

Gender Equality Action Plan

Borough of Queenscliffe 2021–2025



Borough of Queenscliffe
Queenscliff & Point Lonsdale, Victoria, Australia

Bella Wiyn is the Wadawurrung name for the lands where the Borough of Queenscliffe is located.

Council acknowledges the Traditional Owners of these lands, waters and skies, the Wadawurrung People.

We acknowledge and respect their continuing connections to their lands, waters, skies, culture and the contribution they make to the life and spirit of our community.

We pay respect to their past and present Elders and their emerging leaders, and extend this respect to all Aboriginal and Torres Strait Islander peoples.

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Message from the CEO

Inspired by the Borough's Latin motto, *Statio Tutissima Nautis*, that translates as 'the safest anchorage for seafarers', Council's vision for the future is that:

The Borough remains a safe haven defined by its unique heritage, rich culture and significant natural environment. It is a special and restorative place for an involved and caring community and our visitors.

A critical part of being a safe haven is providing a community where all people, regardless of their gender identity, can participate fully without disadvantage, discrimination or prejudice.

While this Gender Equality Action Plan necessarily focuses on the Council workforce and workplace, promoting gender equality within our own workplace advances gender equality throughout our community and is part of the shared responsibility we all have in eliminating gender inequality.

The Borough of Queenscliffe is proud of its commitment to gender equality and the progress already made in our workplace, but we recognise there is considerably more work to do to ensure our workplace is a safe haven for all where everyone, regardless of gender, can be free to develop their personal abilities and professional goals.

This Gender Equality Action Plan provides a range of actions and strategies towards progressing gender equality in our workplace that we will implement over the next four years.

The Gender Equality Action Plan aligns with other key Council plans, including the Council Plan 2021–2025, Community Vision 2021–2031 and Workforce Plan 2021–2025, and together underpin Council's commitment to providing a high performing and engaged workforce that delivers high quality services to our community.

It is with great pleasure that I present to you the Borough of Queenscliffe's Gender Equality Action Plan 2021–2025.

Martin Gill
Chief Executive Officer
31 March 2022

1. Introduction

This is the Borough of Queenscliffe's first Gender Equality Action Plan. It outlines the actions we commit to take as a Council workforce over the next four years towards achieving gender equality in our workplace. This Gender Equality Action Plan outlines:

- the case for change (why we are seeking gender equality);
- our workplace audit results (the data indicating where we are now so we can measure our progress based on our actions);
- our consultation with staff in developing our actions; and
- the actions we commit to undertake over the next four years.

Critically, each set of actions has a key measurable against which we can check our progress. How we will measure our progress as well as how we are resourcing our Gender Equality Action Plan are also briefly discussed.

2. Case for change

The Victorian *Gender Equality Act 2020*, which came into effect in March 2020, has provided the Borough of Queenscliffe, as well as other defined entities, the opportunity to reconsider and recommit to achieving a fundamental human right: gender equality. The Borough is rightly proud of its unique status in Victoria. Not only has it been an independently elected local government since 1863, it is also the smallest local government municipality. The Borough is also proud of its motto, *Statio Tutissima Nautis*, which translates as 'the safest anchorage for seafarers' but is more commonly referred to as being a 'safe haven for all'.

Being a safe haven for all strongly aligns with the gender equality principles that underpin the *Gender Equality Act 2020*, in particular that gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls. Council also wants to play its part in the shared responsibility all Victorians have in advancing gender equality, another gender equality principle.

The *Gender Equality Act 2020* provides the following gender equality principles:

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.



- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.

In developing the Borough's Gender Equality Action Plan (GEAP) the above principles were taken into account. Consideration was also given to the size of our organisation and the operational resources available to us. As this is the Borough's first GEAP the focus is deliberately narrow, with the intent to achieve meaningful progress in a few key areas which will provide a solid framework for further change. The actions in the GEAP have been developed to drive changes that respond directly to the seven workplace gender equality indicators from the *Gender Equality Act 2020*. These indicators are:

- gender composition of all levels of the workforce;
- gender composition of governing bodies;
- equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender;
- sexual harassment in the workplace;

- recruitment and promotion practices in the workplace;
- availability and utilisation of terms, conditions and practices relating to:
 - family violence leave; and
 - flexible working arrangements; and
 - working arrangements supporting employees with family or caring responsibilities;
- gendered segregation within the workplace.

These indicators were the focus of consultation with staff, Councillors and the Australian Services Union (ASU) in developing the Borough's GEAP, and the proposed actions all centre on these indicators.

Intersectional gender inequality, and the gender equality principle that '*Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes*' was considered at all times in the development of the Borough's GEAP. However, a key gap identified in the Borough's workforce data was the lack of available intersectional data, in particular data on employees' Aboriginality, disability, cultural identity, religion, sexual orientation, and data on employees who identify as gender diverse. Addressing this data gap is an action in this GEAP and will allow for more meaningful actions to be pursued in future gender equality plans.

3. Baseline audit analysis

General audit findings

The *Gender Equality Act 2020* required Council to conduct a workplace gender audit before developing our Gender Equality Action Plan. This audit provides a baseline assessment against which gender equality progress can be measured. As required by the legislation, the audit period was 1 July 2020 to 30 June 2021. Councillors were not required to be assessed in this data collection.

Data was collected in June 2021 via HR/payroll records ('the workforce data') and via the People Matters Survey ('the employee experience data') conducted by the Victorian Public Sector Commission. Participation in the People Matters Survey was voluntary and the Borough was pleased to have a very high response rate, with 75% of our workforce participating (compared with the state-wide average of 39% participation rate for the whole Victorian public sector, and a 32% participation rate for local government).

However, because of our small number of staff (headcount of 67 as at 30 June 2021) we know anecdotally that in the People Matters Survey, many staff chose 'prefer not to say' as their response for a number of questions due to a concern that responding otherwise could be identifying. Given our very small number of employees, this concern was not without foundation.

This concern may have contributed to the high numbers of 'prefer not to say' in our demographic employee experience data results. These results, from our 55 participants, indicated (note rounding means the amounts may not perfectly add to 100%):

Gender identification: Woman 53%; Man 29%; Prefer not to say 18%.

Disability identification: Yes, have disability 9%; No, do not have disability 80%; Prefer not to say 11%.

Sexual orientation: Heterosexual 80%; Prefer not to say 20%.

Aboriginal or Torres Strait Islander: No 95%; Prefer not to say 5%.

These results meant that no member of staff positively identified themselves as non-binary, LGBTQIA+, or Indigenous. While this may be a true reflection of how staff identify, Council also needs to be cautious and query whether our workplace is a sufficiently safe space for staff to feel comfortable with sharing their full identity with others.

Other results from the employee experience data indicated that many of our staff have flexible working arrangements, many have caring responsibilities and most identify as Australian in terms of cultural identity. Most staff indicated they identified with no religion or were Christian.

Staff using flexible work arrangements: Yes 78%; No 22%.

Caring responsibilities: Yes 47%; No 40%; Prefer not to say 13%.

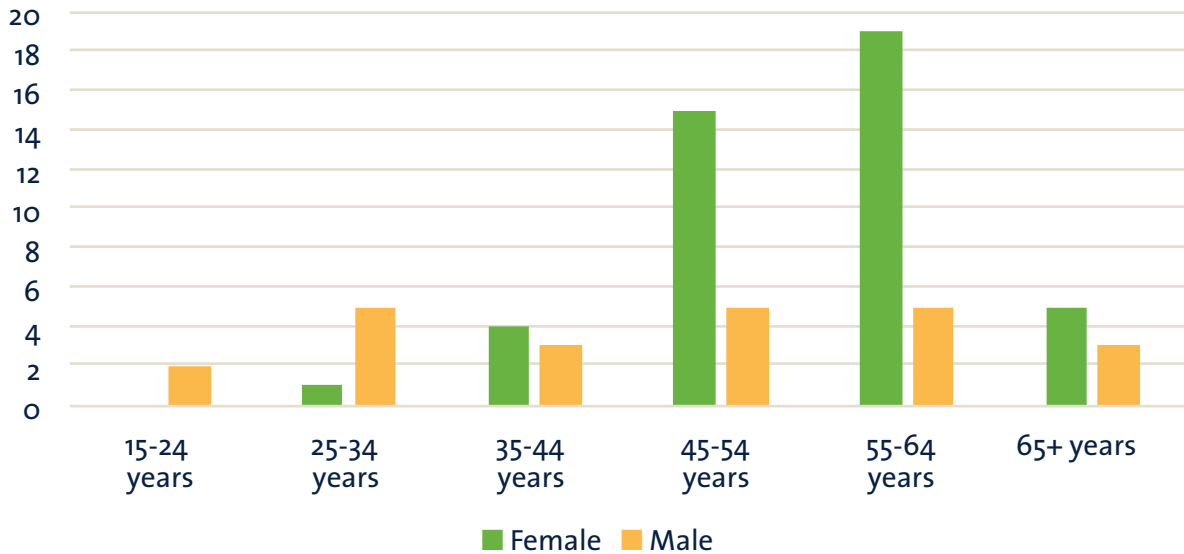
Cultural identity: Australian 78%; English/Irish/Scottish/Welsh 7%; European 2%; New Zealander 2%; South Asian 2%; Prefer not to say 9%.

Religion: No religion 45%; Christian 33%; Buddhist 4%; Other 4%; Prefer not to say 15%.

One of the limitations of the People Matters Survey (employee experience data) is that employee opinion results for demographic groups of fewer than 10 people were not reported. This is an appropriate measure in terms of ensuring data is de-identified and privacy maintained. However, a consequence of this for the Borough is that many opinion results were not reported due to our small staff numbers and therefore data results, and consequently analysis, were restricted. It also means that only opinions from more well-represented demographic groups were able to be reported, which is understandable but also disappointing.

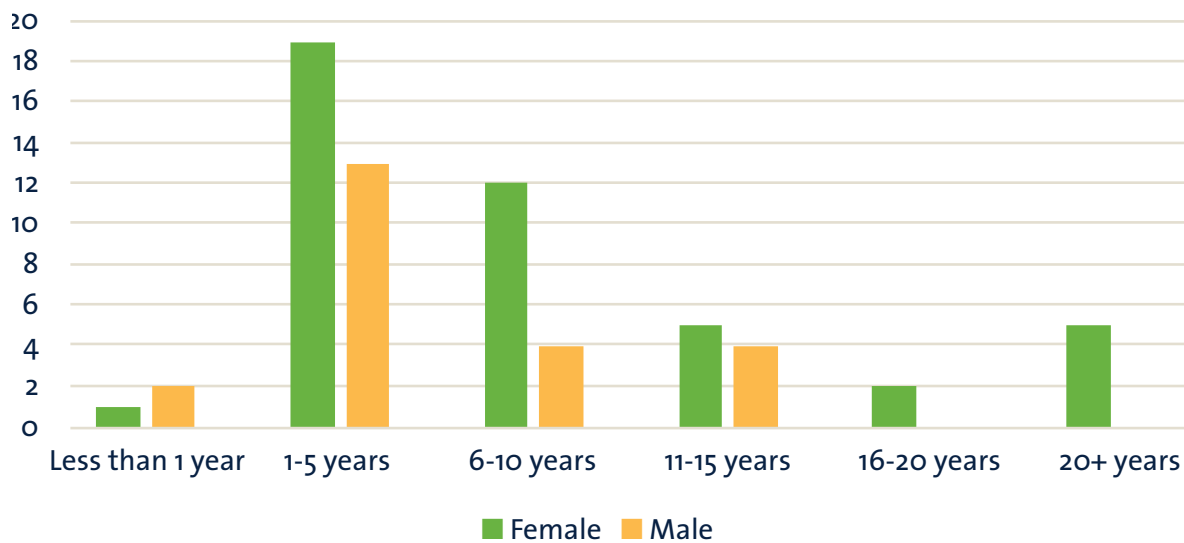
The workforce data, collected from HR/payroll records, was able to provide intersectional data on age. Length of service (tenure) data was also obtained.

Workforce by age and gender



The age data indicates that men are over-represented in the younger age brackets, while women are over-represented in the older age brackets. It also indicates the workforce as a whole is an older workforce. The average employee age as at 30 June 2021 was 52.3 years of age.

Length of service by gender



There is also a gender skew in our length of service data, with men more likely to be have served five or fewer years, and women more likely to have served a greater period of time.

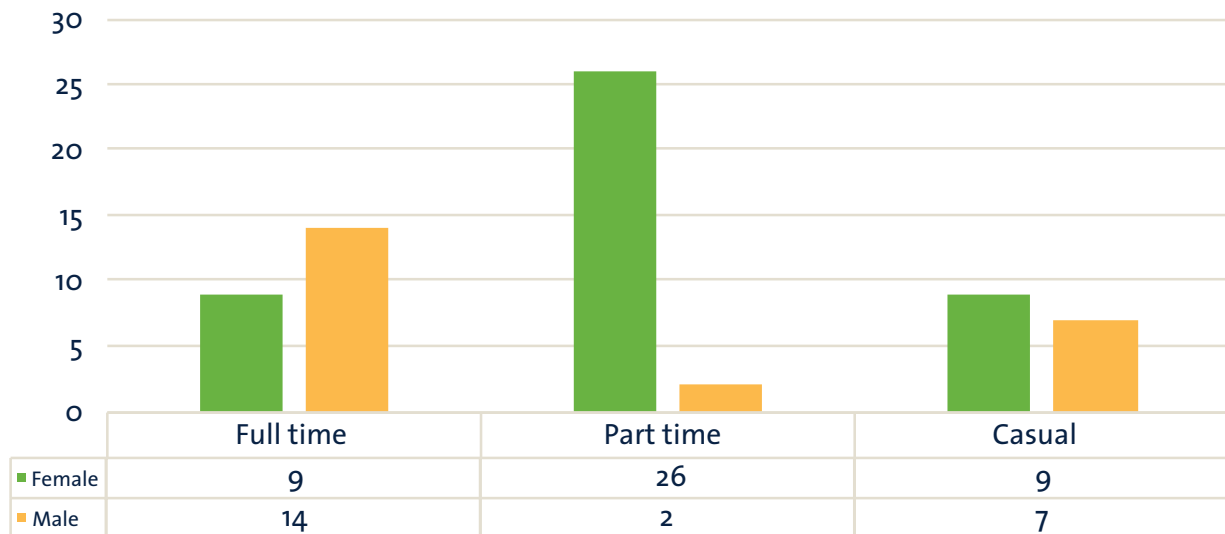
A priority going forward will be expanding the collection of internal intersectional data, including data on Aboriginality, disability, ethnicity, gender identity, race, religion and sexual orientation. For this audit baseline assessment, employee age was the only intersectional data available.

Specific data results will be discussed below according to the workplace gender quality indicators as outlined in the *Gender Equality Act 2020*.

Indicator 1: Gender composition of all levels of the workforce

The workforce data indicated that as at 30 June 2021, the overall gender composition of the workforce comprised 44 women (66%) and 23 men (34%), with a total headcount of 67. Gender composition by employment basis indicated that 79.54% of women were employed on a part-time or casual basis, compared to 39.13% of men. However, men represented 60.87% of those employed on a full-time basis, with only nine women (20.46%) working full-time. Men were also very under-represented in part-time workers, with only two men employed part-time.

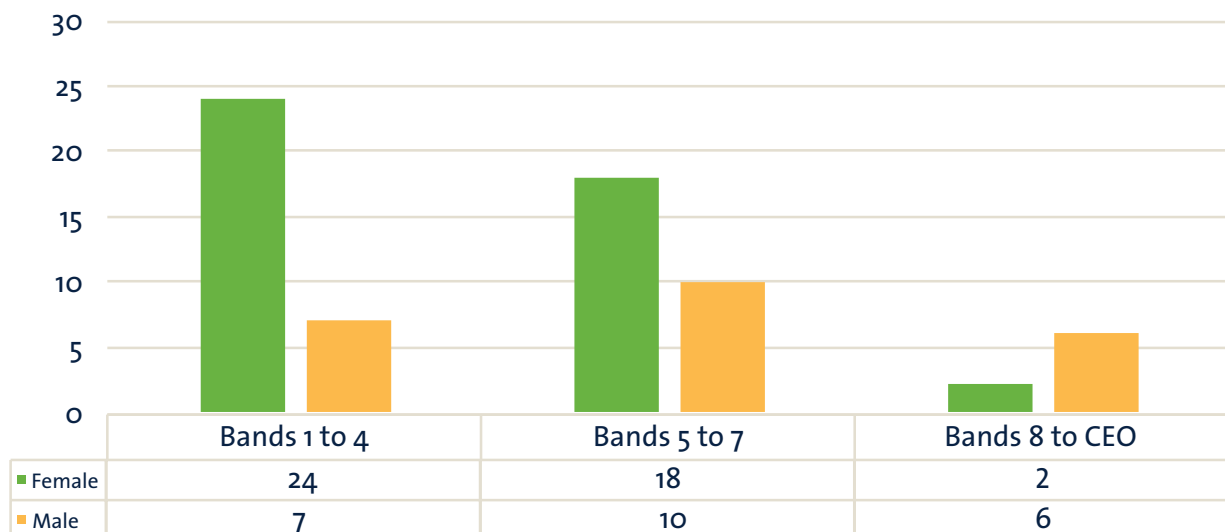
Gender composition by employment basis



Like many local government councils in Victoria, the Borough's workforce structure is based on a hierarchy of (low to high) band 1 through to band 8, Senior Executive Officer, Senior Officer (General Manager), and Chief Executive Officer.

As at 30 June 2021, the workforce data showed a clear skew of more women working in lower-banded positions while men tended to work in more senior positions. The Executive Management Team of the CEO and two General Managers was comprised only of men, but an organisational restructure in the second half of 2021 has already seen this statistic change towards improved gender equality.

Gender composition by employment level



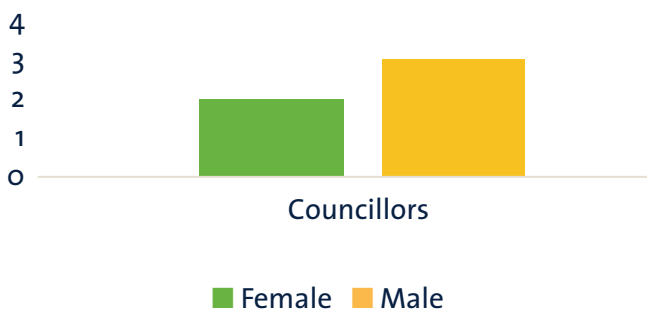
Indicator 2: Gender composition of the governing body

The Borough of Queenscliffe has five Councillors, the minimum allowed in Victoria, and they comprise the governing body of Council for the purposes of the *Gender Equality Act 2020*.

As at 30 June 2021, there were two female Councillors and three male Councillors. However, it should be noted that a majority of women ran as candidates in the preceding October 2020 election. At that election, there were 11 candidates running for Council, of which six were women and five were men. Yet only 33% of female candidates were elected, compared with 60% of male candidates elected.

As at 30 June 2021, the Mayor was male and there was no Deputy Mayor.

Councillors by gender



Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

The results from the workforce data on the matter of pay equity were disappointing but not surprising, given the all-male leadership executive team that was in place as at 30 June 2021 (although this has subsequently changed), as well as the significant over-representation in our workforce of women in lower-paid (lower-banded) roles.

The median annualised base salary gap is 19.1% and the median total remuneration gap is 20.1% (meaning that for each \$1 a man earns, a woman is earning 79.9 cents). This is much higher than the Victorian public sector average of 10.7%, which in itself is rightly criticised for being too high.

It must be noted, however, that within each banding classification there was a much smaller pay gap across the board, with several bands having no pay gap at all. This was expected, given Council pays the banded roles according to its Enterprise Bargaining Agreement. Where there are small pay gap discrepancies within bands 1 to 8, this can be explained by staff being at different levels of the band (e.g. new starters typically start at 'A' level within the band and then progress within the band classification), while certain roles are also more likely to attract overtime payments (which affects the median total remuneration). Many of these roles where overtime is more likely, such as local laws and infrastructure, are held by men.



Indicator 4: Sexual harassment in the workplace

In the twelve months prior to 30 June 2021, no formal complaints of sexual harassment were made within the organisation. However, the employee experience data tells a slightly different story.

While 89% of respondents said they had not experienced sexually harassing behaviour in the previous twelve months, 11% (six people) had. Due to this small number and privacy concerns, further data – such as the gender identity of those responding to this question – was not provided.

Question: <i>During the last 12 months in your current organisation, have you experienced any of the following behaviours at work?</i>	Survey responses:
Sexually suggestive comments or jokes that made you feel offended (in either a group or one-on-one situation)	0%
Intrusive questions about your private life or comments about your physical appearance	11%
Unwelcome touching, hugging, cornering or kissing	2%
Inappropriate physical contact (including momentary or brief physical contact)	0%
Repeated or inappropriate invitations to go out on dates	0%
Sexual gestures, indecent exposure or inappropriate display of the body	0%
Any other unwelcome conduct of a sexual nature	0%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%
Sexually explicit email or SMS message	0%
Request or pressure for sex or other sexual acts	0%
Sexually explicit pictures, posters or gifts that made you feel offended	0%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram, etc.)	0%
Inappropriate staring or leering that made you feel intimidated	0%
No, I have not experienced any of the above behaviours	89%

Question: <i>During the last 12 months in your current organisation, have you:</i>	Survey responses:
Witnessed sexual harassment of a colleague	0%

Indicator 5: Recruitment and promotion practices in the workplace

Workforce data was captured regarding recruitment, promotion, higher duties and internal secondments at the Borough of Queenscliffe, yet, the numbers involved were so small (single digits) that it was difficult to do any meaningful analysis. However, the employee experience data results suggest that while a number of staff are concerned that advancement is not necessarily based on merit, it is not attributes such as gender identity, Aboriginality, age, ethnicity or disability that is causing these concerns. It may also be prudent to note that the employee experience data survey was conducted during a period of organisational restructure at the Borough, and some staff may have been responding to changes made as a result of the restructure.

Indicator 6: Availability and utilisation of terms, conditions and practices relating to:

- **family violence leave; and**
- **flexible working arrangements; and**
- **working arrangements supporting employees with family or caring responsibilities.**

Paid family violence leave has been an entitlement for Borough staff since 2013. As at the audit date of 30 June 2021, the entitlement is 20 days of paid leave per year for an employee experiencing family violence or supporting a person experiencing family violence. The CEO, at their discretion, may provide further days of paid special leave where the CEO deems 20 days per year is inadequate in the circumstances.

The employee experience data indicated that 84% of staff either strongly agreed or agreed with the statement that 'my organisation would support me if I needed to take family violence leave'. Sixteen per cent of staff recorded neither agree nor disagree, and no staff member responded that they disagreed with the statement. Men were more likely to strongly agree/agree with this statement (94%) although 86% of female respondents also selected strongly agree/agree.

The employee experience data indicated that a high number of staff considered they used a flexible working arrangement, with 78% of respondents indicating they worked flexibly, while only 22% of respondents indicated they did not. However, the response rate may have been so high because part-time work was included as an example of flexible work, along with other possibilities such as flexible start and finish times, working more hours over fewer days, study leave and purchased leave.

The workforce data, in which part-time work was not included as a flexible working arrangement, also indicated a strong use of flexible working arrangements, with more men than women (as a percentage of the workforce) using flexible working arrangements. As at 30 June 2021, a total of 25 staff (37% of the workforce) were using flexible working arrangements. Of these 25 staff, 15 were women and 10 were men. This means 43% of all men in our workplace had formal flexible working arrangements in place compared to 34% of all women. One of the main reasons for this circumstance is that full-time workers usually have the option of taking an RDO (working longer hours on other days to have a regular rostered day off). As men are more likely to be working full-time at the Borough, this particular flexible work arrangement is accessible to more men than women.

Two staff (one female and one male) took parental leave during the year 1 July 2020 to 30 June 2021. No member of staff exited the organisation during parental leave.

Indicator 7: Gendered segregation within the workplace

The audit results also indicated the Borough workforce has reasonably high gender segregation in its workforce, with women tending to work in stereotypical 'female' roles such as community care and administration, and men tending to work in stereotypical 'male' roles such as engineering, municipal building surveying and local laws.

The audit required us to examine our workforce using the Australian and New Zealand Standard Classification of Occupations (ANZSCO) major group codes, excluding any casual employee who did not work in the last pay cycle immediately prior to 30 June 2021.

The data as per the ANZSCO codes was as follows:

ANZSCO major code	Females	Males	Non-binary / gender diverse
1 Managers	3	5	-
2 Professionals	12	6	-
3 Technicians and Trades Workers	-	-	-
4 Community and Personal Service Workers	9	-	-
5 Clerical and Administrative Workers	13	3	-
6 Sales Workers	-	-	-
7 Machinery Operators and Drivers	-	-	-
8 Labourers	6	4	-

4. Meaningful consultation and engagement

After the baseline audit analysis was completed, consultation was held with key stakeholders regarding proposed actions that could be taken in our Gender Equality Action Plan. Consultation was held, as required by the *Gender Equality Act 2020*, with our staff, Councillors and union (Australian Services Union).

A total of eight workshops were held to discuss the audit results and possible actions. Two of these workshops were with Councillors, one was with the Australian Services Union (including the ASU delegate, staff ASU representative and several staff ASU members), one with the Management Team, one with the Staff Consultative Committee and three for any staff member to attend. Nearly half of our staff (47%) attended at least one of these workshops. Most of these workshops were held in person, but some were also available to attend online, and one was held exclusively online (via videoconference).

5. Strategies and measures

Indicator 1: Gender composition of all levels of the workforce

The audit data indicated that women comprise two-thirds of the workforce at the Borough of Queenscliffe but are under-represented as full-time workers, and in higher-banded and management roles. The data also indicated that no member of staff positively identified as being Indigenous, gender diverse or a member of the LGBTQIA+ community.

Strategies focus on promoting gender equality and diversity in general, building staff capability around gender equality and diversity, and promoting the workplace as a truly safe space where people can be themselves.

Action	Who	Timeframe
Provide training for all staff in gender equality and diversity	HR & Governance Coordinator	Short-term
Develop strategies to address gaps in data collection, particularly intersectional data, i.e. data on Aboriginality, disability, cultural identity, religion, sexual orientation, and gender diversity	HR & Governance Coordinator, Manager Finance and Corporate Services	Short-term
Follow the guidelines set out in the Gender Equality in advertising and communications guidelines for local government in Council's advertising and communications	Communications Coordinator	Ongoing
Promote inclusive language throughout the organisation	HR & Governance Coordinator, Management Team, Staff Consultative Committee	Ongoing
Promote diversity positively throughout the organisation where possible, including promoting events and training regarding gender diversity, gender identity, LGBTQIA+, Aboriginality, disability and ethnicity	HR & Governance Coordinator, Management Team, Staff Consultative Committee, all staff	Ongoing

Key measureable: that the People Matters Surveys conducted over the life of this GEAP have increased numbers of staff identifying positively with statements such as:

- I feel culturally safe at work
- In my workgroup, work is allocated fairly, regardless of gender
- My organisation uses inclusive and respectful images and language
- There is a positive culture within my organisation in relation to employees of different sexes/genders
- There is a positive culture within my organisation in relation to employees who identify as LGBTQIA+
- There is a positive culture within my organisation in relation to employees with disability.

Indicator 2: Gender composition of the governing body

While the gender composition of Councillors was relatively even as at 30 June 2021, with three male Councillors and two female Councillors, improvements can be made with how many female candidates are actually elected to Council. Actions for this indicator focus on developing capability for those in the community to become leaders, not only as potential Councillors but also as leaders of community groups. Greater diversity among community leaders, including increasing the number of women in leadership positions, will help our community recognise the importance and potential of diverse leadership.

Action	Who	Timeframe
Prepare a Gender Equality Statement of Commitment	Councillors	Short-term
Actively seek diverse representation in our community advisory groups or any other Council-appointed committee/group	Councillors and responsible officers	Ongoing
Where possible and appropriate, mentor and/or encourage potential Councillor candidates who could bring more diversity to Council	Councillors	Ongoing
Provide training and opportunities in our community, in areas such as public speaking, running meetings and leadership in order to facilitate and encourage more diverse community members to become leaders in our community	HR & Governance Coordinator, CEO	Medium-term

Key measureable: each Councillor commits to mentoring one potential eligible Council candidate and/or community leader during their Council term.



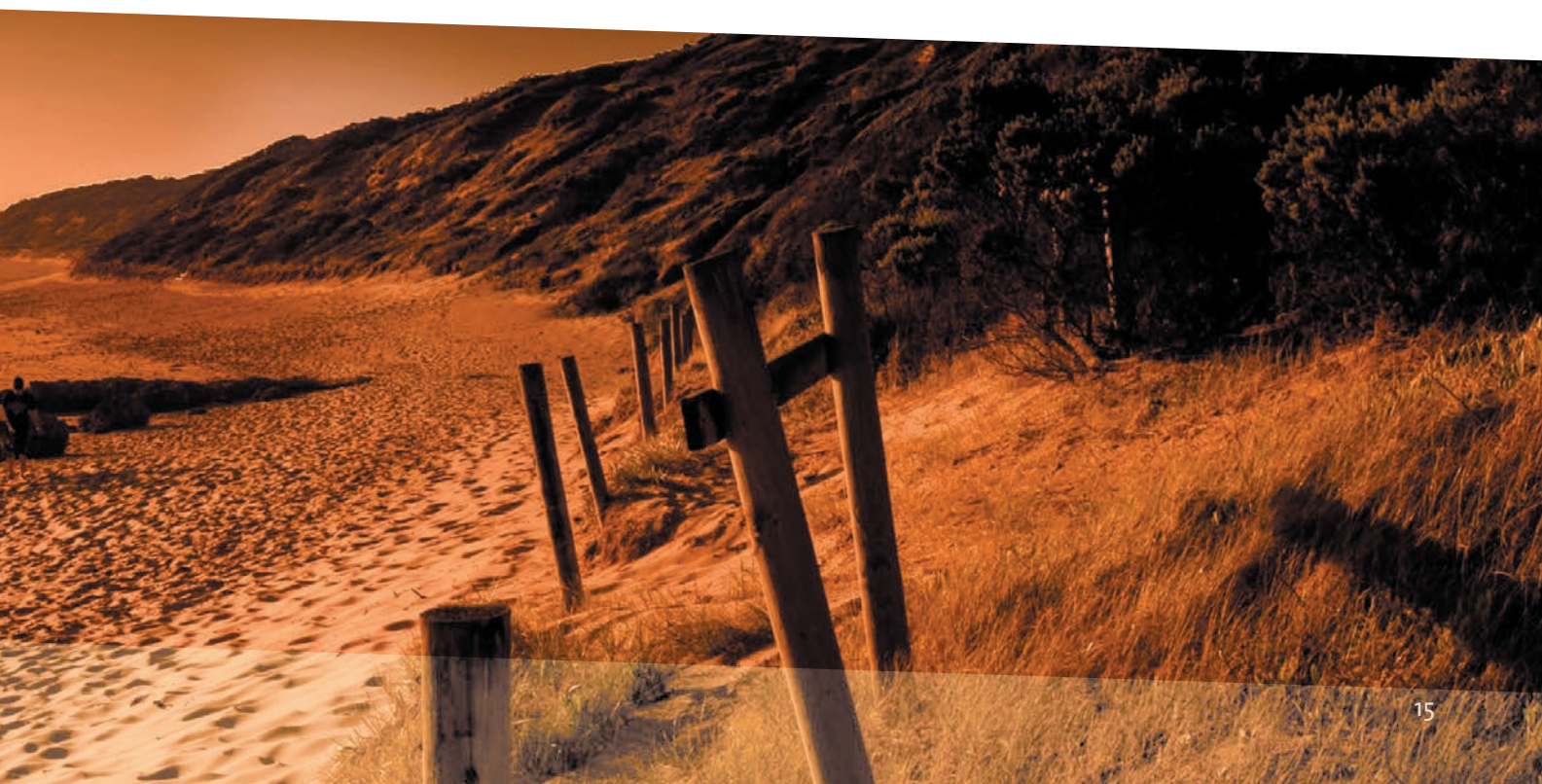
Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

The data indicated a rather large median total remuneration pay gap of 20.1%, although it also showed fairly even remuneration within the pay band structure. Much of the pay gap can be attributed to an over-representation of women in lower-banded roles, and an over-representation of men in higher-banded and management roles.

Strategies necessarily focus on ways in which this pay gap can be reduced, while recognising that entrenched societal structural issues also contribute to this pay gap. These steps are just the first of many that will need to be taken within our workplace.

Action	Who	Timeframe
Provide opportunities and training for staff (particularly women) in leadership, management, running meetings and public speaking	HR & Governance Coordinator, Management Team	Short-term
Review position descriptions and banding to ensure work has been classified appropriately, and seek ways to reduce the gender pay gap within our enterprise agreement structure	HR & Governance Coordinator, Management Team	Medium-term
Apply a gender lens to all internal operational policies when being reviewed	HR & Governance Coordinator, CEO, Staff Consultative Committee	Ongoing
Include gender equality as a standing agenda item for the Staff Consultative Committee meetings to ensure continuous improvement and development of further strategies and measures, as well as monitoring and reviewing current strategies and measures	HR & Governance Coordinator, CEO, Staff Consultative Committee	Short-term

Key measureable: the pay gap is reduced in the workplace audits performed over the life of this GEAP.



Indicator 4: Sexual harassment in the workplace

The Borough of Queenscliffe has already commenced a number of actions regarding sexual harassment following the release in December 2020 of the Victorian Auditor-General's Office (VAGO) performance report *Sexual harassment in local government*. This sector-specific report and its recommendations have already been guiding the CEO and officers on actions to prevent and address sexual harassment in our workplace.

The report made eleven recommendations to councils:

Prevalence of sexual harassment

1. Use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for Council employees and workplaces.
2. Collect information about the prevalence and nature of sexual harassment at least once every two years by:
 - conducting workplace surveys
 - reviewing complaints information.
3. Address the risk of sexual harassment by members of the public by:
 - ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public
 - regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public.

Preventing sexual harassment

4. Introduce a standalone sexual harassment policy that:
 - aligns with the VEOHRC Guideline and VPSC Model Policy
 - includes clear links to relevant council policies and procedures
 - covers the applicability of council policies to different roles and workplace settings, including Councillors, customer-facing staff and members of the public
 - is searchable on council intranet sites or cloud software, and available in hard copy to all staff.

5. Introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it:
 - includes face-to-face or live online sessions for all staff and Councillors at least once every two years (in addition to online modules)
 - covers safe strategies for bystander interventions
 - is tailored to the council's policies, procedures and workplace risk factors.
6. Communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate sexual harassment.

Responding to sexual harassment

7. Encourage reporting of inappropriate behaviour by:
 - promoting formal and informal complaint channels
 - allowing for anonymous complaints.
8. Improve record keeping of sexual harassment complaints by:
 - keeping complete records of all interactions relating to a complaint
 - documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers.
9. Review complaint procedures to ensure they include:
 - a requirement to inform the complainant of the outcome of the complaint
 - guidance on how investigators can support reluctant complainants.

Recommendations about Councillors

10. Ensure Councillors receive training on sexual harassment at least twice per council term.
11. Ensure Councillors are informed of their internal and external options for sexual harassment support and complaints, including:
 - the council's employee assistance program
 - Councillor Code of Conduct dispute resolution processes
 - external complaint bodies.

Action	Who	Timeframe
Continue to implement the 11 recommendations from the VAGO report on sexual harassment	Various – HR & Governance Coordinator, CEO, Management Team	Short-term and medium term

Key measureable: that the number of informal reports of sexual harassment reduces, as well as aligning the number of informal and formal reports of sexual harassment (meaning that most or all informal reports are also formally reported).

Indicator 5: Recruitment and promotion practices in the workplace

There is a great opportunity for the Borough of Queenscliffe to address matters of gender segregation, gender pay gap and gender composition of the workforce through our recruitment process. The strategies below focus on ways in which we can make meaningful change in our recruitment processes to increase the diversity of our workforce.

Action	Who	Timeframe
Provide unconscious bias training for all interview panel members	HR & Governance Coordinator	Short-term
Ensure interview panels have, where possible, diverse representation	HR & Governance Coordinator, Management Team	Ongoing
Redact names and other identifying information that may give rise to gender and other biases from job applications prior to applications being short-listed	HR & Governance Coordinator	Ongoing
All job advertisements to be subject to a gender decoder and adjusted as necessary to remove any gender bias	HR & Governance Coordinator	Ongoing

Key measureable: that the People Matters Surveys conducted over the life of this GEAP will indicate a greater diversity among our workforce, including in gender composition, ethnicity, disability and sexual orientation.

Indicator 6: Availability and utilisation of terms, conditions and practices relating to:

- family violence leave; and
- flexible working arrangements; and
- working arrangements supporting employees with family or caring responsibilities.

The data showed that the Borough of Queenscliffe was performing well with this indicator, but improvement is always possible. The strategies below focus on strengthening existing approaches as well as developing new actions to improve in this important area. Another opportunity for the Borough is to take advantage of having a Management Team who all currently have school-age children by having them model and promote appropriate flexible work practices.

Action	Who	Timeframe
Review family violence leave administrative process to ensure it is accessible, confidential and safe	HR & Governance Coordinator, CEO, Manager Finance and Corporate Services, Finance Officer	Short-term
Continue to promote our family violence leave entitlements and appropriate family violence services and resources	HR & Governance Coordinator, Management Team	Ongoing
Develop a flexible work organisational policy, and provide access to resources as to how to talk to your supervisor about working flexibly	HR & Governance Coordinator, CEO, Staff Consultative Committee	Short-term
Management team to be more transparent about their own use of flexible working practices and caring responsibilities (for example, diary will say 'carer's leave' and not simply 'leave', diary will say 'school pick-up' and not simply 'unavailable' and so on), and to actively promote and model appropriate flexible work practices where possible	Management Team	Short-term
Continue annual participation in the 16 Days of Activism against Gender-Based Violence campaign	HR & Governance Coordinator	Ongoing

Key measureable: that the People Matters Surveys conducted over the life of this GEAP have increased numbers of staff identifying positively with statements such as:

- Having caring responsibilities is not a barrier to success in my organisation
- Having family responsibilities is not a barrier to success in my organisation
- I am confident that if I requested a flexible work arrangement, it would be given due consideration
- I have the flexibility I need to manage my work and non-work activities and responsibilities
- My organisation supports employees with family or other caring responsibilities, regardless of gender
- Using flexible work arrangements is not a barrier to success in my organisation
- My organisation would support me if I needed to take family violence leave.

Indicator 7: Gendered segregation within the workplace

The data indicated that there is considerable gendered segregation within our workplace. Many of the actions already proposed will assist in decreasing this gendered segregation, so the strategies below focus more on wider strategic and advocacy work that needs to be done at a level greater than Council to see meaningful change in our society.

Action	Who	Timeframe
Explore ways in which we can provide staff with training and/or opportunities that reduce gender segregation in the workplace	HR & Governance Coordinator, Management Team, Staff Consultative Committee	Medium-term
Work with regional stakeholders in advocating for gender equality strategies	HR & Governance Coordinator, Management Team	Ongoing
Work with other councils and stakeholders in promoting working in local government, particularly in non-traditional roles (e.g. promoting women working in engineering, municipal building surveying, etc.)	HR & Governance Coordinator, Management Team	Ongoing

Key measureable: that the workplace audits conducted over the life of this GEAP indicate a reduction in the workforce segregation as indicated by ANZSCO coding.

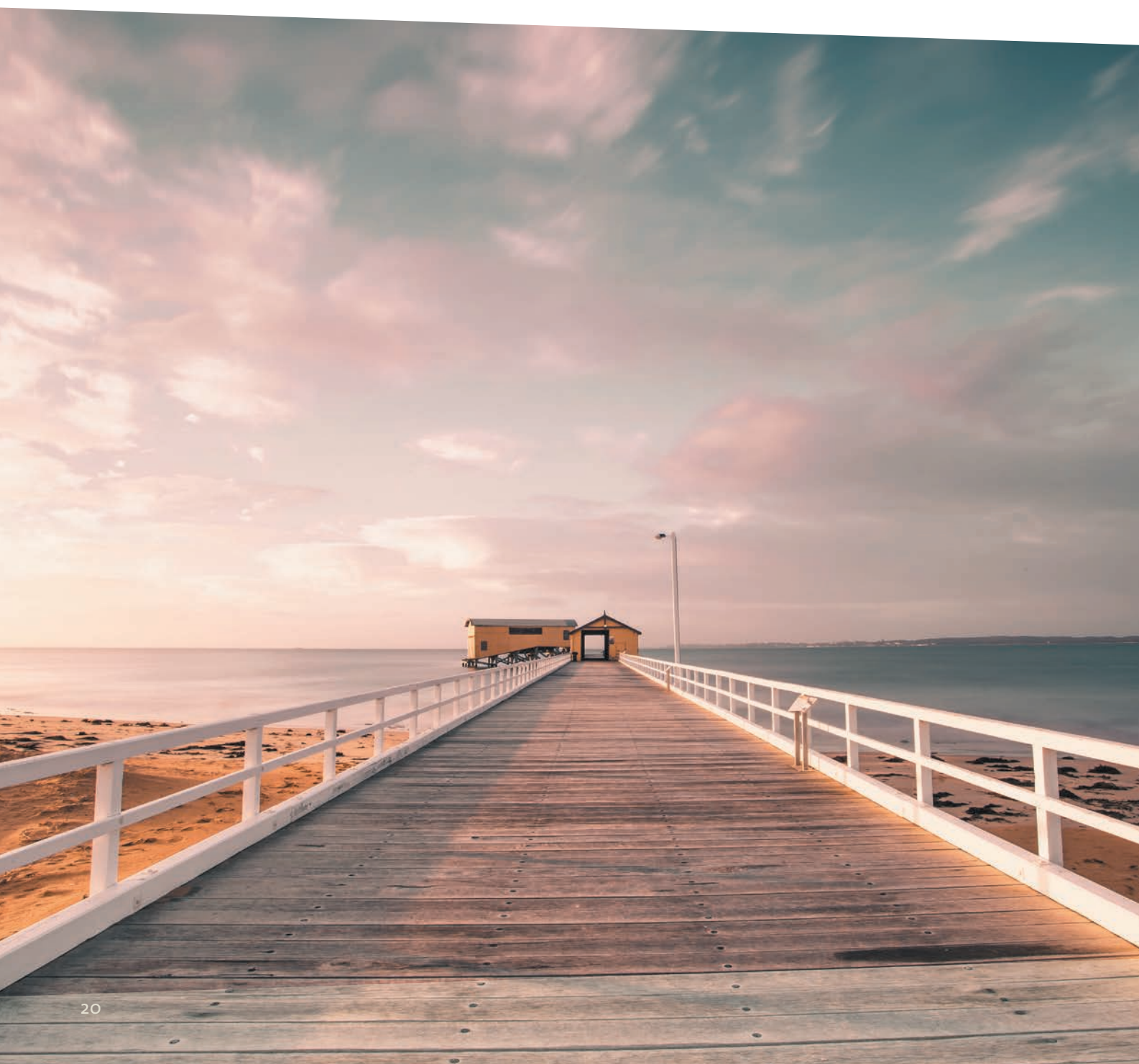


6. Resourcing our Gender Equality Action Plan

From the 2021–22 budget onwards, Council has committed to having a budget line for gender equality actions. This budget amount may vary from year to year as different actions are proposed. Staff were keen to incorporate this work into the Staff Consultative Committee to ensure they have input, and the Committee will be a valuable resource in progressing actions. The HR & Governance Coordinator, along with the CEO and Management Team, is the key personnel resource for the Gender Equality Action Plan.

7. Measuring progress

The *Gender Equality Act 2020* requires all defined entities, including the Borough of Queenscliffe, to make reasonable and material progress against the workplace gender equality indicators and to report on this progress every two years to the Public Sector Gender Equality Commissioner. The Borough of Queenscliffe is committed to measuring progress against our GEAP, and a key measureable has been included for the actions and strategies proposed for each workplace gender equality indicator.

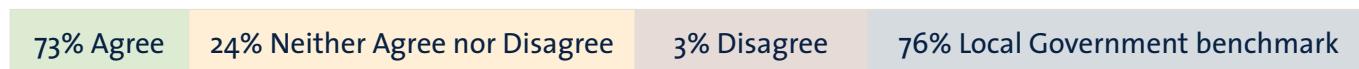


Appendix

Audit Data

Indicator 1: Gender composition of all levels of the workforce

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



Gender of respondents who said Agree/Strongly Agree:



There is a positive culture within my organisation in relation to employees of different age groups



Gender of respondents who said Agree/Strongly Agree:



There is a positive culture within my organisation in relation to employees who identify as LGBTQIA+



Gender of respondents who said Agree/Strongly Agree:



There is a positive culture within my organisation in relation to employees from varied cultural backgrounds



Gender of respondents who said Agree/Strongly Agree:



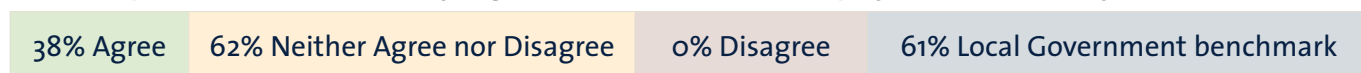
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander



Gender of respondents who said Agree/Strongly Agree:



There is a positive culture within my organisation in relation to employees with disability

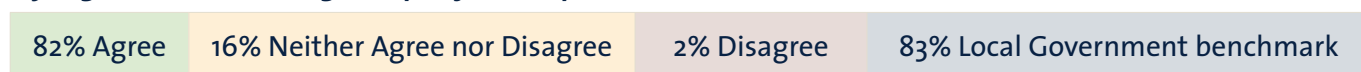


Gender of respondents who said Agree/Strongly Agree:



Indicator 4: Sexual harassment in the workplace

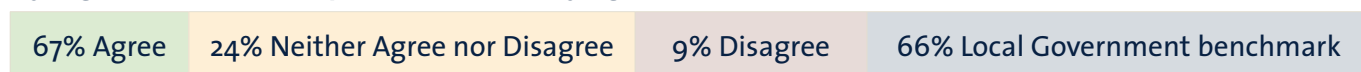
My organisation encourages respectful workplace behaviours



Gender of respondents who said Agree/Strongly Agree:



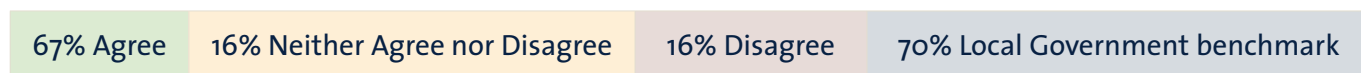
My organisation takes steps to eliminate bullying, harassment and discrimination



Gender of respondents who said Agree/Strongly Agree:



I feel safe to challenge inappropriate behaviour at work



Gender of respondents who said Agree/Strongly Agree:



Indicator 5: Recruitment and promotion practices in the workplace

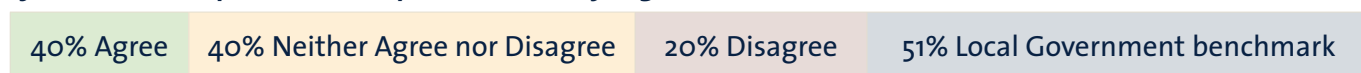
My organisation makes fair recruitment and promotion decisions, based on merit



Gender of respondents who said Agree/Strongly Agree:



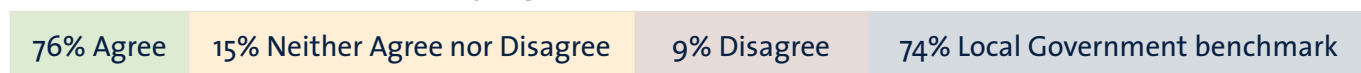
I feel I have an equal chance at promotion in my organisation



Gender of respondents who said Agree/Strongly Agree:



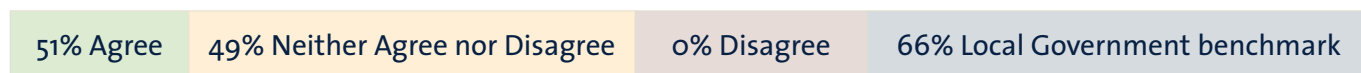
Gender is not a barrier to success in my organisation



Gender of respondents who said Agree/Strongly Agree:



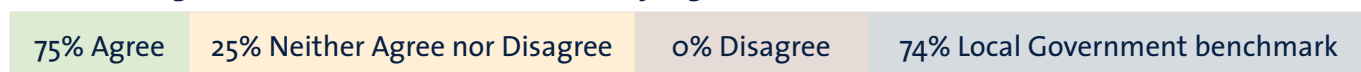
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation



Gender of respondents who said Agree/Strongly Agree:



Cultural background is not a barrier to success in my organisation



Gender of respondents who said Agree/Strongly Agree:



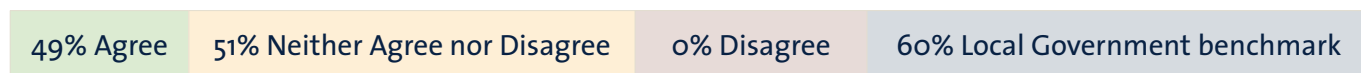
Sexual orientation is not a barrier to success in my organisation



Gender of respondents who said Agree/Strongly Agree:



Disability is not a barrier to success in my organisation



Gender of respondents who said Agree/Strongly Agree:



Age is not a barrier to success in my organisation



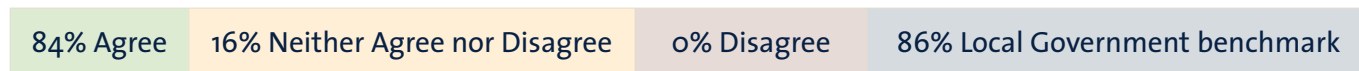
Gender of respondents who said Agree/Strongly Agree:



Indicator 6: Availability and utilisation of terms, conditions and practices relating to:

- family violence leave; and
- flexible working arrangements; and
- working arrangements supporting employees with family or caring responsibilities.

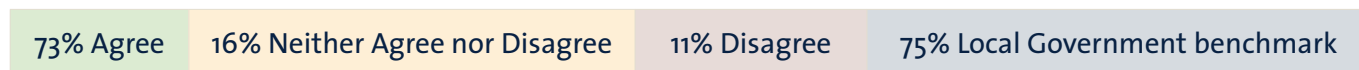
My organisation would support me if I needed to take family violence leave



Gender of respondents who said Agree/Strongly Agree:



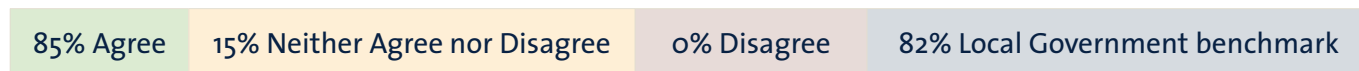
I am confident that if I requested a flexible work arrangement, it would be given due consideration



Gender of respondents who said Agree/Strongly Agree:



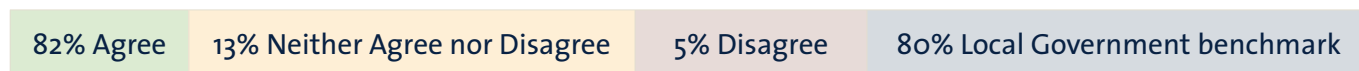
My organisation supports employees with family or other caring responsibilities, regardless of gender



Gender of respondents who said Agree/Strongly Agree:



I have the flexibility I need to manage my work and non-work activities and responsibilities



Gender of respondents who said Agree/Strongly Agree:



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



Gender of respondents who said Agree/Strongly Agree:



Having caring responsibilities is not a barrier to success in my organisation

69% Agree 25% Neither Agree nor Disagree 5% Disagree 63% Local Government benchmark

Gender of respondents who said Agree/Strongly Agree:

♀ 69% women ♂ 69% men ○ 70% prefer not to say

Having family responsibilities is not a barrier to success in my organisation

75% Agree 20% Neither Agree nor Disagree 5% Disagree 67% Local Government benchmark

Gender of respondents who said Agree/Strongly Agree:

♀ 69% women ♂ 81% men ○ 80% prefer not to say

Indicator 7: Gendered segregation within the workplace

My organisation uses inclusive and respectful images and language

75% Agree 24% Neither Agree nor Disagree 1% Disagree 82% Local Government benchmark

Gender of respondents who said Agree/Strongly Agree:

♀ 79% women ♂ 75% men ○ 60% prefer not to say

In my workgroup work is allocated fairly, regardless of gender

64% Agree 24% Neither Agree nor Disagree 13% Disagree 81% Local Government benchmark

Gender of respondents who said Agree/Strongly Agree:

♀ 66% women ♂ 81% men ○ 30% prefer not to say





VUE GRAND
RESTAURANT &
ACCOMMODATION

HARDY'S
PHARMACY



Borough of Queenscliffe
50 Learmonth Street (PO Box 93)
Queenscliff, Victoria, 3225

P 03 5258 1377
E info@queenscliffe.vic.gov.au
www.queenscliffe.vic.gov.au