



# Gender Equality Action Plan 2021-2025



## Acknowledgements and Statements

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### Acknowledgement of Traditional Custodians

Council acknowledges the Traditional Custodians and their ongoing connection to the land and waters that make up Baw Baw Shire. We pay our respects to their Elders; past, present and emergency.

We thank the Traditional Custodians for caring for Country and continuing the customs that maintain the longest practised culture in the world.

Council celebrates the achievements of past and present First Nations people despite the pain and grief caused by past actions, Government laws, policies, and attitudes. We commit the Council to go forward with Aboriginal communities in spirit of mutual respect and reconciliation.

### Baw Baw Shire Council's Statement of Commitment to Child Safety

Baw Baw Shire Council is committed to providing and actively promoting a safe environment for children. Council has zero tolerance towards child abuse, and is committed to protecting the physical, emotional, cultural and social wellbeing of all children. Council has policies and systems to protect children, and all allegations and safety concerns will be treated seriously. Council acknowledges that children's safety is a whole of community responsibility and is everyone's business.

### Preventing Family Violence

Council continues to promote the prevention of family violence, primarily through leading gender equity and building respectful and safe relationships and breaking down stereotypes. This is a prevention approach consistent with Council's health and wellbeing planning.

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# Introduction

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## 1.1 CEO Statement

I am proud to present our Gender Equality Action Plan (GEAP) 2021-2025.

It is an honour to be able to lead Baw Baw Shire Council through such a significant journey. There are only a very few times in your career where changes implemented today will have a lasting impact on your current staff, as well as generations to come. This is one of them.

At Baw Baw, we are committed to seeing real change for our women and gender diverse individuals. To do this, we will require innovative thinking and a willingness to learn and adapt as we go.

There may be hurdles and stumbling blocks as we move forward. However, with open minds, education, and learning from one another, we will embed sustainable change within our organisation. We need to embrace the imperfections of our journey whilst we strive for our aspirational and attainable goals.

To date, Council has continuously celebrated diversity. Our leaders have gone to great lengths to ensure that our culture is a supportive and inclusive workplace. This commitment has resulted in the positive sentiment captured throughout our recent gender audit. Through the development of Council's GEAP, we can seize this opportunity to facilitate lasting change within our organisation and community.

As a Council, we are a representation of our community and do not exist independently of that. It is our responsibility to affect change within society and lead by example, creating an organisation that is reflective of the community in which we work.

The implementation of our GEAP is our opportunity to face the future together. It ensures our workplace is supportive, equitable and delivers programs to our community that are a true reflection of their needs.

I look forward to leading Baw Baw on this journey and embedding sustainable change that promotes the importance of a diverse and inclusive workplace.

## 1.2 Vision

Our Vision is for all employees to be treated equally, feeling safe and respected in their working environment, irrespective of individual gender identities. Council's GEAP is a stepping-stone to promoting and improving equality and creating an understanding that builds empathy within our workplace.

## 1.3 Why Gender Equality

Our people are our most valuable asset, as achieving Council's Plan and Vision is dependent on the performance, dedication, innovation and capability of staff. Research shows that an equitable workforce encourages employees to reach their full potential, improving organisational outcomes which, for Council, improves the quality of service to the community. At a local level, it helps to attract, retain and support the wellbeing of our team members, which enhances our productivity and reputation. Equally, the community benefits from a council administration that reflects the community and its' expectations.

Whilst great strides have been made in gender equality within society over recent times, there is still a gender gap in many lived experiences of women and gender diverse individuals and, from our research, within Baw Baw Shire Council. As an organisation that is a representation of the community in which we work, it was essential that Council embrace this opportunity to lead by example, taking our first planned approach to gender equality. Council acknowledges that we are in the infancy of our gender equality journey, with the need to develop foundations and strategies to bridge the gap between the lived experiences of our men, women and gender diverse individuals, as well as team members who may be experiencing intersectional discrimination.

Intersectional discrimination occurs when two or more grounds for discrimination are experienced by a person, creating unique and complex marginalisation.

Aligning with Pillar One of our Workforce Plan: 'Creating a Workplace of Equal Opportunity', our GEAP demonstrates our commitment to an inclusive and safe culture. Equality will be achieved when all our employees are able to access and enjoy the same rewards, resources and opportunities, regardless of individual gender identities.

Underpinning Council's commitments is an understanding that, to be able to comprehend and take steps toward breaking systemic gender issues, rigorous and ongoing education will be a key driver for success. As Council's maturity and capability in this space grows, as will our strategies and results.

# Gender Audit Results

## 2.1 Correlating Documents

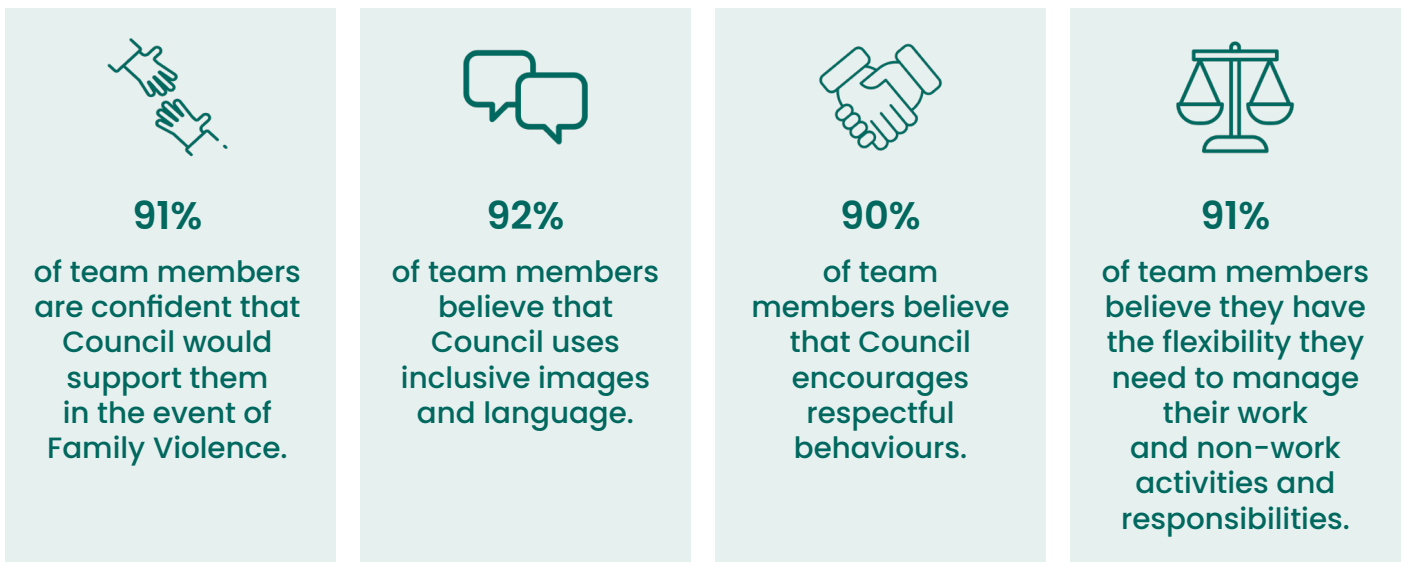
Conducting Council’s Gender Audit process included the consideration of several key documents and complimentary processes which were essential in understanding our data story. Below captures some of the additional documents considered;

- Baw Baw Shire Council Workforce Plan 2021-2026 – A Workplace of Equal Opportunity
- VAGO – Sexual Harassment in Local Government Audit
- Baw Baw Shire Council Engagement Survey 2020
- People Matter Survey
- Gender Equality Data analysis
- MAV HR Benchmarking 2020

## 3 Key Insights

The audit process demonstrated an encouraging perspective of Council’s employee experience, trending well above the average for other Victorian Local Government agencies in all indicator categories.

This information reaffirms the significant investment from the Executive and Leadership team over the past four years in embedding a culture of respect and support within our day-to-day operations. With over 50% of our employees completing the People Matter Survey and a close to equal gender split, findings noted:

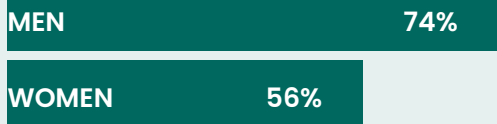


Whilst incredibly proud of our results, our audit demonstrated opportunities for improvement. Following analysis and consultation, eight key areas have informed our Strategies and warrant ongoing exploration and consultation. Additional insights are also captured in Appendix One, with Strategies captured in section 7 of this document.

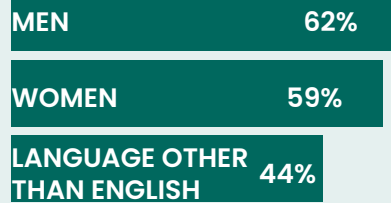
### 3.1 Recruitment and Promotion



**Baw Baw Makes fair recruitment decisions, based on merit**



**I feel I have an equal chance at promotion at Baw Baw**



Currently, 74% of men believe that fair recruitment decisions are made, based on merit, whilst only 56% of women are of this opinion.

Additionally, when considering whether there may be intersectional discrimination within the organisation, only 44% of our team members who speak a language other than English believe that they have an equal chance of promotion. With only 59% and 62% of our women and men, respectively, agreeing with this statement, evidently this is an area of consideration for Council, but it cannot be overlooked that there may be additional biases at play, outside gender.

Targeted consultation on Council's Recruitment policy has highlighted barriers for women and for other diverse groups that the amended policy will begin to address. The insights provided from this audit and consultation have allowed Council to provide flexibility within the policy which will result in more opportunities for the development and advancement of women within Council.

### 3.2 Part Time Statistics



**When looking at Council's leadership team**  
**2 out of 60**  
**employees are engaged on a part time basis**



**When looking at Council's part time workforce**  
**123 out of 149**  
**employees are women**



**In the past year,**  
**7 out of 66**  
**higher duties were undertaken by part time female employees**



**In the past year,**  
**0 out of 10**  
**secondments were awarded to part time female employees**



### Gender is not a barrier to success at Baw Baw

**MEN 95%**

**WOMEN 69%**



### In my workgroup work is allocated fairly regardless of gender

**MEN 93%**

**WOMEN 79%**

With only 33% of our senior leaders (Managers, Directors, CEO) being women, it is critical that equality at this level be improved. Research suggests that a barrier to career advancement for women is that they are more likely to be impacted by family or caring responsibilities (WGEA, 2020)<sup>1</sup>, which can be compounded by working part time or flexible hours. Quite often, leadership or senior positions are only considered at full time hours, ruling out applications from part time applicants, who are primarily women. (WGEA, 2021)<sup>2</sup>

Currently, of approximately 60 leadership positions, only two employees are engaged on a part time basis which are at the Coordinator level. A common sentiment entrenched within societal norms suggest that leadership positions must be full time; a theme that appears mirrored within the organisation. With 149 part time employees and 123 of these being women, consultation with the organisation indicated there is appetite to see Council consider ways to engage part time employees in leadership and senior positions.

Higher duties and secondments are particularly important in the development of skills and advancement of career. Within Council, only a very limited number of higher duties and secondments have been afforded to part time employees, meaning that women in these roles run the risk of their careers stalling, equally noting limited development opportunities, until (if) they move to full time hours. In the past year, of the 66 higher duties undertaken 7 were undertaken by female part time employees. Similarly, of the 10 secondments awarded during the past year, none were to female part time employees.

Additionally, consultation with the organisation regarding work allocation and success at Baw Baw highlighted that there may be a perception that consideration is not always given to part time employees and women with caring responsibilities. Sentiment suggested that although part time roles are available, work requirements are not always scaled to fit these hours, particularly if the part time arrangement is a shift from full time hours. Women are also more often the primary carers of children and other family members and so their ability to take on additional workload and/or hours is limited, potentially impacting on their success at Baw Baw. (Australian Human Rights Commission, 2021)<sup>3</sup>

More understanding of barriers to success is required and Council will rely on our working group (details outlined in our Strategies) to explore and advise.

<sup>1</sup> WGEA, 2020. Workplace Gender Equality Agency. [Online]  
Available at: <https://www.wgea.gov.au/publications/australias-gender-equality-scorecard>  
<sup>2</sup> WGEA 2021. The Gender Pay Gap [Online]  
Available at <https://www.wgea.gov.au/the-gender-pay-gap>  
<sup>3</sup> Australian Human Rights Commission 2021 [Online]  
Available at <https://humanrights.gov.au/our-work/its-about-time-chapter-5#endnote1>



### 3.3 Flexibility



I am confident that if I requested a flexible work arrangement, it would be given due consideration

**MEN 91%**

**WOMEN 88%**



Using flexible work arrangements is not a barrier to success in my organisation

**MEN 85%**

**WOMEN 71%**

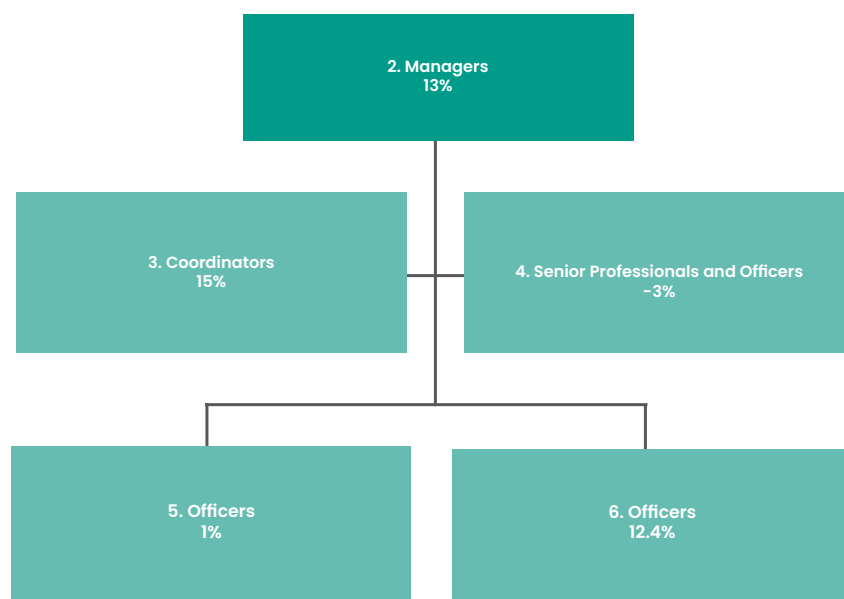
Council’s support of flexible working arrangements is incredibly positive, however, employee experience data and consultation demonstrated a perception within our female cohort that, whilst Council will approve flexible working arrangements the stigma of working outside what is considered ‘traditional hours’ may be impacting careers. Ongoing training, education and a myriad of strategies will be critical to improving these statistics.

Council has committed to developing a working group that will continue to inform and address barriers to women’s advancement, with a particular focus on women returning to the workforce and those seeking progression into leadership positions.

### 3.4 Pay Equality

Within Council there is a median 5.5% pay gap (base salary and total remuneration) across the organisation, or \$4,261 per year difference in total remuneration. When exploring the results more closely, it is recognised that the pay gap is more prevalent in particular areas.

Hierarchy Level (from CEO) and percentage pay gap (based on average of total remuneration)



Although Local Government has a structured remuneration method, there is an identified lack of consistency in the application of banding levels when engaging new employees.

Further exploration has indicated more men than women are employed on a higher level within the relevant band, disproportionate to any difference in skills and experience. We recognise this can be influenced by unconscious bias of employers; however, men are also more likely to achieve better economic results in negotiation than women, due to deeply ingrained societal gender roles. (Harvard Law School, 2021)<sup>1</sup>

Council has an opportunity to consider training and education for leaders to better recognise when higher salary should be awarded, based on skills and experience, rather than a potentially protracted negotiation and unconscious bias, as well as exploring the value of embedding policy and structure around starting levels to ensure more equality in salaries.

### 3.5 Bullying and Sexual Harrassment

Council's results in bullying and sexual harassment were significantly better than industry standard, however Council is determined to address our results and see a reduction, striving for complete cessation over time. Over the last 12 months;



It is important to note that the bullying and sexual harassment was perpetrated by colleagues, but also by members of the public.

When considering if 'Council takes steps to eliminate bullying and harassment' male employees scored 81% agreement, women 64% agreement and employees who speak a language other than English at home scored 61% agreement.

Council's commitment to seeing these statistics improve is in alignment with our Workforce Plan and with Council's commitments to the VACO Local Government Sexual Harassment Audit recommendations.

Council's opportunity in this space will largely be in education, training and promotion of support services. A three-layered approach will be required to educate;



<sup>1</sup> Harvard Law School 2021 [Online]  
Available at <https://www.pon.harvard.edu/daily/business-negotiations/women-and-negotiation-narrowing-the-gender-gap/>

Additionally, it is important that Council maintains and promotes a zero-tolerance stance for instances of bullying and harassment, with significant guidance and support also given to protect employees in instances of behaviour stemming from public interactions.

### 3.6 Inclusion, Diversity and Intersectionality

Council’s opportunity in inclusion and diversity starts with understanding the many faceted cultures and individual identities that make up our workforce. Demographic data being gathered is the first step in this space, as well as creating a safe environment for employees to share their culture and their own unique stories. We know that creating and celebrating greater diversity within the organisation will result in better employee retention, higher engagement and better outcomes for our community.



\*Organisational result (% agreeance)

These results highlight room for growth in Council’s inclusion journey and, along with commitments to make recruitment more inclusive by changing language and providing training around unconscious bias, we will look to our employees to help us understand how Council can further improve our practices.

It was particularly important when considering audit results that an intersectional lens be placed over all insights, beyond questions regarding diversity and inclusion. Where the data was available, it was considered if employees may have experienced intersectional discrimination and/or had a significantly different lived experience to the wider organisational group. Our employees are experiencing what appears to be a positive working environment, often scoring toward the top end of organisational results. Where there were exceptions, these insights have been captured in the relevant key insight (3.1 Recruitment and Promotion, 3.7 Learning and Development)

### 3.7 Learning and Development

Council is aware that the Learning and Development experience of our employees requires investment. Results of this audit show that only 62% of employees are satisfied that their learning needs have been met in the past 12 months, a change in strategy will be explored by Council. When considering the experience of diverse groups, those employees who identified as a person with a disability and those employees who speak a language other than English at home both had an even lower result in audit results pertaining to learning and development.

There is an opportunity for leaders to have better conversations with their people and understand what development needs require investment at an individual level. Upon receiving these results, additional training and support has been provided to our leaders during our Performance Review process, which includes personal development plans.

### 3.8 Data Improvement Opportunities

Council undertook an internal data audit and combined it with the results from our People Matter Survey, revealing key insights which now underpin our GEAP strategies.

In the gathering of this data, the diverse demographic information provided during the People Matter Survey was vastly different to the demographic data available via internal systems. Council acknowledges that prior practice did not consider this data necessary, however in order to understand our people and implement measures that are meaningful, it is essential to build a clear picture of the demographic makeup of our organisation. With this obvious gap in our data, Council will take measures to bridge these gaps in the coming years, ensuring the gathering of this data is done on a voluntary basis with utmost sensitivity and privacy.

## Case for Change

### 4.1 Gender Equality Principles

The Gender Equality Principles outlined in section 6 of the Gender Equality Act 2020 were the underlying foundation for the strategies and measures developed following Council's audit and consultation.

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

### 4.2 Case for Change Statement

Research shows us that systemic gender inequality is ingrained into society through stereotyped gender norms. (Parliament of Australia, 2017)<sup>1</sup> Council recognises that, as the governing body closest to the community, we are in a position to have a direct impact on the rights, benefits and safety of our employees and community. Progress will be made by leading by example, implementing and embedding a pragmatic GEAP that will affect true change within our organisation, and by undertaking Gender Impact Assessments on significant community facing policies, programs and services.

With our gender audit and consultation giving us a clear indication of where our gender gaps were most prevalent, Council considered how we could tailor strategies in a pragmatic and sustainable way that will have as much impact as possible in consideration of the gender equality principles. Council is confident that the strategies outlined in section 5 are a significant step in addressing the barriers and gaps identified by our people and also speak to the gender equality principles.

Council's GEAP Vision was created with Principle One (outlined above) as the underlying driver. In consideration of feedback received during consultation and subsequent development of our strategies, whilst all principles were considered, the following equality principles aligned particularly strongly to Council;

#### Endnotes

<sup>1</sup> Parliament of Australia 2017 [Online]

Available at [https://www.aph.gov.au/Parliamentary\\_Business/Committees/Senate/Finance\\_and\\_Public\\_Administration/Gendersegregation/Report/c03](https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Finance_and_Public_Administration/Gendersegregation/Report/c03)



All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.



Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.



Advancing gender equality is a shared responsibility across the Victorian community.



All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.



Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

### 4.3 Intersectional Discrimination Considerations

Council is strongly committed to understanding the lived experience of all our employees and made an emphasis throughout communications with the organisation and during audit analysis on understanding any intersectional discrimination, as well as gender gaps, within our workplace.

Encouragingly, the results received from our employees who may experience intersectional discrimination were most often in alignment with organisational results and often trending toward the higher end of these results. There were a few exceptions to this, which were explored in detail through Section 3.

## How our Plan was developed

Council knew that any plan developed to address inequities, whether gender or otherwise, needed to be informed by our people. With entrenched societal norms and unconscious bias running deep, insights held by individual team members needed to be examined and challenged before strategies could be developed in response. Consultation, then, became key.

### 5.1 Communication and Promotion

Prior to receiving the results of the People Matter Survey and the internal gender audit, time was taken to develop a robust communication and engagement plan that would explain, inform and include staff in the process of strengthening gender equality within the organisation. These strategies included;

<b>Emails from the Chief Executive Officer to all staff</b>	<b>Messages within Council's fortnightly newsletters</b>	<b>Notifications and information on the organisational intranet</b>
<b>Communication with leaders through dedicated information channels</b>	<b>Management team meeting</b>	<b>Employee Consultative Committee (GCCC) engagement</b>
<b>Gender Equality Brand development and launch to the organisation</b>	<b>Consultation with Councillors early in our journey</b>	<b>Open Community Briefing with the Commissioner for Gender Equality</b>

### 5.2 First Round Consultation

Following the results of the Gender Audit and People Matter Survey, several consultation opportunities were provided to team members. Employee's safety and anonymity was maintained by providing various avenues to participate in consultation.



Executive consultation occurred throughout the GEAP development process, reviewing in depth analysis, guiding the strategies to be developed.



Communications were sent to the GCCC and Trade Union representatives to advise of our consultation process, upcoming information sessions and where they could provide feedback.



A 'Have your say' anonymous survey was launched for employees to provide further insight into the gender audit results, along with any suggestions on how to bridge gaps.



A working group was established with key representatives from across the organisation (largely consisting of coordinators and managers) to discuss and inform the GEAP and Gender Impact Assessments.



A number of sessions occurred with the GCCC to share data, gain their feedback as representatives of our employees and also to provide them with data for their own consultation process with their networks.

A working group of employees from different cultural backgrounds, genders and levels within the organisation consulted on Council's Recruitment and Promotion policy.

GCCC members hosted several 'pop in' sessions for employees to join and provide feedback on the audit results and suggestions on how to improve moving forward.

### 5.3 Second Round Consultation

Once the draft GEAP was developed, additional consultation occurred, with a particular focus on the proposed strategies.



Executive Leadership Team consultation.



Councillor consultation was undertaken, focusing on equality in Baw Baw.





The Risk and Audit Committee was briefed and consulted to ensure alignment with statutory obligations.



A workshop was held with a diverse group of women from all levels within the organisation to critically examine the draft strategies being proposed.



A workshop with the management group was undertaken to discuss Council's Workforce Plan to align with Council's GEAP strategies.



Draft strategies were shared with the organisation and feedback sought via internal communication platforms, an anonymous questionnaire and employee consultative committee consultation.

Given Council's infancy in our equality journey and the limited demographic data to support the appropriate channels necessary to invite participation, Council's consultation strategy did not target other specific demographic groups.

Moving forward, the development of particular strategies will invite ongoing feedback from targeted demographic groups. With this in mind, Council is committed to growing and adapting our strategies as we need to, ensuring that our equality journey is a true reflection of our people and their experiences.

## 5.4 Ongoing Consultation

Council recognises the importance of ongoing consultation, our commitment is to ensure consultation with stakeholders to assist in the operational development and implementation of the identified strategies.

# Baw Baw's Action Plan

## 6.1 Introduction

Baw Baw recognises that our people are our most valuable asset and achieving Council's Plan and Vision is dependent on the performance, dedication, innovation and capability of its staff.

Our strategies were created through consultation with the organisation to answer the findings in our audit and are grouped into the Workplace Gender Equality Indicators with links to our Key reference numbers.

Workplace Gender Equality Indicator	Strategies
<p>Recruitment and promotion practices in the workplace</p> <p>Key Insight 3.1</p>	<p>Where possible, address any hidden barriers to advancement and work proactively to improve opportunities for underrepresented groups.</p>
	<p>Part time roles to be reviewed during PR&amp;D process, ensuring that workload is relevant to the time commitment available.</p>
	<p>Amend Recruitment Policy to allow consideration of internal applicants for promotion, prior to advertising externally.</p>
	<p>Amend Recruitment Policy to remove Key Selection Criteria requirements.</p>
	<p>Provide training to eliminate discrimination and unconscious bias in selection process for recruitment and promotion processes.</p>
	<p>Consider options for a de-identification process for recruitment shortlisting to minimise discrimination and unconscious bias based on gender, age, ethnicity etc.</p>
	<p>Review recruitment processes and guides to ensure inclusive language is used throughout campaigns.</p>

Workplace Gender Equality Indicator	Strategies
<p>Gender composition of all levels of the workforce</p> <p>Key Insight 3.2</p>	<p>Educate leaders on benefit of part time/job share arrangements in leadership and senior professional positions, with a focus on improving the number of part time women who are offered higher duties and secondment opportunities.</p>
	<p>People leaders to consider and create part time/job share opportunities in senior positions</p>
	<p>Focussed support for women and gender diverse individuals to participate in targeted development opportunities.</p>
	<p>Working group established to inform career barriers and strategies to improve opportunities for women, with a particular focus on women moving into leadership positions and women returning to the workforce.</p>

Workplace Gender Equality Indicator	Strategies
<p>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</p> <p>Key Insight 3.3</p>	<p>Maintain Council's strong support of employee's requiring family violence leave through promotion and consideration of improved benefits during the Enterprise Bargaining Agreement.</p>
	<p>Leverage Council's ability to provide flexible work arrangements as a key attraction and retention strategy.</p>
	<p>Broaden Council language from 'family responsibilities' to 'caring responsibilities' to better encompass diverse family and caring situations.</p>
	<p>Promote carer's leave benefits to de-stigmatise men taking parental leave and/or having caring responsibilities for children or family.</p>
	<p>Explore opportunities for equity of primary and secondary parental leave.</p>

Workplace Gender Equality Indicator	Strategies
<p>Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender</p> <p>Key Insight 3.4</p>	<p>Robust analysis of remuneration across comparable roles, rather than reporting level to CEO.</p>
	<p>Review Remuneration policy and establish a remuneration matrix to support equity in banding allocation upon commencement.</p>
	<p>Develop a matrix to scope appropriate responsibilities and applicable equitable remuneration for leadership positions.</p>

Workplace Gender Equality Indicator	Strategies
<p>Sexual harassment, discrimination and bullying in the workplace</p> <p>Key Insight 3.5 Key Insight 3.6 Key Insight 3.7</p>	<p>Use VAGO Sexual Harassment Survey findings to identify and act on risk factors for Council employees and workplaces.</p>
	<p>Collect information about the prevalence and nature of sexual harassment, discrimination and bullying at least once every two years (conducting surveys, reviewing complaints information).</p>
	<p>Ensure policies, procedures and training explicitly cover sexual harassment, bullying and discrimination from the public.</p>
	<p>Regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment, bullying and discrimination from the public.</p>
	<p>Introduce a standalone sexual harassment policy that aligns with Vic Equal Opportunity and Human Rights Commission’s guideline: preventing and responding to workplace sexual harassment – complying with EOA 2010 and Vic Public Sector Commission’s model policy for prevention of sexual harassment in the workplace.</p>
	<p>Introduce mandatory training on sexual harassment, bullying and discrimination or improve existing training, so that at minimum – for all staff and Councillors at least once every two years, covers safe strategies for bystander interventions.</p>

Provide Cultural Diversity training to all members of the organisation on a cyclical basis.

Provide Courageous Conversation training on a cyclical basis.

Communicate a culture of respect in the Council by ensuring leaders model respectful behaviour at all times and communicate to staff at least annually that Council does not tolerate sexual harassment, bullying nor discrimination.

Encourage reporting of inappropriate behaviour by promoting formal and informal complaint channels and allowing anonymous complaints.

Improve record keeping of sexual harassment, bullying and discrimination complaints.

Review complaint procedures to ensure they include informing the complainant of the outcome and guidance on how investigators can support reluctant complainants.

Ensure Councillors receive training on sexual harassment at least twice per council term.

Ensure councillors are informed of their internal and external options for sexual harassment, bullying and discrimination support and complaints; including EAP, code of conduct dispute resolution and external complaint bodies.

Continue ongoing equal opportunity initiatives including equal opportunity induction and training, promotion of flexible working conditions and application of equal opportunity policy.

Improve training and promotion of Contact Officers within the organisation.

Workplace Gender Equality Indicator	Strategies
<p>Gendered segregation within the workplace</p> <p>Appendix 1</p>	<p>Maintain gender balance in Finance positions and Town Planning positions, given the low ratios of women traditionally in STEM positions.</p>
	<p>Conduct targeted recruitment campaigns in departments with historically gender segregated roles, e.g.</p> <ul style="list-style-type: none"> <li>• Community Infrastructure (male imbalance)</li> <li>• Community Services (female imbalance)</li> </ul>
	<p>Annual reporting on gender ratios with consideration given to opportunities to bridge gender gaps within individual teams.</p>

Workplace Gender Equality Indicator	Strategies
<p>General – Data and Understanding</p> <p>Key Insight 3.8</p>	<p>Ask non-compulsory gender and diversity questions at onboarding to improve data aggregate data.</p>
	<p>Amend Onboarding and Exit Interviews questions to capture gender equality experiences.</p>
	<p>Begin to gather more data in personnel systems to better reflect the cultural make up of our organisation.</p>
	<p>Develop a plan to maintain compliance with the six minimum standards of positive duty Council has as a Victorian employer and public body.</p>

Workplace Gender Equality Indicator	Strategies
<p>General – Promotion and Support</p> <p>All Key Insights</p>	<p>Explore the option for separate breastfeeding and Prayer rooms, equitably available at all work sites.</p>
	<p>Pro noun addition to email and Skype names on a voluntary basis.</p>

Councillors and ELT actively promote gender equality and lead by example.

Promote Men's Health week, to support an increase in likelihood of men to attend health professionals when necessary.

Amend Council's Community Engagement Policy to incorporate requirements to undertake Gender Impact Assessments.

Council's Growing Culture Consultative Committee to promote an organisational culture of diversity, inclusion and equal opportunity.

Consultation with employees during development of individual L&D programs; include targeted consultation with diverse groups.

Promote an inclusive organisation, celebrating and understanding the diverse cultures and genders of employees.

## Leadership and Resourcing

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Council's GEAP is an exciting first step in our equality journey, we recognise that adequate resourcing and budget is required to achieve the strategies that we have committed to. Expert resourcing and budget will support leaders and team members alike, as we find our way to achieving sustainable gender equality within the workforce. Our Executive Leadership Team are invested in this journey, having been integral in the development of our GEAP, and are dedicated to seeing true change within our organisation.

Currently, 0.7 FTE headcount has been dedicated as a resource until June 2022 within People and Culture department. Executive leaders have commitments to explore necessary resourcing for both enabling services and community facing services to ensure the successful ongoing delivery of GEAP objectives and Gender Impact Assessments.

Council's current financial commitment for the remained of 2021/22FY is \$40,000 and \$75,000 for FY22/23. This allocation will be used to begin our education journey, which will build employees understanding of entrenched societal norms and prejudices, whilst also answering some of the dissatisfaction with learning and development opportunities highlighted in our Gender Audit. Ongoing budget allocations will be assessed each year through the annual budget cycle in order to meet the strategic commitments within our GEAP.

## Monitoring and Measurement

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Council understands that as we move through our gender equality journey, our understanding and capability to address systemic issues will likely change. Council is committed to adapting as we go, using innovative thinking to ensure that the changing needs of our employees are met. It is therefore critical to undertake regular and systematic monitoring of our progress against our strategies and of our employee's lived experiences.

Progress will be measured through the obligatory bi-annual reporting requirements to the Gender Equality Commission and through a number of additional avenues captured within our Strategies.



## Appendix

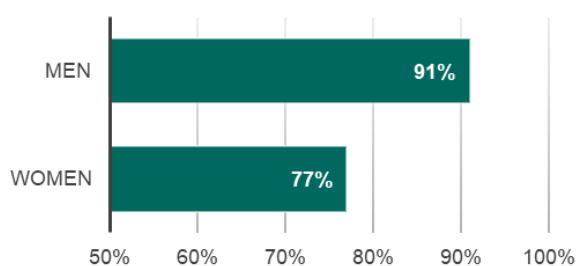
Requirements set out by the Gender Equality Commission require the below additional audit data to be made available. Where deemed necessary, strategies have been developed to answer additional findings.

### Recruitment and Promotion

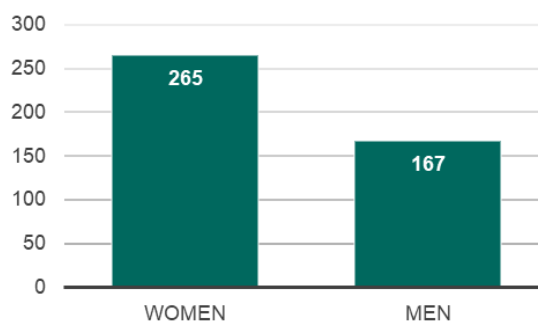
Question	Women	Men
Cultural background is not a barrier to success in my organisation	74%	89%
Disability is not a barrier to success in my organisation	63%	79%
Sexual orientation is not a barrier to success in my organisation	72%	80%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	67%	83%
Age is not a barrier to success in my organisation	72%	79%

### Gender Composition at all levels of the organisation

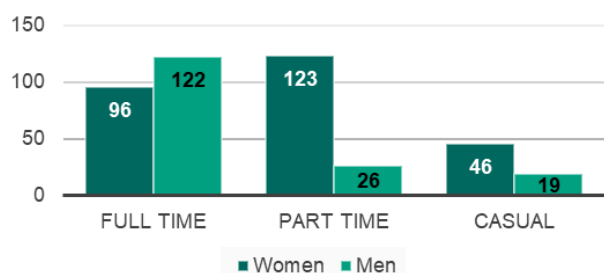
There is a positive culture within Baw Baw in relation to employees of different sexes/genders



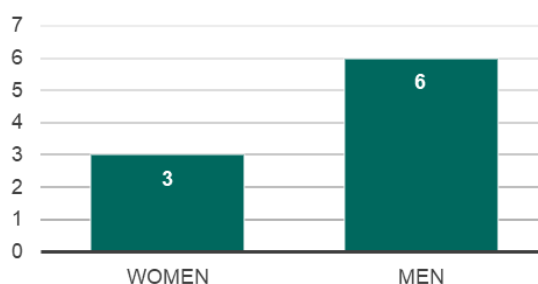
Overall gender composition of the workforce



Overall gender composition by employment basis (full time, part time, casual)

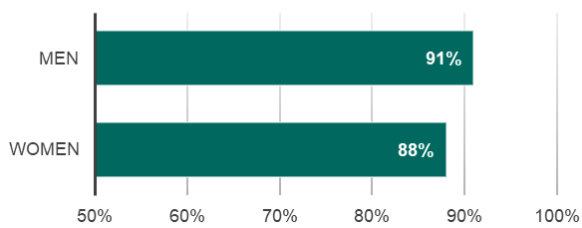


Gender Composition of Governing Body

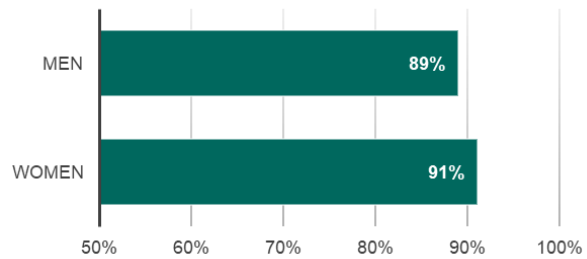


## Leave and Flexibility

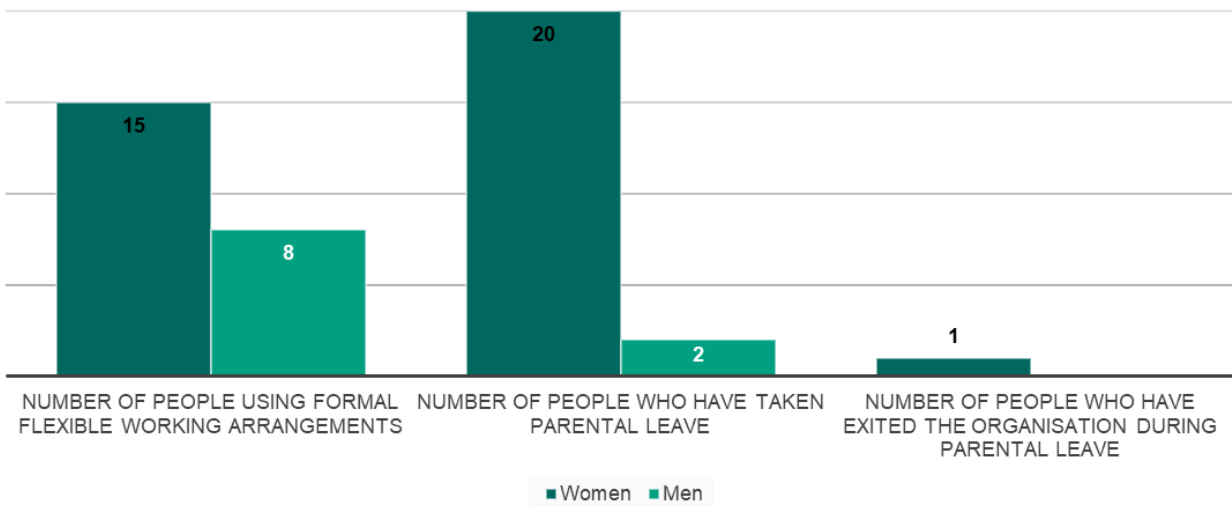
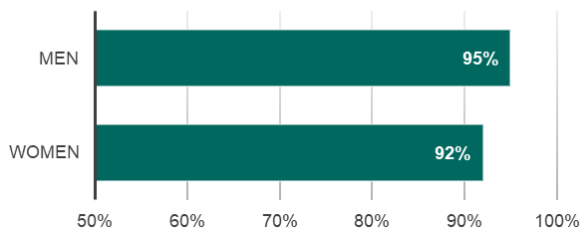
I am confident that if I requested a flexible work arrangement, it would be given due consideration



My organisation would support me if I needed to take family violence leave

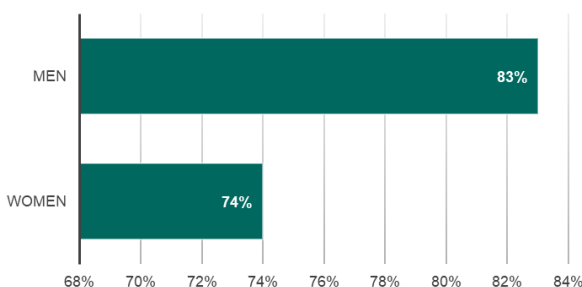


Baw Baw supports employees with family or caring responsibilities, regardless of gender

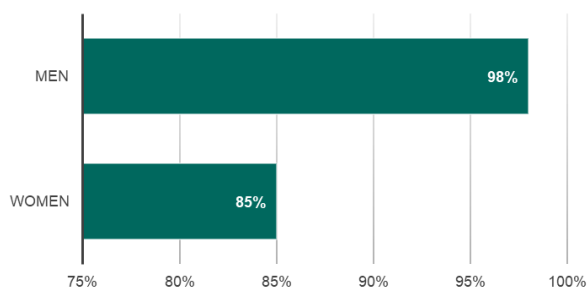


## Sexual Harrassment

I feel safe to challenge inappropriate behaviour at work



Baw Baw encourages respectful workplace behaviours



## Gendered Segregation

Gender Composition by major ANZSCO Code	Women	Men
1 - Managers	12	14
2 - Professionals	83	47
3 - Technicians and trades workers	5	35
4 - Community and personal service workers	16	5
5 - Clerical and administrative workers	75	8
6 - Sales workers	0	0