

Gender impact assessments

Table 1 - Gender impact assessments progress

Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
<p>What is the title of the policy, program or service that was the subject of the GIA?</p> <p>Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.</p>	<p>Was the subject of the GIA a policy, program or service?</p> <p>For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms.</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Provide a description of the policy, program or service subject to the GIA.</p>	<p>Was the policy, program or service new, or up for review?</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA?</p> <p>Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.</p>	<p>Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality.</p> <p>When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.</p>	<p>Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality?</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Explain how an intersectional lens was applied while completing the GIA.</p> <p>If this was not done, explain why this was not practicable.</p>
<p>A review of the VFA's Recruitment Policy and Procedure and supplementary recruitment documentation.</p>	<p>Policy</p>	<p>The VFA's Recruitment Policy and Procedure and supplementary documentation covers all aspects of the recruitment process for vacancies and new roles which may be advertised internally and/or externally to the VFA.</p>	<p>For Review</p>	<p>Yes</p>	<p>Actions centred on changes to policy, process, documentation and education.</p> <p>Flexibility needs and diversity of applicants considered during the recruitment process.</p> <p>Use of Special Measures to achieve diversity.</p> <p>Understanding of unconscious bias and its impact on decision making - mandatory training for those involved in recruitment panels. Training made available to all staff.</p> <p>Documentation style and presentation significantly changed to be more inclusive.</p> <p>Clear employee benefits in Position Description.</p> <p>Guidance provided to hiring managers on how to make key accountabilities and key selection criteria inclusive in Position Description.</p> <p>Flexible ways of working at VFA information provided at interview.</p> <p>Selection Assessment Report ensures Hiring Manager has spoken to the preferred candidate on flexibility and workplace adjustments required for role.</p> <p>Hiring panel required to complete training in unconscious bias.</p>	<p>Yes</p>	<p>People and Culture Team conducted research and participated in consultation with portfolio department diversity and inclusion recruitment specialists as well as with external recruitment specialists to ensure the GIA on the recruitment policy procedure and supplementary documentation considered intersectionality. It was identified that the presentation of external documentation needed to be appealing to all, using plain language, being accessible to all.</p> <p>The team addressed these needs by amending the policy, procedure and supplementary documentation to be inclusive and easy to use. Incorporating the consideration of making adjustments throughout the recruitment procedure to accommodate the needs of applicants. This was supported by raising awareness and providing training to hiring managers.</p>
<p>Arcadia Visitor Centre</p>	<p>Service</p>	<p>The visitor centre aims to connect VFA to the community and provide an opportunity for the public to see VFA's hatchery in a safe way, learn what VFA does and increase public access to fishing.</p>	<p>New</p>	<p>Yes</p>	<p>Visitor Centre design has considered and where possible included accessible ramps and easy to access parking spaces.</p> <p>Information and educational signage throughout the facility has considered a wide range of age groups and reading abilities which may use centre.</p> <p>Design has considered and made provision for adequate security such as electronic gates and fencing.</p> <p>The design was completed and signed off in FY22/23 and construction has started and is in its early stages at 30 June 2023.</p>	<p>Yes</p>	<p>Some level of intersectionality has been considered and where possible all abilities and assisted access has been provided through design process.</p>
<p>Toilet block at Arcadia Visitor Centre</p>	<p>Service</p>	<p>The VFA is constructing toilet and shower facilities at the Arcadia Visitor Centre. The project aims to: - construct facilities available and accessible to all who attend the Visitor Centre to encourage longer stay; - provide free amenities to people who are visiting the Visitor Centre or camping in the vicinity; - build a facility that is low maintenance and not reliant on staffing; and - provide facilities for individuals and families who may not camp without suitable facilities present.</p>	<p>New</p>	<p>Yes</p>	<p>Visitors Centre design has considered and included provision for all abilities, unisex toilets and showers.</p> <p>The design was completed and signed off in FY22/23 and construction was started but in the early stages at 30 June 2023.</p>	<p>Yes</p>	<p>Intersectionality has been considered and all abilities toilets and showers have been provided for in design.</p>

Playground at Arcadia Visitor Centre	Service	Purpose of visitor centre is to provide a facility for a family day out and a play space to help facilitate that. Accessible play space for all children, parents and carers to feel comfortable, safe and welcome.	New	Yes	<p>Visitors Centre playground has been designed for families (children and adults) and caters for diversity. Playground design includes slides, climbing nets, bridges and play equipment for children and families to explore. The design provides for barbeque and picnic facilities located around the perimeter along with a viewing platform in the centre of the playground where adults and other family members can sit and watch those using the playground.</p> <p>The design was completed and signed off in FY22/23 and construction was started but in the early stages at 30 June 2023. An independent playground auditor has been engaged to ensure constructed playground meets relevant safety and design standards once completed.</p>	Yes	<p>Lens applied to access set up using a compacted gravel pathway which connects the car park, visitors centre building and playground. However, the access is not concrete which means it is not accessible to all.</p> <p>Intersectionality was not a primary consideration rather the layout and equipment intended to cater for a broad range of interests, genders and ages.</p>
Marketing Strategy for Arcadia Visitor Centre	Policy	A marketing strategy is to be developed that attracts a diverse group of people. It is the ambition of the strategy to: - Have a broad gender audience engage in the Visitor's Centre - Considers how are people going to be coming to use the facility - Markets fishing events/festivals with a diverse gender lens - Uses information gathered through consultation across a broad gender cross section of the community, and - achieves representation of a gender cross section of the community in attendance and use of the facility.	New	No action taken	<p>Public opening is scheduled for early 2024 before which the VFA intend to embark on marketing and promotional campaign.</p> <p>The marketing strategy will be targeted at a diverse group (including women, CALD communities, and all abilities). Based on the findings of the gender impact assessment the marketing strategy needs a campaign that uses a variety of methods to bring visitors to the Centre at Arcadia. Providing information through fishing clubs and social media for fishing interest groups alone will not address the current inequality of participation/representation of women in fishing. Methods that utilise communication through schools, local community groups, Women in Recreational Fishing and Boating (WIRFaB) connections will reach a broader audience and help encourage participation in events at the Visitor centre and ongoing utilisation by families.</p>	Yes	<p>Marketing campaign will take into consideration the diverse local community by using a variety of methods of communication. Traditionally communication would be through local fishing clubs, however, applying the intersectional lens confirmed that this would not reach some groups in the community.</p>
Budget bid for 'More Boat ramps jetties car parks'	Program	<p>The 'More Boat ramps jetties and car parks' program includes multiple projects to upgrade local boating facilities and develop a new boating facility at Tarago Reservoir.</p> <p>These projects will enhance boating experiences by improving the condition of infrastructure and increasing recreational opportunities for Victorians and visitors.</p> <p>This initiative also contributes to the delivery of the government's election commitment, Go Fishing Victoria 'More piers, jetties and opportunities for little anglers'.</p>	New	Yes	<p>The design and planning for Cowes and Avalon were completed prior to 30 June 2023 which included the provision of additional ambient lighting at these locations and Boating Vic cameras to improve safety for all genders particularly for women. The installation of the lights and cameras was completed post 1 July 2023.</p> <p>The design stage for the following projects commenced in FY22/23 - St Leonards, Lang Lang, Mildura, Tankerton, Torquay, Laanecoorie, Inverloch, Werribee South, Howqua Inlet, Lake Boga, Limeburners, Mornington and Tooradin.</p> <p>Tarago site selection is to be determined and the gender impact assessment will be applied to designs.</p> <p>As detailed designs for these projects are progressed, there will be consideration of safety improvements for all genders including lighting, landscaping and the proximity from the ramp to carparks and will include delineated pathways and safety crossings. Universal design principles are also considered with all upgrades including the provision of all abilities access, pram designs and mobility aids.</p> <p>Throughout the design consultation process the Better Boating Victoria team has and will continue to reach out to female boaters, including the Women in Recreational Fishing and Boating leadership group.</p>	Yes	<p>The principles of universal design are applied when designing these 16 election commitments .</p>

Budget Bid - Go Fishing Victoria	Program	<p>The 'Go Fishing Victoria' program aims to increase production of Victoria's fish stocks by expanding Arcadia and Snobs Creek fish hatcheries and maintaining the stocking of fish at 10 million a year through fish purchases.</p> <p>A series of programs will also be delivered to promote and support recreational fishing in Victoria and grow Victoria's aquaculture sector, including:</p> <ol style="list-style-type: none"> 1. delivering Little Anglers kits to increase primary school-aged participation in fishing 2. grants to support local angling clubs to upgrade local boating and fishing facilities 3. contributing to new facilities at Corinella Boating and Angling Club 4. funding to support the state's aquaculture sector 5. supporting Victoria's first indigenous-run oyster farm in Lakes Entrance. <p>The program will also provide habitat improvements to preserve and maintain fisheries, as well as fund Fishcare Victoria to promote sustainable fishing practices.</p>	New	Yes	<p>Action for 1 In the tender documentation for the 95,000 Little Angler kits it was requested – 'Where possible, the fishing rod should be attractive to the young fisher featuring bright colours, stickers, mascot type characters and/or inspiring labelling. The rods should be gender neutral. The VFA will require the Victorian State Government logo to be placed on the fishing rod between the butt section and the first guide'. Rods have met specified requirements. Distribution has commenced.</p> <p>Action for 2 and 3 Grants to angling clubs - the guidelines for grants to angling have been designed to encourage participation of existing and new members in recreational fishing but also to attend club meetings/functions. A key outcome of this program is to make club rooms and meeting opportunities more attractive to different genders.</p> <p>Action for 4 Year one and two of this four year election commitment is funding two additional staff in the Aquaculture team to complete the work involved in growing Victoria's Aquaculture Sector. Recruitment considered gender balance. One man and one woman recruited.</p> <p>Action for 5. This election commitment is a grant provided to GLAWAC to deliver under their direction, supporting Victoria's first indigenous-run oyster farm in Lakes Entrance.</p>	Yes	<p>Yes - For action 1: The kits are offered to all grade 5 students in primary and language schools, and to all primary aged students in specialist schools across Victoria. The kits were designed to be used by all children irrespective of gender, culture and language.</p> <p>For actions 2, 3, 4 and 5 Intersectionality was not considered</p>

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

Example(s)

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Example: Sports ground use and permits policy	Policy	This policy guides the hire and use of all Council's sportsgrounds and facilities by sports clubs and the public. The policy outlines eligibility criteria for hire and use, selection and booking process, fees, payment options, cancellation options and expectations of use.	For review	Yes	<p>Amended the policy to include a commitment to allocate 30% of the total sportsground hiring capacity to new and recently established sports teams comprising of women and gender diverse people.</p> <p>Amended the policy to include a commitment to support local clubs to conduct respect and responsibility training to promote gender equality.</p> <p>Amended the policy to include a commitment to provide dedicated womens and all-gender secured changerooms and facilities for all womens and gender-diverse teams who hire Council sportsgrounds.</p>	Yes	Council conducted research and participated in consultation to ensure the GIA considered intersectionality. It was identified that language and shared changeroom facilities are perceived as major access barriers for culturally and linguistically diverse (CALD) women. Council has addressed these concerns in amending the policy, committing to implementing private changeroom areas and increased signage in a variety of languages.

Strategies and measures

Table 2.1 - Strategies and measures progress

Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant indicator(s)								
						1	2	3	4	5	6	7		
						<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled. 	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change. 	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity. 	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>		
1.1 <i>Identify and develop talent within the VFA</i> - Develop a Talent Strategy that supports gender, diversity and inclusion, and considers intersectionality	In progress	Pilot program being trialled in Education and Enforcement division. Outcome of trial will inform workforce strategy and associated Talent Strategy across organisation.	Early indications from pilot program showing slight increase in diversity at senior levels. Research has commenced within People and Culture on Workforce Strategy and associated Talent Strategy for whole of VFA. Available resources limited so work delayed to 2024 and 2025	2022 and 2023 2024 and 2025	People and Culture	X					X			
1.1 <i>Identify and develop talent within the VFA</i> - Phases of Talent Strategy implemented	Not started	As above Due to commence in 2024		2024 and 2025	People and Culture	X					X			
1.2 <i>Ensure our recruitment attracts and promotes diversity</i> - Update our VFA branding and supporting documentation to ensure it is inclusive through consultation with intersectional groups	Complete	The revised recruitment branding and supporting documentation published on intranet and communicated to all staff on 8 June 2023.	Future evaluation of 12 months of new starter and applicant data for diversity improvement to be undertaken.	2022 and 2023	People and Culture	X					X			
1.2 <i>Ensure our recruitment attracts and promotes diversity</i> - In recruitment advertisements and position descriptions, be open and transparent to all in our aspirations to become more diverse	Complete	Statement added to all external recruitment documentation. Published on intranet and implemented on 8 June 2023.	Future evaluation of 12 months of new starter and applicant data for diversity improvement.	2022 and 2023	People and Culture	X					X			
1.3 <i>Improve gender balance at senior management level (SES, Principal Scientists, STS, and VPS6)</i> - Actively recruit for gender balance	Ongoing	The recruitment policy and procedure now includes the use of special measures.	Recruitment into senior roles 60% women, 40% men.	2022 and then ongoing	CEO	X					X			
1.4 <i>Promote diversity into VPS5 and above roles</i> - In addition to internal candidate pool, explore opportunities for more lateral and external candidates for roles at VPS5 and above, which includes identifying opportunities for flexible working arrangements (job sharing, part time etc)	Ongoing	Recruitment policy and supplementary documentation strengthened so that promotion of diversity, flexible arrangements etc are embedded in recruitment practices.	It's early in the implementation of the revised policy and procedure, some future in depth analysis required, following 12 months of implementation.	2022 and then ongoing	COO	X					X			
1.5 <i>Continue to learn about the barriers to achieving greater gender composition</i> - Gather and analyse information on barriers to achieving gender composition, using tools such as the People Matter Survey, exit interviews when they occur, Gender Working Group feedback	Ongoing	Process in place to gather information from sources and now undertaken as part of business as usual practices.	Progressive increase in gender composition - increase of 1% women over two years. This will continue to be a focus.	2022 and then ongoing	People and Culture	X					X			X
1.5 <i>Continue to learn about the barriers to achieving greater gender composition</i> - Work with DoT systems to ensure intersectional data is collected in the new HR system	Not started	The implementation of the new HR system was delayed to May 2023 and as a result of Machinery of Government, VFA has moved from DTP (formerly DoT) to DJSIR with systems transitioning November 2023. People and Culture working with DJSIR on what intersectional data can be collected in FY23/24.		2022 and 2023 2024	People and Culture	X								
2.1 <i>Continue to support the Minister and Board Chair to achieve greater intersectional diversity</i> - Continue to ensure diversity is a focus for those involved in advertising and recruiting for Board members	Complete	The VFA has confirmed inclusive wording in advertisements for Board positions when recruitment for Board Directors is undertaken by the portfolio department on behalf of the Minister's Office.	Gender balance maintained throughout 1 July 2021 to 30 June 2023. One Board Director recruited in 2022 is Aboriginal.	2021	COO		X							
3.1 <i>Ensure the updated parental leave progression entitlements in the 2020 EBA and its successor are being applied and communicated to staff</i> - Communicate updates and reminders of parental leave and its associated entitlements to staff on an annual basis	Ongoing	Communication undertaken through newsletter and intranet. Process put in place to remind staff.	Newsletter entries on staff entitlements regarding parental leave. As a result there was an increase uptake in HR advice on parental leave entitlements.	2022	People and Culture			X					X	

Indicators key	
1.	Gender composition of all levels of the workforce.
2.	Gender composition of governing bodies.
3.	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
	Sexual harassment in the workplace
4.	Recruitment and promotion practices in the workplace.
5.	Availability and utilisation of terms, conditions and practices relating to:
	- family violence leave
	- flexible working arrangements
	- working arrangements supporting employees with family or caring responsibilities
	Gendered segregation within the workplace
7.	

3.2 Evaluate overtime amounts in 'COVID-normal' business operations - Analyse and compare overtime amounts when a full year of events has resumed to validate if a gender difference exists	Not started	The implementation of the new HR system was delayed to May 2023. As a result of Machinery of Government, VFA has moved from DTP (formerly DoT) to DJSIR. With the system changes it was decided to undertake this analysis in 2024		2023 and 2024	People and Culture				X				X
3.3 Provide fair and equitable opportunities for all staff to undertake higher duties - Ensure that higher duties opportunities are aligned with the Recruitment Policy and Procedure	Complete	Recruitment policy and procedure revised in 2021 to incorporate directions for higher duties less than six months.	Clear policy and procedures for advertising and recruitment for higher duties whether more than six months or less than six months. Note: Uptake of higher duties by women has decreased. Analysis of this to be undertaken.	2022	COO				X			X	
3.4 Ensure that all recruitment and reclassifications have salaries that are benchmarked with experience and comparable roles - Managers continue to work with People & Culture on benchmarking salaries	Complete	Incorporated into Recruitment Policy and Procedure in 2021. This is occurring in all recruitment and has become business as usual	Pay gap Median Base Salary decreased from 8.2% (2021) to 7.9% (2023). Pay gap Median Total Remuneration decreased from 11.8% (2021) to 4% (2023)	2022	People and Culture				X			X	
3.4 Ensure that all recruitment and reclassifications have salaries that are benchmarked with experience and comparable roles - Create a remuneration panel (two people) for recruitment of staff into VPS5 and above	Complete	Process in place Hiring Manager and People and Culture discuss remuneration as part of business as usual. If required, where there is an exception a remuneration panel is engaged consisting of People and Culture Manager and Director outside of hiring business area.	Pay gap Median Base Salary decreased from 8.2% (2021) to 7.9% (2023). Pay gap Median Total Remuneration decreased from 11.8% (2021) to 4% (2023)	2022	People and Culture				X			X	
3.4 Ensure that all recruitment and reclassifications have salaries that are benchmarked with experience and comparable roles - Review Recruitment Policy and Procedure to include a process that ensures recruitment and reclassifications receive salaries benchmarked against experience and comparable roles	Complete	Recruitment policy and procedure revised in 2021 to incorporate process for People and Culture Manager to benchmark salaries.	Pay gap Median Base Salary decreased from 8.2% (2021) to 7.9% (2023). Pay gap Median Total Remuneration decreased from 11.8% (2021) to 4% (2023)	2022	COO				X			X	
4.1 Raise awareness of contact points and resources for those who may have experienced, or are experiencing, sexual harassment - Source an anonymous whistle-blower program for staff	Complete	External Whistle blower program sourced and launched June 2022.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2%	2022	People and Culture							X	
4.1 Raise awareness of contact points and resources for those who may have experienced, or are experiencing, sexual harassment - Train additional contact officers to ensure widespread representation across the VFA	In progress	People and Culture Manager sourcing contact officer training which includes family violence support. A process for selection for additional contact officers is being considered.	Delayed to 2024 due to MoG to DJSIR.	2022 and 2023 2024	COO							X	
4.1 Raise awareness of contact points and resources for those who may have experienced, or are experiencing, sexual harassment - Analyse People Matter Survey results, address trends and assess the need for further risk treatments	Complete	Analysis undertaken by COO in line with the VFA's risk management framework. Sexual Harassment elevated from an Operational Risk to a Strategic Risk by VFA Board. Risk treatments monitored by the Audit and Risk Board Committee.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2%	2022	COO							X	
4.1 Raise awareness of contact points and resources for those who may have experienced, or are experiencing, sexual harassment - Promote current available resources for staff seeking advice or assistance on matters relating to sexual harassment in the workplace	Complete	Contact Officers clearly identified on intranet and through email signature blocks. Promotion delivered via weekly staff newsletter, OHS monthly newsletter and promotion activities in line with Health and Wellbeing Program.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2%	2022	COO							X	
4.2 Implement the VFA's sexual harassment risk treatment plan - Embed into communications that we communicate in line with our values, that we are all accountable to ourselves, our team, the VFA and our community to provide a safe and respectful environment that is free from all forms of sexual harassment	Complete	Standard messaging that aligns with VFA's acceptable behaviour has been applied to external media platforms.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2% Plan to incorporate a value statement in all position descriptions.	2022	COO							X	
4.2 Implement the VFA's sexual harassment risk treatment plan - Add a statement regarding values and acceptable behaviour to a template agenda for all meetings	Complete	Statement relating to 'acceptable behaviour' added to new agenda template for use in all internal and external meetings in February 2022.	Template in use with improved and expected standard of behaviour clearly set.	2022	COO							X	
4.2 Implement the VFA's sexual harassment risk treatment plan - For incidents that are handled informally, explore methods to identify patterns, recognise causes and identify if any further treatment is needed	Complete	Process for Managers incorporated into revised Sexual Harassment Procedure.	Where a manager has become aware through informal disclosures of inappropriate behaviour and/or a pattern of inappropriate behaviour, the Manager is to advise the People and Culture Manager while maintaining confidentiality.	2022	COO							X	

4.2 Implement the VFA's sexual harassment risk treatment plan - Develop a plan to prevent and mitigate sexual harassment when dealing with stakeholders and members of the public, utilising anonymous feedback mechanisms for staff, plus other enforcement agency processes as reference	Complete	Whistleblower service launched in June 2022. Plan established to improve support for Field Staff: inclusion in annual enforcement training re what is not acceptable, available supports, bystander intervention and for CIDT training to incorporate scenarios for dealing with this behaviour.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2%	2022	COO					X			
4.2 Implement the VFA's sexual harassment risk treatment plan - Review the VFA's Sexual Harassment Policy and Procedure	Complete	Revised Sexual harassment Policy and Procedure approved by the Board August 2022.	Decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey between 2021 and 2023. Women 3% to 2% Men 11% to 2%	2022	COO					X			
4.3 Maintain biannual sexual harassment training - Plan, source and implement sexual harassment training for 2023 and 2025	In progress	Training currently being sourced through portfolio department DJSIR.	Education provided on Sexual harassment in FY21/22 with online training championed and monitored by Executive team with near 100% completion.	2023	COO					X			
5.1 Identify job specific development needs targeted at bridging capability gaps for staff newly appointed into roles -Develop a template to support the creation of individual development plans for staff newly appointed into roles to ensure the development of the knowledge and skills needed for the role, where required.	Complete	Developed template for capability plan for new starters to address knowledge and skill gaps. Uploaded template to staff intranet.	Success of the development template is measured by using information from the staff members 3 month 'check in' to determine if all development gaps have been filled.	2022	People and Culture	X					X		
5.2 Eliminate potential unconscious bias in our recruitment processes - Conduct training for hiring managers on processes, unconscious bias, raising awareness and building a diverse workforce	Ongoing	Reviewed recruitment process, tightening process on direct appointments. People and Culture has sourced unconscious bias training which has been released to all hiring managers and is now a requirement for all staff participating on interview panels to complete. This requirement has been incorporated into recruitment process and supplementary documentation 2023.	Too early to evaluate success.	2023	People and Culture	X		X			X		
5.3 Review recruitment processes to attract greater diversity in candidates - Review language in job descriptions and advertisements in consultation with specialists in diversity and inclusion to ensure they are accessible to all, and implement appropriate wording and guidance	Complete	Recruitment policy, procedure and supplementary documentation published on the intranet and communicated to all staff in June 2023.	Future evaluation to be undertaken of 12 months of new starter and applicant data to assess improvement in diversity of applicants and new starters.	2023	People and Culture	X					X		
5.3 Review recruitment processes to attract greater diversity in candidates - Apply special measures to recruitment processes for identified roles	Complete	Recruitment policy, procedure and supplementary documentation published on the intranet and communicated to all staff.	Examples of application of special measures to recruitment undertaken: Fisheries Officers (57% women) Senior Investigator and Investigator (66% women) Technical Officers (Arcadia) (50% women)	2023	People and Culture	X					X		
5.4 Ensure that internal secondments or reclassifications are recorded and analysed for gender differences - Explore and analyse options to collect both internal secondment and promotion (reclass) data through the existing HR management system	Not started	Due for commencement in 2024		2024	People and Culture	X					X		
5.4 Ensure that internal secondments or reclassifications are recorded and analysed for gender differences - When data is available to collect, ensure it is shared with staff and that actions developed if required	Not started	Due for commencement in 2024		2024	People and Culture	X					X		
5.5 Explore options for leadership programs and formal and informal mentoring programs - Following the development of the Talent Strategy, implement a leadership program and formal and informal mentoring opportunities	Not started	Due for commencement in 2025		2025	People and Culture	X					X		
6.1 Raise awareness on family violence leave policy and processes and contact officers - Promote current available resources for staff seeking advice or assistance on matters relating to family violence leave	Complete	Ensured information about contact officers is clear and easily accessible Promoted on the intranet and in all staff communication including weekly newsletter, monthly OHS newsletter and Health and Wellbeing Program initiatives. Achieved in conjunction with delivering sexual harassment training to staff.	Information is monitored to ensure it is up to date. This is difficult to evaluate.	2021 and 2022	COO	X						X	
6.2 Provide training to managers in supporting those experiencing family violence - Commission a specialist organisation to facilitate ongoing training programs for managers	Not started	Due to commence in 2024		2024 and 2025	People and Culture	X						X	
6.3 Improve education around access to flexible working arrangements for those seeking it - Include flexibility in our recruitment material and discuss as part of recruitment process (position description, interview guide, offer)	Complete	Revised Recruitment policy procedure and supplementary documentation published on the intranet and communicated to all staff.	Greater uptake of formal flexible working arrangements since 2021 with 53% of staff now on a formal arrangement, the majority of which are non-rostered staff. Of these staff the gender composition is 50% men and 50% women.	2022 and 2023	People and Culture	X						X	

6.3 Improve education around access to flexible working arrangements for those seeking it - Maintain communications around available flexible working arrangements	Complete	Information on the intranet and provided to new starters.	Greater uptake of formal flexible working arrangements since 2021 with 53% of staff now on a formal arrangement, the majority of which are non-rostered staff. Of these staff the gender composition is 50% men and 50% women.	2023	People and Culture	X						X	
6.3 Improve education around access to flexible working arrangements for those seeking it - Undertake a gender impact assessment on the uptake of flexible working arrangements	Not started	Acknowledging the system limitations and changes caused by the Machinery of Government, People and Culture has decided that to obtain greater data this action needs to be moved to 2024.		2023-2024	People and Culture	X						X	
6.3 Improve education around access to flexible working arrangements for those seeking it - Educate leaders to support flexible working arrangements	Ongoing	Manager Drop-in sessions held re flexible working arrangements and managing workloads. Ongoing communication needed.	Greater uptake of formal flexible working arrangements since 2021 with 53% of staff now on a formal arrangement, the majority of which are non-rostered staff. Of these staff the gender composition is 50% men and 50% women.	2023	People and Culture	X						X	
6.4 Provide opportunities for job-sharing, part-time and flexible working arrangements, where applicable - Undertake an assessment to identify flexible options for roles (link to the Recruitment Policy)	In progress	People and Culture working with all recruitment managers to encourage exploring flexible work arrangements, that benefit the employee and enable the business operations to be delivered.	Greater uptake of formal flexible working arrangements since 2021 with 53% of staff now on a formal arrangement, the majority of which are non-rostered staff. Of these staff the gender composition is 50% men and 50% women. Further research in 2024 will be undertaken on best practice flexibility in job design.	2023	People and Culture	X						X	
6.5 Gain insight into initiatives and programs for supporting the individual needs of staff returning to the workplace after a career break - Develop a template to support managers and staff through the process leading up to, during and returning to the workplace from a career break	In progress	With consideration of what might meet the needs of both employee and Manager, People and Culture decided to create guidelines - one for parental leave and one for a career break. Guidelines to be finalised post 30 June 2023		2023	People and Culture	X						X	
6.6 Manager and staff member understand individual workload challenges and pressures - As part of the PDR process, individual workload challenges and pressures are discussed at the commencement, midcycle and end-of-PDR cycle	Ongoing	Communication on commencement and mid-cycle. Tools available for Managers on how to conduct discussions regarding workload challenges and pressures. Reminders provided leading into end of PDR cycle in June.	Increase from 27% (2022) to 32% (2023) for respondents to People Matter Survey experiencing high to severe stress. Of those who experienced work related stress 55% (2022) and 59% (2023) said it was caused by workload. In 2024 Management will take a risk management approach to address stress in line with the new critical OHS risk framework which has Psychosocial risk as an identified critical risks. Management will work with staff to identify preventative and mitigating controls, implement the controls, and review their effectiveness. A 'stop for safety' team based get together to be used.	2022 and 2023	People and Culture							X	
7.1 Embed gender impact assessment in decision making - Identify programs, policies and services that have direct and significant public impact	Ongoing	Training delivered in Gender Impact Assessments (GIA) for Executives and Senior managers December 2022. However, Executive and senior management still developing the knowledge and skills to identify policies, programs and services requiring a GIA. A GIA decision making tool to be considered to assist Management.	Training delivered in Gender Impact Assessments (GIA) for Executives and Senior managers December 2022 laying foundation knowledge and skills to identify policies, programs and services requiring a GIA. Too early to assess.	2022	COO	X							X
7.1 Embed gender impact assessment in decision making - Implement training in conducting gender impact assessments for managers developing or reviewing policies, programs or services that directly and significantly impact on the public	Ongoing	Inaugural training course conducted in December 2022.	Training delivered in Gender Impact Assessments (GIA) for Executives and Senior managers December 2022. Training for additional staff being considered for 2024.	2022 and 2023	COO	X							X
7.1 Embed gender impact assessment in decision making - Implement training for all staff so that any decision-making process i) considers how the policy/program/service can better meet the needs of different genders, ii) addresses gender inequality that may be shaped by other aspects of identity, and iii) promotes gender equality	In progress	Inaugural training course conducted in December 2022. Some GIAs undertaken following the training. Further work to be done to embed into decision making including further training and communication, and sourcing a decision making tool as to when to conduct a GIA during 2024 and 2025	Training delivered in Gender Impact Assessments (GIA) for Executives and Senior managers December 2022. which has laid the foundation of knowledge for leaders.	2024 and 2025	COO	X							X
7.2 Generate collaboration during the implementation of the GEAP - Establish a cross-functional cross-level diverse working group to operate as key influencers and advocates	Not started	The GEAP Project Team identified that it was too early in the GEAP implementation to establish the group. Inaugural GIA training completed with training to be undertaken by more staff in 2024. Forming the group will be a focus of 2024		2022-2024	COO	X							X
7.3 Attract diverse groups to work in the VFA - Undertake targeted Fisheries Officer recruitment drives to improve our diversity	Ongoing	Targeted recruitment undertaken 2022.	Special measures used to target women and culturally diverse, Aboriginal and/or Torres Strait Islanders Fisheries Officers (57% women)	2022 and 2024	Education & Enforcement Director	X					X		X

7.3 Attract diverse groups to work in the VFA - Implement the GoTafe Arcadia hatchery employment strategy to achieve 50% Indigenous employment at the hatchery	Ongoing	Strategy implemented	Target met in 2022. Maintaining the target will be influenced by attrition and attraction.	2022 and 2023	Director Recreational Programs	X				X		X
7.4 Launch a new Women in Recreational Fishing (WIRF) Strategy by March 2022 - Use surveys from the WIRF community and the Victorian public to inform our knowledge of the external perception of the VFA brand	Complete	Data gathered to inform strategy	Survey information used to develop strategy. Strategy developed ready to be finalised.	2023	Events Manager	X						X
7.4 Launch a new Women in Recreational Fishing (WIRF) Strategy by March 2022 - Develop the WIRF Strategy using workshop consultation and survey data	In progress	Strategy now incorporates boating and is named Women in Recreational Fishing and Boating (WIRFaB) It will be finalised post June 2023.	Too early to evaluate success.	2023	Director Fishing and Boating Infrastructure	X				X		X
7.5 Improve engagement with diverse communities -Establish a Community Reference Group as a platform for assisting Cultural and Linguistically Diverse (CaLD) communities to engage with the VFA and contribute to fisheries resource management discussions	Complete	CaLD Community Reference Group has been established.	Community Reference Group is established and is in its infancy. A way of working is now being explored.	2022 and 2023	Education & Enforcement Director	X				X		X
7.5 Improve engagement with diverse communities - Continue to implement initiatives from the VFA Accessibility Action Plan to engage with people of all abilities	Ongoing	Reporting of the implementation of Accessibility Action Plan delivered to VFA Executive Team and People and Safety Board Committee.	Map of accessible locations housed on the BBV and VFA websites is now live. Design guidelines for boat ramp facilities, that include universal design principles. Recruitment Policy and Procedure and supplementary recruitment documentation published on the intranet and communicated to all staff. Online unconscious bias training for managers implemented. Network relationships with several disability recruitment confident agencies established. People and Culture established connection with portfolio department's Inclusion and Diversity Team to be a part of employment schemes and pathways.	2022 - 2025	COO	X				X		X
7.6 Utilise whole-of-government surveys to improve our knowledge, understanding and awareness of gendered segregation in the workplace - Encourage staff participation in the annual People Matter Survey	Ongoing	Regular communication before launch of each survey using VPSC tools.	People Matter Survey Staff Participation rates 2022 59% 2023 54%	2022 - 2025	COO	X			X	X	X	X
7.6 Utilise whole-of-government surveys to improve our knowledge, understanding and awareness of gendered segregation in the workplace - Encourage staff participation in government surveys such as Whole-of-Victorian Government pulse surveys and the Australian Workplace Equality Index Employee Survey	Ongoing	Process put in place to utilise and promote government surveys.	WoVG Pulse Survey Staff Participation rates 2021 37% 2022 35%	2022 - 2025	COO	X			X	X	X	X
7.6 Utilise whole-of-government surveys to improve our knowledge, understanding and awareness of gendered segregation in the workplace - Communicate results of all surveys involving the VFA to staff	Ongoing	All results are made available to staff as soon as practical. Communication through all staff emails and results available on the intranet.	Staff have access to results through all staff communications.	2022 - 2025	COO	X			X	X	X	X

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

Example(s)

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
Example: Address gaps identified in collecting intersectional data as part of employee and payroll systems	Complete	This strategy was implemented in March 2023. A payroll systems firm was engaged to upgrade our systems to support the collection of intersectional data in relation to sexual orientation, race, Aboriginality, religion, ethnicity, disability and gender identity. We have now begun collecting intersectional data and addressing the gaps identified in our 2021 audit.	Although originally anticipated for implementation in 2022, delays meant this strategy was implemented in March 2023. Intersectional data is being collected as part of new recruitments and promotions, and voluntary updates by existing staff. New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.	2022	People and Culture Corporate Support	X	X	X		X	X	X

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
<p>You might consider some or all of the following, in addition to any other aspects you consider relevant:</p> <ul style="list-style-type: none">• Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?• How many staff members/FTE are allocated to implementing the strategies and measures?• Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments
<p>*The majority of strategies and measures have been implemented through the VFA People and Culture Team which is a part of the Office of the CEO and reports into the Chief Operating Officer.</p> <p>*While the People and Culture team consists of two full time staff, the work has been undertaken while delivering business as usual activities in providing People and Culture services to approximately 200 staff including casuals. Many strategies and actions have been implemented over two years, however, not all have been done as planned for the first two years of the GEAP.</p> <p>*Staying within the current fiscal constraints, it is planned to put a senior level part time resource in place that will focus on diversity and inclusion and social governance matters.</p>

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress			Recommended							Recommended
Required	Required	Required	Factors							Factors discussion
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	
This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators. Use the drop-down menu in the cell to select 'yes' or 'no.'	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.	Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the Factors key to the right of this table for a description of each factor.							If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.
Gender composition of all levels of the workforce	Yes	In VFA's 2021 audit, VFA's workforce comprised 64% men and 36% women, including casuals. In the 2023 audit the ratio was 63% men and 37% women. While the percentage of women only rose by 1%, VFA has put into place several initiatives and is confident there will be further changes as these are fully implemented. Across the VFA's divisions, the ratio of men to women has changed slightly. The Office of the CEO was relatively even with 53% women and Fisheries and Boating Infrastructure 44% women. Education and Enforcement had twice as many men employed as women while the number of women in Fisheries Management dropped to 37%. When considering job level categories, the percentage of women in the VPS6 and above roles remained at 32% and at the VPS4 and 5 levels, the number of men remains double that of women. The bulk of the VFA's workforce is at VPS3 and 4 levels with the percentage of women rising from 35% to 41%. There remain substantially more men in full-time positions, however, there has been a percentage increase of women, 2.5%. Women continue to make up the bulk of the part-time employees. The VFA has more employees in the 15-24 age group since the 2021 audit. While the overall change has only been 1% the VFA believes that the strategies and actions that have been undertaken in the first two years are helping to build a foundation for further progress over the next two years. This indicator is impacted by recruitment and career development and support strategies and actions. For example: * revised recruitment policy procedure and supplementary documentation * use of special measures * training for hiring managers * flexible working options The continued focus on these strategies will lead to greater representation of women.	No	Yes	No	Yes	No	Yes	Yes	The VFA has been a predominantly male-dominated organisation in a male-dominated sector for a long period of time. There has been genuine attempts to make progress with many processes now in place to support more inclusive recruitment and development. The actions undertaken to date have been implemented by the People and Culture Team while undertaking business as usual activities. Undertaking actions to achieve the change sought will need time and its not practical to achieve in the first two years of the four year plan.
Gender composition of governing bodies	Yes	The gender composition of the Board remained unchanged with 50% women 50% men. The ratio of men to women has been maintained since the Board's inception in 2017. Recruitment for Board vacancies remains the responsibility of the portfolio department on behalf of the Minister. Two vacancies (1 man, 1 woman) at the end of FY21/22 were filled in October 2022 with two new Board Directors (1 man, 1 woman) one of whom is Aboriginal.	No	Yes	No	No	No	No	Yes	Recruitment for Board vacancies is the responsibility of the VFA's portfolio department on behalf of the Minister. There is a commitment for all statutory authorities to have gender equality on their Boards.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	Overall, the pay gap continues to favour men in both annualised base salary and total remuneration. However there has been an improvement in the overall pay gap since 2021. Median base salary pay gap has decreased from 2021 (8.2%) to 2023 (7.9%). Total remuneration includes allowances for such things as overtime, higher duties, shift allowance, Duty Officer etc. Men and women have equal access to all allowances. There has been an even greater improvement for the median total remuneration pay gap, decreasing from 2021 (11.8%) to 2023 (4.0%). All pay grades have shown an improvement in terms of the gender pay gap. The most significant improvements have been in those grades which in 2021 had the biggest pay gaps. These were grades which sit further away from the CEO, that is VPS2, 3 and 4. This demonstrates the impact of actions relating to: •Ensuring higher duties opportunities are aligned with the Recruitment Policy and Procedure •Managers working with People and Culture on benchmarking salaries to ensure equity •Hiring Manager and People and Culture discussing remuneration as part of business as usual •If required, engaging a remuneration panel for exceptions consisting of People and Culture Manager and Director outside of hiring business area. •Reviewed Recruitment Policy and Procedure including a process that ensures recruitment and reclassifications receive salaries benchmarked against experience and comparable roles	No	No	No	No	No	No	Yes	There has been genuine attempts to make progress with many processes now in place to support the closing of the pay gap.
Sexual harassment in the workplace	Yes	The VFA did not receive any formal sexual harassment complaints between 1 July 2021 to 30 June 2023. In contrast, the responses to the relevant employee experience questions in the People Matter Survey indicated that respondents experienced sexual harassment in the last 12 months. There has been a steady decrease in the number of survey respondents indicating they had experienced sexual harassment: 2023 - 5% respondents; 2022 - 7% respondents; and 2021 - 9% respondents. Between the two gender audits the decrease in percentage of respondents indicating that they had experienced sexual harassment in the People Matter Survey was: Women 3% to 2% and Men 11% to 2%. While any sexual harassment is not tolerated the VFA considers these improvements in terms of percentage decreases are a positive step forward and reflect the strategies and actions implemented in relation to the indicator. These included: •Education provided on sexual harassment with online training being championed and monitored by Executive team with near 100% completion. •Sexual harassment elevated from Operational Risk to a Strategic Risk by VFA Board. Risk treatments monitored by the Audit and Risk Board Committee. •External Whistle blower program sourced and launched June 2022. •Contact Officers clearly identified on intranet and through email signature blocks. •Promotion delivered via weekly staff newsletter, OHS monthly newsletter and promotion activities in line with Health and Wellbeing Program. •Standard messaging that aligns with VFA's acceptable behaviour has been applied to external media platforms. •Statement relating to 'acceptable behaviour' added to new agenda template for use in all internal and external meetings in February 2022. •Process incorporated into revised Sexual Harassment Procedure for incidents that are handled informally. •Plan established to improve support for Field Staff: inclusion in annual enforcement training re what is not acceptable, available supports, bystander intervention and for CIDT training to incorporate scenarios for dealing with this behaviour. •Revised Sexual harassment Policy and Procedure approved by the Board August 2022. The VFA will continue to raise awareness of contact points and resources for those who may have experienced, or are experiencing, sexual harassment. It will also explore why there continues to be no formal complaints compared with employee experience responses in the People Matter Survey.	No	No	No	No	No	No	Yes	Elevating the risk of sexual harassment to a strategic risk and monitoring it at both Executive and Board level put a very clear focus on approaching the issue from a number of angles. The risk based approach worked well. The actions were able to be undertaken alongside other initiatives reducing demand on financial and people resources.
Recruitment and promotion practices in the workplace	Yes	Recruitment In VFA's 2021 data audit women represented 44% of new recruits. In 2023 this figure rose to 59% (15%). This increase was due to several actions taken and processes established, including recruitment and selection documentation updated with the aim to attract a gender diverse candidate pool. The recruitment policy and procedure now include the use of special measures. Examples of the use of special measures during recruitment campaigns include: Fisheries Officers (57% women), Senior Investigator and Investigator (66% women) and Technical Officers (Arcadia) (50% women) which have had an impact on the number of women recruited. Promotions and higher duties Permanent promotion information was not available in the 2021 audit. The 2023 audit data showed that 38% of those who had a permanent promotion were women. This figure is slightly higher than the proportion of women in the VFA (36%). Conversely higher duties undertaken by women has decreased from 36% to 26%. Career Development Opportunities There has been a rise in the number of women undertaking career development/training from 17% to 38%. Internal Secondments information was not available in the 2021 audit. The 2023 audit data showed 67% of secondments were taken up by women. Exits There was a significant increase in the number of women who have exited, 54% of exits were women in 2023 compared with 20% in 2021. The results demonstrate that progress has been made in the way the VFA goes about recruitment with actions relating to: * revising recruitment policy procedure and supplementary documentation * using special measures * training for hiring managers * improved communication regarding secondments Further work needs to be done to explore why the percentage of women undertaking higher duties has decreased and why a higher proportion of women have left in the last 12 months.	No	Yes	No	No	No	No	Yes	Genuine attempts have been made to increase the recruitment of women and provide greater career development opportunities. Further work is needed to explore why there has been a higher number of women exiting which has impacted on the overall increase of women through recruitment. System functionality barriers were experienced in capturing career development training data. Anecdotally, there has been more development training undertaken than captured in the HR systems.

Factors key:
a. The size of the defined entity, including the defined entity's number of employees.
b. The nature and circumstances of the defined entity, including any barriers to making progress.
c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
d. The defined entity's resources.
e. The defined entity's operational priorities and competing operational obligations.
f. The practicability and cost to the defined entity of making progress.
g. Genuine attempts made by the defined entity to make progress.

<p>Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities</p>	<p>Yes</p>	<p>Formal Flexible Working Arrangements</p> <p>The uptake of formal flexible working arrangements has increased significantly since 2021 with 53% of staff now on a formal arrangement. Of these staff the gender composition is 50% men and 50% women. A major change in flexible arrangements for non-rostered staff is the availability of hybrid working between office and home. Managers received information on managing flexible work arrangements including hybrid working. Flexible work was encouraged and demonstrated by Executive and senior management. Fisheries Officers work to a roster and flexibility can be built into the roster.</p> <p>Leave supporting family and caring responsibilities.</p> <p>The composition of staff who took parental leave has changed since 2021. There was a greater uptake by women for parental leave 36% (2023) compared with 25% (2021) but the average number of weeks decreased from 34 weeks (2021) to 22.5 weeks (2023). Men represented 75% of those who took parental leave in 2021 and decreased to 64% in 2023. Average weeks taken decreased slightly from 6.7 (2021) to 6.3 (2023).</p> <p>Strategies and actions have been implemented to improve education around access to flexible working arrangements for those seeking it. Initiatives have also included such things as:</p> <ul style="list-style-type: none"> -communication and the provision of information regarding the changes to parental leave entitlements -guidelines to support managers and staff through the process leading up to, during and returning to the workplace from a career break. <p>There has been a positive shift in responses in the People Matter Survey with employee experience data showing that 81% (increased from 78%) agree their manager supports working flexibly and 63% (increased from 61%) are confident that if they requested a flexible work arrangement it would be given consideration. Also 79% (increased from 78%) agree that the organisation would support them if they needed family violence leave.</p>	<p>No</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>Yes</p>	<p>There has been genuine attempts to make progress with many processes now in place to support managers and staff in understanding what supports are available to them in terms of caring responsibilities and also how flexibility can be supported.</p> <p>It is important to note Fisheries Operations are delivered through a 7 day week roster with stations geographically dispersed across the state. Flexibility for these roles are within the rostering process.</p>
<p>Gendered segregation within the workplace</p>	<p>Yes</p>	<p>In 2023 across the VFA's work areas, men outnumbered women in all occupation segregation categories as was the case in 2021 other than the Clerical and Administrative Workers category, where it was evenly split.</p> <p>There has been an increase in women in two categories – Managers (41% to 47%) and Labourers (0% to 20%). Within the Manager category, the split of staff was relatively even in all roles, apart from Specialist Managers, where there were 30% women.</p> <p>There continues to be significantly more men than women in the Technicians and Trade Workers category, which was expected as the category includes Fisheries Officers. The number of staff in the category of Professionals remains in favour of men (58%) and there has been a shift towards men in the Clerical/Administration category with 53%.</p> <p>While the overall changes have been minor a number of actions have established a foundation:</p> <ul style="list-style-type: none"> * revised recruitment policy procedure and supplementary documentation * use of special measures * training for hiring managers * flexible working options * training in gender impact assessments * establishing CaLD community reference group * development of Women in Recreational Fishing and Boating Strategy <p>This foundation can be built on with continued focus on strategies and actions.</p>	<p>No</p>	<p>Yes</p>	<p>No</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>Yes</p>	<p>The VFA has been a predominantly male-dominated organisation in a male-dominated sector for a long period of time.</p> <p>There has been genuine attempts to make progress with many processes now in place to support more inclusive recruitment and development.</p> <p>The actions undertaken to date have been implemented by the People and Culture Team while undertaking business as usual activities.</p>

Example(s)

Indicator	Confirm if progress made	Progress description	Factors								Factors discussion
			a	b	c	d	e	f	g	h	
<p>Example 1: Recruitment and promotion practices in the workplace</p>	<p>Yes</p>	<p>Recruitment</p> <p>In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts. We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP): 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse. Our organisation argues that these figures, in conjunction with successful implementation of relevant GEAP strategies, contribute to progress against Indicator 5. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future.</p> <p>Promotions</p> <p>Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles.</p> <p>Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women.</p> <p>In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort.</p> <p>We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 5% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data.</p> <p>We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator 'recruitment and promotion practices in the workplace'. We also believe the uptick in career development opportunities for women and resulting increase in women's share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.</p>	<p>No</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>Yes</p>	<p>Yes</p>	<p>As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and recruit a more gender diverse workforce by implementing the strategies identified in our GEAP, in particular: strategy 5.2 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'.</p> <p>We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator remain in early implementation stage.</p> <p>We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.</p>
<p>Example 2: Sexual harassment in the workplace</p>	<p>No</p>	<p>Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 6% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 6% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint.</p> <p>Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle.</p> <p>No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn't record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint.</p> <p>We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes.</p> <p>In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 40% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters.</p> <p>The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation.</p> <p>We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates 'no progress' was made by our organisation against this indicator.</p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>Yes</p>	<p>Yes</p>	<p>No</p>	<p>No</p>	<p>(e) Competing priorities and operational obligations</p> <p>Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria's public health system experienced unprecedented demand. In particular, rates of access to ICU and ventilation increased dramatically. As such, our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, and already-stretched resources were directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered a low-cost e-learning module. We also lacked the resources to comprehensively review our internal sexual harassment processes.</p> <p>(d) Resources</p> <p>As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources available for internal-facing programs, such as comprehensive sexual harassment training delivery and process review.</p> <p>For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and encouraging staff to undertake the Employee Experience Survey. Our communications campaign focussed on drawing attention to existing sexual harassment policies including how the organisation will respond.</p>	