

Gender Equality Progress Report 2023



Acknowledgement of Traditional Owners

We recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

Contents

Acknowledgement of Traditional Owners	2
<hr/>	
Introduction	4
<hr/>	
Gender impact assessments	6
Table 1 – Gender impact assessments progress	
<hr/>	
Strategies and measures	8
Table 2 – Strategies and measures	
<hr/>	
Workplace Gender Equality Indicators	15
Table 3 – Workplace gender equality indicators progress	
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Introduction

This report provides an update on City of Whittlesea's Gender Equality Action Plan 2021 to 2025 for the period of 1 July 2021 to 30 June 2023. We outline our ongoing commitment in pursuit of improved gender equality outcomes for our staff, as well as the importance of inclusive practices and the value of a diverse workforce that truly reflects our community.

Monitoring, measuring, and reporting on progress is important to evaluate the success of our Gender Equality Action Plan (GEAP) and gender impact assessments (GIA). This will help us understand how our actions are achieving positive change towards workplace gender equality, and in promoting gender equality in our policies, programs, and services.

The Gender Equality Act 2020 (the Act) requires defined entities to submit a progress report to the Public Sector Gender Equality Commissioner (the Commissioner) every second year after submitting a GEAP.

Progress reports must address the following elements:

- Gender impact assessments: report on the policies, programs and services that were subject to a GIA and the outcomes of those GIAs
- Gender Equality Action Plan: report our progress in relation to the strategies and measures listed in our GEAP
- workplace gender equality indicators: demonstrate our progress in relation to the workplace gender equality indicators.

In addition, the Commission has developed guidance to help defined entities assess and report on their progress in relation to the gender equality indicators. This is referred to as a 'progress audit' and involves:

- collecting workforce and employee experience data in 2023
- comparing this information to the workplace gender audit data collected in 2021
- providing the results to the Commissioner along with progress reports.

The progress audit enables us to demonstrate progress on the indicators for the Commissioner to determine whether we have made reasonable and material progress. The results of the Progress Audit are not included in this report but can be accessed directly via the Commission for Gender Equality in the Public Sector (CGEPS) insights portal.



Gender Impact Assessments

Gender impact assessments are designed to help organisations think critically about how policies, programs and services will meet the different needs of women, men, and gender diverse people.

The purpose of gender impact assessments is to create better and fairer outcomes, and make sure all people have equal access to opportunities and resources.

The Gender Equality Act 2020 requires organisations to conduct a GIA when developing or reviewing any policy, program, or service that has a direct and significant impact on the public. As part of our progress report, we were required to identify each policy, program or service that was subject to a GIA from 1 July 2021 to 30 June 2023.



Gender impact assessments

TABLE 1 – GENDER IMPACT ASSESSMENTS PROGRESS

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken
What is the title of the policy, program or service that was the subject of the GIA?	Was the subject of the GIA a policy, program or service?	Provide a description of the policy, program or service subject to the GIA.	Was the policy, program or service new, or up for review?	Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA?	Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality.
Destination plan	Policy	The City of Whittlesea Destination Plan 2022-2026 sets the scene for how the City of Whittlesea can provide a unified and coordinated approach to the planning and management of the City as a destination.	For review	Yes	Explore Whittlesea (tourism page) website will be reviewed to ensure diversity within images as part of future website updates.
The Thomastown and Lalor Place Framework	Policy	The Thomastown and Lalor Place Framework outlines an overall vision for the area and the key projects that will be required to achieve that vision, while taking into account the unique qualities of these two suburbs.	New	Yes	As a result of the GIA the framework has a strong intersectional equity lens, including a gender lens highlighting the need for equity in the way spaces are designed and managed as well as considering safety with a gender lens. It includes goals of making the suburbs accessible and inclusive through appropriate signage and cultural references.
Strong Local Economy Strategy	Policy	The Strong Local Economy Strategy outlines City of Whittlesea’s contribution toward building a prosperous and inclusive economy for all.	New	Yes	Data regarding gender inequality (gender pay gap and employment status) was included in the strategy. Priority groups were identified, including women, and development of an Economic Participation Plan was listed as an action which has a strong gendered intersectional focus. This plan (now adopted) targets local economic participation of Aboriginal and Torres Strait Islanders, Culturally and Linguistically diverse people, people with disability, women and young people by actively representing the community within the organisation and facilitating relevant participation and employment
Sustainable Environment Strategy	Policy	The Sustainable Environment Strategy 2022-2032 outlines Council’s overall strategic direction across six areas related to environmental sustainability: biodiversity, city forest (greening), climate change, Green Wedge, waste and recycling and water.	New	Yes	As a result of the GIA, the strategy includes a strong statement regarding equity: Ensure support for climate action is inclusive and equitable, and empowers the communities most affected by climate change impacts. It also includes a priority regarding canopy justice: This priority aims to continue to identify and address tree canopy inequalities throughout the municipality to maximise community health benefits. Projects include the development and integration of equity measures for planting programs, maximising the health co-benefits of the Greening Whittlesea Strategy, the creation of cool routes and cool public spaces, and targeted consultation and engagement with groups identified as being at higher risk to the impacts of the Urban Heat Island Effect. This includes socially and financially disadvantaged community members and carers. The 2022-2024 Action Plan includes the following action: Develop a comprehensive Ten-Year Planting Program which addresses the recommendations from the equity focused health impact assessment.

Strategies and measures

In our Gender Equality Action Plan, we were required to list a range of strategies and measures which relate to the gender equality indicators.

The primary focus of the strategies and measures in our GEAP is to promote gender equality in our workplace, focusing on the people who are part of our workforce. We were required to document our strategies and measures for 2021-2025 based on the results of our audit. Our aim is to build a culture that embeds diversity and inclusion into our everyday practises.



Indicators key

1 Gender composition of all levels of the workplace.	2 Gender composition of governing bodies.	3 Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.	4 Sexual harassment in the workplace.	5 Recruitment and promotion practices in the workplace.	6 Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> • family violence leave • flexible working arrangements • working arrangement supporting employees with family or caring responsibilities. 	7 Gendered segregation within the workplace.
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Strategies and measures

TABLE 2.1 – STRATEGIES AND MEASURES

Required	Required	Required
Strategies and measures	Status	Status description
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p>
<p>Develop a mentorship approach for key talent identified through succession planning, ensuring at least 50% of mentors are women.</p>	Not started	This is a 24/25 action
<p>Review recruitment training content to ensure effective coverage of gender equality, diversity and inclusion matters, including unconscious bias.</p>	Ongoing	A review of our recruitment training content was undertaken to ensure coverage of gender equality, diversity and inclusion matters, including unconscious bias. All staff who recruit, must attend the face to face training session and complete our online unconscious bias training. This training takes place quarterly to ensure all new staff who will be recruiting are across the content. The content is regularly reviewed and revised to ensure diversity and inclusion and specifically gender equality is covered, relevant and up to date. Since implementing the training program, the recruitment practises have become more consistent and have been delivered to a higher standard, ensuring a fair and consistent recruitment process across the organisation. The unconscious bias online training has raised leaders' awareness with regards to recruitment and promotion in the workplace. We are committed to more improvement in this space and ongoing reviews.
<p>Establish recruitment metrics and an associated reporting process to ensure that gender balance is considered and monitored.</p>	Not started	This is a 24/25 action

Strategies and measures	Status	Status description
Provide Department Managers with gender composition data for their workforce by 30 June 2022, and at least annually thereafter, to inform the identification of targeted actions.	Ongoing	Our new Power BI App was completed in November 2023. Each directorate has a 'HR Analytics' report showing gender composition data. Security settings have been deployed so that only Department Managers have access to their own department. Managers can quickly see and manage: active staff by gender, newly hired staff (by FY) by gender and EFT by gender. Directors can see their entire Directorate and CEO and key HR staff have an entire organisation view. The organisation implemented a Remuneration Committee consisting of senior leaders to review any remuneration related changes across the organisation, assisted by the Power BI reports, to address any gender pay gap issues on a regular basis.
Ensure Councillors complete effective gender equality, diversity, inclusion and sexual harassment training as part of their induction program.	In progress	Training is being scheduled as part of the mandatory Councillor induction program post the 2024 local elections. In addition, on 5 September 2022 we had an external provider from the Victorian Equal Opportunity & Human Rights Commission run a Gender Equality, Diversity, Inclusion and Sexual Harassment training session for our Administrators and Executive Leadership team. Administrators are aware of their obligations
Apply a gender and diversity lens to the development and implementation of the Community Leadership Program, a capacity building program which includes a focus on civic leadership.	In progress	City of Whittlesea has run 3 Community Leadership Programs in 2023. In order to make it accessible for all genders and taking into account most child-rearing responsibilities sit with women, child-minding was offered and used by a number of women (and one father). Also offered was the choice between after hours and intensive Saturday programs, to suit most family and work responsibilities. Of the 99 participants over the 4 programs, 67 were female, 2 non-binary and 30 male. As a result, there has been an increase in local people driving local change initiatives with and for community. The Community Leadership Program will resume in 2025. To ensure the program retains a strong gender equity representation we will seek and apply continual improvements.
Reduce the mean base salary gender pay gap at the Unit Manager level to less than 4% by October 2025.	Ongoing	In 2021, our mean (average) base salary pay gap for Unit Managers was 6.51% in favour of men. In 2023, our mean (average) base salary pay gap for Unit Managers was 5.8% in favour of men. We are heading in the right direction and are closing the gender pay gap at City of Whittlesea. We are working towards reducing the mean base salary gender pay gap at the Unit Manager level to less than 4% by October 2025.
Include gender pay equity considerations in recruitment training, advice, and resources for leaders.	Ongoing	A Remuneration Committee has been created to focus on gender related pay issues, including the consideration of pay equity in recruitment decisions. As part of our recruitment training review, information that highlights pay equity is to be included. There has been an improvement of the gender pay gap at some levels within the organisation. At the director level we have seen an increase from 2.7% in favour of men in 2021 to 17.6% in favour of women in 2023. At the manager level we have also seen an increase from 0.3% in favour of men in 2021 to 5.9% in favour of women in 2023. At the unit manager level, we were 9.4% in favour of men in 2021 and 6.8% in favour of men in 2023. At the staff level we were previously 1.9% in favour of women in 2021 and are now 1.6% in favour of women in 2023.
Conduct an annual gender-based pay audit.	Ongoing	The annual gender-based pay audit is also a requirement under Councils Enterprise Agreement. The audit was completed and has been a useful tool in determining the status of the organisation with respect to gender-based pay. A Remuneration Committee has been established at Council (meeting quarterly and liaising via email when needed, to monitor and maintain momentum) to review salaries across the organisation with a particular gender lens.
Review sexual harassment policies and processes (Code of Conduct and Staff Complaints Policy), ensuring that a range of safe reporting and support options are available, and that associated information and resources are easily accessible.	In progress	<p>Council's Code of Conduct and Staff Complaints Policy was reviewed in 2023, paying particular attention to the range of reporting and support options available.</p> <p>The Staff Complaints Policy was endorsed by ELT in December 2023. These policies are accessible to staff and were communicated via email and Staff Matters (our internal newsletter sent to all staff). We also communicated the Code of Conduct Policy during our All Staff Forum, as well as handing out copies for all that attended. Moving forward, a roll out of this policy along with a specific training and education program, will be implemented.</p> <p>The launch of our new Incident Management System included the option for a confidential report on sexual harassment to be raised. This report went to several identified recipients who could follow up confidentially with the individual and provide a supportive environment, as well as ensure action was taken.</p>

Strategies and measures	Status	Status description
Review organisational sexual harassment training and education programs for leaders and staff, ensuring the content is tailored to the City of Whittlesea policy and process and covers bystander responsibilities and intersectional insights.	Not started	This is a 24/25 action
Increase the number of Peer Support Officers and improve the diversity profile of this network.	Complete	A recruitment drive for the Peer Support Officers was initiated to improve the diversity profile of this network, including a range of representatives from different priority groups, work sites, gender and language to ensure diversity. The recruitment process involved development of a comprehensive position description and interview with a psychologist from our EAP provider. We have recruited an additional 12 Peer Support Officers (4 males and 8 females) from different departments across Council. 3 peer support officers come from different cultural backgrounds (with English being the second language for 3). In total we have 20 Peer Support Officers.
Ensure Peer Support Officers receive effective sexual harassment training.	Ongoing	All Peer Support Officers received three days of training, which included a section on sexual harassment. This training is offered as a refresher on an bi-annual basis. Peer Support Officers are aware of our policies with regards to Sexual Harassment. They know how to, and feel confident to, respond to and support staff who may be experiencing sexual harassment.
Develop an Inclusive Recruitment Plan, including the establishment of gender and diversity recruitment metrics and associated reporting processes, the exploration of blind recruitment process options, and the development of guidelines for identifying roles for targeted groups.	In progress	A review was completed of current available metrics, reporting ability and systems capability. Any metrics and reporting gaps will be addressed when selecting a new recruitment system. Blind recruitment will be considered as part of the research for the new recruitment system.
Review recruitment processes and systems to ensure gender equality principles are embedded and insights are addressed.	In progress	The recruitment process has been mapped, systems have been reviewed and gaps have been identified for change.
Review practices surrounding the allocation of higher duties opportunities as part of the development of a succession planning framework.	In progress	In preparation for the Gender Equality audit our HRIS was updated to ensure we collected data on the demographics of employees who took on higher duties opportunities. This will inform the development of our succession planning framework.
Seek to embed Gender Equality Action Plan insights and focus areas, and broader diversity and inclusion objectives, during the next Enterprise Agreement review.	Complete	The Enterprise Agreement negotiations as at 30 June 2023 are underway. The Enterprise Agreement is being supported by the organisation. Council has a proposed Pay Equity clause in its Enterprise Agreement outlining its commitment to gender based pay audit and the principles of pay equity. Also proposed are increased entitlements to parental leave and equity in this space. Throughout negotiations, the Enterprise Agreement Strategic Development Team continues to review communications to ensure the language is diverse and inclusive. The overall objectives of the Enterprise Agreements review is to assist Council in becoming an employer of choice and establishing a culture of diversity and inclusion.

Strategies and measures	Status	Status description
<p>Review the Flexible Working Policy and supporting information and resources to enhance gender equality outcomes, including embedding reason-neutral language.</p>	<p>Complete</p>	<p>The Flexible Working Policy has been reviewed and endorsed by ELT. This policy is available to all staff. In addition, Council also revamped its Flexible Working clause in its Enterprise Agreement which enhances gender equality outcomes and includes reason-neutral language.</p>
<p>Develop a flexible work communication and promotion plan, focusing on promoting a variety of flexible working arrangements using varied stories and examples.</p>	<p>In progress</p>	<p>Council has, at various times, communicated success in its different flexible working arrangements across the organisation. It is promoted to the organisation via All Staff emails and forums, intranet newsletter, as well as potential job seekers through job advertisements.</p> <p>Flexible work promotion and potential stories we can share will form a pillar of our Employee Value Proposition Communications Plan which will be launched in early 2024. This will expand our promotion to sharing stories through video and other mediums on our external website.</p>
<p>Review the wording contained in job advertisements regarding flexible work practices, as a part of the development of an Inclusive Recruitment Plan and in alignment with our Employee Value Proposition.</p>	<p>In progress</p>	<p>The wording contained in our job advertisement template has been updated to incorporate flexible work practices. A further review will occur once the Employee Value Proposition project has been completed in January 2024, with new templates created. The inclusive recruitment plan is due for delivery in June 2024.</p>
<p>Improve the quality and availability of information and resources regarding Family Violence Leave.</p>	<p>Not started</p>	<p>This is a 24/25 action</p>
<p>Establish a benchmark result for the Employee Engagement survey item 'we are genuinely supported if we choose to make use of flexible working arrangements' and track results annually.</p>	<p>Ongoing</p>	<p>We have established the benchmark and the important work is measuring our progress and improvement against achieving our benchmark. We do this on a six monthly recurring basis through our engagement and pulse surveys are improvements are being achieved. We also distribute our results to our organisational leaders. We have moved from 72% of employees agreeing that they are genuinely supported to have flexible arrangements in 2022 to 79% in 2023.</p>
<p>Establish benchmark results for the Employee Engagement survey item 'generally, I believe my workload is reasonable for my role', by hours type (part-time / full-time / casual) to ensure the experience of staff working part-time is considered and monitored.</p>	<p>Ongoing</p>	<p>We have established the benchmark and the important work is measuring our progress and improvement against achieving our benchmark. We do this on a six monthly recurring basis through our engagement and pulse surveys and improvements are being achieved. We also distribute our results to our organisational leaders. They have a clear accountability for achievement of our GEAP benchmarks. We have gone from 61% employee agreement (in 2022) that their workload is reasonable for their role, to 70% in 2023.</p>

Strategies and measures	Status	Status description
Increase the proportion of men with formal flexible working arrangements in place by 30 June 2025.	In progress	This is an ongoing item, where flexible work arrangements are encouraged. The proposal in our Enterprise Agreement (as at 30 June 2023 is currently under negotiation) of a 9 day fortnight as a standard option for all full-time employees will allow for more flexibility across the board. In 2021, the total number of women taking flexible work arrangements were 71 (10%) and there was a total of 18 men (4%). In 2023, we have seen a significant increase in both women and men on formal flexible arrangements with a total of 379 women (84.6%) on flexible work arrangements and 142 men (45.2%). This increase can largely be attributed to the introduction of hybrid working practices.
Explore childcare experiences and support options for staff.	Not started	This is a 24/25 action
Explore a talent segmentation approach within the Inclusive Recruitment Plan, to ensure recruitment strategies and metrics are targeted to the challenges and diversity profiles of each talent segment.	In progress	Talent segments were identified by reviewing recruitment challenges of different professional groups across the organisation. The working group for this project intends to interview staff working in these areas to get an understanding of the challenges that need to be addressed.
Review our image library as part of the development of an Inclusive Communications & Engagement Protocol with an aim of increasing the number of diverse images available, including images that defy gender stereotypes and norms.	Ongoing	We continue to review our image library with an intersectional lens to ensure our photography, videography and other visual representation is reflective of our diverse community. We will be working on our Inclusive Communication & Engagement protocol in upcoming months to further embed this work. Continued analysis of our imagery will ensure we are building stock of visuals that are increasingly more representative.
Proactively seek mentors who represent a minority gender within gender segregated teams or roles when developing the mentorship program for key talent.	Not started	This is a 24/25 action
Provide dedicated support to Managers with highly gender-segregated workforces (75%+) to assist with the exploration of data and the identification of strategies to improve the diversity of their gender profile.	Not started	This is a 24/25 action
Review organisational Diversity and Inclusion training programs and offerings for staff and leadership.	In progress	We have reviewed and included Diversity and Inclusion as part of the Leadership Development Program which is being delivered over the next 3 years. Diversity and Inclusion training programs for staff will be reviewed by June 2024.

Strategies and measures	Status	Status description
Review organisational Family Violence training programs for relevant staff, including Peer Support Officers.	In progress	Family Violence Training was run in February 2023 and offered to staff that have community facing roles within the Community Wellbeing directorate. We had a total of 33 attendees. We also have an online course called Introduction to Family Violence and employees have access to enrol in this online training. We had a total of 186 employees complete this training. All Peer Support Officers also received three days of training, which included a section on family violence. This training is done as a refresher on a bi-annual basis for existing Peer Support Officers.
Assess and improve organisational support structures for staff-led groups representing diversity and inclusion interests, including the establishment of a feedback pathway with the Executive and Senior Leadership Teams e.g. Pride Working Group, Staff Disability Advisory Group, Aboriginal Staff Network.	In progress	We have begun consultation with staff led groups and have reviewed the overall structure of these groups and considered options to create a feedback pathway to our Senior Leadership Teams.
Build the knowledge, skills and capacity of the organisation to apply Gender Impact Assessments on strategies, policies, programs and services that have direct and significant impacts on community.	Ongoing	<p>We have taken the following actions to build capacity and capability within the City of Whittlesea:</p> <p>GIA Training: 58 staff have attended four-hour GIA training and been provided with resources to undertake a GIA. These officers have been added to the GIA Teams Community of Practice. Four-hour GIA training is now offered quarterly and tailored training for teams is also offered. Six staff have completed Monash University’s Gender-Sensitive Training for Inclusive Placemaking Unit.</p> <p>Information sessions: Available to all staff: <i>What is gender equality?</i> online session with recording now available on the intranet. Available to all staff: <i>What is a GIA?</i> online session with recording now available on the intranet.</p> <p>Senior Leadership Team: presentation regarding Council’s obligations under the Act - an edited PowerPoint is also available on the Teams GIA Community of Practice.</p> <p>Staff Matters: notifications about training and obligations to undertake GIAs.</p> <p>Project Management System: Ongoing meetings with project management staff to build GIAs into the project management system.</p> <p>TEAMS Community of Practice: Established a central place for information, templates etc. All staff welcome to join. Those who undertake training are automatically joined up.</p> <p>Resources: Development of CoW tailored resources including GIA templates, videos, and case studies.</p> <p>Communications: Development of a FY22-23 communications plan including training and information sessions.</p> <p>Contracts: Addressing the need for consultants and partners to be aware of Council obligations under the Gender Equality Act: Development of information for consultants who undertake work for the City of Whittlesea.</p> <p>Research and data: Ongoing discussions with the research team to include more gendered disaggregated data from Census in reports. Research & Analytics team is working closely with the Social Planning team to gather data that will be required in the future.</p> <p>Procurement: Meeting with Procurement team to discuss ways in which they can apply a gender lens to their processes. Procurement team assisted with the drafting of the Procurement Case Study.</p> <p>P&C: Regular meetings with staff to ensure GIA communications and GEAP communications align and to assist with GEAP implementation.</p> <p>There has been no formal evaluation of this strategy. Feedback from officers is that the GIA process is very involved and we are looking at ways to streamline the process.</p>

Strategies and measures	Status	Status description
<p>Ensure a minimum of 80% of nominated People and Culture team members complete appropriate Gender Impact Assessment / gender lens / diversity lens training to ensure workforce initiatives developed and advice provided consider diversity and gender equality aims and outcomes.</p>	<p>In progress</p>	<p>People & Culture attended a Gender Equality session focusing on Gender Impact Assessment / gender lens / diversity lens. This was an introductory session. We had 78.5% of nominated People and Culture team members attend. This training provided greater clarity and further perspective on gender equality and has assisted with policy work and recruitment. Some of our team will also be attending a more tailored Gender Impact Assessment / gender lens / diversity lens training in 2024.</p>
<p>Provide data analysis training, primarily targeted at leaders, to assist with the usage and interpretation of workforce data (including gender and diversity data).</p>	<p>Ongoing</p>	<p>HR Analytics and GEAP dashboards have been deployed. GEAP measures pay gap by seats from CEO. Initial training was provided as part of the new Power BI platform launch in October-November 2023. There is also an online training module which has been released. Further manager training is required to upskill leaders' data informed decision-making competence. This will enhance leaders' interpretation of dashboard reports and subsequent decisions. Data insights will be used to inform decision making. This will lead to the implementation of strategies aimed at closing the pay gap and improving gender diversity outcomes. The dashboards provide reporting of achievement of outcomes.</p>
<p>Audit the Human Resources Information System configuration and workforce data processes to ensure improved accessibility and availability of data required for Workforce Planning and the Workplace Gender Audit (including intersectional data).</p>	<p>Complete</p>	<p>In 2023, we audited the Human Resources Information System configuration and workforce data processes to ensure improved accessibility and availability of data required for Workforce Planning and the Workplace Gender Audit. As a part of this process, we asked employees to update their intersectional data in our Human Resources Information System (HRIS). 37.8% of employees updated their gender, 33.9% of employees updated their cultural identity, 34.4% of employees updated their disability status, 34.2% updated their religion and 33.9% of employees updated their sexual orientation in our HRIS. All employees have access to update their personal details at any point in time. The HRIS audit was complete, the categories updated and we now have access to more accurate data which provides a better understanding of the diversity within our organisation. This information will be requested annually. Our new starter onboarding form and induction packs have been updated to ensure all new starters have the opportunity to provide their personal details from day one.</p>
<p>Establish a standard protocol for the recording of gender and demographic information within workforce surveys (e.g. engagement survey, pulse survey).</p>	<p>Complete</p>	<p>All our surveys have standard gender and demographic questions so we are able to record this information as part of our survey results.</p>
<p>Develop a communication and promotion plan to ensure that staff (including leaders) are familiar with the insights, actions and objectives of the Gender Equality Action Plan and kept abreast of progress throughout the life of the Plan.</p>	<p>Ongoing</p>	<p>We communicated the Gender Equality Action Plan (GEAP) via All Staff forums, Staff Matters (weekly staff email), our intranet and our monthly email to all leaders. We also report on a quarterly basis to the Workforce Planning Committee. We intend to maintain momentum by providing quarterly updates to our leaders with the commitment for them to share progress and next steps with their teams.</p>

Workplace gender equality indicators

Reporting on progress in relation to the workplace gender equality indicators helps the Commissioner to assess our compliance with the requirement to make ‘reasonable and material progress’ on the gender equality indicators.

It also helps us determine if the strategies and measures in our GEAP have translated into measurable change. This information will assist us to further develop and tailor our GEAP strategies and measures.

The first step of this process required us to undertake a progress audit. This required us to demonstrate our progress in relation to the workplace gender equality indicators by collecting, comparing, and submitting updated information to the Commissioner. We were required to compare data from our 2021 and 2023 workplace gender audit results by indicating if our organisation has made progress against each indicator.



Indicators key

- 1**

Gender composition of all levels of the workplace.
- 2**

Gender composition of governing bodies.
- 3**

Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
- 4**

Sexual harassment in the workplace.
- 5**

Recruitment and promotion practices in the workplace.
- 6**

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

 - family violence leave
 - flexible working arrangements
 - working arrangement supporting employees with family or caring responsibilities.
- 7**

Gendered segregation within the workplace.

Workplace Gender Equality Indicators

TABLE 3 – WORKPLACE GENDER EQUALITY INDICATORS PROGRESS

Indicator	Confirm if program made	Program description
This column contains the seven workplace gender equality indicators.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.
Gender composition of all levels of the workplace.	Yes	For our 2023 audit, we witnessed a positive shift in our workforce composition by gender. Specifically, the ratio of female staff has increased, a testament to our proactive efforts to ensure that women have equal opportunities within our organisation. From the previous audit’s ratio of 63.78% representing 780 female employees, we have seen a rise to 64.34% equating to 828 female staff members this year. While this increase may seem modest, it signifies that our recruitment, retention and promotion strategies are increasingly inclusive and are successfully attracting and retaining female talent.
Gender composition of governing bodies.	No	Over the past two audits, the gender makeup of our governing body has remained consistent with 2 women and 1 man. While the makeup is determined by the State Government, this composition helps to ensure that women have a significant voice at the highest levels of decision-making and that women’s perspectives, experiences and insights play a significant role in shaping the direction and priorities of our organisation. The organisation will return to an elected Council in 2024 which is determined by the community and therefore out of our control. Should the State Government fund a ‘Womens Running for Council’ program we would seek to be involved.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.	Yes	In our 2023 audit the median total remuneration of women is 0.9% higher than men, showing a decrease from the 2.8% advantage they had in our 2021 audit. This move towards a narrower gap indicates our continuous efforts to improve our data accuracy. What’s pleasing to see is with this accuracy we continue to demonstrate gender pay equity in this measure. The mean total remuneration data however reveals a slight shift in the opposite direction. In 2023 women earned 0.2% less than men in terms of average total compensation. While this gap is minimal it marks a change from 2021 when women earned 0.7% more than men. Such fluctuations in the mean figures although small, remind us of the ongoing challenges in achieving perfect gender pay equity and the need for constant vigilance.
Sexual harassment in the workplace.	Yes	In our 2021 audit we had one formal sexual harassment complaint lodged. This incident highlighted the need for proactive measures to ensure a safe and respectful workplace environment for all employees. In our 2023 audit there have been zero formal sexual harassment complaints lodged. While this is a positive sign, we are acutely aware that a lack of formal complaints does not necessarily equate to the absence of incidents as evidenced in our People Matter Survey and Engagement Survey results. In 2021 our employee experience data revealed that 94% of women and 95% of men reported experiencing no sexual harassment behaviours at work. While these figures are commendable indicating that the vast majority of our employees feel safe and respected in their professional environment, there’s always room for improvement. The goal is, and always will be, 100% for all genders. In 2023, we are pleased that there is a positive shift in these figures. The percentage of women who reported no experience of sexual harassment behaviours in the workplace rose to 96%, while the figure for men remained consistent at 95%. The increase for women suggests that our efforts to combat workplace harassment are having an impact.

Indicator	Confirm if program made	Program description
Recruitment and promotion practices in the workplace.	Yes	<p>Recruitment: In our 2021 audit women represented 59% of all new recruits, a figure that suggests a significant commitment to gender diversity. By our 2023 audit this commitment was further underscored as the percentage of female recruits rose to 64%. This upward trajectory is indicative of our continuous efforts to ensure a gender-balanced workforce and to prioritise the recruitment of underrepresented groups. Breaking these figures down into specific employment categories provides a more nuanced understanding.</p> <p>Full-Time Permanent: The recruitment of women in full-time permanent roles saw a significant jump from 30% in 2021 to 39% in 2023. While this is a positive shift, there's room to further enhance gender balance in this category.</p> <p>Full-Time Fixed Term/Contract: The figures remained relatively stable, with a slight increase from 48% in 2021 to 49% in 2023.</p> <p>Part-Time Permanent: The recruitment of women in part-time permanent roles continued its upward trend, moving from 78% in 2021 to 80% in 2023. This can be attributed to various factors, including flexibility needs. By offering flexibility where possible (including the options of location, spread of hours, spread of days) we will continue our efforts to appeal to women and men to bring more parity in this category.</p> <p>Part-Time Fixed Term: There was a significant increase in the recruitment of women in part-time fixed term roles, with the figure rising from 72% in 2021 to an impressive 91% in 2023. While this showcases robust female representation, it also underscores the importance of ensuring that women have equal opportunities in full-time and permanent roles and are not predominantly channelled into temporary positions.</p> <p>Casual: The percentage of women recruited for casual roles saw a slight decrease, moving from 79% in 2021 to 77% in 2023. Despite the decrease, the figures remain high, emphasising the need to ensure that casual roles offer benefits and growth opportunities in line with the intentions of our Gender Equality Action Plan.</p> <p>Promotion: In 2021 we were unable to report on promotions due to data availability limitations. However, with the rectification of this, we have comprehensive data for 2023, which presents an encouraging picture.</p> <p>Overall Promotions: In 2023 women accounted for 57% of all promotions within our organization. This figure is a positive indicator, suggesting that women are being recognised and rewarded for their contributions and capabilities. It also highlights our commitment to ensuring that talented women have equal opportunities for career advancement.</p> <p>Career Development Training: 67% of those who underwent career development training in 2023 were women (higher than the 64% of women in our workforce). Training is a precursor to promotions and higher responsibilities, and this high percentage underscores our efforts to equip women with the necessary skills and knowledge to take on more significant roles within the organisation.</p> <p>Higher Duties: The percentage of women undertaking higher duties saw a marked increase from 47% in 2021 to 59% in 2023. Higher duties often serve as a stepping stone to formal promotions, and this rise indicates a shift towards more women seeking opportunities with responsibilities beyond their current roles, as well as being recognised for their skills.</p> <p>The data from 2023 showcases our organisation's commitment to fostering an environment where women have equal opportunities for growth and advancement. However, we recognise that achieving gender equality is an ongoing endeavour.</p>

Indicator	Confirm if program made	Program description
<p>Availability and utilisation of terms, conditions and practices relating to: family violence leave flexible working arrangements working arrangement supporting employees with family or caring responsibilities.</p>	<p>Yes</p>	<p>Family Violence Leave: Cases of family violence highlight the broader societal issues that some of our employees face. In the 2021 audit we reported 8 cases of family violence leave, all taken by women. This number decreased slightly to 7 cases in the 2023 audit. While any decrease is a positive sign, even one case is one too many. Our organisation remains committed to providing support, resources, and confidentiality to those affected by family violence.</p> <p>Parental Leave: We lacked data on parental leave in 2021 but in 2023 we noted that 36 women and 5 men took parental leave. We see both genders taking advantage of this leave, though the disparity between the numbers suggests traditional gender roles in caregiving still prevail.</p> <p>Carers Leave: In 2021 338 women and 130 men took carers leave. By 2023 these numbers rose to 428 for women and 194 for men. The rise could be attributed to various factors including an aging population, increased awareness of the leave entitlement, or evolving societal norms around caregiving responsibilities. The data also underscores the higher caregiving responsibilities shouldered by women.</p>
<p>Gendered segregation within the workplace.</p>	<p>Yes</p>	<p>Managers: In our 2021 audit, women accounted for 47% of managerial roles. By our 2023 audit, this figure saw a significant jump to 63%. This growth is a testament to our efforts in recognising and promoting female leadership within the organisation.</p> <p>Professionals: Women’s representation in professional roles remained relatively stable, moving from 72% in 2021 to 71% in 2023. This consistency reflects the strong presence of women in specialised roles. Clerical and Administrative Works: Women continued to dominate this occupation type, though there was a slight decrease from 78% in 2021 to 74% in 2023. This suggests a minor shift in gender distribution in administrative roles.</p> <p>Labourers: There was a notable increase in the representation of women in labour-intensive roles, moving from 39% in 2021 to 51% in 2023. This progress indicates a breaking down of traditional gender roles and barriers in labour-focused occupations. Community and Personal Service Workers: Women’s representation saw a rise from 83% in 2021 to 88% in 2023, emphasising their strong role in community and service-oriented positions.</p> <p>Machinery Operators and Drivers: While historically a male-dominated sector, 2023 saw a slight increase with women accounting for 4% up from 0% in 2021. Though still a small representation, this change signifies the beginning of a positive trend in gender diversity in this occupation.</p> <p>Technicians and Trade Workers: There was a significant increase in women’s representation from 27% in 2021 to 44% in 2023. This rise indicates that more women are entering and being recognised in technical and trade professions.</p> <p>These figures highlight our organisation’s commitment to challenging traditional gender norms and ensuring equal opportunities across all occupational categories.</p>

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