

Gender Equality Action Plan

March 2022



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City of Boroondara gender equality statement

The City of Boroondara is committed to upholding and promoting the gender equality principles and embedding them across the workplace. The gender equality principles have been used as key criteria to inform the strategies and measures within this Gender Equality Action Plan and to ensure the right actions are in place to achieve considerable progress towards gender equality and intersectional gender equality at the City of Boroondara.

The City of Boroondara is committed to providing a safe culture where employees from all diverse backgrounds can bring their whole selves to work. This commitment is based on our 3 key priorities:

- **Priority 1: Leadership and Accountability**
Leaders visibly champion diversity and inclusion programs.
- **Priority 2: Inclusive, Psychologically and Culturally Safe Culture**
Our people feel safe to speak up and are equipped to role-model inclusive behaviors.
- **Priority 3: Visibility, Integration and Removing Barriers**
Greater visibility and celebration of diversity across the City of Boroondara and ensure diversity and inclusion is well embedded into key policies, processes and systems.

The gender equality principles as stipulated by the Commission for Gender Equality in the Public Sector have been leveraged in the development of this plan and are noted below:

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

1. Executive summary

At the City of Boroondara we strive to create a culture where we value each person for who they are by listening, understanding and showing that we care, as we acknowledge the benefits of diversity in thinking and valuing different experiences. Everyone is responsible for the culture we create together, and we all have a part to play in role modelling inclusive behaviors through our everyday decisions and interactions.

We acknowledge that gender equality in the workplace is one of those diverse characteristics that we need to put time and attention to. To achieve gender equality, we recognise that we need to:

- understand the importance of gender equality and intersectional gender equality
- identify where change is needed at the City of Boroondara
- plan and implement actions that will achieve progress.

The impact of intersectionality, particularly the ways in which various aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation, is an important component in understanding how to achieve gender equality in the workplace and this plan also covers insights and actions pertaining to the progress required in this space.

This Gender Equality Action Plan (GEAP) outlines the data, consultation methods, strategies, and measures to work towards gender equality as required under the Gender Equality Act 2020.

This plan also upholds our commitment to and application of the Gender Equality Principles which have informed the strategies and actions within this GEAP and will also be used to create the broader City of Boroondara Workforce Diversity and Inclusion Strategy.



2. Introduction

2.1. Vision and purpose

The aim of this GEAP is to ensure the right actions are in place to achieve intersectional gender equality at the City of Boroondara. We will achieve intersectional gender equality through having the right resources, processes and structures in place to continue to build a safe culture where employees from all diverse backgrounds can bring their whole selves to work.

2.2. The Case for Change

The City of Boroondara has increased focus on diversity and inclusion over the last three years. The development of a Workforce Diversity and Inclusion Strategy (FY20-22) and the appointment of a Diversity and Inclusion Steering Committee and working group helped support a broad range of activities to bring awareness and visibility for all diverse groups across Council.

This work is being extended in response to the legislative requirements for the Gender Equality Act 2020 (the Act) that came into effect on 31 March 2020. The Act requires defined entities to develop GEAPs including strategies and measures to promote gender equality based on the findings of workplace gender audits. The aim is to promote, encourage and facilitate the achievement of gender equality and improvement in the status of women.

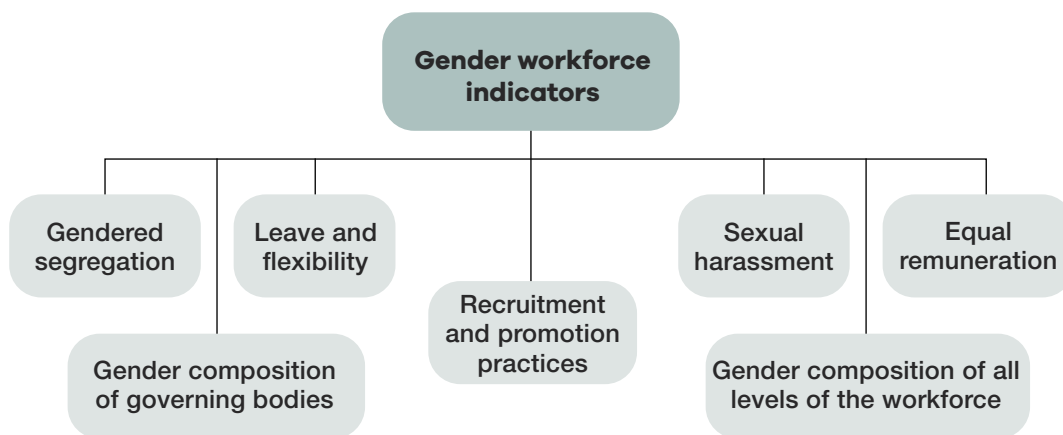
As a defined entity, the City of Boroondara is required to complete the activities below to fulfill statutory requirements. The obligations under the Act include:

- promote gender equality
- complete a Workplace Gender Audit every four years
- submit a Workplace Gender Equality Action Plan (GEAP) every four years
- complete Gender Impact Assessments
- submit Progress reports every two years.

This GEAP predominantly focuses on gender equality, however an intersectional lens has been applied throughout. This includes a broader focus on other diverse characteristics through the establishment of a supporting governance model which includes a Diversity and Inclusion Steering Committee to support the implementation of this plan and the soon to be established overall Workforce Diversity and Inclusion Strategy.

2.3. Context

As required by the Act, a gender equality audit was completed and an action plan developed, aligned to seven key indicators. The Act also required an intersectional lens be applied when analysing the data to ensure those groups who had a variety of diverse characteristics were also addressed. This has paved the way for a larger diversity and inclusion conversation across the City of Boroondara. As explained in subsequent sections, the process to inform and create this GEAP will be a critical input into the development of our broader Workforce Diversity and Inclusion Strategy.



This GEAP includes the following details against the seven key indicators above:

- key data from the workplace gender audit, that helps assess the current state of gender equality in the workplace
- priority areas and measures to improve gender equality in the workplace, based on the results of the audit and the gender equality consultations.

In addition to the GEAP, the City of Boroondara is also completing Gender Impact Assessments (GIAs) which are designed to help organisations think critically about how their policies, programs and services will meet the needs of women, men and gender diverse people. These assessments can help organisations ensure all people have equal access to opportunities and resources. GIAs should be included in normal process for developing policies, programs and services that have a direct and significant impact on the public.

When developing this GEAP, legal obligations under Commonwealth and State legislation and industrial instruments, were considered including:

- The Fair Work Act 2009 (Cth) and other Commonwealth workplace relations legislation
- The Equal Opportunity Act 2010 (Vic) and the Charter of Human rights and Responsibilities Act 2006 (Vic)
- The Sex Discrimination Act 1984 (Cth) and the Workplace Gender Equality Act 2012 (Cth)
- Boroondara City Council Enterprise Agreement 2021.

The positive duty requirement outlined in Section 7 of the Act interacts with and supports other Victorian legislative frameworks. This includes obligations under Sections 8 and 38 of the Charter of Human Rights and Responsibilities Act 2006 and Section 15 of the Equal Opportunity Act 2010.

3. Background

3.1. Profile of Boroondara

The City of Boroondara's name is derived from the Woi-wurrung language meaning 'where the ground is thickly shaded'. The municipality is made up of suburbs including Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Mont Albert and Surrey Hills.

Figure 2 below outlines the community profile for the City of Boroondara which speaks to some of the diversity within our community. Our commitment to wellbeing is guided by the Victorian Charter of Human Rights and Responsibilities Act 2006, which recognises all people have equal rights to Council services and facilities and the key role the community plays in decision-making. This commitment implies a focus on equity – fair access to resources – so community members of all ages, genders, sexualities, religions, backgrounds, locations and abilities have the same opportunities to achieve good health and wellbeing.

It is important to us that our staff represent our community in terms of diversity make up. Actions within this GEAP and in the soon to be developed broader Workforce Diversity and Inclusion Strategy will support us in achieving this.

Who we are

183,023

population in 2020.
197,734 is the predicted
population by 2031,
an increase of 8%



47%

of residents over 15 years have
a Bachelor degree or higher



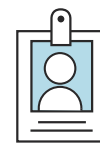
6,406

residents need help in
their day-to-day lives
due to a disability



6%

of the working age population
are unemployed. In November
2021, a total of 2,394 residents
were receiving JobSeeker and
youth allowance



31%

of residents were born
overseas



26%

of residents volunteer



324

residents identify as Aboriginal
and/or Torres Strait Islander



145

different countries of origin are
represented, with more than 120
languages spoken. 27% speak
a language other than English
at home. The top 3 languages
spoken other than English are
Mandarin, Cantonese and Greek.

54%

of residents identified as having
one of 39 main religions, while
37% of residents did not identify
as having any religion



4. Methodology

The following activities and methods were used in the collection and analysis of data to inform the strategic goals and objectives in the strategy.

Workplace Gender Audit

By conducting the Workplace Gender Audit, we were able to identify areas of improvement in relation to the workplace gender equality indicators. This data is displayed in Section 5 and has helped inform the strategies and measures in this GEAP. As required, all personal or potentially identifiable information has been removed and any identified data gaps addressed. Where possible we have also outlined key considerations from applying an analysis of intersectional gender inequality. In addition to the results of the Workplace Gender Audit we have also shared the minimum recommended standard results from our Employee Experience (People Matters) Survey for each indicator.

Meaningful consultation and engagement

The City of Boroondara completed a thorough consultation process as outlined in Section 6, to develop the strategy. All views expressed by staff and suggested priorities have been considered. We have consulted with governing bodies, employees, employee representatives (including the union) and other relevant people to develop this GEAP.

Priority areas and measures

The primary focus of the strategies and measures in this GEAP is on promoting gender equality in our workplace and ensuring key insights also apply an intersectional gender inequality lens. These are grouped according to workplace gender equality indicators, as outlined in the table with indicators and measures in Section 7. Clear accountabilities and timelines are assigned to each strategy and measure and gender pay equity principles have been considered. For each workplace gender equality indicator, there is one strategy or measure to address intersectional gender inequality.

Leadership and resourcing GEAP

An implementation and resource plan in Section 8 highlights how the implementation of the GEAP will be resourced and the required governance model. The governance model centers around a cross functional Diversity and Inclusion Steering Committee, members of which will be key influencers and advocates for this GEAP as well as broader diversity and inclusion. There is strong executive leadership commitment to, and endorsement of, this GEAP.

Measuring progress

Progress in relation to the strategies and measures set out in this GEAP will be reported to The Commission bi- annually. Section 8 outlines how the progress of the GEAP will be reported internally on an annual basis, an achievement register established and a high-level implementation plan.

5. Workplace Gender Audit Results

A review of high level workforce audit and survey results

By conducting our Workplace Gender Audit and participating in the Employee Experience (People Matters) survey, we were able to identify areas of improvement in relation to the workplace gender equality indicators. Some of the key parameters and high-level findings for both the audit and survey are tabled below:

Workforce Data

- Workforce data is extracted from our internal employee data systems
- This workforce data is a snapshot from **1 July 2020 to 30 June 2021**
- During this period the City of Boroondara had **1098 employees**
- **61%** of the workforce were women: 669 people
- **39%** of the workforce composition were men: 429 people

Considerations for indicators 1-3 are drawn from our workforce data

Employee Experience Data (People Matters Survey)

- The People Matters survey is the Victorian public sector's (VPS) annual employee opinion survey. The survey results tell organisations how employees see their workplaces
- New questions were developed for the 2021 survey to support organisations to report on progress against the Act. The version we (and other Councils) ran was an abridged version of the more holistic VPS survey, with targeted questions about Gender Equality and related matters)
- The 2021 survey ran from the 31 May 2021 to 2 July 2021
- 369 City of Boroondara employees participated in the survey. This is a 32% response rate, consistent with the local government average
- 66% of respondents were women, 27% were men, 6% preferred not to specify.
- 28% were leaders
- Age distribution of respondents broadly matched our workforce composition, with slight under-representation in the 65+ age group

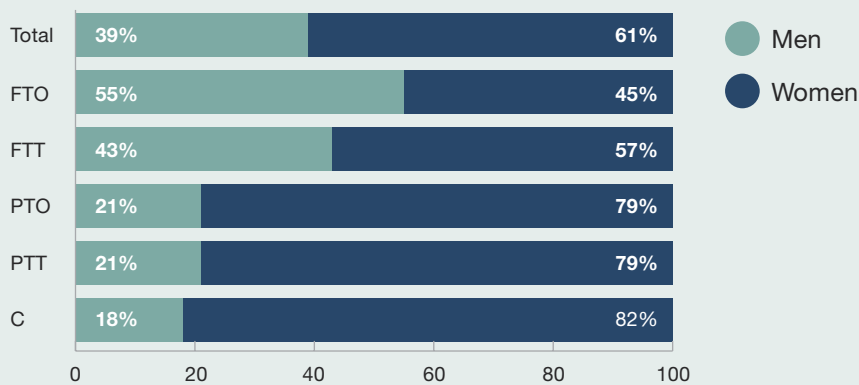
Considerations for indicators 4-7 are drawn from our workforce data and the People Matter survey 2021 findings.

The next section displays the key results from the workforce audit data and the People Matters survey results, as well as key considerations from applying an analysis of intersectional gender inequality and the staff consultation sessions.

Indicator 1 – Gender Composition of the Workforce

Workforce Data

Current workforce composition employment basis



61% of our workforce is female, this rises to 79% amongst part-time employees. We have a predominantly female workforce, with female representation higher in part-time work.

Employee Experience Data (People Matters Survey)

People Matters Survey question and response: There is a positive culture within my organisation in relation to employees of different sexes/genders. 81% of men agreed, 73% of women and 54% of other gender.

Key considerations from the data and consultation:

- There are other reasons (outside caring for children) for staff to pursue part-time roles including i.e., health reasons, lifestyle related, aging workforce, caring for others i.e., elderly.
- We don't currently have access to an intersectional break down of all employees and will need to build our data set to inform actions into the future.
- Other diverse groups outside gender wish to pursue flexible work arrangements, in particular the ageing workforce.
- Consider what roles and positions would people consider being part time, flexible, job share, work from home, conversations with current staff and a deliberate part of the recruitment process and workforce planning.

Indicator 2 – Composition of Governing Bodies

Workforce Data

Position	Women	Men
Chair	0	1
Other members of governing body	6	4
Total	6	5
Percentage	55%	45%

Our governing body, Council, is gender balanced: with 45% men and 55% women.

**There was no self described gender in either the 'Chair' or 'Other members of governing body' categories*

Employee Experience Data (People Matters Survey)

N/A – not required for the recommended minimum standard

Key considerations from the data and consultation:

We have Gender Equality within our Governing Body but do not intersectional data available.

Indicator 3 – Equal Remuneration

Workforce Data

Annualised base salary		Total remuneration	
Pay gap as \$	Pay gap as %	Pay gap as \$	Pay gap as %
-\$1,967	-2.4%	-\$2,154	-2.4%

Pay gaps are expressed in the positive if they're in favour of men, and in the negative if they're in favour of women. At an overall level, and when cut by employment basis, there is a gender pay gap in favour of women at the City of Boroondara.

Employee Experience Data (People Matters Survey)

N/A

Key considerations from the data and consultation:

- We need to further analyse the pay gap data to understand if like for like roles have a pay gap.
- Through the consultation process we found that some women felt they didn't have the skills to negotiate, and some doubt their skills and experience. We need to provide understanding and support for why this occurs.

Indicator 4 – Sexual Harassment

Workforce Data

Source	Number of respondents	Respondents who claimed to experience sexual harassment	Percentage of respondents who made a formal complaint
VAGO 2020	238	28% (n=67)	1%
People Matter 2021	369	9% (n=33)	3%
Workforce data	1098	n/a	0%

3% of respondents who experienced sexual harassment submitted a formal complaint, consistent with the local government benchmark of 3%. In the People Matter survey, 3% of respondents reported making a formal complaint. We have received no formal complaints in the same period.

Employee Experience Data (People Matters Survey)

People Matters Survey response: Amongst respondents from the City of Boroondara, 2% of men experienced sexual harassment, while 11% of women experienced sexual harassment.

Percentage of survey respondents who agreed with the following statements:

Statement	City of Boroondara	Women	Men
My organisation encourages respectful workplace behaviours	86%	86%	90%
My organisation takes steps to eliminate bullying, harassment and discrimination	68%	69%	73%
I feel safe to challenge inappropriate behaviour at work	71%	69%	84%

Key considerations from the data and consultation:

- Need to investigate whether age, maturity and experience influences those to call out inappropriate behaviour.
- We need to increase options to report issues like sexual harassment and bullying i.e., anonymous reporting.
- Promote awareness of what is and what isn't acceptable behaviour in our respectful workforce policy.
- Increase understanding of support options and services available to staff, Managers and Leaders.
- Develop a bystander process as staff weren't sure how to do this in the consultation sessions.
- Important to understand who the more vulnerable groups are, so that bystanders can better intervene. i.e., LGBTIQ+ group are often victims of harassment.

Indicator 5 – Recruitment and Promotion

Workforce Data

N/A – not required for the recommended minimum standard

Employee Experience Data (People Matters Survey)

Source	City of Boroondara	Women	Men	Local government average
My organisation makes fair recruitment and promotion decisions, based on merit	58%	59%	63%	54%
Age is not a barrier to success in my organisation	63%	64%	69%	66%
Gender is not a barrier to success in my organisation	72%	71%	81%	74%
Sexual orientation is not a barrier to success in my organisation	66%	65%	73%	74%
Cultural background is not a barrier to success in my organisation	72%	74%	76%	74%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	54%	57%	55%	66%
Disability is not a barrier to my success in my organisation	53%	51%	62%	60%
I feel I have an equal chance of promotion at my organisation	53%	50%	67%	51%

Percentage of survey respondents who agreed with the above statements, by gender. At Boroondara, sexual orientation, disability or being Aboriginal/Torres Strait Islander were more likely to be seen as barriers to success, compared with our local government peers.

Key considerations from the data and consultation:

We need to have clear career pathways and development conversations with every employee as the data suggests that age and other diverse characteristics could be a barrier to recruitment and promotion.

Indicator 6 – Leave and Flexible Working Arrangements

Workforce Data

Parental leave by employment basis:

Employment basis	Women	Men	Total
FTO	5	11	16
FFT	2	1	3
PTO	21	0	21
PTT	2	1	3
C	0	0	0
Total	30	13	43

Most parental leave takers were women working part-time.

We were unable to provide data for the following areas due to an absence of this data in our current systems. However, with foreshadowed improvements to our people systems in late 2022 and a new Workforce Diversity and Inclusion Strategy focused on collecting data around diverse characteristics, we aim to have this data available for this Gender Equality Workplace Audit by the progress report due date in 2023.

- Proportion of the workforce using formal flexible working arrangements
- Proportion of the workforce using formal flexible working arrangements, by gender
- Number of people who exited the organisation during parental leave, by gender

Employee Experience Data (People Matters Survey)

People Matters Survey results:

- My organisation would support me if I needed to take family violence leave – women 93%, men 86%.
- I am confident that if I requested a flexible work arrangement, it would be given due consideration – women 81%, men 88%.
- My organisation supports employees with family or other caring responsibilities, regardless of gender – women 88%, men 85%.

Key considerations from the data and consultation:

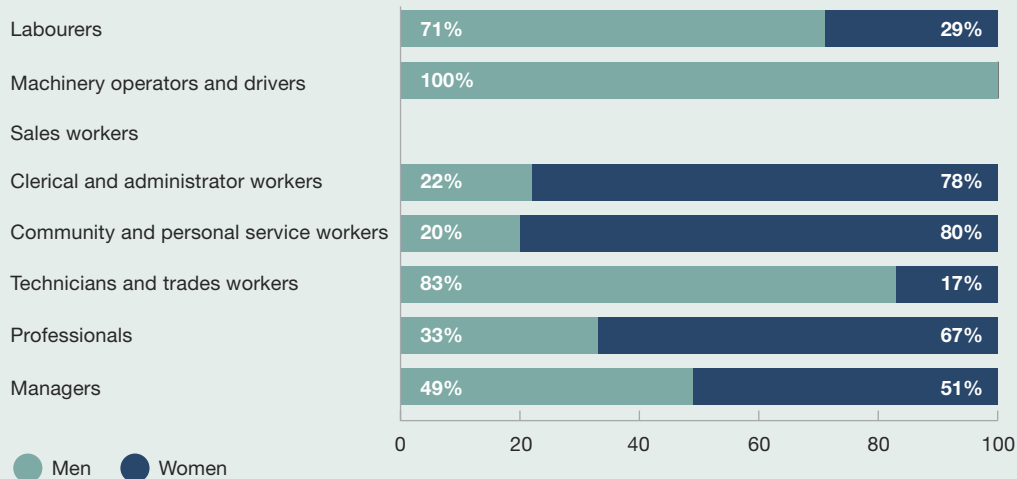
- We need to develop a broader awareness of shared parental leave to allow both parents to take the full parental leave.
- Encourage more men to take parental leave and part time work- support this from culture / system perspective.
- Further intersectional data needs to be collected and analysed.

Indicator 7 – Gendered Segregation of the Workforce

Workforce Data

- Workforce gender composition differs significantly by occupation type.
- All our machinery operators and drivers are men, along with 83% of our technician and trade workers 71% of labourers.
- Women dominate the community and personal service workers category and clerical and administrative workers category.

ANZSCO



Employee Experience Data (People Matters Survey)

N/A – not required for the recommended minimum standard

Key considerations from the data and consultation:

- Consultation suggested that we need to break down the perceived silos where people keep to their own 'clicks' i.e – gender and/or age
- Consultation groups suggested that we investigate targeted traineeships/ apprenticeships/ scholarships for underrepresented groups within the organisation i.e., increase females among depot roles via traineeships
- We need to ensure that we don't have unconscious biases in our interview process.

6. Consultation and Engagement

Two initial gender equality consultation sessions were conducted with staff and leaders from across the City of Boroondara to ensure we captured a broad range of views and priorities. There were a further 10 different consultation sessions held in addition to one-on-one discussions with over 80 people from across the organisation and at differing hierarchy levels. Further consultation occurred with health and safety representatives and union delegates, the internal Human Resources Team, the Diversity and Inclusion Steering Committee and the Executive Leadership Team. This brought the total to over 120 people who were consulted. In addition to this, the governing body was consulted and had the opportunity to provide their insights on gender equality, intersectionality and broader diversity and inclusion.

When forming the consultation groups, consideration was given to the type and make up of these groups to ensure we heard from people for whom gender inequality may be compounded by disadvantage or discrimination that a person may experience based on any of the following: age, disability, ethnicity, gender identity, race, religion, and sexual orientation. We did not have any participants that identified as Aboriginal or Torres Strait Islander.

A registration survey was distributed asking participants if they were comfortable to identify their diverse background (if applicable) and whether they were comfortable sharing their perspectives in a diverse group.



The below table outlines the number of staff making up each consultation session:

Consultation Groups	First round of consultation presented the Gender Equality Data	Second Round of consultation that focused on proposed actions in the Gender Equality Action Plan
Managers and Leaders	14	14
LGBTIQ+, CALD and Staff with a disability	10	10
Staff on flexible work arrangements	12	12
Over 55 or 10+ years tenure	10	10
New recruits (6 months)	15	15
Under 35	12	12
Staff who work in traditionally male or female dominated industry	7	7
Human Resources Team	18	18
Executive Leadership Team	6	6
Diversity and Inclusion Steering Committee	22	22

The focus of the first round of consultation was investigating whether the data from the Workplace Audit and the People Matters Survey matched peoples lived experiences at the City of Boroondara. The groups were asked to consider what actions the organisation could take to foster a more equitable and inclusive workplace. The second round of consultation focused on sharing back the key insights we had heard through the first round of consultation and the proposed actions and measures that contributed to the overall action plan.

Post consultation, confidential notes were circulated to those who participated for direct approval and the information was collated, disseminated into key themes and assessed against business requirements to develop the final action plan.

We have regularly communicated with the broader workforce on the process to develop the GEAP through the internal City of Boroondara newsletter and within Chief Executive Officer updates. There will be ongoing updates through these mediums.

7. Priority areas

Leadership and Accountability:

Leaders visibly champion gender and broader diversity and inclusion programs with accountability for progress being a key leader-led priority.

Strategic actions

- Data collection project to increase our capacity to understand our intersectional data in line with the Gender Equality Audit. This project includes further enquiry into remuneration attached to leadership roles that are not banded to ensure no gender pay gap
- Launch Women in Leadership Program, designed to provide support with career progression and leadership skill development
- Diversity and Inclusion Leadership training across key areas such as unconscious bias and responding to disclosures.

Measures

- Several data sets are collected and easily reportable
- Audit completed every 2 years. Findings reported to all staff
- No pay gap % in comparative senior roles
- Increase in the number of women applying for leadership roles.

Priority area

Psychologically and Culturally Safe Culture: Our people feel safe to speak up, empowered to deliver their best and are equipped to role-model inclusive behaviours.

Strategic actions

- Prevention of Sexual Harassment Program
- Training for all staff in diversity and inclusion topics such as unconscious bias, bystander action and reporting discrimination
- Enact and advertise an anonymous reporting line through our Employee Assistance Provider
- Explore expanding our Peer Support Training program to including training in family violence.

Measures

- Increased number of reports relating to sexual harassment to demonstrate the efficacy of the reporting measures
- Decreased instances of sexual harassment experienced but not reported in the people matters survey.

Priority area

Visibility, Integration and Removing Barriers: Greater visibility and celebration of diversity across the City of Boroondara and ensuring gender and broader diversity and inclusion is well embedded into key policies, processes, systems and infrastructure.

Strategic actions

- Policy, Process and Template review across all people processes for inclusive language and processes i.e., pronouns, self-described gender
- Review advice relating to recruitment panels to ensure balance of participants
- Facilitate several events focused on Diversity and Inclusion across Council in a calendar year
- Review of recruitment practices in areas traditionally dominated by men or women. i.e depots
- Monitor the number of people who exit the organisation during parental leave, by gender to understand any barriers with a focus on retention.

Measures

- Number of staff in attendance at events increases by 10%
- People Policies, Processes and Templates use inclusive language
- Track the proportion of the workforce using formal flexible working arrangements, by gender to establish baseline targets
- Increase number of staff that take up secondment or traineeship opportunities in areas traditionally dominated by men or women. i.e depots.



8. Implementing and monitoring

8.1. Evaluation

This plan will be evaluated and measured on the specific measures as identified Section 7: Priority Areas. These measures have been chosen to assess the performance of each project or initiative qualitatively and quantitatively.

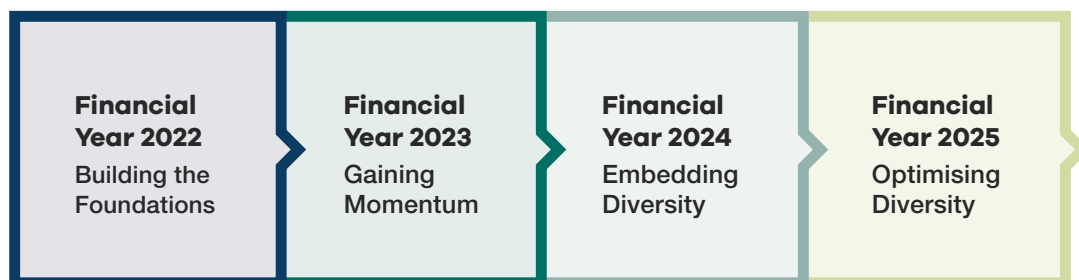
There will be an annual progress report conducted internally against these measures by the Diversity and Inclusion Specialist with oversight from the cross functional Diversity and Inclusion Steering Committee and Executive Leadership Team to ensure ongoing progress and achievement against the required actions. If required post this internal report, additional action or intervention will be taken, in particular if the projects or initiatives are not tracking appropriately, or there is a major adjustment to the overall Workforce Diversity and Inclusion Strategy.

There will be bi-annual updates to the Executive Leadership Team on progress on key initiatives, with an achievement register to be used for internal purposes to celebrate the achievement of projects, key milestones and the achievement of key measures.

8.2. Implementation and Resourcing

The City of Boroondara is committed to upholding and promoting the gender equality principles and embedding them across the workplace. The gender equality principles have been used as key criteria to inform the priority areas and measures within this GEAP and to ensure the right actions are in place to achieve progress towards gender equality and intersectional gender equality at the City of Boroondara. To support this, the City of Boroondara has developed the following implementation and resourcing plan.

Four-year roadmap



Actions	Timeline
<p>1. Prevention of Sexual Harassment program</p> <p>1.1 Targeted training program for all levels</p> <p>1.2 Review process, tools and support</p> <p>1.3 Training for leaders in responding to disclosures and managing referrals</p> <p>1.4 Psychological safety training for leaders</p> <p>Responsible department: People, Culture and Development Budget/resource requirements: Professional development budget</p>	2022 – 2025
<p>2. Enact and advertise an anonymous reporting line through our Employee Assistance Provider</p> <p>Responsible department: People, Culture and Development Budget/resource requirements: Employee Assistance Program budget</p>	2022 – 2023
<p>3. Policy, Process and Template review across all people processes</p> <p>3.1 For inclusive language and processes i.e., pronouns, self-described gender</p> <p>3.2 Review recruitment panels for balance of participants</p> <p>Responsible department: Relevant department areas Budget/resource requirements: Absorbed into department staffing allocation</p>	2022 – 2025
<p>4. Data collection project to increase our capacity to understand our intersectional data in line with the Gender Equality Audit</p> <p>4.1 This project includes further investigation into like for like roles and ensuring no gender pay gap</p> <p>Responsible department: People, Culture and Development Budget/resource requirements: Absorbed into department staffing allocation</p>	2024

Actions	Timeline
<p>5. Launch Flexible Working Project</p> <p>5.1 Launch revised Flexible Working Policy</p> <p>5.2 Leaders Role modelling flexible work practices</p> <p>5.3 Launch Job Share Policy and support process</p> <p>5.4 Return to Work Program for those on parental leave or extended career break including access to promotion and development opportunities whilst on leave</p> <p>5.5 Consider what roles and positions would people consider being part time, flexible, job share, work from home, conversations with current staff and a deliberate part of the recruitment process and workforce planning.</p> <p>5.6 Leadership Training on all new Policies and Processes</p> <p>Responsible department: People, Culture and Development Budget/resource requirements: Diversity and Inclusion Project Officer</p>	2024 – 2025
<p>6. Launch Women in Leadership Program Topics to be focused on career progression, leadership skills, inner critic, negotiating higher salaries and overcoming barriers</p> <p>7.1 Investigate traineeships and secondments for women into groups dominated by men.</p> <p>7.2 Ensure our recruitment practices are accessible and reach diverse candidates</p> <p>Responsible department: People, Culture and Development Budget/resource requirements: Absorbed into department staffing allocation</p>	2024
<p>8. Leadership training focused on:</p> <p>8.1 Improved development conversations</p> <p>8.2 Unconscious bias</p> <p>8.3 Bystander Action</p> <p>Responsible department: Relevant department areas Budget/resource requirements: Professional development budget</p>	2022 – 2025

Support roles

Diversity and Inclusion Specialist – 1.0 FTE

Team Leader – 0.25 FTE

Steering Committee – 20 FTE (1 day/month)

Strong Internal Governance across all areas of Diversity and Inclusion

The Steering Committee will act as the sponsorship and management decision-making forum for the implementation of the overall Gender Equality Action Plan and the broader Workforce Diversity and Inclusion strategy post its development. One member of the Steering Committee will be nominated as the GEAP Executive Leadership Team Sponsor.

Steering Committee Responsibilities

- Championing initiatives with all Leaders and sign off various initiatives with the Executive Leadership Team
- Overall governance, review of quality of initiatives
- Appointed after an expression-of-interest process, with the support of their leader.
- Ideally 6-7 participants
- 12-month commitment – monthly meetings.
- Seeking diverse committee representation
- Strategic support and coaching provided from OD Team Leader and D&I Specialist.