



City of
DAREBIN

the place
to live

Gender Equality Action Plan

January
2022

Acknowledgement of Traditional Owners & Aboriginal and Torres Strait Islander Communities in Darebin

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socioeconomic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset. Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city, and created a cosmopolitan locality where variety and difference are welcomed and encouraged. Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal people, past and present, despite their strengths, resilience and continued contributions to our city.

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Introduction

Darebin City Council (Council) is committed to serving and responding to the diverse needs of our community. In line with the Council Plan and Council's long-standing commitment to social justice, we consider the principles of equity, diversity, inclusion and human rights in everything we do.

Darebin has a diverse community. As an organisation, Council recognises this as a strength. We value the depth and breadth of experience that all people bring. Aboriginal and Torres Strait Islander people and people of all backgrounds, including cultural, gender, abilities, sexual orientation and ages, have so much to bring to the table. We also recognise that systemic discrimination and barriers often prevent people from diverse backgrounds from contributing fully in many environments.

We want to build an organisation that recognises and removes these barriers and is inclusive in empowering everyone to contribute, speak up and take their place at the table. We want to build an organisation where people work in ways that are inclusive of people from all walks of life, bringing different experiences, perspectives and stories to the foreground.

Council's Gender Equality Action Plan aims to support our people to recognise and progressively remove systemic barriers and work inclusively together right across our organisation, across all levels and areas. This is valuable work that will take persistence and commitment over time. While we've made important progress, there is more work to do. Our Plan charts the course for how Darebin will keep making strides to get this work done.

The Plan is intended to strengthen who we are and what we do with a wide range of people's experiences, perspectives and stories, while reflecting the diversity of the community we serve and support.

I am proud of the work Council's team has done to develop the plan. This has been led by our People & Culture team with the valuable guidance from the Equity Impact Assessment Committee and input from others across the organisation. Combined with our Code of Conduct (2021), The Workforce Plan (2021) and OHS Policy (2022) we have created standards and areas of focus for the entire Darebin workforce. These documents specifically reference the Gender Equality Action Plan and our commitments to gender equality and diversity, giving strength to embedding these principles throughout all aspects of the employee lifecycle.

Rachel Ollivier

Interim Chief Executive Officer





Context Setting

The Gender Equality Act 2020 requires each council to prepare a Gender Equality Action Plan (GEAP) which includes the results of the workplace gender audit and strategies and measures for promoting gender equality in the workplace. The GEAP must consider the gender equality principles and consult with employees and other relevant stakeholders. The Act requires organisations to consider intersectionality when developing strategies and measures to promote gender equality.

Contributing to and guiding our work includes the following:

- Our *Towards Equality Framework 2019-2029* puts equity, inclusion, and human rights at the heart of all our work and will help us build a stronger, healthier and happier community where everyone is welcome, valued and respected. *Towards Equality* sets out how we as an organisation can be equitable, responsible, inclusive and accessible in our services, programs, places and spaces. It helps us to hear and understand the diverse needs of all Darebin residents so that everyone can access the services they need, with the aim that every person can be involved in their local community;
- Our *Gender Equity and Preventing Violence Against Women Action Plan 2019 – 2023* is the outward facing document guiding our organisational response on Gender Equity. Local government has been identified as a key stakeholder in the prevention of violence against women. As the tier of government closest to the community, local government is well placed to influence the cultural and societal structures which allow violence against women to occur. Local government has the unique role of engaging with communities and individuals throughout the lifespan and across a range of settings;
- Council's first Workforce Plan was completed in December 2021. The Workforce Plan is a four-year plan that sets the strategic direction for our workforce to ensure that we are properly resourced to deliver services for our community. The development and delivery of a Gender Equality Action Plan is outlined as a key action of our Workforce Plan. The Workforce Plan also requires us to consolidate workforce reporting beyond the plan, to activities of the GEAP, WDIS and other key plans and strategies, ensuring that equity and inclusion are embedded in our workforce planning practices;
- Council's Workforce Diversity & Inclusion Strategy (WDIS) is included in the GEAP to reinforce the broader commitment to our workforce to recognise and remove systemic barriers and work inclusively together across our organisation. Our intent is to strengthen who we are and what we do, drawing on our wide range of experiences, perspectives, and stories, while reflecting the diversity of the community we serve and support; and
- Council's four-year Council Plan which sets out how we will deliver on our promises to make Darebin an equitable, vibrant and connected community. Councillors and staff were engaged in the development of the Council Plan.

Data Collection

Our Gender Audit was completed for the period ending the 30 June 2021 and was submitted to the Commission in December 2021. In 2021, Council participated in an abridged version of the Victorian Public Service Commission's (VPSC) People Matter survey; the abridged version of the survey was coordinated by the Commission for Gender Equality in the Public Sector (CGEPS) and contained questions relating to gender equality from an intersectional perspective.

Darebin's People Matter data is drawn from 449 responses from the survey and is benchmarked against data from the 72 local councils that participated¹; of the 449 respondents, 248 (55%) identified as 'woman', 148 (33%) as 'man', and 53 (12%) as 'non-binary' or preferred not to say.

Data has also been collated through trends and themes from employee engagement survey, onboarding and exit surveys and insights from other consultation processes including the Workforce Diversity and Inclusion Strategy, Workforce Plan and the Council Plan.



1,275

staff



449

respondents to
People Matters



**5 of 9 identify as women
4 of 9 identify as men**

Gender composition of
governing body



73%

of promotions
are women



60% | 40%

Gender composition at
Coordinator level



Higher duties split
evenly across male
& female; does
not cover other
genders



51.17%

of all staff on flexible work
agreements, including male,
female and self-described

Data Gaps

Gaps in data were identified during the development of the Workforce Plan in late 2021 and of the GEAP. Known data gaps and challenges include:

- Lack of ability to track career development opportunities;
- Lack of ability to gather data in a way that reduces fear of, and potential for, discrimination; and which builds trust in the programmes and the intended outcomes;
- Potential lack of trust, resulting in staff providing anonymised information or choosing not to provide the information;
- Multiple systems for management of:
 - HRIS and payroll;
 - performance planning and review AND corporate reporting;
 - e-recruitment;
 - OHS incident reporting; and
 - employee file management.
- Heavy reliance on manual processes by People and Culture;
- Aboriginal and Torres Strait Islander people appear not to be comfortable to identify;
- Minimal identification of disability in data set;
- Gaps in sharing cultural identity and language spoken at home data;
- Under-reporting of sexual harassment when comparing the number of cases to the VAGO findings and anecdotal feedback;
- lack of intersectional data collected; and
- binary data collection in relation to gender.

Local Government Gender Equality Act – Pilot Project 2020

The Commission for Gender Equality in the Public Sector trialled a series of pilot programs with ten local councils and seven public entities covered by the Act, which concluded in September 2020. Key findings of the pilot program *Local Government Gender Equality Act Pilot Project 2020*² were considered in the approach to this GEAP, and are listed in Appendix A. Key Recommendations into Local Government Gender Equality Act Pilot Project 2020.

Sexual Harassment in Local Government

The Victorian Auditor General's Office tabled a report to Parliament in December 2020 on *Sexual Harassment in Local Government*³. The objective was to identify if Victorian local councils provide workplaces free from sexual harassment. Considerations included how well councils are working to understand, prevent and respond to sexual harassment in their workplaces. This audit report provided eleven recommendations to all Victorian local councils. These are outlined in Appendix B.



75 of 79

Councils open survey to staff.



79

Councils open survey to Councillors.



10,344

responses received
Response rate of 24%.



48%

of LGBTQIA+ respondents experienced sexual harassment.



41%

of people with a disability experienced sexual harassment.



1 in 4

respondents had experienced sexual harassment in the last 12 months.



42%

of women between 18-24 experienced sexual harassment.



21%

of those who experienced harassment said it lowered their self-esteem and confidence.



Harassers were most likely to be a co-worker at the same or more senior level.



Those who experienced harassment said it negatively impacted their mental health.



Sexual harassment from the public poses a significant risk for employees in customer-facing roles.

Council Plan 2021-2025

Darebin's four-year Council Plan sets out how we will deliver on our promises to make Darebin an equitable, vibrant and connected community. The Council Plan incorporates the Municipal Health and Wellbeing Plan, Budget 2021-22 and the Darebin 2041 Community Vision. These three documents, shaped directly by the community, lay the foundation for the City of Darebin's short, medium, and long-term future. Actions against the below objective are listed in Appendix C.

We will continue to be a local government leader in the prevention of violence against women, and gender equity.

Council Plan 2021-2025
strategic objective

Towards Equality Framework

Towards Equality: Equity, Inclusion and Human Rights Framework 2019-2029 ('Towards Equality') is Council's guiding framework to address barriers to equity and inclusion in the community and to support human rights.

Goal 1 of the Towards Equality Framework is specifically focused on workforce and organisational practices.

Principle 1	Recognising Australia's First peoples and the right to self-determination for Aboriginal and Torres Strait Islander people as a foundation for equity and fairness
Principle 2	Upholding human rights
Principle 3	Advancing social justice
Principle 4	Delivering meaningful, equitable and inclusive community engagement
Principle 5	Championing health equity
Principle 6	Supporting climate justice

GOAL 1 We will build an organisation that is inclusive and reflective of Darebin's diverse communities, where social justice, accountability, participation and community engagement, human rights, diversity and wellbeing are core principles that inform all of our policies, practices and business.

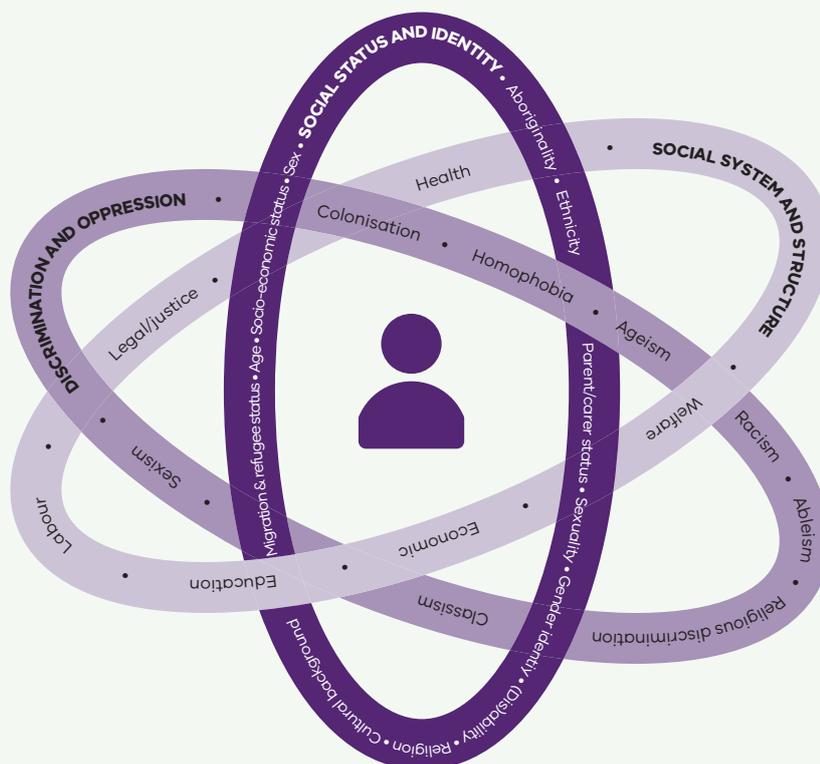
Gender Equity and Preventing Violence Against Women Action Plan 2019–2023⁴

Council’s Gender Equity and Preventing Violence Against Women Action Plan 2019-2023 seeks to address the root causes of violence against women and improve gender equity. It also seeks to address the social and cultural conditions that enable violence against women to persist. As the second iteration of Darebin’s commitment to improving gender equity and preventing violence against women, the action plan builds on Council previous work in this space and expands its focus to new actions and outcomes.

For clarity when considering the GEAP, it should be noted that the GEAP is focused on the current and future workforce, work environment, culture and impact while the Gender Equity and Preventing Violence Against Women Action Plan 2019-2023 is externally focused. As the Gender Equity and Preventing Violence Against Women Action Plan 2019-2023 was developed in 2019, the workforce stream of those actions will be incorporated into the GEAP.

Intersectionality

The GEAP draws definitions and discussion on intersectionality from the Gender Equity and Preventing Violence Against Women Action Plan 2019-2023. These are outlined in Appendix D.



Source: Office of Development Effectiveness (ODE), ‘Ending violence against women and girls: Evaluating a decade of Australia’s development assistance’, Department of Foreign Affairs and Trade, Canberra, 2019.

WHIN & the Workplace Equality and Respect (WER) self-assessment workshop

Women Health in the North (WHIN) and Council have a history of working together on gender equality and the prevention of violence against women projects. Council is a member of the Building a Respectful Community Partnership, and signatory to the Building a Respectful Community Strategy 2021-2025 of which is led by WHIN.

In October 2020, 16 senior staff from across Council attended the Our Watch WER Self-Assessment workshop. It was anticipated that the recommendations from WHIN & the Workplace Equality and Respect (WER) self-assessment session would support Council in preparation for the requirements of the Victorian Gender Equality Act 2020. The findings have been considered in the development of the GEAP.

Workforce Diversity and Inclusion Strategy (WDIS)

Over the past decade, diversity and inclusion have become a priority at the highest level among many Australian and global organisations. Council considers diversity and inclusion a high priority. Our community is diverse and the organisation should reflect this, and support inclusion. Extensive research shows that diverse and inclusive workplaces demonstrate increased innovation opportunities, broader talent pools and better financial performance. Council being diverse and inclusive is also a matter of fairness, of respect to our communities and their rights, of providing good, accessible and equitable service. Specifically, we need to connect to our diversity community and understand their needs for accessible and equitable services. Having a diverse and inclusive workforce helps us to provide this. It connects with our organisational values and our purpose to serve and support the community.

Diversity, in its broadest sense, refers to all the differences and experiences we bring to work. It's a collection of unique attributes that include, but are not limited to, gender, language, cultural background/identity, sexual orientation, gender identity, disability, age, caring responsibilities, religion, education, experience, perspective and thinking approaches.

Council's Workforce Diversity and Inclusion strategy (WDIS) aims to support our people to recognise and remove systemic barriers and work inclusively together right across our organisation, across all levels and areas, strengthening who we are and what we do with a wide range of people's experiences, perspectives and stories, while reflecting the diversity of the community we serve and support.



OUR COMMITMENT TO ACTION

1**BE ACCOUNTABLE**

Lift accountability for diversity and inclusion and encourage visible leadership

2**BUILD SKILLS AND CHALLENGE BIAS**

Build leader and staff capability to challenge organisational unconscious bias and lead inclusively

3**PROVIDE OPPORTUNITIES**

Provide targeted career development and mentoring opportunities to employees from under-represented groups

4**ATTRACT AND SUPPORT**

Refresh recruitment and retention policy and practice to increase the attraction of staff from diverse backgrounds

5**BE FLEXIBLE**

Embed flexible working across the organisation at all levels

6**LISTEN, LEARN AND ACT**

Actively support Employee Resource Groups as a mechanism to drive progress

What Do We Mean by Diversity and Inclusion?

Diversity, in its broadest sense, refers to all the differences and experiences we bring to work. It’s a collection of unique attributes that include, but are not limited to, gender, language, cultural background/identity, sexual orientation, gender identity, disability, age, caring responsibilities, religion, education, experience, perspective and thinking approaches.

Some of our differences are visible; most are invisible. The iceberg diagram here shows a range of dimensions of diversity in organisations. Considering what is below the water line matters. Not all diversity is visible and known and may never be; as such, Council recognises the importance of considering both the visible and invisible differences; and that an inclusive culture needs to build inclusivity proactively.

Inclusion is about creating a work environment where all team members feel valued and respected and have a sense of

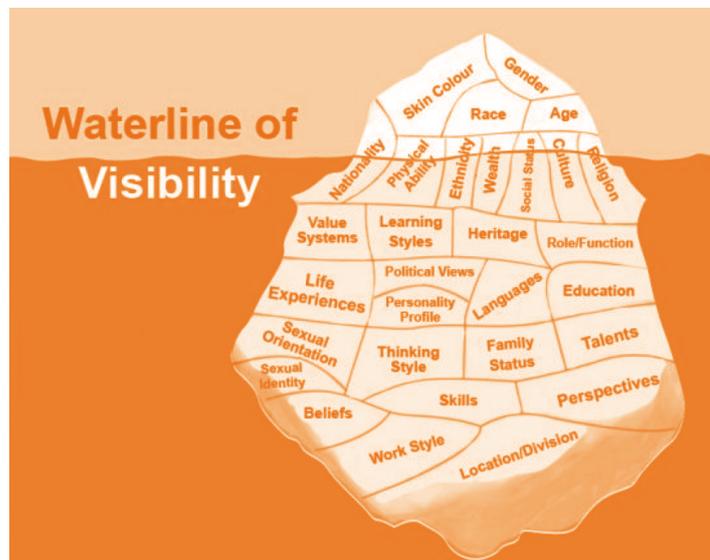
belonging. In an inclusive work environment, people are encouraged to speak up, and leaders actively seek alternative perspectives when problem-solving.

Diversity and Inclusion is about creating a workplace that is psychologically and culturally safe and for people to feel safe to bring their whole self and lived experience to work. Listening to the voices of people with lived experience helps to develop how we think about inclusion on a day-to-day basis and informs what we do in practice. It is premised on a workplace culture which is safe and welcoming.

Through the implementation of the WDIS, diversity will be integrated with all policies, practices and services. Over the next four years, we will use this model to guide our efforts across the organisation.

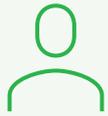
A Diversity and Inclusion Discussion Paper was prepared by an external firm, Diversity Partners. The paper included several recommendations which are outlined in Appendix E.

Diversity Dimensions



Source: Brook Graham

About our Workforce



47%

female



34%

male



1%

other gender



12%

under 30

Note that 18% of survey participants opted not to say their gender, or did not select a response.)



51%

full-time



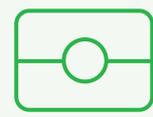
22%

part-time



17%

casual



3%

Aboriginal and Torres Strait Islander people

Note that 10% of survey participants did not select a response.)



12%

LGBTIQ+



27%

from culturally and linguistically diverse background (CALD)

Top languages spoken at home (other than English) are Italian, Greek, Macedonian



5%

identify as having a disability



37%

have dependent children



13%

have caring responsibilities

About our Community



162,501*

people live in Darebin.



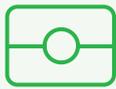
138

languages are spoken.



208

asylum-seekers
reside in Darebin.



Almost 1%

of residents are Aboriginal or
Torres Strait Islander people.



Approx 7%

of our population has
difficulty speaking English.



19.3%

of households are low income
(less than \$650 per week).



59%

of residents were born
in Australia and 33%
were born overseas.



37

religions are
practised in Darebin.



6%

identify as having a disability
and needing assistance.



2,000+

Darebin is home to 2,000+
international students.



16.7%

of the population in Darebin
aged 15+ volunteered in 2016.

Workforce Diversity and Inclusion Strategy pillars

The original six areas of focus identified in the Workforce Diversity and Inclusion Strategy have been consolidated into four. Specific actions already achieved are listed in Appendix F.

Outstanding recommended actions have been reviewed and updated, in alignment with this GEAP and the Workforce Plan.

Accountability

Talent & Capability

Flexibility First

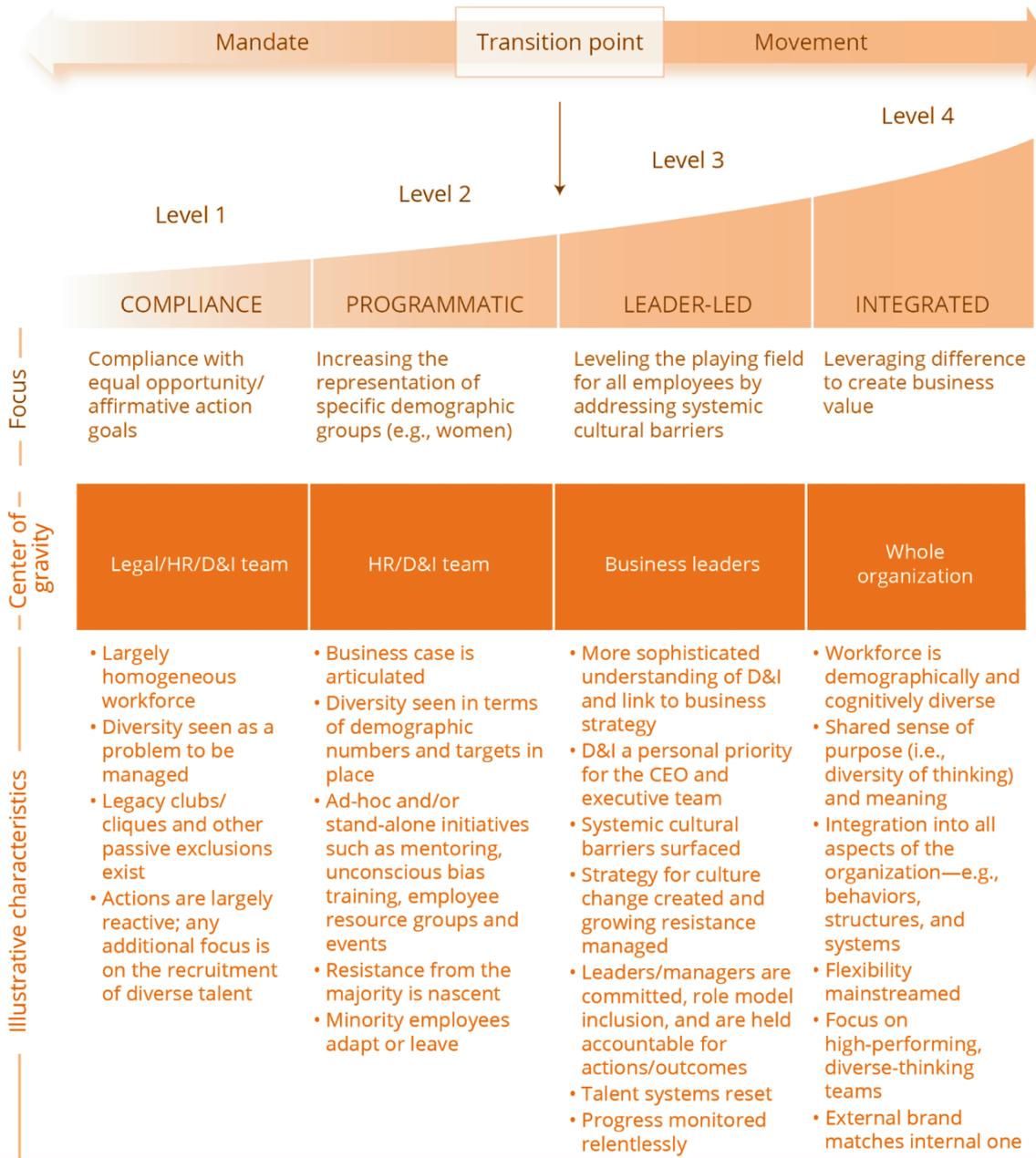
Amplify Employee Voices



Workforce Diversity and Inclusion Maturity Model

Over the next four years, Council is using this model to guide our efforts across the organisation.

Deloitte diversity and inclusion maturity model



Source: Juliet Bourke and Bernadette Dillon, 'The Diversity & Inclusion Revolution: Eight Powerful Truths', Deloitte Review, January 2018



Approach to Gender Equality

Gender Inclusive Language

The language we use can impact the way that people feel welcomed and included. The language we use can support the sense of psychological safety people experience, be it in the workplace, as a candidate, volunteer, student placement or using Council services.

We understand the language we use can, if we are not intentional, be used to exclude or harm others. This plan strives to gender-inclusive language to ensure that we do not discriminate against a particular sex, gender or gender identity, or perpetuate gender stereotypes.

Gender categories should never be limited to the male-female binary and must include the full spectrum. This includes non-binary genders, transgender, intersex and people who do not identify with any gender. While this plan aims to limit the use of binary language with the use of terms like men/women, in some sections it is required in order to respond to obligations of the Gender Equality Act 2020.

We recognise that sex and gender are not the same, and some people's gender identities may not reflect the biological sex they were assigned at birth. Sex and gender are not binary but exists on a spectrum. Some people's gender identities are not limited by binary categories of male/female or man/woman, but identify as neither or both genders.

The ABS does not capture data around gender identity or people who identify as non-binary, gender diverse or gender non-conforming, nor does it capture data around people with intersex variations.

While the GEAP aims to limit the use of binary language, the binary use of terms if sometimes used to respond to the obligations of the Gender Equality Act (2020) and align with ABS data. Council recognises the limitations and harms of this terminology.

Why is Gender Equality Important?

One in four Australian women have experienced intimate partner violence since the age of 15 (ANROWS, 2015).

Gender-based violence arises from a complex interaction between individual attitudes towards women, and social, institutional and cultural practices and values across our society and communities. These attitudes and practices foster unequal and abusive power relations between men and women; gender stereotypes often exist in broader cultures of violence. Therefore, gender equality is the key to preventing violence against women and all forms of gender-based violence. (Our Watch, 2015).

Across Australia:

- Currently, Australia's national gender pay gap is 13.8%;
- The full-time total earnings gender pay gap, which includes overtime payments is 16.4%. This means women's average weekly total full-time earnings are \$316.80 less per week compared to men;
- Adding the part-time workforce, the total earnings gender pay gap for all employees widens to 30.6%;
- Women spend nearly 3x the time caring for children than men;
- Australian women still earn on average 18% less than men in similar roles;

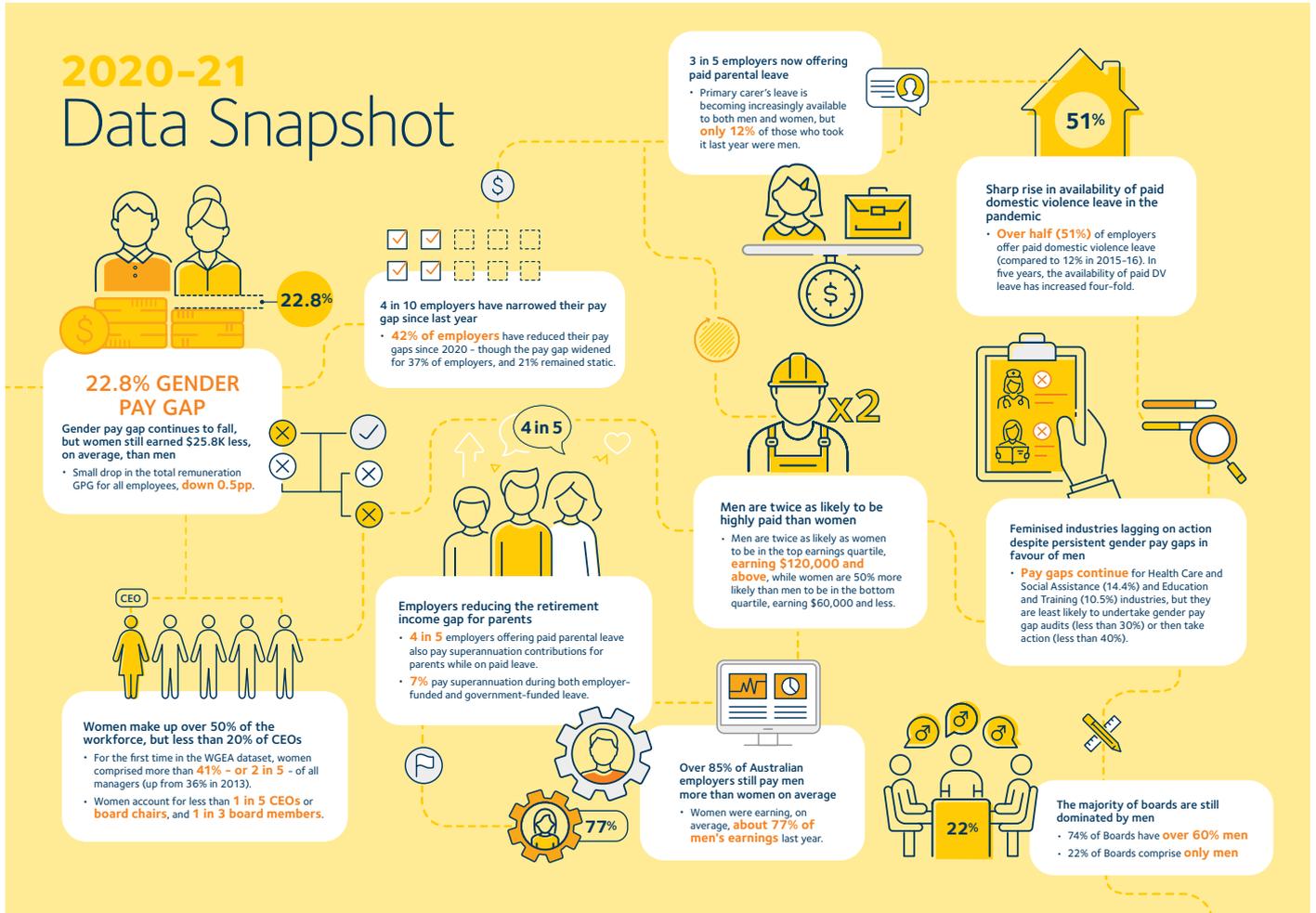
- Each week 3.2m employees provide unpaid care, but only 15% use flex work to do so;
- Not all women experience gender inequality and violence at the same rates, due to systemic discrimination. For example, Aboriginal and Torres Strait Islander women, women with disabilities and CALD women may experience a unique and heightened form of discrimination and violence, and further barriers to accessing services and the workforce;
- Gender Equity contributes to psychological safety, the #1 feature of high-performing teams;
- Studies suggest that promoting gender equality is often associated with better organisational and financial performance;
- Greater gender equality in teams may be linked to the innovative capacity of an organisation; and
- Transgender women experience high levels of violence and discrimination due to transmisogyny, or the intersection of transphobia and misogyny as experienced by trans women and transfeminine people.

Internationally:

- International research examining gender diverse teams suggests that more gender balanced teams best promote an environment where innovation can flourish than those which are skewed towards a particular gender;
- Improving gender diversity across the entire workforce may be associated with improved company performance. A study of over 500 US companies found a link between gender diverse workforces and organisational performance using measures such as sales revenue and number of customers; and
- A reputation for promoting gender diversity can help to attract the best employees to an organisation, retain existing customers and attract new clientele, building market share.

Specifically, to Council:

- Gender equity is a pre-condition set out and in alignment with Council policies and the core purpose of the Gender Equality Act;
- There are low levels of Aboriginal and Torres Strait islander people in senior leadership/ management roles;
- Minimal identification of disability in data set, however concentrated in lower level staff roles, majority women;
- 54% of the workforce is Casual/Part-time and of this, 69% is made up of women;
- Although 59% of our workforce is made up of women, a significantly large number of men (60%) are in the leadership role of Coordinator;
- 62% of those who take Carer's Leave are women, 37.6% are men and 0.3% by those who self-identify/self-describe;
- Gender segregation/ areas of work tied to traditional gender norms in Operations and Capital (80% of the workforce are men), and in Community (74% of the workforce are women);
- Rates of women in leadership in low during ages of 30-40 indicating that caring for young children is a barrier to leadership for women;
- Lack of intersectional data reduces the ability to make meaningful insights and suggest recommendations; and
- Minimal identification of certain data sets indicates underreporting.



Source: WGEA - Australia's gender equality scorecard: Key results from the Workplace Gender Equality Agency's 2020-21 employer census



SHADES OF DEATH

NERA

NO JUSTICE
NO
PEACE

Data Driven Insights

The data in this section of the GEAP aligns with *Recommended minimum standard for inclusion of audit data in Gender Equality Action Plans November 2021*. Where possible Gender Audit Data, People Matters Survey Results and /or other supporting data was used.

People Matter Overview

Darebin appears to be an 'average' council on most measures. Both our challenges and successes are common across councils in general. Items where Darebin saw biggest deviations (greater than 5 percentage points) from benchmarked councils include

- 1) *"I am satisfied with the way my learning and development needs have been addressed in the last 12 months."* Darebin underperforms in this respect with a score of 51% favourable vs 60% favourable.
- 2) *"There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander."* Darebin outperforms in this respect with a score of 82% favourable vs 64% favourable.
- 3) *"Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation."* Darebin outperforms other councils 72% fav. vs 66% fav.

The high-level workplace gender equality indicators show that Darebin outperforms on gender composition measures and slightly underperforms or is on par for gendered work segregation, recruitment and promotion, leave and flexibility, and workplace sexual harassment.

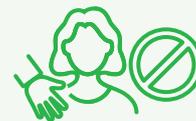
Across all cohorts the top three areas in need of improvement are:



Recruitment and promotion



Leave and flexibility

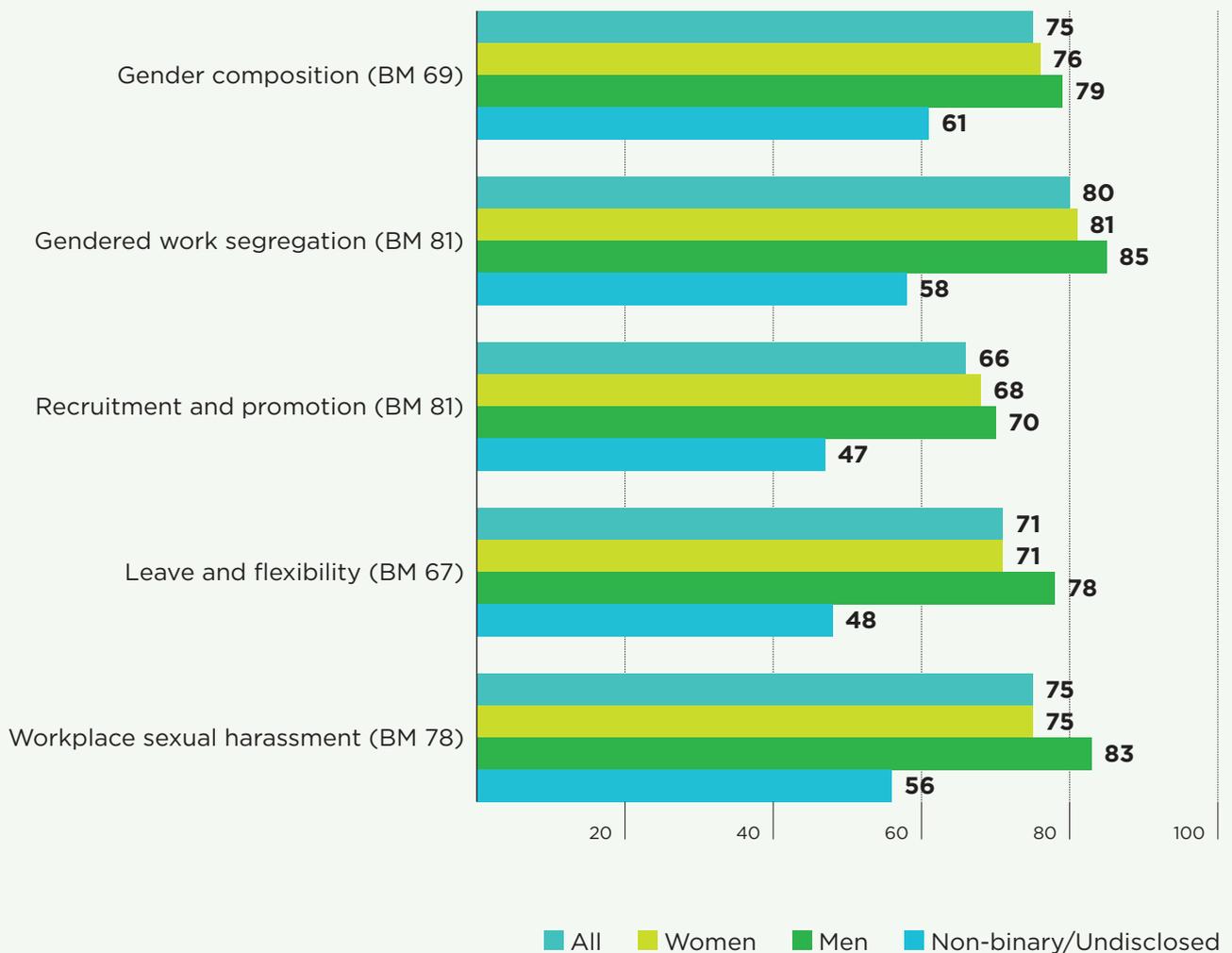


Workplace sexual harassment

For those identifying as man or woman, the fourth and fifth areas are gender composition and gendered work segregation respectively; for those identifying as non-binary or preferring not to disclose, these are reversed.

Data Findings

- Men generally gave marginally more favourable responses than women;
- There are some areas of significant gender differences; and
- Non-binary and respondents that did not disclose their gender gave significantly more negative responses.



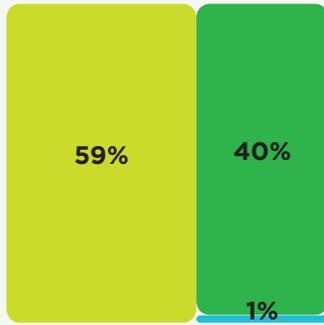
Gender Composition of Workforce

Gender composition data was submitted to the Commission in December 2021 as part of the Gender Audit. The data was current as at the 30th of June 2021. In the development of the Workforce Plan, more up to date data was collated and is presented below.

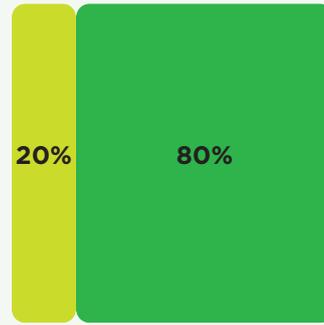
@ 01 Oct 2021

Council		Total workforce	Governance & Engagement	Community	Operations & Capital	City Sustainability & Strategy	CEO
Diversity (% of total headcount)	Women in Executive	4	1	1	0	1	1
	Disability	14	2	6	2	4	0
	No. Female	725	91	479	28	124	3
	No. Male	495	57	183	147	108	0
	No. NB/GD	5	0	1	0	4	0
	ATSI	22	4	14	2	2	0
Working life stage	New entry (<12 months)	193	40	94	12	46	1
	Early career (1-5 years)	402	61	213	53	74	1
	Mid career 1 (5-10 years)	247	19	144	27	56	1
	Mid career 2 (10-15 years)	136	11	74	28	23	0
	Mid career 3 (15-25 years)	167	11	103	28	25	0
	End career 1 (25-35 years)	68	4	33	19	12	0
	End career 2 (35+ years)	12	2	2	8	0	0

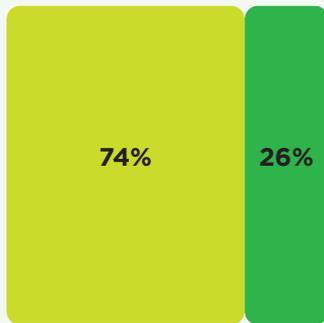
Gender composition



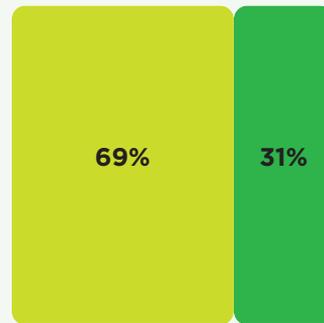
Workforce



Ops & Cap.



Community



Casual / PT



Coordinator level



Used Carer's Leave

■ Women
 ■ Men
 ■ Non-binary/Undisclosed

Pay equity

The analysis of pay equity at Council identified gaps in our data and the need for a further review regarding information around permanent promotions (higher banding and salary). Table detailing current analysis is found in Appendix H.

Sexual harassment

Two sexual harassment complaints were made in financial year 2020-2021. One was an employee and the other was a member of the public alleging sexual harassment in the workplace.

There appears to be a positive culture in terms of sexual harassment, and the organisation encourages respectful workplace behaviours. The scores, however, are less favourable in terms of the actions the organisation takes to eliminate bullying, harassment, and discrimination; similarly, only two-thirds of the organisations would feel comfortable challenging inappropriate behaviour at work.

Recruitment and promotion

Recruitment and career development are areas in which it appears local government, as a whole, needs to do better. Darebin, specifically, underperforms against already low benchmarks across the four items. Responses from exit surveys reinforce the finding that Darebin needs to improve its career development and learning offerings. Men at Darebin are the most likely to be satisfied with their learning and professional development opportunities.

Data related to this indicator is limited by current systems.

Leave and flexibility

Our workplace gender audit shows that in 2020-2021 financial year 651 staff were on formal flexible work arrangements. This is approximately 50% of the workforce. It is expected these numbers are higher than present due to timing of the Covid-19 Pandemic.

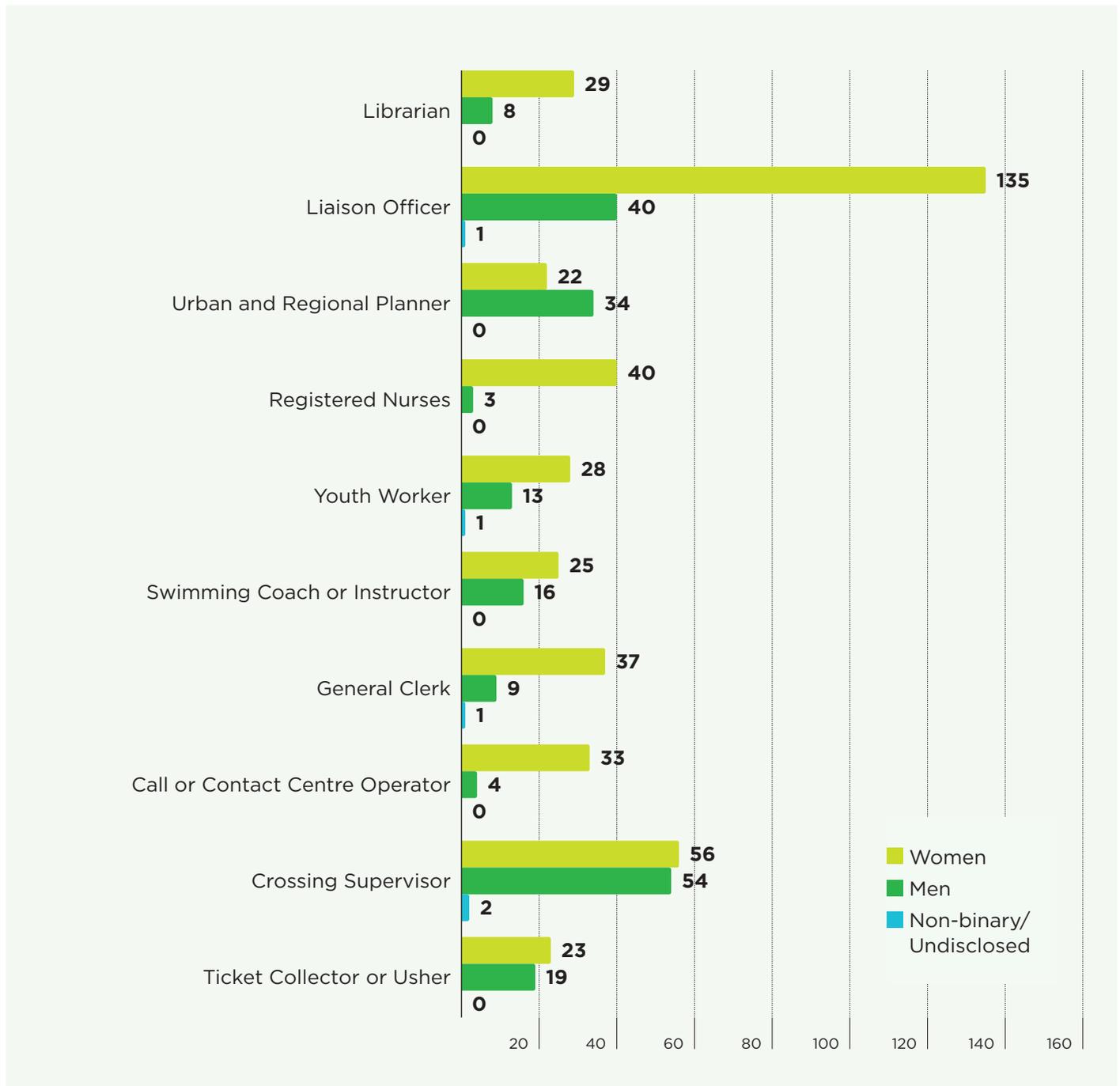
General trends visible in other areas are also present against the leave and flexibility indicators: that is, men tend to respond more favourably than other genders, and non-binary/undisclosed genders are significantly less favourable.

The responses in this section show that the four questions relating to the individual's personal circumstances are also the four most positive scores which may suggest that in general, employees have a more positive experience than what they would expect across the organisation as a whole.

It is possible that Darebin is therefore doing better on these measures than what employees think it is doing, and that the issue is one of perceptions; this supposition should be treated with caution though. Even if the preceding supposition is correct, it is important to note that the cohort including non-binary genders and those that chose not to disclose show poor favourability, even against their personal experiences, and thus there is room for improvement across all measures at Darebin.

Gendered Work Segregation

Below are the ten most populated roles at Council based on total headcount.



Demographic barriers to success

Across each of the six demographic indicators surveyed in the People Matter survey, only two indicators were rated as not being a barrier to success by more than three-quarters of employees: gender and sexual orientation. Interestingly, women had the most favourable view of gender not being a barrier to success at DCC; however, if this indicator is considered from women and non-binary/undisclosed gender cohorts combined, the percentage of favourable responses is reduced to 75%, only one percentage point higher than the response from men.

Respondents generally viewed Darebin as an organisation that supports inclusion and diversity in the workplace; this was largely in line with benchmarked councils. There appears to be a trend where that support is stronger at lower levels of the organisation and is less visible from senior levels of the organisation; interestingly this trend is greater among those that identified as non-binary or chose not to disclose.



Meaningful Consultation & Engagement

The GEAP draws on plans and strategies that have been subject to significant consultation processes including deliberative engagement, community consultation and staff consultation. A full list of these and the consultation methods are listed in Appendix G.

Stage 1

Stage one of engagement was focused on sharing the findings of the Gender Audit, People Matters Survey and other information that provided insight into Gender Equality at Darebin.

This was done with the following groups:

- Workforce Consultative Committee;
- Equity Impact Assessment Committee;
- People and Culture Team;
- Divisional Leadership Forums; and
- Staff drop-in sessions.

Data around participation for all staff groups is included in Appendix G.

Consultation on the development of the GEAP includes:

Stage 2

- Dedicated All of Organisation Microsoft Office Teams channel;
- Engagement drive across the organisation to share the data and encourage feedback and commentary; and
- Dedicated consultation email address.

Stakeholder	Consultation method
Executive Management Team	Briefing and discussion
Equity Impact Assessment Committee	EIA
Management Team	Briefing and discussion
Staff Consultative Committee	Discussion and feedback
People and Culture Team	Discussion and feedback
Health and Safety Representative Forums	Discussion and feedback
Staff drop in sessions	Discussion and feedback
Divisional leadership forums	Discussion and feedback
Australian Services Union	Discussion and feedback

Implementation

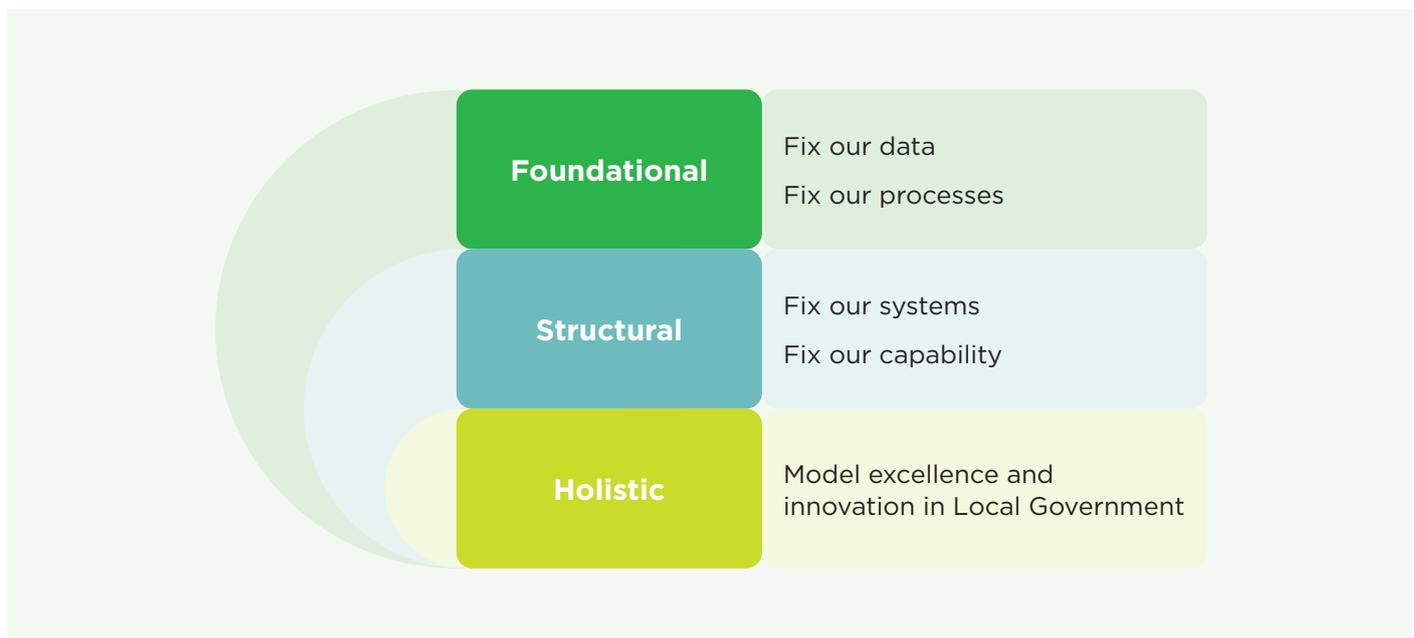
Gender Equality Action Plan Objectives

There are five key tasks that we are required to complete in order to meet the obligations under the Act:

- Our action plan and progress must be based on the results of the workplace gender audit;
- We must develop strategies for achieving workplace gender equality;
- Our progress against our action plan on the impact on gender equality must be reported on publicly;

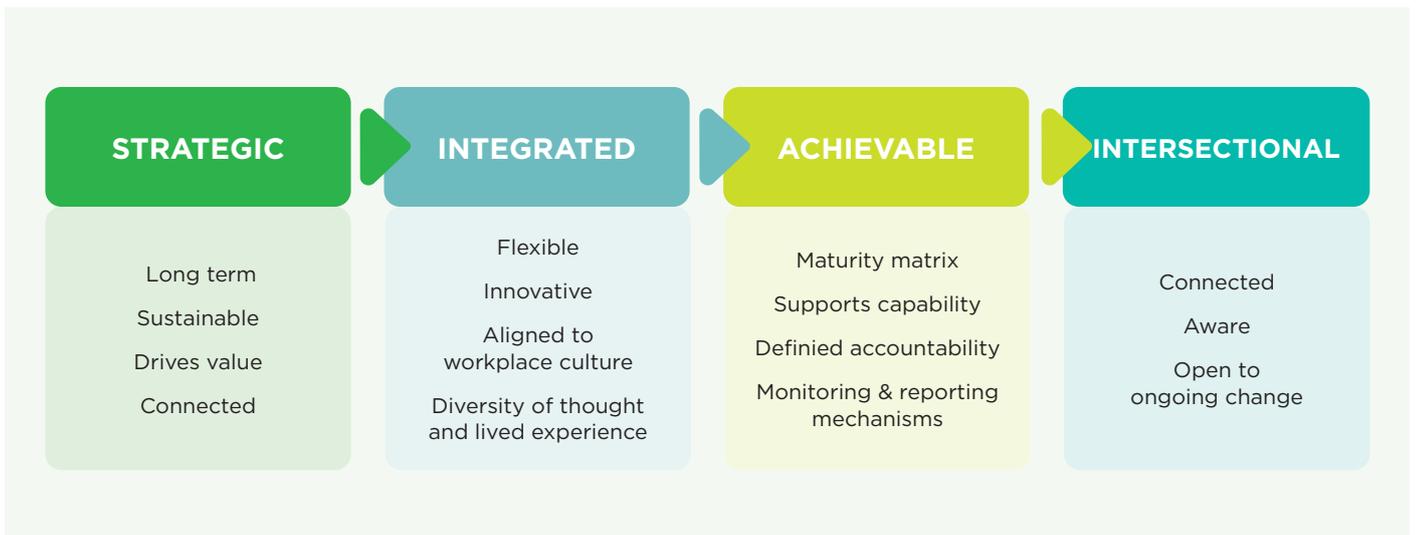
- We are to promote gender equality in policies, programs and services that impact the public; and
- We need to complete gender impact assessments.

From analysing our workplace gender audit, and drawing on the multiple sources of information from the different strategies across council, we have identified three core themes which our actions need to address:

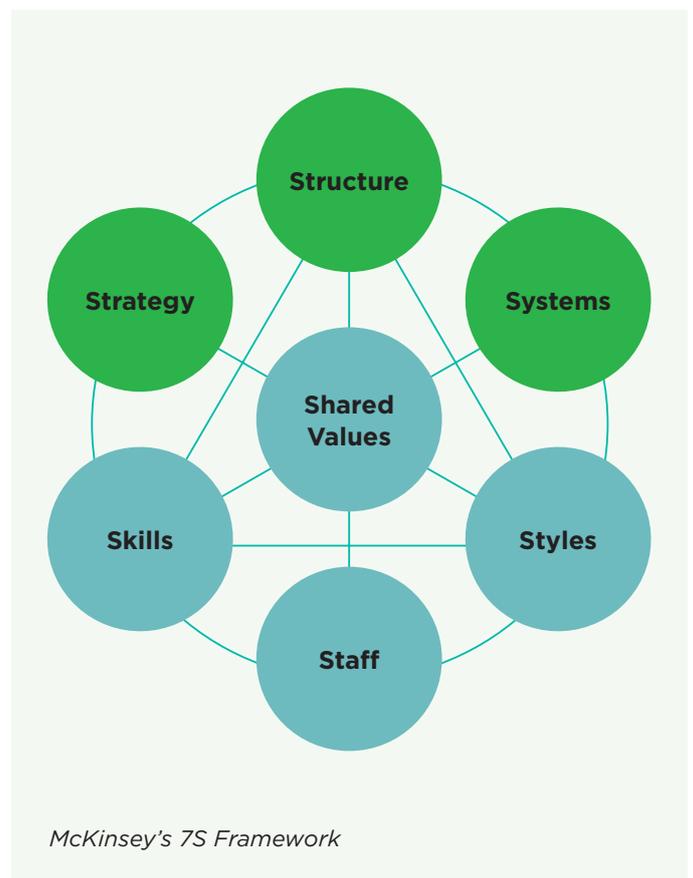


Principles

Our principles guide us to the standard that our actions must adhere to and that our outcomes must achieve.



Our approach to devising actions is to use the seven internal elements of an organization that need to align for it to be successful. By using McKinsey’s 7S Framework⁵ (shown below), we can create a strategic vision that incorporates all elements of focus. These elements are connected and depend on each other. This means that a change in one affects all the others.



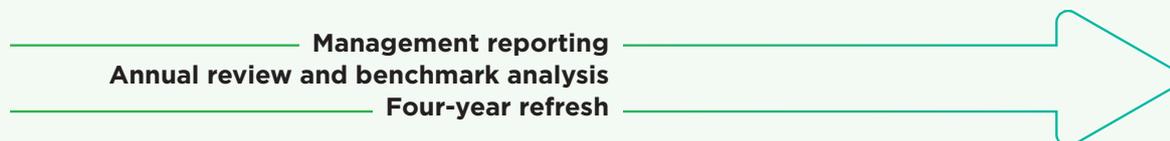
Maturity and the Gender Equality Journey

The implementation of the Gender Equality Action Plan will take place over a period of four years. The strategic trajectory below provides a high-level overview of the steps that Council will take during this implementation and sets expectations over the four years. This takes into consideration the challenges identified in the data gaps section of this plan; our maturity as an organisation; and the impact of Covid-19 on the People and Culture team.

Action to date

- Equity Impact Assessment processes are active and were reviewed in late 2021;
- The Equity Impact Assessment incorporates a Gender Impact Assessment, which is an obligation under the Gender Equality Act (2020);
- Gender Audit processes are active and will be submitted annually; and
- Council reports require specific addressing of Equity Impact Assessments.

Strategic trajectory



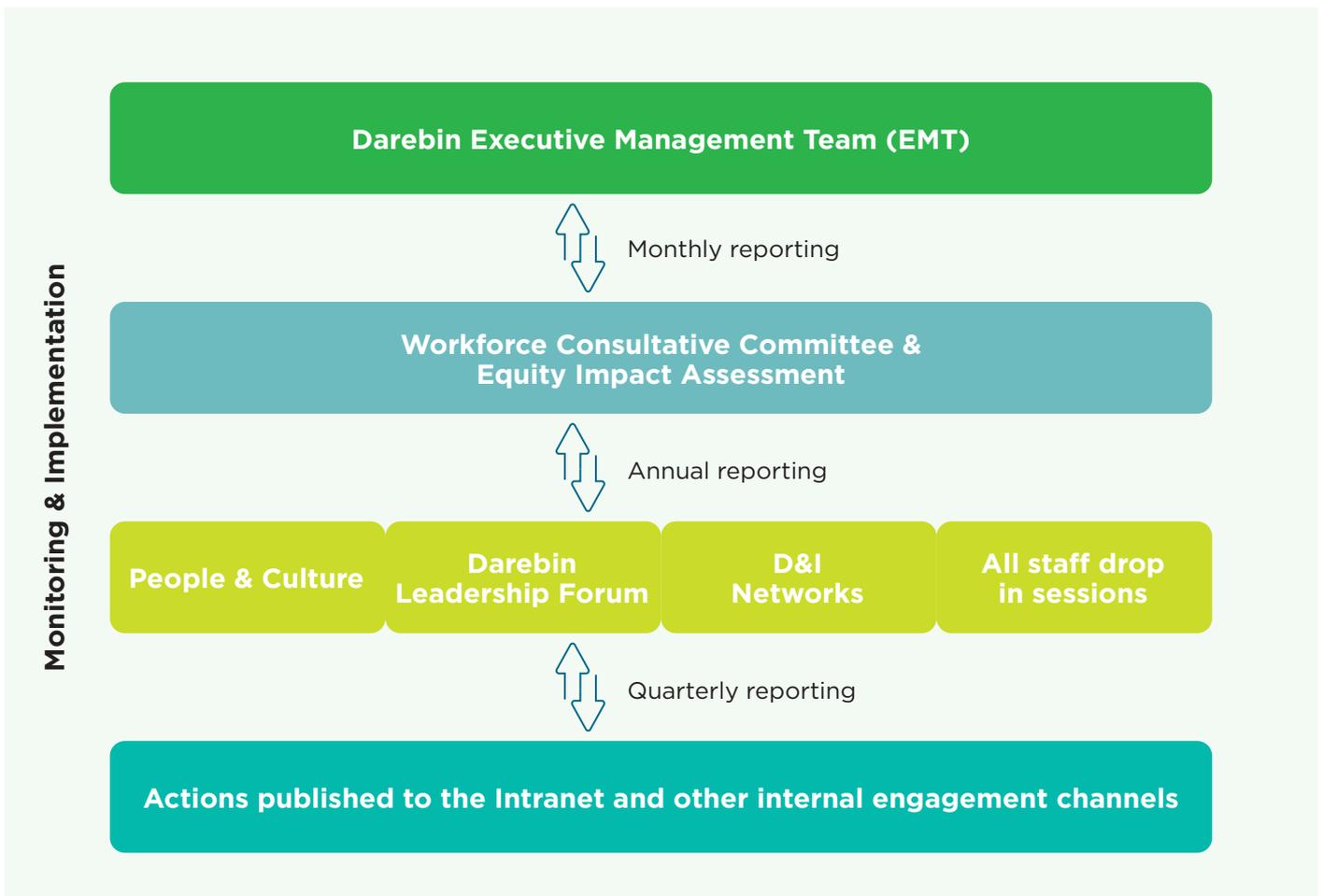
Strategic resourcing and financials

The Workforce Diversity & Inclusion Strategy has been reviewed in line with resourcing. Resourcing for the updated strategy and Gender Equality Action Plan is included in the Darebin Draft Budget 2022-23 for a Workforce Planning and Diversity Lead position.

Monitoring and Evaluation

Actions from this plan will be tracked and reported through PULSE, the organisational corporate reporting system on a quarterly basis.

An annual report against actions will be provided to the Executive Management Team.



As a result of the research and consultation, the action plan below has been created with measurable tasks to guide implementation and monitor activities across the next four years.

The action plan will be managed by People and Culture with responsible officers dedicated to facilitating its implementation. The action plan will be reviewed annually.

Action	Strategy / Link	Foundational	Structural	Holistic	Responsible
1. Effectively resourced people and culture function required to implement major plans and strategies (Including GEAP and WDIS).	Workforce Plan	● Y1			Chief Executive Officer General Manager Governance and Engagement Chief People and Culture Officer
2. Implement a workplace cultural change program with a focus on acceptable workplace behaviours.	GEAP		● Y2		Chief People and Culture Officer
3. Consider Gender equality as a core principle in 2022 EBA negotiations.	GEAP		● Y1		Head of People Operations
4. Review policies with a gender quality and primary prevention lens, including sexual harassment, flexible work, leave entitlements, recruitment and promotion.	GEAP	● Y2			Equity Impact Assessment Committee
5. Create infrastructure to address and respond to sexual harassment, including an e-module and establish anonymised reporting..	GEAP/VAGO	● Y1	● Y2		Coordinator Culture and Capability Equity and Wellbeing Team EMT
6. Include specific information on the GEAP in induction and onboarding of all new employees.	GEAP		● Y1		Coordinator Culture and Capability
7. Develop a role level capability framework that captures leadership accountabilities.	GEAP/WDIS		● Y2		Organisational Culture Lead
8. Deliver recruitment training for all staff who sit on panels, with a focus on understanding bias, representative panels and managing conflict of interest.	Workforce Diversity and Inclusion Strategy		● Y2		Head of People Operations

Action	Strategy / Link	Foundational	Structural	Holistic	Responsible
9. Review and adjust recruitment processes to incorporate diverse candidates and inclusive approaches.	GEAP	● Y1-3			Hiring Managers
10. Develop departmental people performance dashboard including diversity metrics and roll out reporting.	Workforce Diversity and Inclusion Strategy	● Y1			Coordinator Culture and Capability
11. Provide targeted career development programs.	Workforce Diversity and Inclusion Strategy		● Y2-3	● Y4	Coordinator Culture and Capability
12. Consult with employees about the purpose and usefulness of establishing a multi-cultural and multi-faith resource group /peer support group /network.	Workforce Diversity and Inclusion Strategy		● Y2	● Y3-4	Coordinator Culture and Capability
13. Consult with employees about the purpose and usefulness of a disability resource group /peer support group /network and develop necessary infrastructure support.	Workforce Diversity and Inclusion Strategy		● Y2	● Y3-4	Coordinator Culture and Capability
14. Seek Rainbow Tick Accreditation for key services and consult with employees about the purpose and usefulness of establishing an LGBTIQ+ resource group / peer support group /network and integration of the Rainbow Tick.	Workforce Diversity and Inclusion Strategy Council Plan		● Y2	● Y3-4	Coordinator Culture and Capability Equity and Wellbeing Team
15. Consult with employees about the purpose and usefulness of establishing gender equality resource group /peer support group /network or broader diversity and inclusion working group to address intersectionality.	GEAP		● Y2	● Y3-4	Coordinator Culture and Capability
16. Deliver on workplace commitments of the Aboriginal and Torres Strait Islander Employment Action Plan 2021-2023.	Aboriginal and Torres Strait Islander Employment Strategy	● Y1	● Y2-3	● Y4	Coordinator Culture and Capability

Action	Strategy / Link	Foundational	Structural	Holistic	Responsible
17. Develop employee value proposition campaign to attract a broad and diverse workforce and respond to workforce attraction challenge.	Workforce Diversity and Inclusion Strategy	● Y1	● Y2		Coordinator Culture and Capability Head of People Operations
18. Create a space for and facilitate diversity and inclusion discussions related to our programmes and services.	GEAP	● Y1	● Y2-3	● Y4	Coordinator Culture and Capability
19. Raise awareness across the business units of common barriers to building diverse teams and equip people managers with the skills and knowledge to overcome these barriers.	GEAP	● Y2	● Y3	● Y4	Head of People Operations
20. Ensure new performance planning and review (PPR) system in Pulse incorporates diversity and gender equality principles in performance reviews for all staff.	GEAP		● Y2	● Y3	Coordinator Culture and Capability
21. De-identified complaints information reported on quarterly.	Action Plan in response to VAGO Sexual Harassment in Local Government report		● Y1		Coordinator Culture and Capability
22. Complete review of internal complaints procedures, with consideration of how systems may disadvantage complainants.	Action Plan in response to VAGO Sexual Harassment in Local Government report			● Y1-2	Head of People Operations
23. Roll out OHS Policy which has specific references to Code of Conduct, GEAP and references to gendered violence.	Action Plan in response to VAGO Sexual Harassment in Local Government report		● Y1		Coordinator Safety and Wellbeing

Action	Strategy / Link	Foundational	Structural	Holistic	Responsible
24. Introduce standalone sexual harassment training into mandatory training program.	Action Plan in response to VAGO Sexual Harassment in Local Government report		● Y1		Coordinator Culture and Capability
25. Deliver bystander training for leaders, contact officers and the People and Culture Team.	Action Plan in response to VAGO Sexual Harassment in Local Government report	● Y1	● Y1		Coordinator Culture and Capability
26. Establish a baseline for data with integrity of the analysis and safeguarding / data protection; build trust to create a safe environment for the collection – accurate and complete – of data with the necessary safeguarding elements.	Action Plan in response to VAGO Sexual Harassment in Local Government report	● Y1-2			Coordinator Culture and Capability
27. Increase diversity levels across department (including across role level and functional area).	Workforce Diversity and Inclusion Strategy			● Y2	Department managers
28. Reduce unconscious bias in succession planning, increase development opportunities and increase promotion levels across all cohorts.	Workforce Diversity and Inclusion Strategy		● Y2		Department managers
29. Retention of diverse staff is on par with whole of organisation level.	Workforce Diversity and Inclusion Strategy		● Y3		Department managers
30. Flexible work arrangements across department reflect policy and intent.	Workforce Diversity and Inclusion Strategy		● Y2		Department managers
31. Active management of bullying and harassment complaints in line with policy.	GEAP		● Y1	● Y2-4	Department managers

Action	Strategy / Link	Foundational	Structural	Holistic	Responsible
32. Internal promotion of diverse calendar of events for staff; as well as staff stories.	Workforce Diversity and Inclusion Strategy			● Y2-4	Internal Communications Lead Coordinator Culture and Capability
33. Regular gender equality and diversity and inclusion communications internal forums.	GEAP			● Y1	General Manager Governance and Engagement
34. Include Gender Equality in induction and broader training offerings, including training that supports understanding of intersectional factors impacting experiences such as disability and LGBTIQ+.	GEAP and Workforce Diversity and Inclusion Strategy		● Y1-2	● Y3-4	Coordinator Culture and Capability
35. Review of Council's Contact Officer network as a confidential resource for staff.	GEAP and Workforce Diversity and Inclusion Strategy		● Y2		Head of People Operations
36. Review keeping in touch processes and on boarding support for employees on parental and extended leave.	GEAP and Workforce Diversity and Inclusion Strategy	● Y1	● Y2		Head of People Operations
37. All people managers to complete training on how to manage flexible work arrangements.	GEAP and Workforce Diversity and Inclusion Strategy		● Y2		Head of People Operations
38. Coordinate internal and external days of celebration calendar.	GEAP	● Y1			Civic Events Coordinator
39. Run regular training on Council's safety management system with specific inclusion of how to report sexual harassment as an incident and a safety and wellbeing issue.	VAGO		● Y1		Coordinator Safety and Wellbeing
40. Consider setting gender targets through departmental workforce plans.			● Y1		Coordinator Culture and Capability Department managers

Outcome and Impact

What does success look like?

In conjunction with the strategic trajectory and the action plan, the evaluation table below will be used to measure the programme's success.

Stakeholders will be provided with ongoing opportunities to issue feedback to ensure that the framework remains relevant and that we are on track, responding to emerging needs and trends in real time through our actions.

Theme	Indicators	Data Source
Foundational		
Are there dedicated staff implementing and measuring the effectiveness of the GEAP?	Number of employees who adopt flexible work arrangements	Workforce data Headcount of People & Culture team
Are the principles of gender equity embedded in workplace policies?	Management reporting showcasing more complete and accurate data	Workforce Overview Workforce Demographics and organisation structure
Are the P&C data insights proactive, actionable and meaningful?		Diversity and demographics Performance, goals and learning scores Attrition and Retention
Structural		
Are the principles of gender equity embedded in the workplace culture?	Number of women/men employed in Council's Operation and Capital division, men/Community division	Workforce data People & Culture data
Is gender equality addressed in the EA 2022?	Level of gender segregation in the workforce?	Quality of hire Attrition and retention rates
Is the capability framework applied and holding leaders hip to account?	Monthly management reporting	Performance reviews Engagement surveys
Are all staff held to account for delivering on the GEAP?	Composition of succession trees across critical and leadership roles	
Has the capability of our workforce improved?	Tracking against external benchmarks	
Is critical and scarce talent staying within the organisation?		
Holistic		
Are regular diversity & inclusion discussions held and are they effective in capturing input into our programmes and services?	Number of attendees at discussions Qualitative output	Community Engagement and Demographics data Engagement surveys
Are managers better equipped at building diverse teams?	Number of adjustments to current plans based on input and feedback Confidence of managers	Performance review assessments
Are there skilled, confident and dedicated staff to support internal complaints and manage sensitive matters?	Demographics of teams and retention of minority groups	

APPENDIX A: Key findings of the pilot program Local Government Gender Equality Act Pilot Project 2020

- From a local government perspective, it is important to have systems in place to enable the integration and co-ordination of the purposes and requirements of the Gender Equality Act, the Local Government Act and other key local government policy, planning and legislative frameworks;
- It will take time for council and other public sector entities to build the systems and capability to achieve full compliance with the Gender Equality Act and that it is not an expectation that everything will be undertaken at once;
- The Local Government Act and the Gender Equality Act include a number of important reporting requirements which are discrete but inter-related. This is especially the case for undertaking Gender Impact Assessments, Workplace Gender Audits, Gender Equality Action Plans, Workforce Plans, and other key plans;
- Attention should be given to mapping and aligning local government reporting processes and timeframes to maximise integration and avoid inefficient duplication. This includes exploring how the existing Local Government Reporting Framework could be used to achieve such alignment;
- Attention should also be given to aligning terminology and the data categories required for reporting for the Gender Equality Act and other legislation relevant to local government
- Councils are very well placed to design and implement place-based, integrated action to progress gender equality in the community across a very broad range of local programs and services and in diverse community settings. They have a unique capacity to consider and influence the social, economic and environmental factors which in turn impact on gender inequality;
- With ongoing support from the State Government, councils can continue to develop and implement innovative, proactive gender equality action at the local community level, informed by community engagement and a strengthened ability to undertake GIAs;
- The importance of tailored support systems to build local government capacity and capability; and
- There is an opportunity to facilitate practical partnerships within the local government sector to develop the skills, information resources, data systems, policies, research and good practice initiatives required to achieve the objectives of the Gender Equality Act.

APPENDIX B: Sexual Harassment in Local Government Recommendations

This audit report provided recommendations to all Victorian local councils.

Recommendation	Recommendation
<p>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</p>	<p>6 Introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it:</p> <ul style="list-style-type: none"> • 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 (see Section 3.2)
<p>2 Collect information about the prevalence and nature of sexual harassment at least once every two years by:</p> <ul style="list-style-type: none"> • conducting workplace surveys • reviewing complaints information 	<p>7 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</p>
<p>3 Address the risk of sexual harassment by members of the public by:</p> <ul style="list-style-type: none"> • 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 	<p>8 Encourage reporting of inappropriate behaviour by:</p> <ul style="list-style-type: none"> • promoting formal and informal complaint channels • allowing for anonymous
<p>4 Coordinate discussions with relevant state government authorities, local government peak bodies and councils about the development of a regular data collection methodology to measure the sector-wide prevalence and nature of sexual harassment</p>	<p>9 Improve record keeping of sexual harassment complaints by:</p> <ul style="list-style-type: none"> • 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
<p>5 Introduce a standalone sexual harassment policy that:</p> <ul style="list-style-type: none"> • aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment - Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace • 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 	<p>10 Review complaint procedures to ensure they include:</p> <ul style="list-style-type: none"> • a requirement to inform the complainant of the outcome of the complaint • guidance on how investigators can support reluctant complainants
	<p>11 Ensure councillors receive training on sexual harassment at least twice per council term</p>
	<p>12 Ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including:</p> <ul style="list-style-type: none"> • the council's employee assistance program • Councillor Code of Conduct dispute resolution processes • external complaint bodies

APPENDIX C: Council plan actions

1-38	Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach
1-39	Implement our responsibilities under the Gender Equality Act 2020
1-40	Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety Initiatives
1-41	Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives
1-42	Continue to support regional work to promote women's sexual and reproductive health, and advocate for a dedicated sexual and reproductive health service in the Northern region

APPENDIX D: Intersectionality

Efforts to improve gender equity and prevent violence against women cannot be considered in isolation from other factors which reinforce disadvantage and discrimination against women. An intersectional approach identifies and transforms systems of power and privilege that negatively shape individual outcomes. It reflects on and addresses power dynamics, and centres “marginalised experiences, voices and leadership, wherever possible” (Chen, 2017).

Intersectionality considers how multiple forms of oppression can overlap and interrelate to contribute to a person’s experience of discrimination (Crenshaw, 1989). Intersectionality acknowledges that people can experience compounding impacts of discrimination and poverty, power and

privilege or both. Central to an intersectional approach is the recognition that inequalities are not the consequence of a single factor or experience but an “outcome of different social locations, power relations and experiences” (Hankivsky, 2014). These include gender, aboriginality, race, age, class, socioeconomic status, physical or mental ability, gender or sexual identity, religion and ethnicity.

The Gender Equity and Preventing Violence Against Women Action Plan 2019-2023 acknowledges that the groups specified below are not exhaustive and do not capture the breadth of experiences and nuanced discrimination that women experience. They are some of the communities who experience additional forms of discrimination in our society particularly relevant to Darebin.

Aboriginal and Torres Strait Islander women

Aboriginal and Torres Strait Islander women experience multiple and intersecting forms of discrimination based on structural violence and entrenched practices of discrimination in our society.

Vital to our understanding of family violence in Aboriginal and Torres Strait Islander communities is the recognition that family violence is not a traditional aspect of the Aboriginal and Torres Strait Islander community. It occurs in the historical context of the dispossession, discrimination and attempted destruction of Aboriginal culture, as a result of the ongoing impacts of colonisation.

The devastating impacts of colonisation on Aboriginal and Torres Strait Islander people, their culture and their communities is ongoing in Australia. In addition to the institutional racism and structural violence, Aboriginal and Torres Strait Islander women are impacted by the gendered inequalities that persist in Australian society.

The result of the compounding effects of these disparities in the workforce, schools, government and society mean that Aboriginal and Torres Strait Islander women experience greater economic, employment and social disadvantage than their non-Aboriginal and Torres Strait Islander counterparts (ABS, 2011), including much higher rates of incarceration (Walters, A., Longhurst, S., 2017).

Growing inequality further risks marginalising Aboriginal women by making it more difficult to access health, housing and employment.

Aboriginal and Torres Strait Islander women are disproportionately impacted by family violence. Aboriginal and Torres Strait Islander women are 3.1 times more likely to experience violence than non-Indigenous women and are 32 times more likely to be hospitalised as a result of family violence related assaults (Our Watch, 2018).

<p>Women with disabilities</p>	<p>Women with disabilities experience a unique and heightened form of discrimination and marginalisation as a result of the compounding impacts of gender inequality and ableism, as well as intersecting forms of racism and classism. It is important to acknowledge that women with disabilities represent a diverse group which may experience sensory, physical, cognitive impairments and/or mental health conditions. The discrimination encountered by women with disabilities occurs on several levels and takes on multiple forms, limiting their ability to participate in facets of social, cultural, economic and political life. Women with disabilities experience significant disadvantage compared to men with disabilities and women without disabilities across a number of key metrics; including economic security, housing, healthcare, education and employment (WWDA, 2009).</p> <p>Patterns of exclusion and disability-based discrimination combined with social isolation increase the risk of violence against women with disabilities. Women and girls with disabilities are twice as likely as women and girls without disabilities to experience violence throughout their lives, and over one-third of women with disabilities will experience some form of intimate partner violence (WWDA, 2013). Moreover, they experience significant limitations in accessing services and justice in response to their experiences of violence, (Healy, 2013) including environmental and attitudinal barriers.</p>
<p>Newly arrived, immigrant and refugee women</p>	<p>In addition to gender-based discrimination, newly arrived, immigrant and refugee women experience discrimination, including disrespectful attitudes towards and stereotypical categorising of different ethnic backgrounds, races, religions and languages. Entrenched racial inequalities mean that women of Culturally and Linguistically Diverse (CALD) backgrounds in Australia experience structural disadvantage and face multiple barriers to information and participation in the workforce, in education, in housing and in healthcare and are underrepresented in media and politics.</p> <p>CALD women from refugee and migrant backgrounds are made more vulnerable to the risk of experiencing gendered violence through the exploitation of isolating circumstances, – whether social, geographical and/or disconnection from family / community – immigration status, communication barriers, social and economic disadvantage, and other personal circumstances (Vaughan, et al., 2016). Women in these communities are less likely to report violence, experience more barriers to accessing support services and are less likely to leave a family violence situation (DSS, 2016). The complexity of leaving is driven by factors such as a potential loss of connection to women’s communities, their children and extended family, as well as financial instability (Vaughan, et al., 2016). Newly arrived and refugee women are particularly vulnerable to family violence due to the uncertainty of residency status and fear of deportation, combined with a lack of local social / familial networks and limited access to relevant community support services.</p>
<p>LGBTIQ+ women</p>	<p>Members of the lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) community experience discrimination, harassment and violence in their private, social and work lives.</p> <p>The discrimination and prejudices that people in the LGBTIQ+ community encounter is largely rooted in harmful gender stereotypes and discrimination of those who are perceived as not conforming to traditional gender norms and heteronormative ideals. Challenging these stereotypes and norms by dismantling patriarchal power structures is central to ending all forms of gendered violence. We acknowledge that language is rapidly evolving in this space and terminology at times contested. We will monitor sector-endorsed language to guide future updates or iterations of this Action Plan. This plan recognises that supporting LGBTIQ+ people and women’s equity is mutually beneficial.</p> <p>The extent of intimate partner violence in the LGBTIQ+ community is largely underexplored. Evidence suggests that members of the LGBTIQ+ community experience family violence at similar rates as those who identify as cis-gender and heterosexual. The heteronormative framing of family violence, compounded with the binary categorisation of gender and sex, has led to invisibility of the LGBTIQ+ people in mainstream discourse around family violence and in policy responses. Consequently, women of diverse gender and sexual identities often encounter difficulties accessing services (State of Victoria et al., 2017).</p>

APPENDIX E: Diversity and Inclusion Discussion Paper Findings

- Analysis of Council demographics and comparison with local community demographics;
- Analysis of Council plans, including the Aboriginal and Torres Strait Islander people Employment Strategy and Action Plan, 2017 – 2027; Access and Inclusion Plan 2015-2020; Gender Equity and Preventing Violence Against Women Action Plan, 2019 – 2023;
- Review of survey results on levels of inclusion and engagement reported by different demographic groups, including by gender, CALD, LGBTIQ+, people with disability and Aboriginal and Torres Strait Islander employees;
- Local and global research on best practices in diversity, inclusion and flexibility;
- Interviews with a range of Council employees, including specialists from the Equity and Wellbeing team, People and Culture team, and senior managers; and
- A Diversity Taskforce of almost 20 staff from very wide and varied backgrounds and at all levels from right across the organisation were consulted to help develop and shape the direction of the strategy.

The review found there is an immediate opportunity to lift leader capability to create more inclusive team cultures across each of the four Council divisions and to update recruitment and flexibility policies to reduce the potential for unconscious bias and structural/systemic discrimination; as well as attract applicants from diverse backgrounds to Council roles. Encouraging diverse thinking teams was another opportunity identified.

When viewing the type of maturity pathway that organisations follow to reach best practice, the review found Darebin Council is at a common transition point, moving from a programmatic stage to a leader-led stage. This is the stage when talent systems are re-set and leaders are held accountable for actions and outcomes, as shown in the diversity and inclusion maturity model.

Appendix F: Current achievements against Workforce Diversity and Inclusion Strategy

Accountability

- Include a strong focus on unconscious bias and human rights in leadership education and that of critical functions
- Elevate the organisation's commitment to diversity and inclusion through several recommended changes to policy

Talent & Capability

- Actively promote secondments and cross-rotational opportunities to help reduce occupational segregation
- Embed Inclusive Leadership into the evolving Capability Framework and leadership curriculum with focus on diversity of thinking approaches and psychological and cultural safety
- On an ongoing basis, educate hiring managers on unconscious bias and human rights; and proactive ways to increase the diversity of applicants in the hiring and promotion pipeline
- Targeted education – Diversity and Inclusion, Aboriginal and Torres Strait Islander Cultural competency and Islamic Awareness
- Set targets for hiring for under-represented groups including Gender, Age, CALD, Aboriginal and Torres Strait Islander people, LGBTIQ+ and People with disability.
- Ensure all positions advertised with overt statement about diversity and inclusion and promotion of flexible work practices

Flexibility First

- Move to a 'reason-neutral' approach to flexibility requests
- Provide leaders with education on managing flexible teams
- Promote flexible working practices to existing and prospective employees
- Develop and implement a Reasonable Adjustments policy
- Include a reference to support for flexible working in manager performance reviews

Amplify Employee Voices

- Support development of a First Nations Staff Network
- Deliver drop-in sessions as a regular change management and direct employee engagement tool
- Develop a teams channel for major consultation

Appendix G: Consultation on strategies and plans forming the GEAP

Strategy or Plan	Consultation Summary
Council Plan	<ul style="list-style-type: none"> Deliberative engagement Community consultation Staff consultation Councillor consultation
Workforce Plan	<ul style="list-style-type: none"> Staff consultation Workforce Consultative Committee Executive Management Team Leadership Forum People and Culture
Workforce Diversity and Inclusion Strategy	<ul style="list-style-type: none"> Staff consultation Workforce Consultative Committee Executive Management Team Leadership Forum People and Culture Workforce Diversity and Inclusion Taskforce
Towards Equality Framework	<ul style="list-style-type: none"> Staff consultation Workforce Consultative Committee Executive Management Team Leadership Forum People and Culture Workforce Diversity and Inclusion Taskforce Council consultation
Gender Equity and Preventing Violence Against Women Action Plan 2019 – 2023	<ul style="list-style-type: none"> Staff consultation Workforce Consultative Committee Executive Management Team Leadership Forum People and Culture Workforce Diversity and Inclusion Taskforce Council Consultation Darebin Gender Equity Advisory Committee

Appendix H: Gender Audit specific tables

Gender audit for 2020-2021 financial year against the ANZSCO codes:

Group	Women	Men	Self-described gender
Manager	29	26	0
Professional	332	174	1
Technicians and trades workers	7	39	0
Community and personal service workers	139	66	1
Clerical and administrative workers	138	48	1
Sales workers	2	2	0
Machinery operators and drivers	3	29	0
Labourers	102	133	3

Pay Equity analysis

Classification by reporting level to CEO/head of business	Employee Level (your organisation's terminology)	Employment basis	Median Annualised base salary		Median Total remuneration		Mean Annualised base salary		Mean Total remuneration	
			Pay gap as %		Pay gap as %		Pay gap as %		Pay gap as %	
			W	S	W	S	W	S	W	S
		ALL	0.0%	9.1%	0.0%	9.1%	-1.1%	15.6%	-0.9%	16.0%
		Full-time permanent/ongoing	-14.2%		-13.7%		-9.0%		-8.7%	
		Full-time contract (fixed-term)	7.0%	13.0%	7.0%	13.0%	4.9%	10.3%	4.9%	10.3%
		Part-time permanent/ongoing	-11.7%	1.5%	-11.9%	1.5%	-19.1%	8.5%	-19.4%	8.5%
		Part-time contract (fixed-term)	0.0%		0.0%		-2.7%		-2.7%	
		Casual	-1.3%	-9.1%	-1.2%	-9.0%	-2.5%	-2.0%	-2.5%	-1.9%
0	CEO									
-1	General Manager		0.0%		3.8%		-0.6%		3.2%	
-2	Depart. Manager		-4.7%		0.0%		-4.1%		0.5%	
-3	Coordinator		0.0%		-1.7%		1.2%		2.0%	
-4	Team Leader		-3.0%		-3.0%		-0.8%		-0.9%	
-5	Staff		-0.8%	2.7%	-0.2%	3.3%	-2.6%	8.8%	-2.7%	8.9%

Addendum

References

- 1) Benchmarked data is presented for all respondents and does not reflect any filters that may be applied.
- 2) LOCAL GOVERNMENT GENDER EQUALITY ACT PILOT PROJECT 2020 OVERVIEW OF SOME KEY STRATEGIC ISSUES For The Municipal Association of Victoria By Consultants Kerry Stubbings and Meg Montague
<https://www.genderequalitycommission.vic.gov.au/advice-local-government>
- 3) <https://www.audit.vic.gov.au/report/sexual-harassment-local-government?section=33709--2-prevalence-of-sexual-harassment&show-sections=1#33709--2-prevalence-of-sexual-harassment>
- 4) <https://www.darebin.vic.gov.au/-/media/Council/Files/Services-and-business/Multicultural-services-and-diversity/Diversity/Our-commitment-to-equality/GenderEquityandPreventingViolenceAgainstWomenActionPlan20192023pdf.ashx>
- 5) McKinsey 7-S Framework

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