

A young woman with dark, curly hair and several tattoos on her arms is smiling broadly while sitting at a desk. She is wearing a light-colored shirt with a small blue and green pattern. Her right hand is resting on a computer mouse, and a pair of black headphones is visible on the desk to her right. The background is a softly lit office or workspace with a window and some papers on a desk.

# Gender Equality Action Plan 2021-2025

Inspired people building  
a better Yarra

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Yarra City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra. We also acknowledge the significant contributions made by other Aboriginal and Torres Strait Islander people to life in Yarra. We pay our respects to Elders from all nations and to their Elders past, present and future.

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## Contents

Executive Sponsor Summary	6
Gender Equality Statement of Commitment	7
Introduction	8
Case for Change	8
Yarra City Council Context	11
History of Gender Equality Work at Yarra City Council	11
Workplace Gender Audit Highlights	12
GEAP Development Process	13
Gender Equality Action Plan Framework	14
Gender Equality Action Plan	16
Timeline	34
Strategic Resource Plan	35
Measuring Progress	36
Appendix 1	38

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## Why our Gender Equality Action Plan matters?

Our Gender Equality Action plan focuses Yarra City Council on the diverse needs of all people who make up our workforce. It ensures we plan, implement and measure change in order to achieve workplace gender equality and will result in reduced gender inequality over time. We will measure our progress through workplace gender audit results and ensure we meet our obligations under the Victorian Gender Equality Act 2020.

### Our Vision

Yarra is committed to improving the lives of women, girls and people of diverse genders.



**Accountability.** **Respect.** **Courage.**

### Our Values

#### Accountability

- Why: Trust builds relationships, if we are trusted we succeed.
- How: We own what we do and expect others to do it as well.

#### Respect

- Why: When people feel valued, they make a difference.
- How: We include all, diversity is our strength.

#### Courage

- Why: Choosing to do good, matters.
- How: We are intentional in our actions and seek the brave path.



## Executive Sponsor Summary

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At Yarra City Council we believe we have a key role to play in promoting social change for gender equality which will contribute to a fair and safe community and to the prevention of gender-based violence. For us this starts internally, with our employees and in building a workplace which is safe, equitable and respectful.

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Through the development of this Gender Equality Action Plan (GEAP), which is a continuation of the gender equality work that has been carried out at Council over many years, we aim to strengthen our culture, leadership and capability to drive change, model best practice and promote equal workforce participation through our structures and operations.

Research has shown the importance of leadership in achieving workplace gender equality, as such I am proud to be the Executive Sponsor of this work and am committed to actively promoting and ensuring that this GEAP is implemented effectively across all levels and teams of our organisation.

**Gracie Karabinis**  
**Group Manager People and Culture,**  
**Yarra City Council**



## Gender Equality Statement of Commitment

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Yarra is committed to improving the lives of women, girls and people of diverse genders.

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We believe that all people deserve safety, equal rights, voice, opportunity, dignity, fairness and respect, and we commit to addressing gender-based violence, discrimination and disadvantage where we find it.

We acknowledge the intersection and impact of complex, cumulative forms of discrimination in the lives of women, girls and people of diverse genders.

We recognise the historic and ongoing exclusion, violence and gender inequality experienced by women, girls and people of diverse genders and commit to amplifying these voices in the name of social justice.

We hold ourselves and each other accountable for identifying structural barriers to gender equality and generating sustained and unified solutions for change.

We support equitable access to power, resources and opportunities through gender responsive design of policies, programs, services and practices.

We cultivate safe and inclusive environments where people of all genders can thrive. We set clear expectations for our employees, and work to ensure our community and partner organisations do the same.



# Introduction

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Workplace gender equality is achieved when people are able to access the same resources and opportunities, regardless of gender. Yarra is committed to leading innovative change and to providing effective and sustainable workplace practices to ensure gender equity is achievable for all staff.

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The Gender Equality Action Plan 2021-2025 (GEAP) will support us to take a unified approach to embedding intersectional gender equity across our workplace, including councillors, and to meet requirements under the *Victorian Gender Equality Act 2020*<sup>1</sup> (the Act), as well as other equal opportunity and diversity legislation and related frameworks.

Gender equality aligns with our values.

- Accountability
- Respect
- Courage

The GEAP was developed following a significant organisational review in 2021 that included the collection and analysis of a gender equality audit, staff survey and consultations, and research. It presents a timeline of gender equality achievements to-date and an understanding of the barriers to gender equality, diversity and inclusion at Yarra and documents actions and measures to address these for staff.

Working within the evidence base and policy context, our GEAP will be delivered through three priority areas and will be reviewed annually to include new opportunities.

This GEAP will support and expand several of Yarra's existing initiatives as well as the development of new ones. Education and development of our people is key to the success of our GEAP, we aim to empower all staff to become advocates for gender equality and for all departments and teams to be involved with the roll out of the GEAP.

## Case for Change

While there has been much progress over recent years in Australia regarding the development of gender equitable workplaces, women continue to earn less than men, are less likely to advance their careers as far as men and accumulate less superannuation. At the same time, men have less access to family-friendly policies such as parental leave or flexible working arrangements than women.

The aim of gender equality in the workplace is to achieve broadly equal opportunities and outcomes for people of all genders, not necessarily outcomes that are exactly the same for all.<sup>2</sup>

International and national research has demonstrated repeatedly that gender equality, diversity and inclusion add value to business through greater innovation, increased organisation performance, increased ability to attract and retain talent and enhanced organisational reputation. Our GEAP will work towards bringing about significant social, wellbeing and economic benefits to our staff and the Yarra community.

The Global Gender Gap Index is a global benchmark, that looks at gender equality across a range of areas, including economic participation and opportunity, educational attainment, health and survival, and political empowerment. This measure provides a bigger picture understanding of where we are with gender equality, and what our progress looks like relative to the rest of the world.

Recent years have seen Australia's ranking fall from 15 out of 115 countries, to a ranking of 50.

This GEAP, developed for all our staff and capturing their ideas and experiences, is a framework which will help us to achieve gender equality. The principles of the Act have guided the data collection, analysis and development of the strategies and measures in our GEAP. They are in alignment with Yarra's values and the strategic framework and decision making that our workplace operates within.

<sup>1</sup>The *Victorian Gender Equality Act 2020* is legislation which aims to improve workplace gender equality in the Victorian public sector, universities, and local councils. It ensures a focus on intersectionality within gender – a critical aspect to ensuring gender equality for all women. Under the Act Yarra City Council must develop a GEAP every four years, which contains strategies and measures to drive intersectional gender equality in our workplace.

<sup>2</sup>Workplace Gender Equality Agency (2018). Workplace gender equality: the business case. <https://www.wgea.gov.au/publications/gender-equality-business-case>

## The Principles

The principles underpinning this work come from the Victorian Gender Equality Act 2020:

- 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 based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality



## Yarra City Council Context

### History of Gender Equality Work at Yarra City Council

Previous Gender Equality Strategies at Yarra have resulted in a range of fantastic outcomes including:

- Executive endorsement of a target for women in leadership roles at Yarra of 40% by 2020
- Development of the Parental Leave Policy and Toolkit
- Development of a Family Violence Leave Policy and Contact Officers' Program
- LGBTIQ+ Strategy
- Creation of the Yarra Workplace Gender Transition and Affirmation Policy
- Gender In Leadership Pilot Program

As a council, we stand together and commit ourselves to a better future. Issues of gender inequality in the workplace need to be tackled in a manner that is intersectional, recognising that gendered inequalities play out differently for those who are subject to other inequalities, disadvantages, or forms of marginalisation. For example, the experiences of an Aboriginal woman with a disability may differ from a non-Aboriginal woman without a disability.

Yarra operates under the Yarra Social Justice Charter that protects the whole community's human rights, especially those who may be more likely to experience discrimination and structural disadvantage. This includes Aboriginal and Torres Strait Islander people, LGBTIQ+ people, culturally and linguistically diverse communities, and people experiencing homelessness.

Council acknowledges the intersectional nature of gender inequality, and while this is accounted for in our GEAP, it should be read in conjunction with the other aligned Council strategies and plans:

- Council Plan 2021 – 2025
- Yana Ngargna Plan
- Workforce Development Strategy
- Safeguarding Children and Young People Action Plan
- LGBTIQ+ Strategy
- Social Justice Charter
- People and Culture Plan
- Yarra 2035 Community Vision

## Workplace Gender Audit Highlights

The Workplace Gender Audit data identified areas of expansion for our data collection and focus areas to concentrate on over the coming four years. As such, our GEAP focuses on gender equality broadly, including the experiences of trans and gender diverse staff, however in some instances to ensure employees' anonymity we cannot present some findings at a sub-group level as the response threshold was not met.

The Workplace Gender Audit identified 3 main areas to focus our consultations on, these were:

### 1. Leave and flexibility

Over the last twelve months 4.9% of all women and 4.0% of all men accessed parental leave. All women accessed 18 weeks of parental leave and men accessed an average of 11 weeks.

Both women and men are accessing family violence leave.

### 2. Occupational gender segregation within the workplace

83% of women and 82% of men agreed with positive statements about workforce gender segregation and did not experience related negative behaviours at Yarra. However, occupational gender segregation is occurring within several workforces.

Divisions where women are disproportionately underrepresented include: City Works and Assets (45.1%) and Corporate, Business & Finance (41.1%).

Divisions where women are disproportionately overrepresented are: People & Culture (76.5%), Advocacy & Engagement (73.7%), and Community Wellbeing (75.7%).

### 3. Recruitment and promotion practices

Women make up 58% of the Yarra workforce, mostly they are represented at a similar ratio across classifications except for Directors.

Women are more likely to engage in professional development, of the people who participated in career development training in the reporting period, 61% were women and 39% were men.

However, women are less likely to be awarded higher duties. Of the people awarded higher duties, 45% were women and 55% were men with the largest gap at Band 7 where men were over seven times more likely to be awarded higher duties.

See Appendix 1 for Yarra's Workforce Gender Audit data.

## GEAP Development Process

To develop the GEAP, data was collected from a range of data sources, including the People Matter Survey, Council's workforce data, the Victorian Auditor-General's Office (VAGO) Sexual Harassment in Local Government Survey, and consultations with employees and employee representatives.

Yarra employed Women's Health In the North (WHIN) to undertake consultation with staff. Intersectional gender inequality, the dynamics of power and inequality and their impact on data collection were considered in the development and delivery of the consultations.

Several different data collection methodologies were used to ensure safety, accessibility and rigour in documenting the range of employee feedback and experiences. These were online group consultations, one on one interviews and online feedback forms.

#### • Facilitated consultations:

WHIN facilitated 19 consultations with 106 staff members.

- **Online feedback:** An online feedback form was sent to staff registered for consultation. It was completed by 14 staff.

## Consultation Findings

Several themes emerged from the 2021 online consultations, gender audit and online feedback form. These were:

- Education and training
- Leadership
- Policy and governance
- Cultural safety, support and reporting
- Equitable use of leave entitlements and flexibility of work arrangements
- Career progression and recruitment
- Visibility of gender equity initiatives

Once the GEAP was drafted, two second-round consultations were held in February and March 2022 with the Gender Equality Action Group (GEAG) and Executive Management Team to seek feedback on the strategies and measures. Eight people attended the GEAG consultation and ten people attended the EMT consultation.

Our Executive Management Team, which is our governing body, was consulted regularly throughout the development of the GEAP, from the beginning with the thematic analysis of the workplace gender audit and before submission when the Executive Management Team formally endorsed the GEAP. In addition, the findings of the workplace gender audit and the GEAP were presented to Yarra

Councillors in September 2021 and March 2022 respectively.



# Gender Equality Action Plan Framework

## Vision

Yarra is committed to improving the lives of women, girls and people of diverse genders.

## Focus areas

These areas organise our priorities to realise our vision.



**Focus area 1:** Apply gender equity and inclusion principles to recruitment, career development and remuneration processes.



**Focus area 2:** Ensure a safe, inclusive and respectful workplace.



**Focus area 3:** Build organisational capability to embed gender equity and inclusion principles.

## Strategies

The whole organisation will work towards the delivery of the actions in this plan to realise the focus areas.

## Progressive reporting

Every 6 months progress reports are provided to the Gender Equality Action Group and Executive Management Team to track progress and assess the impact of this work.

Every 2 years publicly report progress to the Commission for Gender Equality in the Public Sector.





## Focus Area 1: Apply gender equity and inclusion principles to recruitment, career development and remuneration processes

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We will work to embed gender equity and inclusion in our processes and practices to achieve a gender balanced workforce where gender and diversity is valued, respected and there is equitable progression of women and gender diverse people.

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Under this focus area we will work to ensure that an equitable approach is consistently applied to recruitment, career development and remuneration. We will promote the use of flexible work arrangements and leave options for all departments and employment levels.

The strategies undertaken in this focus area will contribute to 6 of the Victorian Gender Equality Act 2020 Indicators:

- Equal remuneration
- Gender composition of all levels of the workforce
- Recruitment and promotion
- Gender composition of governing bodies
- Gender segregation of the workplace
- Leave and flexibility



# Objectives

## Objective 1:

An increased application of gender equity and inclusion principles are applied to recruitment, career development and higher duties opportunities across all teams and employment levels of Yarra City Council.

Strategies	When	Department Lead	Process Measures
Implement the Recruitment Review recommendations to address gender-based barriers to accessing employment and career progression at Yarra.	Year 1-4	Human Resources Diversity and Inclusion	Number of recommendations implemented
Deliver capability uplift activities for people leaders in the areas of inclusive leadership and unconscious bias.	Year 1-2	Diversity and Inclusion	Inclusion and unconscious bias development experiences offered. Percentage of leaders attended. Session evaluation data.
Work with partners to build traineeships, internships and apprenticeships to address gender segregation of the workplace.	Year 2-4	Organisational Development	Partnerships formed with industry. Opportunities identified across Yarra.

## Objective 2:

Increase gender and cultural diversity across leadership teams until they are sustainably gender balanced.

Strategies	When	Department Lead	Process Measures
Review and continue to adapt Yarra's Gender in Leadership program, which seeks to identify and remove barriers to equal workforce participation.	Annual	Diversity and Inclusion	Gender In Leadership program rolled out with new cohort annually. Gender In Leadership program reviewed annually and updated to meet workforce needs as required.
Barriers to women and gender-diverse people progressing through Council's leadership pipeline are identified and addressed with demonstrated outcomes such as opportunities for advancement.	Year 2-4	Organisational Development Human Resources	Barriers to women and gender diverse people progressing into leadership roles are reported on and steps for correction identified, undertaken and monitored.
Gender composition of leadership reviewed and reported on annually, including commencements, higher duties and promotions.	Annual	Human Resources Diversity and Inclusion	Gender composition of leadership reviewed and reported on annually to workforce, strategies for change shared via case study. Council commencements, higher duties and promotion gender ratios are reported on annually to Executive and Senior Management Teams.



### Objective 3:

Maintain the overall gender pay gap to be statistically negligible.

Strategies	When	Department Lead	Process Measures
Continue to review and interrogate Council's gender pay gap.	Annual	Payroll Human Resources	Review gender pay gap data annually. Address barriers to achieving pay equity and monitor correction strategies as they arise



### Objective 4:

Strengthen employee engagement with workplace flexible work arrangements and leave options.

Strategies	When	Department Lead	Process Measures
Continue to champion flexible work arrangements across all Divisions and Branches with a 'flexible- first' mindset that promotes an inclusive workplace and diverse ways of working for all genders, needs and abilities.	Annual	People Managers Organisational Culture, Capability and Diversity	Increased uptake of flexible work arrangements utilised and reported on. Share stories with staff of flexible work patterns being used across Council.
Create a digital campaign to encourage greater participation in paid parental leave for men and gender-diverse people.	Year 2	Diversity and Inclusion Advocacy, Engagement and Communications	Parental leave campaign created and rolled out at Council.

#### Measures of Success

- Pathways developed to support more diverse entry into non-traditional pathways at Yarra. Workplace GE indicator 5 and 7
- Targets for gender composition of leadership are set (re-committed) and communicated. Workplace GE indicator 1, 2 and 5
- The proportion of women and gender diverse people in leadership roles is increased. Workplace GE indicator 1, 2 and 5
- The proportion of women and gender diverse people acting in higher duties is increased. Workplace GE indicator 1, 2 and 5
- The gender pay gap is consistently negligible. Workplace GE indicator 3
- Increase uptake of flexible work arrangements across Yarra. Workplace GE indicator 6
- Increase the proportion of men and gender diverse people using parental leave entitlements. Workplace GE indicator 6

## Focus Area 2: Ensure a safe, inclusive and respectful workplace

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We are committed to providing a workplace where all employees can access and enjoy the same rights, responsibilities and opportunities; and can bring their unique selves to the workplace.

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Under this focus area we will work to ensure that our workplace discrimination and sexual harassment policies and processes are clear and include adequate response and support mechanisms.

We will promote the use of parental and carers leave so that all staff feel confident to use this leave in the way that best suits their needs.

We will provide best practice family violence support, including access to leave.

This focus area builds workforce capacity to understand intersectionality and ensure that diversity and the impacts of advantage and disadvantage in our lives is kept at the heart of our work.

The strategies undertaken in this focus area will contribute to 2 of the Victorian Gender Equality Act 2020 Indicators:

- Sexual harassment in the workplace
- Leave and flexibility





# Objectives

## Objective 1:

Increase skills and confidence of all staff to apply the Victorian Gender Equality Act 2020 principles to their work.

Strategies	When	Department Lead	Process Measures
Continue to deliver all staff Work Well webinars and capacity building opportunities to provide a platform to build workforce knowledge, skills and confidence to apply gender equality and intersectionality principles to their work.	Annual	Organisational Development	Number of workshops held. Number of attendees.
Continue to facilitate and promote visibility of employee groups and support officer programs across the whole organisation.	Year 1	Diversity and Inclusion	Number and type of employee groups recorded, terms of reference reviewed and gender-disaggregated participation recorded.
Review and scope ways to include gender equity objectives in all staff Performance Development and Reviews.	Year 2	Organisational Development	Review the effectiveness of the Council Performance Development and Review process to discuss staff gender equity objectives. Scope alternative Performance Development and Review models.

Strategies	When	Department Lead	Process Measures
Ensure strong, visible leadership commitment to gender equality and inclusion.	Annual	Executive Management Team	Executive and Senior Management Teams attend staff capability building opportunities and trainings.  Executive and Senior Management Teams make public statements in support of the Yarra Gender Equality Statement of Commitment at meetings and in staff newsletters.



## Objective 2:

Create a workplace free from sexual harassment, bullying and discrimination.

Strategies	When	Department Lead	Process Measures
Promote updated policy and procedures that support psychological safety in our workplaces including bullying, discrimination and sexual harassment.	Year 1-2	Human Resources Advocacy, Engagement and Communications	Yarra's bullying, discrimination and sexual harassment policies are reviewed and reflect contemporary research, industry standards and best practice.  Policies are promoted to staff, are easy to access on the staff intranet and are applied consistently.
Review Yarra's current mandatory e-learning on bullying, discrimination and sexual harassment biennially. Ensure it includes safe strategies for bystander interventions and is tailored to Yarra's policies, procedures and workplace risk factors.	Year 2&4	Diversity and Inclusion Organisational Development Human Resources	Percentage of all staff complete training.
Develop a communication strategy to increase awareness about identifying, reporting and addressing sexual harassment and discrimination.	Year 2&3	Diversity and Inclusion Advocacy, Engagement and Communications	A communication strategy to increase awareness about identifying, reporting and addressing sexual harassment and discrimination developed and rolled out.  Existing mechanisms identified for leadership to utilise to communicate Yarra's zero tolerance to sexual harassment with staff.

## Objective 3:

Build workforce competencies to support staff experiencing family violence and gender-based violence.

Strategies	When	Department Lead	Process Measures
Continue to offer the Family Violence Contact Officer program to raise awareness of the entitlements and support available to staff at Yarra.	Annual	Organisational Development	Provide regular Family Violence training for Yarra Family Violence Contact Officers.
Deliver primary prevention of gender-based violence training, tailored to the diverse needs of the Department to contribute to the reduction of gender-based violence in the community.	Year 2-3	Organisational Development	Percentage of staff attend prevention of gender-based violence training.

### Measures of Success

- Percentage of new and existing staff attended sexual harassment training. Workplace GE indicator 4
- Staff demonstrate positive attitudes to gender equality and support meaningful action aligned with challenging the gendered drivers of violence. Workplace GE indicator 4
- Staff feel included, valued, recognised, respected and that they have access to fair opportunity. Workplace GE indicator 6
- Proportion of women, men and gender diverse people on cross council groups. Workplace GE indicator 6



## Focus Area 3: Build organisational capability to embed gender equity and inclusion principles

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We will equip staff with the skills and resources to create sustainable workplace change.

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Under this focus area we will work to create robust governance and clear organisational and core business functions to enable stronger data collection and analysis.

This will enable Yarra to better understand our workforce and monitor changes created by the GEAP.

We will celebrate our achievements, participate in state-wide and national campaigns aimed at reducing gender-based violence and strive to be a leader in promoting gender equality in the workplace.

The strategies undertaken in this focus area will contribute to 2 of the Victorian Gender Equality Act 2020 Indicators:

- Gender composition at all levels of the workforce
- Recruitment and promotion



# Objectives

## Objective 1:

Improved human resources and payroll system and processes to capture workforce data.

Strategies	When	Department Lead	Process Measures
Gender markers updated with appropriate options in Chris21 and PageUp.	Year 1	Payroll	Human Resources and payroll system and processes capture appropriate gender markers.
Implementation of a secure system, including policy and procedures, for tracking Aboriginality, disability, ethnicity and race, religion and sexual orientation in Chris21 and PageUp.	Year 1	Payroll Human Resources Diversity and Inclusion	Secure Human Resources and payroll system and processes for tracking attributes data are communicated to workforce.
Add new codes into Chris21 and PageUp to capture requirements of the Victorian Gender Equality Act 2020.	Year 1	Payroll Human Resources	New codes added to Human Resources and payroll system and processes to capture requirements of the Act.

## Objective 2:

Strengthened approach to measuring and evaluating the outcomes of the GEAP.

Strategies	When	Department Lead	Process Measures
Review the role and membership of the Gender Equality Action Group (GEAG) to ensure its terms of reference clearly reflect its role to support and enable implementation of the GEAP and the Act.	Year 1	Diversity and Inclusion	GEAG terms of reference created and shared with members. Dispersed ownership and accountability for actions under the GEAP communicated and understood across the workforce.
Improve data collection and analysis to track progress against the GEAP deliverables.	Annual	Diversity and Inclusion	Data collected against the GEAP strategies and measures. Learnings shared through the development of case studies.
Report on the GEAP for the Commissioner for Gender Equality in the Public Sector every 2 years.	Year 2&4	All, led by Diversity and Inclusion	Report submitted to the Gender Equality Commissioner.
Review the GEAP Strategic Resourcing Plan annually.	Annual	Executive Management Team	GEAP is adequately resourced.



### Objective 3:

Increased capacity and confidence of Yarra City Council workforce to apply a gender impact assessment to their work.

Strategies	When	Department Lead	Process Measures
Train key staff in the application of Gender Impact Assessments and ensure these are undertaken for all new or under review services, programs and policies with a significant impact on community.	Year 1, offered as required years 2-4	Diversity and Inclusion	Gender Impact Assessment trainings delivered. Gender Impact Assessments commenced.
Provide high-level support to business areas responsible for conducting Gender Impact Assessments.	Year 2-4, as required	Diversity and Inclusion	Support provided as required. Gender Impact Assessment Stakeholders Group created and terms of reference formalised.
Report to the Commission for Gender Equality in the Public Sector on the Gender Impact Assessment that were undertaken as required under the Victorian Gender Equality Act 2020.	Year 2&4	Diversity and Inclusion	Central recording system set up. Gender Impact Assessments are reported on biennially to the Commissioner.
Map current externally focused gender equity activities and present options for ongoing resourcing and coordination to the Executive Management Team.	Year 1	Community Wellbeing Diversity and Inclusion	All Yarra gender equity work mapped and reviewed.

### Objective 4:

Position Yarra City Council as an inclusive workplace by continuing to celebrate our diverse workforce and through the promotion of significant events and days of recognition.

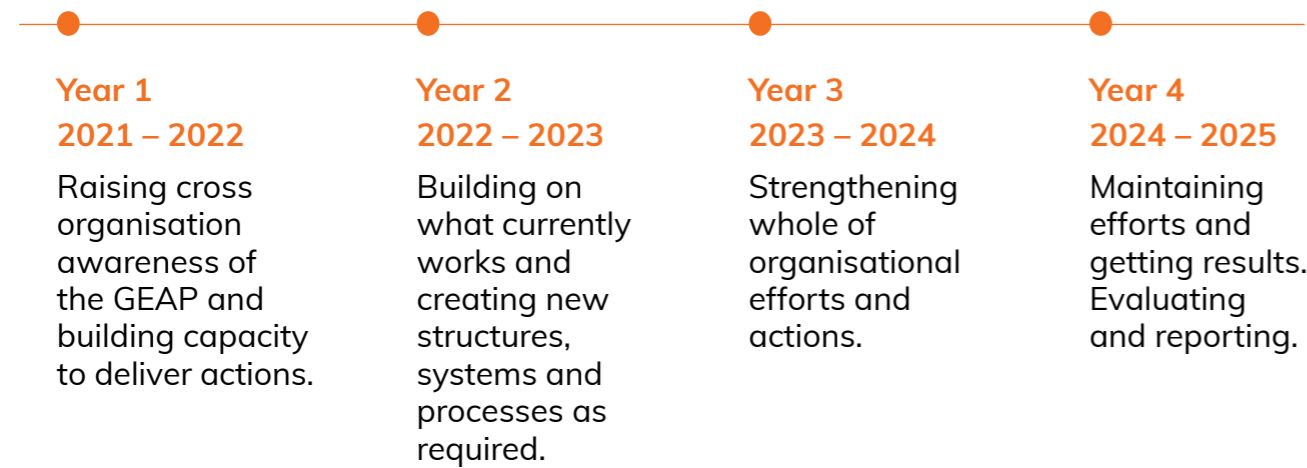
Strategies	When	Department Lead	Process Measures
Participate in Victorian State Government campaigns to raise awareness about preventing gender-based violence and promoting equality and respect across the whole community. For example, the 16 Days of Activism against Gender-based Violence.	Annual	Diversity and Inclusion Advocacy, Engagement and Communications Organisational Development	Yarra contributes to Victorian social marketing campaigns to prevent gender-based violence and promote gender equality.
Share Yarra learnings to promote workplace gender equality practices across Victorian government, industry and private sectors.	Annual	Diversity and Inclusion	Yarra promotes our workplace gender equality learnings at meetings and conferences.

#### Measures of Success

- Gender impact Assessments are applied to new and updated policies, programs and services which have a direct and significant impact on the public.
- Yarra Human Resources and payroll system and processes capture workforce data required of the Victorian Gender Equality Act 2020. Workplace GE indicator 5
- Proportion of women, men and gender diverse people participating in professional development. Workplace GE indicator 1 and 5

# Timeline

There is much to celebrate about the work already in place and activities that are working well to support workplace gender equality at Yarra, and there is much more to do. The work ahead of us is structured around the three strategic areas and strategies will be sequenced over time to effect the change across our organisation. This is depicted in the timeline below.



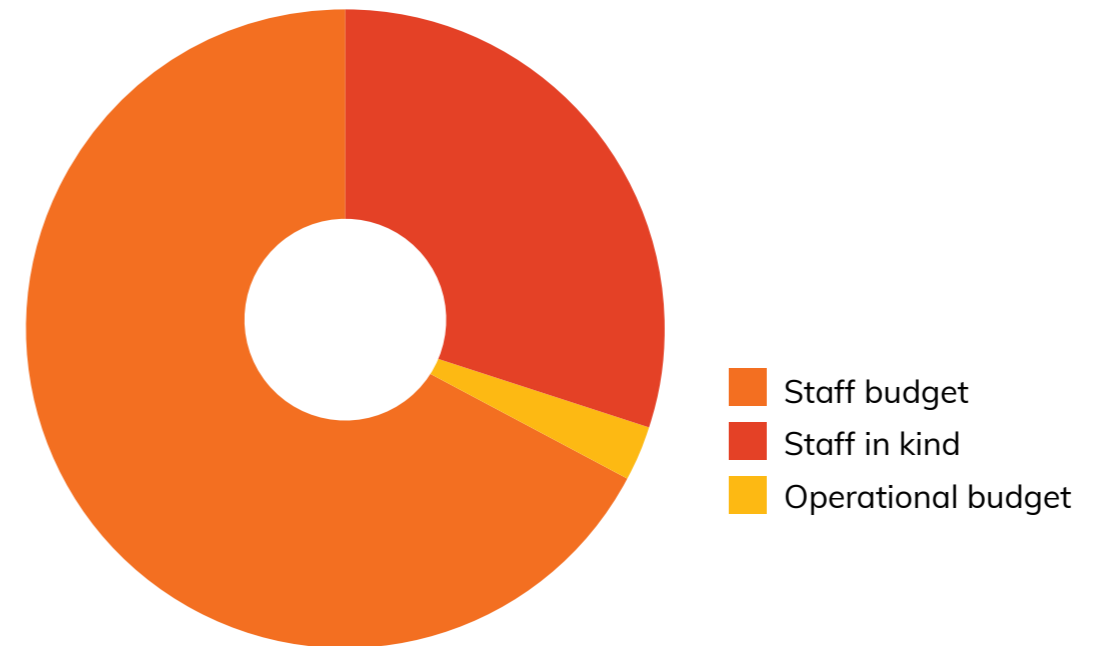
## Strategic Resource Plan

Yarra is committed to the implementation of the GEAP and through the annual review process will ensure that it continues to be adequately resourced. The Strategic Resource Plan will consider the staffing and operational costs needed to achieve the focus areas set out in the GEAP.

At present, Yarra has committed a dedicated staff member at 0.8EFT who will have carriage of the gender equality portfolio, including the GEAP and an ongoing operational budget to deliver on key activities that may need

to be outsourced. In addition, we have established the Gender Equality Action Group as a cross functional group to support implementation and monitoring of the GEAP. This includes cross organisational representatives and two members of the Executive Management Team as sponsors.

In 2021/22 to deliver on year one of the GEAP Council has directed 67% of the gender budget to a dedicated staff member, 30% to operational costs and a further 3% in the form of in-kind support from the Gender Equality Action Group.





### Measuring Progress

An evaluation framework will be designed in year 1 of the GEAP to ensure that we are learning and reflecting on the strategies we are undertaking. This will include the development of a comprehensive data capture platform and process which will collect the work across departments.

Yarra will report on progress against the action plan, including:

Reporting to the Commission for Gender Equality in the Public Sector every two years on the results of our workforce gender audits, and progress on the GEAP strategies.

An annual report to the Executive Management Team which includes the results of our workforce gender audits, and progress on the GEAP.

Delivery of an annual communications update which will ensure all staff are kept informed on progress on the GEAP.

Development of Quarterly Gender Equality Scorecards for internal reporting.

The People and Culture Division is responsible for overseeing the implementation of the GEAP, building workforce capacity to deliver the strategies included in the GEAP and liaising with the Commissioner for Gender Equality's Office, however overall leadership responsibility rests with the CEO and Executive Management Team.



# Appendix 1

City of Yarra Workplace Gender Scorecard - FY 20-21

## Recruitment and Promotion

Marginally more women joined the organisation



More women than men left the organisation



Employees that participated in career development



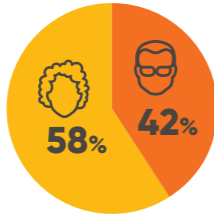
## Higher Duties

More men given higher duties

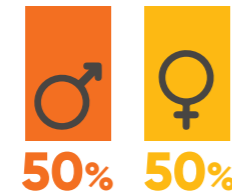


## Gender Composition

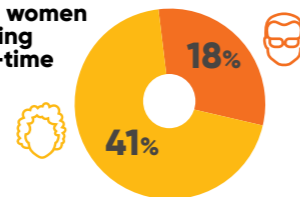
Higher number of women employees



Leadership at Manager level and above

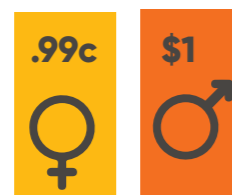


More women working part-time



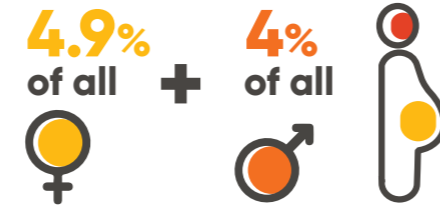
## Gender Pay Gap

Difference between all staff is 0.9%



## Leave and Flexibility

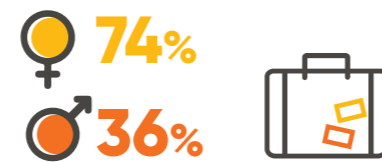
More women took parental leave



Accessed parental leave

Purchased leave

30 staff accessed purchased leave



Family violence

Both women and men accessed family violence leave



## Sexual Harassment

78% of women and 82% of men did not experience negative behaviours related to sexual harassment



# Appendix 1

City of Yarra Workplace Gender Scorecard - FY 20-21

## Occupational Segregation

Branches with a low proportion of women



City Works & Assets  
20.8%

Infrastructure, Traffic & Civil Engineering  
17.2%

Compliance & Parking Services  
33.6%

Information Services  
15.4%

Yarra Building Services  
33.3%

Branches with a high proportion of women



Aged & Disability Services  
75.0%

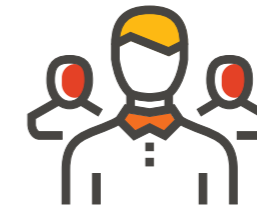
Family, Youth & Child Services  
84.1%

Social Strategy & Community Development  
72.7%

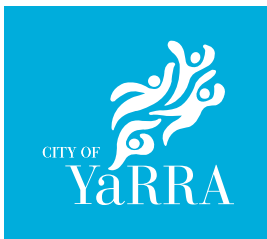
Customer Service  
75.8%

HR Services & Support  
84.6%

Organisational Culture, Capability and Diversity  
87.5%







**Yarra City Council**

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**Customer service centres**

Richmond Town Hall

333 Bridge Road, Richmond

Collingwood Town Hall

140 Hoddle Street, Abbotsford