



Latrobe City
Gender Equality
Action Plan
2021 – 2025



*Latrobe City Council acknowledges
that it operates on the traditional land
of the Brayakaulung people of the
Gunaikurnai nation and pays respect
to their Elders past and present.*



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CEO's Message

The Latrobe City Council Gender Equality Action Plan represents our commitment to gender equality. This is a four-year plan that outlines how we will work together to embed a culture of gender equality within our organisation, from strategy right through to the day-to-day operations.

We unquestionably believe women and gender diverse people deserve to be treated as equals in the workplace, at home and in the community.

The Gender Equality Action Plan will guide Latrobe City as an employer to ensure everyone is valued and enjoys equal opportunities, regardless of gender.

In developing the Gender Equality Action Plan, we heard our people's experiences relating to gender and diversity and looked at our systems, policies, facilities and procedures through a gender lens.

These experiences are acknowledged and addressed in this plan, ensuring that we deliver on our actions with integrity and accountability while strengthening the work we have already done.

We have a good foundation to build on and look forward to leading change across Victoria.



Steven Piasente

Chief Executive Officer
Latrobe City Council



INCLUSION STATEMENT

Latrobe City Council believes in **inclusivity, diversity, fairness and equity**. This means that ideas, aspirations and needs of all our people are considered and valued in our workplace. This includes people with a disability, Aboriginal and Torres Strait Islanders, culturally, religiously and linguistically diverse people, young people, older people, women and people who identify as gay, lesbian, bisexual, transgender, intersex and queer.

We draw pride and strength from our diversity, remain open to new approaches and actively foster an inclusive workplace that celebrates the contribution made by all our people.

Ideas, aspirations and needs of all our people are considered and valued in our workplace.



Case for Change

As leaders in our community, Council has developed this 4-year Gender Equality Action Plan (Plan) with a view to making a long-term impact, and pave the way towards gender equality in our workplace and the Latrobe City community. It has given us the opportunity to identify where change is needed and plan actions that will achieve progress in line with the Gender Equality Act 2020.

We are proud to be part of the journey with other Victorian councils and government departments in shining a light on gender inequities and championing a safe and equal society for all.

In developing the Plan we broadened our scope to consider targeted actions that specifically support those with additional forms of disadvantage or discrimination, such as disability, Aboriginality or LGBTIQ+ identification.

Latrobe City Council is committed to the gender equality principles outlined in section 6 of the Gender Equality Act 2020. The principles are:

- 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 (intersectionality)

- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality

This commitment is demonstrated across the organisation with:

- 99% of employees who completed the internal Gender & Diversity Consultation Survey in October 2021 agreeing that ‘A person’s gender should not get in the way of excelling in their chosen profession.’
- 99% of employees who completed the Gender & Diversity Consultation Survey agreeing that ‘A person’s gender should not get in the way of them leading the life they choose.’

Council’s Gender Equality Leadership Statement, endorsed in 2021 recognises the right of all people, women, men and people of self-described gender to be treated equally. Council acknowledges its important leadership role in promoting gender equality within the Latrobe City community.

The statement commits to promoting gender equality in our policies, programs and services by:

- Training staff and councillors in gender equality.
- Collecting and analysing gender disaggregated data to inform decision making.
- Utilising a gender lens to understand the impact of our policies, procedures and services on people with different genders.
- Conduct gender impact assessments on all new policies, programs and services that directly and significantly impact the public, as well as those up for review.
- Where practical, apply an intersectional approach to consider how gender inequality can be compounded by disadvantage or discrimination that a person may experience on the basis of other factors such as age, disability or ethnicity.

Our Vision

Our vision is to support a culture where all employees feel valued, seen and heard, and differences are embraced.

We aim to imbed gender equality in our everyday work by driving inclusive policies and programs that build a safe and fair workplace and community, and encourage our people to fulfil their potential.





Alignment with existing organisational strategies

- Workplace Inclusion and Diversity Plan 2019 – 2020**
 Aligns with gender audit actions to understand our current workforce and drive inclusive programs and policies, and consider intersectionality.
- Disability Action Plan 2018 – 2021**
 Supporting employees and job applicants with a disability.
- Reconciliation Action Plan 2020 – 2022**
 Development of a cultural learning strategy and Aboriginal Employment Plan.
- Municipal Public Health and Wellbeing Plan 2017 – 2021**
 Focus – Be vocal supporters and active participants in the eradication of family violence. Promote a more gender equitable community by developing our workforce, educating the community and building an understanding of the underlying causes of family violence.
- Preventing Family Violence Plan 2016 – 2020**
 Key Priorities – Work towards a more gender equitable community and develop our workforce awareness of key drivers of family violence and skill in preventative actions.



Our history of gender equality work

In 2015 Latrobe City Council included a Family Violence Leave provision in the Enterprise Agreement and a Family Violence Operational Framework and procedure was developed to support its implementation. Council also implemented mandatory Family Violence Awareness Training for all leaders in the organisation.

In 2016 the Prevention of Family Violence Plan 2016 – 2020 was developed. The plan had four focus areas: work towards a more gender equitable community; develop the workforce; educate the community; and, strengthen partnerships.

Also in 2016, we received funding from the Local Government Preventing Violence Against Women Grants Program (Oct 2016 – May 2017). Working in partnership with Gippsland Women's Health we developed the Local Government Gender Analysis Toolkit.

In 2018 we received funding from the State Government's Free From Violence Local Government Grants Program for the Safe and Strong Latrobe Project. The project worked with large employers across the municipality to embed the Workplace Equality and Respect Standards.

Council also received funding from the Federal Government for the pilot implementation of the Local Council Domestic and Family Violence Toolkit.

Family Violence & Gender Equality Awareness was incorporated into corporate induction training in 2019.



Workplace Gender Audit

A workforce gender audit was conducted for the 2020 – 2021 financial year, following the requirements of the Commission for Gender Equality in the Public Sector (the Commission). To date intersectional employee data, apart from age, has not been collected. We acknowledge these data gaps and have set an action in our Plan to establish an internal process and reporting system to collect workforce data on disability, Aboriginality, sexual orientation, religion, gender identity and cultural background. At the time of our gender audit, employees did not have the option to identify as a self-identified gender, therefore all data represents men and women only. Additionally, although our data collection uses male and female terms, in line with the Commission's guidelines, in this Plan we use women and men for data labels.

Additional data collection will take into account privacy obligations under the Privacy and Data Collection Act 2014 and Health Records Act 2001. This data will be available for the next Plan due in 2025 and will provide further insights into our workforce.

Although at this point we are not able to report on workforce intersectional data, some themes were apparent from the People Matter survey including:

Only a third of employees with a disability who completed the People Matter survey agreed that disability was not a barrier to success. They had also experienced sexual harassment, bullying and discrimination at a higher rate than employees without a disability.

Other important information sources

Other information sources considered as part of our Plan development included:

- People Matter survey. The survey was conducted between May – July 2021 by the Victorian Public Sector Commission. 209 Latrobe City Council employees participated (20% of workforce).
- Gender and diversity survey – specific to GEAP conducted in October 2021. 182 employees participated (17% of workforce).
- Exit survey data from 2020 – 2021 financial year.
- Strategic Workforce Plan 2021 – 2025.
- Australian Network on Disability Access & Inclusion Accelerator report 2021 – audit on current processes effecting people with a disability, from recruitment to support of employees.
- Ageing Workforce Insights employee survey – The University of Queensland in partnership with Latrobe City Council – stereotyping of older workers and consequences.
- Victorian Auditor General's Office – Sexual Harassment in Local Government survey September 2020 (17% of workforce participated).

Meaningful consultation and engagement

Consultation was conducted in two rounds, as recommended by the Commission.

The first round involved sharing of high-level workforce gender audit data and canvassed opinions on gender in the workplace and possible actions. The second round focussed on feedback on the draft Plan.

FIRST ROUND

- Focus group – Diversity Committee
- Focus group – key Active & Liveable Communities team members
- Focus group – People & Culture team members
- Gender and Diversity survey – all employees

SECOND ROUND

- Executive Team Report and discussion on draft plan
- All staff consultation (including union representatives) via email feedback, 1:1 conversations and scheduled online discussion sessions
- Councillor Briefing paper on draft Plan

Communication with our workforce during the development of the Plan has included:

- Liaison with Executive Team via formal reports.
- Presentation to the Senior Leadership Team introducing the Gender Equality Act and legislative requirements.
- Development (and regular updates) of Gender Equality Action Plan intranet page containing background information on the Gender Equality Act 2020, the requirements of the Plan, consultation opportunities and privacy considerations.
- Communications from CEO to all staff introducing the Plan and encouraging input during consultation phase.
- All staff emails advising of consultation options, with alternate communication channels for employees not online.

Leadership and resourcing

Development and implementation of the Plan is a key deliverable of the newly appointed full time and permanent Workforce Planning & Diversity Advisor, with support from the wider People & Culture team. The Talent Acquisition Advisor and HR People & Process Officer will be key partners in implementation.

Actions with a training focus will be funded from the existing learning and development budget. Actions relating to internships will be funded from the existing intern budget.

The proposed action of payment of superannuation on paid parental leave has been costed and included in current enterprise bargaining negotiations.

Executive Team commitment

The Executive Team endorse the implementation of strategies and actions in the Gender Equality Action Plan 2021-2025, and commit to leading the way on gender equality in our community and workplace.

Measuring Progress

Progress on implementation and the impact of strategies and measures in our Plan will be reported annually to the CEO and General Managers via a formal Executive Team Report. The Diversity Committee will also be briefed annually on progress against actions and measures.

A progress report will be submitted to the Commission every two years (commencing October 2023) and published on Council’s website. This will outline progress in relation to the workplace gender equality indicators and measures and strategies detailed in the Plan.

To monitor and communicate progress of actions in our Plan with employees, we have created an achievement register, which will be available on the intranet, and updated every 6 months. This may include completed programs, process improvements or policy updates.

Implementation Communication Plan

Communication Activity	Timeframe
GEAP published on council website	April 2022
GEAP published on intranet	April 2022
Achievement register updated on intranet	Every 6 months
Executive Team progress report	April 2023
Update on progress to all staff via CEO email and intranet	April 2023
Progress report submitted to Commission	October 2023
Progress report published on council website & intranet	October 2023
Executive Team progress report	April 2024
Update on progress to all staff via CEO email and intranet	April 2024
Executive Team progress report	April 2025
Update on progress to all staff via CEO email and intranet	April 2025
Final progress report submitted to Commission	October 2025
Final progress report published on council website & intranet	October 2025

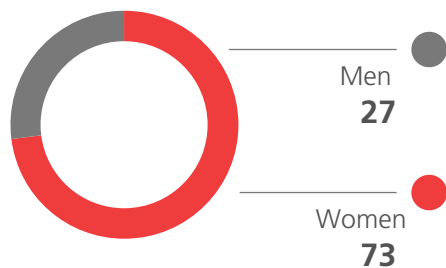


Workplace Gender Equality Indicators and Actions

Indicator 1: Gender composition of all levels of the workforce

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

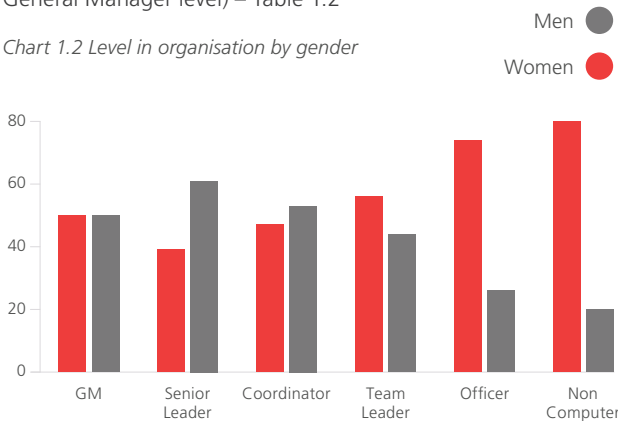
Chart 1.1 Gender composition workforce



Gender composition of workforce: 73% women, 27% men. No data available for gender diverse.

The percentage of women in leadership roles (team leader and above) decreases with each step up the leadership hierarchy. The percentage of men in leadership roles increases with each step up the leadership hierarchy (excluding General Manager level) – Table 1.2

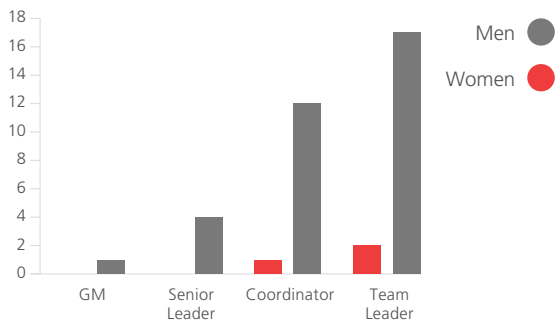
Chart 1.2 Level in organisation by gender



Gender segregation is particularly apparent in the Assets & Presentation Division (82% men) and the Community Health & Wellbeing Division (88% women). Women are under-represented in the leadership teams of these divisions, based on the proportion of women in each of these divisions.

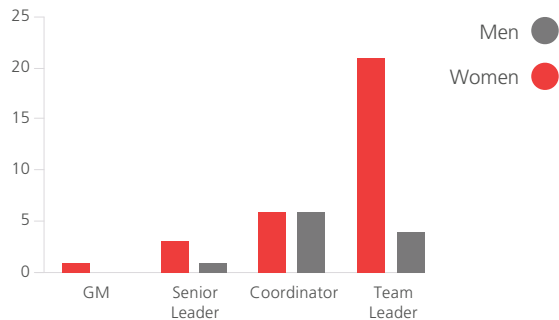
Note: a restructure in December 2021 has changed the names and alignment of departments in the Assets & Presentation and Regional City Growth Divisions.

Chart 1.3 Gender composition of Assets & Presentation Division leadership



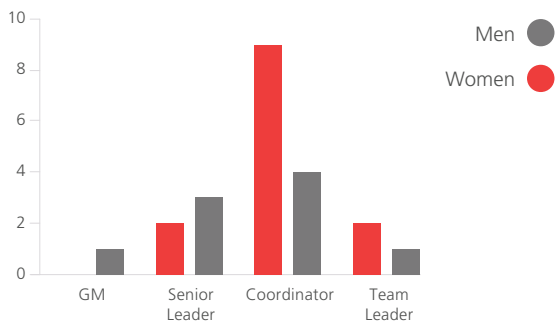
Women are 18% of division, 8% of leadership team.

Chart 1.4 Gender composition of Community Health & Wellbeing Division leadership



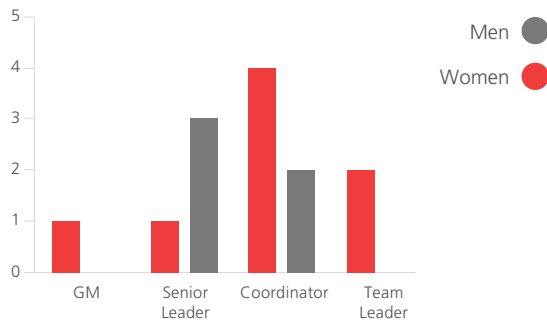
Men are 12% of division, 25% of leadership team.

Chart 1.5 Gender composition of Organisational Performance Division leadership



Women are 65% of division, 59% of leadership team.

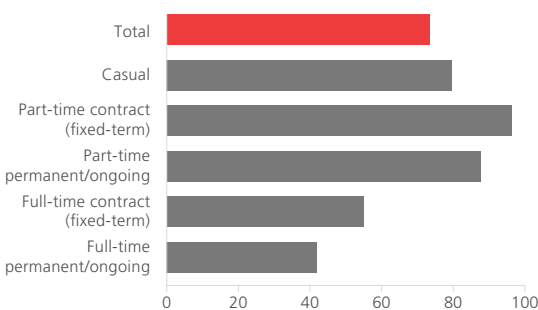
Chart 1.6 Gender composition of Regional City Growth Division leadership



Women are 63% of division, 62% of leadership team.

Across the organisation, women are more likely to be employed in part time and casual roles. The Senate Finance & Public Administration References Committee reported in 2017 that social norms and caring responsibilities can force women towards flexible and part time roles that are found in a limited number of occupations and industries. The economic consequence is that women continue to dominate the lower end of the earnings spectrum.

Table 1.7 Women as a percentage of employees in each contract type



Indicator 1: Gender composition of all levels of the workforce (cont.)

SUPPORTING DATA FROM PEOPLE MATTER SURVEY:

Table 1.8 Percentage of respondents who agreed with statements on organisation culture

Responses	209
Gender Composition	
There is a positive culture within my organisation in relation to employees of different age groups	74%
There is a positive culture within my organisation in relation to employees of different sexes/gender	78%
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	68%
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	79%
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	76%
There is a positive culture within my organisation in relation to employees with disability	63%

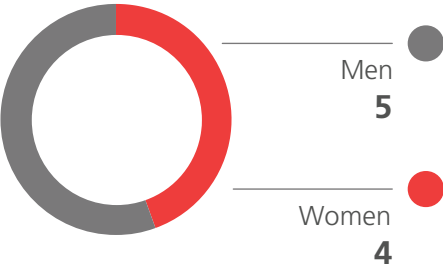




Indicator 2: Gender composition of governing bodies

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

Chart 2.1 Gender of current councillors at Latrobe City Council



The current and previous Mayor are women.

RELATED STRATEGIES AND ACTIONS FOR INDICATOR 2:

No action required as councillors are democratically elected.

Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce irrespective of gender

The gender pay gap measures the difference between the average earnings of women and men across the entire workforce. It is an internationally established measure of women’s position in the economy in comparison to men. The gender pay gap is the result of social and economic factors that combine to reduce women’s earning capacity over their lifetime.

Latrobe City Council’s gender pay gap was calculated by analysing remuneration data of all employees and following the standard gender pay gap formula of:

$$GPG = 100\% * \frac{\text{Male average earnings} - \text{Female average earnings}}{\text{Male average earnings}}$$

A gender pay gap that is positive means the average salaries of men are greater than women, across the entire workforce.

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

Latrobe City Council median annualised base salary pay gap	6.7%
Latrobe City Council median total remuneration pay gap	5.5%
**Annualised base salary is based on employee full time annual base salary (not actual earning)	
** Total remuneration includes overtime, allowances and superannuation.	
Comparison data from the Victorian Public Sector Commission.	
The median annualised Public Sector pay gap	9.6%
The median annualised Victorian Public Service pay gap	2%

RELATED STRATEGIES AND ACTIONS FOR INDICATOR 3:


Strategies / Actions	Measures
Strategy: Reduce overall median annualised base salary gender pay gap by 2025.	Reduction in pay gap achieved.
Action: Use competency framework to apply consistency across banding levels and research current increment levels by gender in each banding.	Framework developed and process implemented.
All actions included in this plan will work towards decreasing the gender pay gap.	

Indicator 4: Sexual harassment in the workplace

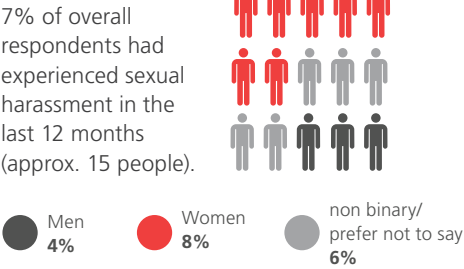
The People Matter survey data indicates that employees have experienced sexual harassment in our workplace, but not formally reported it. Of those who had experienced sexual harassment, reasons given for not reporting include not thinking it was serious enough (50%) and didn't think it would make a difference (36%).

Recommendations from the VAGO Audit report on sexual harassment in local government have been considered in developing actions for this indicator.

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

 **Two formal sexual harassment complaints**
- Men complainants and respondents.

SUPPORTING DATA FROM PEOPLE MATTER SURVEY:




 Reporting sexual harassment to Human Resources was the least likely avenue of action.

Table 4.1 Percentage of respondents who agreed with statements regarding workplace sexual harassment

Responses	All	Women	Men
Workplace Sexual Harassment			
My organisation encourages respectful workplace behaviours	84%	85%	89%
My organisation takes steps to eliminate bullying, harassment and discrimination	68%	67%	73%
I feel safe to challenge inappropriate behaviour at work	70%	69%	76%

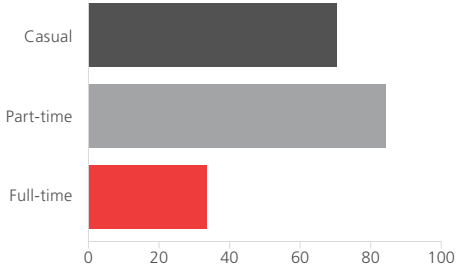
RELATED STRATEGIES AND ACTIONS FOR INDICATOR 3:

Strategies / Actions	Measures
Strategy: Provide a reporting process where employees feel safe and supported to make a sexual harassment complaint. Humanise the process.	Number of sexual harassment complaints received. Feedback on reporting process.
Strategy: Ensure all employees are aware of sexual harassment policies, definitions and zero tolerance approach.	
Action: Develop, communicate and launch a stand-alone sexual harassment policy. Intranet page developed with easy access to resources and support.	Policy developed and communicated
Action: Source online training module as mandatory induction training. All staff training rolled out in conjunction with launch of stand-alone policy, with refresher training every 2 years.	Participation and completion rates in training.
Action: Research use of external platform to log anonymous concerns, increase reportable culture.	Research conducted and analysis of how this will improve reportable culture. Potential implementation of platform and number of reported concerns.
Action: De-identified sexual harassment complaint data to be included in HR bi-monthly report to GM's & managers.	Data developed and included in report.
Action: Re-vamp of contact officer program.	Recruitment and promotion of new contact officers and participation in training (or refresher training). Training calendar developed to support skill development. Number of times contact officers are utilised.

Indicator 5: Recruitment & promotion in the workplace

SUPPORTING DATA FROM GENDER AUDIT
(JULY 2020 – JUNE 2021):

Chart 5.1 Women as a percentage of people recruited by employment basis



In the 2020/2021 year, we continued to recruit more women in casual and part time roles, and more men in full time roles, mirroring our current gender composition.

Gender composition of recruitment, development and exits

Recruitment

58% Women
42% Men

Career Development

45 employees participated in training to develop their career (leadership etc).

58% Women
42% Men

People leaving the organisation

190 People left Council

Men 28.9%
Women 13.8%

Promotions (11)



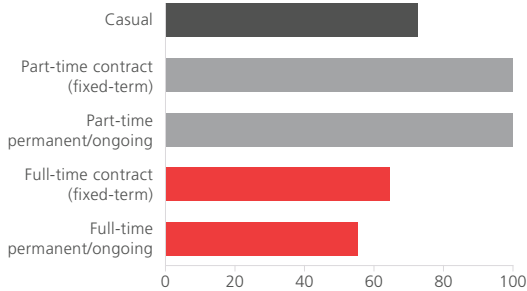
Secondments

3.4% Women
3.5% Men

Higher Duties

7.6% Women
10.6% Men

Chart 5.2 Women as a percentage of people awarded higher duties by employment basis



Women are well represented in being awarded higher duties as an opportunity to build skills at a higher level. Further research is required to follow up on whether these lead to permanent roles and if not, why not.

SUPPORTING DATA FROM PEOPLE
MATTER SURVEY:

52%
Respondents agreed 'My organisation makes fair recruitment & promotion decisions, based on merit'

53%
Respondents agreed 'I feel I have an equal chance at promotion in my organisation'

These statistics are also reflected in overall local government results.

Table 5.3 Percentage of employees who agree with statements relating to barriers to success in our organisation

Responses	
Age is not a barrier to success in my organisation	67%
Gender is not a barrier to success in my organisation	77%
Sexual orientation is not a barrier to success in my organisation	72%
Cultural backgrounds is not a barrier to success in my organisation	76%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	72%
Disability is not a barrier to success in my organisation	59%

RELATED STRATEGIES AND ACTIONS FOR INDICATOR 5:

Strategies / Actions

Strategy: Review relationship between participating in higher duties and career development and resulting promotions.

Action: Offer unsuccessful internal applicants for Senior Leader and Coordinator positions with a career path plan to continue to strengthen skills in expectation of future opportunities.

Action: Improve internal reporting process on promotions. It is currently manual and open to inaccuracy.

Strategy: Imbed gender and diversity as key drivers in the recruitment process.

Action: Incorporate a gender/diversity question or KSC in interview/application process for all leadership roles.

Action: Leader position descriptions to clearly outline responsibility to promote gender equality in the workplace & model respectful relationships.

Action: Incorporate a gender/diversity workplace goal in all leader VIP's (performance appraisals).

Action: Set up a pool of diverse staff to participate in interview panels. Mandatory training required including unconscious bias, equity, EEO & discrimination legislation and behavioural interviewing.

Action: Provide learning opportunities for employees on interview skills, including behavioural questions, addressing key selection criteria and identifying transferable skills.

Action: Review recruitment data with a gender lens on applicants, interview panels, successful applicants.

Strategy: Understand drivers behind low level of agreement of fair recruitment and promotion decisions in People Matter data.

Action: Further research on perceptions of fair recruitment and promotion decisions.

Measures

Data on patterns of higher duties participation resulting in permanent promotions.

Number and gender ratio of employees offered career path plan. Monitor via VIP performance appraisal process.

Process improvement implemented allowing an automated promotions report as per the GEAP requirements.

Process implemented.

Process implemented.

Goal identified and incorporated into VIP process. Quality of responses.

Gender and other diversity attributes of interviewer pool. Participation rates in training. Ongoing availability of trained staff in the interviewer pool.

Incorporation of training into corporate training calendar twice per year. Participation rates and gender proportion of attendees.

Review conducted and data analysed and shared with key stakeholders in the organisation.

Research conducted and recommendations made.

Indicator 5: Recruitment & promotion in the workplace (cont.)

RELATED STRATEGIES AND ACTIONS FOR INDICATOR 5 (CONT.):

Strategies / Actions	Measures
Strategy: <i>Communicate transparent process for secondments, higher duties and direct appointments.</i>	
Action: <i>Review secondment and higher duties policy to ensure a transparent and consistent process and communicate this to the organisation.</i>	Policy reviewed and communication to organisation via intranet and at Senior Leader meeting and through Coordinators Network.
Strategy: <i>Increase disability confidence of recruitment team.</i>	
Action: <i>Through partnership with Australian Network on Disability, equip and train recruitment team to be able to eliminate barriers & facilitate adjustments for candidates with disability.</i>	Self-rated confidence of recruitment team before and after training.
Strategy: <i>Break down barriers for people with disability in the organisation.</i>	
Action: <i>Establish a formally governed Disability Employee Network (DEN) with assistance from Australian Network on Disability to build engagement with our employees with a lived experience of disability. A key objective of the DEN is to drive the agenda for access & inclusion within our workplace & identify barriers.</i>	DEN established with regular attendance and positive feedback from participants.
Action: <i>Develop a Workplace Adjustments policy stating council's commitment to provide workplace adjustments for existing and future employees.</i>	Policy implemented with associated communication for leaders.

Indicator 6: Availability & utilisation of family violence leave, flexible working arrangements, working arrangements supporting workers with family or caring responsibilities

Although difficult to quantify, we know that there are many employees with informal flexible working arrangements across the organisation, not captured in the audit data. Accrued days off are also highly utilised across the organisation, but are not included in the Commission’s definition of flexible working

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

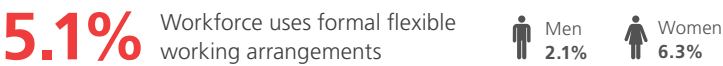
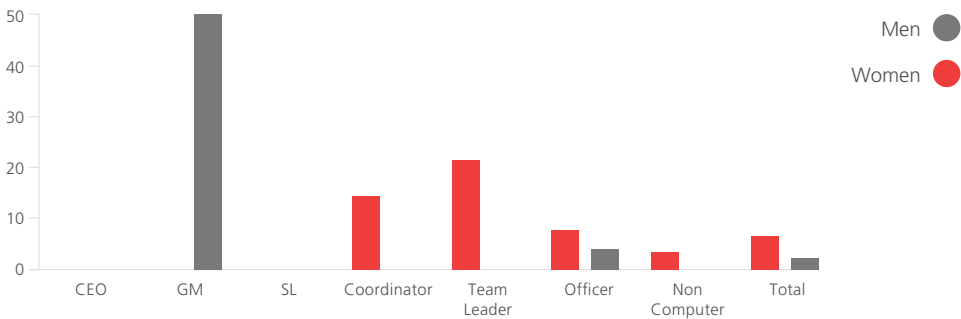
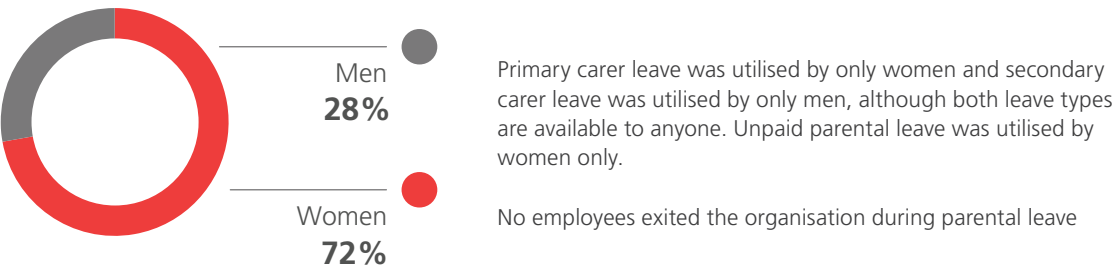


Chart 6.1 Percentage of men & women at each level on formal flexible working arrangements



Note: GM data represents one General Manager who took study leave

Table 6.2 Gender composition of people who have taken parental leave



Indicator 6: Availability & utilisation of family violence leave, flexible working arrangements, working arrangements supporting workers with family or caring responsibilities (cont.)

SUPPORTING DATA FROM PEOPLE MATTER SURVEY:

86% 

Respondents agreed ‘Council would support me if I needed to take family violence leave’

74% 

Respondents agreed ‘I am confident that if I requested a flexible work arrangement, that it would be given due consideration’

86% 

Respondents agreed ‘My organisation supports employees with family or other caring responsibilities regardless of gender’

85% 

Respondents agreed ‘I have the flexibility I need to manage my work and non-work activities and responsibilities’

61% 

Respondents agreed ‘Using flexible work arrangements is not a barrier to success in my organisation’

65% 

Respondents agreed ‘Having caring responsibilities is not a barrier to success in my organisation’

72% 

Respondents agreed ‘Having family responsibilities is not a barrier to success in my organisation’

RELATED STRATEGIES AND ACTIONS FOR INDICATOR 6:

Strategies / Actions	Measures
Strategy: <i>Imbed flexible working into our culture and increase opportunities for men using flexible working arrangements.</i>	Gender audit data in 2025 showing an increase in proportion of employees accessing flexible work arrangements, & proportion of men using flexible work arrangements.
Action: <i>Default to advertise all full-time roles as ‘up to full time’ or state flexible hours/work arrangements will be considered.</i>	Update made to position description and recruitment advertisement templates.
Action: <i>Pilot a higher duties opportunity, or leadership role as a job share arrangement</i>	Pilot put in place and feedback considered for set up of future job share arrangements.
Action: <i>Promotion of flexible working and work/life balance for a variety of employees through the This is Me! internal podcast, leadership positions role modelling to teams.</i>	Promotion plan put in place and implemented.
Action: <i>Review transition to retirement model - particularly for aging workforce in physically demanding roles (not contingent on providing a finish date) and to allow for a broader range of options in highly skills/knowledge critical areas.</i>	Review conducted and associated recommendations implemented. Update policies and procedures to reflect change, consult and endorse.



RELATED STRATEGIES AND ACTIONS FOR INDICATOR 6 (CONT.):

Strategies / Actions	Measures
Strategy: <i>Gender inequities in parental leave policy.</i>	
Action: <i>Explore benefits and costs associated with removing primary & secondary carers from parental leave policy so all parents are entitled to the same leave regardless of gender (cost, EBA and policy implications to also be explored).</i>	Cost/benefit analysis conducted and considered by Executive Team.
Action: <i>Payment of superannuation for the 15-week paid period of parental leave, eligible after 6 months continuous service with Council.</i>	Clause in EBA endorsed and implemented.
Strategy: <i>Build on supportive mechanisms for employees experiencing family violence.</i>	Survey data results from next People Matter survey.
Action: <i>Training every 2 years for HR (payroll optional) and leaders on how to support & respond to an employee experiencing family violence.</i>	Participation in training.

Indicator 7: Gendered segregation within the workplace

The Workplace Gender & Equality agency reports that Australia’s labour market is highly gender segregated by industry and occupation, a pattern that is mirrored at Council and shown in table 7.1 below.

Industries across Australia that are traditionally dominated by women include health care, education and training and clerical. Industries that are traditionally dominated by men include construction and transport and plant and machinery operation.

The Senate Finance & Public Administration References Committee reported in 2017 that occupations and industries with higher levels of male employees have higher levels of pay. This feeds into the gender pay gap, where women on average earn less over their lifetime than men.

SUPPORTING DATA FROM GENDER AUDIT (JULY 2020 – JUNE 2021):

Table 7.1 Gender composition of ANZSCO code major groups in our organisation

Major Group	Sub-major Group	Women	Men
1	Managers	13	14
2	Professionals	270	49
3	Technicians and Trades Workers	9	60
4	Community and Personal Service Workers	241	14
5	Clerical and Administrative Workers	206	66
6	Sales Workers	0	0
7	Machinery Operators and Drivers	0	7
8	Labourers	45	74

Note: Professionals includes education professionals.

SUPPORTING DATA FROM PEOPLE MATTER SURVEY:

Table 7.2 Percentage of respondents that agreed with statements by gender



RELATED STRATEGIES AND ACTIONS FOR INDICATOR 7:

Possible Strategies / Actions	Measures
Strategy: Support diverse entry into non-traditional pathways & provide pathway programs for diverse cohorts.	
Action: Commence a 'Walk in my Shoes' program to shadow another employee and broaden knowledge of other roles, departments.	Program/s conducted, number of participants, any role change outcomes.
Action: Partner with Australian Network on Disability to expand the intern program, incorporating 'Stepping Into' Disability program.	Support at least one intern from the Stepping Into program annually.
Action: Research female apprentice programs, or Women in Trades programs.	Research conducted with accompanying recommendation on how council could be involved.
Action: Build stronger connections with Baw Baw LLEN to engage with students choosing career options, or school leavers, especially to highlight non traditional pathways.	Number of LLEN programs supported by council and number of students who participate.
Action: Participate in school career expos/days to actively promote Council as a positive employer, highlighting possibilities in non traditional vocations.	Number of careers expos/days council participate in.
Action: Research the viability of an inclusive recruitment program to provide paid work experience with a pathway to a traineeship. (or utilise Council's Steps to the Future program for Aboriginal & Torres Strait Islander people).	Research conducted with accompanying recommendation on how council could implement program.
Action: Set trainee recruitment target of 25% Aboriginal or Torres Strait Islander and 25% with disability in the next recruitment round.	Target met.
Action: Development of an Aboriginal Employment Plan.	Plan developed and implemented.
Action: Recruitment process developed to provide additional support particularly to Aboriginal or Torres Strait Islander applicants, or people with disability, if required.	Process developed and implemented. Number of applicants provided with additional support.
Strategy: Increase awareness of the gendered segregation of occupations and impacts of stereotypes	
Action: Incorporate gender awareness into corporate training programs including leadership, recruitment and induction.	Organisational gender awareness training needs analysed and incorporated into regular training.
Action: Gender training for councillors including GIA's (as per councillor Gender Leadership Statement).	Training conducted and participation rate.
Strategy: Regular internal communication on achievement of the actions in the GEAP.	GEAP intranet page updated 6-monthly with achievement register. Quarterly report to Executive Team on key gender equality indicators (as per workforce plan). Annual GEAP progress reports to Executive Team.



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