diverse people have different benefits, access to power, resources, and responsibilities. Gender equity is the process of being fair to all people, regardless of gender by recognising diversity and disadvantage and directing resources and services towards those most in need, to ensure equal outcomes for all. Gender is no longer viewed through a binary lens of women and men. A gender equity approach therefore acknowledges that different strategies are often necessary for women, men, and gender diverse people.

## **Gender diverse**

An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.

## **Gendered stereotypes**

Gendered stereotypes are a generalised view or preconception about gender attributes, characteristics, and roles.

## **Gendered work segregation**

Workplace gender segregation is the unequal distribution of genders across certain occupations, industries, and hierarchies. Segregation tends to follow traditional gender lines, with women disproportionately represented in caring and administrative roles, and men disproportionately represented in building and construction trades, engineering, and technical occupations as well as in leadership roles across all industries.

## **Inclusion**

Empowering access to opportunities, dealing with structural inequalities, tackling unconscious bias to have equal access to all parts of society.

## **Intersectionality**

This is an approach to understanding how social meanings related to the way we identify can overlap and interconnect. This creates different layers and types of discrimination or disadvantage for either an individual or group. Attributes may include gender, sexual orientation, sex characteristics, ethnicity, language, faith, class, socioeconomic status, ability, and age.

## **Stereotypes**

Making assumptions about an entire group of people. We generalise all people in a group to be the same, without considering individual differences. We often base our stereotypes on misconceptions or incomplete information.

# *APPENDIX A*

**Hobsons Bay City Council  
2021 Workplace Gender Audit**



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

**Workforce data**

**Employee experience data**

Overall gender composition of the workforce:  
57% women, 43% men.

Gender composition of leadership positions:  
CEO-Exec: 25% Women – 75% Men  
Managers: 57% Women – 43% Men  
Coordinator: 50% Women – 50% Men

Note: Data unavailable for gender diverse people

71.8% agreed with the statement “There is a positive culture within my organisation in relation to employees of different sexes/genders”:

- 46% of women respondents agreed with the statement
- 49% of men respondents agreed with the statement

Percentage of women in the workforce who work full-time: 39.7%

Percentage of men in the workforce who work full-time: 75.4%

47% agreed with the statement “There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander”:

- 46% of women respondents agreed with the statement
- 49% of men respondents agreed with the statement

Percentage of women in the workforce who work part-time: 35.7%

Percentage of men in the workforce who work part-time: 9%

73% agreed with the statement “There is a positive culture within my organisation in relation to employees from varied cultural backgrounds”:

- 74% of women respondents agreed with the statement
- 78% of men respondents agreed with the statement

Percentage of women in the workforce who are casual: 24.6%

Percentage of men in the workforce who are casual; 15.6%

73% agreed with the statement “There is a positive culture within my organisation in relation to employees of different age groups”:

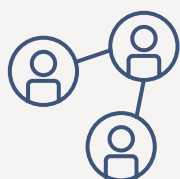
- 72% of women respondents agreed with the statement
- 79% of men respondents agreed with the statement

67% agreed with the statement “There is a positive culture within my organisation in relation to employees who identify as LGBTIQ”:

- 67% of women respondents agreed with the statement
- 74% of men respondents agreed with the statement

58% agreed with the statement “There is a positive culture within my organisation in relation to employees with disability”:

- 57% of women respondents agreed with the statement
- 67% of men respondents agreed with the statement



**Indicator 2 - Gender composition of governing body**

**Workforce data**

Note: Gender composition of the governing body by Aboriginality, age, disability, ethnicity and race, religion, and sexual orientation – data not available



**Indicator 3 - Pay equity**

**Workforce data**

**Median total remuneration pay gap**

ALL	-0.09
Full-time permanent/ongoing	-0.09
Full-time contract (fixed term)	0.00
Part-time permanent/ongoing	-0.20
Part-time contract (fixed term)	0.16
Casual	-0.09

**Median annualized base salary pay gap**

ALL	-0.08
Full-time permanent/ongoing	-0.09
Full-time contract (fixed term)	0.00
Part-time permanent/ongoing	-0.20
Part-time contract (fixed term)	0.15
Casual	-0.09

**Median annualized base salary pay gap by level**

0	0.00
-1	0.00
-2	-0.02
-3	0.00
-4	0.14
-5	-0.10
-6	0.00



**Indicator 4 - Sexual harassment in the workplace**

**Workforce data**

No formal complaints made in the last 12 months.

**Employee experience data**

12% of respondents have experienced sexual harassment at work in the last 12 months:

- 10% of women respondents have experienced sexual harassment at work in the last 12 months
- 9% of men respondents have experienced sexual harassment at work in the last 12 months

64% agreed with the statement 'I feel safe to challenge inappropriate behaviour at work'

- 64% of women respondents agreed with the statement
- 72% of men respondents agreed with the statement

54% agreed with the statement 'My organisation takes steps to eliminate bullying, harassment and discrimination'

- 50% of women respondents agreed with the statement
- 69% of men respondents agreed with the statement

78% agreed with the statement 'My organisation encourages respectful workplace behaviors'

- 77% of women respondents agreed with the statement
- 87% of men respondents agreed with the statement

32% have witnessed negative behaviours at work during the last 12 months

- 34% women witnessed negative behaviour
- 24% men witnessed negative behaviour

Most witnessed behaviour are:

- Bullying of a colleague (25%)
- Discrimination against a colleague (16%)
- Violence or aggression against a colleague (8%)
- Sexual harassment of a colleague (5%)





**Indicator 5 - Recruitment and promotion practices in the workplace**

**Workforce data**

Overall gender composition of recruitments. Women represent the:

- 56.5% of full-time recruitments
- 78.8% of part-time recruitments
- 78.8% of casual recruitments

Note: No workforce data available for permanent promotion, career development higher duties and internal secondments.

**Employee experience data**

47% agreed with the statement 'My organisation makes fair recruitment and promotion decisions, based on merit'

- 47% of women respondents agreed with the statement
- 57% of men respondents agreed with the statement

54% agreed with the statement 'I feel I have an equal chance at promotion in my organisation'

- 52% of women respondents agreed with the statement
- 64% of men respondents agreed with the statement

69% agreed with the statement 'Gender is not a barrier to success in my organisation'

- 70% of women respondents agreed with the statement
- 75% of men respondents agreed with the statement

50% agreed with the statement 'Being Aboriginal and/ or Torres Strait Islander is not a barrier to success in my organisation'

- 48% of women respondents agreed with the statement
- 60% of men respondents agreed with the statement

68% agreed with the statement 'Cultural background is not a barrier to success in my organisation'

- 67% of women respondents agreed with the statement
- 76% of men respondents agreed with the statement

54% agreed with the statement 'Disability is not a barrier to success in my organisation'

- 51% of women respondents agreed with the statement
- 64% of men respondents agreed with the statement

64% agreed with the statement 'Age is not a barrier to success in my organisation'

- 59% of women respondents agreed with the statement
- 78% of men respondents agreed with the statement

68% agreed with the statement 'Sexual orientation is not a barrier to success in my organisation'

- 69% of women respondents agreed with the statement
- 74% of men respondents agreed with the statement



**Indicator 6 - Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities.**

**Workforce data**

**Employee experience data**

<p>No workforce data available</p>	<p>73% agreed with the statement 'My organisation would support me if I needed to take family violence leave'</p> <ul style="list-style-type: none"> <li>• 78% of women respondents agreed with the statement</li> <li>• 67% of men respondents agreed with the statement</li> </ul>
	<p>71% agreed with the statement 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'</p> <ul style="list-style-type: none"> <li>• 70% of women respondents agreed with the statement</li> <li>• 78% of men respondents agreed with the statement</li> </ul>
	<p>69% agreed with the statement 'My organisation supports employees with family or other caring responsibilities, regardless of gender'</p> <ul style="list-style-type: none"> <li>• 65% of women respondents agreed with the statement</li> <li>• 80% of men respondents agreed with the statement</li> </ul>
	<p>9% agreed with the statement 'I have the flexibility I need to manage my work and non-work activities and responsibilities'</p> <ul style="list-style-type: none"> <li>• 67% of women respondents agreed with the statement</li> <li>• 79% of men respondents agreed with the statement</li> </ul>
	<p>58% agreed with the statement 'Using flexible work arrangements is not a barrier to success in my organisation'</p> <ul style="list-style-type: none"> <li>• 60% of women respondents agreed with the statement</li> <li>• 60% of men respondents agreed with the statement</li> </ul>
	<p>62% agreed with the statement 'Having family responsibilities is not a barrier to success in my organisation'</p> <ul style="list-style-type: none"> <li>• 59% of women respondents agreed with the statement</li> <li>• 71% of men respondents agreed with the statement</li> </ul>



**Indicator 7 -Gendered segregation within the workplace**

**Workforce data**

Gender composition of ANZSCO code major groups in the organisation (Women | Men):

- Managers: 50% | 50%
- Professionals: 69% | 31%
- Technicians and trades workers: 27% | 73%
- Community and personal service workers: 97% | 3%
- Clerical and administrative workers: 62% | 38%
- Sales workers: 0%
- Machinery operators and drivers: 0%
- Labourer's: 33% | 67%

**Employee experience data**

84% agreed with the statement 'My organisation uses inclusive and respectful images and language'

- 86% of women respondents agreed with the statement
- 86% of men respondents agreed with the statement

79% agreed with the statement 'In my workgroup work is allocated fairly, regardless of gender'

- 77% of women respondents agreed with the statement
- 92% of men respondents agreed with the statement

# *APPENDIX B*

## Implementation Plan

## Overarching Aims

The overarching aims for realising our GEAP are:

1. Executive Leadership commits to learning about, championing, leading, and advocating for gender equity and inclusion at HBCC
2. A Monitoring, Evaluation and Reporting Framework, inclusive of improved data collection capacity and reporting, and the development of appropriate privacy protocols, is in place
3. An intersectional gender lens is applied to new and revised policies, programs and services that underpin workplace gender equity and inclusion
4. A Communication and Engagement Plan is implemented to regularly engage and inform staff about workforce gender equity and inclusion at HBCC

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

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC has a gender equitable and inclusive workforce	Improve data capture and analysis to monitor, report and drive improvement	Implement a framework and system that enables HBCC to meet the legislative requirements for data reporting for the Act	Increase the collection and analysis of workforce gender, diversity, and intersectionality data	People & Culture	2022-25
		Conduct annual campaign asking staff to update gender and diversity data		People & Culture	Start 2023 Ongoing
		Identify and remove barriers to staff completing the 'Gender Equality Employee Experience Survey'	Increase participation rates. Results of gender equality survey analysed, shared and incorporated into GEAP implementation.	People & Culture	2023
Empower leaders to build skills and confidence to lead a gender equitable and inclusive workplace	Gender equitable and inclusive leadership practice training program delivered for new and current leaders	<ul style="list-style-type: none"> <li>• Increase % staff who agree with the statement: 'Senior leaders actively support diversity and inclusion in the workplace'</li> <li>• Increase % staff who agree with the statement: 'My manager works effectively with people from diverse backgrounds'</li> </ul>	People & Culture	2022-23	

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### Indicator 2: Gender composition of governing body

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC has a gender equitable and inclusive governing body	Engage councillors in the gender equity and inclusion work	Improve data collection to include intersectional data on Councillors	Increase the collection of councillor gender, diversity, and intersectionality data	People & Culture	2024
		Review the councilor induction program to include a gender and intersectional lens	Update councillor induction to include intersectional data	Corporate Integrity and People & Culture	2025
		Gender Equity training for Councilors	Training has been conducted	Corporate Integrity and People & Culture	2022

### Indicator 3: Pay equity

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
There is pay parity across all genders	Review and report on pay equity	Investigate correlation between employment status (FT, PT, Casual) and gender, to identify and address barriers that create gender inequality across all occupation and service areas within council	Identify the areas of pay disparity. Reduce the gender pay gap in the impacted areas	People & Culture	2023-24

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### Indicator 4: Sexual harassment in the workplace

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC is a safe and inclusive workplace	Empower staff to build an inclusive and respectful workplace culture which has shared responsibility from staff and leaders to prevent and address harassment, bullying, sexual harassment, and discrimination	Develop guide for leaders on responding to reports of workplace sexual harassment	Reduce % staff who experience sexual harassment in the workplace	People & Culture	2022
		Training for leaders on responding to workplace sexual harassment	Increase % staff who agree with the following statements:	People & Culture	2022-23
		Gender equity and bystander training program for all	• 'I feel safe to challenge inappropriate behaviour at work'	People & Culture	2022-25
		Review and incorporate where appropriate VAGO recommendations	• 'My organisation takes steps to eliminate bullying, harassment and discrimination'	People & Culture	2022-23
		Review and improve the 'Equal Employment Opportunity: Discrimination, Bullying and Harassment Policy'	• 'My organisation encourages respectful workplace behaviors'	People & Culture	2022
		Review and analyse exit interview data to identify issues and trends		People & Culture	2022 ongoing

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### Indicator 5: Recruitment and promotion practices in the workplace

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC is a safe and inclusive workplace	Embed equitable and inclusive recruitment and promotion opportunities for all staff	Apply a Gender Impact Assessment to ensure equitable and transparent recruitment and promotion policies and practices	<p>Increase % staff who agree with the following statements:</p> <ul style="list-style-type: none"> <li>• 'My organisation makes fair recruitment and promotion decisions, based on merit'</li> <li>• 'I feel I have an equal chance at promotion in my organisation'</li> <li>• 'Gender is not a barrier to success in my organisation'</li> <li>• 'Being Aboriginal and/ or Torres Strait Islander is not a barrier to success in my organisation'</li> <li>• 'Cultural background is not a barrier to success in my organisation'</li> <li>• 'Disability is not a barrier to success in my organisation'</li> <li>• 'Age is not a barrier to success in my organisation'</li> <li>• 'Sexual orientation is not a barrier to success in my organisation'</li> </ul>	People & Culture	2024
		<p>Improve data collection during the onboarding process.</p> <ul style="list-style-type: none"> <li>• Collect diversity data to baseline, monitor and report on, at the point of recruitment.</li> </ul>	<p>Increase the collection and analysis of workforce gender, diversity, and intersectionality data</p>		People & Culture



## APPENDIX B

### Indicator 6: Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC is a safe and inclusive workplace	Relevant policies and procedures are in place and promoted.	Review and promote the Family Violence Policy using a gender equity and intersectional lens. Include: <ul style="list-style-type: none"> <li>• A guide for leaders</li> <li>• Leader training</li> <li>• 16 Days of Activism Campaign activities targeted towards staff</li> </ul>	Increase % staff who agree with the following statements: <ul style="list-style-type: none"> <li>• ‘My organisation would support me if I needed to take family violence leave’</li> <li>• ‘I am confident that if I requested a flexible work arrangement, it would be given due consideration’</li> <li>• ‘My organisation supports employees with family or other caring responsibilities, regardless of gender’</li> <li>• ‘I have the flexibility I need to manage my work and non-work activities and responsibilities’</li> <li>• ‘Using flexible work arrangements is not a barrier to success in my organisation’</li> <li>• ‘Having caring responsibilities is not a barrier to success in my organisation’</li> <li>• ‘Having family responsibilities is not a barrier to success in my organisation’</li> </ul>	People & Culture	22/23
		Review the Flexible Working Arrangements Policy using a gender equity and intersectional lens.	Flexible Working Arrangements Policy reviewed and updated		People & Culture

## APPENDIX B

### Indicator 7: Gendered segregation within the workplace

Objectives	Strategies	Actions 2022–25	Target	Responsibility	Year
HBCC is a safe and inclusive workplace	Drive change in gendered occupational segregation	Awareness and training campaigns that challenge traditional notions of gender	Increase % staff who agree with the following statements:	People & Culture	2023
		Panel chairs are to apply recruitment and selection practices that actively promote gender equality	<ul style="list-style-type: none"> <li>• 'My organisation uses inclusive and respectful images and language'</li> <li>• 'In my workgroup work is allocated fairly, regardless of gender'</li> </ul>	People & Culture	2025

# *APPENDIX C*

## Communications and Engagement Plan

**Project name:** Gender Equality Action Plan

Project objective: To raise awareness and increase engagement across the organisation of Gender Equality

**Key challenges:** low interest in Gender Equality; low awareness of Gender Equality matters; different understanding of Gender Equality

**Communication objectives:** To increase participation across the organisation in actions associated with the Gender Equality Action Plan

**Collateral budget:** Nil

**Please note:** Ministerial visits please let the communications team know. All design collateral to include:

[www.hobsonsbay.vic.gov.au](http://www.hobsonsbay.vic.gov.au)

[www.facebook.com/HobsonsbayCityCouncil](https://www.facebook.com/HobsonsbayCityCouncil)

[www.twitter.com/HobsonsbayCC](https://www.twitter.com/HobsonsbayCC)

or just @HobsonsbayCC

with a Twitter symbol next to it.

It is also possible to use a QR code.

**Project background:**

In 2020, the Victorian State Government introduced the Gender Equality Act 2020, which is designed to improve workplace gender equality in the Victorian public sector, universities, and local councils. The Act is the first of its kind for Victoria and the defined entities. The Act come into operation on 31 March 2021. The purpose of the Act is to promote gender equality by:

- Required defined entities to take positive action towards achieving workplace gender equality
- Requiring defined entities to consider and promote gender equality in their polices, programs and services

The Act requires defined entitles to:

- Develop and implement a Gender Equality Action Plan, which must include strategies for achieving workplace gender equality
- Publicly report on the progress in relation to workplace gender equality
- Promote gender equality in polices, program and services that impact the public
- Complete gender impact assessments.

Council has developed the first Gender Equality Action plan. The Plan has approximately 30 actions aligned to the 7 indicators. All actions require input from staff at varying levels to be successfully achieved.

**Milestones:**

31 March 2021 – Gender Equality Action Plan submitted with Commission for Gender Equality in the Public Sector

31 October 2023 – Progress report due – reports must include:

- The progress in relation to the measures and strategies set out in the Gender Equality Action Plan
- The progress in relation the workplace gender equality indicators

**Key messages:**

- Gender equality is a leadership priority
- Leaders play a vital role in promoting and achieving gender equality
- We are creating a gender equitable, safe, inclusive, and respectful workplace culture
- Structural and cultural gender equality is implicit in everything we do
- Our workforce supports the diversity of the community we serve
- We inspire people to be courageous and challenge inappropriate behaviour.
- We challenge the status quo and break-down gender stereo types

- Gender Equality is important and benefits all staff
- Gender Equality promotes inclusivity to all staff
- Decisions we make for our workforce are evidence-based using fair and transparent processes
- We educate our workforce about intersectional gender inequality
- We educate our workforce about the resources and support available to support intersectional and gender equality in the workplace
- We provide a safe workplace and environment for all staff

**Secondary messages:**

- We all have a role to play
- We can all have the opportunity to learn
- Small actions can make a big difference
- Our language and behaviour can hurt others

**Strategy:**

The action plan will be developed in accordance with the Gender Equality Action Plan, implementation plan actions. Each action may require different communications actions.

**Communications collateral:**

- Pulse / Corporate News
- The Next Wave
- SharePoint Page
- Huddle
- Spotlight
- All staff emails – CEO/ELT; People & Culture
- Payslips
- Internal Electronic Noticeboards screens
- Paper Noticeboards
- SMS
- Staff BBQ
- Staff events – Internal Women’s Day / 16 days of activism
- CEO News


Objective	Stakeholder	Activity	Key messages	Date	Who
Inform all staff of the Gender Equality Action Plan	People & Culture	Spotlight Presentation Article in the Next Wave All Staff email Corporate News on Pulse	The Gender Equality Action Plan has been developed and endorsed by ELT  It is an important action plan that will guide the organisation on enhancing and achieving Gender Equality  The Plan applies to all employees at all levels  The action plan requires commitment from all		People & Culture
		Poster on internal staff electronic notice boards  Front cover of GE Plan – highlighting where to get information	Gender Equality Action Plan endorsed by ELT		Comm’s team

**HOBSONS  
BAY CITY  
COUNCIL**





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LANGUAGE LINE**

# **9932 1212**

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