

# Maroondah Gender Equality Action Plan 2021-2025





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## Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Wurundjeri People of the Kulin Nation as Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.

# Message from the Chief Executive Officer



It is with great pleasure that I present to you the *Maroondah Gender Equality Action Plan 2021-2025*.

Maroondah City Council has made an ongoing public commitment to gender equity since 2012 however we know there is much more we can and need to do to achieve gender equality. Within this Plan, Maroondah joins the growing community of organisations both public and private that understand they play a critical role in shifting the dial on gender equality.

We have outlined three key priorities for our organisation to focus and measure progress over the next four years.

- Council has a workplace culture and structures that promote gender equality and challenges the drivers of gender-based violence within our workplace
- Women are actively engaged in Council leadership and decision making
- Gender equality is integrated in existing Council policies, programs and services

This Plan aligns with our Workforce Plan 2021-2025 and together, these important tools will ensure we attract, develop and retain an inclusive, high performing and engaged workforce that will continue to deliver outstanding services to our community. I would like to extend my thanks and sincere gratitude to our employees and their networks for their invaluable contributions through consultations undertaken across 2020 and 2021 to shape the direction of this plan.

A handwritten signature in black ink, appearing to read 'Steve Kozlowski'. The signature is stylized and fluid, with a long horizontal line extending to the right.

**Steve Kozlowski**  
Chief Executive Officer



## Purpose

Maroondah City Council is committed to be an inclusive and culturally safe workplace that values, supports and benefits from gender equality. This document signals our plan to embed and measure equality and respect in our workplace and through our strategic and operational work. The Maroondah Gender Equality Action Plan outlines the level of commitment and accountability needed towards delivering transformational change for our workforce now and into the future.

## Introduction

Our commitment to gender equality is embedded in our *Council Plan, Maroondah 2040 Vision* and the *Liveability and Wellbeing Strategy 2021-2031*. Gender equality is an important determinant for health and wellbeing. Research concludes that in order to prevent violence against women, action must be taken to address the drivers of gender inequality.

Maroondah City Council commissioned its Workplace Equality Project in June 2020 to guide the organisation through a review of equal opportunity policy and practice and to identify opportunities to progress gender equality in the workplace in preparation for the commencement of the *Gender Equality Act (2020)* on 31 March 2021.

This document summarises the results of our workplace gender audits in 2020 and 2021 and how these have informed the strategies and measures for promoting gender equality. It explains why progress in gender equality is important, where we will take proactive action and what it will look like when we make progress as a workforce and for the community we serve. This plan has been developed through consultative processes inclusive of the views and experiences of our employees; guidance from the Victorian Gender Equality Commission, the Victorian Auditor General's Office (VAGO) report into sexual harassment in local government and the Maroondah Workplace Equality Project 2020 recommendations. The process has been iterative, adaptive and collaborative.

## Key Concepts and Definitions

We define several terms below, acknowledging that people have different definitions reflecting also that language continues to evolve.

<b>Gender</b>	Is part of a person's personal and social identity. It refers to the way a person feels, presents and is recognised within the community. A person's sex and gender may not necessarily be the same. Some people may identify as a different gender to their birth sex and some people may identify as neither exclusively male nor female. Although sex and gender are conceptually distinct, these terms have commonly been used interchangeably, including in legislation and human resource systems and practices.
<b>Gender diverse</b>	An umbrella term for a range of genders expressed in different ways. Gender diverse people use many terms to describe themselves. Language in this area is dynamic, particularly among young people, who are more likely to describe themselves as non-binary.
<b>Gender equity</b>	Is a concept that argues fairness and justice in the distribution of benefits and responsibilities on the basis of gender. It is not about the equal delivery of services, or distribution of resources, rather gender equity acknowledges that women and men have different access to resources, power, responsibilities and life experiences and that different strategies are often necessary to address disadvantages and achieve equal outcomes for women and men, girls and boys and gender diverse people.
<b>Gender equality</b>	The equal rights, responsibilities and opportunities of women, men, and trans and gender-diverse people. Equality does not mean that women, men, and trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.
<b>Gender inequality</b>	Exists when norms, roles and relations are unbalanced between genders causing disadvantage and a lack of diversity in power, decision making and opportunities. Gender inequality is the key driver of violence against women. Violence against women has been shown to be significantly and consistently lower in countries where women's economic, social and political rights are better protected, and where power and resources are more equally distributed between women and men. Individuals (women and men) who do not believe women and men are equal, and/or see them as having specific roles or characteristics are more likely to condone, tolerate or excuse violence against women.
<b>Intersectionality</b>	Is a framework that helps researchers, policymakers and planners to organise their thinking, research questions, data collection and analysis. It considers that a person's gender and gender inequalities intersect with other forms of social difference and inequality.
<b>Gender disaggregated data</b>	Any data on individuals that is broken down by women, men and non-binary groupings.
<b>Gender impact analysis</b>	The process of analysing how gender intersect with other social norms to affect people's lives; creates differences in needs and experiences; and how policies, services and programs can help to address these differences.
<b>Systemic inequality</b>	A term used to describe how laws, policies and practices across bureaucracy work together to produce a discriminatory outcome for certain groups. It occurs where laws and policies impact disproportionately on one sector of the community that they become manifestly unfair. Systemic inequality can also be responsible for a whole series of decisions that are not necessarily malicious but that ultimately lead to unfair treatment or discrimination. Systemic inequality can be perpetuated in workplaces by people who have no ill intent at all and who believe they are simply doing their job.

## Guiding Principles and Legislative Obligations

The *Gender Equality Act 2020* requires local governments (and other public entities in Victoria) to measure, report on, plan for and progress gender equality in their organisations. *The Gender Equality Act* requires Councils to consider gender equality not only in their workforce but also in the policies, programs and services that they deliver.

Under the Act, “Gender equality means equality of rights, opportunities, responsibilities and outcomes between persons of different genders.”

The Act places four key obligations on Council to:

- Consider and promote gender equality in our work, primarily by conducting gender impact assessments
- Conduct regular workplace gender audits
- Assess the state and nature of gender equality in the workplace in a Gender Equality Action Plan
- Report on progress every two years, beginning 2023

The following principles are enshrined in the Act and guide our decisions and actions.

1. All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
2. Gender equality benefits all Victorians regardless of gender.
3. Gender equality is a human right and precondition to social justice.
4. Gender equality brings significant economic, social and health benefits for Victoria.
5. Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
6. Advancing gender equality is a shared responsibility across the Victorian community.
7. All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
8. Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

9. Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
10. Special measures may be necessary to achieve gender equality.

## Our Case for Change

Developing a greater understanding the workplace challenges that contribute to gender inequality is at the heart of Council’s first Gender Equality Action Plan. The case for Maroondah promoting gender equality, embracing diversity and becoming more inclusive, will result in the following:

- increasing employee engagement, trust and satisfaction
- minimising risk and ensuring staff wellbeing
- attracting and retaining talented staff
- saving money from the hidden costs of gender-based violence
- reducing turnover and increasing organisational efficacy and efficiency; and
- enhancing reputation and relationships with internal and external stakeholders

Actions within this plan aim to address change across four domains:

- Eliminate violence against women
- Increasing the diversity of voices in decision making
- Greater economic participation and empowerment of women
- Addressing discriminatory social norms

Council’s three key priorities in this plan summarise our obligations under the Gender Equality Act 2020 and our capacity as an organisation to progress against the above domains.

1. Council has a workplace culture and structures that promote gender equality and challenges the drivers of gender-based violence within our workplace
2. Women are actively engaged in Council leadership and decision making
3. Gender equality is integrated in existing Council policies, programs and services

# Maroondah 2040

Community engagement undertaken during the development of the Maroondah 2040 Community Vision identified that local people wanted Maroondah to be safe, diverse and inclusive.

They sought a community where diversity is acknowledged and celebrated, and where all ages and population groups are valued, connected, supported and empowered.

The community asked that Council promote and facilitate safer cultures relating to issues of family violence, that Council encourage and provide community education and awareness on diversity issues and that Council advocate for and support the needs of people from all sexualities, gender identities and sex identities.

Gender equity principles support the delivery of all outcome areas identified in the Maroondah 2040 Community Vision and the Council Plan 2021 - 2025.

These principles are aligned to the following Community Outcomes and Key Directions.







## A safe, healthy and active community

### Key Directions

#### A safe community

- 1.3 Promote and facilitate safer cultures relating to issues of alcohol, drugs, tobacco, gambling, child abuse and family violence



## An inclusive and diverse community

### Key Directions

#### An inclusive community

- 7.1 Ensure accessibility and social inclusion principles are considered in the planning, delivery and evaluation of facilities and services
- 7.8 Support all ages and population groups to be valued, connected, supported and empowered within their local community through the provision and coordination of accessible services, programming and facilities.
- 7.11 Ensure the needs of community members from all ages, backgrounds and lifestyles are considered in planning for local services, programs and infrastructure.
- 7.13 Encourage and provide community education and awareness on diversity issues.
- 7.16 Celebrate and recognise the diversity of our community through a range of festivals, events, programs and cultural activities.
- 7.17 Advocate for and support the needs of people from all sexualities, gender identities and sex identities



## A well governed and empowered community

### Key Directions

#### A well governed community

- 8.7 Ensure that all community members have access to, and are informed on, matters that affect them, including the provision of tailored information for under-represented and hard-to reach groups.
- 8.8 Undertake inclusive engagement and consultation using accessible and tailored approaches to consider the needs and aspirations of different age and population groups.
- 8.9 Create opportunities for shared decision making through active community involvement.
- 8.11 Foster a Council culture of collaboration and partnerships with individuals, community groups, businesses, service providers and other levels of government.
- 8.14 Work in partnership to deliver services that recognise and are responsive to the interests and needs of the community.

## Governance

Maroondah City Council has nine wards – Bargeong, Bungalook, Jubilee, McAlpin, Tarralla, Wicklow, Wonga, Wombalano and Yarrunga. Each ward is represented by one councillor. Councillors are responsible for the stewardship and governance of Council. The nine Councillors (five women and four men) are the elected representatives of all residents and ratepayers across the city.

Section 28 of the *Local Government Act 2020* defines the role of a Councillor as:

- To participate in the decision-making of the Council
- To represent the interests of the municipal community in that decision-making
- To contribute to the strategic direction of the Council through the development and review of key strategic documents of the Council, including the Council Plan

Councillors review the performance of the Chief Executive Officer, while the Chief Executive Officer reviews the performance of Directors and Service Area Managers.

## Leadership

Maroondah City Council is led by the Chief Executive Officer (man) and four Directors (one woman and three men) who form the Corporate Management Team (CMT). CMT meets on a weekly basis to oversee and direct the operations of Council, discuss forthcoming Council agendas and strategic and policy issues. Members of CMT attend all Council meetings to provide information and advice enabling the Council to make informed decisions.

CMT is supported by Service Area Managers and employees with specialist skills to develop, implement, manage and deliver the operational, service and administrative activities required to meet the needs and expectations of the community. The Chief Executive Officer, Directors and Service Area Managers are employed under fixed-term employment contracts and their performance is measured and reviewed annually against key performance indicators.

## Values - ASPIRE

Values guide how we work and make decisions. They set the standard for behaviour and performance in the work place. The Workplace Values define how we will behave with each other, as well as with customers, and are designed to inform employment policies and protocols, and reduce inappropriate behaviour.

- We are **ACCOUNTABLE** to each other and our community
- We collaborate in an adaptable and **SUPPORTIVE** workplace
- We **PERFORM** at our best
- We are open, honest, **INCLUSIVE** and act with integrity
- We ensure every voice is heard, valued and **RESPECTED**
- We are brave, bold and aspire to **EXCELLENCE**

## Employees

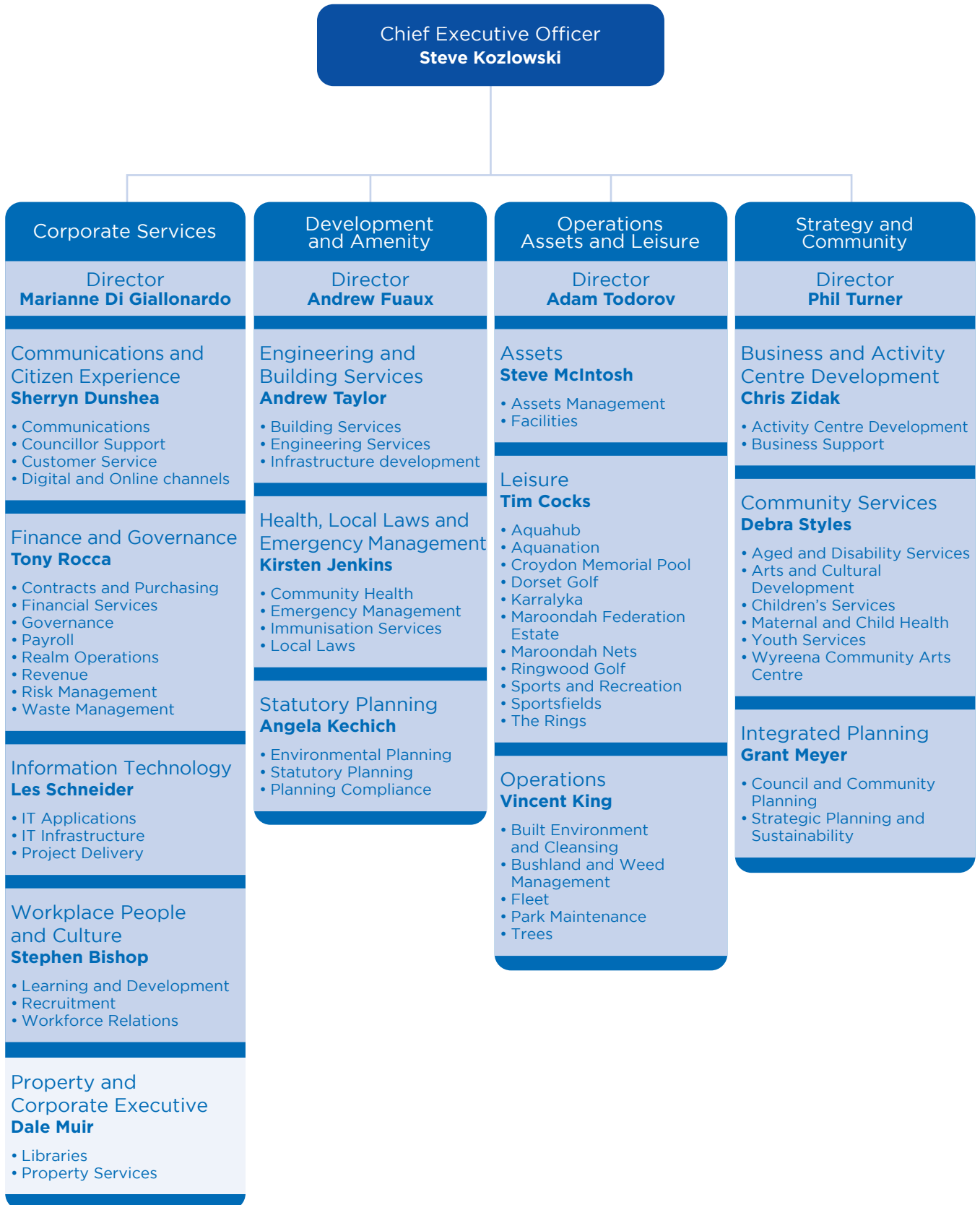
There were a total of 1,168 employees at Maroondah City Council as at 30 June 2021. This included 381 full-time, 313 part-time, and 474 casual employees; resulting in equivalent full time (FTE) 524. See appendix A for more detail.

## Resourcing the plan

- Approved new resource, 1.0 EFT fixed term HR Project Facilitator to March 2023
- Existing training budget contact officer and sexual harassment training planned for 2022
- Existing resource, Safe and Livable Communities Officer 0.1 EFT time allocation to support gender impact assessments
- Actions within the plan are described as achievable within existing budget parameters or where a new allocated budget or external budget is necessary.

## Council’s organisational structure

The following organisation chart details the structure of Maroondah City Council as at October 2021.



## Consultation

The Workplace Equality Project 2020 commenced consultation by establishing a cross-Council employee working group and an independent consultant was engaged to mentor the working group. In 2021, WPC continued with a series of activities and outcomes that included:

- Review of equal opportunity and gender equality legislation, frameworks and data, and gap analysis of relevant policies and procedures at Maroondah (July – October 2020)
- Organisation-wide Workplace Equality Employee Survey (220 respondents completed online survey, 21% participation rate, September – October 2020)
- Victorian Auditor General's Office (VAGO) Report into Sexual Harassment in the Local Government (participation rate: 22.4% in line with LG sector response rate of 23.74%)
- Individual consultations with all nine current members of EOC (July – August 2020)
- Individual consultations with six external advisors and specialists in gender equality and equal opportunity (July – August 2020)
- 4 workshops with the Workplace Equality Working Group, which included 18 employees representing all 4 Directorates within Council (8 September, 27 October, 17 November and 15 December 2020)
- Leadership Forum Workshop, with 70 participants (26 November 2020)
- Maroondah Workplace Equality Project final report (December 2020)
- Victorian People Matters Survey – organisation-wide (245 respondents completed the online survey, 22% participation rate compared with local councils overall 32% July – August 2021)
- WPC workforce gender audit results presentation (10 employees 13 December 2021)
- Access Inclusion and Equity Committee (employees, community and councillors 12 July and 11 October 2021)

- Maroondah Consultative Committee (17 employees 30 November 2021)
- Maroondah EO Committee (1 February 2022)
- CMT (CEO and 4 Directors 14 February 2022)
- Community Services leadership meeting (6 employees 14 February 2022)
- Croydon Community Precinct working group (6 employees 15 February 2022)
- Maroondah EBA negotiation Meeting (16 employees, 5 employee and union representatives 23 February 2022)

### Action Themes

The strategies and actions for this Plan focus our efforts in leadership, behaviour and cultural change, data and analysis capability, communication and growing engagement, flexibility, safety and learning and development.

### Monitoring and Evaluation

The Maroondah Gender Equality Action Plan outlines a range of goals and strategies which will be undertaken over the next four years. Actions will include work to be undertaken by the Council or in partnership with stakeholders with progress monitored through the Maroondah Access Equity and Inclusion Committee, Maroondah Equal Opportunity Committee and the Maroondah Consultative Committee. The Gender Equality Commission has developed a comprehensive framework, guidance and advice regarding the obligations to promote gender equality, conduct gender impact assessments when developing policies and programs and delivering services to the public and to monitor and evaluate through two-yearly progress reports and four-yearly workforce gender audits. Maroondah will undertake action research to ensure we continuously reflect on and learn from the work undertaken for the Gender Equality Action Plan. Due to the breadth and scope of this plan, specific projects will be selected for evaluation of their process and project outcomes.

# Maroondah workforce data workforce gender audit snapshot 2020-2021

Analysis of the results of the responses of employees of Maroondah’s City Council in Victorian People Matter’s Survey 2021 offers some valuable insights on workplace gender equality within the Council and our position among other Council as well as on various other perspectives related to work culture. The final analysis included survey comparisons with previous work undertaken through the Workplace Equality Project Survey 2020, Victorian Auditor General’s Office (VAGO) Report into Sexual Harassment in the Local Government as well as those reports’ final recommendations.

## Indicator 1 Gender composition of the workforce

Women make up the majority 65% of the workforce at Maroondah, yet men hold more senior positions 70% compared to 30%. Women are over represented in part-time and casual work from staff to coordinator classification. Council will identify and address bias and ensure everyone has equal access to growth opportunities.

## Indicator 2 Gender composition of governing bodies

The results of the elections in 2020, five of Maroondah’s nine Councillors were women which is an increase from 2016 levels. A by-election will be held in March 2022 to elect a new councillor for Wonga Ward.

## Indicator 3 Pay equity

The gender pay gap is an internationally established measure of women’s position in the economy in comparison to men. Pay equity at Maroondah favours women overall 3% on annualised base salary whilst favouring men 0.9% annualised on total remuneration. Variations to these figures are seen across employment basis comparisons and with different averaging methods. Continuing monitoring and analysis will assist Council in identifying the factors behind size variations, including when the gap favours of women.

## Indicator 4

### Sexual harassment

Women (93%) and men (94%) at Maroondah agree that the workplace was mostly free from sexual harassment. However, where it does occur it is likely that official reporting is much lower than what is experienced. Younger women are at greatest risk of sexual harassment by men during work hours. In surveys, women were less confident to feel safe to challenge inappropriate behaviour 60% compared with men 70%. The proportion of men who experienced negative behaviours, bullying and discrimination was higher than respective overall percent of Council and as well of the state LG sector. Council will adopt all 12 recommendations from the VAGO report into sexual harassment and introduce contact officers.

## Indicator 5

### Recruitment and promotion

Compared to the sector, Maroondah employees felt the organisation made fair and merit-based recruitment and promotion decisions. Although men were less positive than women and more people overall had a neutral response. This suggests there is some uncertainty and possibly negative experiences in the past. Council will need to attract, retain and engage talented people who represent a myriad of identities and will address this via policies and practices that are proven to foster inclusion to ensure greater confidence and transparency of equality in recruitment and promotion decisions.

## Indicator 6

### Leave and flexibility

10% of the workforce were using formal flexible work arrangements. Women are significantly more likely to enter into formal flexible working arrangements when compared to men. The availability and utilisation of family violence leave is captured in the EBA currently under review. Council will look at ways to encourage and improve secondary carer leave and parental leave entitlements for all genders. Council will work with our software providers to improve the range of leave reasons that can be selected to reflect caring responsibilities which includes illness, disability and aging as well as children to allow for better analysis.

## Indicator 7

### Gender Segregation

Occupational gender segregation is seen at Maroondah with a high proportion of women in traditionally female-dominated work such as health, social assistance, education and community services while men are represented more in traditionally male-dominated occupations and specialisations in construction, engineering, customer service management and technical work. Almost three times as many women are employed as men as professionals, clerical and administration and community and personal service work. Council will explore career development opportunities for people to work in non-traditional roles and services areas. Council will also provide gender and intersectional data where available to human resource reporting and analysis.

1

**Council has a workplace culture and structures that promote gender equality and challenges the drivers of gender-based violence within our workplace.**

Strategy					
1.1 Increase strategic consensus and accountability to gender equality at all levels of Council					
Action	Timing				Responsible <b>Bold text - Lead</b> C - consulted I - informed S - support
	21/22	22/23	23/24	24/25	
1.1.1 Undertake gender equality risk assessment and monitor effectiveness of risk controls	✓	✓	✓	✓	<b>Finance and Governance</b>
1.1.2 Ensure an effective link and flow of information between the EO Committee and the CEO, and that information received is actively considered by the leadership team	✓	✓	✓	✓	<b>EO Committee</b> Workplace People and Culture C&I
1.1.3 Gender equality principles shape strategic advocacy efforts and actions	✓	✓	✓	✓	<b>Communications and Citizen Experience</b> Workplace People and Culture C&I Integrated Planning C&I
1.1.4 Continue with gender disaggregated reporting by the statement of planned human resource expenditure and undertake impact analysis of spending by gender	✓	✓	✓	✓	<b>Finance and Governance</b> Workplace People and Culture C&I
1.1.5 GE data collection reporting requirements are a priority in end of life software and systems planning and investment			✓	✓	<b>Workplace People and Culture</b> Information Technology I Finance and Governance C&I Integrated Planning C&I
1.1.6 Develop a framework to measure and describe the public value created through the Croydon Community Wellbeing Precinct as an exemplar of practice.		✓	✓	✓	<b>Community services working group</b> Croydon Community Wellbeing Precinct steering group C&S



	Accountable	Indicator	Resource
	CMT	Key Result Actions (KRAs) are set	Within existing resources
	CMT	Issues relating to equal opportunity and workplace culture regularly appear on CMT agendas	Within existing resources
	CMT	Where possible in advocacy strategy and proposals will describe the benefits to the community by gender and/or by other marginalised groups to affirm our commitment to inclusion publicly.	Within existing resources
	CMT	Council budgets and strategic planning demonstrate general performance review of public spending focused on gender-disaggregated impacts	Within existing resource
	CMT	Cost and needs analysis prepared and inform future investments	Allocated budget
	CMT	Equity effects are described in the assessment and evaluation of the project including the scale of those effects.	Within resources Allocated Budget 2024/25

Strategy					
1.2 Develop a deeper understanding how the organisation’s values embrace equality, diversity and inclusion and reflect behaviours from staff, to leadership to councillors					
Action	Timing				Responsible <b>Bold text - Lead</b> C - consulted I - informed S - support
	21/22	22/23	23/24	24/25	
1.2.1 Educate workforce in cultural competencies and encourage personal growth through education, training and events that encourage participation that support inclusion, diversity and safety.	✓	✓	✓	✓	<b>Communications and Citizen Experience</b> <b>Workplace People and Culture</b> All service areas S
1.2.2 Identify the resistance to diversity and inclusion and take steps to address it	✓	✓			<b>Workplace People and Culture</b> EO Committee
1.2.3 Leadership speaks out against inappropriate behaviour, sexism and all forms of violence and show support for initiatives that tackle the drivers of inequality	✓	✓	✓	✓	<b>Communications and Citizen Experience</b> Workplace People and Culture C&I All service areas S

	Accountable	Indicator	Resource
	CMT Councillors	Diversity and inclusion training program developed - participation rates are reported per directorate Number of inclusion events held - numbers participating recorded Staff surveys report increased experience/perception of inclusion and safety Councillors participation is recorded for diversity and inclusion professional development and attendance at inclusive events in Maroondah	Allocated budget
	CMT	Context and issues identified internally and incorporated into directorate and manager priorities	Within existing resources to March 2023
	CMT Councillors	Leaders are evaluated against Council's core values Number of statements made Number of initiatives supported and/or funded per directorate	Within existing resources

1.3 Ensure gender equitable workplace arrangements are available and used						
1.3.1	Monitor, analyse and report changes against the 2021 baseline of gender equity indicators		✓	✓	✓	<b>Workplace People and Culture</b> Finance and Governance S
1.3.2	Confer with Maroondah consultative committee and unions to share information, listen and respond to feedback	✓	✓	✓	✓	<b>Workplace People and Culture</b>
1.3.3	Integrate gender equitable measures where possible, in the review of workplace, people and culture policies and the Enterprise Bargaining Agreement	✓	✓			<b>Workplace People and Culture</b>
1.3.4	Promote equitable and flexible ways of working with caring responsibilities, by sharing personal stories of men and women at Council		✓	✓		<b>Workplace People and Culture</b> <b>Communications and Citizen Experience</b>
1.3.5	Ensure managers have the right tools and resources to perform their responsibilities in managing people and building a flexible and positive workplace culture	✓	✓		✓	<b>Workplace People and Culture</b>

1.4 Minimise risks of sexual harassment and discrimination in the workplace and respond well to incidents						
1.4.1	Implement all recommendations from the VAGO 2020 report into sexual harassment within local government	✓	✓			<b>Workplace People and Culture</b>
1.4.2	Review and refresh processes and supports for contact officers	✓			✓	<b>Workplace People and Culture</b>
1.4.3	Communicate how to report anonymously or formally to staff with visual diagrams (flowcharts) that are displayed in all relevant common areas in Council work buildings and promote annually	✓	✓	✓	✓	<b>Workplace People and Culture</b> <b>Communications and Citizen Experience</b> All service areas S

	Director Corporate Services	Internal CMT reports include the gender equality indicators and progress is reported annually	Within existing resources to March 2023 Allocated budget 2024/25
	CMT	Number of gender related issues raised and responded to	Within existing resources
	Director Corporate Services	Number of gender related amendments made to policies and EBA	Within existing resources
	Director Corporate Services	Number of personal stories shared Changes in enquiries for leave and or formal request for flexible work	Within existing resources
	Director Corporate Services	Managers participate in training Templates and guides are developed to support practice	Allocated budget

	CMT	12 recommendations are implemented fully	Allocated budget Within existing resources
	Director Corporate Services	Recruitment and training and support is provided to contact officers	Within existing resources
	CMT	Staff report in surveys increased awareness of and confidence to report discrimination, bullying and harassment Complaints may increase	Within existing resources

# 2

## Women are actively engaged in Council leadership and decision making

Strategy					
2.1 Review and improve gender equality in recruitment, secondment and promotion practices					
Action	Timing				Responsible <b>Bold text - Lead</b> C - consulted I - informed S - support
	21/22	22/23	23/24	24/25	
2.1.1 Increase personal information data fields in HR systems to support disaggregated reporting and analysis	✓	✓			<b>Workplace People and Culture</b> Finance and Governance C&I
2.1.2 Ensure leadership programs are accessible for all staff, regardless of their employment status	✓	✓			<b>Workplace People and Culture</b>
2.1.3 Develop inclusive job descriptions and include a statement that part-time and flexible work can be negotiated and advertise salary band for leadership roles		✓	✓		<b>Workplace People and Culture</b>
2.1.4 Undertake a review of total compensation expense per FTE and by other relevant groupings to see where wage or benefit gaps are largest		✓	✓		<b>Workplace People and Culture</b> Finance and Governance
2.1.5 Investigate options to enable band 7 and above to be delivered in flexible arrangements that could enable succession planning, mentoring opportunities and leadership development			✓		<b>Workplace People and Culture</b>

	<b>Accountable</b>	<b>Indicator</b>	<b>Resource</b>
	Director Corporate Services	Improvements in baseline data collected are made Diversity profile is developing Additional fields are available to indicate leave categories Privacy is secured	Within existing resources Allocated budget
	CMT	Participation rate is captured by gender and employment status	Within existing resources
	Director Corporate Services	Templates are updated	Within existing resources
	CMT	Underlying causes are identified, and recommendations are made	Within existing resources
	CMT	Mentoring and succession planning is considered at senior levels	Within existing resources

2.2 A proactive approach is taken to inclusive placement and career opportunities					
2.2.1 Advocate for programs and promote opportunities for people to work in non-traditional roles or service areas, where a particular gender is less commonly employed	✓	✓	✓	✓	<b>Workplace People and Culture</b> All service areas C&I
2.2.2 Explore career development planning and opportunities for all genders from across Council and address strategies and practical skills to empower people to reach their full career potential			✓	✓	<b>Workplace People and Culture</b>
2.2.3 Further develop and promote the use of the 'talent pool' of people who can undertake short term, casual and project roles in Council	✓		✓		<b>Workplace People and Culture</b>
2.2.4 Work with Universities and TAFEs to promote accessible and inclusive work integrated placement (WIL) opportunities in Council			✓	✓	<b>Workplace People and Culture</b>



	CMT	Number of programs and participants by gender in programs Success and completion rates	External budget
	CMT	Number of projects involved Measures of success in outcomes Staff report job and career satisfaction	Allocated budget Within existing resources
	CMT	Talent pool is utilised to support projects and develop skills	Within existing resources
	CMT	Students with disabilities, seeking asylum and or refugees and from non-English speaking backgrounds gain work experience	Within existing resources

# 3

## Gender equality is integrated in existing Council policies, programs and services.

Strategy					
3.1 Make sure Council uses gender inclusive language and images in all communications					
Action	Timing				Responsible <b>Bold text - Lead</b> C - consulted I - informed S - support
	21/22	22/23	23/24	24/25	
3.1.1 Promote men/diverse genders/ women and challenge stereo types through all multimedia images and content	✓	✓	✓	✓	<b>Communications and Citizen Experience</b> Workplace People and Culture C&I All service areas S
3.1.2 Build awareness by communicating how service delivery to our community demonstrates and fosters gender equality principles	✓	✓	✓	✓	<b>Communications and Citizen Experience</b> <b>Integrated Planning</b>

	Accountable	Indicator	Resource
	CMT Councillors	Communications materials are reviewed Gender Equality Advertising and Communications: Guidelines for Local Government are incorporated	Within existing resources
	CMT Councillors	Council Plan and Liveability and Wellbeing Strategy report progress towards gender equality	Within existing resources External budget

3.2 Gender is systematically addressed in Council external facing policies, plans, programs and services						
3.2.1	Develop gender impact assessment audit tools	✓				<b>Workplace People and Culture</b> Integrated Planning C&I
3.2.2	A community of practice (CoP) is formed to share knowledge and support planning practice in a decentralised model	✓	✓			<b>Workplace People and Culture</b>
3.2.3	Evidence-based decision making is informed by data disaggregated by gender and by further marginalised groups where possible.	✓	✓	✓	✓	<b>All service area planners</b> Work place People and Culture S Integrated Planning S Communications and Citizen Experience S
3.2.4	Training and education on gender impact assessments and primary prevention is tailored for key roles	✓	✓	✓		<b>Workplace People and Culture</b> CoP Planners C&I Integrated Planning S
3.2.5	Conduct gender impact assessment for significant Council policies, programs and services each year	✓	✓	✓	✓	<b>All service areas planners</b> Workplace People and Culture S CoP Planners S
3.2.6	Build responsibility for gender equality into position descriptions of managers to ensure that a gender lens is part of the performance (e-radar) development process	✓				<b>Workplace People and Culture</b>
3.2.7	Share good practice, learnings and approaches in gender equality and transfer knowledge across Council		✓	✓	✓	<b>Communications and Citizen Experience</b> Advisory committees and key partners C&I Workplace People and Culture S All service areas S
3.2.8	Celebrate women's achievements and promote gender equality in the community	✓	✓	✓	✓	<b>Communications and Citizen Experience</b>

	Director Strategy and Community	GIA tools are developed	Within existing resources
	CMT	Number of key stakeholders involved Obligations under the GE Act 2020 inform activities of the CoP GIA tools and decision-making flowchart shared and improved A pragmatic system for recording GIA reports and monitoring progress is developing	Within existing resources to March 2023
	CMT	Existing data that informed the Maroondah Liveability and Wellbeing Strategy 2021-2031 is better utilised by planners and opportunities for disaggregation are identified.	Within existing resources Allocated budget
	CMT	Training program is delivered, and resources developed Number of people by gender participating	External budget
	CMT	Number of GIAs undertaken and recommendations recorded	Within existing resources
	CMT	Position descriptions are updated	Within existing resources
	CMT	Case studies and examples of practice are made accessible online in a clear and concise format	Allocated budget
	CMT Councillors	Events held, and number of attendees recorded Stories shared across media platforms Campaigns supported	Within existing resources

# Appendix A

Under section 47 of the Act Council was required to conduct a workplace gender audit as at 30 June 2021 and submit the results to the Commission by 1 December 2021. This required Council to access, use and disclose:

- Personal information – information about an employee’s classification, salary, gender and employment basis, and if available;
- Sensitive information – information about an employee’s age group, aboriginality, ethnicity, race, religion and sexual orientation; and
- Health information – information about an employee’s disability.

Adhering to the Information Privacy Principles (2c) Council was able to supplement the personal information data with age groups based on information already held in the human resource systems accessed.

Council participated for the first time in the Victorian Public Sector Commission’s (VPSC) People Matter survey for local government 2021 (PMS 2021). The VPSC provided this de-identified data directly to the Commission and a summary insights report with sector comparison to Maroondah via Qualtrics XM software.

In June 2020, Council participated the Victorian Auditor-General’s Office (VAGO) the performance audit Sexual harassment in local government, conducted a sector-wide survey. The survey results were provided in December 2020 with a list of 12 recommendations.

In August 2020, Council commissioned independent consultant, Emma Blomkamp to lead the Workplace Equality Project (WEP) to prepare the organisation to fulfil the requirements of the *Victorian Gender Equality Act (Act)*. This report provided recommendations on policy and practice changes that would also align with Council’s ongoing responsibilities under current state and federal legislation on workplace equality. The WEP identified, collated and reviewed current data, policies and procedures on equal opportunity and gender equity at Maroondah and consulted widely across the organisation to inform a set of recommendations.

# Workforce Data Sets as at 30 June 2021<sup>1</sup>

## Indicator 1: Gender composition of the workforce

### What were we asked to collect: Workforce data

1. Overall gender composition of the workforce
2. Overall gender composition of the workforce by employment basis

Level *	Classification	Full time fixed term		Full time ongoing		Part time fixed term		Part time ongoing		Casual		Total Staffing
0	CEO	1										1
1	Directors	3	1									4
2	Managers	10	5									15
3	Co-ordinators	2	2	25	15	0	3	0	2			49
4	Team leaders	1	0	19	16	0	0	0	12	0	1	49
5	Supervisors	2	0	9	8	0	0	1	5	0	0	25
6	Staff	26	40	113	83	4	29	61	196	131	340	1023
Sub totals		45	48	166	122	4	32	62	215	131	341	1166
Overall gender composition											408	758

\*Employee's occupational category 'Unit Group' per the Australian and New Zealand Standard Classification of Occupations (ANZSCO) standard.

Gender indicated by shading,

■ green - man ■ purple - woman

### What is happening

The workforce is 65% women and 35% men. Senior leadership roles are 30% women and 70% men. Full-time is favoured for senior positions.

Part-time as a basis of employment occurs at the third and fourth level below the CEO. All 18 part-time positions at these levels are held by women.

At the third level below CEO, there are 49 coordinators employed. 44 are full-time and five are part-time. Full-time positions 39% are held by women and 61% are held by men.

At the fourth level below the CEO, there are 49 team leaders employed. 36 are full-time and thirteen are part-time. Full-time positions 44% are held by women and 56% are held by men.

At the fifth level below the CEO, there are 25 supervisors, 19 are full-time and six are part-time. Full-time positions 42% are held by women and 58% are held by men. Part-time positions 83% are held by women and 17% which equates to one, part-time position is held by a man.

At the general staff level, there are 1023 people employed, 67% are women and 33% men. Full-time positions 47% are held by women and 53% are held by men. Part-time and casual positions 74% are held by women and 26% are held by men.

<sup>1</sup> Quantitative data was taken from the payroll system as at 30 June 2021. Qualitative data was taken from the Victorian Public Service People matters survey (PMS) during July – August 2021. Council's participation rate was 22% compared to 32% for the LG sector. Where supplementary data sets are referred to, their methodology and response rates are included for further context.

**Why is it happening**

Women at Maroondah are overrepresented in part-time and casual work. Across the organisation 50% of women and 17% of men are employed part time or on a casual basis. This pattern reflects national work patterns (Australian Bureau of Statistics 2020, Labour Force, Australia, detailed) and work patterns in cross-country studies (Glennie et al. 2021, p 11).

Council relies on a large flexible workforce to deliver several key services to the Maroondah community. These include; nine maternal health centres, three aquatics centres, two of which include gym, health and swimming programs and Karralyka, a theatre and functions facility which caters for meal delivery services year-round. Council’s service workforce is female dominated and the work patterns are favoured by employees with study and or multiple job commitments. Consultation indicates working patterns and job segmentation is also likely to be driven by strong societal norms with caring responsibilities a key factor to managing work life balance, thus reflected in the workforce composition data. Further investigation is needed to understand if the current organisational structures and processes would impede an employees’ access to promotions or flexible working arrangements to senior leadership, that is above the coordinator level.

**What were we asked to collect: Employee experience data**

- a. Percentage of survey respondents who agreed with the following statement, by gender:  
*“There is a positive culture within my organisation in relation to employees of different sexes/genders”*

Gender composition	Maroondah Overall	Woman			Man			LG Benchmark
		69%	71%			65%		
Gender composition - by age group	Maroondah Overall	15-24 years	25-34 years	35 - 44 years	45-54 years	55-64 years	65 + years	Prefer not to say (age)
		69%	83%	68%	68%	63%	70%	89%

Values below LG benchmark shaded orange.

- b. Percentage of survey respondents who agreed with the following statement, by gender:  
*“There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander”*

Gender composition	Maroondah Overall	Woman		Man		LG Benchmark
		56%	59%		49%	

Values below LG benchmark shaded orange. Neutral response rate high, 49% man 35% woman.

- c. Percentage of survey respondents who agreed with the following statement, by gender:  
*“There is a positive culture within my organisation in relation to employees with disabilities”*

Gender composition	Maroondah Overall	Woman		Man		LG Benchmark
		56%	57%		55%	

Values below LG benchmark shaded orange. Neutral response rate high, 32% man 37% woman.



## What is happening

Table a. reveals that positive workplace experiences and perceptions of culture are high among the people of age groups 15 to 24 years and over 65 years and are also significantly above Council's overall percent. Positive experiences are lowest among the employees of age group 45 to 54 and employees who preferred not to reveal their age. The proportion of employees in the age group 25-34 years is also lower than Council's overall percent.

Responses in tables b. and c. reveal lower than the sector for positive experiences and high neutral responses amongst both men and women regarding whether there is a positive culture experienced by employees with disability and/or from Aboriginal and Torres Strait Islander backgrounds.

## Why is it happening

Survey comments illustrate some of the reasons for the low and neutral responses.

*'One area slightly lagging is a pro-active approach to encouraging employment of people who have a disability and understanding of the support available to make reasonable adaptations to enable individuals'*<sup>2</sup>

*'I'm not sure what processes are in place but there's not a lot of cultural or indigenous or ability diversity that I can see'*<sup>3</sup>

*'Training toward racism and diversity - I have worked in a number of teams and most are great - some are not there yet'*<sup>4</sup>

*'We never hear leadership talk about gender equality. So [sic] I don't know if they are educated or not. I put "don't know" but maybe they DO [sic] know and don't support it? Maybe they DO [sic] know and don't believe in it? Maybe they don't know? With a heavily male leadership it would be really good to actually hear from male leaders that they are committed to gender equality and equal opportunity and recognise some of the structural barriers [sic] women face. I'm glad you're doing this survey. I hope something comes from it.'*<sup>5</sup>

Council collects limited personal information from all staff and therefore much of the diversity within its workforce has not been disclosed, captured, reported or celebrated before. The PMS 2021 included more personal characteristics questions than an employee would provide to Council through existing forms and onboarding processes. Where low response numbers could risk a breach confidentiality and an individual's privacy, Council will not publish those results.

Council has made progress in 2021 by developing a Gender Inclusive Language Guide, which is expected in time with a strong commitment by leadership to help progress the organisation's understanding of and use of more inclusive ways to communicate. Maroondah's Aboriginal history has also been updated and published this year along with a significant project to daylight a section of Tarralla Creek, which incorporated in its planning a cultural values study undertaken by Traditional Owner group, Wurundjeri Woi Wurrung Corporation.

Council can do more to show diversity across its workplaces by incorporating more visual clues, communication and programs to encourage people of different ages, backgrounds and lived experiences to experience a culture where they will feel comfortable and included. An increased emphasis on diversity and inclusion development within the workplace will also help develop the skill set for leaders to accept differences, dig deeper into shared, diverse experiences and knowledge to create a more positive and safe culture.

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<sup>2</sup> PMS, for local government 2021

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Blomkamp, workplace equality project 2020 - 21% participation rate

## Indicator 2: Gender Composition of the governing body

### What were we asked to collect: Workforce data

1. Gender composition of the governing body.  
Five of Maroondah's nine Councillors are women (56%).<sup>6</sup>

### What is happening

Councillors do not meet the definition of employees in a range of legislated scenarios. However recent activities undertaken with Councillors, as well as by the Councillors include:

- Victorian Local Governance Association (VLGA) Diversity and Inclusion module - this activity was part of the Councillor Induction as required by the Local Government Act 2020 and the corporate management team also participated
- Cr Kylie Spears is a member of the Local Government Victoria - Gender Equality Advisory Committee
- All five female Councillors and a female Director are members of the Victorian Local Government Women's Charter [www.vlga.org.au/governance-leadership/womens-policy/victorian-local-government-womens-charter](http://www.vlga.org.au/governance-leadership/womens-policy/victorian-local-government-womens-charter)
- Gender Equality in Advertising Guidelines for Local Government - Manager of Communications and Engagement, Sherryn Dunshea was a member of the working group to develop the guidelines and Maroondah will be recognised in this document
- During February 2022, Councillors, CEO and Directors will be participating in two face to face workshops facilitated by the Victorian Equal Opportunity & Human Rights Commission in response to Recommendation 11 of the VAGO Sexual Harassment in Local Government Report.

### Why is it happening

The diversity of councillors continues to grow across Victoria with the 2020 election results showing an increase from 38% in 2016 to 43.8% of councillors who identified as female. 28 candidates across 20 councils identified openly LGBTIQ+, up from 11 candidates in 2016. A further six councillors identified as having Aboriginal or Torres Strait Islander backgrounds (Municipal Association of Victoria, 2020). The Australian Local Government Women's Association Victorian Branch (ALGWA Vic) in its submission to the exposure draft gender equality bill 2018 endorsed the principles and intent of the bill further supporting a '40:40:20 target or quota to allow for flexibility and support people who are gender diverse and choose not to identify as male or female under the binary system'.

Maroondah has also experienced an increase in its diversity of councillors from 2016.

Local Government Victoria has established the Victorian Local Government Culture Project to explore the ways in which the sector can build a positive and inclusive culture that will encourage more women to run for local government (Zierke, 2021).

<sup>6</sup> Maroondah City Council website.

## Indicator 3: Pay Equity

### What were we asked to collect: Workforce data

Overall organisational gender pay gaps:

1. Median base salary gap. 3.0% pay gap favours women <sup>7</sup>
2. Median total remuneration gap. 0.9% gap favours men <sup>8</sup>

### What is happening

Number 1 result shows annualised base remuneration pay slightly favour women (-3.0%). This may be due to a range of factors, including the industries of employment, Maroondah's service mix, tenure in banded role jobs and other factors.

Number 2 result shows annualised total remuneration pay slightly favours men (0.9%). This could be influenced by a range of factors such as bonuses, cars or other payment types that are not associated with the number of hours worked and are outside of base salary.

In 2020, the WEP report for Maroondah provided a different methodology of calculation that focused on comparing men and women in non-banded roles. The CEO position was excluded to ensure only comparable roles were included in the calculation as well as removing rather than annualising a part-time role. This method produced a 9% wage gap favouring male leaders.

### Why is it happening

Gaps vary depending on the data source, unit of time, use of an average (mean, median or mode), and inclusion or exclusion of additional characteristics, for example, job tenure, age, educational attainment etc. A measured wage gap can be a productive starting point for questions about work type, methods of setting pay, value of work done and enterprise bargaining (Vandenbroek, 2020).

Achieving gender equality, including gender pay equity, is a process that takes time and conscious effort. At Maroondah, examining the data is a useful step in developing a baseline and further analysis will assist in identifying the factors behind size variations, including when the gap is negative, that is in favour of women.

Glennie et.al (2021, 18) argues 'unintended gender biases in hiring, promotion, performance and pay decisions can lead to occurrences of pay inequity. Any unfairness or perceived unfairness can negatively impact workplace productivity, employee engagement and morale, access to talent, and retention. That's why reviewing the results of a comprehensive gender pay equity audit and developing a pay equity action plan is a feature of best practice talent management, while also providing a valuable insight into your gender diversity performance'.

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<sup>7</sup> Annualised base remuneration pay gap as a % between genders, refers full time annualised salary specified in the relevant employee agreement for the individual. Excluded, employer contribution to superannuation. Included, any packaged or salary sacrificed components.

<sup>8</sup> Annualised total remuneration pay gap as a % between genders, refers to the base salary plus all bonuses, allowances, superannuation and other payments. Components paid on a pro-rata basis (salary, superannuation and non-fixed payments) were converted to annualised and full-time equivalent amounts.

## Indicator 4: Sexual Harassment

### What were we asked to collect: Workforce data

i. Number of formal sexual harassment complaints made by gender. The number of formal complaints will not be reported in this plan to protect individual confidentiality and privacy.

### What were we asked to collect: Employee experience data

d. Percentage of survey respondents in the organisation who experienced sexual harassment, by gender, calculated by subtracting the percentage of survey respondents who selected: *“No, I have not experienced any of the above [sexual harassment] behaviours from 100%”*

Sexual harassment	Maroondah Overall	Woman	Man	LG Benchmark
	93%	93%	94%	93%

Values below LG benchmark shaded orange.

e. Percentage of survey respondents who agreed with the following statement, by gender: *“I feel safe to challenge inappropriate behaviour at work”*

Sexual harassment	Maroondah Overall	Woman	Man	LG Benchmark
	65%	60%	70%	70%

Values below LG benchmark shaded orange.

f. Percentage of survey respondents who agreed with the following statement, by gender: *“My organisation takes steps to eliminate bullying, harassment and discrimination”*

Sexual harassment	Maroondah Overall	Woman	Man	LG Benchmark
	65%	67%	70%	66%

Values below LG benchmark shaded orange.

g. Percentage of survey respondents who agreed with the following statement, by gender: *“My organisation encourages respectful workplace behaviours”*

Sexual harassment	Maroondah Overall	Woman	Man	LG Benchmark
	82%	84%	87%	83%

Values below LG benchmark shaded orange. Prefer not to say and non-binary 60% response.

## What is happening

Sexual harassment in the workplace is unlawful and does occur within Council. The Victorian Auditor-General Office (VAGO) report 2020, Sexual Harassment in Local Government<sup>9</sup> examined whether councils provided their staff and councillors with workplaces free from sexual harassment. Maroondah City Council's results were captured in survey responses and 12 recommendations provided by VAGO to promote improvements within the sector have been endorsed for implementation by Council.

Understanding the context of sexual harassment, will help Council to identify the drivers behind it and the settings that present the most risks to employee safety. Sexual harassment was most likely to occur during day-to-day work. Ninety per cent of respondents who had experienced sexual harassment said it occurred in that context (VAGO, 2020 p.5). Based on Maroondah's PMS 2021 results, employees at greater risk of sexual harassment, were younger, aged between 15 - 34 years.

The types of sexual harassment that respondents most commonly experienced included; sexually suggestive comments or jokes that offended (72%), intrusive questions about a person's private life or comments about physical appearance (44%), inappropriate physical contact (22%) and inappropriate staring or leering that made me feel intimidated (17%). Regarding the way victims of harassment responded; most pretended it didn't bother them or avoided or stayed away from the person (72%). Only 28% informed their manager and under 10% indicated they submitted a formal complaint. The reasons for not submitting a formal complaint for sexual harassment included; negative consequences for reputation, wouldn't make a difference, career concerns or didn't think it was serious enough (PMS, 2021).

## Why is it happening

There is no sector-wide survey about sexual harassment or workplace conduct. Without visibility to this information, Council cannot effectively plan and implement the actions necessary to protect employees or identify trends (VAGO, 2020 p.6).

In the PMS 2021, managers reported higher favourable responses when compared to responses from people who did not identify as managers. This discrepancy in experience, perception, and power suggests further attention should focus on building programs and awareness of a culture of safety to encourage speaking up and equally ensuring accountability for non-inclusive and discriminatory behaviour.

Council is working to make sexual harassment policy and processes and training more comprehensive and improving navigation towards better help seeking, reporting and satisfaction rates in the process.

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<sup>9</sup> Maroondah's response rate 22.42%, which was in line with 23.74% response rate achieved across the LG sector.

## Indicator 5: Recruitment and promotion

### What were we asked to collect: Employee experience data

h. Percentage of survey respondents who agreed with the following statement, by gender:  
*“My organisation makes fair recruitment and promotion decisions, based on merit.”*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	60%	61%	66%	44%	54%

Values below LG benchmark shaded orange.

i. Percentage of survey respondents who agreed with the following statement, by gender:  
*“I feel I have an equal chance at promotion in my organisation”*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	53%	56%	53%	39%	51%

Values below LG benchmark shaded orange.

j. Percentage of survey respondents who agreed with the following statement, by gender:  
*“Gender is not a barrier to success in my organisation.”*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	73%	75%	72%	56%	74%

Values below LG benchmark shaded orange.

l. Percentage of survey respondents who agreed with the following statement, by gender:  
*“Cultural background is not a barrier to success in my organisation.”*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	75%	80%	66%	56%	74%

Values below LG benchmark shaded orange.

m. Percentage of survey respondents who agreed with the following statement, by gender:  
*“Sexual orientation is not a barrier to success in my organisation.”*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	76%	80%	70%	67%	74%

Values below LG benchmark shaded orange.

- n. Percentage of survey respondents who agreed with the following statement, by gender:  
*"Disability is not a barrier to success in my organisation."*

Recruitment and Promotion	Maroondah Overall	Woman	Man	Grouped: nonbinary	LG Benchmark
	58%	61%	55%	50%	60%

Values below LG benchmark shaded orange.

- o. Percentage of survey respondents who agreed with the following statement, by gender:  
*"Age is not a barrier to success in my organisation."*

Recruitment and Promotion	Maroondah Overall	Woman		Man			LG Benchmark	
	64%	66%		57%			66%	
Recruitment and Promotion - by age group	Maroondah Overall	15-24 years	25-34 years	35 - 44 years	45-54 years	55-64 years	65 + years	Prefer not to say (age)
	64%	73%	60%	67%	58%	65%	91%	59%

Values below LG benchmark shaded orange.

### What is happening

The PMS 2021 results for promotion and recruitment positive experiences are mixed with men, people who identify as non-binary and those who chose not to reveal their age, responding lower overall. These lower positive results were somewhat balanced with higher neutral responses, which may suggest a level of uncertainty as to whether unknown factors like common biases impact recruitment and promotion decision making or processes are not transparent or well communicated or unknown because neither a promotion or recruitment experience occurred for the respondent during the reporting period.

### Why is it happening

Survey comments illustrate some of the reasons for the lower positive and higher neutral responses.

*'I think the most important thing the organisation can do to create a more inclusive and respectful workplace is actively create a more diverse workforce with dedicated recruitment of people from cultures, faiths, disabilities and walks of life'.<sup>10</sup>*

*'Assist all Managers and Employees work through issues of unconscious bias through formal training'.<sup>11</sup>*

*'As a mother and part time worker I have found that I have been discriminated against for coming back to work at a lower band because i have to do part time. This is reflected in the opportunities I get and comments made to me regarding this. It does not take into account my previous 20 years[sic] experience in the workforce and its [sic] like starting again as a teenager and is appalling.'*

*'I've been in the organisation more than 10 years. There's been no active support or encouragement of women at officer level at least, to step up or get training. Some males in my directorate have been 'given' a promotion, without the opportunity for others male or female to apply'.*

<sup>10</sup> PMS 2021

<sup>11</sup> Ibid.

<sup>12</sup> Blomkamp, WEP survey 2020

<sup>13</sup> Ibid.

## Indicator 6: Leave and flexibility

### What were we asked to collect: Workforce data

1. Proportion of the workforce using formal flexible work arrangements. 116 people, which equates to approximately 10% of the total workforce.
2. Proportion of the workforce using formal flexible work arrangements by gender. 20 formal flexible work arrangements for men 100% were full time, 96 formal flexible work arrangements for women 48% were full time, 52% were part time or casual.
3. Gender composition of people who have taken parental leave. Nil.
4. Number of people who exited the organisation during parental leave by gender. Nil.

### What is happening

Some but not all managers at Maroondah use formal mechanisms to manage flexible working arrangements.

17% of formal flexible work arrangements are for men, all working full-time. 83% of formal flexible working arrangements are for women, around half are full-time and the other half part-time or casual. Women are significantly more likely to enter into formal flexible working arrangements when compared to men.

It is not possible to further quantify leave taken for reasons related to family responsibilities as Council does not currently require employees to state the reason when applying for sick leave in our payroll system. Sick leave, annual leave, time in lieu, informal flexibility are all potential levers for managing caring responsibilities with work obligations. For the reporting period there were no applications for parental leave or exits due to parental leave.

### Why is it happening

There are limitations in the categories of data collection within the payroll, training and development systems. These systems manage processes and outputs and do not ask questions for analytical or integration purposes.

As was demonstrated in indicator one, women are more likely to be employed in part-time 79% and casual work 72% when compared to men at Maroondah. It is not known how many existing part-time positions have may been negotiated to accommodate for caring responsibilities or have been permanently adjusted after parental leave entitlements have been exhausted.

Fiscal management may also influence decisions to advertise for part-time ongoing hours rather than full-time hours.

DeLong (2015) refers to research that indicates ‘switching to part-time work hurts employees—often women; they end up toiling away for more hours than they should for much lower pay and less credit. Meanwhile, many male professionals simply take the time they need without formally reducing their hours and pay.’



### What were we asked to collect: Employee experience data

p. Percentage of survey respondents who agreed with the following statement, by gender:  
*"My organisation would support me if I needed to take family violence leave"*

Leave and flexibility	Maroondah Overall	Woman	Man	LG Benchmark
	85%	85%	85%	86%

Values below LG benchmark shaded orange.

q. Percentage of survey respondents who agreed with the following statement, by gender:  
*"I am confident that if I requested a flexible work arrangement, it would be given due consideration"*

Leave and flexibility	Maroondah Overall	Woman	Man	LG Benchmark
	69%	71%	66%	75%

Leave and flexibility - by age group	Maroondah Overall	15-24 years	25-34 years	35 - 44 years	45-54 years	55-64 years	65 + years	Prefer not to say (age)
	69%	73%	77%	69%	60%	75%	82%	68%

Values below LG benchmark shaded orange.

r. Percentage of survey respondents who agreed with the following statement, by gender:  
*"My organisation supports employees with family or other caring responsibilities, regardless of gender"*

Leave and flexibility	Maroondah Overall	Woman	Man	LG Benchmark
	83%	83%	87%	82%

Values below LG benchmark shaded orange.

s. Percentage of survey respondents who agreed with the following statement, by gender:  
*"Using flexible work arrangements is not a barrier to success in my organisation"*

Leave and flexibility	Maroondah Overall	Woman	Man	LG Benchmark
	56%	54%	60%	61%
Grouped for all flexible options	61%	61%	66%	61%
Grouped for not using any flexible work arrangements	44%	40%	56%	61%

Values below LG benchmark shaded orange.

**What is happening**

In the PMS 2021, positive responses were only slightly lower than the sector for family violence leave and slightly above for family or other caring responsibilities.

Table q. shows positive responses below the sector for leave and flexibility, with men lower than women at Maroondah. A review of age group responses to this question illustrates, positive experiences was highest among the employees of age group 25 -34 years (77%) and those who preferred not to reveal their age (82%) and lowest among the employees of age group 45 - 54 years (60%), 35 to 44 years (69%) and those that did not reveal their age (68%).

Table s. shows people who are currently using flexible leave arrangements have a more positive outlook on whether those arrangements constitute a barrier to success at Maroondah, whereas those who do not utilise flexible work arrangements are less inclined to agree with the statement.

**Why is it happening**

It is possible the sample size and the timing of the data collection during lockdown orders for much of the workforce and the associated pressures during this time may influence the responses.

Further consultation and work is required to speak with men and women in the organisation to better understand their experiences and or concerns in relation to current flexibility use in the workplace.

Because of the significant shift in work patterns and locations in 2021, Council engaged a consultant to work with managers and leadership on a set of guiding principles to help facilitate workforce flexibility considerations. Leadership is listening to feedback and is in the process of finalising the draft.

Survey comments illustrate some of the reasons for the lower positive responses.

*‘My own experience has been positive and i[sic] think that any male wanting to take parental leave are supported however i[sic] don’t think they would be very supported if they requested flexible working arrangement if they wanted to work part time etc to provide care to their child/ren. Similar to the lack of women in a leadership role working part time. There seems to be this rule that you have to work full time (Or very close to it) to be in a leadership role and definitely not job share it.’<sup>14</sup>*

*‘Flexible working arrangement. During the pandemic we have been through a few lockdowns. Instead of the management learning to manage team’s performance, it is quick to return to the back in the office mode. The flexibility that we have learnt through pandemic is not utilised’<sup>15</sup>*

*‘HR needs to be more proactive in calling out instances of bullying and targeting of certain employees. Very inconsistent in terms of flexible work arrangements - some managers deserve accolades towards supporting flexible others need culture shift into this century’<sup>16</sup>*

<sup>14</sup> Blomkamp WEP survey 2020

<sup>15</sup> PMS 2021

<sup>16</sup> Ibid. 6 similar comments related to calls for more flexible consideration in the PMS survey.

## Indicator 7: Gender segregation

### What were we asked to collect: Workforce data

#### Gender composition of ANZSCO code major groups in the organisation:

Code	Women	Men
1-Managers	20	25
2-Professionals	145	51
3-Technicians and trade workers	15	54
4-Community and personal service workers	315	108
5-Clerical and administrative workers	158	63
6-Sales workers	0	0
7-Machinery operators and drivers	0	25
8-Labourers	104	82

#### What is happening

At manager's level, gender is relatively evenly represented across specialisations accept for health, education and arts management, where only women are represented and for men; construction, engineering and customer service management.

At the professional level, women are employed in much higher numbers compared to men. For women this representation is more apparent in human resources, health, midwifery and social and community arts workers. Men are more represented in design, engineering, science and planning professions, information and technology and business.

At the technician and trade level, men are employed at higher numbers than women. Technical skills for engineering, information technology, science are represented by both genders. Men are represented more as mechanics, chefs, performing arts technicians and horticultural workers.

At the community and personal services worker level, three times as many women are employed as men. This large workforce mobilises many services to the community. Women are significantly represented in fields such as child care, sports, fitness, swimming instruction and youth and community workers.

At the clerical and administrative level, women are employed at significantly higher rates than men, particularly at the reception and general administration level. The gender composition is equal at the program or project administration level.

At the machinery operation level, only men are employed.

At the labourer level women are employed in slightly higher numbers than men but both genders are represented in all positions. Women are represented in higher numbers as crossing supervisors, kitchenhands and cleaners whereas men are represented in higher numbers as gardeners.

#### Why is it happening

Refer to Indicator one.

# Appendix B

## Program Logic: Maroondah City Council gender equality strategy informing action plan

Issues	Inputs	Activities	Outputs	Short term and medium term outcomes	Long term outcomes	Benefits
<ul style="list-style-type: none"> <li>Younger women are at increased risk of being subject to sexual harassment in the workplace</li> <li>Women are less confident than men in calling out inappropriate behaviour in workplace</li> <li>Women over represented in part-time and casual work</li> <li>Men hold more senior leadership positions and are more likely to be employed full time</li> <li>Training and development lacks a whole of organisation cultural and social inclusion program</li> <li>Gaps in tailored strategies needed to develop primary prevention processes and capabilities for a wider set of Council service staff.</li> <li>Work sites and Council facilities do not display reinforcement to zero tolerance messaging.</li> <li>Legacy systems are not integrated and lack the necessary data inputs for gender analysis</li> <li>Gender impact assessments are a new statutory obligation</li> </ul>	<ul style="list-style-type: none"> <li>Executive sponsorship</li> <li>Equal Opportunity Committee</li> <li>Funding</li> <li>Employees - project facilitators, data collection and analysis</li> <li>Employees - volunteers to share stories</li> <li>Training and development programs and budget</li> <li>Access to experts through partnerships, networks and contracts</li> <li>Communications expertise and resource</li> <li>Information system plan</li> </ul>	<ul style="list-style-type: none"> <li>Relationship building exchanges to gather knowledge and share practice development across the organisation</li> <li>Risk mitigation processes</li> <li>Develop gender impacts tools and resource</li> <li>Create community of practice to share resources, tools, strategies with senior planners</li> <li>Working group to prepare good practice and public value guidance</li> <li>Communications and messaging plan</li> <li>Diversity and Inclusion training plan</li> <li>Freedom from Violence implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Suite of targeted gender impact in practice guidelines across service areas</li> <li>Communications campaign - primary prevention actions, reinforcement and new initiatives</li> <li>HR templates, policy and procedure updates</li> <li>Consultant brief for public value planning</li> <li>Gender equity data insights resource</li> <li>Trained contact officers</li> <li>Sexual harassment training delivered across the workforce</li> <li>Diversity and Inclusion program for all employees</li> <li>Tailored violence prevention training and</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced knowledge and support to report sexual harassment and inappropriate behaviour</li> <li>Increasing messaging from leadership reinforces our commitment to zero tolerance to violence</li> <li>Complaints may increase because of increased knowledge and confident to report</li> <li>Gender impact assessments inform decision making</li> <li>Gaps in intersectional data collection is reducing</li> <li>Enhanced knowledge and skills in evaluating gender impacts in key policy, program and services</li> </ul>	<ul style="list-style-type: none"> <li>Violence against women in the workplace is eliminated and there is greater focus on primary prevention action in the community</li> <li>Women have an increased voice, agency and meaningful participation in the workplace</li> <li>Women achieve greater income equality by increased access and choice through economic participation across their working lifespan.</li> <li>Women's economic empowerment boosts productivity and increases economic diversification in addition to other positive personal outcomes</li> <li>Culture change unhealthy social</li> </ul>	<ul style="list-style-type: none"> <li>Workforce: greater knowledge and skills to understand and address harmful social norms and harassment and discrimination.</li> <li>Inclusion and equality are prioritised and valued, and everyone benefits</li> <li>Community: expansion in the number and quality of inclusive, user-focused policies, services, programs and infrastructure assets</li> <li>Local government as public authorities: greater skills in social and assets planning, consultation and engagement lead to better returns on public expenditure, enhanced reputation for inclusive and progressive outcomes with finite resources</li> </ul>

<ul style="list-style-type: none"> <li>• Men and younger staff are less confident requesting flexible work</li> <li>• Work segregation patterns may be harming women's potential for leadership</li> <li>• Recruitment and promotion practices may be harming talent from increasingly diverse groups applying</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce development plan</li> <li>• Data collection and insights plan</li> </ul>	<p>processes by service area</p> <ul style="list-style-type: none"> <li>• Community awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Selection and promotion opportunities are more flexible and attract a more diverse group for consideration</li> <li>• Employee behaviour and compliance with expected standards improves</li> <li>• Violence prevention awareness and capability is increasing across Council and in community</li> </ul>	<p>norms are changing to achieve greater health, wellbeing and empowerment for individuals and groups</p> <ul style="list-style-type: none"> <li>• Decisions made by Council integrate the best available evidence based on gender inclusive priority settings</li> </ul>
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<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>• We will foster a prosperous, healthy and sustainable community</li> <li>• We are dynamic and innovative leaders, working in partnership to enhance community wellbeing</li> <li>• Maroondah City Council is an inclusive organisation that recognises and supports the diverse needs of our community</li> </ul> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• We are accountable to each other and our community</li> <li>• We collaborate in an adaptable and supportive workplace</li> <li>• We perform at our best</li> <li>• We are open, honest, inclusive and act with integrity</li> <li>• We ensure every voice is heard, valued and respected</li> <li>• We are brave, bold and achieve excellence</li> </ul>
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<p><b>External factors</b></p> <ul style="list-style-type: none"> <li>• Political cycles and prospect of change of Councillors and or government at the national and state level</li> <li>• Changing economic conditions drawing capital away to other priorities</li> <li>• Further consequences caused by COVID-19 global pandemic including future outbreaks</li> <li>• Other catastrophic environmental events</li> </ul>
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<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• External funding is secured to support new initiatives in the workplace and in community with a primary prevention focus</li> <li>• Council and Councillors recognises merit of taking action to address gender equality and commits to supporting action with allocated budgets across future years</li> <li>• Indicator results are accurate for the period of collection and by the methodology undertaken and where data was available at the time of submission in 2021</li> <li>• Complaints may increase with greater effort to report</li> <li>• Backlash is to be expected and Council will speak out with clear messaging that affirms our commitment to gender equality</li> </ul>
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