



Glenelg Shire Council

Gender Equity and Inclusion Plan

2018 – 2021

*“By creating **equitable** and **inclusive** communities, **workplaces** and institutions we can create a **society** of **equality** and **respect...**”*

~ Our Watch ~

71 Cliff Street
Portland VIC 3305
T: 5522 2200
E: enquiry@glenelg.vic.gov.au
W: www.glenelg.vic.gov.au

We acknowledge and respect the Custodians of this land, the Gunditjmara people, and pay our respects to all Aboriginal Elders, past, present and emerging, who have resided in this area and who are an integral part of the history of this region.

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Message from the CEO

Glenelg Shire Council is committed to introducing our first Gender Equity and Inclusion Plan, 2018 - 2021. This plan formalises and embeds Council's commitment to gender equity and inclusion. This is an important first step to enhance our workplace culture so we can model the principles of equity and inclusion for our community.

Leading an organisation that is committed to a culture of gender equity, opportunity and inclusion, one that values reward and recognition of its staff, is one of our highest priorities. It is Council's mission to support all employees to excel and achieve their potential, irrespective of gender identity.

As an organisation that stands for equity and inclusion we place ourselves as a workplace of choice, attracting the best talent; we optimise social and economic productivity and outcomes; and, ultimately, contribute to the prevention of family violence.

Organisational Summary

The Glenelg Shire spans an area of 6,212km and is made up of a number of small but vibrant rural communities. Council has offices and depots in three rural township locations; Casterton, Heywood and Portland and employs a staff that services the community and its parks, gardens, cultural assets and resources. Of the 385 Glenelg Shire Council employees, approximately 94 percent live in the Glenelg municipality. We are therefore uniquely positioned to positively influence our community by supporting our staff to embrace and champion inclusion and gender equity.



What's the Link?

The connection between gender inequality and violence against women can be difficult to define and grasp.

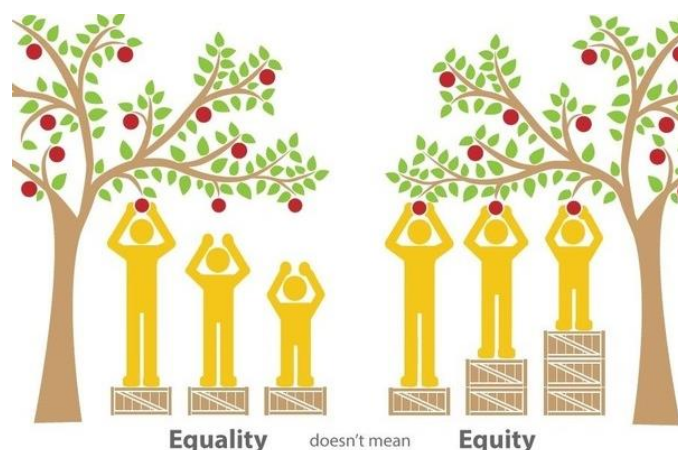
Historically, social norms and structures have devalued women and have assumed and expected men to be dominant.ⁱ Research now shows that gender **inequality**, such as unbalanced conditions, the uneven distribution of resources and avoidable, unfair and unjust ideologies, such as rigid gender roles, stereotyping and gender exclusion, **underpin violence against women**.

Equity vs Equality

Equity and equality are two strategies that can be used to achieve fairness.

Equity is giving everyone what they need to be successful, where **equality** is treating everyone the same.

Equality aims to achieve fairness, but it can only work if everyone starts from the same place and has the same needs. **Equity**, while it may seem unequal at times, actively moves everyone closer to success by supporting individual needs and “levelling the playing field.”ⁱⁱ



(Image sourced from: Office of Health Equity, 2018)ⁱⁱⁱ

The Workplace Gender Equality Agency says,

“Addressing gender equality within organisations will not happen accidentally...., a strategic and systematic approach is required. The process of achieving gender equality is often referred to as a ‘journey’....because the end-state or ‘destination’ (i.e. a workplace which is genuinely and sustainably equitable to both women and men) can only be achieved over time, and through a series of stages, which are cumulative in their impact.”^{iv}

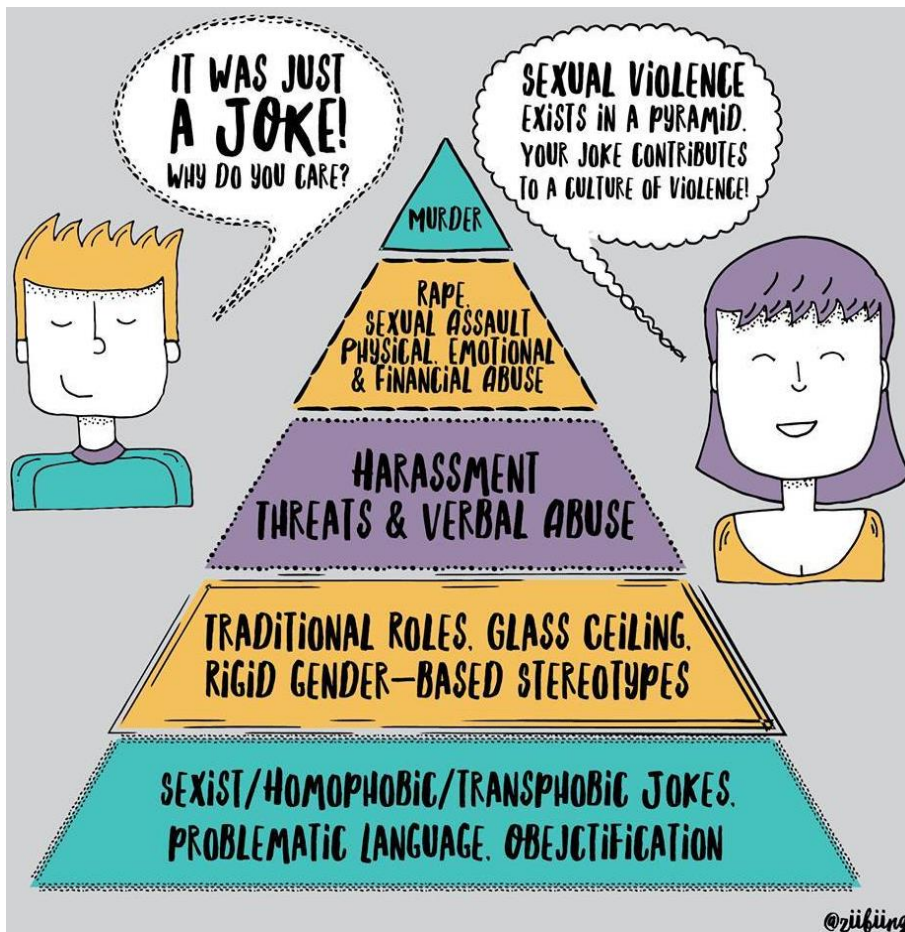
Drivers of Gender Inequality

Research has shown that gender inequality, including social and cultural norms, structures and practices in which women and men are not considered equal, are the most consistent predictors of violence against women.

Reinforcers of **rigid gender roles** and **stereotypes** such as **comments, jokes, gestures** and **disrespectful behaviours** contribute to a **culture of gender inequality** and **underpin violence against women.**^v

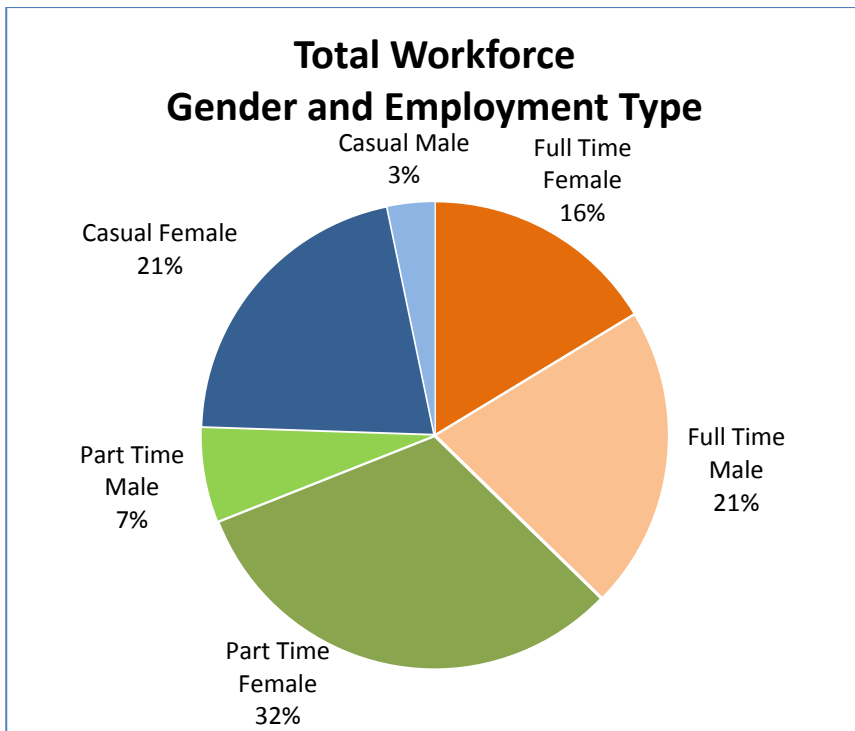
Glenelg Shire Council is committed to challenging and taking a stand against drivers of gender inequality through our policies and processes, training and awareness initiatives and our day to day business.

It is our goal to have a workplace culture whereby staff are equally valued; where staff are supported and empowered to confront drivers of gender inequality and develop an understanding of the importance, power and influence of doing so.

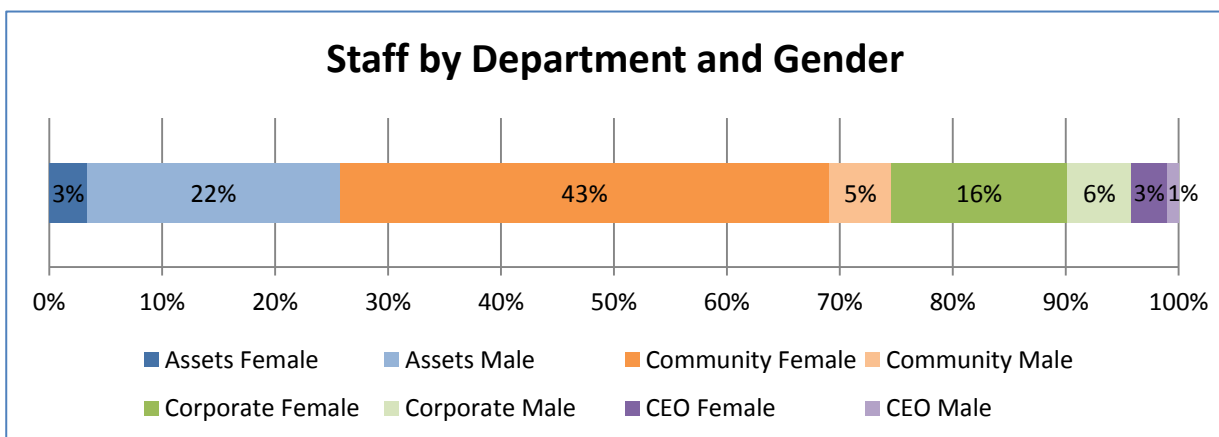
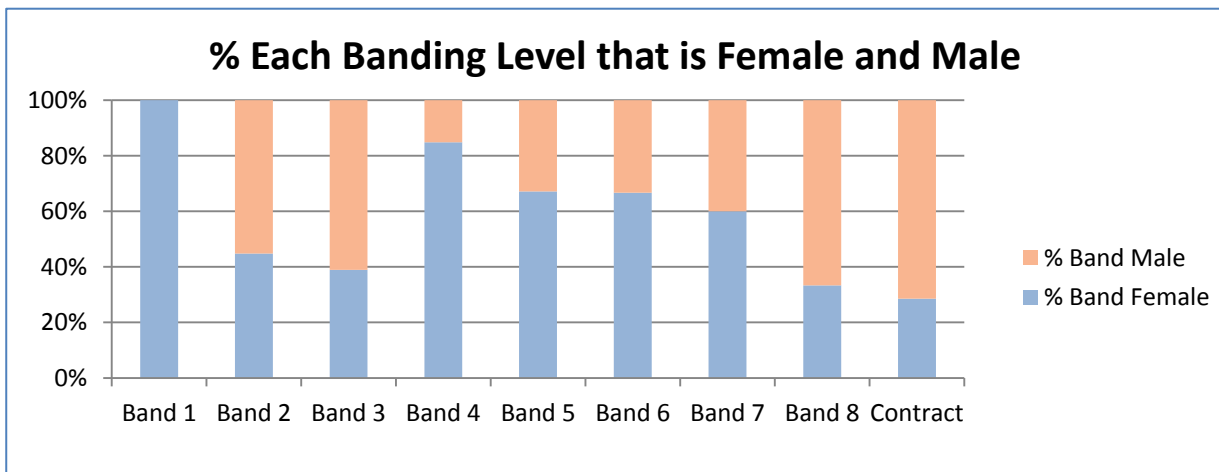


Drivers of Gender Inequality and Violence against Women^{vi}

Gender Equality: Looking Inward - Glenelg Shire Council



We acknowledge that these statistics provide a quantitative snapshot only of staffing by gender, department and banding. Employees' individual experiences have been heard through their voluntary participation in the *Listen, Learn and Lead* Focus Groups and have largely been captured in the actions of this plan.



(Information sourced from Glenelg Shire Council Gendered Workforce Statistics Report, 2017)

Gender Equity Benefits Everyone

Gender equity acknowledges our differences to achieve equality of outcomes for all.

“The aim of gender equality in the workplace is to achieve broadly equal outcomes for women and men, not necessarily outcomes that are exactly the same for all.”

(Workplace Gender Equality Agency, 2016)^x

Gender equity and equality are important social and economic goals. Societies that achieve this have:

- Lower rates of violence against women and children; and
- Better outcomes for women in terms of social, political and economic participation.^{xi}

At an organisational level, workplaces that achieve gender equality in management and senior leadership roles:

- Outperform their counterparts on organisational performance; and
- Outperform their counterparts on financial performance.^{xii}

Workplace gender equity and equality also contribute to:

- Improved national productivity and economic growth;
- Enhanced employee retention and talent; and
- Enhanced organisational reputation.^{xiii}

*“By creating **equitable** and **inclusive communities, workplaces and institutions** we can create a society of **equality** and **respect**, where violence against women is **unthinkable**.”*

(Our Watch, 2017)^{xiv}

GSC's Promotion of Gender Equity and Inclusion

As a key organisation within this community, Glenelg Shire Council is committed to developing key strategies for achieving gender equity and inclusion within our organisation.

The Great South Coast Strategy to Prevent Violence against Women and Children 2013-2017 was endorsed by Council in November 2013. Glenelg Shire Council was a partner to the strategy, which was developed in consultation with Local Government, primary care partners, health and community organisations, state government departments and regional networks, across the Great South Coast. Partners worked together to promote peaceful, equitable and inclusive organisations and communities and to address the impact of violence against women and children. Council has continued to partner with *Women's Health and Wellbeing Barwon South West* on the implementation and review of the strategy.

In 2015 all Glenelg Shire staff participated in the *Take a Stand Against Violence: It's Everyone's Business* training, a program developed by Women's Health Victoria, that supports workplaces to 'take a stand' against sexism and become leaders in promoting safe and respectful workplaces for all.^{xv}

The Victorian Government is committed to working with local government to address family violence and build a society based on equality and respect. In February 2015, the Victorian Government established the Royal Commission into Family Violence in acknowledgement of the seriousness of family violence and its consequences for individuals, families and communities. 227 recommendations were proposed as a result of this commission, of which government accepted and committed to the implementation of all, as outlined in *Ending Family Violence: Victoria's Plan for Change*.^{xvi}

A number of these recommendations have provided context for the development of actions and strategies at a local council level. Recommendation 94 states that, in the development of municipal health and wellbeing plans (MPHWPs), councils are required "...to report on their proposed measures to reduce family violence and respond to victims". Recommendation 202 further states the need to "consider how local council performance measures can encourage family violence prevention."^{xvii}

In line with the *Royal Commission into Family Violence* recommendations and the priority area, 'Preventing violence and injury', in the *Victorian Public Health and Wellbeing Plan 2015-2019*, Glenelg Shire Council's Health and wellbeing Plan, 2017 – 2021, identifies the need for support initiatives that reduce the prevalence of family violence and injury, as well as the need to provide support for victims of family and sexual violence.

Further strengthening Glenelg's commitment to gender equity and the prevention of family violence, in late 2017, Glenelg Shire Council received funding to facilitate Local Government Victoria's *Listen, Learn and Lead* Gender Equity Program. The learnings from this program have informed and led the development of Glenelg Shire Council's first Gender Equity and Inclusion Plan.

Glenelg Shire Council

Gender Equity and Inclusion Plan 2018-2021

Glenelg Shire Council's *Gender Equity and Inclusion Plan, 2018 - 2021*, provides a framework and identifies key strategies and actions for achieving gender equity and inclusion for our organisation.

This plan will guide the development and enhancement of a workplace culture in which the principles of gender equity, inclusion and respect underpin our policies and processes and organisational values; respect, integrity, teamwork, service excellence and innovation.

The actions identified have largely been developed from the learnings of Council's participation in Local Government Victoria's *Listen, Learn and Lead* Gender Equity Program. As part of this program more than 60 staff provided feedback on the perceived supports and barriers to gender equity within our organisation, through a series of focus groups, led by our CEO. Feedback was collated into six key themes, under which the actions and strategies of this plan are identified (see Appendix A).

1. Attitudes, Mindset and Workplace Culture
2. Salary Banding, Remuneration and Time Fractions of Work
3. Flexible Work Structures
4. Professional Development and Advancement Opportunities
5. Gendered Division of Work
6. Digital Connectivity

This plan compliments the organisation's workforce planning and vision to invest in and create a contemporary workplace and closely aligns with objectives on staff engagement, flexible work practices, becoming an employer of choice and futureproofing our workforce.

The plan, while internally based, further aligns with elements of the broader, community wide themes identified in the Glenelg Shire Council Plan 2017-2021, particularly the vision for 'Liveable Glenelg' and 'Leading Glenelg'. The actions and strategies of this plan similarly emphasise advocacy, leadership and partnerships as key to achieving greater outcomes, in particular gender equity and inclusion, for our organisation.

This plan was developed by Council's Gender Equality Project Officer. It will be implemented, over the next 3 years, 2018 – 2021, with the support of the Organisational Development unit, the Level Playing Field (LPF) Equity and Inclusion Working Group and internal and external stakeholders. This plan will be monitored and reviewed annually and reported on at the end of each financial year, over the course of the plan.

Short Term - Year one of Plan
Medium Term - Year 2 of Plan: Post 1st year Review
Long Term - Year 3 of Plan: Post 2nd year Review

Glenelg Shire Council

Equity and Inclusion Plan 2018 – 2021

1 THEME: Attitudes, Mindset & Workplace Culture

Key Focus	Actions	Lead	Partner	Priority	Outcome
1.1 Gender Equity Initiatives	a. Develop an organisation statement that reinforces Council's commitment to gender equity.	ET	CS OD	Short Term	Statement is developed and visible on all relevant Glenelg Shire Council (GSC) Plans, documents and digital platforms.
	b. Embed gender equity principles in the development of organisational plans, strategies and policies.	ET		Medium Term	Gender equity principles are included and visible in GSC plans, strategies and policies.
	c. Review the terms of reference and outcomes of the <i>Level Playing Field Equity and Inclusion Working Group</i> .	CS	OD	Short Term	A strong operational working group, with clear objectives, is maintained to support the implementation of the <i>Gender Equity and Inclusion Plan</i> .
	d. Review gender categories on all GSC forms and materials.	All units		Short Term	GSC forms are gender neutral.
	e. Partner with other organisations who are championing gender equity initiatives.	ET	CS	Ongoing	Establish MOU's with external organisations (if required). GSC staff are supported to pursue involvement with external working groups and boards for gender equity.
	f. Participate in the Women's Health and Wellbeing Barwon South West external committee for the Prevention of Violence Against Women.	CS		Ongoing	Key agreed activity is filtered into GSC gender equity work.
	g. Media campaign to share and showcase examples and/or profiles that model gender equity/equality.	LPF	Media & Comms.	Short Term	Media campaign rolled out across a range of GSC internal platforms.

Key Focus	Actions	Lead	Partner	Priority	Outcome
	h. Research, promote and participate in key events that support gender equity and wellbeing in the workplace.	Community Dev. Officer	CS	Ongoing	GSC actively engages in key events annually, including but not limited to: <i>International Women's Day, White Ribbon Events, and Men's Health Week.</i>
	i. Work Towards registering GSC with <i>The Workplace Gender Equality Agency (WGEA): Employer of Choice for Gender Equality Register.</i>	LPF	OD	Long Term	GSC meets requirements for registration with WGEA's <i>Employer of Choice for Gender Equality Register.</i>
1.2 Communication Reward & Recognition	a. Develop a formal reward and recognition program.	OD	ET	Medium Term	A formal reward and recognition program is implemented across the organisation.
	b. Develop STAR objectives for supervising staff that measure their level of participation in the reward and recognition program.	Supervising Staff	OD	Medium Term	Supervising staff have clear objectives and measures of their level of participation in the reward and recognition program.
	c. Review GSC meeting template to ensure a consistent approach to the structure of meetings and opportunity for staff voice.	Corporate Services		Medium Term	All meetings are conducted and outcomes communicated to a consistent standard.
	d. Responsible managers visit offsite workplaces annually and/or where recognition is due.	ET	All responsible managers	Ongoing	Responsible managers have visited offsite workplaces at least once annually.
	e. Celebrate and acknowledge good work with staff and the community.	All units	ET	Ongoing	Good work and successes are acknowledged and celebrated annually at the Annual Staff Day and as appropriate through the Sou' Wester, Growing Glenelg, media releases and other.

	f. Investigate the establishment of creative and collaborative work spaces within the organisation.	BT	ET	Long Term	Opportunities for creative and collaborative work spaces have been explored and implemented where possible.
	g. Build the profile internally and externally on Council's services and schedules. i.e. Parks and Gardens maintenance schedule.	All units	Media and Comms.	Medium Term	Work schedules are regularly promoted internally and externally via: <i>Growing Glenelg</i> , <i>Facebook</i> , <i>Your Say</i> , <i>the Sou'wester</i> and <i>Listening Post</i> .
1.3 Recruitment Processes	a. Review position descriptions to address unconscious bias of language.	OD	Managers	Short - Medium Term	Position descriptions are gender neutral in language and tone.
	b. Review Induction processes and information provided to new staff.	OD	Review working group	Short Term	Induction process includes a component on organisational values. Induction process includes a session screening <i>Our Watch</i> video 'Let's change the story: Violence against women in Australia', as a mandatory component of formal induction.
	c. Review the branding and content of EOIs to address language that creates barriers to the application and uptake of acting roles.	Department Directors	OD	Short Term	EOIs have a greater emphasis on generic and /or managerial skills rather than technical expertise and subject knowledge. EOIs have a consistent and eye catching logo that is used to advertise all acting roles. An increase in the level of interest and uptake of acting roles.

1.4 Education	a. Develop an awareness campaign to debunk gender based myths.	CS	Media & Comms.	Ongoing	Staff knowledge and awareness of the negative impacts of gender stereotyping and common misconceptions of gender equity is increased through the implementation of internal awareness campaigns across the organisation.
	b. Provide Gender Equity training for all employees.	OD	<i>Women's Health and Wellbeing Barwon South West</i>	Short Term	Staff knowledge and awareness of equity and gender based issues is increased, creating a greater understanding of equity across the organisation and a more harmonious workplace.
	c. Offer Prevention of Violence against Women training across the organisation.	OD	<i>Women's Health and Wellbeing Barwon South West</i>	Short Term	Staff are supported to participate in the Prevention of Violence against Women training to increase organisational knowledge and understanding, specifically, of the drivers of violence against women.
	d. Actively promote <i>Our Watch's</i> video " <i>Let's change the story: Violence against women in Australia</i> ", with all staff and on all GSC social media	OD	LG Department Managers	Short Term	All staff will view / have viewed <i>Our Watch's</i> video " <i>Let's change the story: Violence against women in Australia</i> ", creating an increase in organisational awareness and opportunities for conversation about gender equity.

2 THEME: Salary Banding, Remuneration & Time Fractions of Work

Key Focus	Actions	Lead	Partner	Priority	Outcome
2.1 Research and Review	a. Gather, analyse and promote workplace statistics annually.	OD	Finance	Medium Term	Staff are aware of the workplace composition and trends therein.
2.2 Future Proofing	a. Investigate a retirement transitioning program and opportunities for variation, i.e. reduced time fractions of work, as part of this program.	OD		Medium Term	Models of other transition into retirement programs have been observed and discussed. Insight gained into what GSC's transition into retirement program might look like.

3 THEME: Flexible Work Structures

Key Focus	Actions	Lead	Partner	Priority	Outcome
3.1 Flexible Work Structures	a. Actively promote information about the availability of flexible work structures to staff as appropriate.	OD		Short Term	Staff are aware of the flexible work structures available to them. An increase in staff uptake of flexible work arrangements.
	b. Actively promote information for supervising staff on the flexible work structures available to staff.	OD	All supervising Staff		An increase in manager's uptake and approvals of flexible work arrangements for their staff.
	c. Review GSC paid parental leave procedure, to address gender neutrality and level of flexibility.	OD	ET	Long Term	Paid parental leave procedure is inclusive, equitable and gender neutral where possible.
	d. Review GSC <i>Family Violence Clause</i> when negotiating the next enterprise agreement.	OD		Long Term	The GSC <i>Family Violence Clause</i> is current and in line with state dialogue and recommendations for the prevention of family violence.
	e. GSC supports the recommendations of the Royal Commission into family violence, in particular recommendations 190 & 191; <i>"Family violence leave is supported by access to suitable services", "Include an entitlement to paid family violence leave..."</i>	OD		Long Term	Royal Commission into family violence recommendations have been explored and determined.

4 THEME: Professional Development & Advancement Opportunities

Key Focus	Actions	Lead	Partner	Priority	Outcome
4.1 Build Organisational Knowledge	a. Promote the opportunity for staff to attend other departments' meetings.	Directors		Medium Term	Increase in staff attending interdepartmental meetings and enhanced organisational knowledge.
	b. Develop a set of cross organisational groups (COGS) to improve communication and information flow and understanding.	LG	OD	Short Term	Cross organisational groups are established and in operation and there is greater communication and clarity of information across the organisation.
	c. Review the format of ELT.	ET	LG		ELT format is reviewed and revised as necessary.
4.2 Formalise Opportunities for Professional Development	a. Pilot a mentoring program to support trainees, apprentices, new staff and emerging leaders.	OD		Medium Term	New staff and emerging talent are supported.
	b. Actively promote secondment and job shadowing opportunities, where possible, to assist staff up taking new roles and/or replacing staff who are transitioning into retirement.	OD	Media & Comms.	Short Term	Secondment and job shadowing opportunities are openly communicated, advertised and promoted, increasing staff confidence and skills and promoting the sharing of knowledge.
	c. Continue to actively promote relevant Learning and Development opportunities.	OD	Media & Comms.	Short Term	Learning and Development is properly promoted, highly valued and well attended.
	d. Continue to deliver training to managers to promote learning and advancement of their staff in the organisation.	OD		Medium Term	Managers receive training on how to promote the learning and advancement of their staff.
	e. Introduce a program to support female talent.	OD			Create an equitable professional environment.

5 THEME: Gendered Division of Work

Key Focus	Actions	Lead	Partner	Priority	Outcome
5.1 Gender Equity Initiatives & Incentives	a. Explore opportunities for bursaries to attract applicants to roles that have traditionally been dominated by a particular gender.	OD	Dept. Managers	Medium Term	Opportunities for bursaries have been explored and determined.
	b. Explore partnerships around the development of gender based scholarships to attract applicants to roles that have traditionally been dominated by a particular gender.	OD	Dept. Managers	Medium Term	Opportunities for partnerships for gender based scholarships have been explored and determined.

6 THEME: Digital Connectivity

Key Focus	Actions	Lead	Partner	Priority	Outcome
6.1 Flexible Technologies	a. Through the business transformation process, explore opportunities for GSC to unlock innovative and flexible work structures.	BT	ET	Long Term	A range of innovative and flexible work structures have been implemented.

Glossary

Advocacy	Support for or recommendation of a particular cause or policy.
BT	Business Transformation
Bursary	A grant awarded to someone to enable them to study.
CEO	Chief Executive Officer
Champion/ing	Modelling and, or providing leadership on a particular strategy, action or program, for example.
Collaborative	Two or more people or organisations working together for a particular purpose.
Community Dev. Officer	Community Development Officer
CS	Community Services Department
Contemporary	Working in a way that is marked by characteristics of the present time.
Debunk	To expose the falseness of an idea or belief.
Digital connectivity	The level of access to the organisation's digital resources.
Drivers (of violence)	Social and economic structures and cultural norms that reinforce gender discrimination and create environments in which men and women are not equal.
Endorsed	In relation to this document: Councillors' approval and support of this Equity and Inclusion Plan and its actions.
Equality	Seeks to achieve 'equal' distribution, i.e. of resources & opportunity.
Equity	Supports individual needs, not necessarily equally, so that everyone can be successful.
ET	Executive Team
Family violence	Any behaviour that is physically, sexually, emotionally, psychologically or economically abusive, coercive, threatening or dominating in a way that causes a family member to feel fear for their own or another's safety and wellbeing.
Flexible work structures	The option and ability to have variance in one's hours of work, where possible, to suit individual and personal needs.
Future proofing	To protect and prepare the organisation for change and growth, i.e. Prioritising the passing of intellectual talent and knowledge.
Gendered division of work	The pattern of particular roles and departments being dominated by staff of a particular gender.
Gender neutral	Using language and expression that does not distinguish

	sex or gender.
GSC	Glenelg Shire Council
Ideologies	A set of ideas, ideals and beliefs.
Implementation	The process of putting a decision or plan into effect
Inclusion	The action or state of including or of being included within a group or structure.
Inequality	Unequal distribution, i.e. of resources, income and opportunities.
Inequity	Lack of fairness based on avoidable unfair and unjust ideologies.
LG	Leadership Group
LPF	Level Playing Field Equity & Inclusion Working Group
Media & Comms.	Media and Communications Department
MOU	Memorandum of Understanding
OD	Organisational Development
Pilot	To test a new program or project before introducing it more widely and formally
Prevention	Work to stop or <i>prevent</i> something from happening or arising.
Quantitative	A numerical measure of something – measuring its quantity
Remuneration	Money paid for work or a service.
Royal Commission	In the Australian system of government, royal commissions are the highest form of inquiry on matters of public importance.
Salary banding	Is the range or level of pay to employees performing a particular job or function.
Secondment	The temporary transfer of an official or worker to another position or employment.
Sexism	Prejudice, stereotyping, or discrimination on the basis of sex.
Strategy/ies	A plan of action designed to achieve a long-term or overall goal.
Time fractions of work	The agreed number of hours that an employee works in one week.

Support Services for men, women and children in the Glenelg Shire Region & Victoria

If in danger call		000
1800RESPECT		1800 737 732
Relationships Victoria		1300 364 277
Heywood Rural Health		(03) 5527 0555
Brophy Family & Youth Services Portland		(03) 5523 2739
Rural Domestic Violence Outreach Services:	Portland	(03) 5521 7937
	Casterton	(03) 5581 2109
Winda-Mara Aboriginal Corporation, Heywood		(03) 5527 0000
Domestic Violence Resource Centre Victoria		(03) 9486 9866
Mensline		1300 789 978
Women's Housing Ltd.		(03) 9412 6868
Emma House, Domestic Violence Service Warrnambool		(03) 5561 1934
Bethany Community Support Warrnambool		1300 510 439
Employee Assistance Program (EAP)		1300 687 327
Safe Steps Family Violence Response Centre		1800 015 188

Driving bodies for Gender Equity

- Our watch
<https://www.ourwatch.org.au/>
- Women's Health and Wellbeing Barwon South West
<http://www.womenshealthbsw.org.au/>
- Be the Hero
<http://www.bethehero.com.au/>
- White ribbon
<https://www.whiteribbon.org.au/>
- Workplace Gender Equality Agency
<https://www.wgea.gov.au/>
- No to Violence
<http://www.ntv.org.au/>
- Australian Human Rights Commission
<https://www.humanrights.gov.au/>

Appendix

Appendix A

State government Victoria: Listen Learn and Lead Program

GSC Listen, Learn and Lead Focus Groups: Themes and Descriptions

Connectivity	<p>Access to the organisation's technologies and digital assets.</p> <p>For example, being able to work remotely/from home with successful internet and a full range of the organisation's digital resources.</p>
Flexible work structures	<p>Flexibility of work hours.</p> <p>Flexibility of work hours being fair and equitable to the organisation and employee.</p>
Attitudes, mindset, workplace culture	<p>Patterns of thinking, beliefs and attitudes that influence individual's positions and behaviours.</p> <p>Patterns of thinking, beliefs and attitudes that influence the culture of a workplace – i.e. norms, values and work environment.</p>
Professional Development Opportunities/Advancement	<p>Opportunities for knowledge and skill acquisition and enhancement through, for example, formal training, mentoring and workplace experiences, including backfilling temporary replacement positions (EOI process) and secondments</p>
Banding, Remuneration & Time fractions	<p>The Banding pay scale at GSC and the corresponding remuneration (payment for work)</p> <p>The classification of paid employment positions as full-time, part-time or temporary/casual.</p>
Gendered division of work	<p>The pattern of females and males being skewed in workplace departments and employment status.</p>

Relevant Documents

- *Glenelg Shire Council Plan, 2017 – 2021*
<https://www.glenelg.vic.gov.au/files/Corporate/Glenelg-Shire-Council-Council-Plan-2017-21-6MB.pdf>
- *Great South Coast Strategy to Prevent Violence Against Women and Children*
https://www.rdv.vic.gov.au/_data/assets/pdf_file/0004/1165378/GSC-PVAWC-Strategy.PDF
- *Glenelg Shire Council Family Violence Clause*
- *Glenelg Shire Council Health and Wellbeing Plan 2017 - 2021*
http://www.glenelg.vic.gov.au/files/Health/MPHWP_2017-21.pdf
- *Glenelg Shire Council Aboriginal Partnership Plan 2017 – 2020*
https://www.glenelg.vic.gov.au/Files/DRAFT_Glenelg_Aboriginal_Partnership_Plan_2017-2020.pdf
- *Glenelg Shire Council Access and Inclusion (Disability) Action Plan 2014 – 2017*
https://www.glenelg.vic.gov.au/Files/Access_and_Inclusion_Disability_Action_Plan_Endorsed_Adopted_by_Council_at_OCM_23_September_2014.pdf
- *Organisational Policy: Staff Code of Conduct*
Document Set ID: 1706557
- *Glenelg Shire Council Gendered Workforce Statistics December 2017*
Document Set ID: 2386620

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