



HUME CITY COUNCIL

Gender Equality Action Plan

2023 Progress Report



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Acknowledgment of Traditional Owners

Hume City Council recognises the rich Aboriginal heritage within the municipality and acknowledges the Wurundjeri Wol-wurrung, which includes the existing family members of the Gunung-William-Balluk clan, as the Traditional Custodians of this land. Council embraces Aboriginal and Torres Strait Islander living cultures as a vital part of Australia's Identity and recognises, celebrates and pays respect to Elders past and present.

In the spirit of reconciliation, Council acknowledges the role past federal and state government policies have played in the social, cultural and economic dispossession of Aboriginal and Torres Strait Islander peoples. Council also acknowledges the ongoing intergenerational trauma experienced by many Aboriginal and Torres Strait Islander people because of this, the impact of racism on this trauma and the ways in which these forces combine to reinforce entrenched disadvantage, poor health outcomes, increased contact with the justice system and economic disadvantage.

Council acknowledges the importance of self-determination, meaning that Aboriginal and Torres Strait Islander peoples hold the knowledge and expertise about what is best for themselves, their families and their communities, and have the right to freely pursue their economic, social and cultural development.

Council plays a role in healing and building positive relationships between Council and Aboriginal and Torres Strait Islander communities, as well as educating the broader public about the significance of Aboriginal and Torres Strait Islander languages, cultures and history.

Introduction (1/2)

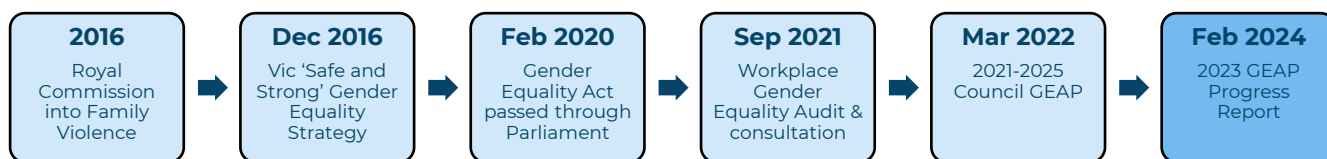


Figure 1. Gender Equality progress journey so far



Executive Sponsorship

Council is proud to have the ongoing support of the Chief Executive Officer, Sheena Frost, and the Council Executive Leadership Team (ELT) as Executive sponsors of the GEAP, which also supports GEAP action 2.1 under the 'Leading By Example' Priority Area.

History of Gender Equality reform in Victoria

The *Commission for Gender Equality in the Public Sector* (The Commission)¹ was established in 2020 to oversee the implementation of The *Gender Equality Act 2020* (the Act)² and ultimately promote gender equality in the public sector workforce and the broader Victorian community.

The Act applies to certain defined entities – those in the public sector, universities and local councils – that employ more than 50 people. This includes Hume City Council.

Council's Gender Equality Action Plan 2021-2025

In 2021, Council launched its first [Gender Equality Action Plan \(GEAP\)](#). Since then, accountable leads within Council, supported by staff working groups under the Diversity and Inclusion Governance Group, have been working to progress the strategies and measures outlined in the GEAP which will ultimately contribute to progress of the Commission's defined Gender Equality Indicators and Gender Equality at Council.

GEAP Progress Report 2023

It is a requirement of the Commission to undertake a progress report every second year after submitting a GEAP. The aim is to help understand whether actions are achieving positive change towards workplace gender equality. There are four elements that a progress report must address:

- Gender Impact Assessments (GIAs)
- Gender Equality Actions Plan
- Workplace Gender Equality Indicators
- Gender Equality targets and quotas (note: not required for 2023 progress report)

The 2023 Progress Report was submitted to the Commission in February 2024 providing an update on progress against the GEAP and Gender Equality Indicators for the reporting period 1 July 2021 – 30 June 2023. Information used to complete the progress report included Victorian Public Sector Commission's People Matters Survey, workplace gender audit data and an overview of GIAs completed in the reporting period.

The Council GEAP and Progress Report are internally-facing, with a focus on gender equality in the Council workforce. Public-facing programs, policies and strategies are out-of-scope, with the exception of the Gender Impact Assessments (GIAs) outlined on pages 8-9.

¹ *Commission for Gender Equality in the Public Sector*

² *Gender Equality Act 2020*

Introduction (2/2)

Resourcing the GEAP

Progress of the GEAP strategies and measures has deviated from the original timeline. The GEAP was submitted to the GE Commissioner in March 2022, with confirmation of compliance provided in June 2022. At this time Council was commencing an organisational transformation project, with the realignment of the organisational structure, which included the establishment of a new Executive Leadership Team. This period of transition has demanded meticulous attention to setting the foundations for our future endeavours, including the development and integration of new core values into the fabric of our organisation.

The development and implementation of new Council values has established the groundwork for behavioural change by fostering a culture of respect and inclusion. Our new values not only reflect our commitment to a positive cultural shift but also underscore our dedication to progress against the GEAP.

Our organisation wide transformation project is currently in progress. It focuses on how we work, connect and engage across the organisation. As part of this program, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to enable us to implement change strategies and enhanced reporting on gender equality indicators.

The Diversity and Inclusion Governance Framework was also implemented in late 2022 to ensure the coordinated delivery of outcomes and actions associated with Council's diversity and inclusion strategies and plans. This has included the establishment of the Diversity and Inclusion Governance Group (DIGG) which is chaired by the Chief People Officer and has representatives from all the Working Groups along with

the establishment of the Gender Equality, LGBTIQ+ and Family Violence Prevention Working Groups. The Working Group's memberships comprise of representation from the Council workforce, preferably those with lived experience, and are sponsored by senior leadership.

The purpose of the Working Groups is to proactively implement and deliver attributed actions and initiatives aligned to providing an equitable, safe and inclusive workplace. The Working Groups and relevant project groups facilitate networking, sharing of ideas, collaboration on diversity and inclusion areas for improvement. The Working Groups have been in formation stage for most of this time and developed workplans that contribute to delivery of the GEAP late in 2023.

As part of the organisational realignment, Council has undertaken a strategic expansion of our People and Culture division, recognising the pivotal role it plays in implementing the GEAP. This expansion is a proactive measure to ensure that our Human Resources infrastructure aligns with the evolving needs of our changing organisation. While this move is essential for our long-term success, it introduced an additional layer of complexity to progressing our strategies and measures, contributing to the challenges that have impacted our timeline.

We are currently in the process of identifying project leads for each strategy to ensure their effective implementation. Looking ahead to 2024, our primary focus will be on establishing strong foundations, refining policies, systems and data collection practices that align with the strategies in the GEAP.

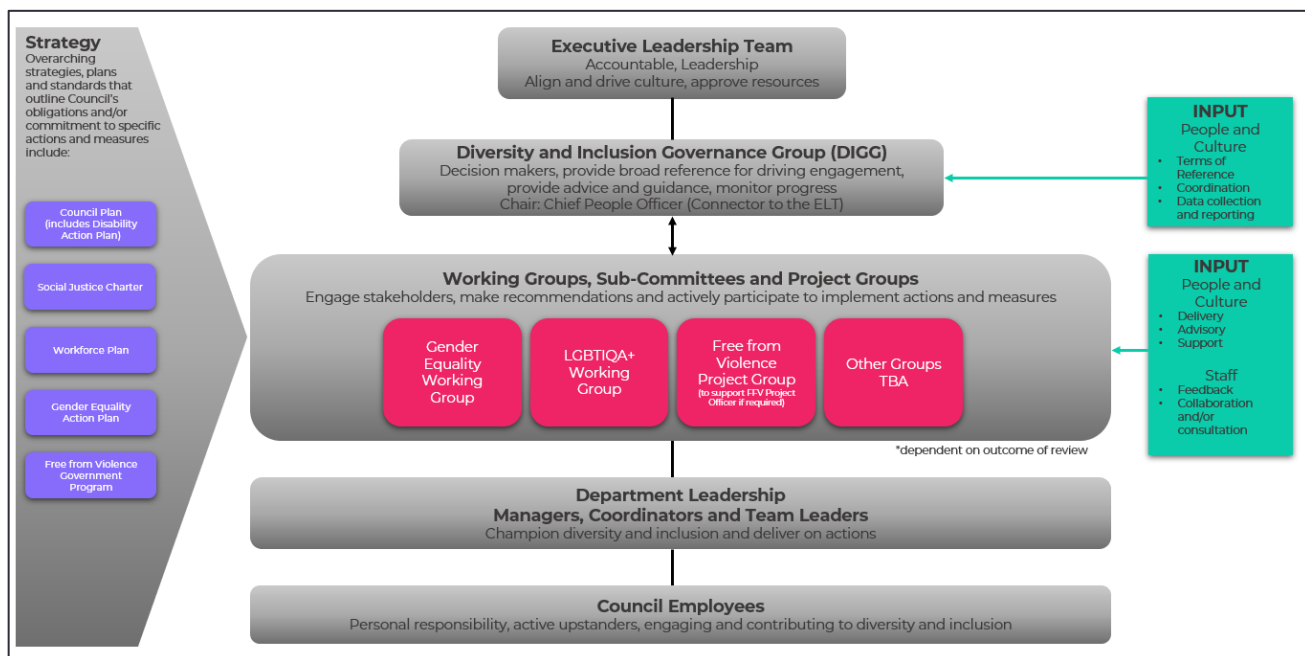


Figure 3. Diversity & Inclusion Governance Framework 2022



Gender Impact Assessments

Gender Impact Assessments

Gender impacts the way people experience the world. This means that policies, programs and services are likely to be experienced differently and have different outcomes for people of different genders. This applies to how people engage with and experience Council's policies, programs and services.

What are Gender Impact Assessments?

Under the *Gender Equality Act 2020*, Councils, along with the Victorian public sector and universities, are required to take positive action towards achieving workplace gender equality. Part of this involves undertaking Gender Impact Assessments (GIAs) when developing or reviewing any community-facing policy, program or service. For example, building new community infrastructure or updating a community-facing strategy.

The aim of GIAs is to create better and fairer outcomes and ensure all people have equal access to opportunities and resources. This works to prevent the unintentional reinforcing of inequalities.

GIAs employ critical thinking to:

- **Assess** how the policy, program or service affects people of different genders
- **Explain** how the policy, program or service will be designed or changed to better meet the needs of people of different genders, address gender inequality and promote gender equality
- **Apply an intersectional approach** and consider how the user's experience of gender inequality may be shaped by other aspects of their identity, e.g., Aboriginality, age, disability, ethnicity, race, religion and sexuality.

Gender Impact Assessments at Council

In 2021, a range of Council staff, including members of the Senior Leadership Team, were provided with training on Council's obligations under the Act and how to undertake GIAs. This training was provided by *The Equality Institute*.

Council then developed a range of resources to support the completion of GIAs and aligned and integrated with existing processes and frameworks where possible.

Beyond legislative compliance, Council recognises that undertaking GIAs provides the opportunity to better understand different needs of our diverse community and enhance customer experience and service planning.

A summary of the GIAs completed within the reporting period is a requirement of this Progress Report and is outlined in the following pages.



Pictured: the 'Connect and Thrive - A Plan for Young People in Hume 2022-2026' team. This policy underwent a GIA during the reporting period.

Gender Impact Assessments Summary (1/2)

Title	Description	Action taken	Describe actions taken
New Council Policy, Program or Service:			
Connect and Thrive - A Plan for Young People in Hume 2022-2026 (Policy)	Connect and Thrive is a five year plan that outlines key strategic directions to inform the planning and delivery of services, programs, events for young people aged 6-24 years that live, work, study and/or visit Hume City.	Yes	<ul style="list-style-type: none"> • Include reference to gender lens in the Introduction, and reference need for segregated data collection and analysis in outcome section. [COMPLETED] • Ensure gender-neutral language is used throughout the plan. [COMPLETED]
Community Infrastructure Plan (Policy)	Guides the planning and provision of community infrastructure in Hume City to meet the changing needs of the community. Identifies the characters and demographics of the different communities to support the delivery of facilities that meet the social needs of the population.	Yes	<ul style="list-style-type: none"> • Needs assessments were undertaken and included a breakdown of gender segregated data for each precinct to guide further action to address gendered requirements. [COMPLETED] • Changed wording of policy to include gender lens and intersectional cohorts. [COMPLETED]
Waste and Resource Recovery Strategy (Policy)	Guiding document for waste and amenity services until 2030 in Hume City.	No action taken	<ul style="list-style-type: none"> • No further actions identified. <p>Council's Waste Service provides a range of service options to support community members with specific needs, including:</p> <ul style="list-style-type: none"> - A free additional recycling bin is available to households with 5 or more people living at the property. - Residents with approved medical conditions can apply for an additional garbage or recycling bin at no additional cost. - At call hard waste collection service, supporting residents who may not be able to utilise resource and recovery centres. - Residents with mobility issues can apply for assistance with the Kerbside waste service.
Craigieburn Community Centre (CCC) (Program)	This Centre is being delivered as part of the Craigieburn R2 Precinct Structure Plan and will include large meeting spaces capable of supporting community and cultural gatherings of up to 280 people lecture style and 120 banquet style.	No action taken	<ul style="list-style-type: none"> • Investigate potential to include gender neutral toilet/s in addition to Disability Discrimination Act (DDA) toilet. [COMPLETED] • The investigation found the provision of a dedicated gender neutral toilet was not able to be accommodated within the budgeted costs. • The DDA toilet is labelled to permit use of all genders.

Gender Impact Assessments Summary (2/2)

Title	Description	Action taken	Describe actions taken
Climate Action Plan (Policy)	The Climate Action Plan sets a carbon neutral target in Council operations by 2030 and aims to support the Hume community (residents, business, not for profits and others) to take climate action.	No action taken	<ul style="list-style-type: none"> No further actions identified. Prior to completion of GIA, A Climate Change Community Views Survey was undertaken to capture feedback of a demographic representation of the Hume Community, responses were analysed by gender. The survey indicated that woman were more concerned about climate change than men, there was a small percentage to non-binary individuals who completed the survey, however due to low numbers these result were not reliably indicative of the broader group.
Valley Park Community Centre (Program)	This Centre has been delivered to support the renewal of previous public housing estate into the mixed tenure development of Valley Park, the Centre will support the new community and existing residents to connect and access services.	No action taken	<ul style="list-style-type: none"> The GIA for the Valley Park Community Centre did not identify any further actions.
General Local Law (Service)	Local Laws seek to complement responsibilities and powers granted to Council under State and Federal legislation and are primarily focused on protecting the amenity of the local area and to regulate the use of Council land and assets.	Yes	<ul style="list-style-type: none"> The Hume City General Purpose Local Law has removed gender-based language. [COMPLETED]
Existing Council Policy, Program or Service for review:			
Community Engagement Policy (Policy)	Describes Hume City Council's commitment and approach to genuine, consistent, and meaningful community engagement in Council's decision-making processes.	Yes	<ul style="list-style-type: none"> Improve stakeholder mapping tools and resources for engagement. [ONGOING] Explore ways to implement data collection participant registration ensure gender collected. [COMPLETED]
Community Garden Capital Works Upgrade (Craigieburn) (Program)	This project aims to address the accessibility concerns in the Craigieburn Community Gardens.	No action taken	<ul style="list-style-type: none"> The GIA identified a number of actions to improve accessibility to community gardens, however a recommendation was made to undertake a customer experience survey to better understand what users expect and what issues they face when using community gardens, and how this service can be improved and better understanding how gender needs can be met. [NOT YET COMPLETED expected to be completed in 2024]
Annual Community Grants Program (Program)	Hume City Council's Social Justice Charter underpins our Annual Community Grants program, the program comprises eight categories across the year.	No action taken	<ul style="list-style-type: none"> The GIA for the Annual Community Grants Program did not identify any further actions.



Gender Equality Indicators

The Gender Equality Indicators

The Victorian Government's Gender Equality Act 2020 outlines seven workplace gender equality indicators that represent the most persistent areas of gender inequality in contemporary workplaces. Council are required to make progress in relation to these indicators through the strategies and measures outlined in the GEAP. Progress is then tracked by comparing workforce audit data and staff responses to the People Matter Survey over time. This report outlines progress made against the indicators for the reporting period 1 July 2021 – 30 June 2023.

#1: Gender composition at all levels of the workforce

Women are often underrepresented in leadership roles, and overrepresented in lower-paid, lower-powered roles. This reinforces the gender pay gap and means the organisation misses out on women's experience and skills at senior levels.

#2: Gender composition of governing bodies

Governing bodies make important decisions about finances and strategy, therefore it is important to have diverse voices at the table. In the context of Council, this group denotes the elected Councillors.

#3: Gender pay equity

The gender pay gap is created by an absence of women in high-powered positions, gendered work segregation and workplace bias. The whole of organisation average pay gap currently stands at 10% in favour of men in the Victorian public sector.

#4: Workplace sexual harassment

Sexual harassment causes significant harm to victim survivors as well as having a detrimental impact to an organisation's culture, operations and ultimately the safety of all persons connected to the organisation.

#5: Recruitment and promotion

Gender bias and gender stereotypes can influence recruitment, promotion and career progression practices, leading to inequality in career development opportunities.

#6: Leave and flexibility

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

#7: Gendered workforce segregation

Gendered segregation is driven by gendered norms and stereotypes about what work is appropriate for men and women. As a result, women make up a higher proportion of certain occupations and industries, while men are more represented in others.

The Commission have identified 7 factors that may affect an organisation's progress against each indicator. Council are encouraged to report against and reference these factors in this Progress Report.

Factors:

- A. The size of the defined entity, including the defined entity's number of employees.
- B. The nature and circumstances of the defined entity, including any barriers to making progress.
- C. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
- D. The defined entity's resources.
- E. The defined entity's operational priorities and competing operational obligations.
- F. The practicability and cost to the defined entity of making progress.
- G. Genuine attempts made by the defined entity to make progress.

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

There was an increase in female representation at the director level, from 0% in 2021 to 29% in 2023

There was an increase in female representation at the department manager level, from 35% in 2021, to 47% in 2023

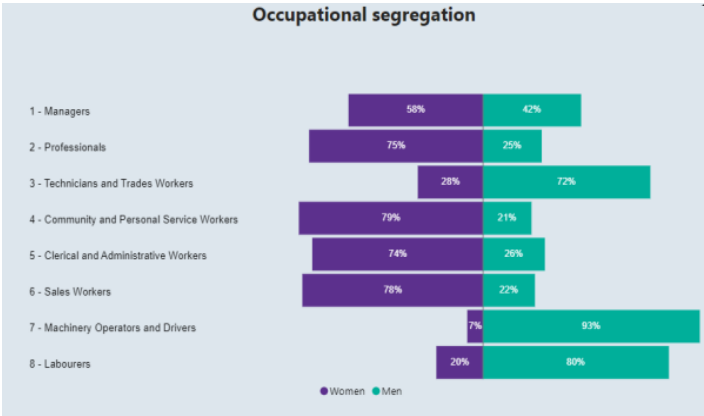


Figure 4. Gender balance of occupational groups at Hume

Progress description

Progress made: Yes

In analysing our 2021 and 2023 audit data, we found that our overall workforce composition showed minimal change. In 2021, our audit data showed that 32% of our workforce was male and 68% was female. In 2023, our progress audit showed that these figures were similar with 30% of our workforce being male and 70% female. However, when comparing the data at each classification level, we found that the workforce gender composition had changed. Noting a shift in the gender composition across various levels of our workforce. At the director level, an uptick in female representation is evident moving from 0% females in 2021 to 29% in 2023, underscoring a positive change for gender balance. This trend shows an effort to dismantle barriers and foster a more inclusive environment conducive to the advancement of women in leadership roles.

Similarly, the data reflects developments at the department manager level increasing female composition from 35% in 2021, to 47% in 2023. Along with an observable increase in the number of women occupying leadership positions at the coordinator level moving from 43% female representation in 2021 to 49% in 2023. This trend suggests a systemic commitment to cultivating a diverse and inclusive leadership pipeline, recognising the valuable contributions of female professionals across leadership roles.

While the audit data showcases encouraging advancements at the upper levels of our organisation, it underscores the importance of extending these gains throughout all levels. 93% of part-time employees are females, with 55% aged between 25 and 44 years. Part-time arrangements at senior leadership levels were not apparent, there was also a concentration of females in positions at the lower end of the classification levels. A focused targeted approach to talent development initiatives and mentorship programs to entry and mid-level positions is being considered to ensure employees receive adequate support for career progression.

We view these enhancements as tangible evidence of advancements against the workplace gender equality indicator 'Gender composition of all levels of the workforce'. The increase of female representation in leadership positions is a testament to the efficacy of our strategic approach.

Factors affecting progress

D. The defined entity's resources.
E. The defined entity's operational priorities and competing operational obligations.
G. Genuine attempts made by the defined entity to make progress.

We are currently in the second year of the four-year implementation period. Consequently, we have not yet full executed all strategies outlined in the GEAP. The majority of our initiatives related to this indicator are still in the early stages of implementation.

Our organisation wide transformation project is currently in progress. The project focuses on how we work, connect and engage across the organisation. As part of this program, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to enable us to implement change strategies and enhanced reporting on gender equality indicators.

Gender Equality Indicator #2: *Gender composition of governing bodies*

Progress description

Progress made: No

The gender composition of our governing body has remained static, with 27% females and 73% males in 2021 and 2023. The current composition of our governing body differs from the overall demographics of our organisation and the community. The composition is a result of the democratic election process, over which we have no influence. We remain committed to fostering an environment that encourages diverse representation and understand gender diversity and inclusion increases the likelihood of identifying and addressing the varied needs of our community.

Factors affecting progress

N/A

Gender Equality Indicator #3: *Equal remuneration for work of equal or comparable value across all levels of workforce, irrespective of gender*

The pay gap for full-time permanent positions has significantly reduced from 1.0% in 2021 to 0.1% in 2023

Progress description

Progress made: Yes

Analysing our 2021 and 2023 audit data, we have observed positive strides in equal remuneration for work of equal or comparable value across all workforce levels, regardless of gender. Although the median base salary gender pay gap for women has shifted from 1.2% in 2021 to 3.4% in 2023, the data reveals encouraging progress in narrowing the pay gap for median base salaries across various classification levels. The pay gap for the full-time permanent positions, in particular, has significantly diminished from 1.0% in 2021 to a mere 0.1% in 2023.

It is noted that full-time fixed-term contracts were in a position of -11.8% pay gap in 2021, there has been a swing to 10.2% in 2023. It's important to acknowledge that the percentage of employees under full-time fixed term contracts is relatively small at 3%. This data highlights the importance of reviewing remuneration structures and policies governing contracts which is part of our 2021 Gender Equality Action Plan (GEAP).

Overall, the positive trend in reducing the pay gap for median base salaries, especially for full-time permanent positions demonstrates our measurable progress against the indicator 'Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender'.

Factors affecting progress

- D.** The defined entity's resources.
- E.** The defined entity's operational priorities and competing operational obligations.
- G.** Genuine attempts made by the defined entity to make progress.

We are confident that commitment to implement strategies aligned with this indicator, coupled with the measurable progress reflected in the data, signify advancements in addressing indicator 3.

Gender Equality Indicator #4: *Sexual harassment in the workplace*

Progress description
Progress made: Yes

In 2021, our People Matters Survey data revealed that 7% of women and 7% of men who responded to the survey had experienced workplace sexual harassment. Among them, 10% of women and 0% of men made a formal complaint. In 2023, our People Matters Survey data indicated that 7% of women and 8% of men reported experiencing sexual harassment at work, representing a 1% increase for men compared to 2021. Upon analysing our 2021 and 2023 audit data, we observed minimal change in the number of formal complaints regarding sexual harassment. Specifically, in both years, 100% of matters resulted in an outcome.

In August 2021, we committed to implementing the recommendations of the Victorian Auditor General's Office (VAGO) report to address sexual harassment in the workplace. We remain dedicated to a zero-tolerance policy on sexual harassment and have communicated our strategy to all staff. Additionally, we have initiated ongoing training for leaders along with bystander awareness programs.

Factors affecting progress
G. Genuine attempts made by the defined entity to make progress.

We believe that our dedication to implementing strategies in line with the indicator, along with the measurable progress evident in the data, represents significant strides in addressing indicator 4.

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

The number of women recruited into full time roles increased from 3% in 2021 to 16% in 2023

73% of promotions were granted to women, up from 63% in 2021



Figure 5. Gender breakdown of recruitment and career progression

Progress description

Progress made: Yes

In our 2021 audit, women constituted 48% of new recruits in the year. In our 2023 progress audit, this percentage increased significantly by 25%, reaching 73%. In 2021, of the women we hired, only 3% were employed on a full-time permanent basis, and 2% on a part-time permanent basis. In 2023, the dynamics shifted, with 16% of women recruits securing full-time permanent positions and 20% securing part-time permanent roles.

We contend that these figures, coupled with the progress of the relevant GEAP strategies and measures, contributes significantly to advancement against indicator 5. Beyond the notable increase in recruiting women, we have successfully extended permanent contracts to these new hires, thereby enhancing our ability to retain employees.

The 2021 audit revealed that 63% of promotions within the 12 months were awarded to women, albeit concentrated in the lower and middle levels of the organisation. In our 2023 progress audit, 73% of promotions were granted to women, marking a 10% increase. Notably, 50% of these promotions occurred at coordinator level or higher.

Furthermore, in 2023, 68% of women have completed career development training, aligning with the gender composition of our organisation. This signifies a positive stride towards gender inclusive professional growth and development.

Factors affecting progress

D. The defined entity's resources.
E. The defined entity's operational priorities and competing operational obligations.
G. Genuine attempts made by the defined entity to make progress.

The People and Culture team's constrained resources have limited the advancement of our strategies and measures, consequently impacting our delivery timeline. As we are presently in the second year of a four-year implementation period, we have not been able to fully execute all the strategies outlined in the GEAP. Most of our initiatives associated with this indicator are still in the initial phases of implementation.

Gender Equality Indicator #6: *Family violence leave and flexible working arrangements*

There is a higher prevalence of people in leadership positions utilising carers leave which encourages employees with no direct reports to do the same as needed.

85% of women and 82% of men believe that our organisation would support them if they needed to take family violence leave.

Progress description

Progress made: Yes

In 2023, the workplace audit data observes that 74% women and 78% men used some form of flexible work arrangement but only 3% of flexible work arrangements were formalised. This is a significant decrease in formal arrangements from 2021, where 73% of women and 62% men used some form of flexible work arrangement and 38% of flexible work arrangements were formalised. This data demonstrates we have an embedded culture of flexible work, without the need for formalisation. This trend is evident as demonstrated by the proportion of men accessing informal flexible work increasing by 16%.

Analysing our workplace audit data in 2021 and 2023, we have observed that the gender composition of parental leave takers has increased slightly with a 6% relative increase in women taking leave. In 2021, 84% of women took on average 33 weeks parental leave compared with 90% of leave taken by women in 2023 for an average of 45.4 weeks.

The proportion of employees accessing carers leave has decreased from 43% in 2021 to 30% in 2023. However, there has been an increase in women's access to carers leave, rising from 68% in 2021 to 73% in 2023. 37% of employees in leadership positions have utilised carers leave compared to only 28% of employees with no direct reports.

Less than 1% of employees have accessed family violence leave, however 85% of women and 82% of men believe that our organisation would support them if they needed to take family violence leave

Factors affecting progress

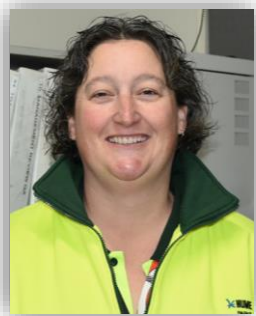
G. Genuine attempts made by the defined entity to make progress.

Our GEAP strategies aligned to this indicator are in progress, with the implementation of our Council's Enterprise Agreement No. 8 2021-2025 (EA8) we are addressing barriers to accessing flexible work arrangements. We continue to encourage and practice flexible work arrangements when practical, based on job roles.

Gender Equality Indicator #7: Gendered segregation within the workplace

Female representation in managerial roles has increased by 12% since 2021.

Female representation in technical and trades occupations at Council (28%) has increased by 4% since 2021 and is 11% higher than the state average.



Spotlight on Amanda Mizzi
Acting Irrigation and Special Projects Officer for Turf Management City Parks

‘When starting out at Council I realised that being a female in a male dominated industry would present numerous challenges. At the time there were only 3 females that worked out of the depots. As my work journey progressed, I realised that I could be a person who creates change. About 5 years ago I joined the Gender Equity Working Group, this group enables us as a workplace to create change that allows everyone to be their own true self and that is exciting.’

Progress description

Progress made: Yes

Analysing our 2021 and 2023 audit data, we’ve identified interesting patterns regarding gender representation, providing us with valuable insights into areas where we can further enhance inclusivity and diversity.

It’s important to note that certain roles currently exhibit a more pronounced gender representation as is consistent with the most recent Victorian labour force survey. Roles traditionally associated with male workers, like machinery operators and drivers, currently see a significant presence of 93% male employees. Similarly, labour-intensive positions are comprised of 80% male workers.

Conversely, we’re recognised a gender imbalance in roles predominately held by women. Community and personal service workers, with 79% female representation and sales workers, with 78% female representation. It’s noteworthy that these roles often offer part-time opportunities, providing flexibility to accommodate diverse work-life needs.

Understanding the implications of gendered patterns, we remain committed to addressing these dynamics within our organisation. We are committed to breaking down traditional gender roles and to fostering inclusivity and ensuring equal opportunities for career growth, regardless of gender. Our active implementation of strategies from our Gender Equality Action Plan is a testament to this commitment, challenging stereotypes and creating a culture that embraces everyone.

The 2023 audit reveals positive shifts. Managerial roles now boast a 58% female representation, up 12 % from 2021, surpassing the 41% reported in the most recent labour force survey. Professional roles are 75% female representation, exceeding the state’s 54% female representation. Technical and trades occupations have increased 4% since the 2021 audit to 28% female representation, compared with the Victoria labour force survey of 17%.

The occupational segregation data from both 2021 and 2023 demonstrates that some advancement and improvement has been made by our organisation against this indicator.

Factors affecting progress

D. The defined entity’s resources.
E. The defined entity’s operational priorities and competing operational obligations.

Our organisation wide transformation project is currently in progress. The project focuses on how we work, connect and engage across the organisation. As part of this program, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to enable us to implement change strategies and enhanced reporting on gender equality indicators.

Limited resourcing in the People and Culture team affected progression of our GEAP strategies and measures and impacted our delivery timeline.



Strategies and Measures

Strategies and Measures

Strategies and Measures details the actions developed to assist Council with its gender equality goals. There are six priority areas with 2-5 actions under each, which are linked to the seven gender equality indicators.

The actions are designed to support and enable Council's gender equality progress whilst maintaining some flexibility to allow for effects and influences from other strategic decisions made by the organisation.

Priority Area	Behaviour Change	Leading By Example	Attraction and Attention	Workplace Safety	Corporate Identity	Data and Strategy
Actions	<p>1.1 Investigate and deliver best practice professional development on applying an intersectional gender lens.</p> <p>1.2 Develop a gender equality training plan based on employee interest areas and emerging best practice.</p> <p>1.3 Advance unconscious bias information within the organisation's Leader Toolkit.</p> <p>1.4 Develop and support the organisation's leaders on gender equality.</p>	<p>2.1 Implement executive level leadership sponsorship and oversight of the 2021-2025 Gender Equality Action Plan.</p> <p>2.2 Commit to developing the organisation's gender equality metrics and KPIs and building into the performance reviews for leaders.</p>	<p>3.1 Engage with the organisation on flexible work practices and career opportunities to inform a consistent approach to their promotion and access.</p> <p>3.2 Review internal career opportunity processes and policies across the organisation with an intersectional lens, to identify any barriers to accessing these opportunities. Develop a plan to address barriers.</p> <p>3.3 Review the awareness, recruitment and education process with a gender equality and intersectional gender lens and adjust it accordingly.</p> <p>3.4 Commit to exploring the introduction of meaningful targets for workforce gender representation.</p>	<p>4.1 Review the organisation's policies and processes, and the end to end experience associated with sexual harassment, bullying and discrimination and develop a plan to rectify using a victim-centric approach.</p> <p>4.2 Raise organisational awareness, through an internal communications campaign, about the organisation's zero tolerance of sexual harassment, bullying and discrimination.</p> <p>4.3 Incorporate psychological safety as it relates to gender equality into the organisation's Mental Health and Wellbeing Strategy.</p>	<p>5.1 Commit to exploring options for meaningfully sharing and demonstrating the organisation's commitment/s to gender equality both internally and externally.</p> <p>5.2 Identify options for organisational participation to support and progress commitment to gender equality.</p> <p>5.3 Commit to exploring workplace certifications and/or accreditations which will advance, enhance and sustain the organisation's commitment to gender equality.</p>	<p>6.1 Test whether current remuneration, talent acquisition, talent progression, leave and other related policies and practices are meeting gender equality best practice, and consider adjusting accordingly.</p> <p>6.2 Develop a user guide based on the organisation's established gender equality principles to ensure gender equality is integrated in developing Council documents.</p> <p>6.3 Review data collection and analysis practices to ensure key intersectional data is being captured to inform decision making on gender equality.</p> <p>6.4 Commit to sharing the output of the audit analysis internally with all employees.</p> <p>6.5 Report progress in relation to the Gender Equality Indicators in the annual workforce reporting.</p>



Strategies & Measures
Priority Area 1:
Behaviour Change

Strategies and Measures – Action 1.1

Investigate and deliver best practice professional development on applying an intersectional gender lens

Priority Area: Behaviour Change

Status: In progress

Timeline: mid 2022 – end 2023

Responsible: Organisational Development

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

We have established clear goals and objectives to ensure the delivery of the best practices for professional development in applying an intersectional gender lens. We define success in creating a workplace that actively addresses discrimination, disadvantage and inequity. Leaders are empowered to create an equitable workplace and ensure all people are respected, safe and have a sense of belonging. We can be responsive to the unique and changing needs of employees.

Research was undertaken to understand best practice professional development on applying an intersectional gender lens. Key stakeholders have provided recommendations for training, resources and programs. In addition, desktop research was completed throughout April and May 2023 to understand the breadth of training available, aligned to achieving the gender equality principles outlined within the Gender Equality Act 2020.

A project plan has been developed, with a focus on building awareness of intersectional gender equality through resources, training and events.

As part of optimisation of our online learning platform, Litmos, a review was completed to understand the relevant online courses available to all staff. 33 short courses were identified and were categorised as 'Diversity' within the course catalogue, providing opportunities for self-paced professional development which were regularly communicated to staff. The course catalogue includes, unconscious bias, family violence and LGBTIQ+ inclusion and allyship. 312 staff have self-selected diversity related online courses.

External provider led sessions of gender equality training have been delivered via a hybrid model and feedback has been provided by attendees.

- Gender equality and multicultural inclusion with the target audience being our Community Hub employees
- Gender equality and intersectionality with the target audience of the Gender Equality Working Group
- Gender equality and intersectionality with the target group being Team Leaders, Coordinators and Managers
- Gender equality and LGBTIQ+ inclusion with the target audience being the LGBTIQ+ Working Group

Key stakeholders including staff leading actions and initiatives identified within the Gender Equality Action Plan, sponsors of projects and frameworks that inform the broader Diversity and Inclusion Governance Framework and relevant Working Group members are encouraged to join the Diversity Council of Australia and access resources under Hume City Council membership and provide the Diversity and Inclusion Governance Group feedback on priority areas and resources of relevance or interest to staff

Staff have participated in webinars including Workplace Inclusion for Culturally and Racially Marginalised People with Disability, Culturally and Racially Marginalised Women in Leadership: A Framework for (Intersectional) Action and What a Positive Duty on Sexual Harassment Looks Like

A centralised Diversity and Inclusion intranet page was implemented June 2023, consolidating the strategies and priority areas under the Diversity and Inclusion Governance Framework. It includes resources and toolkits that support leaders and staff in their understanding of intersectional gender equality and their role in building an inclusive workplace and eliminating disadvantage. The page promotes gender equality including inclusive practices, cultural competency, LGBTIQ+ and disability inclusion, family violence and access to support.

A recommended professional development training program is currently in progress which will outline the mandatory and recommended intersectional gender lens training programs.

Evaluation of success

- Project plan to be developed by mid 2022
- Project pilot to be developed by 2022 end
- Delivery of professional development on applying an intersectional gender lens by start of 2023
- Review to be conducted by 2023 end

Strategies and Measures – Action 1.2

Develop a gender equality training plan based on employee interest areas and emerging best practice

Priority Area: Behaviour Change

Status: In progress

Timeline: start 2022 – end 2024

Responsible: Organisational Development

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

Research was undertaken to understand best practice gender equality training. Key stakeholders have provided recommendations for training, resources and programs. In addition, desktop research was completed to understand the breadth of training available, aligned to achieving the gender equality principles outlined within the Gender Equality Act 2020. In April 2023, the Working Groups that sit within the Diversity and Inclusion Framework, collaborated to understand Council's areas of priority and provided input into training recommendations and emerging best practice. A project plan was developed, along with a Gender Equality training plan consisting of a three-phased approach to professional development to inform behaviour change.

Phase 1:

Build awareness with focus on providing foundational knowledge through resources, training and events to create a baseline understanding across Council and awareness of intersectional gender equality. This includes documenting mandatory and recommended training and professional development for target audiences. The immediate measures of success will be:

- scheduled training and events calendar for target audiences
- implementation of a diversity and inclusion intranet page with accessible resources
- recommended training provider panel for self-service training

Phase 2:

Prepare leaders with focus on targeted programs that have a direct link to improving the gender equality indicators including developing inclusive leaders and setting expectations for gender equality and targeted campaigns for staff that address sexual harassment, gendered violence, harassment and discrimination. The ongoing measures of success will be:

- percentage completion of training with representation across work areas and work levels
- number of staff proactively attending events and downloading available resources, with visibility across work areas
- participant feedback if they have found the training relevant, engaging and useful, this includes seeking feedback after attending awareness events
 - level of understanding before and after the training
 - level of confidence working inclusively before and after the training
 - relevance of the training to your role and comment what was the most useful aspects of the content
 - level of satisfaction with the training and facilitation and comment what could be improved or included in future training sessions
 - reflection - what might you change in your work area as a result of this training

Phase 3:

Embed adoption, with focus on leaders to apply knowledge of gender equality principles and understand their bias, to challenge the systemic factors in our current policies, systems and practices that is needed to address disadvantage and gender inequality. Long-term measures of success will be:

- employee perceive Council as a safe and inclusive workplace
- measured through the staff experience surveys
- improvement in gender equality indicators

We are currently implementing phase 1 of the Gender Equality training plan. We are focused on building awareness of gender equality through resources, training and events.

- As part of the Diversity and Inclusion Governance Framework, Working Groups have been regularly consulted through bi-monthly meetings to recommend opportunities that build staff awareness of gender equality in areas of staff interest
- The Working Groups in collaboration with internal communications, recommend days of significance that provide an education and awareness opportunity for staff to participate in
- A centralised Diversity and Inclusion intranet page has been implemented to promote gender equality and host accessible and practical resources
- Gender Equality training is available to all staff, as self-paced learning through our online learning platform so it easily accessible
- A recommended training provider panel for self-service training is currently in development

Evaluation of success

- Consultations, feedback and priority areas to be developed by mid-2022
- Project plan to be developed by 2022 end
- Training available to employees by mid-2023, 50% of employees received training by 2023 end
- First review conducted by 2024 end

Strategies and Measures – Action 1.3

Advance unconscious bias information within the organisation’s Leader Toolkit

Priority Area: Behaviour Change

Status: Complete

Timeline: mid 2022 – mid 2023

Responsible: Learning & Development

Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						

Existing resources on unconscious bias were reviewed to identify gaps and opportunities for improvement were recommended.

The Leader Toolkit is continuously updated, with the most recent update in May 2023. The updated included revised resources, awareness articles, advice on responding to bias and a self awareness checklist. This information is also available to all staff through the 'Inclusive Workplace' intranet page launched in June 2023.

All hiring managers and panel members are required to complete recruitment and selection training which includes a topic on unconscious bias. An upgrade of our online learning platform Litmos occurred in late March, all leaders were assigned a three part series of mandatory online unconscious bias training.

- Understanding Diversity and Inclusion (40% completion)
- Understanding Unconscious Bias (40% completion)
- Strategies for Tackling Unconscious Bias (38% completion)

All existing employees have access to recruitment policies on the intranet and the principles of these policies are advertised to all applicants.

Evaluation of success
<ul style="list-style-type: none">• Complete update and training on Leader's Toolkit to all relevant leaders by mid 2023

All Council leaders are assigned mandatory training through Council's online learning platform. This includes the 'Creating Value through Diversity and Inclusion' training series consisting of the following modules:

Understanding diversity and inclusion	Understanding unconscious bias	Strategies for tackling unconscious bias
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Strategies and Measures – Action 1.4

Develop and support the organisation’s leaders on gender equality

Priority Area: Behaviour Change	Status: In progress	Timeline: mid 2022 – end 2022	Responsible: Learning & Development
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Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						

We are committed to developing and supporting leaders on gender equality through online learning and in-person training to enhance engagement. As part of optimisation of our online learning platform Litmos, the following courses were assigned to all people leaders in March 2023 as part of online compliance training with a 2 yearly refresher period requirement.

- Compliance Essentials Australia - Sexual Harassment Prevention
- Managing Fairly and Equitably - Sexual Harassment Prevention
- Creating value through diversity and inclusion - understanding diversity and inclusion
- Creating value through diversity and inclusion - understanding unconscious bias
- Creating value through diversity and inclusion - strategies for tackling unconscious bias
- Disability Awareness in the workplace

Leaders have also participated in initiatives including:

- Host supervisors of our integrated practical placement students completing targeted disability awareness training
- Host supervisors of high school and tertiary work experience students from within our community
- Study assistance
- Women in business luncheon
- LG Pro women's networking
- International Women's Day - engineering network
- Pilot of Gender Equality training
- Aboriginal and Torres Strait Islander Cultural Competency in-person training

This strategy is ongoing and will be aligned with phase 2 of the Gender Equality Training Plan and the implementation of a leadership capability framework and leadership forums.

Originally scheduled for end 2022 implementation, this strategy is now rescheduled for mid 2024 due aligning gender equality leadership training with the launch and implementation of a leadership capability framework in 2023/2024.

Evaluation of success

- Leadership training to be developed by mid-2022
- Leadership training pilot program to be offered to leaders by 2022 end

I really liked thinking about intersectionality and how it relates to me as a person as well as me as a staff member representing Hume.

I will work with my team to discuss how we know our programs are accessible to people experiencing marginalisation, and what we can do if they're not

It will form part of my consideration when developing policies

[I am] more informed about concepts of positionality, intersectionality and to consider ways I can increase awareness in my own team

Participant feedback from the pilot of Gender Equality training



Strategies & Measures
Priority Area 2:
Leading by Example

Strategies and Measures – Action 2.1

Implement executive level leadership sponsorship and oversight of the 2021-2025 Gender Equality Action Plan

Priority Area: Leading by example	Status: Complete	Timeline: start 2022 – end 2022	Responsible: Executive Leadership Team			
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						

This strategy is complete, the Executive Leadership Team has endorsed the Diversity and Inclusion Governance Framework.

The Diversity and Inclusion Governance Framework has been implemented for the coordinated delivery of outcomes and actions associated with Council's diversity and inclusion strategies and plans. The governance structure highlights senior leadership accountability to ensure actions are resourced, implemented, monitored and achieved. The Framework ensures accountable leadership, with decision making at the appropriate level within the organisation and demonstrates a connected and collaborative approach aimed to empower groups that experience disadvantage through inequality, to guide Council in its journey to foster, create and nurture a fairer society for all.

The Diversity and Inclusion Governance Group (DIGG) is chaired by the Chief People Officer and has representatives from the Gender Equality, Free From Violence and LGBTIQ+ Working Groups, and as required from Project Groups. The DIGG meets on a quarterly basis, to make strategic decisions and is responsible for reviewing the planned actions and initiatives for the year ahead. The DIGG supports the Gender Equality, Free From Violence and LGBTIQ+ Working Groups by developing an initial position around the required staffing and budget necessary to successfully deliver on agreed initiatives. A quarterly progress report is submitted to the Executive Leadership Team, who may also provide actions to the Working Groups.

The Gender Equality, Free From Violence and LGBTIQ+ Working Group's meet bi-monthly, and memberships comprise of representation from the Council workforce, preferably those with lived experience, and are sponsored by senior leadership. The purpose of the Working Groups is to proactively implement and deliver attributed actions and initiatives aligned to providing an equitable, safe and inclusive workplace. The Working Groups and relevant project groups facilitate networking, sharing of ideas, collaboration on diversity and inclusion areas for improvement.

Communication is two-way between the Executive Leadership Team (ELT), the Diversity and Inclusion Governance Group (DIGG) and the Working Group's, Sub-Committees and Project Groups. The ELT are visible and accountable to support Council to achieve success.

The Executive Leadership Team are visible in their commitment to Gender Equality, addressing new staff at Corporate Induction and providing an opening address at related days of significance or training events.

- Evaluation of success
- Formalised governance, meeting cadence accountabilities amongst the executive leadership team by early-mid 2022

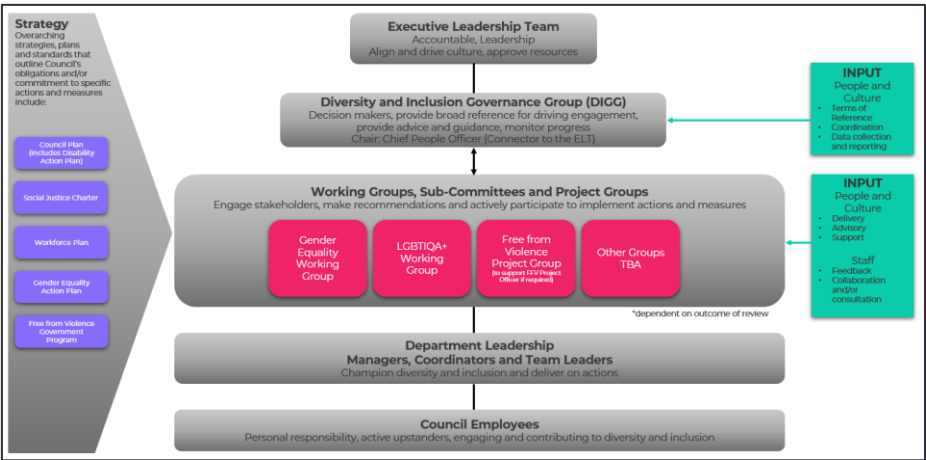


Figure 7. Diversity & Inclusion Governance Framework 2022

Strategies and Measures – Action 2.2

Commit to developing the organisation’s gender equality metrics and KPIs and building into the performance reviews for leaders

Priority Area: Leading by example	Status: Not started	Timeline: mid 2022 – end 2022		Responsible: Human Resources		
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
Originally scheduled for end 2022 implementation, this strategy is now rescheduled for end 2024 due to the organisational transformation project that is currently in progress. The project focuses on how we work, connect and engage across the organisation. As part of this program, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to build into the performance review process.						
Evaluation of success						
<ul style="list-style-type: none">• Complete consultations by 2022 end• Identify relevant data metrics by 2022 end						



Strategies & Measures
Priority Area 3:
Attraction & Retention

Strategies and Measures – Action 3.1

Engage with the organisation on flexible work practices & career opportunities to inform a consistent approach to promotion and access

Priority Area: Attraction & Retention

Status: In progress

Timeline: mid 2022 – end 2024

Responsible: Human Resources

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

This strategy is in progress, aligned with the implementation of our Council's Enterprise Agreement No. 8 2021-2025 (EA8) and addressing barriers to accessing flexible work arrangements and opportunities for promotion.

Council's Enterprise Agreement No. 8 2021-2025 (EA8) prioritised enhancing paid leave, enhancements to workplace safety and mental health support and better work flexibility. It contains provisions to apply for part-time arrangements, transition to retirement, extended annual leave, flexible hours, and Council's continues practicing hybrid work arrangements for work areas that can do so. EA8 also includes leave provisions for, IVF treatment, gender transition, carer's leave and parental leave including pre-natal surrogacy leave. As part of the EA8 implementation plan we are reviewing the flexible working arrangements policy which includes guidelines for transition to retirement.

Evaluation of success

- Develop outputs paper by end of 2022
- Update policies by end of 2023
- Review updated policies by end of 2024

Strategies and Measures – Action 3.2

Review internal career opportunity processes & policies across the organisation with an intersectional lens, to identify any barriers to accessing these opportunities. Develop and operationalise a plan to address barriers.

Priority Area: Attraction & Retention

Status: In progress

Timeline: mid 2022 – end 2024

Responsible: Talent Acquisition

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

This action is in progress, with a plan to involve the working groups under the Diversity and Inclusion Governance Framework to identify gendered and intersectional barriers to accessing higher duties and secondment opportunities.

Evaluation of success

- Consultation with employees and managers complete by 2022 end
- Updated policies and communications piece implemented by 2023 end
- Establish reporting mechanism by end of 2024

Strategies and Measures – Action 3.3

Review the awareness, recruitment and education process with a gender equality and intersectional gender lens and adjust it accordingly.

Priority Area: Attraction & Retention

Status: In progress

Timeline: mid 2022 – end 2025

Responsible: Talent Acquisition

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

The review of the recruitment and education (learning and development) processes and practices is currently in progress. The recruitment process is currently based on merit, which is part of the Local Government Act and does not apply an equity lens. All hiring managers and panel members are required to complete recruitment and selection training which includes a topic on equal opportunity and unconscious bias.

Evaluation of success

- Review of recruitment and education processes and practices by 2022 end
- Articulation of overall gender equality maturity by 2023 end
- Establishment of gender equality principles by 2023 end
- Development of change strategy and transition plan by 2024 end
- Implementation and embedding of gender equality principles by 2025 end

Strategies and Measures – Action 3.4

Commit to exploring the introduction of meaningful targets for workforce gender representation.

Priority Area: Attraction & Retention

Status: Not started

Timeline: mid 2022 – end 2024

Responsible: Talent Acquisition

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

Originally scheduled for progress by end 2022, this strategy has been delayed due to the organisational transformation project that is currently in progress. The project focuses on how we work, connect and engage across the organisation. As part of this program, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to enable us to explore targets for workforce gender representation. However, implementation remains scheduled for end 2024..

Evaluation of success

- Engagement and consultation with employees and managers complete by 2022 end
- Review of existing approaches and best practice complete by 2023 end
- 'Go / No Go' decision around the appropriateness of gender equality targets and quotas made by 2024 end



Strategies & Measures
Priority Area 4:
Workplace Safety

Strategies and Measures – Action 4.1

Review organisational sexual harassment, bullying and discrimination policies, processes and the end to end experience. Based on findings, develop a plan to ensure a victim-centric approach is adopted

Priority Area: Workplace Safety

Status: In progress

Timeline: mid 2023 – end 2025

Responsible: Human Resources

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

This strategy is currently in progress, the EA includes free from bullying, harassment and discrimination and occupational and gendered violence and harassment. EA 2.5.2 - Provide Psychological First Aid Training for EEO Contact Officers. A review process of policies is currently underway along with a plan to ensure a victim-centric approach is adopted. This will then be followed by an education program rolled out to the organisation.

Evaluation of success

- Consultation and external scan completed by the 2023 end
- Delivery of blueprint and action plan by mid 2024
- Implementation of action plan by 2025 end

Strategies and Measures – Action 4.2

Undertake an internal communications campaign to raise organisational awareness about the organisation's zero tolerance of sexual harassment, bullying and discrimination

Priority Area: Workplace Safety

Status: In progress

Timeline: mid 2022 – end 2023

Responsible: Human Resources

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

This strategy is in progress, policies are currently under review along with planning for the Gender Equality Working Group to provide feedback on policies and advice on enhancing organisational awareness. In August 2021, we committed to the recommendations of the Victorian Auditor General's Office (VAGO) report to take action to address sexual harassment in the workplace. We shared our strategy with all staff and launched ongoing training to leaders along with bystander awareness training. Originally scheduled for implementation by mid 2023, this strategy has been delayed due to limited resourcing within the People and Culture team, which has now been addressed.

Evaluation of success

- Refreshed Council position statement completed by 2022 end
- Development and implementation of communications campaign by mid 2023

Strategies and Measures – Action 4.3

Incorporate psychological safety as it relates to gender equality into the organisation's Mental Health and Wellbeing Strategy

Priority Area: Workplace Safety	Status: Not started	Timeline: mid 2022 – end 2023	Responsible: OHS			
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
Originally scheduled for progress by mid 2023, this strategy has been delayed due to limited resourcing, however implementation remains scheduled for mid 2024.						
Evaluation of success						
<ul style="list-style-type: none">Review of drafted Mental Health and Wellbeing Strategy for 'quick wins' by mid 2023Employee consultation and identification of metrics completed by 2023 endDevelopment of collateral by mid 2024						



Strategies & Measures
Priority Area 5:
Corporate Identity

Strategies and Measures – Action 5.1

Commit to exploring options for meaningfully sharing and demonstrating the organisation's commitment/s to gender equality both internally and externally

Priority Area: Corporate Identity	Status: In progress	Timeline: mid 2022 – end 2025			Responsible: Organisational Development	
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
<p>We have identified datapoints and trends from surveys and GEAP documents and shared them with employees, the Gender Equality Audit results are published on the intranet annually and shared in full.</p> <p>The Writing Style Guide and Guidelines for Photography have been updated to better represent the diversity of our staff and community and to ensure we reflect our diverse community to help create a sense of belonging and advance gender equality.</p> <p>Council's Enterprise Agreement No. 8 2021-2025 (EA8) prioritises enhanced paid leave, enhanced workplace safety and mental health support and better work flexibility. It contains provisions to apply for part-time arrangements, transition to retirement, extended annual leave, flexible hours, and Council continues practicing hybrid work arrangements for work areas that can do so. EA8 also includes leave provisions for IVF treatment, gender transition, carer's leave and parental leave including pre-natal surrogacy leave. Gendered references to employees have been replaced with broader terminology such as the employee and they.</p> <p>At International Women's Day in March 2023 we shared an update with all employees on our progress against the gender equality indicators. The LGBTIQA+, Gender Equality and Free From Violence Working Groups in collaboration with internal communications demonstrate our commitment to gender equality by recognising days of significance by building awareness and providing an education opportunity for all employees to participate in. The days of significance including IDAHOBIT day and International Women's Day are supported by executive and senior leadership who take on active roles in the events to increase visibility and awareness.</p>						
Evaluation of success						
<ul style="list-style-type: none">• Commit to distributing a set target of trends / insights from the Summary of Findings annually• Implementation of in at least one new policy or practice by the submission of the October 2023 progress report						

Strategies and Measures – Action 5.2

Identify options for organisational participation to support and progress commitment to gender equality

Priority Area: Corporate Identity

Status: In progress

Timeline: mid 2022 – mid 2023

Responsible: Organisational Development

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

With the establishment of the Gender Equality, Family Violence Prevention, LBGTIQA+ Working Groups in 2023 we are now positioned to proactively implement and deliver actions and initiatives aligned to providing an equitable, safe and inclusive workplace. The Working Groups have scheduled a plan of events and initiatives aimed at progressing gender equality which has been endorsed and supported by the Executive Leadership Team. The events include Transgender Day of Visibility, 16 Days of Activism Against Gender-Based Violence, International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), International Women's Day and Pride Month. These events and initiatives demonstrate our commitment to intersectional gender equality and allow for all employees to be involved in progressing gender equality. Originally scheduled for mid 2023 implementation, this strategy is now rescheduled for end 2023 due to the establishment of the Working Groups.

Evaluation of success

- Participation in at least two external events by the submission of the October 2023 progress report

Strategies and Measures – Action 5.3

Commit to exploring workplace certifications and/or accreditations which will advance, enhance and sustain the organisation's commitment to gender equality.

Priority Area: Corporate Identity

Status: In progress

Timeline: mid 2022 – end 2025

Responsible: Organisational Development

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

We are currently undertaking a comprehensive desktop review of potential workplace certifications that align with our gender equality values and would benefit Council. The review aims to identify certifications that prioritise gender equality, promote diversity and foster inclusive workplace practices. The Gender Equality, Family Violence Prevention, LBGTIQA+ Working Groups as part of the Diversity and Inclusion Governance Framework will be engaged to gain valuable insight into the specific needs and expectations regarding gender equality to ensure that the chosen workplace certifications resonate with the broader Council goals and receive support from key stakeholders, fostering a sense of ownership and commitment to the initiatives.

Originally scheduled for progress by mid 2023, this strategy has been delayed due to limited resourcing, however implementation remains scheduled for end 2025.

Evaluation of success

- Commencement of at least one accreditation/certification by the October 2023 progress report submission
- Completion of at least one accreditation/ certification by 2025 end



Strategies & Measures
Priority Area 6:
Data & Strategy

Strategies and Measures – Action 6.1

Test whether current remuneration, talent acquisition, talent progression, leave and other related policies and practices are meeting gender equality best practice, and consider adjusting accordingly

Priority Area: Data and Strategy

Status: Not started

Timeline: mid 2022 – end 2023

Responsible: Talent Acquisition

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

Originally scheduled for completion by end 2023, this strategy has been delayed due to limited resourcing in the People and Culture team which has now been addressed, implementation is scheduled for end 2025.

Evaluation of success

- Completion of reviews, desktop research and further data analysis by mid 2023
- Identification of priority areas for change by mid 2023
- Finalisation of change strategy and transition plan by the 2023 end

Strategies and Measures – Action 6.2

Develop a user guide based on the organisation's established gender equality principles to ensure intersectional gender equality is integrated in developing Council documents

Priority Area: Data and Strategy

Status: In progress

Timeline: mid 2022 – end 2025

Responsible: Organisational Development

Alignment with Gender Equality Indicators

1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
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Status description

An inclusive practices intranet page was designed to facilitate the integration of intersectional gender equality principles into the document development process in alignment with the organisations established gender equality principles as outlined in the Gender Equality Action Plan. The inclusive practices resources outline the use of inclusive language, images, pronoun usage and sensitivity to cultural differences to enable policy and document review and embed gender equality principles.

Evaluation of success

- Consultation complete by the 2022 end
- Prioritisation of policies for review finalised by mid 2023
- 25% completion by October 2023 reporting period

Strategies and Measures – Action 6.3

Review data collection and analysis practices to ensure key intersectional data is being captured to inform decision making on gender equality

Priority Area: Data and Strategy	Status: In progress	Timeline: start 2023 – end 2024	Responsible: Human Resources			
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
This strategy is part of the organisational transformation project, our data collection practices are currently being reviewed to enable us to better capture workforce and employee data on key intersectional attributes to address any systemic barriers that are experienced by employees.						
Evaluation of success						
<ul style="list-style-type: none">Reviewed data collection mechanisms by mid 2023Identified opportunities to refine data collection mechanisms by 2023 endImplemented new data collection mechanism by 2024 end						

Strategies and Measures – Action 6.4

Commit to sharing the output of the audit analysis internally with all employees

Priority Area: Data and Strategy	Status: Complete	Timeline: mid 2022 – end 2022	Responsible: Organisational Development			
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
This strategy is complete, the Gender Equality Audit results were published on the intranet and shared in full.						
Evaluation of success						
<ul style="list-style-type: none">Full distribution of audit results by the 2022 end						

Strategies and Measures – Action 6.5

Report progress in relation to the Gender Equality Indicators in the annual workforce reporting

Priority Area: Data and Strategy	Status: Not started	Timeline: start 2024 – mid 2025			Responsible: Organisational Development	
Alignment with Gender Equality Indicators						
1. Gender composition of all levels of workforce	2. Gender composition of governing bodies	3. Gender Pay Equity	4. Workplace Sexual Harassment	5. Recruitment and Promotion	6. Leave and Flexibility	7. Gendered work segregation
Status description						
Foundational steps have been made in reporting our progress on the gender equality indicators by sharing an update with all staff at International Women's Day in March 2023. As part of the organisational transformation project that is currently in progress, our data collection practices are under review to enable us to better capture workforce and employee data on key intersectional attributes to enable us to report on gender equality indicators. This strategy is scheduled for commencement at the start of 2024 with implementation for mid 2025.						
Evaluation of success						
• Inclusion of progress updates in annual Council workforce reporting						

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