

# Foundational Implementation Plan 2019-2022



## SPHERE 1: LEADERSHIP

**Vision Statement:** The City of Greater Geelong, as a leader, is committed to working towards a gender balanced organisation.

*We are a community leader. Inclusive leadership in gender equity inspires better workplace culture and practice, and ensures we live our values both internally and externally for the benefit of women, men and everyone.*

Legend for Timeframe: SHORT: 12 months, MEDIUM: 12 – 24 months, LONG: 2-3 years

Objective	Strategies	Timeframe	Responsibility
1.1 Leadership IN (INTERNAL)	(a) Establish an internal Governance Leadership group to oversee the coordination and implementation of this Action Plan, including:	SHORT	Community Life / People and Culture
	i) The establishment of an internal gender equity advocacy group to become gender equity advocates by influencing and leading internal and external behaviour change initiatives.		
	(b) Ensure that gender equity practices and initiatives across the organisation align to the Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region.	SHORT	Community Life
	(c) Develop a gender equity leadership framework which includes:	LONG	Governance, Strategy & Performance
	i) Developing a corporate narrative to enable Executive and Senior Leaders to provide a strength based media and community presence;		
ii) The development and facilitation of a City of Greater Geelong Leadership Capability Framework to include knowledge and capability building in inclusive leadership practices;			
iii) Promote and celebrate women in leadership both internally and externally; and	MEDIUM	Mayoral Advisory & Advocacy	

## Foundational Implementation Plan 2019-2022



	iv) Continue the relationship with Women in Local Democracy (WILD) advocacy group to assist the City in the development of a training program for women who are interested in becoming a Councillor.	MEDIUM	Governance, Strategy & Performance
1.2 Leadership UP (Council)	(a) Achieve 40/40/20 by 2025 Gender balance on Council (long term goal, short term targets) through: <ul style="list-style-type: none"> <li>i) The development of a corporate narrative to enable Councillors to provide a strength based media and community presence;</li> <li>ii) Mentoring or coaching programs for women leading to Councillor roles; and</li> <li>iii) Building Councillor capability across portfolio/leadership style that resonate with gender equity principles.</li> </ul>	MEDIUM - LONG	Governance, Strategy & Performance
1.3 Leadership Community	(a) Develop an educational resource to support the capacity building of stakeholders around gender equity.	MEDIUM	Community Life
	(b) Undertake an exploration of the current use and users of the City's owned and operated facilities, subsequently develop user protocols and communications plan to deliver a consistent approach to gender equity.	MEDIUM	Community Life
1.4 Gender Composition	(a) Prepare an annual audit of exits by gender.	MEDIUM	People & Culture
	(b) Develop a gender pay gap strategy which includes: <ul style="list-style-type: none"> <li>i) Conducting a gender pay gap analysis of the City of Greater Geelong as an employer and identify in what levels, roles or directorates the gap is more prevalent.</li> </ul>	MEDIUM	People & Culture
1.5 Workforce Capability	(a) Provide a learning program to build staff capacity and awareness in inclusive practices.	MEDIUM	People & Culture

# Foundational Implementation Plan 2019-2022



	(b) Develop a communications and engagement plan for internal stakeholders (across all City staff) awareness of gender equity.	SHORT	Governance, Strategy & Performance
	(c) Develop a narrative on gender equity as the key determinant of preventing violence against women and children.	SHORT	Governance, Strategy & Performance
1.6 Communication	(a) Develop an engagement and communication kit which will provide internal and external stakeholders with consistent information on gender equity, equality, diversity and inclusion.	MEDIUM	Governance, Strategy & Performance

# Foundational Implementation Plan 2019-2022



## SPHERE 2: ORGANISATIONAL POLICIES AND PROCEDURES

**The City is in a position to set benchmarks for workplace change and move towards gender equality.**

*To ensure everyone has the opportunity to succeed, we have a role in improving the organisation by changing the systems that inhibit gender equity.*

Objective	Strategies	Timeframe	Responsibility
2.1 Discovery Phase	(a) Through the Policy Review Committee, develop training in undertaking a gender analysis to applying a gender lens to organisation policies.	MEDIUM	Customer & Corporate Services
	(b) Research 'best practice' approaches, resources and tools that can be used across the organisation to further strengthen Gender Equity principles throughout the organisation.	SHORT	Community Life
2.2 Our People	(a) Aim to achieve 40/40/20 in leadership positions across the City of Greater Geelong, from Manager level up (short term actions, long term goal).	LONG	Chief Executive
	(b) Create an inclusive language guide for use throughout the organisation.	MEDIUM	Internal communications and marketing
	(c) Direct staff to existing policy and recruitment panel design when undertaking staff recruitment.	SHORT	All people leaders
	(d) Research and consider the use of a gender decoder for all job advertisements across the City.	MEDIUM	People & Culture
	(e) Audit and scrutinise the current process and recruitment practices that remove bias from hiring processes across the organisation.	MEDIUM	People & Culture

# Foundational Implementation Plan 2019-2022



	(f) Review the induction program to enable staff to be welcomed and supported to fit in and to thrive.	MEDIUM	People & Culture
	(g) All hiring managers and recruitment panel members to complete all modules relating to recruitment and inclusive practices.	SHORT	People & Culture
	(h) Evaluate employee uptake of flexible working arrangements and work life balance.	MEDIUM	People & Culture
2.3 Social Procurement	(a) Instigate funding guidelines that ensure recipients of the City's grants demonstrate gender equity & inclusivity.	SHORT	Program Integration & Development
	(b) Include Gender Equity considerations into the City's procurement arrangements and seek to identify opportunities to address any perceived imbalances that can be impacted via our procurement activities.	SHORT	Property, Procurement and Assets

# Foundational Implementation Plan 2019-2022



## SPHERE 3: COMMUNITY

**The City promotes gender equity and the prevention of violence against women through a whole of community approach.**

*Because we are in a position of influence, we can and will do more to incorporate inclusive and diverse views to better reflect the community we serve and better serve the community we represent.*

Objective	Strategies	Timeframe	Responsibility
3.1 Stakeholder Engagement	(a) Review the subsequent outcomes of engagement systems and processes, and action the outcomes.	MEDIUM	Governance, Strategy & Performance
	(b) As part of the engagement process ensure: <ul style="list-style-type: none"> <li>i) Consumer gender composition and engagement;</li> <li>ii) Focus groups with stakeholders who experience compounded gender inequality:               <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander</li> <li>• Multicultural</li> <li>• Disability</li> <li>• Trans and Gender Diverse</li> <li>• Rural and remote</li> </ul> </li> <li>iii) Align our internal and external surveys to match National trends.</li> </ul>	MEDIUM	Governance, Strategy & Performance
	(c) Co-design of inclusive and diverse engagement information for Engagement Step by Step guide.	SHORT	Strategy, Engagement & Performance
	(d) Review Council Engagement policy and promise and ensure gender equity alignment.	SHORT	Strategy, Engagement & Performance

## Foundational Implementation Plan 2019-2022



	(e) Continue to support Women in Community Life Advisory Committee (WiCLAC) and the co-ordination and promotion of events such as International Women's Day (IWD).	SHORT - LONG	Community Life WiCLAC
3.2 Gender Inclusive Culture & Design	(a) Research and implement gender sensitive design practice, starting with the new Civic Precinct and utilise the UNESCO City of Design designation.	LONG	Economic Development & Civic Precinct Project
	(b) Develop a gender mapping tool to capture community safety and rates of discrimination/harassment complaints by gender from community that inform budget decisions.	LONG	Community Life
	(c) In collaboration with Finance, explore the opportunity to apply Gender Equity criteria into the budget bids process for new initiatives.	MEDIUM	Finance
	(d) Celebrate gender equity and diversity throughout economic development via publications and communication channels.	MEDIUM	Economy, Investment & Attraction
	(e) Applying a gender lens in scoping and implementation of all investment and attraction projects, for example – RISE project and major events.	MEDIUM	Economy, Investment & Attraction
3.3 Promotion & Marketing	(a) Promote women in non-traditional trades.	MEDIUM	Customer & Corporate Services
	(b) Ensure a balance of women and men (images and stories) in the City's publications.	SHORT - MEDIUM	Communications & Marketing

**4: EVALUATION**

4.1 Evaluation	(a) Develop an evaluation framework to measure the effectiveness of the actions within this plan.	MEDIUM	Community Life
----------------	---------------------------------------------------------------------------------------------------	--------	----------------

THE CITY OF GREATER GEELONG

## Ba-gurrk Gender Equity Framework

# Foundational Implementation Plan 2019-2022

