



Local stories of action

A resource to support members of the
Communities of Respect & Equality (CoRE) Alliance

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Acknowledgements

Women's Health Grampians acknowledges the Traditional Owners of the lands on which we provide our services, and pays respect to their Elders, past and present.

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HOW TO USE THIS RESOURCE

This resource is designed to be used by CoRE member organisations of all sizes and from all sectors and areas in the region.

The resource features stories from eight diverse sectors – from businesses to community organisations, to local government and sporting clubs. There are also eight ‘spotlights’ which explore themes such as leadership and management, facilities, or organisational culture in more depth.

You may wish to use our interactive contents page to jump directly to the sector your organisation is in, or browse some of the spotlights to learn more and be inspired by what others in the Grampians region have done.

Introduction

This resource has been developed to assist you, as a member of the Communities of Respect and Equality (CoRE) Alliance, in your work to achieve gender equality and prevent violence against women and their children.

All CoRE members are different, but what they have in common is a commitment to gender equality and preventing violence against women. As part of this commitment, CoRE members plan and implement meaningful actions within their organisations and communities. This resource showcases a selection of CoRE members and shares some of the actions they are taking to improve outcomes for women.

We hope that the stories shared in this resource will provide you with inspiration and ideas for your own CoRE journey. As you will see, there are things that every organisation or group can do to take action, regardless of your size, location or sector.

Change can happen anywhere, and we all have a part to play in creating respectful and equal communities.

Horsham Rural City Council



Horsham Rural City is a vibrant, diverse community situated on the Western Highway approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. The municipality has a population of 19,600 and covers an area of 4,267 square kilometres. Horsham is the largest urban centre in the Wimmera Southern-Mallee region and as such is a focal point for industry, health, sport and education in the region. Horsham Rural City Council employs approximately 216 staff comprising 89 females (FTE) and 128 males (FTE).

Why did you join the CoRE Alliance?

Horsham Rural City Council is committed to a safe, equal and respectful society for everyone. We are of the belief that our communities can be better places to live, if we strive to make them so. With the combined leadership and influence of those who are parties to this CoRE Plan, we will build a new future for our region, in which gender inequality and violence against women is a thing of the past.



What CoRE action undertaken by your organisation are you most proud of?

An increased understanding and commitment to actions that prevent violence against women both within the organisation and in the community. This is leading change in our organisation culture and increased community awareness of the issue. A more sophisticated understanding of how gender equality needs to be applied, for instance to our community engagement practices and communications.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Family Violence Leave • Development of a Leadership Statement • Public Display of CoRE Membership at Council offices and facilities and on website • Act@Work Program implemented • Act@Work behaviours and principles incorporated into Councillor and Staff Code of Conduct 	<ul style="list-style-type: none"> • Support for Wimmera Leading Change events • Participation and support of events such as 16 days of activism, White Ribbon Day and Rotary Club of East Horsham Say No to Family Violence Campaign • Communications Plan for consistent and regular reference to preventing violence against women and promoting gender equality
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Family Violence Leave in EBA • Update staff induction to include information about workplace values: active bystanders to sexism, discrimination and violence against women • Support staff attendance at LGPro Women's Conference 	<ul style="list-style-type: none"> • Support for International Women's Day events • Gender Equity Scholarships
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Act@Work Active Bystander Training • Install baby change facilities in the male toilets in the Civic Centre Reception Area • Internal consultant conducted Gender Image Audit of all internal correspondence and social media channels 	<ul style="list-style-type: none"> • Review of promotional and display materials including information sent by other organisations • Ensure books purchased for the Children's Hub contain non-gender stereotyped role models
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Act@Work Active Bystander Training provided to new staff • Inclusion of Act@Work principles in monthly Staff Recognition Award 	<ul style="list-style-type: none"> • Review of parenting group processes and consult with fathers to ensure they can be better supported by parents' groups
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Trialling gender analysis for plans and projects • Templates and documents updated with a gender lens • Trialling Gender Impact Assessment on the community grants program • Reporting on staff levels, gender breakdown and membership of the CoRE Alliance in Annual Report 	<ul style="list-style-type: none"> • Gender Equity in community engagement project • Training on gender equity offered to advisory committee members • Support for International Women's Day events • Support for Wimmera Leading Change events • Co-ordinate the delivery of Gender and Disaster training to agencies and Council staff in the Wimmera

Grampians Pyrenees Primary Care Partnership



GPPCP is an organisation that supports an alliance of agencies in health, local government and community sectors. Our team of five work across three local government areas: Northern Grampians Shire; Ararat Rural City; and Pyrenees Shire. GPPCP aims to lead diverse and innovative partnerships to support the wellbeing of our communities. Working with our members ensures an integrated and collaborative approach to common community health issues, enabling bigger and better outcomes for services and communities.

Why did you join the CoRE Alliance?

GPPCP became a CoRE member in 2016 and has taken big strides towards raising the profile of gender equality across the region. As a part of its five strategic directions, the Partnership aims to connect and bolster efforts to prevent and address family violence across regions and sectors. This is achieved not only through work on prevention-based activities but more broadly through collaborative efforts with stakeholders promoting leadership for change.



What CoRE action undertaken by your organisation are you most proud of?

Despite women contributing to 49% of the whole farm income and making up 33% of the agricultural workforce, there are still some rigid gender stereotypes present in rural and farming communities. As part of the FARMher project and in conjunction with Women's Health Grampians, GPPCP was able to produce a downloadable resource that addresses the gender gap and challenges traditional gender roles. An electronic copy of this can be found on the GPPCP website.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Build capacity/raise awareness with leadership and board (Board induction information to be developed, support attendance at Leading Change events) • Raise awareness of CoRE and PCP's commitment internally at staff meetings. 	<ul style="list-style-type: none"> • Annual participation in 16 Days of Activism and White Ribbon Day • Promote CoRE membership via use of logo etc on emails/website • Promote and encourage membership of CoRE to networks and partner orgs • Promote CoRE events
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Female staff encouraged to attend women in leadership training • Consider women in succession planning • Staff presentations at International Women's Day and other events on key projects such as FARMher 	<ul style="list-style-type: none"> • Support other local initiatives with partner organisations that seek to empower women • Involvement in International Woman's day events • Support staff to join local boards and committees • Continue to promote the messages of connect, support, empower through FARMher project
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Apply a gendered lens and an intersectional lens to projects such as the harmony project • Promote key messages around challenging stereotypes through the FARMher project on social media stories 	<ul style="list-style-type: none"> • Conduct image audit to ensure a good gender balance and avoid gender stereotypes • Promote Equality for All videos through social media
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Model respectful relationships in the workplace at all times; create a culture where disrespect is challenged by encouraging open conversations. • Demonstrate this in the staff induction checklist. Embed this into the staff team meeting agenda. 	<ul style="list-style-type: none"> • Co-sponsoring and promotion of workshops and events that support PVAW and gender equality
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Support staff to attend training on PVAW and Gender Equality • Promote the Intersectionality Guide to staff to support program and service design 	<ul style="list-style-type: none"> • Develop a Leadership Statement • Apply a gendered lens to all planning • Staff members attend Gender Analysis Training (delivered by Women's Health Vic) • Include requirement re: gender in Small Grant application process

Ballarat Community Health



Ballarat Community Health (BCH) provides a range of health and community services and programs and currently employs 248 staff (202 females and 46 males).

BCH has six locations across Ballarat and the western region. Outreach services and clinics are also provided at a range of locations throughout the Central Highlands. The primary emphasis in all service delivery is promoting health and wellbeing and illness prevention.

Why did you join the CoRE Alliance?

Since 2014, Ballarat Community Health has been working collaboratively with Women's Health Gram-pians to improve the systems and practices that address gender equality. BCH shares a vision with other workplaces and organisations in the Gram-pians region for gender equality and "a safe, equal and respectful society for everyone". The BCH CoRE action plan includes strategies in the following action areas to:

- Challenge Violence Against Women
- Empower Women
- Challenge Stereotypes
- Build Respectful Relationships
- Promote Gender Equality

What CoRE action undertaken by your organisation are you most proud of?

Ballarat Community Health, in partnership with YMCA Ballarat, Ballarat Health Services, Sports Central and City of Ballarat (all CoRE members), delivered the Make Your Move event to approximately 150 women during Women's Health Week (2019), showcasing a range of local physical opportunities available to women and providing information to increase their knowledge of healthy food choices and mental health coping strategies.

A series of guest speakers and come and try sessions were offered, including a health and wellbeing exhibition area featuring local organisations such as sport and recreational clubs, health services and health checks.

Feedback on the event was overwhelmingly positive with much anticipation for it to continue on an annual basis.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Annual White Ribbon morning tea (organised by men) for staff • Board and leadership commitment, including leadership statement • Promote membership of CoRE internally • Practice nurses completed CRAF training to strengthen response to family violence 	<ul style="list-style-type: none"> • Annual 16 Days of Activism campaign • Staff attended White Ribbon events • Promote CoRE membership in Annual Report, website, emails • Promote and encourage membership of CoRE in networks/with partner organisations.
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Female staff encouraged to attend women in leadership events • Established a MOU with WHG to release male/female staff to be CoRE trainers • Currently undertaking Breastfeeding Friendly Workplace Accreditation • Establish a target/quota system re: female board membership 	<ul style="list-style-type: none"> • Supporting the City of Ballarat's Active Women and Girls Strategy • Run the 'Voices for Change' program to empower men and women in community to share their story of health issues • Support other local initiatives with partner organisations that seek to empower women
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Attended CoRE Unconscious Bias training • Auspice HeadSpace's Arm's + Armour project to increase emotional intelligence around health and wellbeing • Check staff roles re: informal responsibilities (i.e. washing dishes/tea towels/ putting bins out, etc.) and promote new norms • Review policies re: non gender-specific language and assumptions 	<ul style="list-style-type: none"> • Communication materials audited to ensure a good balance of gender • Audit facilities and ensure inclusive to everyone (e.g. that baby change facilities can be accessed by all carers). • Completed Rainbow Tick Accreditation to support inclusion for LGBTI community
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Ongoing WHG Bystander Training provided to all new staff • Internal communications strategy references GE/PVAW • PVAW and RR are key priorities in the Integrated Health Promotion 4-year plan • Adopt a session on gender equity/PVAW in the AOD 'Make a change' program. 	<ul style="list-style-type: none"> • Provide a SSMART AASK, a training program to schools on sexual and reproductive health • Respect included as a core organisational value. • Ongoing supporting partner and representative of City of Ballarat's You the Man tour • Consider adoption of respectful and equal relationships messaging across all program areas
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Employee Opinion Survey includes experience re: gender equality • Attend CoRE celebration events • Consider unconscious bias in recruitment strategies • Include information on primary prevention of violence against women, gender equality and CoRE in orientation program for new board members 	<ul style="list-style-type: none"> • Gendered analysis of BCH client usage data • Representative on WHG CoRE in sporting clubs project and CoRE Alliance Governance Group • Contribute to CoRE resource development • Participate in WHG Community of Practice quarterly events • Established the Elder Abuse Prevention Network to raise awareness of violence during this life stage. • Include gender equality messaging in external communications strategy

Basketball Ballarat



Basketball Ballarat offers competition, training and elite pathways for athletes of all genders: from Aussie Hoops for 6-year-olds, to Masters, some of whom are in their 60s. Basketball Ballarat includes 4000 basketball players and 750 netball players.

Why did you join the CoRE Alliance?

Basketball Ballarat sought to maintain its strong female participation at junior level and use that as leverage for increasing adult participation. We were keen to use high profile elite females as role models for coaching, playing, officiating and administering.



What CoRE action undertaken by your organisation are you most proud of?

We are very proud that this year has seen the first female Chairperson of Basketball Ballarat, Kim Holloway. Kim has been a valued board member, and is a past player with the Lady Miners, playing in four consecutive championship-winning teams from 1999. Kim says she is ready to lead the organisation through the COVID-19 recovery period, and into a future of growth and diversification.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Embed PVAW leadership statement and training into induction process • Develop process to assess culture • Security audit of BBA sites 	<ul style="list-style-type: none"> • Attend WHG COP events • Develop comms strategy around PVAW
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Ensure equal access to prime courts and time slots 	<ul style="list-style-type: none"> • Advocate to NBL for equal prime time slots for female athletes • Investigate potential to grow all abilities program • Comms strategy around females in sport • Use gendered data around participation
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Identify relevant gender equality legislation and policies 	<ul style="list-style-type: none"> • Review existing imagery to remove stereotypes • Comms strategy to celebrate female achievements
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Review incidents and complaints process 	<ul style="list-style-type: none"> • Promoting an attitude of zero tolerance to discrimination
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Trial WGEA's gender scorecard • Develop a retention and recruitment strategy 	<ul style="list-style-type: none"> • Use comms and platforms to promote gender equality initiatives

Sports Central



As a Regional Sports Assembly, Sports Central is committed to strengthening a Central Highlands sport and active recreation sector that promotes active and inclusive communities. For over 35 years we have worked in partnership with sporting clubs, leagues, active recreation groups and the community sector to make this happen.

Sports Central is a not for profit organisation led by a Board of Management and a team of six skilled staff who are passionate about what we do.

Why did you join the CoRE Alliance?

Sports Central joined the CoRE Alliance in 2016 because we share a vision for safe, equal and respectful communities. Our CoRE action plan reflects the work we do with our communities to promote gender equality and empower women and girls.

“We are proud of the work we undertake to increase promotion, participation and leadership opportunities for women and girls”

CoRE Action Group Member

What CoRE action undertaken by your organisation are you most proud of?

Sports Central's commitment to gender equality is captured in our strategic plan 2020-2024 across key elements including our mission, guiding principles and values. We are proud of the work we undertake to increase promotion, participation and leadership opportunities for women and girls, and of our projects with key partners, including Women's Health Grampians that focus on gender equality and the prevention of violence against women.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Leadership briefing for staff and board • Develop a Leadership Statement on PVAW, setting a standard of behaviour for treatment towards women. • Provide diverse training packages around PVAW to staff • Staff receive an extensive induction into gender equality and PVAW through the Act@Play program 	<ul style="list-style-type: none"> • Engage communication platforms (social media, newsletter, website) to promote Sport Central's CoRE Commitment and Leadership Statement • Advocate to sport and recreation providers to sign onto CoRE, allowing for a collective impact effort to addressing violence against women. • Partnered with WHG to design and co-deliver the Act@Play program to community sports clubs to fast-track gender equality outcomes
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Gender Balance (60:40) on the voluntary Board of Management • Key female staff involved with VicSport's LEAP Leadership Development Program • Regular reviews and evaluations (i.e. feedback sheets, applied learnings, team meeting discussions) • Seek to embed mandatory board quotas in constitutional documentation • Encourage equal opportunity, diversity and inclusion in position descriptions. 	<ul style="list-style-type: none"> • Support sporting clubs to offer All Abilities Clinics, promoting inclusive sport and recreation opportunities. • Staff participated in the Western Bulldogs Community Foundation 'Daughters of the West' consultation workshop • Work with partners to develop pathways for girls into sport • Continue to capture, develop and disseminate stories of females in sport, especially diverse women
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Offer Flexible Working Arrangements to staff, making it easier for women to enter and maintain being in the sport and recreation field. • Facilities Audit Checklist with Golden Plains Shire Council, to ensure sporting sites and facilities are inclusive and accommodating of diversity. • Internal Facilities Audit internally to offset any physical barriers to inclusion, participation, comfortability in the work environment. 	<ul style="list-style-type: none"> • Provide consultative input into 'VicHealth's Female Friendly Checklist' so this can be adapted for regional sporting clubs • Review stock imagery included in newsletters, social media, website, etc to avoid the perpetuation of gender stereotypes. • Develop best-practice protocols for promotion to avoid gender stereotyping
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Conduct a gender analysis of current policies and practices (i.e. Code of Conduct) to ensure such references cite equal and respectful treatment of staff, referral information for FV support, etc. 	<ul style="list-style-type: none"> • Advocate to partners that provide clinics to the community the possibility of embedding respectful relationship messaging into their programs (i.e. All Abilities Clinics).
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Staff regularly attend WHG Community of Practice • Formalise processes to report staff progress around gender equality • Sports Central to diversify their attendance at prevention workshops and forums to ensure all staff are equipped and committed to gender equity. 	<ul style="list-style-type: none"> • CEO and key staff participate in consultations such as: Victorian Government Gender Equality Strategy consultations (Ararat 2016); WHG RCiFV submission; WHG GE Strategy submission; City of Ballarat's Our Health consortium. • Staff to advocate and request partners use gender equity principles in the planning of their projects

Department of Education and Training: Central Highlands



Education
and Training

The Department of Education and Training (DET) leads the delivery of education and development services to children, young people and adults both directly through government schools, and indirectly through the regulation and funding of early childhood services, non-government schools and training programs. DET implements Victorian government policy on early childhood services, school education and training and higher education services. DET also manages Victorian government schools and drives improvement in primary and secondary government education.

Why did you join the CoRE Alliance?

We have experienced some challenges in implementing CoRE due to a period of impactful leadership and staffing changes. However, the dedication and perseverance from our leaders and our CoRE Regional Consultants allowed us to gain and sustain momentum. I want to acknowledge the significant individual and collective learning that has taken place thus far on our CoRE journey. The mapping activity allowed us to gain a new perspective on our organisation and to become familiar with many programs and supports that were already in place.

“The knowledge we have gained will have a significant impact on equality and respect outcomes for all of our staff and has helped further our existing culture of collegial support”

CoRE Action Group Member

What CoRE action undertaken by your organisation are you most proud of?

DET Central Highlands has been able to both establish and consolidate some actions as a new CoRE member. We are now 10 months into our CoRE planning and implementation, supported by a consistent committee group that represent the diversity of our office staff and departments. This group has established some positive initiatives within the office including: updates of CoRE activities and themes in our fortnightly staff briefings; special morning teas to celebrate events such as International Women's Day; and an ongoing planning framework incorporating gender equity and respect. The recognition of what we already do (our strengths documented in our plan) and learning from other organisations on how to keep progressing along our journey has been a highlight for our staff.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Welcome event for all new staff to include specific information about PVAW and CoRE 	<ul style="list-style-type: none"> • Social media campaign and memorial event for 16 days of activism against Gender Based Violence
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Consider ways to raise awareness of unconscious bias across DET • Audit of facilities to ensure equal access 	
CHALLENGE STEREOTYPES AND NORMS		<ul style="list-style-type: none"> • Image audit completed, and images which support gender stereotypes will be removed
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • WHG Equality Advocates to speak at internal staff events, i.e. Harmony Day & International Day for People with Disabilities. 	
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Explore Senior Management undertaking Intensive Bystander Training • Consider using a gender lens checklist for policy reviews in DET 	<ul style="list-style-type: none"> • Plan a series of events to be held in March to celebrate International Women's Day and Harmony Day

Ballarat Clinical School



Ballarat Clinical School facilitates the delivery of the clinical curriculum for Deakin medical students. Ballarat Clinical School is based at Ballarat Health Services and has over 50 medical students per year completing their clinical course requirements to become doctors.

Why did you join the CoRE Alliance?

We joined CoRE as we are committed to creating a safe, equal and respectful community that is free from violence against women and children. Our students are active CoRE members, and we work together to address the drivers of gender inequality through the full range of our functions and responsibilities.

“We work together to address the drivers of gender inequality through the full range of our functions and responsibilities”

CoRE Action Group Member

What CoRE action undertaken by your organisation are you most proud of?

We delivered active bystander training to students and staff and are keen to incorporate other activities to develop skills and further understand gender equality. This training was developed in partnership with Ballarat Health Services and Women’s Health Grampians, and incorporated both active bystander actions and responding to family violence, in recognition of the fact that our students are in a position to respond to and prevent violence against women. This novel approach also included theatre-based education, recognising that our students are accustomed to a role-playing approach to learning.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> Developed a communications plan that details the platforms and messages that we want to get across to our networks. 	<ul style="list-style-type: none"> Encourage other clinical universities to become CoRE members sharing our experience and importance of CoRE membership during Community Advisory Group Changed our email signatures to include visibility of the CoRE logo to increase uptake and interest in anyone we do business with
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> In partnership with WHG and Ballarat Health Services, pilot a combination of bystander and response training for our medical students on placement. Invited medical students to sit on our CoRE working group and influence the priorities and actions we take to promote gender equality. 	
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> Designed resources for staff and students that provide guidance on inclusive language when caring or interacting with patients from the LGBTIQ+ community. 	<ul style="list-style-type: none"> In partnership with WHG Equality for All advocates, embarking on a storytelling series that will feature advocates speaking with our medical students around how medical practice can be more inclusive for diverse groups of women Partnering with WHG and Ballarat Community Health to investigate the potential to deliver theatre-based bystander training, which is a style of learning our students find most effective.
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> Medical students help design the content and bystander scenarios to explore as part of the bystander training, to ensure the situations were relevant to them and their work. 	<ul style="list-style-type: none"> Contributed to WHG local stories resource to show other organisations in the health/educational setting what types of actions they can do support respect and inclusion.
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> Used WHG Gender Audit tool to map out where gender issues may be present in the organisation. Are regular attendees of WHG Community of Practice sessions to strengthen our PD in this space and share our story with others. Support and attend key events that raise awareness of gender issues (i.e. Ballarat Health Services Grant Round for IWD). 	<ul style="list-style-type: none"> Share important messages with our networks around PVAW and GE on key advocacy days including International Women's Day, White Ribbon Day and 16 Days of Activism

Ballarat & Grampians Community Legal Service



Ballarat & Grampians Community Legal Service (BGCLS) is a not-for-profit organisation providing free legal advice, information and community legal education to people who live, work or study in the Central Highlands and Wimmera regions of Victoria.

BGCLS assists not only with individual legal matters, but also more broadly in community development, community legal education, capacity building and law and policy reform projects

Why did you join the CoRE Alliance?

Ballarat & Grampians Community Legal Service Inc. (BGCLS) first signed on to be a CoRE member in 2016. The values of CoRE and their strong understanding of the drivers behind gender based violence aligned with our goals and values at BGCLS, making the decision to sign on an easy one. Since then, with the assistance provided through CoRE we have developed and maintained a mapping plan that really focuses on not only providing quality services to our clients, but also a safe and empowering environment for staff and volunteers.

“Our work with CoRE is essential to our commitment to the elimination of violence against women and we thank all involved in CoRE for their guidance and expertise in helping us strive for a world free from violence”

CoRE Action Group Member

What CoRE action undertaken by your organisation are you most proud of?

BGCLS participate in a range of different activities throughout the year and sit on networks and working groups. Often the legal sector can find it difficult to make an impact in the prevention space as the majority of our work involves assistance after a family violence incident has occurred. With additional funding provided to support people in the Specialist Family Violence Court in Ballarat, we are now able to have a more active role in prevention through participation on working groups and advising on system changes. Also, by adopting a client-centered approach and being able to guide victim/survivors through the entire process, we are hopeful that this will empower clients to make their own decisions and get the outcomes they desire.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • White Ribbon Accredited Workplace • Staff training, including: active bystander; mental health and self-care; conflict resolution; family violence response • All staff (including volunteers) required to complete the White Ribbon e-learning modules of family violence • PVAW leadership briefing and leadership statement • Implemented Family Violence Leave Policy which includes 10 days FV Leave and flexibility of work 	<ul style="list-style-type: none"> • Partner with schools to educate students of cyberbullying and sexting • Panel member for You the Man, a theatrical-based play on dating violence and bystander intervention
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Perform a Facilities Audit to remove barriers to safety and inclusion • Addressed safety issues identified through OH&S protocols (i.e. facilities audit) – working alone, security cameras, secure access, protective screen, leaving in pairs, working after hours • Conscious of task allocation, providing opportunities to support women and men to diversify their skills for internal or external career progression 	<ul style="list-style-type: none"> • Provides financial counselling program to women exiting a violent relationship • Storytelling of the achievements of women in the organisation • Have implemented Compass program to assist clients to connect with, and navigate support services.
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Provides Flexible Working Arrangements for staff to support a culture of inclusion and progression, and encourages the uptake of FWA for both men and women 	<ul style="list-style-type: none"> • Through relationships with schools, encourage male students to become White Ribbon Youth Ambassadors • Support women and men to diversify their roles in the organisation e.g. male receptionist
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Modified the Code of Conduct to require contractors, firms or partners to adhere to modelling respectful behaviours towards staff/community 	<ul style="list-style-type: none"> • In partnership with schools through the sexting and cyberbullying program, find opportunities to reference respectful relationships added focus on cyberbullying
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Performed a gender analysis of policies (i.e. Code of Conduct) • Participation in professional development opportunities • Provide consultancy support to WHG on training modules to include consideration of same-sex couples and violence 	<ul style="list-style-type: none"> • Regularly participates in WHG CoP, International Women's Day events and White Ribbon events • Member of the local Family Violence Steering Committee • Encourage networks and partners to sign onto CoRE Plan

Central Highlands Association of Neighbourhood Houses



The Central Highlands Association of Neighbourhood Houses (CHANH) is the network for the 14 Neighbourhood Houses in the Central Highlands region. We are funded by the Victorian Government to support the work and initiatives of our members. One of our key focuses at the moment is community wellbeing, with support provided through the creation of 14 new jobs as a part of the Working for Victoria Program, and partnering with Health Futures Australia in the development of a Wellbeing Script System, funded by the Australian Government.

Why did you join the CoRE Alliance?

We joined CoRE to stay abreast of the current information and practice around women's health and gender equity, and to provide our members with real and useful information, training and tools to support these in our organisation. CoRE goals are deeply aligned with the work of Neighbourhood Houses, which were founded in the women's movement in the 1970s, so linking with CoRE was a very natural connection to make.

“CoRE goals are deeply aligned with the work of Neighbourhood Houses, so linking with CoRE was a very natural connection to make”

CoRE Action Group Member

What CoRE action undertaken by your organisation are you most proud of?

Our approach, with our Regional Consultant, has been to provide small but powerful resources to members: crafting a governance statement; providing images and imagery training; and supporting our members to engage with CoRE at their own pace, according to their focus and needs. COVID upended most of our planning, but our Regional Consultant has been great at providing some key information and resources to our members through Zoom sessions. This has yielded some great follow up opportunities, such as increasing access to free sanitary items in community, circulating information to the public, participation in training and exploring opportunities for new partnerships and projects.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> Drafting an adaptable Equality and Respect governance statement to be reviewed by CHANH and offered to houses for adoption by Committees of Management 	
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> Drafting an inclusive Equality and Respect Behaviour Statement to be reviewed by CHANH and offered for public display by houses 	
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> Consider conducting an image audit 	<ul style="list-style-type: none"> Examine ways to provide diverse imagery to ensure that all current and potential stakeholders are made to feel safe, welcome and included.
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> In collaboration with CoRE develop a mapping questionnaire, to be reviewed by CHANH and completed by houses to recognise the strengths and opportunities for neighbourhood houses as centres for equality and respect in our communities 	<ul style="list-style-type: none"> CHANH will source funding to provide inclusion flags which can be displayed in prominent locations in houses
PROMOTE GENDER EQUALITY		<ul style="list-style-type: none"> In collaboration with CoRE, CHANH will create and provide 'snap-shot' resources to be offered to NH's for social media Resources will be distributed on a designated fortnightly or monthly interval

JK Personnel



With a direct team of eight and over 150 on-hire employees working across regional Victoria, JK Personnel is a recruitment and on-hire workforce provider. We offer services and employees into a range of industries, but predominantly blue-collar industries like manufacturing, construction, oil and gas. Our purpose is to use our expertise to help people with their career or business journey through the establishment of relationships. We think this puts us in a position to have an impact with CoRE's mission.

“After attending a CoRE event last year, I more clearly understood how inequality is linked to domestic violence and felt even more compelled to contribute to change”

General Manager, JK Personnel

Why did you join the CoRE Alliance?

I believe that everyone should be afforded a fair go or a level playing field in life, but I am aware enough to realise this is not the case.

I work with a team of smart, capable and amazingly impressive women and while I also see an even greater number of equally impressive females across my professional and personal network, I acknowledge that their career journey will face challenges and obstacles that mine will not and simply put, that is not ok.

After attending a CoRE event last year, I more clearly understood how inequality is linked to domestic violence and felt even more compelled to contribute to change. I am a father of twin girls, I think if more people understood this issue and understood we can all impact change then my girls will have a much greater chance of an equitable chance in life and more seriously, face a reduced chance of being victims of domestic violence.

What CoRE action undertaken by your organisation are you most proud of?

We are somewhat early in our CoRE journey. At JK I feel we have established a culture that empowers our team members, allowing them to thrive as professionals in a range of traditionally male-dominated industries and workplaces. That being said, there is so much more to be done and I am excited to implement a variety of things from our action plan



over the next 12 months while also partnering with CoRE in the CoRE Hi-Vis project, breaking down barriers for women in traditionally male-dominated fields.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Back our team, zero tolerance to degrading / inappropriate comments • Training • Supporting staff to attend events 	<ul style="list-style-type: none"> • 16 days of activism • White Ribbon Day • Leadership Statement
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Our culture, trusting employees, in male dominated areas • Strategy to recruit a female as next manager • Professional development and leadership training • Have female leaders develop profile for female leadership 	<ul style="list-style-type: none"> • Women's sport sponsorship
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Directors model sharing home duties and responsibilities • Work with Viva – increasing diversity • Gender Audit 	<ul style="list-style-type: none"> • Participation in the reference group of the Core Hi-Vis project
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Add to our staff induction, respect, zero tolerance, respect and gender equality • Potential for equality e-training 	<ul style="list-style-type: none"> • Promoting an attitude of zero tolerance to discrimination from clients, candidates, employees, and on our blog
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Strategy for hiring next manager as female • Training as above • Training around intersectionality 	<ul style="list-style-type: none"> • Display CORE certificate

Michelle Dunn Photography (MDP)



MDP is a photography and video production company consisting of one female employee. MDP is focused on creating projects that promote diversity, educate, challenge stereotypes and share stories from voices often not heard.



Why did you join the CoRE Alliance?

I wanted to know what more I could do as a small business to aid in gender equality and the prevention of violence against women and children. I hoped the support of WHG staff would allow me to see where my strengths and weaknesses are and what opportunities there are to contribute.

“I wanted to know what more I could do as a small business to aid in gender equality and the prevention of violence against women and children.”

Creative Director, MDP

What CoRE action undertaken by your organisation are you most proud of?

Since joining the CoRE Alliance I have been more conscious of being more visible and vocal about the role photography can play in challenging gender stereotypes and roles. While I've always been interested in doing this type of work through my photography and video company, since I've been more public in showing diversity and diverse stories on my website, in turn my name has been passed on to more and more – people are now coming to me because they know I am conscious of this topic and have the experience to deal with sensitive topics and allow people to feel comfortable sharing their stories.

ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> Develop a Leadership Statement detailing position on organisations position on violence against women 	<ul style="list-style-type: none"> Promote CoRE membership via website, Facebook and Twitter Blog Active encouragement of CoRE to networks
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> Female owner of business Meet the maker sessions – women filmmakers and photographers Established the camera in hand challenge: <ul style="list-style-type: none"> Training young girls and boys at Phoenix College to learn photography One topic for the challenge involved taking pictures of women who inspire you Active encouragement of CoRE to networks 	<ul style="list-style-type: none"> SNAP Disability video Represent diverse women and identifies on MDP website A female work experience student undertaking placement with MDP
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> Ensure gender balance of men and women in a variety of roles displayed on website/Instagram/Facebook 	<ul style="list-style-type: none"> Promote women/girls in videos produced in traditionally male roles
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> Attend WHG Community of Practice 	<ul style="list-style-type: none"> MTM session involvement with kids – presents an opportunity to have discussion re: respectful relationships in class Short course – set the scene for learning, include information about respect and equality
PROMOTE GENDER EQUALITY		<ul style="list-style-type: none"> Provide photos to marriage equality campaign Former graduate of the LBWR program Assisting WHG with the development of a Local Stories video to showcase workplaces doing exemplary GE work in the region Leverage networks to promote CoRE Continue to attend events that raise awareness of PVAW/GE (i.e. International Women’s Day; White Ribbon Day)

Victoria Police, Western Region, Division 4



VICTORIA POLICE

Victoria Police provides policing services to the Victorian community across 54 Police Service Areas (PSAs), within 21 divisions and four regions - North West Metro, Southern Metro, Eastern and Western. Western Division 4 (WD4) covers six LGAs across the Wimmera. WD4 consists of approximately 276 employees (approximately 33% women).

“Our commitment to the communities we serve has been enhanced by the partnership as we learn valuable insights to victim needs through CoRE training packages”

CoRE Action Group Member

Why did you join the CoRE Alliance?

Victoria Police joined the CoRE in June 2016. We are extremely proud of our partnership with the CoRE Alliance and have leveraged from this partnership to advance our own growth and development regarding gender equality and equity knowledge. This has ensured we are well equipped to be an equal employer of choice to attract and retain females across all levels of the organisation, at all ranks.

The CoRE Alliance goals and vision are also shared by Victoria Police. WD4 has designed and implemented a specific diversity and inclusion Action Plan to ensure long-term sustainability in our strategic approach to embracing change. Our commitment to the communities we serve has been enhanced by the partnership as we learn valuable insights to victim needs through CoRE training packages. The joint goal of preventing violence to women and children in the region is forefront within our general duties response units and specialised Family Violence Unit.

What CoRE action undertaken by your organisation are you most proud of?

WD4 employees have attended many events hosted by WHG and the CoRE Alliance, for example the International Women’s Day breakfasts and the Wimmera Leading Change Lunch where dynamic guest speakers have shared their stories of violence and vulnerabilities. The exposure to the victims and their stories in a safe space has allowed for enormous education and growth within our organisation. The stories allow members from Victoria Police to gain valuable insight which is not always gleaned in the frontline nature of attending family violence situations. As a result, we have become more agile, modern and responsive to family violence situations.



ACTION PLAN

	INTERNAL (WORKFORCE)	EXTERNAL (BUSINESS AND NETWORKS)
CHALLENGE VIOLENCE AGAINST WOMEN	<ul style="list-style-type: none"> • Workplace Harm Hotline provides advice, triage and referral services to all employees in relation to sex discrimination, sexual harassment and victimisation allegations. • Promote membership of CoRE internally • Introduction of Task Force Salus, a dedicated unit to investigate internal offences against female employees 	<ul style="list-style-type: none"> • Introduction of 'Safe Space'- an external and independent service providing confidential advice, support and advocacy for victims/targets of 'workplace harm'; both current and former employees and their families • Support White Ribbon Day events • Support delivery of WHG Bystander and PVAW training
EMPOWER WOMEN AND GIRLS	<ul style="list-style-type: none"> • Victoria Police Women in Policing Advisory Group (WIPAG) • Increased recruitment, sponsorship, promotion pathways, networks and advocacy for women across the organisation • Implementation of Gender Equality and Inclusion Command 	<ul style="list-style-type: none"> • Supporting events in the community that empower women and girls through leadership
CHALLENGE STEREOTYPES AND NORMS	<ul style="list-style-type: none"> • Male Champions of Change • Flexible Workplace Agreements negotiated for all staff members • Presentation by WHG Equality Advocate about stereotypes • Appointment of two female inspectors within WD4 • Women in all 16- hour stations within the Horsham Police Service area for the first time in history • Appointment of an all- female team at the Halls Gap Police Station 	
BUILD RESPECTFUL RELATIONSHIPS	<ul style="list-style-type: none"> • Respectful relationships, 'It's About Respect', unconscious bias and gender equity training sessions • Respectful behaviour discussions built into inductions and performance assessments 	<ul style="list-style-type: none"> • Supporting Respectful Relationships education in schools
PROMOTE GENDER EQUALITY	<ul style="list-style-type: none"> • Attendance at WHG's Community of Practice sessions • Development and implementation of a WD4-specific Gender Diversity and Inclusion Plan • Div. 4 Women in Policing Committee • Pledge to the International #HeForShe movement 	<ul style="list-style-type: none"> • Speaker at 2019 Wimmera Leading Change Event on Gender and Disaster outlining Victoria Police actions on gender equity



SPOTLIGHT ON

Leadership & Management

NOTINMYWORKPLACE

The commitment to gender equality and the profile given to CoRE by an organisation's leaders and managers is vital to the success of actions to prevent violence against women.



Not in My Workplace

In 2019, CoRE and Not in My Workplace partnered to present this regional summit aimed at equipping business leaders with knowledge and strategies to prevent workplace sexual harassment.

The event was organised through a collaboration of the all-female CEOs of Women's Health Grampians, UFS Dispensaries and Sovereign Hill – all CoRE members – and supported by Commerce Ballarat, Committee for Ballarat and the City of Ballarat. It aimed to inform business leaders in the region on the nature of workplace sexual harassment; provide practical tools, supports and resources on identifying risks and red flags; assist businesses of all sizes and types in how to navigate legal and industrial requirements; and equip participants with proven strategies to mitigate and prevent sexual harassment.

Speakers included Sex Discrimination Commissioner Kate Jenkins, Patty Kinnersly, CEO of Our Watch, Sara Quon, CEO of Sovereign Hill, Superintendent Jenny Wilson of Victoria Police Ballarat, Elizabeth Lacey, Principal, Lacey & Co Legal and Evan King, CEO of Hepburn Shire Council.

One hundred registrations were received from a range of organisations, from businesses to local government, emergency services and health services.

The event showcased the collaboration that occurs among leaders of CoRE organisations who share a vision of safe, equal and respectful communities. It also demonstrated their interest in action-focused leadership that highlights what can be done to challenge sexism, harassment and gender inequality across our region.

Promotion & Communications



Ballarat Health Services
Putting your health first®

Communications and promotional materials can convey a powerful message about the values and diversity of an organisation. It is essential to consider who is being depicted in your communications, and who is not, and the message this sends to the community you serve.

Ballarat Health Services

Ballarat Health Services (BHS) are a CoRE member that is actively addressing intersectionality in their promotion and communications. As a component of their CoRE Action Plan, BHS undertook an audit of the images used in their publications, social media and other communications material. They engaged with one of WHG's Equality Advocates to undertake an image audit to examine if the images they used were representative of gender and diversity. This showed that while BHS was using diversity in their images in many publications and on social media, particularly around celebrations such as NAIDOC Week, LGBTIQ events etc, there were a number of improvements that could be made, including:

- Use images of women from diverse backgrounds using the services or as patients
- Use images of women from diverse backgrounds as staff members at all levels
- Use more real-life images of local diverse women

The image audit recognised that BHS is committed to addressing gender inequality and diversity and inclusion, and the commitment to implementing the audit recommendations will enhance this across the organisation.



“Sometimes it can be difficult to source images of actual people to adequately depict diversity, particularly during COVID where distancing, masks and visitor restrictions have added a layer of complexity. However, we have found fantastic options in artwork, graphics, and symbols. There really is no excuse to not demonstrate diversity, and there is no reason for diversity to be tokenistic. When it's embedded in a communications framework it becomes the norm.”

BHS CoRE Action Group Member

Organisational Culture



Organisational culture sets the tone for your workplace. Values, beliefs and assumptions which are shared between leadership and staff guide the behaviours of team members. Organisations should aspire to promote a workplace culture in which respect and equality are the norm.

Women's Health Grampians

Women's Health Grampians endeavours to embed best practice policies as they relate to gender equality and the prevention of violence against women, including:

- Employee Wellbeing Policy
- Parental Leave Policy
- Staff Family Violence Policy
- Work-Life Balance Policy
- Dealing with Disclosures Policy



WHG supports professional development around gender equality, unconscious bias, and cultural safety across the staff group – at regular intervals, not just upon joining the organisation.

During the COVID-19 pandemic, which significantly impacted women, WHG developed a strong focus on staff health and wellbeing and OH&S in the working from home environment. Special leave was made available for those with children who were now remote learning; specific caring responsibilities due to the pandemic; or mental wellbeing needs. Formal and informal communication strategies ensured regular contact and checking in took place. Staff were encouraged to utilise leave provisions and EAP. The staff group also worked hard to stay connected, through scheduled weekly 'virtual' morning teas, socially distanced walking meetings (when restrictions allowed), a one-on-one buddy system of catch ups that enabled staff to catch up informally and supportively. Our staff were also supported to ensure that OH&S needs were met with appropriate equipment and furniture while working from home.

Policy & Strategy

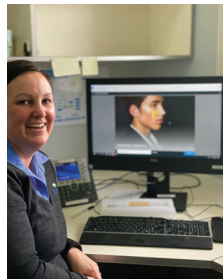


Policies and strategies are essential to embedding real and sustainable changes within an organisation.

When organisational leaders integrate gender equality and intersectionality into strategic documents and policies, it demonstrates a clear commitment to diversity.

East Grampians Health Service

East Grampians Health Service (EGHS) is a CoRE member that demonstrates how intersectionality can be embedded into an organisation's policies and strategies. EGHS identified that addressing intersectionality was a key priority for the organisation and wanted to take a considered approach, including this as an action in their strategic plan.



EGHS engaged with Women's Health Grampians' Equality for All Project and arranged for Equality Advocates to speak to their senior executive including the CEO. The Equality for All Project includes women from

diverse backgrounds speaking and consulting about their lived experience of gender inequality and other forms of discrimination.

Following this, Equality Advocates spoke at a full management team planning day about their lived experiences of accessing health services, and inequalities and discrimination experienced. As a result of this meeting, Human Resources staff are now developing an intersectionality e-learning module to be included in staff induction.

“The training has provided a better insight into the need for all staff to look beyond what is obvious and to see what may be possible/probable due to the intersection of gender inequality, disadvantage and discrimination”.

Director, East Grampians Health Service

Facilities

Uniting

An organisation's facilities can have a big impact on diversity and inclusion, and can send powerful messages about who your services are aimed at. It is important to consider whether your spaces and facilities could be causing diverse groups of clients and staff to feel excluded, and develop strategies to provide an inclusive environment for all.

Uniting Ballarat

Uniting Ballarat is a CoRE member who demonstrated a commitment to ensuring their facilities were accessible to all. As part of an upcoming site redevelopment they took the opportunity to revisit their facilities auditing and management procedures, casting a gender and intersectionality lens over them. Some considerations had already been taken into account, for example in the application of frosted glass to the reception area to protect the privacy of women accessing family violence support services. However, as part of the CoRE process they determined that there were additional actions that could ensure women of all backgrounds felt safe and included while using their facilities.

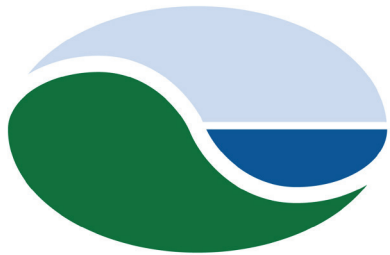
As part of the process for change, Uniting Ballarat shared their OH&S checklist with WHG Equality Advocates, who suggested changes that would support people of diverse backgrounds, including people living with a disability or people from non-English speaking backgrounds.

This was an insightful exercise, with the Equality Advocates recommending:

- Positioning exit and emergency signs at a line of sight which can be seen by wheelchair users;
- Considering accessible ways of communicating emergency and evacuation information;
- Including symbols and infographics in signage;
- Designating specific areas within food storage for staff with dietary requirements (i.e. Halal or vegan);
- Considering the accessibility of fleet cars for staff, and selecting cars which are appropriate for people with mobility issues.

The Uniting Ballarat CoRE working group will present the recommendations at an upcoming OH&S meeting, recognising that some changes require a budget allowance. The group is currently working on adaptations to cater for breastfeeding requirements, and looking for other opportunities to increase the accessibility of their facilities.

HR: Workplace Flexibility



Wimmera CMA

Offering flexible working arrangements is a powerful way of supporting diversity in your organisation. Supporting all employees to take up work-life balance initiatives, through all levels of the organisation, models gender-equal norms and practices and contributes to gender equality within the workplace and the broader community.

Wimmera Catchment Management Authority (CMA)

Workplace flexibility is important for Wimmera CMA, because Wimmera CMA believes that a healthy work-life balance underpins a healthy workplace culture. Wimmera CMA provides systems and processes to encourage individuals to develop a holistic approach to career planning.

At different stages of life people's values and areas of importance change so it is important that the workplace has the flexibility to support and retain staff.

Drivers of change can include; travel, spending time with family over school holidays, working only school hours, caring duties, supporting elderly parents, study completion or community involvement.

Among the initiatives implemented by Wimmera CMA to ensure workplace flexibility and promote work-life balance are: flexible working arrangements; part-time and job share options; option for purchased leave up to four weeks; and cross-functionality of roles.

Wimmera CMA believes that by supporting staff they are able to achieve their organisational mission "to bring out the best in the staff, community and environment".

"Recently as part of the Working For Victoria Initiative we had a work team that specifically worked school hours"

Wimmera CMA CoRE Action Group Member

HR: Equitable Recruitment

A vital step in increasing female workforce participation within your organisation, is to examine recruitment practices through a gendered lens. Actions such as considering unconscious recruitment bias, examining who your promotion is appealing to (and who it is not), and providing pathways and support to women can promote a more diverse and inclusive workforce.

Pyrenees Shire Council

Pyrenees Shire Council is a CoRE member that has demonstrated how a change in the approach of gender equality workplace culture can lead to an increase in female workforce participation. Pyrenees Shire Council completed the Act @ Work Program in 2018 and this was led by a dedicated action group over a 12-month period. During the Act @ Work process, the action group undertook a gender analysis of the organisation which provided an insight into gender equality across the organisation. This process showed that there was a strong commitment to gender equality across the organisation and with senior leadership, however, the senior leadership group was mostly male staff. To address this the action group developed the following action:

"Undertake a gender audit of Council's recruitment policy and processes and include the promotion of

flexible work arrangements in recruitment advertisements as a way to attract a broader range of applicants to Council advertised positions"

Council's staff and senior management developed a greater awareness of unconscious bias in recruitment and gender equality. In addition, Council's People & Culture staff examined the wording in job advertisements and included more female-supportive language. A website was used to analyse job advertisements to ensure these would appeal to a female audience. People & Culture staff offered Recruitment training for all staff and also a dedicated Career Development workshop for female staff. This resulted in more internal female staff applying for higher opportunities within the organisation, both for acting or temporary positions and permanent positions.

This resulted in a significant increase in female staff in the senior management team. Before commencing Act @ Work there was 15% female staff in the senior leadership team and after implementing these changes this increased to nearly 40%.

Programs & Services



Considering how programs and services reach and engage with women and various groups within communities is important. Designing programs which empower and connect individuals can have powerful effects.

Western Bulldogs: Daughters of the West

The Western Bulldogs began a partnership with Ballarat in 2016, with some home games played in Ballarat. The Western Bulldogs Community Foundation (WBCF) created strong links and partnerships with local community to deliver their programs, including the popular Daughters of the West and Sons of the West programs. The Daughters of the West program aims to educate women on health issues and encourage them to participate in physical activity. More than this, the program is about enhancing and strengthening social connection and being a place for women of all backgrounds to meet others and feel part of a connected community and group of women.

Locally, the program is delivered in partnership with Sports Central and the City of Ballarat and has been delivered in the region since 2018. It has been



very well received. The 10-week program includes a series of workshops focused on nutrition, mental health, work/life balance, culture, fitness, gender equality/respectful relationships, and other issues that affect women.

WBCF asks local service providers to deliver an educational session on a specific topic, and WHG, in conjunction with the Central Highlands Integrated Family Violence Committee, has delivered the session on gender equality. This session discusses current issues around gender equality, shares tips and strategies on how to support someone in an abusive relationship, and gives details on where to go for help.

Client Engagement



Organisations have an opportunity to promote messages of respect and equality to the community through interactions with clients. By considering who is within your sphere of influence, and how you can communicate your values with them, you can affect real change within the broader community.



Centre for Multicultural Youth

Centre for Multicultural Youth (CMY) in Ballarat works closely with local services and volunteers to build their capability in providing inclusive and culturally appropriate programs for young people from migrant and refugee backgrounds. They also directly support young people settling into Ballarat and surrounds through accessing employment, education and recreational opportunities. CMY provides a variety of youth-led social and recreational activities, in-school student support sessions and school holiday programs to empower and connect young people from refugee and migrant backgrounds.

As an organisation, CMY's values are closely aligned with those of CoRE and they continue to find new ways to spread the messages of respect and equality. In early 2020, CMY incorporated an education session for youth on Equality in the Arts and Preven-

tion of Violence Against Women as part of the Lead Yourself, Lead Others (LYLO) Gender Equality Art Exhibition. This came out of an initial pilot program that trained local young women from migrant and refugee backgrounds around concepts of intersectionality, gender-based violence and gender equality, with the goal of supporting the young women to facilitate their own training session, teaching other young women key language and concepts to identify and dismantle systemic barriers they face.

CMY has also been a co-partner in the delivery of 'Girl Space' with City of Ballarat Youth Services, supporting local young women from ages 12-25 to engage in a range of fun and capacity building activities every fortnight (sports, crafts, cooking, and fundraising). Girl Space has given many young women the opportunity to create networks and learn new skills in a safe space, and has also given rise to many incredible community initiatives (such as distributing 'Share the Dignity' bags with hygiene essentials to local women, and fundraising to create care bags for local children going into foster care through CAFS).

