



CITY OF BALLARAT
**Gender Equality
Action Plan
2021–2025**





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

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Message from the CEO

It is with great pleasure that I present to you the City of Ballarat’s Gender Equality Action Plan 2021-2025.

Gender equality in the workplace will be achieved when all our staff and community are able to access and enjoy equal rewards, resources and opportunities regardless of their gender and background.

The City of Ballarat has made considerable progress towards gender equity in the workplace however we know there is much more we can do.

We have outlined three key priorities for our organisation that we will work to achieve by 2025.

- > **1** The City of Ballarat as a sector-wide gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated, recognised and supported to succeed.
- > **2** The application of inclusive and bias-free practices when assessing our talent pool to achieve a gender-balanced workforce with pay equity, while also striving to have a workforce that is increasingly representative of the local community.
- > **3** A zero tolerance for sexism, discrimination, bullying and sexual harassment with all staff empowered to recognise, address and respond to it.

Our Gender Equality Action Plan outlines a range of objectives and targeted strategies that we will implement to achieve gender equality in the workplace.

The City of Ballarat is committed to leading the way when it comes to gender equality and preventing violence against women and minority groups in our community.

This Gender Equality Action Plan aligns with our organisational-wide cultural change program, The Way Forward, and our Workforce Plan 2021-2025. 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.



Evan King
Chief Executive Officer

Gender Equality Action Plan

VISION: The desired long-term outcomes of the Gender Equality Action Plan		
PRINCIPLES: Guide the way we work and the decisions we make for our workforce		
<p>Priorities</p> <p>The long-term goals we seek to improve, measured by long-term indicators</p>	<p>Priority groups</p> <p>Identification of specific groups in our workforce which require extra support to achieve equitable outcomes</p>	<p>Areas</p> <p>We aim for our workforce to complement the diversity of the community we serve and engage with by creating a working environment and conditions in which we operate, learn, work and age in as a focus of all action plans and strategies.</p>

The City of Ballarat will deliver a safe and inclusive environment with zero-tolerance to any form of discrimination, bullying and sexual harassment, exclusion, vilification and victimisation, and make decisions based on merit, with a fair and transparent process.

Legislative Framework

The *Gender Equality Act 2020* requires each Council to address its obligations to promote gender equality in the workplace, consider gender equality when developing policies and programs and delivering services to the public. The City of Ballarat will achieve this through promoting, auditing, delivering on action plans, conducting gender impact assessments, and reporting to the Gender Equality Commission every two years.

Under section 46 (4) of the *Local Government Act 2020*, the Chief Executive Officer also has obligations to develop and maintain a Workforce Plan.

The overarching principle of workforce planning is to ensure that the City of Ballarat has assessed, planned, and reviewed its current state and future requirements to deliver on our Council Plan and strategy commitments. For that reason, the City of Ballarat's Workforce Plan also addresses gender equality, diversity, access, and inclusion related to the *Gender Equality Act 2020*, with considerations for Child Safe Standards, our third Reconciliation Action Plan, Disability Access and Inclusion Plan and Intercultural City Strategic Plan.

The City of Ballarat plays an important role in increasing opportunities and access to programs and services for Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities.¹

Gender Equality Action Plan and Objectives

The Gender Equality Action Plan 2021-2025 (GEAP) and objectives builds upon previous gender equity initiatives of the City of Ballarat. In 2012, Council endorsed the City of Ballarat Community Charter for the Prevention of Violence Against Women, a project that clearly stated a vision for eliminating violence against women. Since 2013, Council has included the prevention of violence against women and gender equity in the City of Ballarat's Health and Wellbeing Plan.

The Gender Equity Strategy and Action Plan 2018-2020 was developed following a significant organisational review in 2017 that included the collection and analysis of staff feedback from an internal audit, survey, consultations, and research.

A road map was developed with five distinct stages and levels identified:

- > 1 compliant
- > 2 programmatic
- > 3 strategic
- > 4 integrated
- > 5 sustainable

¹. *GEAP 2021-2025: Royal Commission into Family Violence (2015) | Free from Violence: Victoria's Strategy to Prevent Family Violence (2018) | Commission for Children and Young People | Victorian Charter of Human Rights and Responsibilities Act (2006) | Victorian Multicultural Commission | Racial and Religious Tolerance Act 2001 | Victoria's Multicultural Policy Statement 2017 | Equal Opportunity Act (2010) | Family Violence Protection Act (2008) | Occupational Health and Safety Act (2004) | Fair Work Act (2009) | Towards 2025: An Australian Government Strategy to Boost Women's Workforce Participation (2017) | LGBTQIA+ Language Guide | Gender Equality Commission Guidance for Defined Entities and Reconciliation Australia.*

Gender Equality Action Plan and Objectives (cont.)

With substantial progress achieved, the City of Ballarat's aim is to continue the integration of gender, intersectionality and equality in our business practices, systems, rules and behaviors. This effort is underpinned by the City of Ballarat values of:

-  **leadership**
-  **loyalty**
-  **excellence**
-  **outcomes**

The following gender equality principles in the Victorian *Gender Equality Act 2020, Part One (section 6)* have guided the preparation of the City of Ballarat Gender Equality Action Plan:

- > **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.

These principles are supported by the workplace gender equality indicators of:

-  gender composition of governing bodies
-  gender composition at all levels of the workforce
-  gendered work segregation
-  recruitment and promotion
-  gender pay equity
-  leave and flexibility
-  workplace sexual harassment.

Our vision is for a whole of organisation integrated and sustainable approach that sees gender equality principles and intersectional factors embedded in the culture and across all business practices of the City of Ballarat by 2025.

Gender Equality Methodology

Consideration of intersectional factors have been key to the development of the Gender Equality Action Plan 2021-2025. This recognises that people may experience multiple forms of disadvantage or discrimination related to sexual orientation, gender identity, age, race, ethnicity, religion, disability and/or any other attribute.

Preparation of the Gender Equality Action Plan has involved the analysis of City of Ballarat plans, strategies, frameworks, policies, procedures and business rules, baseline audit data and People Matter survey data according to the workplace gender equality indicators and intersectional factors. This has highlighted priority areas for inclusion in the Gender Equality Action Plan and for the further development of strategic documents and processes as outlined in this document.

The baseline audit data analysis from the period of the 1 July 2020 to 30 June 2021 identified areas for further data collection and analysis. A priority is the expansion of the data collection categories for gender to include LGBTIQ+ communities and alignment to the GE Commission data collection methodology released in August 2021.

The data collection methods will mature and evolve to align with the data recording and requirements of the Commissioner. With the audit data being point in time information, our ability to provide more detailed responses will improve and mature over time as we take steps to align our internal reporting systems.

> Audit Findings

The audit identified four key themes to focus our workforce consultation on. These include:



leadership



complaints



leave arrangements



cultural safety



Leadership audit data indicated that Level 1 – 3 executive and senior managers were majority full-time with a small number working four days per week. There were

limited records of training and development and defined career pathways mapped to higher duties. There are also limited internal secondment and rotation opportunities for staff to progress to senior and management positions in Local Government. For Level 4 - 5 management positions there were higher numbers of women than men working in part-time positions and flexible arrangements.



Complaints audit data revealed

extremely low levels of reporting of sexual harassment, bullying and discrimination. It was noted that where this was reported, it was taken seriously with appropriate action taken. People Matter Survey data indicated a very high comfort level in staff discussing complaints with People and Culture.



Leave arrangements audit data showed

that leave types were recorded against broad categories creating challenges extracting intersectional data across family violence, carer or parental leave. This raises the challenge of ensuring all staff are aware and supported to apply under these leave categories, and in particular family violence leave, without fear of discrimination or breach of privacy.



Cultural Safety was not possible to capture from the audit data. It is

recommended that disaggregated data on intersectional factors be collected into the future to allow for cross tabulations across key characteristics according to gender.

Our consultation and engagement with the workforce aims to facilitate a transparent and open process to ensure we maintain a contemporary approach to gender equality and meet legislated requirements. Formal and informal consultation and communication with our workforce is managed through a range of forums, methods and activities which includes consulting with employees, employee representatives and any other relevant person by a proposal and complies with the *Gender Equality Act 2020*.

Employees, employee representatives and key stakeholder input is encouraged on a range of topics through forums that meet the broad needs of the workforce and individuals within it, through meetings, surveys, committees, communities of practice, Q&A sessions, formal mechanisms, listening posts and roadshows.

Gender Equality Action Plan in Context

The City of Ballarat is committed to adopting the Gender Equality Action Plan and devoting the necessary resources to implement, monitor, evaluate and report on the Plan. Operational workforce plans will be developed by the leadership group with ongoing monitoring and reviews with the Gender Equality Diversity and Inclusion (GEDI) Committee to monitor progress. Ultimately, all staff will implement the Gender Equality Action Plan in everyday culture, values and practices. Appropriate systems will be put in place to collect and report on the level of data required to measure progress. This will ensure reliable reporting of statistics and commentary on workforce participation and experience, according to the principles of gender equality and intersectional characteristics, required under the *Gender Equality Act 2020*.

Training, development and awareness activities are an effective way to unite our employees to develop skills, aptitude and capabilities in the areas of gender equality, diversity and inclusion and to create a culturally safe organisation. We encourage all employees to join in and get involved.

Our Employee Value Proposition (EVP) ensures that the culture, environment, career opportunities and employee benefits support and complement our goal to attract, develop and retain an inclusive, high-performing and engaged workforce.



NATIONAL



STATE



LOCAL AND COMMUNITY

The City of Ballarat and its Officers are dedicated to promoting gender equality in the workplace, consider promoting gender equality when developing policies and programs and in delivering services to the public.

STRATEGIC

- MAV Womens Charter
- CoRE Alliance Member
- Child Safe Organisation
- Gender Equality Action Plan (2021-2025)
- Prevention of Violence and Gender Equality Leadership Statement
- Council Plan (2021-2025)
- Municipal Public Health and Wellbeing Plan (2021-2031)
- Active Women and Girls' Strategy (2018-2021)
- Intercultural City Strategic Plan (2018-2021)
- Disability Access and Inclusion Plan
- LGBTIQA+ Action Plan
- Gender Equality Diversity and Inclusion (GEDI) Committee, Flexible Work Arrangements and Leave Policies and relevant clauses in the EBA
- Gender Equality Commission Guidelines and Communities of Practice



PROGRAM

- MAV Womens Charter signatory
- A Cultural Awareness Training Program
- The Way Forward Program
- Strengthening Gender Equality, Prevention of Violence and Child Safe via sponsored Programs and Projects
- CoRE Alliance Training and Awareness Programs
- Gender Equality Commission Training and Awareness Programs
- 16 Days of Activism against Gender Based Violence



ACTION

- Gender Equality Diversity and Inclusion (GEDI) Committee
- Diversity, Access and Inclusion Reference Group
- Reconciliation Action Plan Working Group
- Workplace Gender Audit
- Gender Equality Action Plan (2021-2025)
- Nominated Council Officers



City of Ballarat Activity 2021

> Employee Engagement Process

Employee engagement for the City of Ballarat Workforce Gender Audit was undertaken as part of The Way Forward Program (cultural change initiative).

The People Matter Survey was completed and available in August 2021, with 327 responses received. The Workforce Gender Audit templates were populated with 1,203 employee profiles against the seven indicators:

-  gender composition of governing bodies
-  gender composition at all levels of the workforce
-  gendered work segregation
-  recruitment and promotion
-  gender pay equity
-  leave and flexibility
-  workplace sexual harassment.

In October 2021, stakeholders from the below working groups and committee were tasked to provide feedback on the Gender Equality Action Plan and attend the Workforce Gender Audit focus group sessions:

- Gender Equality Diversity and Inclusion (GEDI) Committee
- Diversity, Access and Inclusion Reference Group
- Reconciliation Action Plan Working Group
- Consultative Committee Forum (CCF)

A further 25 responses were received as a result of an expression of interest from staff attending focus group sessions distributed via the weekly Staff Update and CCF. Feedback from the focus group sessions were also considered on the four identified themes as part of the draft review of the Gender Equality Action Plan.

> Monitoring and Evaluation

The City of Ballarat 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 City of Ballarat or in partnership with stakeholders and will be reviewed and updated annually, with progress managed by the Gender Equality Diversity and Inclusion (GEDI) Committee.

The Gender Equality Action Plan and review documents showing progress against actions will be publicly available from the City of Ballarat website. As changes in gender equality across the workforce can usually only be observed over an extended period of time, a range of indicators are used to monitor progress over both the medium and long-term.

- Medium-term indicators are used to measure the success of projects and implementation.
- Long-term indicators are used to show progress against the seven indicators and priorities.

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.

The City of Ballarat will develop an evaluation framework designed 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. Evaluation will be based on the following questions:

- Has this project achieved the desired change?
- Is this project having the influence we expected?
- Have we done what we said we would do?
- What worked well and what needs improvement?
- How effective is our planning?

> Gender Equality Action Plan 2021-2025

CEO Office: **CEO** | Governance and Risk: **G&R** | People and Culture: **P&C** | Communications and Design **Com** | Corporate Services: **CS** | Infrastructure and Environment: **I&E** | Community Wellbeing: **CW** | Gender Equality Diversity and Inclusion Committee: **GEDI**

Priority 1 The City of Ballarat workplace is a sector-wide gender equality leader where all women and gender diverse people, with intersectional characteristics, are acknowledged, celebrated and recognised in a way that supports people to succeed

Indicator	Objective	Strategy	Who	When
<p>Gender composition of governing bodies</p> 	<p>> 1</p> <p>Leadership commitment to gender and intersectionality equality</p>	<p>Promote the role of Mayor and CEO as champions for gender equality and the City of Ballarat’s vision and commitment as a gender equality organisation (including the Victorian Local Government Women’s Charter) through public statement, the City of Ballarat’s website and internal and external communications</p> <p>Role-model a commitment to women in leadership and diversity, within the organisation and with business partners</p> <p>Incorporate gender equality, diversity and inclusion in plans, frameworks, strategies, policies, procedures and rules as these documents are reviewed</p>	CEO	<p>2022 2022 ongoing</p> <p>2025</p> <p>2022</p>
	<p>> 2</p> <p>Leadership commitment to cultural safety</p>	<p>Provide a culturally safe workplace guided by a Cultural Safety Framework developed in consultation with Aboriginal and Torres Strait Islander peoples. Pay respect to Aboriginal and Torres Strait Islander people and work with community for recruitment and community consultation, planning and development</p> <p>Lead conversations about zero tolerance for racism informed by <i>Leading for change: A blueprint for cultural diversity and inclusive leadership revisited</i> (AHRC, 2018)²</p>	GEDI Working Group(s)	<p>2023</p> <p>2023</p>

2. *Leading for Change: A Blueprint for Cultural Diversity and Inclusive Leadership Revisited*

Indicator	Objective	Strategy	Who	When
<p>Gender composition of governing bodies</p> 	<p>> 3</p> <p>Appropriate use of gender neutral and inclusive language and diverse images in all of City of Ballarat policies, procedures and communications</p>	<p>Ensure language and images in all City of Ballarat’s internal and external documents and communications are diverse and follow LGBTIQ+ inclusive language guidelines</p> <p>Use gender neutral job advertisements, interview invitations, specific recruitment and selection criteria and structured interviews</p> <p>Continue to implement language that is gender-neutral and inclusive (gender decoder) when writing/reviewing position descriptions and advertisements</p>	<p>Com G&R P&C</p>	<p>2022</p> <p>2022</p> <p>2022</p>
	<p>> 4</p> <p>Develop gender equality targets for leadership positions</p>	<p>Strive for gender-balanced composition of executive, senior managers, managers, total workforce (by business units/team/location)</p> <p>Establish processes for recruitment of Committees and Working Groups internal to the City of Ballarat that provide equitable opportunities for broader gender and intersectional representation.</p>	<p>CEO G&R P&C</p>	<p>2022 Ongoing 2025</p> <p>2022</p>
	<p>> 5</p> <p>Enable and support women and people of diverse genders in governance and senior leadership decision-making positions</p>	<p>Consider gender equality, diversity and inclusion costs in annual budget preparations and ensure the infrastructure is in place to support a more inclusive and flexible workplace</p> <p>Invest in frontline leadership capabilities to drive cultural change</p> <p>Establish a formal mentoring program to assist women in mid-level roles to access high level positions in local government. Ensure experience in key roles with support through life transitions</p>	<p>CEO CS P&C</p>	<p>2022</p> <p>2022 Ongoing 2025</p> <p>2023</p>
	<p>> 6</p> <p>Increase the visibility of women and people of diverse genders in leadership roles</p>	<p>Investigate options for increasing gender and intersectional balance across the leadership and management cohort, including in Committees and Working Groups where appropriate; and attendance at Council meetings to raise visibility of women and LGBTIQ+ communities</p> <p>Promote opportunities for female staff to be leaders and spokespeople, such as involvement on committees, boards and networks and award nominations</p> <p>Promote the profiles of mid-level women, showcasing the value in alternative leadership styles at the City of Ballarat through internal communications</p>	<p>CEO GEDI Com</p>	<p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>

Indicator	Objective	Strategy	Who	When	
Gender composition at all levels of the workforce 	> 7 Implement gender equality policies and practices across all levels of the workforce	Analyse the gender composition of each organisational structural level and, between business units and teams, develop strategies to address areas of gender and intersectional factor inequality and increase diversity and inclusion	CEO P&C	2023	
		Establish a policy of salary on commencement at base level and guidelines for any negotiation above base for preferred candidates to ensure it follows a standard gender equity approach		2022	
		Provide flexible work arrangements at all levels of employment to encourage more women into the organisation		2022	
		Redesign roles and work across all directorates and business units to enable flexible work arrangements		Ongoing 2025	
Gendered work segregation 	> 8 Increase gender and intersectionality awareness and support	Ensure the working environment is inclusive of gender and intersectionality needs, with new staff and existing staff appropriately supported	CEO CW P&C CS	2024	
		Ensure gender equality principles are applied to employee lifecycle frameworks and initiatives and that everyone is encouraged and confident to actively participate in meetings and forums		2022	
		Ensure all employees have access to appropriate facilities, equipment and uniform based on their needs that do not make them feel vulnerable or disrespected		2022	
		Develop and implement people at work awareness guidelines for LGBTIQ+ people, disability and culturally and linguistically diverse communities		2023	
		Communicate and consult with people with physical disabilities, vision impairment, hearing impairment, intellectual disability, mental health issues, and people with communication or speech difficulties		2023	
> 9 Develop and provide professional development on gender, intersectionality and inclusion	Manage teams to ensure the organisation provides additional training and access to resources on gender equality and increases awareness of intersectional factors so that teams can support inclusion and diversity	Provide support and guidance to all staff when reviewing plans, frameworks, strategies, policies, procedures and rules, and make recommendations on the implications of gender and intersectional factors	CW P&C	2023	
				Incorporate an understanding of gender equality and intersectional factors into an induction program and provide regular and ongoing training across the areas including being an active bystander, unconscious bias, and Preventing Violence Against Women (PVAW)	2022 Ongoing 2025
					2023

Indicator	Objective	Strategy	Who	When
<p>Recruitment and promotion</p> 	<p>> 10</p> <p>Increase attraction and recruitment of women and the diversity of the workplace</p>	<p>Establish gender targets and use these targets to inform attraction, engagement and retention strategies, including specific and intensive recruitment efforts such as secondments and supporting communities affected by multiple forms of disadvantage and discrimination.</p> <p>Strive for gender and intersectional balance composition of employees of different ages, including older women, joining the organisation (by business units/team/location)</p> <p>Ensure all recruitment processes use a gender-balanced interview panel. When using recruitment agencies ensure they are adhering to the City of Ballarat’s gender equality requirements and reporting on gender splits in the shortlisting and interviewing process</p> <p>Recruit people with disability following the guidance in the Employer toolkit on disability employment basics, fundamentals for organisations, recruiting people with disability and getting your workplace ready</p>	<p>CEO P&C</p>	<p>2023</p> <p>2025</p> <p>2022 Ongoing 2025</p> <p>2022 Ongoing</p>
	<p>> 11</p> <p>Strive to increase women’s applications and success rates in promotions</p>	<p>Challenge traditional views of merit in recruitment and promotion assessment and evaluation</p> <p>Provide mentoring and support programs for women seeking promotion</p> <p>Provide the same benefits, training and promotional opportunities to women on flexible work and leave arrangements as other employees</p> <p>Strive for gender and intersectional balance in promotion practices</p>	<p>CEO P&C</p>	<p>2022</p> <p>2023</p> <p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>
<p>Gender Impact Assessment (GIA), review, implementation monitoring and reporting</p> 	<p>> 12</p> <p>Provide gender impact reporting</p>	<p>Ensure employee engagement/ culture surveys allow for meaningful consultation, including measures of employees’ sense of inclusion by gender diversity and intersectionality factors with disaggregated reporting of data</p> <p>Conduct gender analysis of inflows and outflows of staff (voluntary and involuntary) by business units/team/ location to identify hotspots and incorporate into recruitment and/or retention strategies</p> <p>Continue to complete gender impact assessments on policies, programs and services that have direct and significant impact on the public</p>	<p>CW G&R P&C</p>	<p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>

Priority 2 The City of Ballarat applies inclusive and bias-free practices when assessing its talent pool to achieve a gender-balanced workforce with pay equity, while also striving to have a workforce that is increasingly representative of the local community

Indicator	Objective	Strategy	Who	When
Gender pay equity 	> 1 Remove gender pay gap	<p>Review remuneration policy with clear and transparent processes, including objective criteria for allocating benefits, with all remuneration linked to objective performance measures that consider gender</p> <p>Conduct transparent annual gender pay equity audits and seek to eliminate inequities with continual monitoring and review of pay practices that can lead to gender-based pay inequities. Consider gender pay differences when hiring new staff, allocating remuneration packages and pay rises</p> <p>Investigate where low income is failing to trigger no superannuation payments within the organisation, to determine level of impact and identify options to assist in boosting superannuation</p> <p>Quantify the gender pay gap and establish mechanisms to reset the baseline. Examine how the Enterprise Agreement can be expanded to ensure greater workplace equity and flexibility</p>	CEO P&C	2023 2022 Ongoing 2025 2022 2023
Leave and flexibility 	> 2 Provide support for parental leave, family violence leave, carers leave	<p>Ensure employees on flexible work arrangements have access to meaningful and quality work. This includes the same benefits, training and promotional opportunities as other employees</p> <p>Support carers to return to work after parental leave and take steps to minimise disruption to their career progress</p>	CEO P&C	2022 Ongoing 2025 2022 Ongoing 2025
	> 3 Increase promotion and provision of flexible work arrangements	<p>Provide flexible parental, carer and family violence leave regardless of gender</p> <p>Promote flexible working arrangement options highlighting different genders</p> <p>Review overtime and shift arrangements to make sure access is provided equally to male, female and gender diverse employees</p> <p>Ensure leadership and professional development opportunities are provided through flexible means allowing an equal number of opportunities for participation</p>	CEO P&C	2022 Ongoing 2025 2022 Ongoing 2025 2023

Priority 3 The City of Ballarat has zero tolerance for sexism, discrimination, bullying and sexual harassment with all staff empowered to recognise, address and respond to it

Indicator	Objective	Strategy	Who	When
<p>Workplace sexual harassment</p> 	<p>> 1</p> <p>Maintain a workplace free from sexual harassment, bullying and discrimination</p>	<p>Develop a communication plan that supports reinforcement of messaging from CEO and ELT on a zero-tolerance approach to harassment, discrimination, unfair treatment, and sexism</p> <p>Ensure a clear process exists for an employee or by-stander to report unwanted or offensive behaviour in the workplace, and at work-related social activities, confidentially and without fear of reprisals, with appropriate action</p> <p>Ensure there are no requirements about employee appearance that might make people feel disrespected, vulnerable or deprived of lacking opportunities</p>	<p>CEO Com P&C</p>	<p>2022</p> <p>2022 Ongoing 2025</p> <p>2022 Ongoing 2025</p>
	<p>> 2</p> <p>Develop and launch a campaign on violence against women and intersectionality</p>	<p>Develop and implement a program of activities and events to engage and support informal learning and build awareness of gender equality and intersectional factors, including International Women’s Day and LGBTIQ+ festivals and events, and significant cultural events including National Reconciliation week and NAIDOC week</p> <p>Develop and distribute an internal campaign and tools that clearly articulate what sexism and discrimination looks like and how to call out and prevent it</p>	<p>GEDI Working Group(s)</p>	<p>2023</p> <p>2022</p>



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