GENDER EQUALITY
ACTION PLAN

City of
KINGSTON

Acknowledgment of Country

The City of Kingston proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respect to their Elders, past and present and emerging.

Council acknowledges the Bunurong's continuing relationship to the land and waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, songlines, dance, art and living culture.

Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

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1.
Definitions

Term	Definition
Inclusion	Where people, irrespective of race, gender, disability, religion, cultural background, sexuality or other attribute or identity, are respected, valued, and able to contribute equally.
Diversity	Diversity refers to the mix of people in an organisation concerning their social or professional identity.
	Some identities or attributes might include Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, socio-economic background, profession, education, work experiences, organisational level, functional area, division/ department, and location.
Equality	Equality is where each individual or group of people is given the same resources or opportunities.
Equity	Equity recognises that each person has different circumstances and allocates the exact resources and opportunities needed for each person to reach an equal outcome.
Exclusion	Exclusion is the act of leaving someone out or the act of being left out.
Discrimination	The unjust or prejudicial treatment of different categories of people based on a person's social or professional identity or personal attributes.
Intersectionality	Intersectionality describes the interconnected nature of social categorisations – such as gender, sexual orientation, ethnicity, language, religion, class, socio-economic status, gender identity, ability or age – and how these identities create overlapping and interdependent systems of discrimination or disadvantage for either an individual or group.
Gender	Gender refers to the socially constructed roles, behaviours, expressions and identities of women, men, girls, boys and gender diverse people. Gender exists on a continuum and can change over time.
Gender identity	Gender identity is an individual's sense of having a particular gender.
Sex	Sex assignment happens at birth based on anatomical and physiological markers of male, female or intersex.
Gender diverse and non-binary	Gender diverse or non-binary describes gender identities that are an expression beyond the binary framework of women and men.

2.
Introduction

Gender equality is a fundamental human right. The United Nations describes it as a 'necessary foundation for a peaceful, prosperous and sustainable world'.[1] Kingston City Council recognises the need to provide a leadership role in advancing gender equality locally, to contribute to this global responsibility.

As a local government, we can advance gender equality through the programs and services that we deliver to our community and by providing a safe and respectful workplace for our employees.

Kingston City Council recognises that to address the systemic barriers that create gender inequality we must develop, maintain, and implement data-driven, targeted and evidence-based strategies to address the specific needs of our workplace and the services we provide to the community.

The Gender Equality Action Plan 2021-2025 is an internal Council document that will guide our actions over the next four years. It provides a collaborative and equitable framework to progress workforce gender equality. We recognise that the equitable distribution of resources and opportunities is required to achieve gender equality.

Kingston acknowledges that gender is just one of many attributes that can contribute to the experience of advantage or disadvantage. As a result, we are taking an intersectional approach that considers how gender inequality can be compounded by other forms of disadvantage or discrimination based on a person's Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes.

Attitudes, organisational processes, systems and structures in society can interact to create inequality and result in exclusion. When these aspects or characteristics combine, there is a greater risk of people experiencing family violence, people find it harder to get the help they need due to systemic barriers, and there is an increased risk of social isolation.[2]

This document analyses Kingston City Council's workforce data, employee experience data and consultation insights across a range of gender equality indicators. This baseline data informed the subsequent strategies and measures outlined in the plan. The Action Plan's strategic resource plan and evaluation methodology are detailed to enable effective implementation and measure progress towards gender equality.

2.1 THE CURRENT DATA

In Australia, we are simply not doing enough to address gender inequality. In 2021, Australia was ranked 50th in the World Economic Forum's 2021 Global Gender Gap Report, a significant drop from our placement of 15th in 2006.[3]

Our failure to act and advance gender equality allows the disparity and disadvantage to grow. Current national data shows that:

- Australia's gender pay gap is 13.4%[4]

- Women hold 14.6% of chair positions and 28.1% of directorships, and represent 18.3% of CEOs and 32.5% of key management personnel[5]

- 30.2% of boards and governing bodies have no female directors and by contrast, only 0.4% had no male director[6]

- On average, women retire with 52.8% less superannuation than men.[7]

- 95% of primary parental leave is taken by women and women spend almost three times as much time taking care of children each day, compared to men.[8]

- In 2016-17, one in every twenty parents taking primary parental leave was a father, and 85% of fathers take fewer than four weeks leave.[9]

- In 2020, trans and gender diverse unemployment in Australia rose to 20%.[10]

We continue to see the impact of gender inequality and discrimination in our local community. These inequalities are reflected in local data that shows differences in safety, health, employment, and caring responsibilities.

Safety in Kingston
- Although there is no local data available, national data shows that trans and gender diverse people experience more stigma, discrimination, verbal, physical and sexual violence compared to cis-gendered people, as both young people[16] and adults.[17]

- Women are more likely to be the victims of family violence incidents than men (74% of police-reported incidents in Kingston in the year ending March 2021 were related to family violence).[11]

- More men are alleged victims of police-reported criminal incidents (41%) compared to women (32%).[12]

- Men are more likely to be the alleged offender of both criminal (77%) and family violence (75%) incidents.[13]

- More men (71%) feel safe walking in their local area at night compared to women (41%).[14]

- Women (65%) and people with a disability (51%) are less likely to feel safe at public transport locations compared to men (87%) and people without a disability (78%).[15]

Health outcomes and behaviours
- The average life expectancy is longer for women (85 years) compared to men (81 years).[18] National data shows that the average life expectancy of Aboriginal and/or Torres Strait Islander people is significantly lower (61 years for women, 78 years for men).[19]

- Rates of avoidable mortality,[20] cancer[21] and alcohol harm[22,23] are higher for men compared to women.

- Anxiety and depression are the most common chronic diseases in Kingston. Women are more likely to have ever received a diagnosis of anxiety or depression (26%) and seek professional help for a mental health problem (22%) compared to men (18% and 10% respectively).[24] Based on state data, adults identifying as transgender or gender diverse are significantly more likely to have ever received a diagnosis of anxiety or depression (50%) compared to heterosexual adults (27%).[25]

- Less than half (43%) of the Kingston residents do enough physical activity each week and an increasing proportion of people are sedentary. Physical activity rates are lower for groups of people who face more barriers, including women (40%, compared to 47% men), people with a disability requiring some assistance (20%), people who are multilingual (28%), or people aged over 75 years (24%).[26]

Employment in Kingston

Compared to men, slightly more women have higher qualifications, yet women are more likely to work part-time and earn less money.[27] No local data is available for trans and gender diverse people.

Legend:
■ % of males
■ % of females

Chart data:

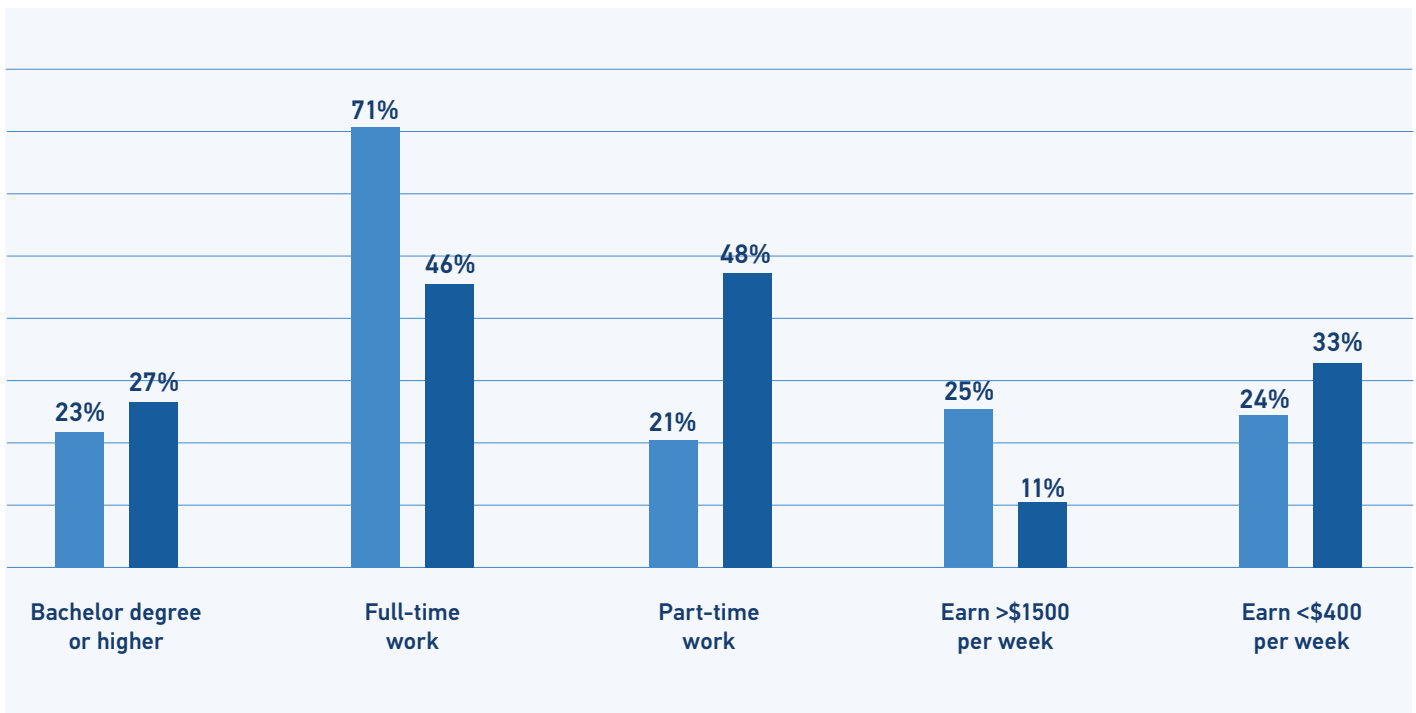| Category	% of males	% of females
Bachelor degree or higher	23%	27%
Full-time work	71%	46%
Part-time work	21%	48%
Earn >$1500 per week	25%	11%
Earn <$400 per week	24%	33%

Figure 1. **Gender differences in education and employment for Kingston**

Caring responsibilities

- More females aged 15 years and above (31%) provide unpaid childcare than males (25%) in Kingston.[28]

- More females aged 15 years and above (14%) provide unpaid care for a person with a disability, long-term illness, or old age compared to males (10%) in Kingston.[29]

- Victorian data shows that COVID-19 has led to an increase in unpaid caring and educational responsibilities on parents of school-age children with more women (72%) shouldering the burden compared to men.[30]

- No data is available for trans and gender diverse residents in Kingston.

2.2 COUNCIL'S ROLE IN ADDRESSING GENDER EQUALITY

As the level of government closest to communities, Councils play a unique role in shaping the priorities, systems, and essential services offered to residents and businesses. Local Councils also employ more than 45,000 Victorians. While women comprise more than half of this workforce, they are less represented in senior leadership roles (approximately 30%).[31] As a decision-making body, diversity of representation throughout all levels of the workforce supports Councils to make better decisions that reflect the diversity of the people they serve.

Gender equality is a fundamental human right that promotes safety, respect and fairness. Advancing gender equality is needed to reduce all forms of gendered violence and discrimination. Every workplace conversation, policy and action have the potential to either perpetuate or challenge inequality.[32] Addressing inequality requires using an equity approach that involves the fair distribution of resources, responsibilities and opportunities to all genders and other marginalised populations.[33]

Kingston City Council is committed to providing a leadership role in promoting gender equality by:

• Treating employees with equity and respect;

• Promoting gender equality and leading local organisations with a best-practice inclusion approach; and

• Promoting equity and respect in our policies, programs and services.

Guiding frameworks

The Gender Equality Act 2020[34] stipulates the legislative requirements that the public sector, Councils and universities need to deliver to take positive action towards achieving gender equality. In addition to The Act, the following frameworks were used to guide the development of our Gender Equality Action Plan.

1. Victorian Commission for Gender Equality in the Public Sector's Gender Equality Action Plan Guidance for Defined Entities[35]

2. WGEA's Gender Equality Strategy Guide[36]

3. Safe and Strong: A Victorian Gender Equality Strategy[37]

4. Workplace Equality and Respect Standards[38]

5. Preventing Violence Together – A strategy for the Southern Metropolitan Region – 2016 – 2021[39]

6. City of Kingston Prevention of Family Violence Action Plan 2019-2021[40]

HELP lines

If the content of this action plan raises any concerns with you or someone you know, help is available through the following services:

Lifeline
24/7 free and confidential counselling - 13 11 14

Beyond Blue
24/7 free and confidential counselling – 1300 22 4636

Yarning SafeNStrong
24/7 free and confidential counselling for Aboriginal and Torres Strait Islander Victorians - 1800 95 95 63

QLife
3pm – midnight for the LGBTIQA+ community - 1800 184 527

1800 RESPECT
24/7 national sexual assault, domestic and family violence counselling service - 1800 737 732

InTouch: Multicultural Centre Against Family Violence
1800 755 988

Blue Knot Foundation: National centre for complex trauma
Helpline for people who have experienced childhood trauma
1300 657 380

Helpline for people with a disability who experienced trauma
1800 421 468

3.
The case for change

Kingston City Council is committed to achieving gender equality to create a safe, inclusive, and fair society for our employees and the community that we serve. This Gender Equality Action Plan (GEAP) continues the momentum of Kingston's Prevention of Family Violence Action Plan (PFVAP) 2019-2021. While considerable effort and activities have been implemented to promote gender equality over the past three years, our workplace gender audit indicates the need for further strategies to address the inequalities that exist.

The development of Kingston's first workforce-focused GEAP has been informed by workforce data, extensive consultation, and aligned with best-practice and evidence-based strategies. The rationale for taking positive action towards gender equality is guided by the following principles as defined by the 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 abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.

- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes.

- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.

- Special measures may be necessary to achieve gender equality.

Based on these gender equality principles, analysis of state, local and workforce data, and staff consultation, Kingston Council makes the following commitment.

3.1 EXECUTIVE COMMITMENT

As a local Council, we have both a moral and legal responsibility to show leadership in advancing gender equality and influencing inclusion in our workplace and the community that we serve. Gender equality is a fundamental human right and a precondition to social justice and is required to help prevent gender-based violence. Kingston Council recognises the inequalities that exist between genders and how other forms of disadvantage and discrimination compound these. We strive to use an equitable and intersectional approach to create a society that:

- is safe and free from gender-based violence and discrimination;

- enables optimal health and wellbeing outcomes; and

- promotes economic, educational and employment opportunities that are accessible and inclusive for all people.

We recognise the need to address the inequalities in workforce composition, pay equity, access to employment types, roles and entitlements, career progression and safety for all Kingston staff. Qualitative and quantitative workforce data highlighted:

- barriers for women accessing senior leadership roles;

- fewer men working in part-time/casual roles and accessing parental leave entitlements; and

- a less positive workplace culture for employees that identify as Aboriginal and Torres Strait Islander, 'other' gender, or with a disability.

Kingston Council will actively implement strategies that are outlined within this plan to improve employee experiences and foster an inclusive workplace culture that inspires innovation and exceptional organisational performance. We are committed to data-driven initiatives that prioritise safety, equity, and respect to ensure continual progress towards gender equality.

4.
Strategy overview

How we learn

1 - Increase business intelligence

Outcome: Reliable and clear organisational data, regular reporting, increased demographic data and meaningful use of data.

Who we attract

2 - Equitable recruitment processes
3 - Increase representation of gender diversity

Outcome: Best-practice inclusive recruitment processes, increased use of data in recruitment, more diverse applications.

How we work

4 - Reduce the gender pay gap
5 - Increase opportunities for flexibility

Outcome: Reduce pay gap, better understanding of teh pay gap, more diversity of flexible working agreements and increased access to flexible work.

What we expect

6 - Reduce workplace sexual harassment and discrimination
7 - Consistency and equitable treatment of all staff across the organisation

Outcome: Increased bystander action, increased reporting, Raise It! Ambassadors and reduced discrimination and bullying.

How we grow

8 - Increase access to higher duties, secondments and career development

Outcome: Available mentoring opportunities, open conversations about development and improved access to higher duties and secondments.

5.
Development of our Action Plan

Kingston City Council's Gender Equality Action Plan has been developed through quantitative and qualitative data collection and analysis, and extensive consultation with our employees, leaders, and governing body.

5.1   WORKFORCE DATA

The Workplace Gender Audit comprises gender-disaggregated data from our employee management system as at 30 June 2021. Data extracted from this system included salary details, role classifications, recruitment, higher duties and promotions, leave and career development opportunities. Due to minimal voluntary disclosures, data collected regarding Aboriginality, country of birth and disability status was unable to be utilised.

During the period for data collection, some Kingston City Council facilities were closed due to State Lockdown Restrictions. Services impacted included (not limited to) Waves Leisure Centre, Kingston Libraries, Kingston Hubs, Kingston Customer Care, Kingston Arts Centre etc. Where casual employees could not work due to COVID-19, their shifts were honoured via Kingston City Council's own Job Keeper payment. Therefore, 161 employees who received Kingston Job Keeper were removed from the dataset to maintain data integrity.

5.2   EMPLOYEE EXPERIENCE DATA

Employee Experience data was collected via the Victorian Public Sector Commission's People Matter Survey. The survey was conducted in June 2021. The survey was made available to all employees via email distribution for a period of two weeks. The survey was promoted via internal communications, staff meetings and the Intranet portal. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

5.3   CONSULTATION PROCESS

The consultation process included the following groups/individuals:

- Governing bodies

- Leadership groups

- Staff Consultative Committee including Union Representatives

- Employees with lived experience of intersectional disadvantage or discrimination

- Employees with skills in relevant professions such as social planning, family violence prevention, disability access, multiculturalism, and reconciliation

- Employees of different genders

- Employees of different levels of seniority and employment types

- Employees engaged in the existing diversity and inclusion networks

The process was conducted over four months and included three rounds of consultations via group sessions, one-to-one consultations, and anonymous feedback mechanisms. The consultative process sought feedback on the most important findings of the Workplace Gender Audit and ideas on how Kingston City Council can address any workplace gender equality issues identified. For more information see Appendix B.

6.
Reflections

The development of Kingston's first workforce-focused Gender Equality Action Plan extends our organisational understanding of workplace equality and has placed new perspectives on the practices and collection of employee data at Kingston City Council. The extensive data collection and analysis process of the Workplace Gender Audit highlighted areas for improvement to enable data-driven decisions that best support our staff and cultivate a healthy, and safe workplace.

Throughout data collection and analysis, the following key learnings and opportunities were identified to support the meaningful analysis of this workforce data in the future.

- Kingston City Council has minimal employee demographic data. Information needs to be provided to our employees to explain how demographic data enables intersectional analysis, why this is important, and how the data will be used.

- Some pieces of data that are required for the audit are not centrally located (e.g., ANZSCO codes and demographic data relating to our governing body). Centralising as much data as possible will improve auditing processes.

- Data required for the audit is not collected with audit requirements in mind. Reviewing the collection of all data collected for the audit may streamline processes and improve the quality and efficiency of the audit.

- Surveys can be limiting for some employees. Diversifying the delivery of the survey may improve engagement. The diversity of job roles at Kingston City Council leads to challenges related to communication and engagement with employees delivering services in satellite offices and community locations.

- State Lockdown Restrictions meant some employees were not actively working with Council, and these restrictions caused increased stress, pressure and demands on employees across all areas of Council.

- Minimise survey fatigue by combining relevant employee surveys including the Family Violence, Workplace Equality and Respect Staff Survey.

As a result of these reflections, Kingston City Council will commit to:

- Improving demographic data collection for our employees, potential employees, and Councillors;

- Improving the auditing process through identifying and implementing improvements to the data collection methodology;

- Improving the regularity of data collection and analysis; and

- The development of a Workplace Gender Audit Project Team or Committee that supports the auditing improvement and implementation process.

7.
Where we are now

Kingston City Council is committed to building a diverse and inclusive community and workforce.

Inclusion is a core value of Kingston City Council.

We strive to be a workplace that reflects the diverse communities we serve and where everyone can bring their whole selves to work. Together, with our diverse approaches and points of view, we innovate, connect, and improve our service to the communities of Kingston.

Kingston City Council's Employee Inclusion Strategy is built on three key objectives:

1. Building our capacity to listen
2. Developing understanding and connection
3. Transforming our ways of working through action

Several plans and initiatives are developed in consultation with the community and the workforce to guide inclusive work practices, increase education and support change initiatives in our workplace that enhance inclusion. These plans and initiatives work in conjunction with the Employee Inclusion Strategy to support our vision to reflect the diverse communities we serve and allow everyone to bring their whole selves to work.

The Employee Inclusion Strategy also supports the implementation of the Municipal Public Health and Wellbeing Plan and related Action Plans that drive initiatives to improve health, safety, connection, belonging and equitable access in our community and in turn, our workforce.

The Gender Equality Action Plan will form an integral part of the broader framework that drives inclusion at Kingston City Council for our employees and the community.

Kingston is committed to creating a diverse and inclusive workforce where everyone feels safe, heard, and valued. As part of this commitment, we are working towards several diversity and inclusion initiatives including:

- Our Employee Inclusion Committee supports the ongoing study of Council Policies and programs to ensure barriers, biases and potential discrimination are found and corrected.

- Our Celebrating Inclusion Working Group is committed to building a safe work environment where we understand and celebrate uniqueness.

- Building staff skills through training opportunities, education, and awareness campaigns.

- Providing flexible working arrangements to help people to balance work responsibilities with family and lifestyle needs.

- The development, implementation, and review of our Gender Equality Action Plan to provide better access, opportunities, and support for employees of all genders.

- Aligning with gender equality promotion initiatives of the Prevention of Family Violence Action Plan.

- Implementation of Kingston's Reconciliation Action Plan to develop our organisation's understanding of reconciliation, Aboriginal and Torres Strait Islander culture, and implement measures to provide a workplace where Aboriginal and Torres Strait Islander staff feel supported and valued.

- Implementation of the Disability Action Plan to increase access to employment for people with a disability and provide support to remove barriers for current employees of Kingston City Council with a disability.

- Developing our organisation to achieve a Rainbow Tick Accreditation to improve access for LGBTQI+ communities and support a safe and healthy workplace to be your authentic selves.

8.
Workplace Gender Audit

The presented gender-disaggregated data can sometimes appear binary (women/men). This is due to the small proportion of employees identifying as another gender. Where available and appropriate, whilst ensuring anonymity, data reflective of all genders is included. Notwithstanding the unique experiences of individuals, analysis of the shared experiences of different genders and demographic cohorts enables us to consider intersectionality when developing workforce strategies. The data gaps outlined in Section 6, limit the intersectional analyses that were possible. Methods to address these gaps will be part of the measures detailed in Section 9 to ensure that we increase equitable access, foster inclusion, reduce barriers, and prevent discrimination.

8.1 GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

Indicator 1.

The gender composition of all levels of the workforce analyses gender diversity across different levels of seniority in the organisation. This indicator is important because a lack of women in leadership roles is often a contributing factor to the gender pay gap and identifies gaps in diversity of leadership.

WORKFORCE DATA:
This data has been collated from Aurion based on data as at 30 June 2021. The data includes part-time, full-time and casual staff and represents a sum of 1154 employees. Casuals inclusion in the data is assessed based on their earnings in the pay period prior to 30 June 2021. Casuals that did not work in the pay period prior to 30 June 2021 were not included in the audit information. Casual employees receiving Kingston City Council's 'JobKeeper' payment at the time of data collection, due to Victorian Government lockdown restrictions, were also not included in the data to protect data integrity.

SURVEY DATA:
Survey data was collected via the People Matter Survey conducted in June 2021. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

LEVEL TO CEO:
The Commission for Gender Equality requires employees to be classified by reporting levels from the CEO:
Under this definition, the levels are as follows:

Level 0 = CEO
These employees were identified using the Job Title and Authority Level populated in Aurion.

Level –1 = General Managers
These employees were identified using the Job Title and Authority Level populated in Aurion.
please note, Level 0 and -1 is collectively referred to as Senior Executives

Level –2 = Managers
These employees were identified using the Job Title and Authority Level populated in Aurion.

Level – 3 = People Leaders
This was determined by identifying employees that report to a manager and also lead a team.
These employees were identified using the Job Title and Authority Level populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Team Leaders, Program Leaders, and Senior Coordinators.

Level –4 = Coordinators
This includes Band 6, Band 7, Band 8 or Band SEO employees that report to a People Leader or Manager and do not lead a team. These employees were identified using the Job Title, Banding and Authority Level populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Coordinators, Senior Officers, Planners, Advisors, Case Managers, and Program Leaders.

Level –5 = Officers
This includes Bands 1-5 and non-banded employees. These employees were identified using the Banding populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Nurses, Officers, Educators, Instructors, Librarians, Youth Workers, Support/Care Workers, Crossing Supervisors, Apprentices.

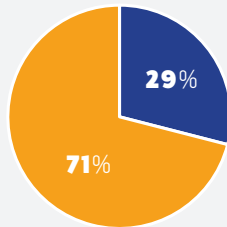## 8.1 GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

WORKFORCE DATA

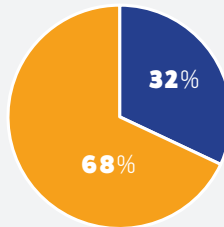**LEGEND**

Gender:
- Women
- Men
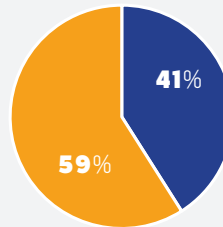- Self-described

Number of staff:

1154

KINGSTON WORKFORCE
- Men 29%
- Women 71%

OVERALL PUBLIC SECTOR
- Men 32%
- Women 68%

VICTORIAN PUBLIC SERVICE
- Men 41%
- Women 59%

VICTORIAN LABOUR FORCE
- Men 53%
- Women 47%

Note: 0% self-described
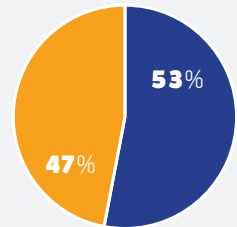
OVERALL DISTRIBUTION OF STAFF BY LEVEL

LEGEND
- Officers
- Coordinators
- People Leaders
- Managers
- Senior Executives

- Officers: 70.3%
- Coordinators: 23.0%
- People Leaders: 4.7%
- Managers: 1.6%
- Senior Executives: 0.4%
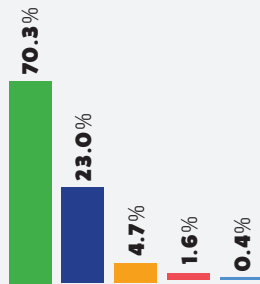
STAFF GENDER BY LEVEL

LEGEND Men Women

Gender makeup of level to CEO (%)

Level	Women	Men
OFFICERS	74%	26%
COORDINATORS	65.30%	34.70%
PEOPLE LEADERS	59.30%	40.70%
MANAGERS	52.60%	47.40%
SENIOR EXECUTIVES	20%	80%
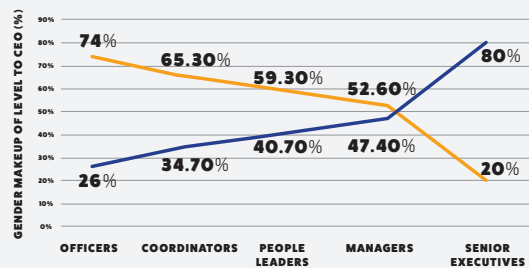
EMPLOYMENT BASIS OVERALL

OVERALL
- Casual 8%
- Part-time 45%
- Full-time 47%

WOMEN
- Casual 8%
- Full-time 38%
- Part-time 54%

MEN
- Casual 7%
- Part-time 23%
- Full-time 70%
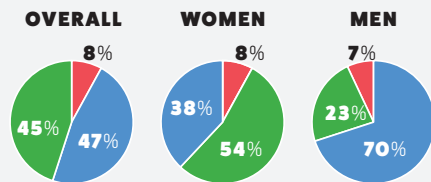
EMPLOYMENT BASIS BY LEVEL
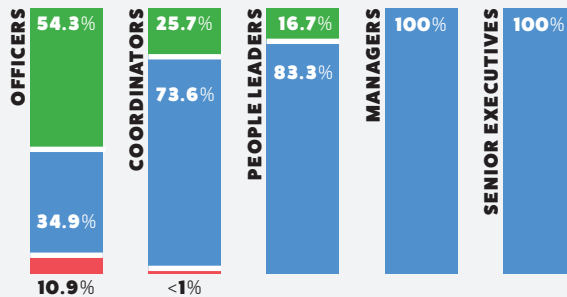
LEGEND
- Part-time
- Full-time
- Casual

OFFICERS
- Part-time 54.3%
- Full-time 34.9%
- Casual 10.9%

COORDINATORS
- Part-time 25.7%
- Full-time 73.6%
- Casual <1%

PEOPLE LEADERS
- Part-time 16.7%
- Full-time 83.3%

MANAGERS
- Full-time 100%

SENIOR EXECUTIVES
- Full-time 100%

Note: No pie graph for self-described gender as currently our workforce data doesn't contain anyone of self-described gender

EMPLOYMENT BASIS BY GENDER

OFFICERS

	MEN	WOMEN
FT	14%	20%
PT	9%	46%
C	3%	8%

COORDINATORS

	MEN	WOMEN
FT	32%	42%
PT	3%	23%
C	0%	<1%

PEOPLE LEADERS

	MEN	WOMEN
FT	41%	42%
PT	0%	17%
C	0%	0%

MANAGERS

	MEN	WOMEN
FT	47%	53%
PT	0%	0%
C	0%	0%

SENIOR EXECUTIVES

	MEN	WOMEN
FT	80%	20%
PT	0%	0%
C	0%	0%

GENDER COMPOSITION BY EMPLOYMENT BASIS

LEGEND Men Women

FULL TIME
- Men 43%
- Women 57%

PART TIME
- Men 15%
- Women 85%
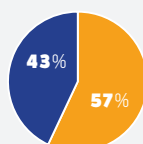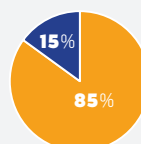
CASUAL
- Men 27%
- Women 73%

8.1 GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

SURVEY DATA

367 SURVEY RESPONDENTS

DEMOGRAPHICS

Note:
The sum of responses does not always equal 100% as some survey questions allowed multiple responses, some allowed no response and small sample sizes are rounded to <3% to maintain privacy.

To protect privacy, data is limited when less than 10 respondents.

GENDER

62% women
30% men
7% prefer not to say
<3% self-described

SEXUALITY

81% straight
11% prefer not to say
3% gay or lesbian
<3% bisexual, pansexual, don't know, asexual or use a different term

COUNTRY OF BIRTH

68% born in Australia
19% born overseas
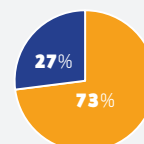**13**% prefer not to say

AGE

50% 35 - 54 years
27% 55+ years
16% 15 - 34 years

ABORIGINALITY

<3% Aboriginal or Torres Strait Islander
4% prefer not to say
95% no

TRANSGENDER AND NON-BINARY GENDER

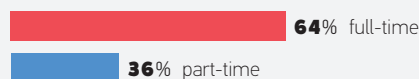**91**% no
9% prefer not to say
<3% yes

DISABILITY

5% have a disability
88% no disability
7% prefer not to say

RELIGION

45% no religion
38% have a religion
15% prefer not to say

EMPLOYMENT TYPE
% of survey respondents

64% full-time
36% part-time

GROSS BASE SALARY
% of survey respondents

14% <$65K
40% $65K-$95K
22% $95K-$125K
5% >$125K
19% PREFER NOT TO SAY

MANAGER STATUS
% of survey respondents

7% manager of other managers
19% other manager
74% non-manager

TENURE
% of survey respondents

12% <1 YEAR
9% 1-2 YEARS
25% 2-5 YEARS
21% 5-10 YEARS
23% 10-20 YEARS
10% 20+ YEARS

EMPLOYMENT STATUS
% of survey respondents

78% ongoing
13% fixed term
9% other
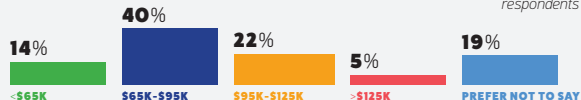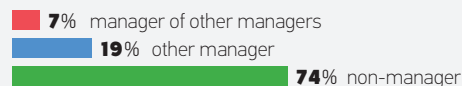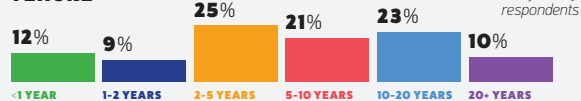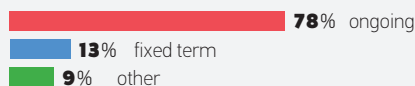
WORK ADJUSTMENTS

REQUESTED A WORK ADJUSTMENT

66% no
44% yes

WORK ADJUSTMENT REQUEST SATISFACTION

74% satisfactory
13% unsatisfactory
13% request not accepted

ADJUSTMENT TYPE

66% no adjustment
24% flexible working arrangements
10% physical modifications
5% career development support strategies
3% job redesign or role sharing
2% other
1% accessible communications technologies

ADJUSTMENT REASON

49% work-life balance
26% health
21% family responsibilities
16% other
14% caring responsibilities
8% study commitments
3% disability

CULTURE

72% of survey respondents believe it to be a diverse and organisational climate, compared to the Victorian local government average of 69%.

73% agree there is a positive culture within the organisation in relation to employees of different age groups.

57% agree there is a positive culture within the organisation in relation to employees with a disability.
- *Those with a disability (44%) were 14% less likely to answer favourably compared to those with no disability (58%) when asked if there is a positive culture in relation to people with a disability.*

74% agree there is a positive culture within the organisation in relation to employees who identify as LGBTIQ+.
- *People who identify as gay or lesbian answered 18% more favourably (92%) to this question.*

79% agree there is a positive culture within the organisation in relation to employees of different sexes/genders.
- *Men (83%) and women (81%) responded similarly when asked if there is a positive culture in relation to employees of different sexes/genders. However, those of 'other' gender answered less favourably (48%). There is no data available for people who are non-binary or who use a different term.*

68% agree there is a positive culture within the organisation in relation to employees who are Aboriginal and Torres Strait Islander.
- *Due to the small sample, we were unable to see the level of agreement with this statement for staff who identify as Aboriginal or Torres Strait Islander. However, non-indigenous staff rated it more favourably (74%).*

73% agree there is a positive culture within the organisation in relation to people of varied cultural background.
- *People not born in Australia answered 17% more favourably (90%) to this question.*

8.1 GENDER COMPOSITION AT ALL LEVELS OF THE WORKFORCE

SPOTLIGHT

- Kingston City Council's overall composition of women is above the public sector and Victorian workforce average.

- There is no representation of gender diverse or non-binary employees in our workforce data.

- There is a discrepancy between the workforce and survey data. The workforce data does not represent non-binary or self-described employees. This may be an indication of our internal systems not allowing employees to identify correctly.

- Regarding gender composition across levels of the organisation, the proportion of men increases as seniority increases whilst the proportion of women decreases as the roles become more senior.

- The number of women being represented in leadership positions has increased since 2019.

  - In 2019, Kingston's Executive Managers were 100% men (5 men) and no women or people of self-described gender. This compares to our current data where 20% of Kingston's Executive Managers are women.

  - In 2019, Kingston's Managers were 40% women (8 women), 60% men (12 men) and no people of self-described gender. This compares to our current data where 53% of Kingston's Managers are women.

- Only 15% of part-time employment is comprised of men and no men work in leadership in a part-time capacity.

- Employees with a disability are less likely to agree that there is a positive culture towards employees with a disability.

- A low percentage of staff agree there is a positive culture within the organisation concerning Aboriginal and Torres Strait Islander employees.

- Employees identifying as self-described gender are less likely to agree that there is a positive culture concerning employees of different sexes/genders.

- A large proportion of staff chose not to disclose their demographic data.

CONSULTATION

Key concepts

- Address the disparity of distribution of gender across seniority in the organisation and support women in senior leadership.

- Understand that any inequalities at lower levels of seniority in the organisation adversely impact women.

- Support people of a self-described gender to identify in our workforce data.

- Provide more support to employees living with a disability.

- Part-time roles need to exist and be encouraged in leadership.

- We need to support men to take on part-time roles.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation. The results for Indicator 1 are as follows:

The distribution of gender across different levels of seniority in the organisation
32%

The lack of men in part-time employment
17%

Satisfaction and completion of workplace adjustments
12%

Low positive culture results for employees with a disability, who identify as Aboriginal and Torres Strait Islander and 'other' for gender
12%

The ratio of men and women in the organisation
12%

The inconsistency between survey and workforce demographics relating to people of self-described gender
8%

The lack of self-described people in the organisation
8%

8.2 GENDER COMPOSITION OF THE GOVERNING BODY

Indicator 2.

WHY IS THIS INDICATOR IMPORTANT?

It's important that governing bodies have diverse voices at the table that represent the diversity of the community. The collection of this data supports ensuring more boards, councils, committees of management have a diverse composition of people at the table. The Victorian Government has made a commitment that at least 50% of all new appointments to courts and paid government boards will be women.

HOW WAS THIS DATA COLLECTED?

Workforce Data: Councillors are not included in the workforce data.

Survey Data: A 12-question survey was distributed to Councillors via email that asked several questions relating to demographic data. Due to the small sample size, only gender data can be released to protect anonymity.

SURVEY DATA

LEGEND
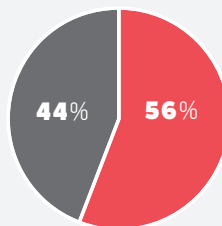
Response Rate:
- Completed the survey
- Did not complete the survey

Gender:
- Women
- Men
- Self-described
- Any gender

SURVEY RESPONSE RATE
- 44%
- 56%

COUNCILLOR GENDER
- 33%
- 67%
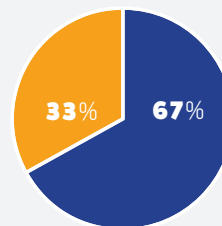
*Note:
0% self-described*

TARGET
- 40%
- 40%
- 20%
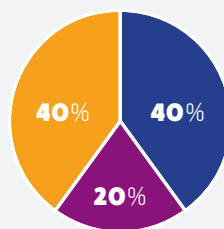
*Source:
Local Government Professionals
Australia*

2016 COMPOSITION
- 44%
- 56%
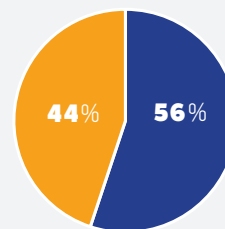
*Source:
Victorian Local Government
Women's Charter*

8.2   GENDER COMPOSITION OF THE GOVERNING BODY

SPOTLIGHT

- Data was difficult to collect via a survey.

- The representation of women has decreased from the previous Councillor group.

- There is no representation of gender diverse or non-binary Councillors.

CONSULTATION

Key ideas

- Advocate to peak industry bodies to support women to enter politics by increasing their resources and programs.

- Support initiatives that break down the barriers that are specific to women.

- Gather more information and insight into the challenges that women face when running for Council and use this information to support initiatives from peak bodies.

- Create opportunities for increased access and hands-on experience for women and gender diverse people looking to enter politics.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation. The results for Indicator 2 are as follows:
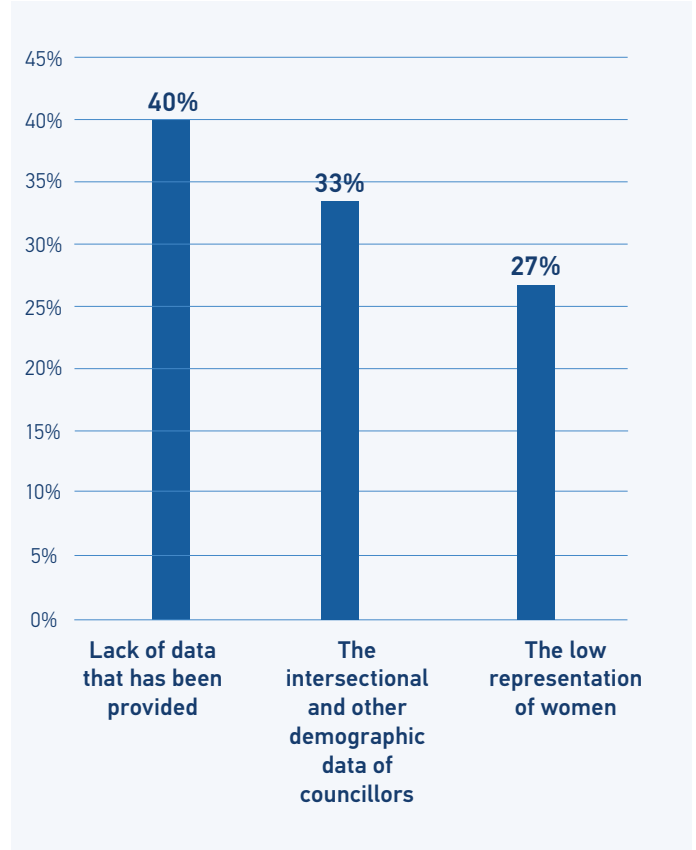
8.3   GENDER PAY EQUITY

Indicator 3.

WHY IS IT IMPORTANT?

The gender pay gap represents the difference between the average earnings of women and men in the workforce. It does not represent the difference for two individuals being paid for the same or comparable work. The gender pay gap is driven by social and economic factors that combine to reduce women's earning capacity over their lifetime. We acknowledge that the pay gap goes beyond gender binary, however due to the lack of data regarding non-binary employees this indicator represents women and men only.

HOW WAS THIS DATA COLLECTED?

WORKFORCE DATA:

This data has been collated from Aurion based on data as at 30 June 2021. The data includes part-time, full-time and casual employees. The gender pay gap is calculated as the difference between women's and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings.

BASE SALARY:

To determine a comparable Base Salary for all employees, all salaries have been annualised to 1.0 FTE and included as employee's base salary (for example, 0.5FTE with a base salary of $25,000 per year has been converted to 1.0FTE). This allows are salaries to be comparable.

TOTAL REMUNERATION:

Total remuneration includes allowances and superannuation with base salary. As above, total remuneration is also converted to 1.0 FTE and annualised in order to make all data comparable.

CASUAL SALARIES:

It is required that a casual employee's base salary be calculated by multiplying the hourly rate by 1,976 (the number of working hours in a year). Casual loading, which is awarded in lieu of leave entitlements and job security, is therefore included in a casual employee's base salary. Casual employees who did not work in the last pay period before 30 June 2021 are not included in this data. Casual employees receiving Kingston City Council's 'JobKeeper' payment at the time of data collection, due to Victorian Government lockdown restrictions, were also not included in the data to protect data integrity.

LEVEL TO CEO:

The Commission for Gender Equality requires employees to be classified by reporting levels from the CEO:
Under this definition, the levels are as follows:

Level 0 = CEO
These employees were identified using the Job Title and Authority Level populated in Aurion.

Level –1 = General Managers
These employees were identified using the Job Title and Authority Level populated in Aurion.
please note, Level 0 and -1 is collectively referred to as Senior Executives

Level –2 = Managers
These employees were identified using the Job Title and Authority Level populated in Aurion.

Level – 3 = People Leaders
This was determined by identifying employees that report to a manager and also lead a team. These employees were identified using the Job Title and Authority Level populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Team Leaders, Program Leaders, and Senior Coordinators.

Level –4 = Coordinators
This includes Band 6, Band 7, Band 8 or Band SEO employees that report to a People Leader or Manager and do not lead a team. These employees were identified using the Job Title, Banding and Authority Level populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Coordinators, Senior Officers, Planners, Advisors, Case Managers, and Program Leaders.

Level –5 = Officers
This includes Bands 1-5 and non-banded employees. These employees were identified using the Banding populated in Aurion and supported by cross-referencing the Kingston Organisational Chart. This level includes role titles such as Nurses, Officers, Educators, Instructors, Librarians, Youth Workers, Support/Care Workers, Crossing Supervisors, Apprentices.

8.3 GENDER PAY EQUITY

WORKFORCE DATA

LEGEND

Gender:
- 🟠 Women
- 🔵 Men
- 🟢 Self-described

MEAN BASE SALARY PAY GAP

4.8%

MEDIAN BASE SALARY PAY GAP

4.7%

MEAN BASE SALARY BY LEVEL

Note: General managers and CEO data is not presented to protect privacy.

	OFFICERS	COORDINATORS	PEOPLE LEADERS	MANAGERS
Women	$70.7k	$97.5k	$116.7k	$170.6k
Men	$64.7k	$100.1k	$123.4k	$176.2k

BASE SALARY PAY GAP BY LEVEL

IN FAVOUR OF WOMEN | IN FAVOUR OF MEN

- OFFICERS: +9.3% (in favour of women)
- COORDINATORS: +2.6% (in favour of men)
- PEOPLE LEADERS: +5.4% (in favour of men)
- MANAGERS: +3.2% (in favour of men)

LEGEND

Gender:
- 🟠 Women
- 🔵 Men
- 🟢 Self-described

Note:
The total remuneration is the sum of base salary, allowances and super.
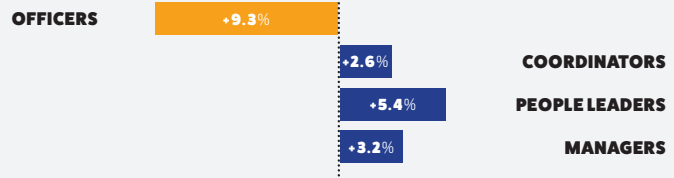
MEAN TOTAL REMUNERATION PAY GAP

5.1%

MEDIAN TOTAL REMUNERATION PAY GAP

6.7%

MEAN REMUNERATION BY LEVEL

Note: General managers and CEO data is not presented to protect privacy..

	OFFICERS	COORDINATORS	PEOPLE LEADERS	MANAGERS
Women	$77.7k	$106.8k	$129.4k	$192.3k
Men	$71.1k	$109.8k	$137.6k	$202.5k

TOTAL REMUNERATION PAY GAP BY LEVEL

IN FAVOUR OF WOMEN | IN FAVOUR OF MEN

- OFFICERS: +9.3% (in favour of women)
- COORDINATORS: +2.7% (in favour of men)
- PEOPLE LEADERS: +5.9% (in favour of men)
- MANAGERS: 5.0% (in favour of men)
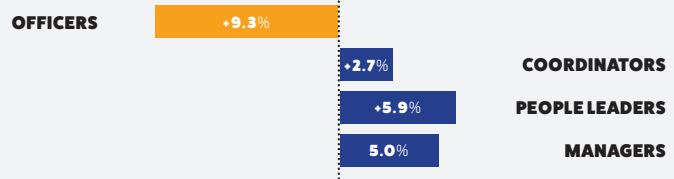
LEGEND

Employment basis:
- 🔴 Full time
- 🔵 Part time
- 🟣 Casual

BASE SALARY PAY GAP BY EMPLOYMENT TYPE

IN FAVOUR OF WOMEN | IN FAVOUR OF MEN

- FULL TIME: +5.6% (in favour of men)
- PART TIME: +27.8% (in favour of women)
- CASUAL: +12.7% (in favour of women)

8.3 GENDER PAY EQUITY

WORKFORCE DATA CONTINUED

BASE SALARY PAY GAP BY TENURE

LEGEND

Tenure range:
- 🟢 0-1 years
- 🔵 1-3 years
- 🟠 3-5 years
- 🔴 5-10 years
- 🔵 10-20 years
- 🟣 20+ years

	IN FAVOUR OF WOMEN	IN FAVOUR OF MEN	
👤 111		6.79%	60 👤
👤 158	0.13%		62 👤
👤 125		5.24%	57 👤
👤 184		0.07%	55 👤
👤 176		4.98%	75 👤
👤 62		17.49%	29 👤

BASE SALARY PAY GAP BY AGE

LEGEND

Tenure range:
- 🟢 15-24 years
- 🔵 25-34 years
- 🟠 35-54 years
- 🔴 45-54 years
- 🔵 55-64 years
- 🟣 65+ years

	IN FAVOUR OF WOMEN	IN FAVOUR OF MEN	
👤 16	0.17%		13 👤
👤 127		5.71%	59 👤
👤 183		10.19%	68 👤
👤 244		10.47%	72 👤
👤 198		13.01%	76 👤
👤 48		23.66%	50 👤
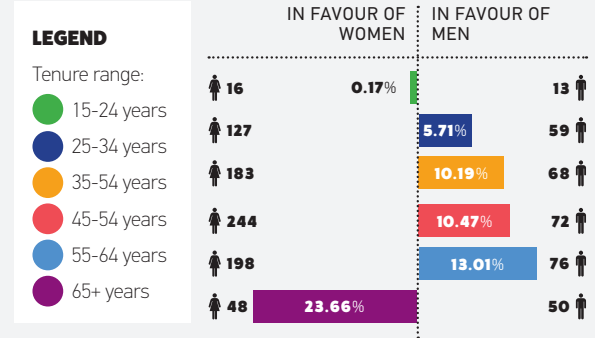
PAY GAP BY TEAM

Note: Managers salaries were not included in the below data.
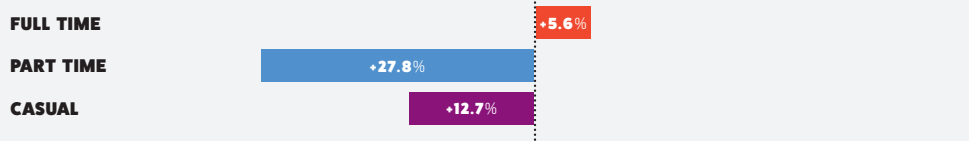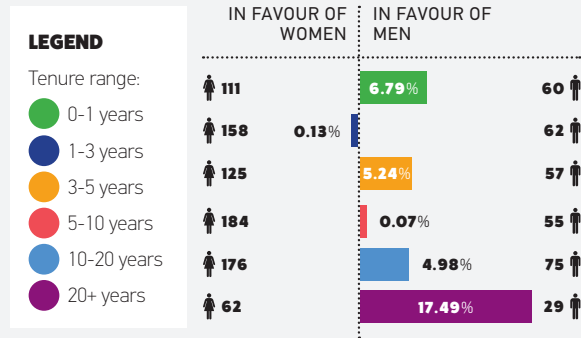
LEGEND

Gender:
- 🟠 Women
- 🔵 Men
- 🟢 Self-described

IN FAVOUR OF WOMEN	IN FAVOUR OF MEN
	1.35% ACCESSCARE
	11.04% ACTIVE KINGSTON
	12.23% CITY DEVELOPMENT
	11.80% CITY ECONOMY & INNOVATION
CITY STRATEGY -9.64%	
COMMS & COMMUNITY RELATIONS -2.46%	
	5.82% COMMUNITY BUILDINGS
COMPLIANCE & AMENITY -1.34%	
FAMILY YOUTH & CHILDRENS SERVICES -5.09%	
FINANCE & CORPORATE SERVICES -0.88%	
GOVERNANCE -18.08%	
	15.63% INFO SERVICES & STRATEGY
	9.55% INFRASTRUCTURE
LIBRARIES & SOCIAL DEVELOPMENT -3.52%	
	4.19% PARKS SERVICES
PEOPLE SUPPORT -1.71%	
	6.48% PROPERTY & ARTS

8.3 GENDER PAY EQUITY

SPOTLIGHT

- Men hold a higher percentage of executive roles and roles in specialist classifications, and women are most represented in lower level (lower pay) positions, contributing to the gender pay gap.

- The roles that have the largest allowances (senior executives) are mostly held by men and accounts for the increase in the total remuneration pay gap.

- The pay gap in part-time positions has a shift in favour of women. This is likely due to more women working in part-time arrangements at the People Leader and Coordinator level and very few men working at these levels in part-time positions. Part-time employment is less common among men and does not occur in senior leadership roles.

- At the People Leaders level, we have 32 women and 22 men and the pay gap is at its highest, despite the men and women being at the same level of seniority.

- Women's average pay is lower in the leadership levels (Senior Executives, Managers, People Leaders) of the organisation. Women's tenure is also lower at these levels of the organisation.

CONSULTATION

Key concepts

- Focus on pathways to senior leadership for women in the organisation.

- Reduce the pay gap and focus on driving activities that achieve that, particularly in leadership.

- Focus on supporting teams to reduce their pay gaps.

- Work with the data to analyse banding and role allocations to identify existing inequalities.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation. The results for Indicator 3 are as follows:

**The pay gap at the People Leaders level
(5.43% in favour of men)**
54%

**Full-time employment pay gap
(5.6% in favour of men)**
51%

**Part-time employment pay gap
(28% in favour of women)**
28%

The pay gap based on age in the organisation
27%

The pay gap based on tenure in the organisation
24%

**The pay gap at the Officers level
(9.27% in favour of women)**
23%

**Casual employment pay gap
(13% in favour of women)**
21%

The pay gap in leadership positions in the organisation
21%

The pay gap by department in the organisation
17%

**The pay gap at the Coordinators level
(2.64% in favour of men)**
15%

The lack of formal reports to the People Support team
12%

**The pay gap at the Manager level
(3.16% in favour of men)**
8%

8.4 WORKPLACE SEXUAL HARASSMENT

Indicator 4.

WHY IS THIS INDICATOR IMPORTANT?

Workplace sexual harassment is common in Australian workplaces. Based on a 2018 National Survey from the Australian Human Right Commission, two in five women and one in four men have experienced sexual harassment in the workplace. Sexual harassment can cause financial, psychological, and physical harm and significant economic cost to organisations and the community. This indicator explores sexual harassment and our organisational approach to speaking up.

HOW WAS THIS DATA COLLECTED?

WORKFORCE DATA:
Workforce data is sourced from reports of sexual harassment submitted to the People Support department.

SURVEY DATA:
Survey data was collected via the People Matter Survey conducted in June 2021. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

WORKFORCE DATA

- There have been zero formal sexual harassment complaints made to the People Support team from 1 July 2020 to 30 June 2021.

- Kingston City Council has updated its sexual harassment policy and processes with guidance from the Victorian Equal Opportunity and Human Rights Commission.

- Kingston City Council launched the Raise It! Ambassadors program with the support of the Victorian Equal Opportunity and Human Rights Commission, which trained a small group of staff on how to raise inappropriate behaviour in the workplace.

8.4 WORKPLACE SEXUAL HARASSMENT

SURVEY DATA

Survey data may not always equal 100% as respondents had the option to select multiple responses.
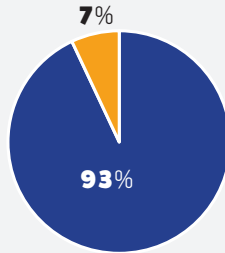
EXPERIENCES OF SEXUAL HARASSMENT

LEGEND

Response Rate:

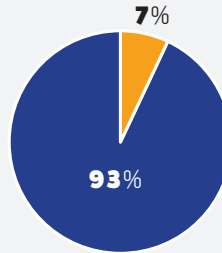🟠 Experienced sexual harassment

🔵 Did not experience sexual harassment

In the last 12 months

KINGSTON CITY COUNCIL

7%

93%

35/367 respondents

VICTORIAN LOCAL GOVERNMENT AVERAGE

7%

93%

EXPERIENCES OF SEXUAL HARASSMENT BY GENDER

9% of Women

7% of Self-described

4% of Men

REPORTING

MOST COMMON FORMS OF SEXUAL HARASSMENT

36% sexually suggestive

34% intrusive questions

14% inappropriate staring and leering

11% unwelcome touching

5% inappropriate physical contact
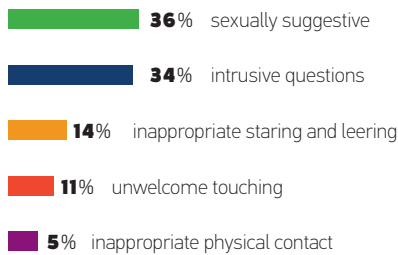
MOST COMMON REASONS FOR NOT REPORTING SEXUAL HARASSMENT

56% didn't think it was serious enough

44% belief there would be negative consequences for their reputation

33% belief there would be negative consequences for their career

LIKELIHOOD TO TELL A MANGER ABOUT EXPERIENCES OF SEXUAL HARASSMENT

15% Victorian local government average

7% Kingston

MOST COMMON PERPETRATORS

71% immediate manager or supervisor
52%

38% group of colleagues
14%

29% colleague
21%

29% senior manager
48%

8% member of the public
5%

8% customer/client
4%

⬤ *Victorian local government average*
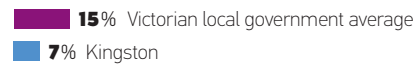
HOW THOSE WHO EXPERIENCED SEXUAL HARASSMENT MOST COMMONLY RESPONDED

67% pretended that it didn't bother them

48% avoided the person

37% told a friend or family member

30% tried to laugh it off

DEMOGRAPHICS MOST LIKELY TO EXPERIENCE SEXUAL HARASSMENT

newer employees

employees with a disability

employees that are women

lower earning employees

younger employees

SURVEY DATA CONTINUED

WITNESSES OF WORKPLACE SEXUAL HARASSMENT AND NEGATIVE BEHAVIOUR

LEGEND

Response Rate:

🔴 Witnessed one or more negative behaviour

⚫ Did not witness negative behaviour

In the last 12 months

18% **82**%

Note:
Negative behaviour includes bullying of a colleague, discrimination against a colleague sexual harassment of a colleague or violence or aggression against a colleague.

WITNESS RESPONSES

68% spoke with the person who experienced it

32% told a manager
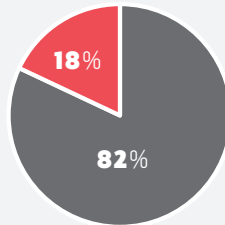
25% told the person the behaviour was not okay

19% spoke to the person who behaved in a negative way

10% took no action

4% told Human Resources (Victorian local government average 12%)

1% submitted a formal complaint (Victorian local government average 5%)

COMMON WITNESS DEMOGRAPHICS

34% of employees of 'other' gender had witnessed this behaviour

33% of employees with a disability had witnessed this behaviour

32% of managers of other managers had witnessed this behaviour

22% of employees aged 15-34 years had witnessed this behaviour

21% of employees born in Australia had witnessed this behaviour

21% of employees with ongoing employment had witnessed this behaviour

WORKPLACE CULTURE

71% of respondents agree or strongly agree that they **feel safe to challenge inappropriate behaviour** at work
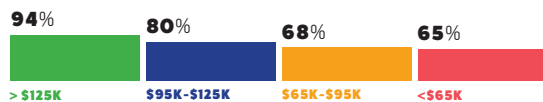*Victorian local government average 70%*

AGE
78% 55+
70% 35-54 YEARS
63% 15-34 YEARS

GENDER
76% MEN
71% WOMEN
48% OTHER

PAY RANGE
94% > $125K
80% $95K-$125K
68% $65K-$95K
65% <$65K

EMPLOYMENT TYPE
81% full-time
67% part-time

MANAGEMENT STATUS
79% managers
71% managers of managers
69% non-managers
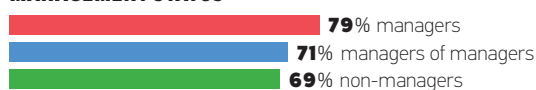
89% of respondents agree or strongly agree that the organisation **encourages respectful workplace behaviours**
Victorian local government average 83%

GENDER
92% men
88% women
83% other

DISABILITY
94% with
88% without

81% of respondents strongly disagree or disagree people in their workgroup often reject others for being different
Victorian local government average 81%

73% of respondents answered favourably in regard to Kingston City Council's questions relating to organisational integrity
Victorian local government average 68%

72% of respondents agree or strongly agree that the organisation takes steps to eliminate bullying, harassment, and discrimination
Victorian local government average 66%

8.4   WORKPLACE SEXUAL HARASSMENT

SPOTLIGHT

- The most common forms of sexual harassment being reported are suggestive comments and jokes, intrusive questions, inappropriate staring, and unwelcome contact.

- The most common perpetrators are managers/supervisors, senior managers, colleagues, or groups of colleagues.

- The most common fear of reporting is that the process will have negative consequences on the reporter's reputation or career, and the complaint process might be difficult or embarrassing. This suggests that respondents do not trust that the reporting process will be confidential, and/or they will not be afforded protection throughout the reporting process.

- Employees in the 15-34 years age range, employees with lower pay and lower tenure typically responded less favourably to questions relating to experiences of sexual harassment than those in the 55+ years age range, employees with higher pay and longer tenure.

- Those with a disability were more likely to experience sexual harassment and typically answered less favourably to questions than those without a disability.

- Those of 'other' gender and women were more likely to experience sexual harassment and typically answered less favourably to questions relating to sexual harassment than men.

- Those who witnessed negative behaviour reported low rates of reporting the behaviour or speaking to Human Resources, indicating a mistrust or misunderstanding of the reporting process and/or what constitutes inappropriate behaviours

- Within questions about organisational integrity, people of shorter tenure, younger age and those that selected the 'other' gender answered less favourably, suggesting that more support is needed to target these demographics.
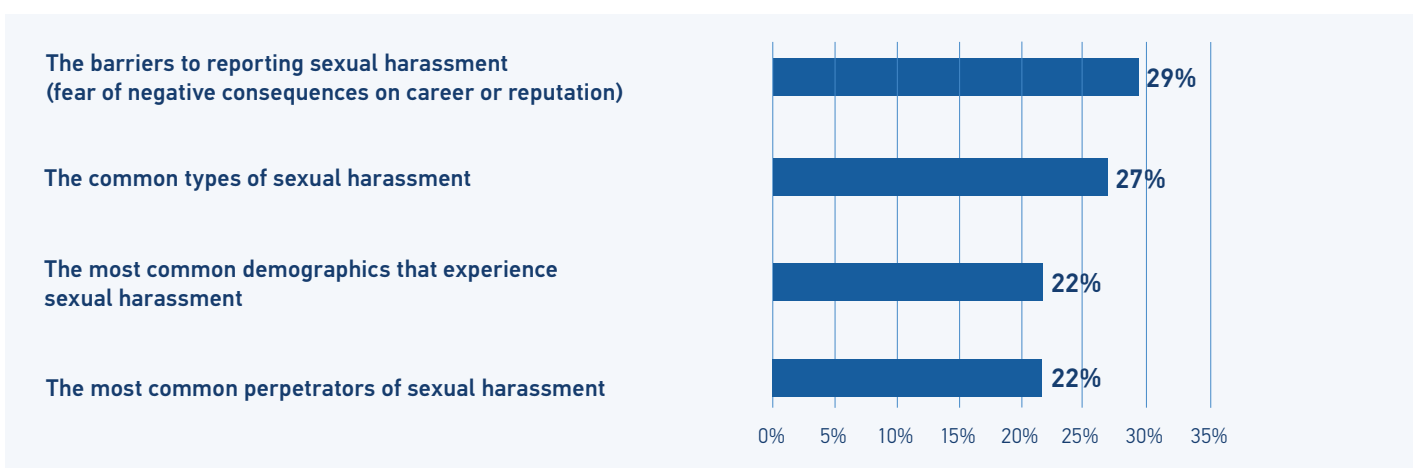
CONSULTATION

Key concepts

- Increase safety for all employees to speak up and report sexual harassment.

- Create more pathways to report sexual harassment in safe ways and report different levels of perceived inappropriate conduct.

- Ensure data collection is refined and captures all reports of sexual harassment.

- Offer more transparency around the reporting and investigation process.

- Create more space for people to have a voice.

- Barriers to reporting need to be addressed and leaders should be at the forefront of change.

- Understand these experiences have a lasting and meaningful impact on those that experience them and ensure our processes support those individuals.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation.
The results for Indicator 4 are as follows:

The barriers to reporting sexual harassment (fear of negative consequences on career or reputation)	29%
The common types of sexual harassment	27%
The most common demographics that experience sexual harassment	22%
The most common perpetrators of sexual harassment	22%

8.5 RECRUITMENT AND PROMOTIONS

Indicator 5.

WHY IS THIS INDICATOR IMPORTANT?

Unconscious and conscious bias can influence the outcomes of recruitment, promotion and career development opportunities. Collecting data and information on recruitment and promotions can help identify the prevalence of gender bias and help implement strategies that create more equal opportunities.

HOW THIS DATA WAS COLLECTED

WORKFORCE DATA:
Workforce data is taken from Aurion. It reflects data across the reporting period 1 July 2020 to 30 June 2021.

SURVEY DATA:
Survey data was collected via the People Matter Survey conducted in June 2021. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

RECRUITMENT:
Recruitment refers to people (both internal and external) who have been newly appointed to a role through a competitive recruitment process across the reporting period 1 July 2020 to 30 June 2021. It does not include employees who have been promoted.

PERMANENT PROMOTIONS:
Promotion refers to an existing employee that has been appointed to a role at a classification higher than their previous role. It does not include lateral transfers (at the same classification) or temporary higher duties opportunities (for example, Acting positions). Any employee that increased their band permanently or moved from a banded role to a Manager/Senior Executive role permanently in the reporting period 1 July 2020 to 30 June 2021 were considered to have earned a permanent promotion.

CAREER DEVELOPMENT OPPORTUNITIES:
Career Development Opportunities are selected courses in the Learning & Development calendar, the Aspiring Leaders Program or Study Assistance. Courses selected for inclusion were optional courses that did not include induction or systems training. The total figure is calculated as the amount of people who completed career development opportunities from 1 July 2020 to 30 June 2021. Individuals that undertook multiple training sessions or courses are only accounted for once in the data.

HIGHER DUTIES:
Higher duties refer to temporary internal arrangements where an employee moves into a higher classification for a period of more than two weeks in the reporting period 1 July 2020 to 30 June 2021. Higher duties that commenced after 1 July 2020 are included in the data.

INTERNAL SECONDMENTS:
Internal secondments refer to temporary arrangements where an employee moves into another role at the same classification for a period of more than two weeks in the reporting period 1 July 2020 to 30 June 2021. It does not include external secondments to other organisations.

EXITS:
Exits refer to employees leaving the organisation in the reporting period 1 July 2020 to 30 June 2021. Reasons for exit include end of contract, resignation, involuntary exits, retirement, redundancy, abandonment of employment and more. Transfers from full-time and part-time to casual (and vice versa) are listed as terminations in Aurion but were not included in this data. During this time period, Kingston City Council also recieved State Government support through the Working For Victoria fund to create 55 new roles. This may impact the results relating to exits in this time period.

8.5 RECRUITMENT AND PROMOTIONS

WORKFORCE DATA
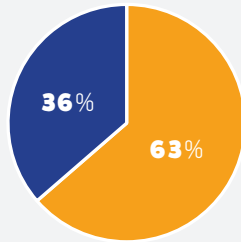
RECRUITMENT

LEGEND
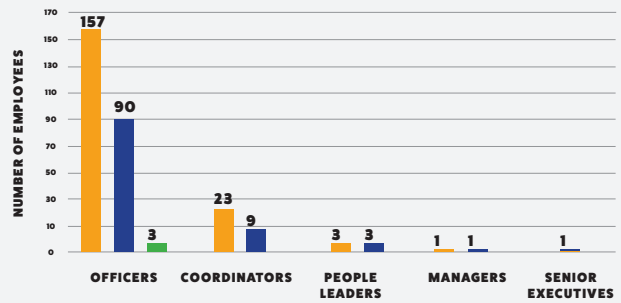
Gender:
- Women
- Men
- Self-described

Number of staff:

291

GENDER COMPOSITION OF RECRUITS

- 36%
- 63%

Note: <1% self-described

RECRUITMENTS BY LEVEL

NUMBER OF EMPLOYEES

Level	Women	Men	Self-described
OFFICERS	157	90	3
COORDINATORS	23	9	
PEOPLE LEADERS	3	3	
MANAGERS	1	1	
SENIOR EXECUTIVES		1	

RECRUITMENT BY EMPLOYMENT BASIS

CASUAL
- WOMEN 64
- MEN 36
- SELF-DESCRIBED 3

PART-TIME
- WOMEN 69
- MEN 11
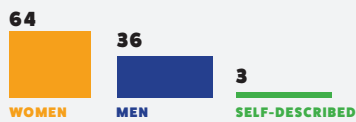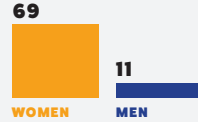
FULL-TIME
- WOMEN 51
- MEN 57
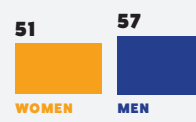
PROMOTIONS

LEGEND

Gender:
- Women
- Men
- Self-described

Total number of permanent promotions:

105

PERMANENT PROMOTIONS

- 25%
- 75%
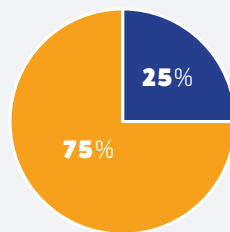
Note: 0% self-described

PROMOTIONS BY LEVEL

NUMBER OF EMPLOYEES

Level	Women	Men
OFFICERS	56	17
COORDINATORS	16	8
PEOPLE LEADERS	4	1
MANAGERS	3	
SENIOR EXECUTIVES	N/A	
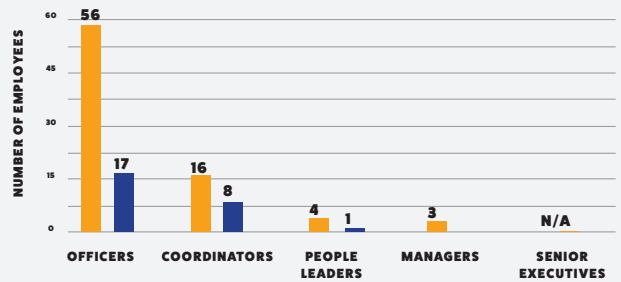
PROMOTIONS BY EMPLOYMENT BASIS

CASUAL
- WOMEN 26%
- MEN 29%

PART-TIME
- WOMEN 6%
- MEN 4%

FULL-TIME
- WOMEN 12%
- MEN 7%

8.5 RECRUITMENT AND PROMOTIONS
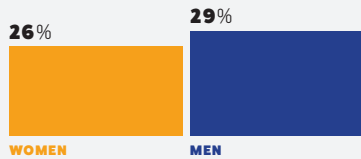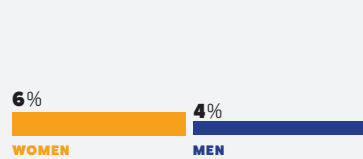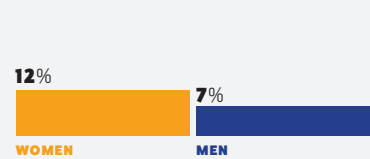
WORKFORCE DATA CONTINUED

CAREER DEVELOPMENT OPPORTUNITIES

LEGEND

Gender:
- Women
- Men
- Self-described

Total number of employees who participated in career development opportunities.

219

CAREER DEVELOPMENT OPPORTUNITIES

- 26%
- 74%
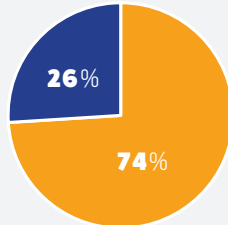
Note: 0% self-described

PARTICIPATION IN CAREER DEVELOPMENT BY LEVEL TO CEO

	Women	Men
OFFICERS	12%	9%
COORDINATORS	43%	34%
PEOPLE LEADERS	41%	32%
MANAGERS	10%	11%
SENIOR EXECUTIVES	N/A%	
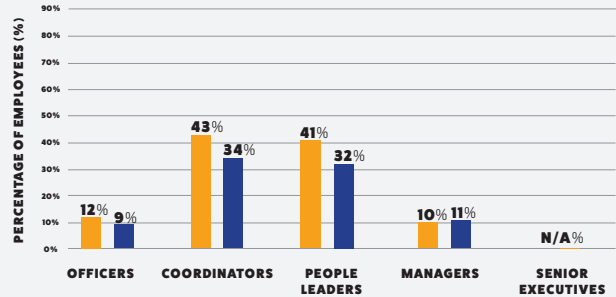
PARTICIPATION IN TRAINING, BY EMPLOYMENT BASIS

CASUAL

- WOMEN 3%
- MEN 4%

PART-TIME

- WOMEN 12%
- MEN 5%

FULL-TIME

- WOMEN 35%
- MEN 22%
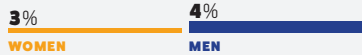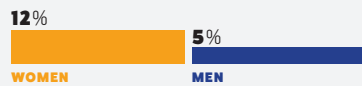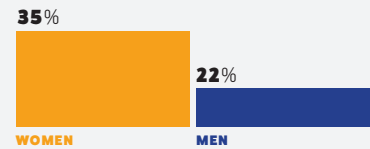
HIGHER DUTIES

LEGEND

Gender:
- Women
- Men
- Self-described

Total number of employees who undertook higher duties:

103

HIGHER DUTIES

- 33%
- 67%
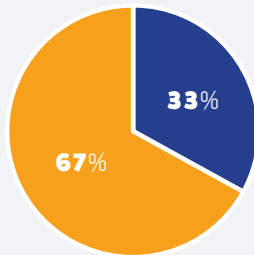
Note: 0% self-described

HIGHER DUTIES BY LEVEL

	Women	Men
OFFICERS	35	9
COORDINATORS	27	19
PEOPLE LEADERS	5	3
MANAGERS	2	2
SENIOR EXECUTIVES		1
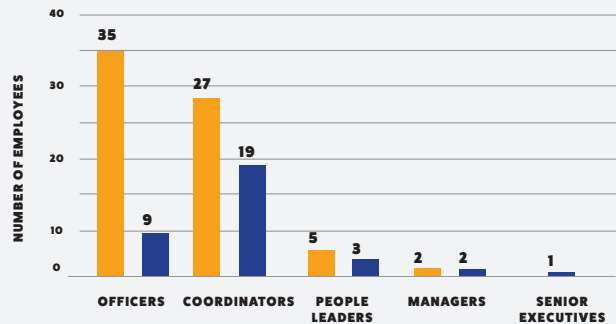
PERCENTAGE OF WOMEN AND MEN AWARDED HIGHER DUTIES, BY EMPLOYMENT BASIS

CASUAL

- WOMEN 5%
- MEN 8%

PART-TIME

- WOMEN 5%
- MEN 1%

FULL-TIME

- WOMEN 15%
- MEN 13%
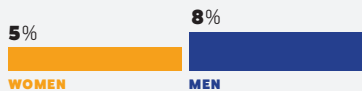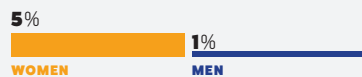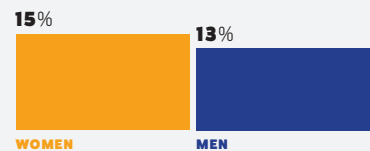
8.5 RECRUITMENT AND PROMOTIONS

WORKFORCE DATA CONTINUED

INTERNAL SECONDMENTS

LEGEND

Gender:

- 🟠 Women
- 🔵 Men
- 🟢 Self-described

Total number of internal secondments:

10

INTERNAL SECONDMENTS

50% **50%**
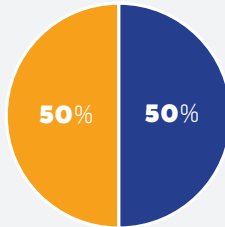
Note: 0% self-described

INTERNAL SECONDMENTS BY LEVEL

	NUMBER OF EMPLOYEES

OFFICERS	COORDINATORS	PEOPLE LEADERS	MANAGERS	SENIOR EXECUTIVES
5 / 5	N/A	N/A	N/A	N/A

INTERNAL SECONDMENTS AWARDED, BY EMPLOYMENT BASIS

CASUAL

1.5% WOMEN
16.7% MEN

PART-TIME

0.5% WOMEN
0% MEN

FULL-TIME

0.6% WOMEN
0.4% MEN
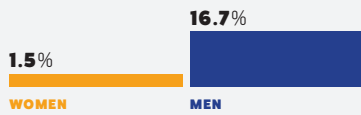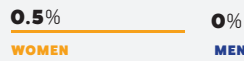
EXITS

LEGEND

Gender:

- 🟠 Women
- 🔵 Men
- 🟢 Self-described

Total number of exits:

289

EXITS

3
87
199
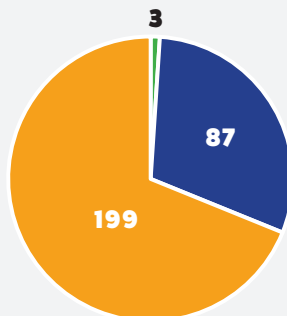
EXITS BY LEVEL TO CEO AND GENDER

OFFICERS
176
73
3
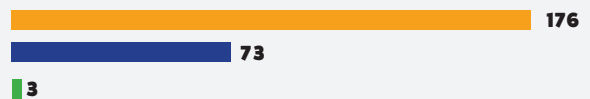
COORDINATORS
20
9
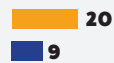
PEOPLE LEADERS
2

MANAGERS
2
3

SENIOR EXECUTIVES
1

EXITS BY EMPLOYMENT TYPE AND GENDER

FULL-TIME
14%
13%

PART-TIME
21%
4%

CASUAL
34%
13%
1%
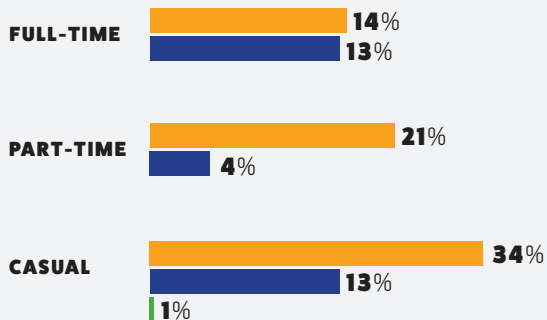
8.5   RECRUITMENT AND PROMOTIONS

RECRUITMENT AND PROMOTION

72% at Kingston City Council believe recruitment to be an equal employment opportunity. Victorian Local Government average 69%.

AGE
67% of respondents agree or strongly agree that age is not a barrier to success in the organisation.

- *Note: As age of respondents increases, so does the likelihood that they believe age is not a barrier to success in the organisation.*

CULTURAL BACKGROUND
77% of respondents agree or strongly agree that cultural background is not a barrier to success in the organisation

- *Note: Those not born in Australia were 14% more likely than those born in Australia to answer favourably when asked if cultural background is not a barrier to success in the organisation.*

DISABILITY
58% of respondents agree or strongly agree that disability is not a barrier to success in the organisation

- *Note: Those with a disability (44%) were 14% less likely to answer favourably compared to those with no disability (58%) when asked if disability is not a barrier to success in the organisation.*

GENDER
78% of respondents agree or strongly agree that gender is not a barrier to success in the organisation

- *Note: Women and men were equally as likely (81%) to answer favourably when asked if gender is not a barrier to success in the organisation. Those of 'other' gender were less likely (55%) to answer favourably.*

ABORIGINAL AND/OR TORRES STRAIT ISLANDER
68% of respondents agree or strongly agree that being Aboriginal and/or Torres Strait Islander is not a barrier to success in the organisation

SEXUAL ORIENTATION
83% of respondents agree or strongly agree that sexual orientation is not a barrier to success in the organisation.

JOB AND MANAGER FACTORS

76% of employees agree or strongly agree that senior leaders actively support diversity and inclusion in the workplace. Victorian Local Government average 71%.

Those of 'other' gender (52%) were less likely to answer favourably, as opposed to men (83%) and women (75%).

Pay had a direct correlation with how likely someone was answer favourably. As pay rose, so did the percentage of people who answered favourably. Below $65K (69%), $65k-$95K (77%), $95-125K (81%), over $125K (88%).

Managers (83%) and managers of managers (82%) answered more favourably than non-managers (73%).

Those employed for 1-2 years (21%) were less likely to answer favourably than all other tenure ranges (71%-82%).

Those with a disability were 7% less likely to answer favourably than those without a disability.

Those born overseas were 11% more likely than those born in Australia to answer favourably.

86% of respondents agree or strongly agree that their manager works effectively with people from diverse backgrounds. Victorian Local Government average 82%.

81% of respondents agree or strongly agree that people in their workgroup actively support diversity and inclusion in the workplace. Victorian Local Government average 81%.

58% of respondents agree or strongly agree that the organisation makes fair recruitment and promotion decisions, based on merit. Victorian Local Government average 54%.

69% of respondents agree or strongly agree that there are adequate opportunities for them to develop skills and experience in their organisation. Victorian Local Government average 62%.

56% of respondents agree or strongly agree that they feel they have an equal chance at promotion in the organisation. Victorian Local Government average 51%.

64% agree or strongly agree that they are satisfied with the way their learning and development needs have been addressed in the last 12 months. Victorian Local Government average 60%.

8.5   RECRUITMENT AND PROMOTIONS

SPOTLIGHT

- Although there is still a higher percentage of women being recruited to the organisation, there is an increase in men from the current gender composition of the workforce.

- A low percentage of men being recruited to part-time roles and casual roles, which is reflected in overall workforce composition data.

- We have been unable to retain the employees who identified as gender diverse recruited in the past year.

- More women are being promoted at leadership levels, which confirms positive action towards increasing women in leadership.

- Fewer women are being provided with opportunities to act in higher duties than men across the organisation.

- There is a lack of opportunity to act in senior roles when working in a part-time capacity.

- Recruitment indicates that we continue to increase the number of women in lower-paid levels and part-time and casual employment.

- Those of self-described gender, of shorter tenure, paid less, non-manager and those with a disability were less likely to answer favourably to questions relating to equal opportunity.

- The lowest agreement rates were received for the statements the organisation makes fair recruitment and promotion decisions, based on merit and people feel they have an equal chance at promotion in the organisation.

- The higher an employee's age, pay and tenure the more likely they agreed that Kingston City Council is an equal opportunity employer.

CONSULTATION

Key concepts

- Ensure all roles at City of Kingston are open to being flexible.

- Improve accessibility, transparency, and consistency in the recruitment process.

- Reduce any impact of bias on the recruitment processes.

- Prioritise promoting and developing employees within the organisation.

- Create more opportunities and support for employees to access higher duties and responsibilities.

- Address the question of who we want to be an employee of choice for and ensure we attract diversity.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation.
The results for Indicator 5 are as follows:

Priority	Percentage
The barriers employees face relating to age, disability status and gender	29%
Gender composition of higher duties, internal secondments, or promotions appointments	27%
Increased opportunity for professional development in full-time employment	14%
The retention of gender diverse staff	13%
The higher proportion of women being recruited into casual and part-time employment	10%
The higher proportion of men being recruited into full-time work	7%

8.6 LEAVE AND FLEXIBILITY

Indicator 6.

Leave entitlements and flexible working arrangements help people of all genders to balance paid work with other responsibilities. On average women do twice as much unpaid work as men, which can mean increased pressure on the need for flexible work and leave entitlements. By analysing our leave and flexible work usage we can encourage more equitable access for all genders and play our part to equalise the pressure of unpaid work.

WORKFORCE DATA:
Workforce data is taken from Aurion and Payroll systems and reflects data across the reporting period
1 July 2020 to 30 June 2021.

SURVEY DATA:
Survey data was collected via the People Matter Survey conducted in June 2021. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

FLEXIBLE WORKING ARRANGEMENTS:
The flexible working arrangements that are collected in our workforce data include accrued days off, purchased leave and study leave. Flexible working arrangements that are not captured by the data include flexible start and finish times, working remotely (not as a requirement under COVID-19 restrictions), working part-time (as negotiated by the employee), shift swaps, job sharing and using leave to work flexible hours. Therefore, our current data would significantly under estimate the amount of flexible work being undertaken at Kingston City Council.

PARENTAL LEAVE:
Parental leave refers to both paid and unpaid parental leave, classified as either primary carer or secondary carer parental leave. Primary carers are entitled to 16 weeks paid leave and secondary carers are entitled to 2 weeks paid leave. Both primary and secondary carers are entitled to 104 weeks total parental leave (including paid and unpaid leave). The number of weeks of parental leave taken is calculated based on the standard working week for the relevant employees (eg. if someone takes 24 hours of parental leave during a week, and their standard working week is 24 hours per week, it is reported as 1 week of parental leave). Leave taken at half pay was divided into paid and unpaid weeks (eg. if someone takes 12 weeks at half pay it was reported as 6 weeks of paid leave and 6 weeks of unpaid leave).

CARERS LEAVE:
Employees can use carers leave to provide care or support to a member of their immediate family or household. Employees are entitled to 12 days of paid personal/carer's leave per year. Carers Leave has been reported on using data from Aurion for the period from 1 July 2020 to 30 June 2021.

FAMILY VIOLENCE LEAVE:
An employee experiencing family violence may take up to five days of paid leave per occasion, awarded outside of personal leave. An employee who is supporting an immediate family member experiencing family violence is also entitled to this leave to attend activities as a consequence of family violence. Kingston City Council does not collect information relating to Family Violence Leave to ensure privacy is upheld for victim/survivors and those more broadly impacted by Family Violence.

8.6   LEAVE AND FLEXIBILITY

WORKFORCE DATA

FLEXIBLE WORKING ARRANGEMENTS

OVERALL FLEXIBLE WORKING ARRANGEMENT UTILISATION

39% of employees utilise one or more flexible working arrangements

61% of employees do not utilise flexible working arrangements
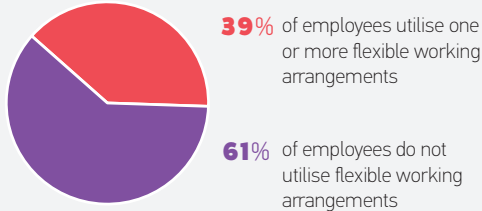
GENDER COMPOSITION OF THOSE UTILISING FLEXIBLE WORKING ARRANGEMENTS

LEGEND

Gender:
- Women
- Men
- Self-described

62% **38**%
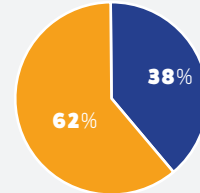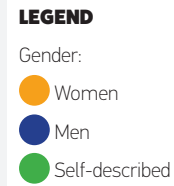
Note: 0% self-described

FLEXIBLE WORK ARRANGEMENT UTILISATION BY GENDER

34% of Women

50% of Men
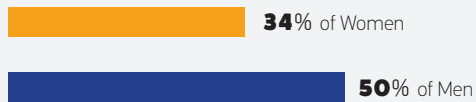
PERCENTAGE OF EMPLOYEES UTILISING FLEXIBLE WORKING ARRANGEMENTS BY EMPLOYMENT TYPE

LEGEND ● Men ● Women

NUMBER OF EMPLOYEES (%)

- ALL EMPLOYMENT BASES: **34**% / **50**%
- OF ALL CASUAL EMPLOYEES: **2**%
- OF ALL PART-TIME EMPLOYEES: **11**% / **1**%
- OF ALL FULL-TIME EMPLOYEES: **75**% / **70**%
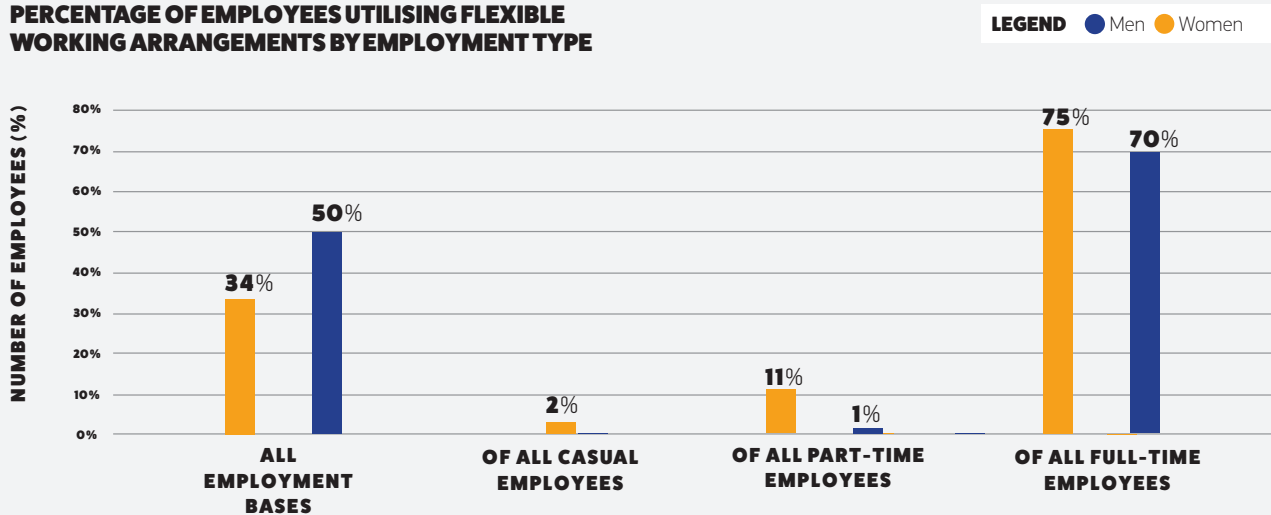
PERCENTAGE OF EMPLOYEES UTILISING FLEXIBLE WORKING ARRANGEMENTS BY GENDER AND LEVEL

LEGEND ● Men ● Women

PERCENTAGE OF EMPLOYEES (%)

- OFFICERS: **29**% / **41**%
- COORDINATORS: **43**% / **74**%
- PEOPLE LEADERS: **72**% / **59**%
- MANAGERS: **10**%
- SENIOR EXECUTIVES: **33**%
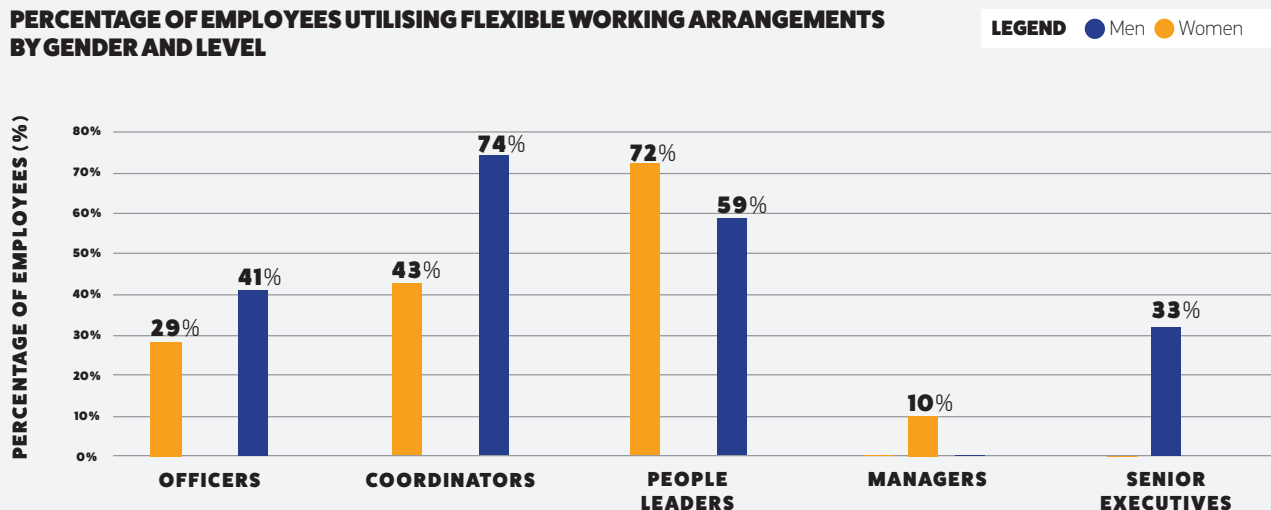
8.6   LEAVE AND FLEXIBILITY

WORKFORCE DATA CONTINUED

PARENTAL LEAVE

OVERALL PARENTAL LEAVE UTILISATION

3.2% of employees utilised parental leave in the last 12 months.

LEGEND

Gender: ● Women ● Men ● Self-described

AVERAGE LENGTH PARENTAL LEAVE – PAID

13.8 WEEKS
1.8 WEEKS
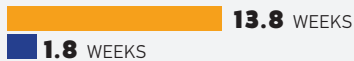
AVERAGE LENGTH PARENTAL LEAVE – UNPAID

27.4 WEEKS
1 WEEK

PARENTAL LEAVE UTILISATION BY GENDER

4%
1.5%
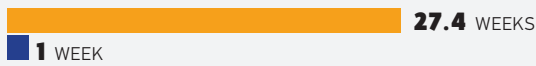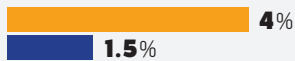
GENDER COMPOSITION OF PARENTAL LEAVE USERS

13.5%
85.5%
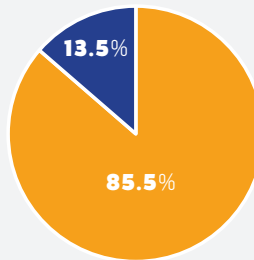
CARERS LEAVE

OVERALL CARERS LEAVE UTILISATION

38% of employees used carers leave in the last 12 months

62% of employees did not use carers leave in the last 12 months
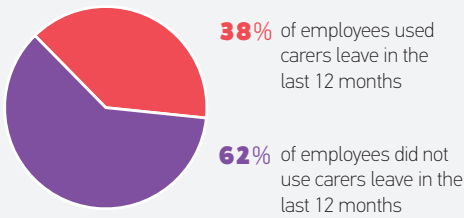
LEGEND ● Men ● Women

GENDER COMPOSITION OF CARERS LEAVE USERS

27%
73%

OVERALL CARERS LEAVE UTILISATION, BY GENDER

39% WOMEN
35% MEN
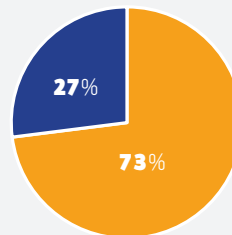
8.6   LEAVE AND FLEXIBILITY

SURVEY DATA

LEAVE AND FLEXIBLE WORK

78% of respondents use flexible working arrangements.

- **38**% work from an alternative location
- **28**% utilise flexible start and finish times
- **22**% work part time
- **11**% use leave to work flexible hours
- **8**% work more hours over fewer days
- **7**% utilise shift swaps
- **4**% other
- **3**% utilise a job-sharing arrangement
- **3**% utilise study leave
- **2**% utilise purchases leave
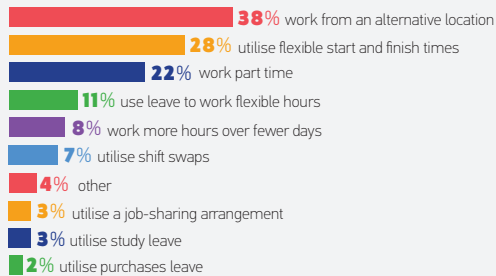
74% of respondents agree or strongly agree that Kingston supports flexible working, compared to a Victorian Local Government average of 70%.

63% agree or strongly agree that having caring responsibilities is not a barrier to success in the organisation, compared to a Victorian Local Government average of 63%.

69% of respondents agree or strongly agree that having family responsibilities is not a barrier to success in the organisation, compared to a Victorian Local Government average of 67%.

77% agree or strongly agree that if they requested a flexible work arrangement, they are confident it would be given due consideration, compared to a Victorian Local Government average of 75%.

79% agree or strongly agree that they have the flexibility needed to manage their work and non-work activities and responsibilities, compared to a Victorian Local Government average of 80%.

85% agree or strongly agree that the organisation supports employees with family or other caring responsibilities, regardless of gender, compared to a Victorian Local Government average of 82%.

70% agree or strongly agree that there is a positive culture within the organisation in relation to employees who have caring responsibilities, compared to a Victorian Local Government average of 68%.

73% agree or strongly agree that there is a positive culture within the organisation in relation to employees who have family responsibilities, compared to a Victorian Local Government average of 71%.

70% agree or strongly agree that there is a positive culture within the organisation in relation to employees who use flexible work arrangements, compared to a Victorian Local Government average of 65%.

65% agree or strongly agree that using flexible work arrangements is not a barrier to success in the organisation compared, to a Victorian Local Government average of 61%.

Those who do not utilise flexible working arrangements answered 10% less favourably to the questions regarding flexible working arrangements and leave than those who do utilise flexible working arrangements.

LEAVE AND FLEXIBILITY DEMOGRAPHICS

When asked questions about workplace flexibility, the following demographics were more likely to answer favourably:

Those who do not have a disability (75%) were more likely to answer favourably than those with a disability (63%).

- *This included scoring 20-30% less favourably in response to questions relating to culture towards family and caring responsibilities, these responsibilities being a barrier to success, having the flexibility needed to do their job and that requests would be adequately seen to.*

Men (78%) and women (72%) were more likely to answer favourably than those of 'other' gender (55%).

Those in the pay range $125K (94%) were more likely to answer favourably than those in the pay ranges below $65K (69%), $65K to $95K (72%) and $95K to $125K (79%).

Managers (81%) and managers of other managers (79%) were more likely to answer favourably than non-managers (70%).

FAMILY VIOLENCE LEAVE

91% agree or strongly agree that the organisation would support them if they needed to take family violence leave, compared to a Victorian Local Government average of 85%.

CARING RESPONSIBILITIES

52% of respondents have caring responsibilities.

- **22**% care for a primary school aged child or children
- **15**% care for a secondary school aged child or children
- **10**% care for a frail or aged person(s)
- **8**% care for a child or children younger than preschool age
- **7**% care for a preschool aged child or children
- **6**% care for a person(s) with a mental illness
- **5**% care for a person(s) with a medical condition
- **3**% care for 'others'
- **3**% care for a person(s) with disability

39% of respondents do not have caring responsibilities.

9% of respondents preferred not to say.

Those with caring responsibilities of preschool aged children, persons with a mental illness and persons with a disability answered 12% to 26% less favourably in relation to leave and flexible work-related questions such as:

- flexible work arrangements, caring responsibilities, and family responsibilities are not a barrier to success in the organisation.

- there is a positive culture within the organisation in relation to employees who use flexible work/caring responsibilites/family responsibilties

- if they have the flexibility they need to manage their work and non-work activities and responsibilities

- if they are confident that if they requested a flexible work arrangement, it would be given due consideration

8.6　LEAVE AND FLEXIBILITY

SPOTLIGHT

- To protect the privacy of our staff, no information is collected regarding utilisation of Family Violence Leave.

- The current workforce data does not capture all forms of flexible working arrangements and understates the availability and utilisation in the workforce.

- Our employees generally answer more favourable than average when asked about leave and flexibility.

- As seniority increases, the availability of flexible working arrangements decreases. There are also limitations to accessing some flexible work types in part-time employment.

- Utilisation of parental leave by men in the organisation is low and women are taking a much higher amount of unpaid parental leave.

- Carers leave utilisation indicates a relatively even split between men and women.

- Those with caring responsibilities responded less favourably to questions relating to flexible work.

- Those with a disability, in the lower pay ranges and non-managers, were less likely to answer favourably concerning flexible work.

- Those that do not utilise flexible working arrangements answered 10% less favourably to the questions regarding flexible working arrangements and leave than those who do use flexible working arrangements.

CONSULTATION

Key concepts

- The burden of caring responsibilities, often placed on women, has been exacerbated throughout the Victorian Lockdown Restrictions.

- Address limitations faced by those with caring responsibilities, particularly single parents, by offering more targeted support.

- Ensure flexible work is promoted among men and reduce barriers to remedy the uneven distribution of unpaid work across different genders.

- Seek to introduce more flexible working opportunities across different roles and different seniority levels, including leadership.

- Increase education across the organisation about flexible working options available to employees.

- Encourage leaders to promote flexibility and offer a transparent and open process when considering all flexible work requests.

- Address the expectation and limitation of part-time roles and causal roles and advocate for the value these roles add to the organisation.

- Capture more information about flexible work at Kingston.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation.
The results for Indicator 6 are as follows:

The measurement of flexible work and the lack of available data	24%
Barrier experiences for carers with responsibilities for preschool aged children, persons with a mental illness and persons with a disability	24%
Access to flexible work types for different employment types	20%
Access to flexible work types for different levels of seniority	19%
Parental leave access for men in the organisation	12%

WORKPLACE GENDER EQUALITY
Indicator 7.

....

City of
KINGSTON

WHY IS THIS INDICATOR IMPORTANT?

It is common for different genders to make up the majority in certain types of occupations and industries. This can be due to gender stereotypes for different types of roles, the availability for flexible working arrangements in some occupations and other social factors. The difference in pay in these industries and occupations contributes to the gender pay gap and sees teams and industries lack in the benefits of gender diversity.

HOW THIS DATA WAS COLLECTED

WORKFORCE DATA:
Workforce data was taken from Aurion as at 30 June 2021. Division, Department and ANZSCO Code fields in Aurion were used to determine employees work area.

ANZSCO CODE:
It is a requirement from the Commission for Gender Equality in the Public Section that all roles be classified using ANZSCO codes. ANZSCO codes are drawn from the Australian and New Zealand Standard Classification of Occupations (ANZSCO) First Edition Revision 1.3. Occupations that are not included in the ANZSCO codes are determined using Local Government specific guidance from the Commission for Gender Equality in the Public Sector. Where codes in the guidance were not suitable, the code for Unassigned was given to describe that the occupation has not been assigned an ANZSCO code.

SURVEY DATA:
Survey data was collected via the People Matter Survey conducted in June 2021. The survey had 367 responses, which represents 32% of Kingston City Council's workforce.

8.7   GENDERED WORK SEGREGATION

WORKFORCE DATA

GENDERED SEGREGATION BY INDUSTRY

The following industries that Kingston operate in have a composition of higher than 81% women (which is above average as women comprise 71% of the Kingston workforce):

PROTECTIVE SERVICE WORKERS
Roles related to Emergency Management

CARERS AND AIDES
Roles related to Childcare etc.

EDUCATIONAL PROFESSIONALS
Roles related to Education

CLERICAL WORKERS
Roles related to administration and customer service

FOOD PREPARATION ASSISTANTS
Roles related to food preparation

HEALTH PROFESSIONALS
Roles related to nursing, health and injury management

HEALTH AND WELFARE SUPPORT WORKERS
Roles relating to community development and support work

NUMERICAL CLERKS
Roles related to accounts and payroll

LEGAL, SOCIAL AND WELFARE PROFESSIONALS
Roles related to aged care

BUSINESS, HUMAN RESOURCE AND MARKETING PROFESSIONALS
Roles related to HR, finance and communications

The following industries that Kingston operate in have a composition of higher than 39% men (which is above average as men comprise 29% of the Kingston workforce):

CLEANERS AND LAUNDRY WORKERS
Roles related to outdoor and indoor cleaning

SPORTS AND PERSONAL SERVICE WORKERS
Roles relating to fitness instruction

CLERICAL AND OFFICE SUPPORT WORKERS
Role related to parking enforcement, contracts and claims

OFFICE MANAGERS AND PROGRAM ADMINISTRATORS
Roles relating to rates and property

DESIGN, ENGINEERING, SCIENCE AND TRANSPORT
Roles relating to traffic, graphic design and architecture

OTHER CLERICAL AND ADMINISTRATIVE WORKERS
Role related to local law

OTHER LABOURERS
Roles related to school crossings and gardening

ROAD AND RAIL DRIVERS
Roles related to bus driving

SPECIALIST MANAGERS
Roles related to management

CHIEF EXECUTIVES, GENERAL MANAGERS AND LEGISLATORS
Roles related senior leadership

OTHER TECHNICIANS AND TRADE WORKERS
Roles related theatre technicians

SKILLED ANIMAL AND HORTICULTURE WORKERS
Roles related include gardener and supervisor

ENGINEERING, ICT AND SCIENCE WORKERS
Roles related engineers, inspectors, and surveyors

FARM, FORESTRY AND GARDEN WORKERS
Roles related to foreshores, playground maintenance and vegetation.

GENDERED SEGREGATION

The following departments have a composition of higher than 81% women (which is above average as women comprise 71% of the Kingston workforce):

ACCESSCARE

LIBRARIES AND SOCIAL DEVELOPMENT

FAMILY YOUTH AND CHILDREN'S SERVICES

CLERICAL WORKERS

The following industries have a composition of higher than 39% men (which is above average as men comprise 29% of the Kingston workforce):

ACTIVE KINGSTON

CITY DEVELOPMENT

COMMUNITY BUILDINGS

COMPLIANCE AND AMENITY

INFORMATION SERVICES AND STRATEGY

INFRASTRUCTURE

PARK SERVICES

PROPERTY AND ARTS SERVICES

8.7   GENDERED WORK SEGREGATION

WORKFORCE DATA CONTINUED

GENDERED SEGREGATION BY DIVISION

LEGEND ● Men ● Women

CORPORATE SERVICES

- 70% Women
- 30% Men

Division	Women	Men
COMMUNICATIONS AND COMMUNITY RELATIONS	79%	21%
PEOPLE SUPPORT	75%	25%
FINANCE AND CORPORATE PERFORMANCE	75%	25%
GOVERNANCE	73%	27%
INFORMATION SERVICES AND STRATEGY	58%	42%

PLANNING AND DEVELOPMENT

- 54% Women
- 46% Men

Division	Women	Men
CITY ECONOMY AND INNOVATION	70%	30%
CITY DEVELOPMENT	57%	43%
CITY STRATEGY	81%	19%
COMPLIANCE AND AMENITY	46%	54%

CITY ASSETS AND ENVIRONMENT

- 35% Women
- 65% Men

Division	Women	Men
PARKS SERVICES	19%	81%
ACTIVE KINGSTON	61%	39%
INFRASTRUCTURE	28%	72%
PROPERTY AND ARTS	53%	47%

COMMUNITY SUSTAINABILITY

- 86% Women
- 14% Men

Division	Women	Men
COMMUNITY BUILDINGS	40%	60%
ACCESSCARE	87%	13%
FAMILY, YOUTH AND CHILDREN'S SERVICES	98%	2%
LIBRARIES AND SOCIAL DEVELOPMENT	79%	21%

GENDER COMPOSITION OF ANZSCO CODE MAJOR GROUPS
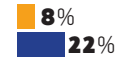
Group	Women	Men
MANAGERS	48%	52%
PROFESSIONALS	8%	22%
TECHNICIANS AND TRADE WORKERS	20%	80%
COMMUNITY AND PERSONAL SERVICE WORKERS	90%	10%
CLERICAL AND ADMINISTRATIVE WORKERS	76%	24%
SALES WORKERS	0%	0%
MACHINERY OPERATORS	37.5%	62.5%
LABOURERS	37%	63%
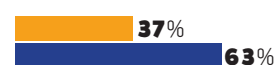
8.7 GENDERED WORK SEGREGATION

GENDER EQUALITY AND INCLUSION

84% of respondents agree or strongly agree that Kingston supports gender equality measures, Victorian Local Government average 83%.

79% of respondents agree or strongly agree that workgroup work is allocated fairly, regardless of gender, Victorian Local Government average 82%.

- *88% of men responded favourably, 78% of women responded favourably and 55% of those with 'other' gender responded favourably.*

84% of respondents agree or strongly agree that the organisation uses inclusive and respectful images and language, Victorian Local Government average 82%.

- *People with a disability were 14% less likely to respond favourably*

82% of respondents agree or strongly agree that they feel culturally safe at work, Victorian Local Government average 79%.

- *Those of 'other' gender were 10% less likely to respond favourably and men were 5% more likely to respond favourably.*
- *Those not born in Australia were 5% more likely to respond favourably than those born in Australia.*

81% of respondents disagree or strongly disagree that people in their workgroup often reject others for being different, Victorian Local Government average 80%.

EXPERIENCING BULLYING

14% of respondents experienced bullying, Victorian Local Government average 16%.

WHEN BULLYING WAS EXPERIENCED, THE FOLLOWING TYPES OF BULLYING WERE EXPERIENCED:

55% experienced incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody), Victorian Local Government average 68%.

49% experienced exclusion or isolation, Victorian Local Government average 46%.

33% experienced intimidation and/or threats, Victorian Local Government average 33%.

31% experienced withholding essential information essential for them to do their job, Victorian Local Government average 33%.

22% experienced verbal abuse, Victorian Local Government average 21%.

14% experienced being assigned meaningless tasks unrelated to the job, Victorian Local Government average 16%.

14% experienced being given impossible assignment(s), Victorian Local Government average 14%.

12% experienced another form of bullying, Victorian Local Government average 20%.

4% experienced interference with their personal property and/or work equipment, Victorian Local Government average 5%.

DEMOGRAPHICS MOST LIKELY TO EXPERIENCE BULLYING

managers of other managers

employees with a disability

employees of 'other' gender

higher earning employees

younger employees

OF THOSE WHO EXPERIENCED BULLYING, THE MOST COMMON PERPETRATORS OF THAT BEHAVIOUR WERE:

45% bullied by a colleague, Victorian Local Government average 38%

37% bullied by their immediate manager or supervisor, Victorian Local Government average 39%

24% bullied by a more senior manager than their manager, Victorian Local Government average 30%

24% were bullied by a group of colleagues, Victorian Local Government average 13%

10% were bullied by someone they supervise or manage, Victorian Local Government average 7%

6% were bullied by a client/customer/patient stakeholder, Victorian Local Government average 6%

6% were bullied by a member of the public, Victorian Local Government average 7%

8.7 GENDERED WORK SEGREGATION

REPORTING

12% spoke to the EAP or peer support, Victorian Local Government average 12%.

6% submitted a formal report, Victorian Local Government average 13%.

OF THOSE WHO EXPERIENCED BULLYING:

51% told a manager, Victorian Local Government average 47%.

45% told a friend or family member, Victorian Local Government average 38%.

41% told a colleague, Victorian Local Government average 40%.

18% told Human Resources, Victorian Local Government average 19%.

14% told the person the behaviour was not OK, Victorian Local Government average 17%.

12% told employee assistance program (EAP) or peer support, Victorian Local Government average 12%.

10% told someone else, Victorian Local Government average 14%.

8% did not tell anyone about the bullying, Victorian Local Government average 12%.

6% submitted a formal complaint, Victorian Local Government average 13%.

OF THOSE WHO EXPERIENCED BULLYING AND DID NOT SUBMIT A REPORT, THE FOLLOWING REASONS WERE PROVIDED:

65% believed it would have negative consequences on their reputation, Victorian Local Government average 56%.

48% believed there would be negative consequences for their career, Victorian Local Government average 45%.

25% believed the complaint process would be embarrassing or difficult, Victorian Local Government average 17%.
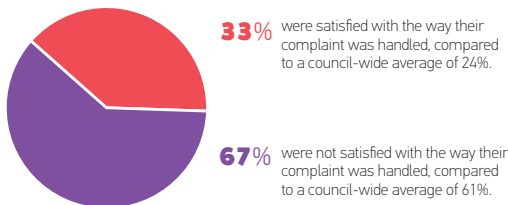
33% were satisfied with the way their complaint was handled, compared to a council-wide average of 24%.

67% were not satisfied with the way their complaint was handled, compared to a council-wide average of 61%.

SURVEY DATA CONTINUED

EXPERIENCES OF DISCRIMINATION

6% of respondents have personally experienced discrimination at work in the last 12 months, Victorian Local Government average 7%.

OF THOSE WHO EXPERIENCED DISCRIMINATION IN THE LAST 12 MONTHS, THE FOLLOWING TYPES WERE REPORTED:

- **50**% other form of discrimination, Victorian Local Government average 41%.
- **38**% opportunities for promotion. Victorian Local Government average 36%.
- **21**% opportunities for training, Victorian Local Government average 22%.
- **21**% flexible work arrangements or other adjustments, Victorian Local Government average 23%.
- **13**% opportunities for transfer/secondment, Victorian Local Government average 15%.
- **13**% pay or conditions. Victorian Local Government average 11%.
- **4**% employment security - threats of dismissal or termination, Victorian Local Government average 13%.
- **4**% access to leave, Victorian Local Government average 6%.

OF THOSE WHO EXPERIENCED DISCRIMINATION:

- **42**% told a colleague, Victorian Local Government average 38%.
- **33**% told a friend or family member, Victorian Local Government average 33%.
- **25**% did not tell anyone about the discrimination, Victorian Local Government average 22%.
- **25**% told a manager, Victorian Local Government average 28%.
- **8**% told someone else, Victorian Local Government average 16%.
- **8**% told employee assistance program (EAP) or peer support, Victorian Local Government average 9%.
- **4**% submitted a formal complaint, Victorian Local Government average 7%.
- **4**% told Human Resources, Victorian Local Government average 15%.
- **4**% told the person the behaviour was not OK, Victorian Local Government average 10%.

DEMOGRAPHICS MOST LIKELY TO EXPERIENCE DISCRIMINATION

employees with a tenure between 2 and 20 years

employees with a disability

employees of 'other' gender

employees with a religion other than Christian

younger employees

OF THOSE WHO EXPERIENCED DISCRIMINATION, THE MOST COMMON PERPETRATORS OF THAT BEHAVIOUR WERE:

- **71**% from their immediate manager or supervisor, Victorian Local Government average 52%.
- **38**% from a group of colleagues, Victorian Local Government average 14%.
- **29**% from a colleague, Victorian Local Government average 21%.
- **29**% from a senior manager, Victorian Local Government average 48%.
- **8**% from a client/customer/patient/stakeholder, Victorian Local Government average 5%.
- **8**% from a member of the public, Victorian Local Government average 5%.

8.7 GENDERED WORK SEGREGATION

SPOTLIGHT

- The data suggests that Kingston experiences gender segregation in similar occupations and industries as national and Victorian data.

- Women employees dominate healthcare, caring and education roles, which reflects national industry statistics.

- Areas such as management roles and trades are male-dominated reflecting industry statistics.

- Fears of the consequences on reputation and career suggest that respondents do not trust that there will be confidentiality or protection during the reporting process.

- The most common perpetrators of discrimination are immediate managers or supervisors.

- Managers of other managers, employees with a disability and employees of self-described gender were most likely to experience bullying.

- Younger employees, employees of self-described gender and employees with a disability were most likely to experience discrimination.

CONSULTATION

Key concepts

- Focus on supporting teams and leaders to address gender segregation across the organisation.

- Increase efforts to recruit in a way that increases diversity across the workforce.

- Address discrimination among leaders and support all employees to take bystander action.

- Create support for people experiencing bullying and discrimination to reduce their need to report themselves.

- Create more avenues for reporting misconduct that enhance safety for the reporter.

- Address power imbalances and deconstruct the hierarchy that leads to negative behaviours.

PRIORITIES

We asked consultative groups to select the most important pieces of data for our organisation.
The results for Indicator 7 are as follows:

Priority	Percentage
The barriers to reporting bullying and harassment (fear of negative consequences on career or reputation)	42%
Gender imbalances across different work areas	19%
The lack of formal reports to the People Support team	18%
The most common perpetrators*	15%
Gender imbalances across different ANZSCO codes	5%
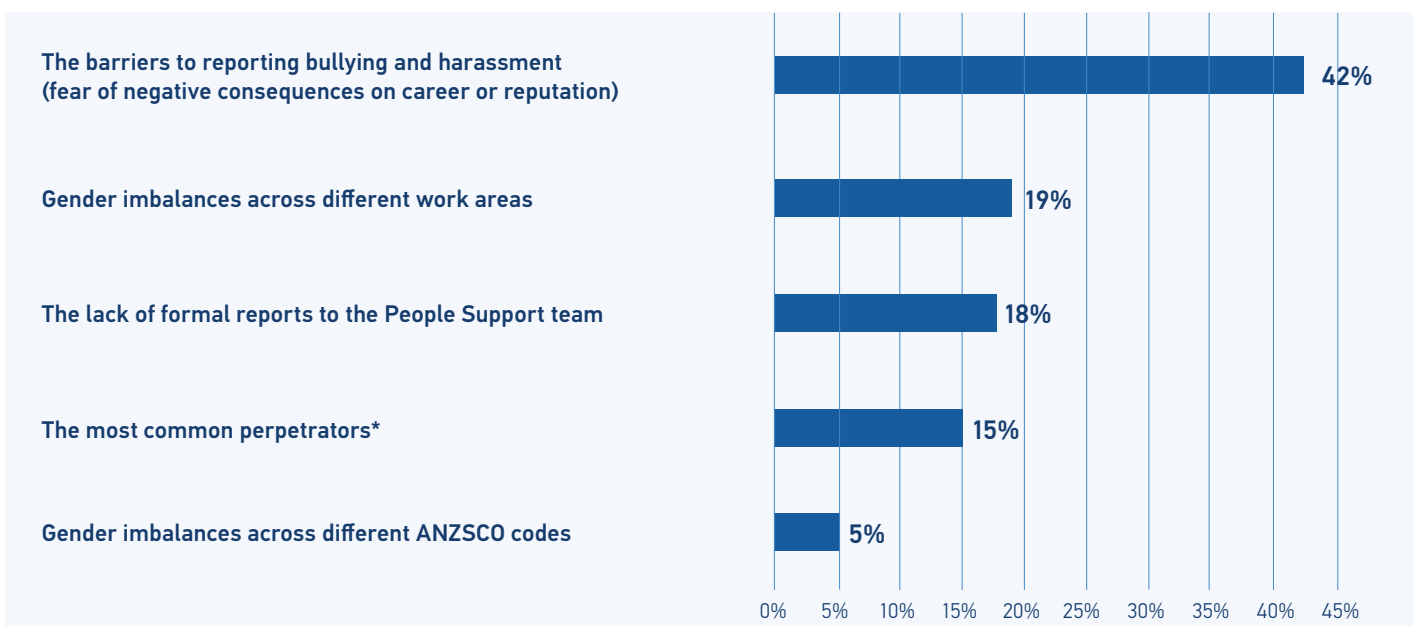
*There was an error in the wording of this item which may impact the accuracy of these results.

8.8   ADDITIONAL QUALITATIVE DATA

Throughout the data collection and consultation process, some additional data should be noted under the following themes.

Awareness for Action

- There was a recurring narrative that employees would like to see employees of all genders engaged on the topic of gender equality. We must understand this is not a 'women's issue'.

- Employees would like to see greater engagement and accessibility for the People Matter Survey to allow for more comprehensive data collection and representation.

- There was a lack of diversity of employees engaged in the consultation process. It is suggested that action be taken to help people better understand and engage, and specifically target those underrepresented in the consultative process.

- Throughout consultation, there was an emphasis on the need for more training and education initiatives relating to inclusion including training for Cultural Awareness, Gender Equity, Mental Health, Age discrimination, Code of Conduct, and respectful listening and communications.

- Our employees also emphasised that they would like to see education through storytelling from those with lived experiences. We want to help everyone along a journey of education that leads to action.

- Our way forward should be guided by people with lived experience whose voices and input should be central to the way actions are implemented across the organisation.

- There was also repeated feedback on the need for leaders to be advocates and champions for inclusion through visible allyship and inclusive language.

Cultural change

- Feedback was received asking for consistent leadership and work to reduce power imbalances by addressing hierarchical structures.

- There was feedback asking for stronger enforcement of the Code of Conduct amongst all employees and positive action to address favouritism, discrimination, bullying, negativity, and ensure the reporter is central to the resolution of reporting.

- There was also recurrent feedback about the need for increased transparency in communications from leaders and across the disciplinary process.

- Employees would like to see the City of Kingston address the culture to speak up and be heard by implementing an anonymous reporting line and being open to feedback from staff.

- Our employees want a culture where they feel safe to speak up, call in behaviour and talk directly to leaders about the needed support.

9.
Strategies and measures

The strategies of this Action Plan are built on five key pillars. These pillars are representative of each stage of the employee lifecycle and the positive action Kingston City Council will take to embed gender equality for all employees.

Fundamental to the success of ongoing gender and intersectionality equality measures is the continued improvement of data collection and a better understanding of the identities or attributes of our employees to best support their needs. By increasing business intelligence, it will support future targeted actions to address compounding discrimination that individuals experience additional to gender identity.

Please note, as the Gender Equality Action Plan 2021 - 2025 is workforce focused, actions relating to Indicator 2: Gender Composition of the Governing Body will be included in the Prevention of Family Violence Action Plan 2022 – 2025. The interwoven outcomes of these Action Plans support Kingston City Council's commitment to equality in the workforce and in the community.

How we learn

1 – Increase business intelligence

Executive Sponsor: Chief Executive Officer

Who we attract

2 – Equitable recruitment processes
3 – Increase representation of gender diversity

Executive Sponsor: General Manager, Corporate Services

How we work

4 – Reduce the gender pay gap
5 – Increase opportunities for flexibility

Executive Sponsor: Executive Manager, Planning and Development

What we expect

6 – Reduce workplace sexual harassment and discrimination
7 – Consistency and equitable treatment of all staff across the organisation

Executive Sponsor: Executive Manager, City Assets and Environment

How we grow

8 – Increase access to higher duties, secondments and career development

Executive Sponsor: Executive Manager, Community Sustainability

The following actions have been collated based on emerging research, best-practice guidance and consultation with our employees, Councillors and Senior Executive. The actions below seek to address barriers beyond those created by gender characteristics and aims to address all inclusion barriers that are addressed in the Workplace Gender Audit data.

Kingston City Council does not tolerate sexual harassment, discrimination or bullying of any kind and subsequent actions to address this behaviour will be a priority moving forward. The commencement of actions has been devised based on urgency as directed by our Senior Executive, staff consultation prioritisation of actions and complementary programming.

Increased business intelligence
Executive Sponsor: Chief Executive O

Category	Action	
Awareness	1.1	Create pathways to embed the use of Workplace Audit Data to drive organisational decision making
	1.2	Support employee understanding of the use of demographic data
	1.3	Increase the understanding of Workplace Audit Data through further analysis of pay gap data
Advocacy / Leadership	1.4	Establish and maintain regular reporting of Workforce Audit data to the Senior Executive (linked to 2.4)
	1.5	Meet with Senior Leaders to discuss data specific to each work area to increase awareness of audit results and data collection
	1.6	Implement meaningful targets and quotas to support equal representation of diverse employees
Policies and Processes	1.7	Complete the People Matter Survey biennially to collect data relating to key indicators and support the collection of other key information for related inclusion initiatives
	1.8	Increase the amount of demographic data collected relating to employees
	1.9	Develop Workplace Data Consultative Committee to advise and embed regular workforce auditing
	1.10	Use data experiences of employees from minority populations - such as people who identify as Aboriginal and Torres Strait Islander or living with a disability to inform the D&I strategy and the Workforce Plan
	1.11	Develop an interactive Power BI report for data presentation and analysis
	1.12	Revise data collection systems and methods to ensure data is being captured accurately
	1.13	Increase collection of demographic data for job applicants
	1.14	Advocate for inclusion of single parents into People Matter Survey and review leave provisions to address differing needs and demands

Officer

Related indicator	Responsibility	Commencement	Anticipated completion
All	SLG, People Support, Comms	12 – 18 months	Annual Promotion
All	People Support	12 – 18 months	Annual Promotion
3	People Support, Payroll, Business Apps and Corporate Performance	18 – 24 months	December 2023
All	CLG and People Support	12 – 18 months	Annually
All	SLG, People Support	12 – 18 months	December 2023
1	People Support	18 – 24 months	July 2025
All	People Support, Social Development and Comms	12 – 18 months	Biennial
All	People Support and Comms	18 – 24 months	December 2024
All	People Support, other relevant work areas, Corporate Performance	18 – 24 months	December 2024
All	People Support	12 – 18 months	December 2022
All	People Support, Business Apps	Within 12 months	December 2023
All	People Support, Finance, Corporate Performance	Within 12 months	December 2022
5	People Support	12 – 18 months	December 2024
6	People Support	12 – 18 months	December 2023

Equitable Recruitment Processes Executive Sponsor: General Manager

Category	Action	
Awareness	2.1	Provide education to all employees on best-practice inclusive recruitment processes
	2.2	Increase organisational capability on inclusive and gender equal communication practices
Advocacy / Leadership	2.3	Provide education for hiring managers on inclusive recruitment strategies/practices
	2.4	Establish and maintain regular reporting of Employee Exit Data to the Senior Executive (linked to 1.4)
Policies and Processes	2.5	Engage an external consultant to review recruitment processes and provide recommendations to achieve best-practice inclusive recruitment
	2.6	Support all applicants to provide details of their needs in the recruitment process or employment by providing clear statements in job advertisements and clear guidance of avenues via KNet
	2.7	Review role advertising process with Communications and People Support to assess accessibility and avenues for advertising
	2.8	Review leadership position descriptions and role advertisements for all roles to ensure diversity and inclusion capabilities
	2.9	Provide Supervisors and leaders with guidance to provide interview feedback to unsuccessful applicants
	2.10	Build the organisation's capacity to include diversity on all recruitment panels

Corporate Services

Related indicator	Responsibility	Commencement	Anticipated completion
5	People Support	12 - 18 months	Annual promotion
All	People Support and Communications	12 - 24 months	Annual promotion
5	People Support	12 - 18 months	Annual promotion
5	CLG, People Support	18 - 24 months	Annually
5	People Support	Within 12 months	December 2022
5	People Support	Within 12 months	December 2022
5	People Support	12 - 18 months	December 2022
5	People Support	Within 12 months	December 2022
5	SLG, People Support	12 - 18 months	December 2024
5	People Support	Within 12 months	December 2022

Increase representation of all genders
Executive Sponsor: General Manager,

Category	Action	
Awareness	3.1	Increase access to resources and education about gender identities
	3.2	Celebrate key awareness days in support of gender diversity and inclusion - Midsumma - IDAHOBIT - International Women's Day
	3.3	Provide education to support gender diversity in all teams
Advocacy / Leadership	3.4	Promote allyship initiatives within leadership
Policies and Processes	3.5	Support implementation of the Rainbow Tick
	3.6	Support the establishment of Gender Affirmation Policy/Leave
	3.7	Implement initiatives that increase access for women, men and gender diverse people for work areas where they are underrepresented

Reduce the pay gap
Executive Sponsor: General Manager, P

Category	Action	
Awareness	4.1	Promote salary negotiation pathways and skill-building for all staff
Advocacy / Leadership	4.2	Conduct sessions with managers to address pay gap and gender segregation in their work areas
Policies and Processes	4.3	Conduct a review of salary benchmarking to ensure inclusion and equity
	4.4	Conduct an audit and bring recommendations forward to CLG with actions to reduce the pay gap

Corporate Services

Related indicator	Responsibility	Commencement	Anticipated completion
1	Social Development and People Support	12 - 18 months	December 2022
1	People Support, Celebrating Inclusion Working Group	Within 12 months	Annual promotion
1	People Support	Within 12 months	Annual promotion
1	SLG, CLG, People Support	12 - 18 months	Ongoing
1	People Support, Social Development	12 - 18 months	December 2024
1	People Support	Within 12 months	December 2022
7	People Support	12 - 18 months	December 2022

Planning & Development

Related indicator	Responsibility	Commencement	Anticipated completion
3	People Support	18 - 24 months	December 2024
3 & 7	SLG, People Support, All organisation	12 - 18 months	December 2023
3	People Support	12 - 18 months	December 2023
3	People Support	12 - 18 months	December 2023

Increase access to flexible work
Executive Sponsor: General Manager,

Category	Action	
Awareness	5.1	Provide education about the value of part-time employees and diversity within teams
	5.2	Increase understanding across the organisation about the benefits of job-sharing
	5.3	Provide education about centralised flexible work processes to increase access (linked to 5.10)
Advocacy / Leadership	5.4	Establish a process that requires any flexible work requests that are denied to be reviewed by People Support
	5.5	Establish regular reporting to SLG about successful flexible working arrangements and share benchmarking
Policies and Processes	5.6	Develop and implement job-sharing systems and processes
	5.7	Develop support system for supervisors to arrange job-sharing opportunities
	5.8	Review Development Assistance Policy to provide equal support to all applicants regardless of FTE
	5.9	Review how we collect information relating to flexible work and the definitions to align with audit data
	5.10	Create a process for centralising requests for flexible work to ensure more consistency in the application process
	5.11	Centralise information and processes relating to accessing flexible work (linked to 5.3)

Planning & Development

Related indicator	Responsibility	Commencement	Anticipated completion
6	People Support, Future of Work Committee	12 - 18 months	December 2024
6	People Support	12 - 18 months	December 2024
6	People Support	12 - 18 months	December 2024
6	People Support	12 - 18 months	December 2023
6	SLG and People Support	12 - 18 months	Ongoing
6	People Support	Within 12 months	December 2022
6	People Support	12 - 18 months	June 2023
6	People Support	12 - 18 months	June 2023
6	People Support	12 - 18 months	December 2023
6	People Support	12 - 18 months	December 2023
6	People Support	18 - 24 months	December 2023

Reduce workplace sexual harassmen
Executive Sponsor: General Manager

Category	Action	
Awareness	6.1	Provide education and training on prevention of discrimination and bullying and maintain alignment with education driven by Kingston City Council's Prevention of Family Violence Action Plan
	6.2	Provide resources and education on bystander action
	6.3	Increase training, education and awareness of sexual harassment and provide specific training for People Leaders
	6.4	Continue to support a Speak Up! culture through the Speak Up! Platform, education and promotion
	6.5	Educate and deliver trauma-informed care training for People Support staff
	6.6	Drive annual staff communications that council does not tolerate any form of sexual harassment from staff or the public
	6.7	Establish Sexual Harassment training program for Councillors every four years
Advocacy / Leadership	6.8	Provide leadership training and education on the impacts of power structures/imbalances and the link to negative behaviour
	6.9	Support leaders to model and communicate expectations of appropriate behaviour and bystander actior
	6.10	Re-engage the Raise It! Ambassadors program to provide organisational support (alignment with Family Violence Staff Support Officers)
Policies and Processes	6.11	Embed reflective practice sessions within HR team to debrief on complaint/report information and provide best-practice responses.
	6.12	Review sexual harassment, discrimination and bullying policy annually to ensure best-practice approach
	6.13	Introduce Sexual Harassment prevention training for all staff via the Learning Management System
	6.14	Improve the accessibility of reporting experiences of discrimination, bullying and sexual harassment
	6.15	Continue to promote and monitor the effectiveness of the Speak Up! Platform, including driving regular reporting

and discrimination
City Assets & Environment

	Related indicator	Responsibility	Commencement	Anticipated completion
	7	People Support	Within 12 months	Annual promotion
	4 & 7	People Support	Within 12 months	Annual promotion
	4	People Support	Within 12 months	Annually
	4	People Support	Within 12 months	Ongoing
	4	People Support	Within 12 months	Annually
	4	People Support	18 - 24 months	Annual promotion
	4	People Support	12 - 18 months	June 2023
	4	People Support	12 - 18 months	December 2023
	4	People Support	Within 12 months	December 2022
	4	People Support	Within 12 months	Ongoing
	4	People Support	Within 12 months	Annually
	4	People Support	12 - 18 months	Annually
	4	People Support	12 - 18 months	June 2023
	4	People Support	18 - 24 months	December 2024
	4	People Support	12 - 18 months	Ongoing

Consistency and equitable treatment
Executive Sponsor: General Manager

Category	Action	
Awareness	7.1	Develop an inclusive leaders program targeting CLG that works through the Diversity Council Australia Inclusive Leadership Pillars: 1. Identity-Aware 2. Relational 3. Open and Curious 4. Flexible and Agile 5. Growth-focused
Advocacy / Leadership	7.2	Support employees and leaders to engage in open conversations with Managers and People Leaders
Policies and Processes	7.3	Conduct internal Gender Impact Assessments on policies that directly and significant impact employees and may cause unintended bias
	7.4	Review the availability of flexible work arrangements relating to differing employment types and levels in the organisation to ensure equity
	7.5	Implement a shared parental leave policy that allows equal access for people of all genders to equal paid parental leave entitlements

# of all staff
, City Assets & Environment

Related indicator	Responsibility	Commencement	Anticipated completion
All	People Support	12 – 18 months	December 2023
All	People Support	18 – 24 months	December 2023
All	People Support, Governance, Corporate Performance, Corporate Services	18 – 24 months	December 2024
6	People Support	18 – 24 months	December 2023
6	People Support	Within 12 months	December 2022

Increase access to high duties, secon
Executive Sponsor: General Manager

Category	Action	
Awareness	8.1	Provide support and education to leaders on the process for awarding higher duties and secondments
	8.2	Seek to address barriers to success for priority groups including age, disability and gender by facilitating focus groups and subsequent relevant actions
Advocacy / Leadership	8.3	Facilitate focus group with managers and People Leaders to understand barriers to progressing to Senior Leadership
	8.4	Develop a mentoring program for employees to connect with leaders to improve personal and professional development
Policies and Processes	8.5	Develop clear processes that support access to higher duties and secondment opportunities for all employees
	8.6	Develop opportunities for job rotations and job trials to increase gender representation across different areas of the business

9.2   STRATEGIC RESOURCE PLAN

The Diversity and Inclusion team within People Support will oversee implementation and budgeting of the GEAP. Detailed resource estimates have been conducted for each action to determine the required budget for effective implementation of the plan. The Strategic Resource Plan below shows costs corresponding to staffing and other costs (e.g., for training, consultancy, systems).

The total estimated cost for GEAP implementation is $131,932 per year. CLG have agreed to Executive Sponsorship to each strategic pillar to provide leadership and accountability for the delivery of actions.

Strategic Resource Plan	Subtotals
Staff Hours	8,794 hours
Staff Costs	$481,228
Other Costs	$46,500
Annual costs	$131,932
Total costs (4 year plan)	$527,728

dments and career development
, Community Sustainability

Related indicator	Responsibility	Commencement	Anticipated completion
5	People Support	18 – 24 months	December 2023
1	People Support	18 – 24 months	December 2023
1	People Support	18 – 24 months	June 2024
1	People Support, SLG, Corporate Performance	18 – 24 months	By 2024
5	People Support, Payroll	12 – 18 months	By 2023
7	People Support	18 – 24 months	By 2024

10.
Measuring and monitoring our progress

To track positive change and adapt to organisational needs, we will regularly monitor, measure and report on GEAP progress.

10.1 EVALUATION METHODOLOGY

Descriptive, quantitative, and qualitative data will be used to evaluate strategies and measures. This will include:

1. Tracking progress, activities and outcomes for each GEAP action annually

2. Annual analysis of Workplace Audit data

3. Biennial measurement of employee experiences data through the People Matter Survey

4. Reflective practice to ensure that outcomes align with staff's views of success that include:

   • Increased opportunities across the organisation for leave and flexible working and seeing that reflected in workplace policies.

   • Seeing more inclusive language and interactions across the organisation.

   • Seeing follow through from this Action Plan and breaking down the barriers and the fears that many people have around these issues.

   • Strong support from CLG and a gender lens across all the work that we do internally and externally.

   • We, as staff, no longer see these issues and boundaries to what we can do. We have a clear understanding of our opportunities and a clear and direct path of how to get there.

   • An organisation that has broken down the hierarchy with efforts made to close the gap between staff and CLG and Councillors.

   • People are treated as important just because they are people. Not because they hold a certain position or a certain power.

10.2 REPORTING ON PROGRESS

GEAP outcomes will be reported to staff, CLG, Councillors, the Commission for Gender Equality in the Public Sector, and to the public at several timepoints across the course of the action plan.

1. Key outcomes, reflections and recommendations will be included in the Diversity and Inclusion Annual Program Evaluation reporting that is presented to leadership each December and made available to staff.

2. Some actions will embed regular reporting to senior leadership for the following information:

   a) CLG will receive annual reports that present the Workplace Audit Data (Action 1.4)

   b) The General Manager of Corporate Services will receive annual reports of Employee Exit Data (Action 2.4)

   c) Biannual reporting to SLG about successful flexible working arrangements and share benchmarking. (Action 5.5)

3. Formal progress reports will be submitted to the Commission for Gender Equality in the Public Sector biennially. Progress reports will be promoted to all staff and made available to the public on the Kingston website.

11.
Appendix A: Consultation

Consultation on the Gender Equality Action Plan Selection process

Employees, leaders, and governing body were essential to the formation of the Kingston City Council's first Gender Equality Action Plan. As such, this Gender Equality Action Plan underwent an extensive consultation process.

The consultation process included the following groups/individuals:

• Governing bodies.
• Leadership groups.
• Staff Consultative Committee including Union Representatives.
• Employees that provided insight into the intersectional disadvantage or discrimination.
• Employees that work in relevant professions such as social planning, family violence prevention, disability access, multiculturalism and reconciliation.
• Employees for whom gender inequality may be compounded by disadvantage or discrimination that a person may experience.
• Employees of different levels and employment types.
• Employees engaged in our Diversity and Inclusion program.

Methods of consultation

To ensure a diversity within the consultation process, Kingston City Council used a combination of existing networks, selected employees/stakeholders, and employees gathered via an Expression of Interest (EOI) process.

The existing committees and groups included:

• Corporate Leadership Group
• Senior Leadership Group
• Staff Consultative Committee
• Councillors
• Diversity and Inclusion Group members

The EOI process ran over two weeks and was promoted via our internal news, emails, networks and via leadership groups. The EOI provided applicants with the option to participate in individual or group feedback session and register accessibility needs for the session. Information about the EOI was distributed to more than 1000 employees. The sessions included the ability to provide anonymous feedback as well as opportunities for open discussion and questions.

Consultation was also available via an online survey, which was available to staff over a period of three weeks.

The Consultation Processes

Consultation was conducted in three stages corresponding with drafted sections of the Gender Equality Action Plan. Stage One of consultation was conducted on Workplace Gender Audit Indicators 1 to 4, stage two on Workplace Gender Audit Indicators 5 to 7. Stage Three of consultation was completed following the drafting of actions, strategies and measures derived from the audit data, survey, and previous consultation. Leaders and employees were separated in these sessions to support an open environment for sharing. There was also a number of one-on-one consultative session that were conducted to provide safety for those who did not feel comfortable being part of a group. The consultation process engaged 113 employees.

Prior to consultation we provided participants with relevant data, an overview of what is being covered and history of the Gender Equality Act, the process for consultation, an overview of how decisions will be made about actions included on the Action Plan, means for contributing anonymous comments/questions, and resources to support the safety and wellbeing of participants.

During consultation we used polling facilities to gain understanding of prioritisation, open ended questions, sought opinions and views, and engaged in meaningful conversation among each group.

Following consultation, all feedback was recorded and documented as considered against business needs. Feedback on the process was encouraged.

The consultation schedule was as follows:

	Group	Date	
Round 1	Corporate Leadership Group	Sept 21	Approval of release of Indicator data 1 - 4
	Online Consultation (hosted on KNet)	Oct 21	Indicator data 1 - 4
	Employees (gathered via EOI)	Oct 21	
	Selected Employees, and Union Reps	Oct 21	
	Staff Consultative Committee	Oct 21	
Round 2	Corporate Leadership Group	Oct 21	Approval of release of Indicator data 5 - 7
	Online Consultation (hosted on KNet)	Nov 21	Indicator data 5 - 7
	Employees (gathered via EOI)	Nov 21	
	Selected Employees, and Union Reps	Nov 21	
	Councillors	Nov 21	Indicator data 1 - 7
	Corporate Leadership Group	Nov 21	Debrief on data consultation
Round 3	Corporate Leadership Group	Jan 22	Approval of release of Actions and Strategies
	Online Consultation (hosted on KNet)	Feb 22	Feedback on Actions and Strategies
	Employees (gathered via EOI)	Feb 22	
	Selected Employees, and Union Reps	Feb 22	
	Consult Counsillors	Feb 22	
Final Approval	Corporate Leadership Group	March 22	Final Approval

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