



# Equity For All

Gender Equity Action Plan 2021-2025

### **Acknowledgement of Country**

The City of Greater Bendigo is on Dja Dja Wurrung and Taungurung Country. We acknowledge and extend our appreciation to the Dja Dja Wurrung and Taungurung People, the Traditional Owners of the land.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung and Taungurung Peoples.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

### **Acknowledgement of First Nations Peoples**

The City recognises that there are people from many Aboriginal and Torres Strait Islander communities living in Greater Bendigo. We acknowledge and extend our appreciation to all First Nations Peoples who live and reside in Greater Bendigo on Dja Dja Wurrung and Taungurung Country, and we thank them for their contribution to our community.





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# ONE

## Introduction from the CEO

### A Case for Change

The City of Greater Bendigo seeks to create a workplace built on the shared values of equity and inclusion.

As an employer of more than 1,000 staff and implementing policy, programs and services on behalf of 120,000 residents, the City has an important responsibility to demonstrate to staff and residents our commitment to equality and inclusion through this workplace gender equity action plan.

At the City, we believe that gender inequality is unacceptable. We believe everyone should live in a safe and equal society, have equal access to power, resources and opportunities, and be treated with dignity, respect and fairness. We believe that every person should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, roles or prejudices. We believe that no-one should live in fear for their safety or wellbeing because of their gender. We believe that aside from gender equality being a human right, it brings significant social, health and economic benefits to our community. In short, we believe gender equality benefits all of us and requires a commitment from all of us. And it starts here, in our workplace.

We welcome the *Gender Equality Act 2020* (the Act), which requires all organisations within the Victorian public sector to demonstrate meaningful progress towards gender equality and we commit to the gender equality principles outlined in the Act which have informed this action plan. The Act has validated our decision to resource this important work and has provided us with the mechanisms to regularly assess if and where gender inequality persists in our workplace.

In June 2021, the City conducted its first workplace gender audit to determine our organisational performance against seven workplace gender equality indicators: gender composition of workforce, gender composition of governing body, equal remuneration, sexual harassment in the workplace, recruitment and promotion, flexible work and leave, and gender segregation in the workplace. Encouragingly, we performed well across all indicators and notably reported a 0.6% organisation-wide gender pay gap compared to a 10% gender pay gap in the Victorian public sector. However, the audit also highlighted there is still progress to be made in each indicator to become the gender-equal workplace we aspire to be.

The Act builds on a history of measures introduced by the City to promote gender equality in the workplace





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and in the community. In 2010, we became a signatory to the Victorian Local Government Women's Charter to support increased diversity among our elected representatives. We provide ongoing support to the Greater Bendigo Against Family Violence committee, which has been raising awareness and educating our community about gender-based violence since 2010. In 2018, we helped pioneer the Greater Bendigo Coalition for Gender Equity, a collective of 39 organisations and groups (as at March 2022) in the public, private and community sector dedicated to advancing gender equity through a collective-impact approach. In 2020, we supported the Coalition to launch Greater Bendigo's inaugural gender equity strategy, which focuses on enacting structural, relational and attitudinal change in six priority areas over a five-year period.

It is from this strong foundation that we launch the *Equity For All (E4A) Gender Equity Action Plan 2021-2025*, which evidences the values of equity and inclusion underpinning our *Community Vision 2021-2031*, supports us in achieving the outcome of a safe, welcoming and fair community outlined in our *Council Plan (Mir wimbul) 2021-2025*, helps us ensure every person is safe and secure and able to participate in community life as prioritised in our *Healthy Greater Bendigo Public Health and Wellbeing Plan 2021-2025*

and meets the objectives of enacting structural, relational and attitudinal change in the workplace in the *Greater Bendigo Coalition Gender Equity Strategy 2020-2025*.

The plan has been developed over a two-year period by the internal gender equity working group and has been enriched by consultation conducted with staff and councillors. The plan recognises that people of different genders experience gender inequality differently, that everyone's experience is specific to them and that gender inequality is often compounded by other forms of discrimination. The plan includes strategies and measures to address intersectional discrimination namely in the areas of workforce data collection, emergency management, deliberative community engagement and policy, program and service delivery. The plan provides us with a clear pathway to create a more fair, inclusive and safe workplace for people of all genders in our organisation.

**Craig Niemann**  
*Chief Executive  
Officer, City of  
Greater Bendigo*





## TWO

# Supporting legislation and frameworks

### **The Gender Equality Act 2020**

The *Gender Equality Act 2020* was introduced into Victorian legislation in March 2020 following recommendations by *Safe and Strong, Victoria's gender equality strategy* and the 2016 Royal Commission into Family Violence to promote gender equality in order to reduce levels of family violence and all forms of violence against women. The Act promotes gender equality by requiring the Victorian public sector to make meaningful progress towards gender equality in their own workplaces through a gender audit and action plan; and consider and promote gender equality in policy, program and service delivery through gender impact assessments.

### **The Commission for Gender Equality in the Public Sector**

The Victorian Government appointed its first Public Sector Gender Equality Commissioner (the Commissioner) in 2020. The Commissioner is supported by the Commission for Gender Equality in the Public Sector to oversee the implementation of the Act and promote gender equality in the public sector. Workplaces in the Victorian public sector are required to submit an audit, action plan and biennial progress reports to the Commissioner to demonstrate that they are making meaningful progress towards gender equality in their workplace and in the community.



**"We believe that every person should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, roles or prejudices."**

#### **The Workplace Gender Equality Agency best practice citation guide**

The Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency created by the *Workplace Gender Equality Act 2012* that is charged with promoting and improving gender equality in Australian workplaces in the private sector. WGEA has gathered best practice evidence from industry leaders and conducted extensive research to produce its best practice citation guide which provides meaningful and material steps to achieve gender equality in the workplace. The City's action plan adopts the focus areas in the WGEA best practice citation guide to improve its organisational performance against the seven workplace gender equality indicators outlined in the Gender Equality Act 2020.



#### **OurWatch Workplace, Equality and Respect Standards**

OurWatch is a national leader in the primary prevention of violence against women and their children. OurWatch's Workplace Equality and Respect Standards offers a process of organisational change to prevent violence against women. In 2019-2020, the City used funds received from the Free From Violence state government grant to implement OurWatch standards by conducting an OurWatch all staff-survey and targeted workshops (2019) to inform the development of a draft workplace gender equity action plan (2020) which has since been re-structured to this current iteration to support the requirements of the Act. Focus Area 5 outlines specific actions to support staff experiencing family violence which is directly informed by OurWatch Standards.

Other important pieces of legislation, strategies and reports to promote gender equality and reduce gender-based violence include the *Equal Opportunity Act 2010*, *Fair Work Act 2009*, *Sex Discrimination Act 1984*, the *Charter of Human Rights and Responsibilities Act 2006* (Victoria), the National Plan to Reduce Violence against Women and their Children 2022-2032, Dhelk Dja: Safe Our Way – Strong Culture, Strong Peoples Strong Families, Pride in Prevention: A Guide to primary prevention of family violence experienced by LGBTIQ communities, Pride in Our Future: Victoria's LGBTIQ+ Strategy 2022-2032 and the VAGO Sexual Harassment in Local Government Report 2020.

## THREE

# Workplace gender audit 2021 summary

The workplace gender audit helps the City determine its organisational performance against seven workplace gender equality indicators outlined in the Act. The first workplace gender audit took place as at 30 June 2021 and included two datasets; workforce data and People Matter Survey response data (434 staff members representing 43% of staff completed the survey). A full data analysis report is available on the Gender Audit [Sharepoint page](#).

In summary, the City's overall performance across all indicators was very encouraging. A particularly strong result was in the pay equity indicator where we recorded a 0.0 per cent organisation wide pay gap on annualised FTE base salary and a small 0.6 per cent pay gap favouring men on total remuneration (median man's earning is \$430 higher than median woman's earning). The current gender pay gap in the Victorian public sector is 10 per cent.

However our use of flexible work arrangements and parental leave provisions still reflect traditional gender norms. Some of our departments and roles also remain highly gender segregated indicating that gender stereotypes may be an influencing factor in our educational and career pathways.

The audit found that males are more likely than females to work full-time (74 per cent male, 38 per cent female) and females are far more likely to work on a part-time or casual basis and utilise flexible working arrangements.

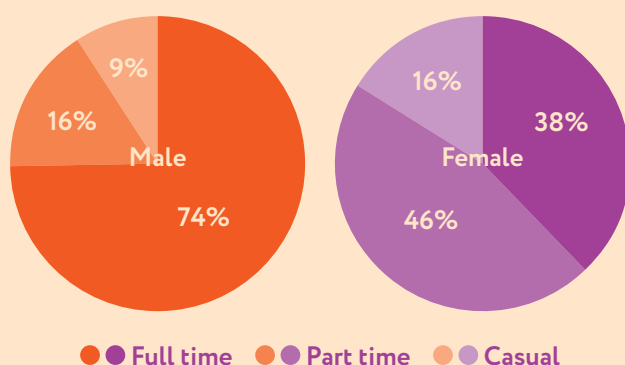
*Encouragingly, equal numbers of males and females accessed permanent promotions over the last financial year.*

Females are also more likely to perceive flexible working arrangements as a barrier to career progression supported by the finding that the 24 most senior positions across CEO, Director and Manager are employed on a full-time basis and the majority of these positions are filled by males.

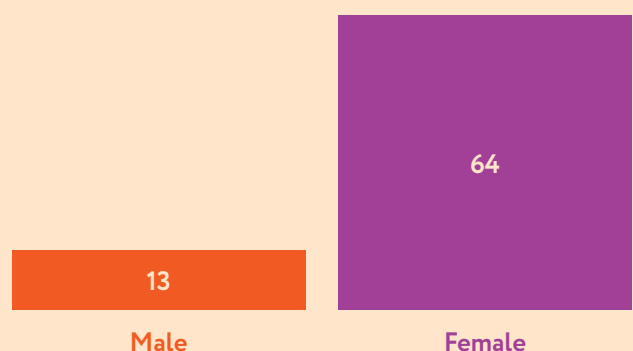
Encouragingly, equal numbers of males and females accessed permanent promotions over the last financial year and slightly more females than males were awarded higher duties and internal secondments.

The actions outlined in the gender equity action plan speak directly to our organisational performance in the workplace gender audit and are intended to improve our performance in indicators that did not perform as strongly as others. The action plan also includes steps to update our systems to collect gender diverse data for use in future audits. A Progress Report will be made available halfway through the Action Plan to celebrate meaningful achievements made along the way whilst maintaining accountability.

Employment type by gender



Paid parental leave uptake

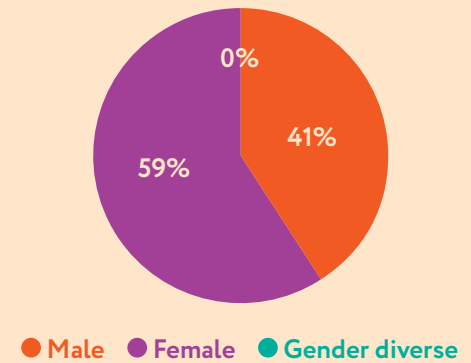




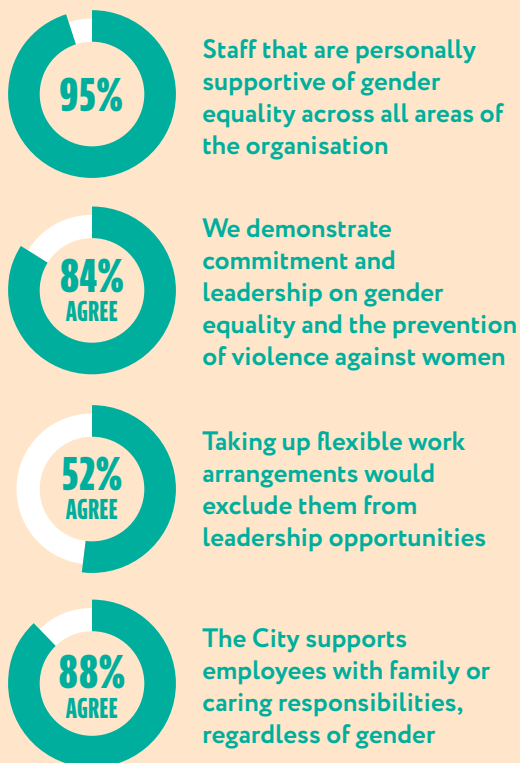
## Gender pay gap



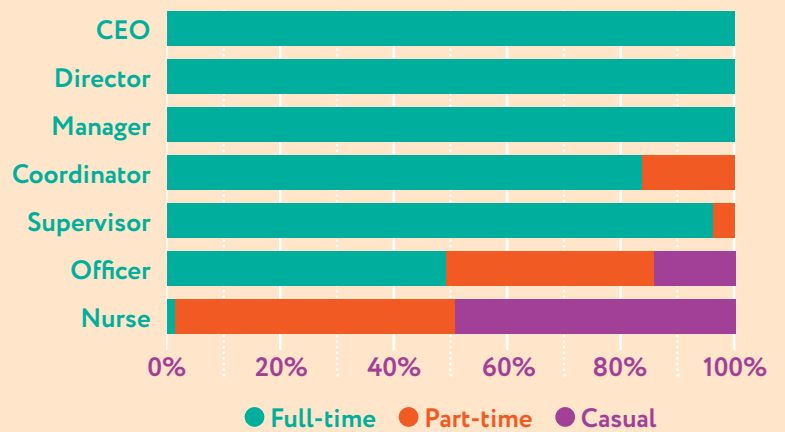
## Gender composition of workforce



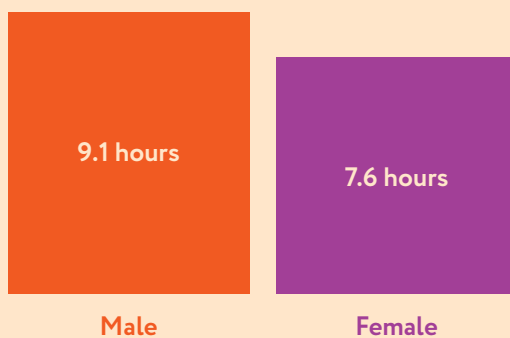
## Gender survey results



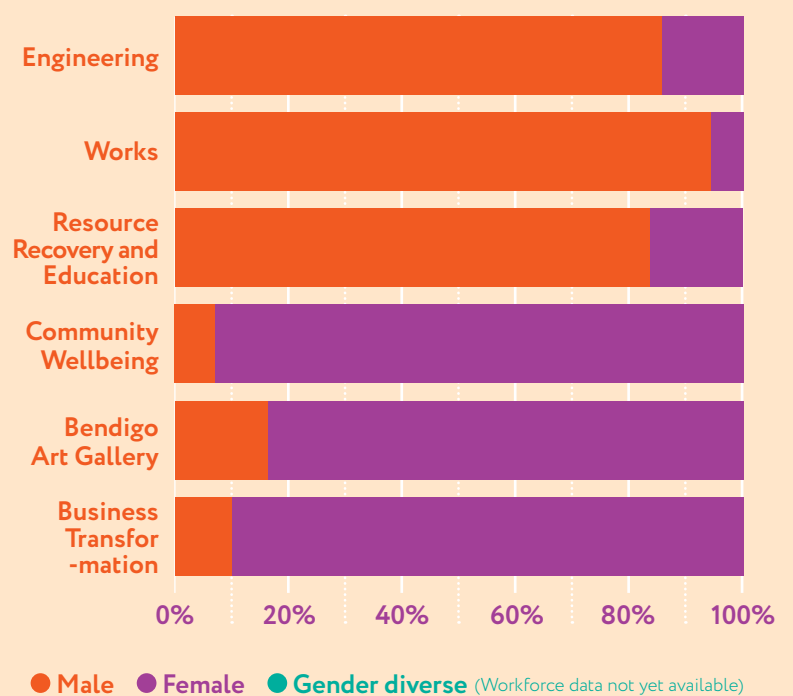
## Employment type by classification level



## Average carer's leave uptake



## Highly gender segregated units



## FOUR

# Gender equity action plan focus areas

### 1. Leadership, strategy and accountability

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### 2. Develop a gender-balanced workforce ① ② ⑤ ⑦

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### 3. Gender pay equity ③

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### 4. Support for caring ⑤

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### 5. Support for employees experiencing family violence ⑥

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### 6. Mainstreaming flexible working ⑤ ⑥

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### 7. Preventing sexual harassment, discrimination and bullying ④

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### 8. Driving change beyond the workplace

The Act outlines seven workplace gender equality indicators against which the public sector is assessed every four years:

- ① Gender composition of workforce
- ② Gender composition of governing body

- ③ Equal remuneration
- ④ Sexual harassment in the workplace
- ⑤ Recruitment and promotion
- ⑥ Flexible work and leave
- ⑦ Gender segregation in the workplace



# FIVE Action plan

## 1. Leadership, strategy and accountability

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### Why is this a focus area?

This focus area recognises that creating a workplace where all genders are equitably represented and equally valued and rewarded requires leadership, accountability and a focus on gender equality as a strategic priority. A genuine and visible commitment from senior leadership accompanied by a long-term strategic approach allows organisations to holistically address the structural, relational and attitudinal factors that keep gender inequality as a workplace issue. The adoption of a plan outlining specific actions towards gender equality which can be measured and managed serves to keep organisations accountable to their commitment while allowing significant milestones to be recognised and celebrated.

### How did the City measure up in the 2021 audit?

- 79% of women, 91% of men and 55% of gender diverse people agree that senior leaders actively support diversity and inclusion in the workplace (71% LGA average)
- 77% of women, 89% of men and 64% of gender diverse people agree that their people manager works effectively with people from diverse backgrounds (83% LGA average)
- Over 90% of all genders agree that the organisation uses inclusive and respectful images and language (82% LGA average)
- Women and gender diverse people are less likely to agree there is a positive culture towards employees of different intersectional identities

### Where do we want to be by 2025?

- Gender equality is a visible priority from senior leadership
- People managers work effectively with people from diverse backgrounds
- Gender diverse staff members are visible in our workforce data
- Women and gender diverse staff report in higher numbers that the City has a positive culture towards diverse intersectional identities

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 1.1: Gender equality is a visible strategic priority within our organisation</b>			
<b>1.1.1</b> Include explicit reference to gender equality and the prevention of gender-based violence in the Council Plan and Health and Wellbeing Plan.	2021	<ul style="list-style-type: none"> <li>• Council</li> <li>• EMT</li> </ul>	N/A
<b>Objective 1.2: Gender equality is integrated into core business</b>			
<b>1.2.1</b> Conduct a regular workplace gender audit to assess organisational performance against seven workplace gender equality indicators in the Gender Equality Act 2020.	2021	People and Culture	N/A
<b>1.2.2</b> Ensure language and imagery used in internal and external communications do not reinforce rigid gender stereotypes.	2021 - 2024	Communications	N/A
<b>1.2.3</b> Develop a People and Culture strategy which includes gender equity as a focus area over the four years of the plan.	2022	People and Culture	N/A
<b>1.2.4</b> Develop a Workforce Plan in accordance to the Local Government Act 2020 that sets out measures to ensure gender equality, diversity and inclusiveness.	2022	People and Culture	N/A
<b>1.2.5</b> Introduce a new Recruitment system and associated policy ensuring hiring managers have the necessary skills, knowledge and expertise to undertake recruitment in a consistent and best practice approach.	2024	People and Culture	5
<b>1.2.6</b> All Directors to participate in one Equity Impact Assessment during the course of the action plan.	2021 - 2024	EMT	N/A
<b>Objective 1.3: Gender equality is a visible priority of senior leadership</b>			
<b>1.3.1</b> CEO to communicate biannually to all employees regarding the organisation's commitment to gender equality and the prevention of gender-based violence with a personal connection included.	2021 - 2024	<ul style="list-style-type: none"> <li>• Office of the CEO</li> <li>• Communications</li> </ul>	N/A
<b>1.3.2</b> Ensure there is a minimum of 1 x Director represented on the internal gender equity working group and the Gender Equality Act Implementation Project Control Group.	2021	EMT	N/A
<b>Objective 1.4: People Managers work effectively with people from diverse backgrounds</b>			
<b>1.4.1</b> Ensure leaders model respectful behaviour at all times by including a measure in performance reviews which assesses respectful conduct with direct reports. (VAGO recommendation #7)	2023	People and Culture	N/A
<b>1.4.2</b> Support gender diverse inclusive employment practices by providing resources and supports for people managers.	2023	People and Culture	N/A
<b>Objective 1.5: Gender diverse staff members are visible in our workforce data</b>			
<b>1.5.1</b> Update systems and processes to have the ability to capture gender diversity and other intersectional identity factors of staff members outlined in the Gender Equality Act 2020.	2024	People and Culture	N/A
<b>1.5.2</b> Conduct staff census to capture missing and/or outdated intersectional workforce data on staff member profiles. Ensure appropriate privacy measures are in place.	2024	People and Culture	N/A



## 2. Develop a gender-balanced workforce

### Relevant indicators:

- 1 Gender composition of workforce
- 2 Gender composition of governing body
- 5 Recruitment and promotion
- 7 Gender segregation in the workplace



### Why is this a focus area?

A healthy gender-balanced workforce contributes to more diverse and resilient organisations which enjoy comparatively lower gender pay gaps. Typically, women are often underrepresented in leadership and governance roles, and overrepresented in lower-level roles which contributes to widening the gender pay gap and means that organisations may be missing out on the expertise and skills of women at senior levels and in their governance bodies. Gendered workforce segregation reinforces gender inequality and widens the pay gap, as the average pay is lower in industries and occupations dominated by women. Gender segregation persists across industries and roles which are driven by traditional gendered norms about what work is appropriate for different genders, as well as structural factors including access to flexible working arrangements. Gender bias and gender norms also influence recruitment, promotion and career progression practices.

### How did the City measure up in the 2021 audit?

- Overall workforce gender composition is 41% men: 59% women (no workforce data available for gender diverse people)
- Men are disproportionately represented (>41% MEN) across the 5 most senior classification levels - Coordinator, Band 7 through to CEO
- Women are disproportionately represented (>59% WOMEN) across most lower classification levels - Coordinator (Band 6), Officers (Bands 5-8), Officers (Bands 1-4)
- Men most highly represented amongst Labourers (72%M), Technicians and Trades Workers (77%M), Machinery Operators and Drivers (100%M)

- Women most highly represented among Professionals (67%W), Clerical and Administrative Workers (73%W), Community and Personal Service Workers (91%W)
- City of Greater Bendigo has 9 elected Councillors 4 women (44%): 5 men (56%), led by mayor who is a woman
- All women Councillors are aged between 55-64 years whereas there is greater age diversity with male Councillors
- Available data shows that no Council members identify as Aboriginal and/or Torres Strait Islander, or with disability
- 7 employees were awarded internal secondments through FY20/21, 57% (4) women, 43% (3) men
- An equal number of men and women accessed permanent promotions through FY20/21, 50% (25) women, 50% (25) men
- 110 employees were awarded higher duties through FY20/21, slightly more women than men - 53% (58) women, 47% (52) men
- 37 employees participated in career development opportunities through FY20/21, slightly more men than women - 59% (22) men, 41% (15) women
- 62% of women and 74% of men (12% difference) agree the organisation makes fair recruitment and promotion decisions, based on merit. (54% LGA average)
- 51% of women and 68% of men (17% difference) feel they have an equal chance at promotion in the organisation. (51% LGA average)

## Where do we want to be by 2025?

- Increased female representation across the 5 most senior classification levels
- Decreased levels of segregation in traditionally gendered industries and occupations
- Staff report in greater numbers, particularly in female and gender diverse cohorts, that they feel to have an equal chance at promotion in the City
- Structural supports exist to encourage younger females and gender diverse people to run for Council, particularly those within the Aboriginal and Torres Strait Islander community, culturally and linguistically diverse communities, and those with a disability

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 2.1: Increased female representation across the 5 most senior classification levels (GE Strategy 2.3)</b>			
<b>2.1.1</b> Set targets for internal and external recruitment shortlists to improve the representation of females in the 5 most senior classification levels, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>EMT</li> <li>People and Culture</li> </ul>	1 5
<b>2.1.2</b> Sponsor female employees to undertake targeted leadership programs to develop their leadership skills and capacity.	2021 - 2025	People and Culture	1 5
<b>2.1.3</b> Provide ongoing support to the staff grassroots Women in Leadership Network.	2022 - 2025	Community Partnerships	1
<b>2.1.4</b> Identify barriers to female representation in senior positions leveraging the Women in Leadership Group as a sounding board and utilising survey data.	2022	People and Culture	1
<b>2.1.5</b> Support the Women in Leadership Network Organising Committee to trial staff connection platform, Coffee Roulette, with members of the Women in Leadership Network to foster leadership mentoring among female staff members.	2022	Community Partnerships	1
<b>2.1.6</b> Support the Women in Leadership Organising Committee to run a Women in Leadership Network storytelling event featuring women in leadership positions.	2022	Community Partnerships	1
<b>2.1.7</b> Establish capability framework which defines the behaviours, skills and knowledge that support a high performing organisation.	2022	People and Culture	1
<b>2.1.8</b> Establish a talent management and succession planning framework which supports retention as well as offering horizontal and vertical career progression.	2023	People and Culture	1
<b>Objective 2.2: Increased gender balance in traditionally gendered industries and occupations</b>			
<b>2.2.1</b> Set targets for internal and external recruitment shortlists to improve the representation of males and females in non-traditional roles, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>EMT</li> <li>People and Culture</li> </ul>	5 7
<b>2.2.2</b> Develop and implement targeted placement programs in traditionally gender segregated roles and departments where gender segregation exceeds 80%.	2023	People and Culture	5 7
<b>2.2.3</b> Support retention of under-represented genders in highly segregated departments with dedicated support, feedback mechanisms and exit interviews for outgoing under-represented genders.	2023	People and Culture	5 7



Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>2.2.4</b> Investigate a joint communications campaign with the Coalition for Gender Equity that profiles males and females in non-traditional occupations and/or pursuing non-traditional career paths.	2024	Community Partnerships	5 7
<b>2.2.5</b> Conduct targeted consultations to determine how and where gender stereotypes are perpetuated at the City and what measures can be taken to create a workplace free of gender stereotypes.	2023	<ul style="list-style-type: none"> <li>Community Partnerships</li> <li>People and Culture</li> </ul>	7
<b>Objective 2.3: We promote increased participation of females and gender diverse people in public life (GE Strategy 2.2)</b>			
<b>2.3.1</b> Re-endorse and showcase our signatory to the Victorian Local Government Women's Charter.	2022	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>	2
<b>2.3.2</b> Partner with Victorian Local Governance Association to host 'Local Women Leading Change' informational workshops in the lead up to local government elections.	2024	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>	2
<b>2.3.3</b> Source available demographic data of Councillors in previous 5 Councils to identify any recurrent themes of under-representation and conduct targeted consultation with community members of within under-represented demographics to identify barriers and support mechanisms to run for Council and seek to implement.	2023	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>	2
<b>2.3.4</b> Identify and address barriers to equitable representation on the City's Youth Council in order to help create a Youth Council that is truly representative of young people in our community.	2023	Community Partnerships	2

## 3. Gender pay equity

### Relevant indicators:

- 3 Equal remuneration
- 5 Recruitment and promotion

### Why is this a focus area?

This focus area recognises an organisation's commitment to equal pay (like-for-like pay gaps), and the gender pay gap (organisation-wide pay gap). The gender pay gap does not measure the pay difference between two people doing the same or similar job which is a matter of equal pay. The gender pay gap measures the difference between the average earnings

of men and the average earnings of women across the whole organisation and expresses this difference as a percentage. The gender pay gap is caused by a range of structural, relational and attitudinal factors that combine to reduce women's earning capacity over their lifetime.

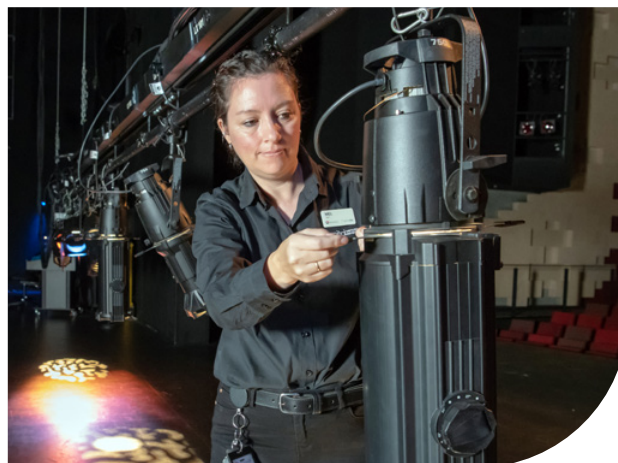
Gender segregation in the workplace also contributes to the gender pay gap. If there are more women in lower paid positions and more men in higher paid positions, then there will be a gender pay gap favouring men. The value society places on different roles is also a gendered issue. Female-dominated roles are typically undervalued when compared with roles that are male-dominated. When an organisation commits to appropriately remunerate work of equal or comparable value, it can help close an organisation's overall gender pay gap.

## How did the City measure up in the 2021 audit?

- There is no organisation-wide pay gap (0.0%) on annualised FTE base salary and a very small pay gap 0.6% (\$430) favouring men on total remuneration (i.e. the median man's earnings at City of Greater Bendigo is slightly higher than the median woman's)
- By-level pay gaps have been identified which require further investigation (eg. pay gaps favouring men exist at following levels OLT – Directors and Managers (6.5%), Coordinator – Band 8 (1.2% on base, 1.7% on total remuneration), Coordinator – Band 7 (3.6%), Employees - Bands 5-8 (4.3%), Employees – Bands 1-4 (8.2% on base, 7.3% on total remuneration)
- Pay gaps have been identified across different employment types – favouring women among full-time ongoing and part-time ongoing staff and favouring men among full-time fixed term and part-time fixed term employees. These do not appear to be surprising based on analysis of distribution of men's and women's workforce across levels and employment types. Further investigation of this data could be a component of the first 4-year GEAP

## Where do we want to be by 2025?

- Female-dominated roles are not undervalued when compared to male-dominated roles when the value of these roles are analysed in terms of skills, knowledge, responsibility, effort and working conditions
- Salary packaging options are gender equitable



Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 3.1: We are committed to eliminating like-for-like and organisation-wide gender pay gaps</b>			
<b>3.1.1</b> Conduct analysis of female-dominated and male-dominated roles in terms of skills, knowledge, responsibility, effort and working conditions to determine if there is any disparity in remuneration or benefits.	2024	People and Culture	3
<b>Objective 3.2: Salary packaging options are gender equitable</b>			
<b>3.2.1</b> Conduct a gender impact assessment on the City's internal Fleet Policy to address any barriers to access and inclusion.	2022	Works	3
<b>3.2.2</b> Investigate salary packaging options that provide support for parental and caring responsibilities.	2023	Community Partnerships	3
<b>Objective 3.3: Remuneration policies and practices are transparent and we proactively inform staff about their entitlements</b>			
<b>3.3.1</b> Discuss remuneration (assigned banding or SEO) as an information point for all applicants in interview process, irrespective of gender.	2023	People and Culture	3
<b>Objective 3.4: We are committed to discouraging gender bias in remuneration and performance review processes</b>			
<b>3.4.1</b> Offer unconscious gender bias training to people managers.	2023	People and Culture	3

## 4. Support for caring

### Relevant indicators:

#### 6 Flexible work and leave

### Why is this a focus area?

This focus area looks at how an organisation supports its workforce with caring responsibilities that include but are not restricted to parenting. It covers access to parental leave, parental leave provisions, the process of returning to work after parental leave and supports for those with ongoing elder or disability care responsibilities.

Leave entitlements help staff balance paid work with other responsibilities. However structural, relational and attitudinal factors contribute to a societal expectation for women to shoulder much of these caring responsibilities, which can significantly impact the rate and nature of their participation in the

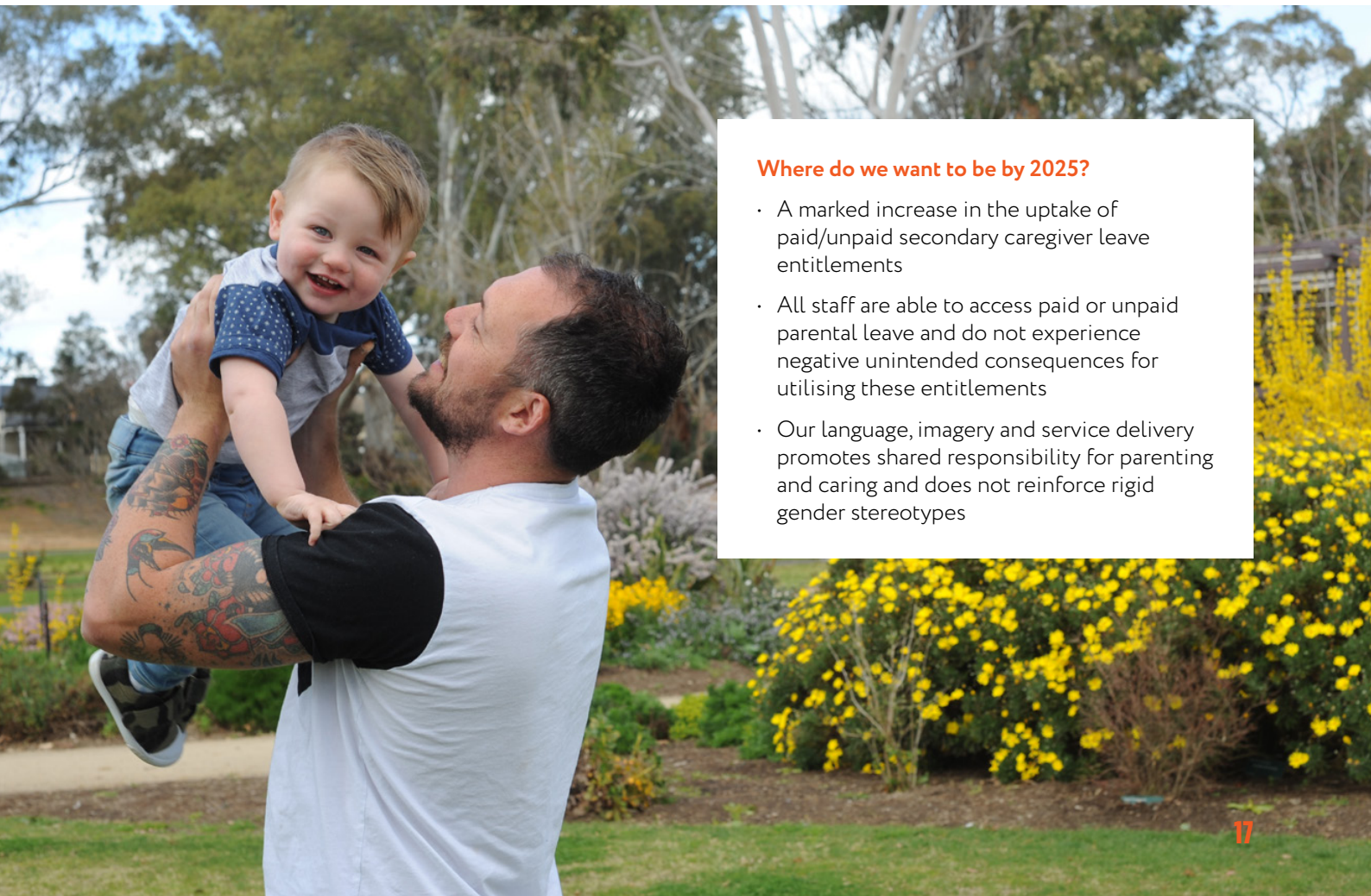
workforce. Organisations which proactively encourage staff of all genders to access parental and carer's leave are known to enjoy higher retention rates in the workforce, a stronger recruitment pool, and boosted morale and productivity.

### How did the City measure up in the 2021 audit?

- 90% of men, 89% of women and 86% gender diverse people agreed that the City supports employees with family or other caring responsibilities, regardless of gender
- Parental leave across all levels follows traditional gender stereotypes in many ways, with women much more likely to take leave (paid and unpaid)
- 89% of females and 77% of males took carers leave in the 2020-2021 financial year
- 64 women and 13 men (77 in total) took parental leave between July 1, 2020 and June 30, 2021. At Officer level (Bands 1-8), more than 80% of parental leave takers were women

### Where do we want to be by 2025?

- A marked increase in the uptake of paid/unpaid secondary caregiver leave entitlements
- All staff are able to access paid or unpaid parental leave and do not experience negative unintended consequences for utilising these entitlements
- Our language, imagery and service delivery promotes shared responsibility for parenting and caring and does not reinforce rigid gender stereotypes





Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 4.1: Increased uptake of paid parental leave by male staff</b>			
<b>4.1.1</b> Increase paid parental secondary caregiver leave from two to four weeks with full superannuation entitlements via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>	6
<b>4.1.2</b> People managers actively promote parental leave provisions to prospective parents, regardless of gender.	2021 - 2024	EMT	6
<b>Objective 4.2: The language and imagery we use for parental and caring responsibilities do not reinforce traditional gender stereotypes</b>			
<b>4.2.1</b> Re-brand maternity leave booklet and review imagery and language to ensure it is gender inclusive.	2021	<ul style="list-style-type: none"> <li>People and Culture</li> <li>Communications</li> </ul>	6
<b>4.2.2</b> Review branding and service delivery of Maternal and Child Health to consider how fathers, secondary caregivers and rainbow families are actively considered, included and represented in service name and delivery.	2024	Community Wellbeing	6
<b>Objective 4.3: All staff have access to unpaid or paid parental leave and do not experience negative unintended consequences for utilising parental leave entitlements</b>			
<b>4.3.1</b> Remunerate primary caregivers on employer-funded paid parental leave 18 weeks of superannuation payments (two additional weeks of superannuation payments at award minimum wage following the expiration of 16 weeks paid parental leave) via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>	6
<b>4.3.2</b> Remove requirement of staff to have a minimum length of ongoing service in order to access unpaid parental leave via the Enterprise Agreement.	2025	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>	6
<b>4.3.3</b> Within recruitment processes, give explicit reference to inviting non-traditional work experience (such as carer or parental duties) to be included in application forms and discussed at interviews.	2023	People and Culture	5 6
<b>4.3.4</b> Conduct research and benchmarking on "returnship" programs which provide opportunities for job seekers who are returning to the workforce after a career break.	2023	Community Partnerships	5 6
<b>Objective 4.4: We have a breastfeeding policy that supports women to breastfeed or express in the workplace without discrimination, in an atmosphere of acceptance and respect</b>			
<b>4.4.1</b> Allocate two designated intervals per day to allow for breastfeeding/expressing that are counted as time worked and do not impede on existing designated lunch/rest interval breaks via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>	6
<b>4.4.2</b> Ensure there are accessible parenting rooms in each of the City's primary workplaces.	2024	People and Culture	6
<b>4.4.3</b> Provide discreet refrigeration for expressed breast milk in parenting rooms.	2024	People and Culture	6

## 5. Support for employees experiencing family violence

### Relevant indicators:

#### 6 Flexible work and leave

### Why is this a focus area?

Most people who experience family violence are in paid employment. Family violence affects a person's ability to lead a productive life and affects children, families and the community. An employee living with family violence often experiences heightened financial stress, isolation, vulnerability and risk of homelessness.

Family violence also impacts Australian employers costing them \$175M annually<sup>1</sup> in direct and indirect workplace costs due to increased risks of workplace violence, increased illness or absenteeism, increased employee turnover, possible legal liabilities and reduced productivity. The cost of losing, and then replacing, employees affected by family violence can outweigh the costs of providing the support that will help retain affected employees. Workplaces can make a significant positive difference in supporting employees who are experiencing family violence.

### How did the City measure up in the 2021 audit?

- 5 employees accessed family violence leave in FY21, 80% Women (4) 20% Men (1)
- 91% women and 90% men agree that the organisation would support them if they needed to take family violence leave (86% LGA average). Employees who identified as gender diverse or prefer not to say reported significantly lower levels of agreement with this statement

### Where do we want to be by 2025?

- The policies, procedures and support mechanisms in place for employees experiencing family violence are accessible and effective in their aims
- People managers regularly monitor the health and wellbeing of their direct reports and foster safe and secure environments in which disclosures of family violence can naturally occur
- Staff feel confident in their understanding of the link between gender inequality and gender-based violence

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 5.1: Policies and practices to support employees experiencing family violence are effective in their aim to provide meaningful support</b>			
<b>5.1.1</b> Review <i>Supporting the Prevention of Domestic Violence Policy</i> and explore evaluative mechanisms to see if any improvements are required to relevant policies, practices or support mechanisms.	2024	People and Culture	6
<b>5.1.2</b> Review Employee Assistance Program to determine if it is effectively meeting the needs of staff.	2025	People and Culture	6
<b>5.1.3</b> Ensure communications and terminology regarding family violence and gender-based violence is consistent and acknowledges the lived experiences of LGBTIQ+ people.	2022 - 2025	Community Partnerships	6

1. *The Cost of Domestic Violence to the Australian Economy: Part I, 2004, Australian Government's Office of the Status of Women by Access Economics Pty Ltd, funded under Partnerships Against Domestic Violence. The Cost of Violence against Women & Their Children in Australia, DSS, 2016, (KPMG).*

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 5.2: People Managers regularly create a safe space for confidential concerns to be shared by direct reports and are equipped to respond to disclosures and outline the supports our workplace has to offer</b>			
<b>5.2.1</b> Develop guidelines for people managers to follow to support consistent practice in the management of direct reports, including regularity of 1:1s.	2023	People and Culture	6
<b>5.2.2</b> Offer training to people managers to understand the business case for gender equality and to equip them with the skills to recognise and address the impacts of family and gender-based violence in the workplace.	2024	People and Culture	6
<b>5.2.3</b> Regularly update support services referral sheet and host visibly on Sharepoint.	2022	People and Culture	6
<b>Objective 5.3: Staff understand the link between gender inequality and gender-based violence</b>			
<b>5.3.1</b> Support MAV in the development of the <i>Local Government Guide to Preventing Family Violence and all forms of violence against women</i> .	2021	Community Partnerships	6
<b>5.3.2</b> Apply for the 2022 <i>Free From Violence</i> state government grant to trial the implementation of the <i>Local Government Guide to Preventing Family Violence and all forms of violence against women</i> .	2022	Community Partnerships	6
<b>5.3.3</b> Promote GE/PGBV e-learning in Learning and Development calendar and throughout 16 days of activism.	2022	<ul style="list-style-type: none"> <li>People and Culture</li> <li>Community Partnerships</li> </ul>	6
<b>5.3.4</b> Provide in-kind and financial support to host 'The Dark Side of the Rainbow' LGBTQ+ family violence training event to provide capacity building for staff and community members.	2022	Community Partnerships	6

## 6. Mainstreaming flexible working

### Relevant indicators:

#### 6 Flexible work and leave

### Why is this a focus area?

This focus area looks at how organisations support flexible working arrangements for their workforce. It recognises that in order to normalise flexibility in the workplace, a visible leadership commitment is

required in addition to a workforce that is equipped with the skills to manage and adapt to flexible working norms. Societal expectations placed on women often translate into women shouldering the bulk of unpaid parenting and caring responsibilities and participating in the workforce in part-time or casual capacities as a result. This can significantly impact and/or delay women's career progression and leadership opportunities. By normalising flexible working arrangements, staff of all genders feel a greater permission to strike a work/life balance that feels right for them and take up unpaid parenting and caring responsibilities in a more equitable manner.



## How did the City measure up in the 2021 audit?

- Men are more likely than women to work full-time (74% male, 38% female)
- Women more likely than men to be using formal flexible working arrangements and work on a part-time or casual basis
- Women more likely to view flexible working arrangements as a barrier to career progression supported by the finding that the 24 most senior positions across CEO, Director and Manager are employed on a full-time basis and are outnumbered by males

## Where do we want to be by 2025?

- An increased number of staff in leadership positions take up flexible working arrangements, particularly in the 24 most senior positions
- Flexible working arrangements are normalised and transparent, particularly in leadership positions
- Flexible working arrangements are promoted in recruitment practices

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 6.1: Flexible working arrangements becomes a workplace cultural norm available to and utilised by staff at all levels of the organisation, irrespective of gender or caring responsibilities</b>			
<b>6.1.1</b> Establish and implement the Flexibility at Work policy which outlines flexible work arrangements available to City employees.	2021	People and Culture	6
<b>6.1.2</b> Ensure all roles in the organisation can accommodate flexible work arrangements.	2023	People and Culture	6
<b>6.1.3</b> Profile diverse personal narratives of staff utilising flexible work arrangements, with particular focus on: <ul style="list-style-type: none"> <li>• Senior leaders</li> <li>• Staff whose roles aren't typically conducive to flexible working</li> <li>• Staff utilising flexible work for reasons other than caring</li> </ul>	2024	People and Culture	6
<b>Objective 6.2: People Managers promote flexible working arrangements and feel confident in managing direct reports utilising diverse flexible work arrangements</b>			
<b>6.2.1</b> People managers are transparent about their flexible working arrangements.	2023	EMT	6
<b>6.2.2</b> Conduct professional development workshops and provide accessible resources that equip and encourage people managers to manage diverse flexible working arrangements.	2023	People and Culture	6
<b>Objective 6.3: Our recruitment and induction processes promote and reinforce flexible working arrangements</b>			
<b>6.3.1</b> Promote flexible work arrangements in all job advertisements to attract broader applicant base.	2022	People and Culture	5 6
<b>6.3.2</b> Discuss flexible working arrangements as a discussion point for all applicants in interview process, irrespective of gender.	2023	People and Culture	5 6
<b>6.3.3</b> Conduct targeted consultations with staff to explore <ul style="list-style-type: none"> <li>• how the City can create a culture where employees working part-time have equitable access to leadership opportunities;</li> <li>• how recruitment processes and practices can be improved to be more gender equitable and inclusive; and</li> <li>• how promotion practices including acting opportunities, secondments and L&amp;D can be more equitable and inclusive</li> </ul>	2023	People and Culture	5 6

## 7. Preventing workplace sexual harassment, bullying and discrimination

### Relevant indicators:

#### 4 Sexual harassment in the workplace

### Why is this a focus area?

This focus area assesses the way an organisation builds a culture in which sexual harassment, gender-based discrimination and bullying are not tolerated. These behaviours are common in the workplace and cause financial, psychological, and physical harm to victim survivors. They also bear a significant economic cost to organisations and the community.

Often, victim survivors experience barriers to reporting sexual harassment, bullying or discrimination and won't make a formal report. Barriers to reporting include fear of reprisals or other negative consequences, lack of confidence in the reporting system, and a limited understanding of what constitutes sexual harassment, discrimination and bullying.



Organisations which consistently collect and report data on instances of these behaviours are equipped to be transparent and accountable to their workforce and the community which in turn builds confidence to lodge a formal report when these instances do occur.

### How did the City measure up in the 2021 audit?

- Zero formal sexual harassment complaints filed in 2020/2021
- Among survey respondents, women are less likely than men to perceive the workplace culture as safe and respectful (74% of women and 83% of men feel safe to challenge inappropriate behaviour at work; 75% of women and 83% of men agree Council takes steps to eliminate bullying, harassment and discrimination)
- Among survey respondents, women are more likely to have witnessed negative behaviours in the workplace in the last 12 months (17% of women, 12% of men have witnessed negative behaviours)
- Among survey respondents, women are more likely to have experienced sexual harassment in the workplace (5% women and 3% of men have experienced sexual harassment in the workplace in the past 12 months)

*Organisations which consistently collect and report data on instances of these behaviours are equipped to be transparent and accountable to their workforce.*

### Where do we want to be by 2025?

- Staff and community members can easily access identifying or anonymous reporting platforms to report an incident of sexual harassment, discrimination and bullying
- There is a greater correlation between workforce data and employee experience survey data in relation to instances of sexual harassment, bullying and discrimination in the workplace

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 7.1: We model best practice in local government in the prevention of sexual harassment, discrimination and bullying</b>			
<b>7.1.1</b> Implement the full suite of local government recommendations in the VAGO Sexual Harassment in Local Government 2020 Report by 2025.	2021 - 2025	People and Culture	4
<b>7.1.2</b> Review duty of care for frontline staff to ensure equitable safety measures are in place for persons who may be more vulnerable to acts of harassment, discrimination and bullying due to their role, gender, sexuality or race.	2023	People and Culture	4
<b>7.1.3</b> Review duty of care for Councillors to ensure equitable safety measures are in place for persons who may be more vulnerable to acts of harassment, discrimination and bullying due to their role, gender, sexuality or race.	2023	Governance	2 4
<b>7.1.4</b> Establish a sensitive category that supports confidentiality within the City's online incident and hazard reporting system and encourages reporting of sexual harassment incidents.	2021	People and Culture	4
<b>Objective 7.2: Understand and address barriers preventing staff from filing formal complaints about sexual harassment, discrimination and bullying</b>			
<b>7.2.1</b> Conduct targeted staff consultation to better understand: <ul style="list-style-type: none"> <li>How we can prevent sexual harassment, bullying and discrimination happening in the first place</li> <li>How we can better support people who experience these things</li> <li>What we can do to build a better positive bystander culture where people call bad behaviour out</li> </ul>	2024	People and Culture	4
<b>Objective 7.3: We have a prominent staff code of conduct which explicitly promotes gender equality and the prevention of gender based and sexual harassment, discrimination and bullying</b>			
<b>7.3.1</b> Ensure code of conduct is up to date with modern modes of harassment and bullying including digital platforms. Include the prohibition of staff using workplace resources to commit any act harassment, discrimination or bullying.	2021	People and Culture	4
<b>7.3.2</b> Ensure staff are held accountable for breaching code of conduct by outlining organisational response to any breaches in staff code of conduct.	2021	People and Culture	4
<b>Objective 7.4: We provide training opportunities for staff to increase their understanding and skills to challenge gender-based and sexual harassment, discrimination and bullying</b>			
<b>7.4.1</b> Offer bystander training to staff.	2023	People and Culture	4
<b>7.4.2</b> Offer bystander training to Councillors.	2023	People and Culture	4
<b>Objective 7.5: Females are not disadvantaged in our workplace due to unique supports they may require during menopause</b>			
<b>7.5.1</b> Conduct targeted consultation with females regarding meaningful support mechanisms the City could offer to retain and support staff who are experiencing menopause and plan to implement.	2023	Community Partnerships	4
<b>7.5.2</b> Increase the visibility of support mechanisms available to staff experiencing menopause in relevant policies and procedures.	2024	Community Partnerships	4



## 8. Driving change beyond the workplace

### Why is this a focus area?

This focus area recognises that organisational influence extends beyond the workplace and into the community. Within a local government context, the City has a direct and significant impact on the community and can help create equitable outcomes for the community through eliminating barriers to gender equality in policy, program and service delivery. Driving change beyond the workplace also requires external advocacy work by senior leadership, safe and equitable community engagement processes, collaborative partnerships with community organisations and groups and equitable procurement processes.

### How did the City measure up in the 2021 audit?

- The audit did not have relevant measures to this focus area

### Where do we want to be by 2025?

- Gender Impact Assessments become business as usual for policies, programs and services
- Under-represented groups are safely and equitably represented in deliberative community engagement
- The City is recognised in the community as being committed to gender equality and the prevention of gender-based violence
- The City has strong partnerships with local organisations and groups who strive to advance gender equality and prevent gender-based violence
- Policy, program and service delivery eliminates barriers to gender equality and actively promotes intersectional gender equality

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>Objective 8.1: Our leaders understand the role of our workplace in influencing the community and effectively use our work and public profile to demonstrate support for gender equality</b>			
<b>8.1.1</b> The CEO attends at least one external event focused on gender equality and makes at least one external statement regarding their commitment to gender equality every year.	2021 - 2025	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>Communications</li> </ul>	N/A
<b>8.1.2</b> The Mayor attends at least one external event focused on gender equality and makes at least one external statement regarding their commitment to gender equality every year.	2021 - 2025	<ul style="list-style-type: none"> <li>Governance</li> <li>Communications</li> </ul>	N/A
<b>Objective 8.2: Our deliberative community engagement is committed to ensuring there is safe and gender equitable representation</b>			
<b>8.2.1</b> Develop community engagement procedures that guide staff on how to conduct community engagement in a way that is safe and equitable for all genders, particularly those experiencing co-existing forms of discrimination such as Aboriginality age, disability, sexuality, race or religion.	2023	Community Partnerships	N/A
<b>Objective 8.3: We work alongside other organisations and groups in the public, private and community sector to drive gender equality and the prevention of gender-based violence</b>			
<b>8.3.1</b> Contribute strategic leadership, administrative support and in-kind resources to the Greater Bendigo Coalition for Gender Equity and actively contribute to coalition action groups and joint initiatives.	2021 - 2025	<ul style="list-style-type: none"> <li>Community Partnerships</li> <li>Active and Healthy Communities</li> </ul>	N/A

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>8.3.2</b> Consider the impacts of gender roles and intersectional discrimination in the planning and implementation of emergency management and disaster recovery. (GE Strategy 1.5)	2021 - 2025	Community Partnerships	N/A
<b>8.3.3</b> Provide financial and administrative support to the Greater Bendigo against Family Violence committee and actively contribute to joint initiatives.	2021 - 2025	Community Partnerships	N/A
<b>8.3.4</b> Develop and promote resources to raise awareness of gender-based violence and relevant support services available to multicultural communities, with particular focus on newly arrived migrant and refugee communities. (CDIP Action 22.1)	2023	Community Partnerships	N/A
<b>8.3.5</b> Develop and implement the Active Women and Girls Strategy to increase women and girls' participation in sport, recreation and active transport.	2023	Active and Healthy Communities	N/A
<b>8.3.6</b> Support the capacity of community sports to be LGBTIQ+ inclusive.	2024	Active and Healthy Communities	N/A
<b>8.3.7</b> Advocate for LGBTIQ+ inclusion in family violence and sexual assault sector, including addressing key service gaps and strengthening LGBTIQ+ capability.	2023	Community Partnerships	N/A
<b>8.3.8</b> Explore temporary accommodation for companion animals of people fleeing family violence and/or experiencing homelessness or financial hardship as prioritised as an action in the Council Plan Mir wimbul 2021-2025.	2022	Safe and Healthy Environments	5
<b>8.3.8</b> Work alongside specialist organisations and groups to address elder abuse in the community as prioritised in Healthy Greater Bendigo 2021-2025.	2022	Community Partnerships	5
<b>Objective 8.4: Gender and intersectionality is considered in the development and review of all policies, programs and services that have a direct and significant impact on the public</b>			
<b>8.4.1</b> Finalise Equity Impact Assessment Guide, Template and Evaluation Plan.	2022	Community Partnerships	N/A
<b>8.4.2</b> Integrate Equity Impact Assessment process into development and review processes for policies, programs and services. Add gender and gender equity to project brief template in H&W Directorate.	2022	Community Partnerships	N/A
<b>8.4.3</b> Recruit a Equity Impact Assessment Champion per unit and conduct relevant training.	2022	Community Partnerships	N/A
<b>8.4.4</b> Conduct an Equity Impact Assessment when developing or reviewing a policy, program or service that has a direct or significant impact on the public.	2023 - 2025	All units	N/A
<b>8.4.5</b> Conduct a Equity Impact Assessment on the 10-year walking and cycling infrastructure plan.	2023	Active and Healthy Communities	N/A
<b>8.4.6</b> Integrate Equity Impact Assessment Recommendations into the Gender Equality Action Plan and assign to policy, program or service lead for implementation.	2022 - 2025	Community Partnerships	N/A
<b>8.4.7</b> Profile a Equity Impact Assessment case study through a City communications channel every two months in initial two years and every quarter thereafter.	2022 - 2025	Community Partnerships	N/A

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>	GE Indicator
<b>8.4.8</b> Review Place Name policy and set targets to ensure an increased proportion of place names are attributed to females or gender diverse people.	2024	Parks and Open Space	N/A
<b>8.4.9</b> Capture gender disaggregated data on the composition and assigned roles within volunteer/community groups that the City auspices.	2023	Community Partnerships	N/A
<b>8.4.10</b> Consider gender-inclusivity and intersectional discrimination in urban planning and design to promote an inclusive, safe and welcoming environment for all people. (GES 1.4)	2021 - 2025	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Property Services</li> </ul>	N/A
<b>8.4.11</b> Conduct literature review on public toilet gender signage and configuration to determine best practice in promoting gender accessibility and inclusion.	2023	Community Partnerships	N/A
<b>8.4.12</b> Consider gender in the development of actions in the Community Safety Action Plan to ensure the plan is responsive to the safety needs of females and gender diverse community members.	2022	Community Partnerships	N/A
<b>8.4.13</b> Provide a gender analysis of issues contributing to social isolation/loneliness in our community to inform ongoing work.	2023	Community Wellbeing	N/A
<b>8.4.14</b> Trial a targeted sleep and settling parenting program for fathers to increase parenting support mechanisms for secondary caregivers in the community.	2022	Community Wellbeing	N/A
<b>Objective 8.5: Gender equality is promoted in policy, program and service delivery</b>			
<b>8.5.1</b> Implement the GIA recommendation resulting from the GIA conducted on the Community Grants Policy review in 2021.	2023	Community Partnerships	N/A
<b>8.5.2</b> Implement the GIA recommendation resulting from the GIA conducted on the Pricing Policy review in 2021.	2022	Financial Strategy	N/A
<b>8.5.3</b> Implement the GIA recommendation resulting from the GIA conducted on the Graffiti Management Policy review in 2021.	2022	Property Services	N/A
<b>8.5.4</b> Implement the GIA recommendation resulting from the GIA conducted on the Kangaroo Flat Skate Park development in 2021.	2022	Active and Healthy Communities	N/A
<b>8.5.5</b> Implement the GIA recommendation resulting from the GIA conducted on the Domestic Animal Management Plan review in 2021.	2022	Safe and Healthy Environments	N/A
<b>8.5.6</b> Implement the GIA recommendation resulting from the GIA conducted on the Leases and Licences review in 2021.	2022	Property Services	N/A
<b>8.5.7</b> Implement the GIA recommendation resulting from the GIA conducted on the Strathdale Community Hub Upgrade in 2021.	2022	Community Partnerships	N/A
<b>8.5.8</b> Implement the GIA recommendation resulting from the GIA conducted on the Complaints Policy review in 2021.	2022	Business Transformation	N/A
<b>8.5.9</b> Implement the GIA recommendation resulting from the GIA conducted on the Capital Investment Framework in 2022.	2022	Financial Strategy	N/A
<b>8.5.10</b> Implement the GIA recommendation resulting from the GIA conducted on the Fleet Policy review in 2021.	2022	Works	N/A





## Appendix A

# Gender Equity Action Plan summary by workplace gender equality indicator

## Indicator 1: Gender composition of workforce

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 2.1: Increased female representation across the 5 most senior classification levels (GE Strategy 2.3)</b>		
<b>2.1.1</b> Set targets for internal and external recruitment shortlists to improve the representation of females in the 5 most senior classification levels, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>· EMT</li> <li>· People and Culture</li> </ul>
<b>2.1.2</b> Sponsor female employees to undertake targeted leadership programs to develop their leadership skills and capacity.	2021 - 2025	People and Culture
<b>2.1.3</b> Provide ongoing support to the staff grassroots Women in Leadership Network.	2022 - 2025	Community Partnerships
<b>2.1.4</b> Identify barriers to female representation in senior positions leveraging the Women in Leadership Group as a sounding board and utilising survey data.	2022	People and Culture
<b>2.1.5</b> Support the Women in Leadership Network Organising Committee to trial staff connection platform, Coffee Roulette, with members of the Women in Leadership Network to foster leadership mentoring among female staff members.	2022	Community Partnerships
<b>2.1.6</b> Support the Women in Leadership Organising Committee to run a Women in Leadership Network storytelling event featuring women in leadership positions.	2022	Community Partnerships
<b>2.1.7</b> Establish capability framework which defines the behaviours, skills and knowledge that support a high performing organisation.	2022	People and Culture
<b>2.1.8</b> Establish a talent management and succession planning framework which supports retention as well as offering horizontal and vertical career progression.	2023	People and Culture

## Indicator 2: Gender composition of governing body

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 2.3: We promote increased participation of females and gender diverse people in public life. (GE Strategy 2.2)</b>		
<b>2.3.1</b> Re-endorse and showcase our signatory to the Victorian Local Government Women's Charter.	2022	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>
<b>2.3.2</b> Partner with Victorian Local Governance Association to host 'Local Women Leading Change' informational workshops in the lead up to local government elections.	2024	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>
<b>2.3.3</b> Source available demographic data of Councillors in previous 5 Councils to identify any recurrent themes of under-representation and conduct targeted consultation with community members of within under-represented demographics to identify barriers and support mechanisms to run for Council and seek to implement.	2023	<ul style="list-style-type: none"> <li>Governance</li> <li>Community Partnerships</li> </ul>
<b>2.3.4</b> Identify and address barriers to equitable representation on the City's Youth Council in order to help create a Youth Council that is truly representative of young people in our community.	2023	Community Partnerships

## Indicator 3: Gender pay equity

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 3.1: We are committed to eliminating like-for-like and organisation-wide gender pay gaps</b>		
<b>3.1.1</b> Conduct analysis of female-dominated and male-dominated roles in terms of skills, knowledge, responsibility, effort and working conditions to determine if there is any disparity in remuneration or benefits.	2024	People and Culture
<b>Objective 3.2: Salary packaging options are gender equitable</b>		
<b>3.2.1</b> Conduct a gender impact assessment on the City's internal Fleet Policy to address any barriers to access and inclusion.	2022	Works
<b>3.2.2</b> Investigate salary packaging options that provide support for parental and caring responsibilities.	2023	Community Partnerships
<b>Objective 3.3: Remuneration policies and practices are transparent and we proactively inform staff about their entitlements</b>		
<b>3.3.1</b> Discuss remuneration (assigned banding or SEO) as an information point for all applicants in interview process, irrespective of gender.	2023	People and Culture
<b>Objective 3.4: We are committed to discouraging gender bias in remuneration and performance review processes</b>		
<b>3.4.1</b> Offer unconscious gender bias training to people managers.	2023	People and Culture



## Indicator 4: Sexual harassment in the workplace

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 7.1: We model best practice in local government in the prevention of sexual harassment, discrimination and bullying</b>		
<b>7.1.1</b> Implement the full suite of local government recommendations in the VAGO Sexual Harassment in Local Government 2020 Report by 2025.	2021 - 2025	People and Culture
<b>7.1.2</b> Review duty of care for frontline staff to ensure equitable safety measures are in place for persons who may be more vulnerable to acts of harassment, discrimination and bullying due to their role, gender, sexuality or race.	2023	People and Culture
<b>7.1.3</b> Review duty of care for Councillors to ensure equitable safety measures are in place for persons who may be more vulnerable to acts of harassment, discrimination and bullying due to their role, gender, sexuality or race.	2023	Governance
<b>7.1.4</b> Establish a sensitive category that supports confidentiality within the City's online incident and hazard reporting system and encourages reporting of sexual harassment incidents.	2021	People and Culture
<b>Objective 7.2: Understand and address barriers preventing staff from filing formal complaints about sexual harassment, discrimination and bullying</b>		
<b>7.2.1</b> Conduct targeted staff consultation to better understand: <ul style="list-style-type: none"> <li>How we can prevent sexual harassment, bullying and discrimination happening in the first place</li> <li>How we can better support people who experience these things</li> <li>What we can do to build a better positive bystander culture where people call bad behaviour out</li> </ul>	2024	People and Culture
<b>Objective 7.3: We have a prominent staff code of conduct which explicitly promotes gender equality and the prevention of gender based and sexual harassment, discrimination and bullying</b>		
<b>7.3.1</b> Ensure code of conduct is up to date with modern modes of harassment and bullying including digital platforms. Include the prohibition of staff using workplace resources to commit any act harassment, discrimination or bullying.	2021	People and Culture
<b>7.3.2</b> Ensure staff are held accountable for breaching code of conduct by outlining organisational response to any breaches in staff code of conduct.	2021	People and Culture
<b>Objective 7.4: We provide training opportunities for staff to increase their understanding and skills to challenge gender-based and sexual harassment, discrimination and bullying</b>		
<b>7.4.1</b> Offer bystander training to staff.	2023	People and Culture
<b>7.4.2</b> Offer bystander training to Councillors.	2023	People and Culture
<b>Objective 7.5: Females are not disadvantaged in our workplace due to unique supports they may require during menopause</b>		
<b>7.5.1</b> Conduct targeted consultation with females regarding meaningful support mechanisms the City could offer to retain and support staff who are experiencing menopause and plan to implement.	2023	Community Partnerships
<b>7.5.2</b> Increase the visibility of support mechanisms available to staff experiencing menopause in relevant policies and procedures.	2024	Community Partnerships



## Indicator 5: Recruitment and promotion

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 2.1: Increased female representation across the 5 most senior classification levels (GE Strategy 2.3)</b>		
<b>2.1.1</b> Set targets for internal and external recruitment shortlists to improve the representation of females in the 5 most senior classification levels, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>· EMT</li> <li>· People and Culture</li> </ul>
<b>2.1.2</b> Sponsor female employees to undertake targeted leadership programs to develop their leadership skills and capacity.	2021 - 2025	People and Culture
<b>Objective 2.2: Increased gender balance in traditionally gendered industries and occupations</b>		
<b>2.2.1</b> Set targets for internal and external recruitment shortlists to improve the representation of males and females in non-traditional roles, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>· EMT</li> <li>· People and Culture</li> </ul>
<b>2.2.2</b> Develop and implement targeted placement programs in traditionally gender segregated roles and departments where gender segregation exceeds 80%.	2023	People and Culture
<b>2.2.3</b> Support retention of under-represented genders in highly segregated departments with dedicated support, feedback mechanisms and exit interviews for outgoing under-represented genders.	2023	People and Culture
<b>2.2.4</b> Investigate a joint communications campaign with the Coalition for Gender Equity that profiles males and females in non-traditional occupations and/or pursuing non-traditional career paths.	2024	Community Partnerships
<b>Objective 4.3: All staff have access to unpaid or paid parental leave and do not experience negative unintended consequences for utilising parental leave entitlements</b>		
<b>4.3.3</b> Within recruitment processes, give explicit reference to inviting non-traditional work experience (such as carer or parental duties) to be included in application forms and discussed at interviews.	2023	People and Culture
<b>4.3.4</b> Conduct research and benchmarking on “returnship” programs which provide opportunities for job seekers who are returning to the workforce after a career break.	2023	Community Partnerships
<b>Objective 6.3: Our recruitment and induction processes promote and reinforce flexible working arrangements</b>		
<b>6.3.1</b> Promote flexible work arrangements in all job advertisements to attract broader applicant base.	2022	People and Culture
<b>6.3.2</b> Discuss flexible working arrangements as a discussion point for all applicants in interview process, irrespective of gender.	2023	People and Culture
<b>6.3.3</b> Conduct targeted consultations with staff to explore <ul style="list-style-type: none"> <li>· how the City can create a culture where employees working part-time have equitable access to leadership opportunities;</li> <li>· how recruitment processes and practices can be improved to be more gender equitable and inclusive; and</li> <li>· how promotion practices including acting opportunities, secondments and L&amp;D can be more equitable and inclusive</li> </ul>	2023	People and Culture

## Indicator 6: Flexible work and leave

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 4.1: Increased uptake of paid parental leave by male staff</b>		
<b>4.1.1</b> Increase paid parental secondary caregiver leave from two to four weeks with full superannuation entitlements via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>
<b>4.1.2</b> People managers actively promote parental leave provisions to prospective parents, regardless of gender.	2021 - 2024	EMT
<b>Objective 4.2: The language and imagery we use for parental and caring responsibilities do not reinforce traditional gender stereotypes</b>		
<b>4.2.1</b> Re-brand maternity leave booklet and review imagery and language to ensure it is gender inclusive.	2021	<ul style="list-style-type: none"> <li>People and Culture</li> <li>Communications</li> </ul>
<b>4.2.2</b> Review branding and service delivery of Maternal and Child Health to consider how fathers, secondary caregivers and rainbow families are actively considered, included and represented in service name and delivery.	2024	Community Wellbeing
<b>Objective 4.3: All staff have access to unpaid or paid parental leave and do not experience negative unintended consequences for utilising parental leave entitlements</b>		
<b>4.3.1</b> Remunerate primary caregivers on employer-funded paid parental leave 18 weeks of superannuation payments (two additional weeks of superannuation payments at award minimum wage following the expiration of 16 weeks paid parental leave) via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>
<b>4.3.2</b> Remove requirement of staff to have a minimum length of ongoing service in order to access unpaid parental leave via the Enterprise Agreement.	2025	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>
<b>4.3.3</b> Within recruitment processes, give explicit reference to inviting non-traditional work experience (such as carer or parental duties) to be included in application forms and discussed at interviews.	2023	People and Culture
<b>4.3.4</b> Conduct research and benchmarking on "returnship" programs which provide opportunities for job seekers who are returning to the workforce after a career break.	2023	Community Partnerships
<b>Objective 4.4: We have a breastfeeding policy that supports women to breastfeed or express in the workplace without discrimination, in an atmosphere of acceptance and respect</b>		
<b>4.4.1</b> Allocate two designated intervals per day to allow for breastfeeding/expressing that are counted as time worked and do not impede on existing designated lunch/rest interval breaks via the Enterprise Agreement.	2022	<ul style="list-style-type: none"> <li>Office of the CEO</li> <li>People and Culture</li> </ul>
<b>4.4.2</b> Ensure there are accessible parenting rooms in each of the City's primary workplaces.	2024	People and Culture
<b>4.4.3</b> Provide discreet refrigeration for expressed breast milk in parenting rooms.	2024	People and Culture

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 5.1: Policies and practices to support employees experiencing family violence are effective in their aim to provide meaningful support</b>		
<b>5.1.1</b> Review <i>Supporting the Prevention of Domestic Violence Policy</i> and explore evaluative mechanisms to see if any improvements are required to relevant policies, practices or support mechanisms.	2024	People and Culture
<b>5.1.2</b> Review Employee Assistance Program to determine if it is effectively meeting the needs of staff.	2025	People and Culture
<b>5.1.3</b> Ensure communications and terminology regarding family violence and gender-based violence is consistent and acknowledges the lived experiences of LGBTIQ+ people.	2022 - 2025	Community Partnerships
<b>Objective 5.2: People Managers regularly create a safe space for confidential concerns to be shared by direct reports and are equipped to respond to disclosures and outline the supports our workplace has to offer</b>		
<b>5.2.1</b> Develop guidelines for people managers to follow to support consistent practice in the management of direct reports, including regularity of 1:1s.	2023	People and Culture
<b>5.2.2</b> Offer training to people managers to understand the business case for gender equality and to equip them with the skills to recognise and address the impacts of family and gender-based violence in the workplace.	2024	People and Culture
<b>5.2.3</b> Regularly update support services referral sheet and host visibly on Sharepoint.	2022	People and Culture
<b>Objective 5.3: Staff understand the link between gender inequality and gender-based violence</b>		
<b>5.3.1</b> Support MAV in the development of the <i>Local Government Guide to Preventing Family Violence and all forms of violence against women</i> .	2021	Community Partnerships
<b>5.3.2</b> Apply for the 2022 <i>Free From Violence</i> state government grant to trial the implementation of the <i>Local Government Guide to Preventing Family Violence and all forms of violence against women</i> .	2022	Community Partnerships
<b>5.3.3</b> Promote GE/PGBV e-learning in Learning and Development calendar and throughout 16 days of activism.	2022	<ul style="list-style-type: none"> <li>• People and Culture</li> <li>• Community Partnerships</li> </ul>
<b>5.3.4</b> Provide in-kind and financial support to host 'The Dark Side of the Rainbow' LGBTIQ+ family violence training event to provide capacity building for staff and community members.	2022	Community Partnerships
<b>Objective 6.1: Flexible working arrangements becomes a workplace cultural norm available to and utilised by staff at all levels of the organisation, irrespective of gender or caring responsibilities</b>		
<b>6.1.1</b> Establish and implement the Flexibility at Work policy which outlines flexible work arrangements available to City employees.	2021	People and Culture
<b>6.1.2</b> Ensure all roles in the organisation can accommodate flexible work arrangements.	2023	People and Culture
<b>6.1.3</b> Profile diverse personal narratives of staff utilising flexible work arrangements, with particular focus on: <ul style="list-style-type: none"> <li>• Senior leaders</li> <li>• Staff whose roles aren't typically conducive to flexible working</li> <li>• Staff utilising flexible work for reasons other than caring</li> </ul>	2024	People and Culture

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 6.2: People Managers promote flexible working arrangements and feel confident in managing direct reports utilising diverse flexible work arrangements</b>		
<b>6.2.1</b> People managers are transparent about their flexible working arrangements.	2023	EMT
<b>6.2.2</b> Conduct professional development workshops and provide accessible resources that equip and encourage people managers to manage diverse flexible working arrangements.	2023	People and Culture
<b>Objective 6.3: Our recruitment and induction processes promote and reinforce flexible working arrangements</b>		
<b>6.3.1</b> Promote flexible work arrangements in all job advertisements to attract broader applicant base.	2022	People and Culture
<b>6.3.2</b> Discuss flexible working arrangements as a discussion point for all applicants in interview process, irrespective of gender.	2023	People and Culture
<b>6.3.3</b> Conduct targeted consultations with staff to explore <ul style="list-style-type: none"> <li>how the City can create a culture where employees working part-time have equitable access to leadership opportunities;</li> <li>how recruitment processes and practices can be improved to be more gender equitable and inclusive; and</li> <li>how promotion practices including acting opportunities, secondments and L&amp;D can be more equitable and inclusive</li> </ul>	2023	People and Culture

## Indicator 7: Gender segregation in the workplace

Action <i>How will we achieve this?</i>	Timeframe <i>When will we take action?</i>	Responsible <i>Who is responsible for taking action?</i>
<b>Objective 2.2: Increased gender balance in traditionally gendered industries and occupations</b>		
<b>2.2.1</b> Set targets for internal and external recruitment shortlists to improve the representation of males and females in non-traditional roles, where their representation is less than 50%.	2023	<ul style="list-style-type: none"> <li>EMT</li> <li>People and Culture</li> </ul>
<b>2.2.2</b> Develop and implement targeted placement programs in traditionally gender segregated roles and departments where gender segregation exceeds 80%.	2023	People and Culture
<b>2.2.3</b> Support retention of under-represented genders in highly segregated departments with dedicated support, feedback mechanisms and exit interviews for outgoing under-represented genders.	2023	People and Culture
<b>2.2.4</b> Investigate a joint communications campaign with the Coalition for Gender Equity that profiles males and females in non-traditional occupations and/or pursuing non-traditional career paths.	2024	Community Partnerships
<b>2.2.5</b> Conduct targeted consultations to determine how and where gender stereotypes are perpetuated at the City and what measures can be taken to create a workplace free of gender stereotypes.	2023	<ul style="list-style-type: none"> <li>Community Partnerships</li> <li>People and Culture</li> </ul>







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