



Equal Employment Opportunity Management Plan

2022–2026

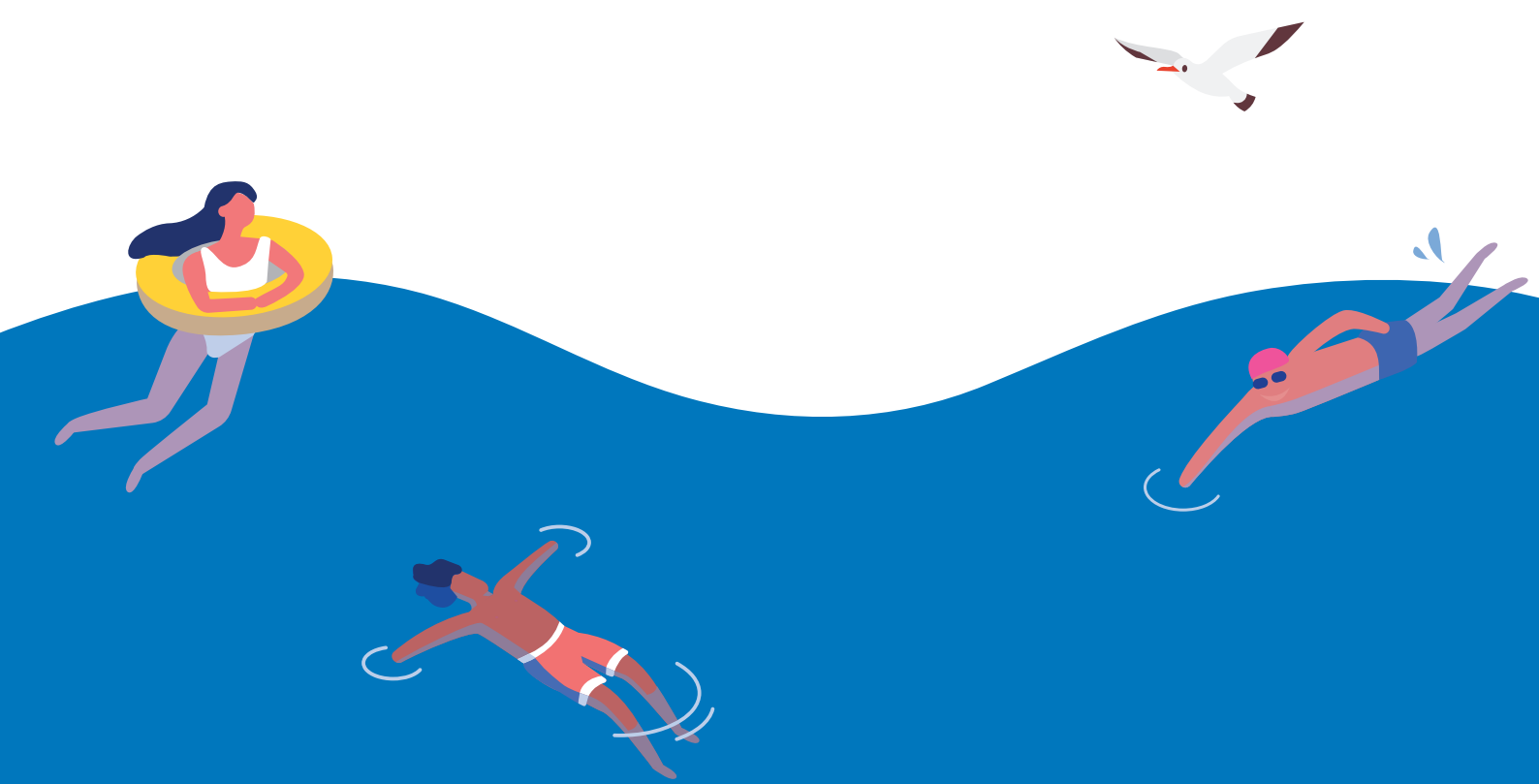
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WAVERLEY
COUNCIL

Contents

Acknowledgment and reconciliation vision	3
Our vision and values	4
About this plan	5
Relationship with Waverley Community Strategic Plan and Delivery Program	7
Our workforce composition	8
Our workforce demographics	9
Our commitment to diversity and inclusion	10
Our EEO Focus	15
Delivering our strategic priorities	17



Acknowledgement and our reconciliation vision

We acknowledge the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney coast. We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

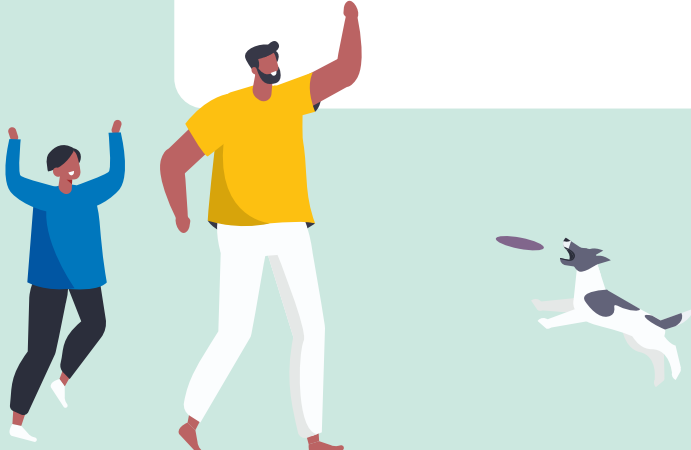
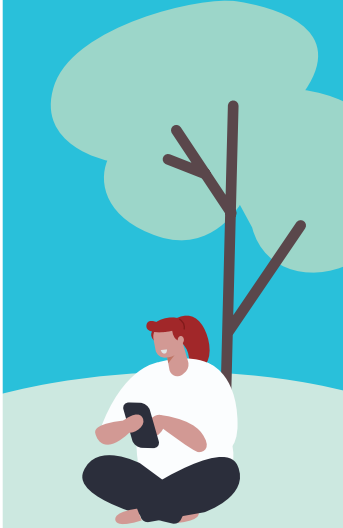
Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.



Our vision and values

We keep our community
at the centre and we
strive for excellence

CARE
RESPECT
INTEGRITY
INNOVATION
COLLABORATION



About this plan

Waverley Council is committed to the principles of Equal Employment Opportunity (EEO). Council is dedicated to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected. Council aims to provide a work environment that fosters fairness, equity, respect for social and cultural diversity, and is free from unlawful discrimination, harassment and vilification, and to be a great place to work, where everyone feels included, are treated fairly and are supported to succeed.

The concept of equity and fairness encompasses all facets of employment, applying for a position, promotion or transfer, access to training and development, and equity in the provision of benefits to staff.



Why do we need an EEO Management Plan?

Waverley Council's Equal Employment Opportunity (EEO) Management Plan has been prepared in accordance with the requirements of the Local Government Act 1993 and reference to Council's Disability Inclusion Plan (DIAP).

As an organisation, Council is committed to the following EEO Principles as outlined in the Local Government Act 1993 (section 344):

- to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils; and
- to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

Other relevant legislation

- Anti-Discrimination Act (NSW) 1977
- Age Discrimination Act 2004
- Human Rights and Equal Opportunity Commission Act 1986
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Disability Discrimination Act 1992
- Disability Inclusion Act (NSW) 2014
- Carer Recognition Act (NSW) 2010



Benefits of a the plan

Council acknowledges that a diverse network of employees which truly reflect the community it services and represents, is better equipped to understand, and meet their needs.

The aim of the EEO Management Plan is to:

- Create a working environment which is free from discrimination and where employees are treated fairly, with dignity and respect.
- Support the morale and motivation by increasing employee confidence in our work practices by ensuring that all employees have equal access to employment opportunities within the workplace.
- Continually review employment practices to ensure flexibility in accommodating the changing needs of employees.
- Develop and implement policies and procedures consistent with legislative requirements.
- Ensure all employees have equal opportunity based on merit.
- Provide a safe and productive working environment for all employees.

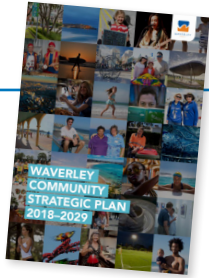
Supporting strategies and policies:

- Disability Inclusion Access Plan
- Workforce Management Plan 2022 – 2026
- Waverley Cultural Diversity Strategy 2021 - 2031
- Code of Conduct – Councillors and Staff
- Diversity and Inclusion Policy
- Waverley Council Reconciliation Action Plan

The EEO Management Plan underpins Council's Equal Employment Opportunity Policy and, as required under the Local Government Act 1993, outlines the:

The plan includes provisions relating to—

- a. the devising of policies and programs by which the objects of this Part are to be achieved, and
- b. the communication of those policies and programs to persons within the staff of the council, and
- c. the collection and recording of appropriate information, and
- d. the review of personnel practices within the council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns, and conditions of service) with a view to the identification of any discriminatory practices, and
- e. the setting of goals or targets, where these may reasonably be determined, against which the success of the plan in achieving the objects of this Part may be assessed, and
- f. the means, other than those referred to in paragraph (e), of evaluating the policies and programs referred to in paragraph (a), and
- g. the revision and amendment of the plan, and
- h. the appointment of persons within the council to implement the provisions referred to in paragraphs (a)–(g).



Our Goals

10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making

10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes



Our Strategies

3.4 Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community

3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct

3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance

3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community



Our workforce composition



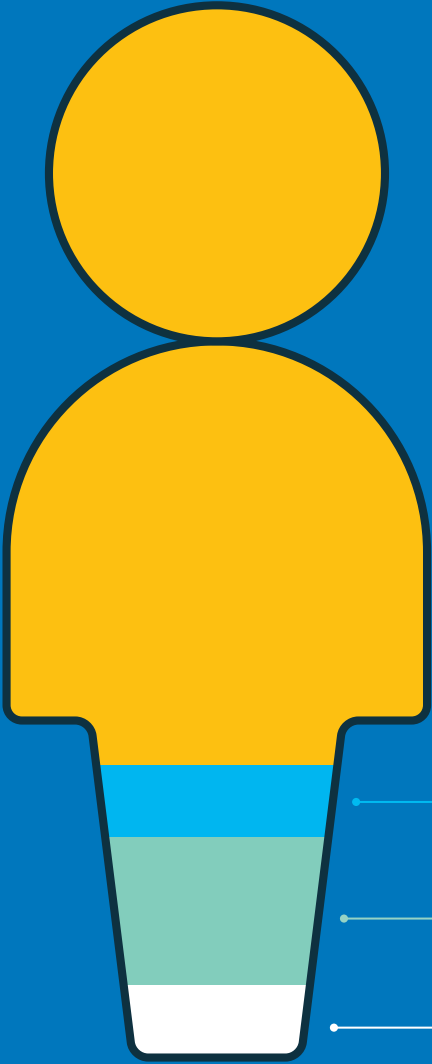
OUR EMPLOYEES

750

TOTAL
HEADCOUNT
Including temporary
and casual staff

607

FULL TIME
EQUIVALENT
(FTE) HEADCOUNT
Excluding casuals



527 PERMANENT FULL TIME EMPLOYEES

48 PERMANENT PART TIME EMPLOYEES

100 CASUAL EMPLOYEES

44 TEMPORARY EMPLOYEES



OUR LARGEST TEAMS



CHILDREN'S SERVICES



ASSET MANAGEMENT



WASTE AND CLEANSING

Our workforce demographics



WE ARE CULTURALLY AND LINGUISTICALLY DIVERSE



22%

SPEAK A FIRST LANGUAGE OTHER THAN ENGLISH



2.6%

IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER

WHERE WE LIVE



13%

LIVE IN THE WAVERLEY LGA

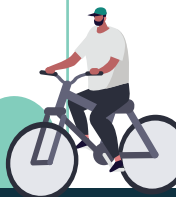
48%

LIVE IN NEARBY LGAS: RANDWICK, BAYSIDE, CITY OF SYDNEY AND WOOLLAHRA

7%

LIVE IN THE INNER WEST

With the remainder dispersed around greater Sydney and the regions



OUR AGE AND GENDER

45 YEARS
AVERAGE AGE



OUR STAFF ARE AGED BETWEEN 14 AND 87



OUR WORKFORCE CONSISTS OF:

322

People who identify as female

463

People who identify as male

1

Person who identifies as non-binary

TENURE AND SALARY



9 YEARS

AVERAGE TENURE OF OUR STAFF

5 YEARS

MEDIAN TENURE OF OUR STAFF

\$87,000 PER ANNUM

AVERAGE FULL-TIME EQUIVALENT BASE SALARY





Our commitment to diversity and inclusion

Council is committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected.

Our aim is to be a great place to work, where everyone feels included, are treated fairly and are supported to succeed. Analysing our demographic profile data helps us to identify trends, challenges and areas for improvement.

Our cultural diversity

Having a culturally diverse workforce that mirrors our community gives us a richer insight and ability to implement initiatives that make our services more accessible.

We also recognise that a culturally diverse workforce contributes to a diversity of thought that drives a high-performance culture.



Currently, 2.67% of our workforce identify as Aboriginal or Torres Strait Islander



More than a fifth of our staff have English as a second language, with 42 different primary languages spoken, most commonly Spanish, Chinese, Portuguese, Korean and German

In Council's 2021 Staff Engagement Survey, respect for each other rated 13% higher than the industry benchmark, reflecting the value we place on diversity and inclusion.

We will continue to focus on programs that support a diverse workgroup and enrich our workplace culture.

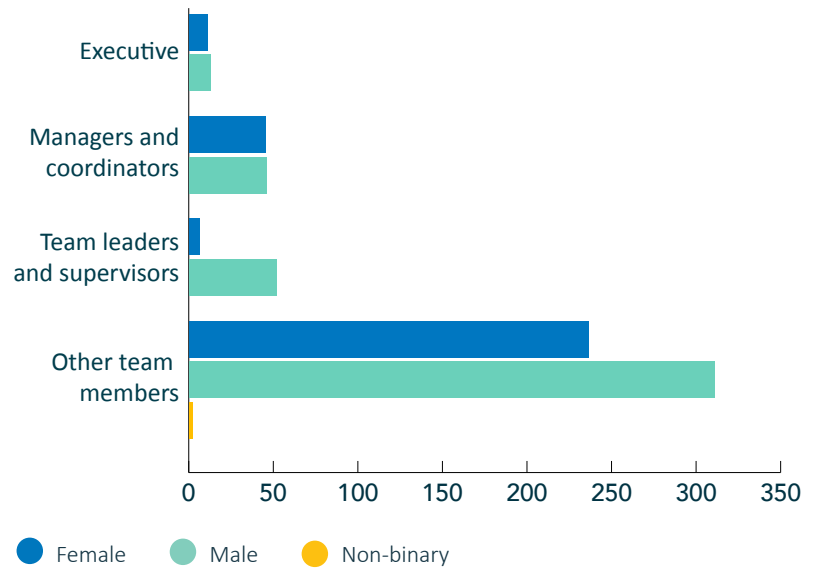


Gender balance

Almost half of our executive level staff are female. Half of our managers and coordinators are female.

The greatest disparity is at the team leader/ supervisor level where the vast majority are male.

Gender distribution by staff type



Just over half of our total headcount are in traditionally male dominated work groups, including Asset Management, Waste and Cleansing, Lifeguard Services and Compliance.

40.97%

of total staff identify as female

58.91%

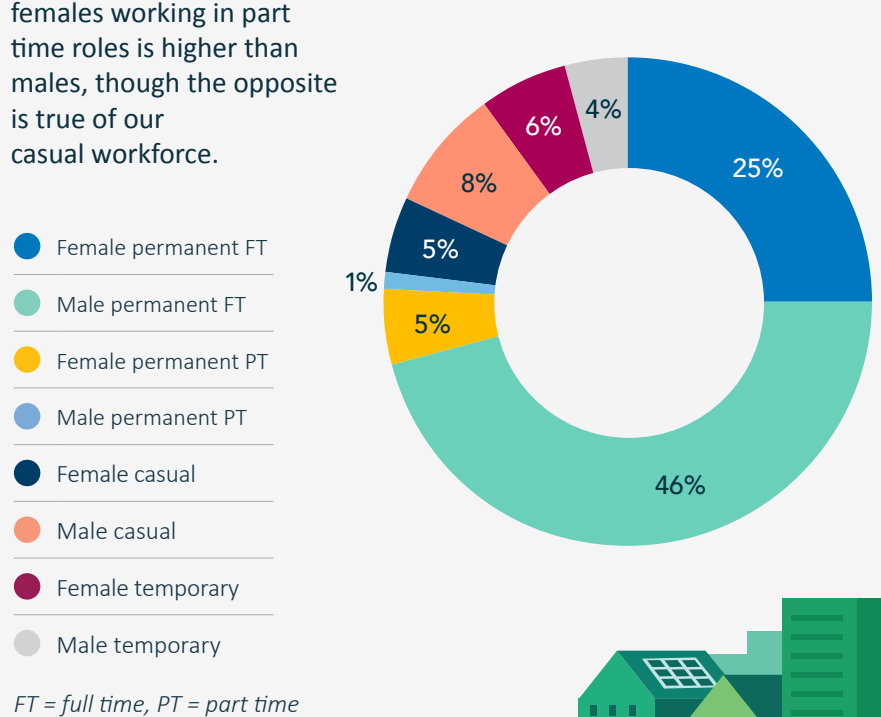
of total staff identify as male

0.13%

of total staff identify as non-binary

The percentage of females working in part time roles is higher than males, though the opposite is true of our casual workforce.

Gender by employee status



Age demographic



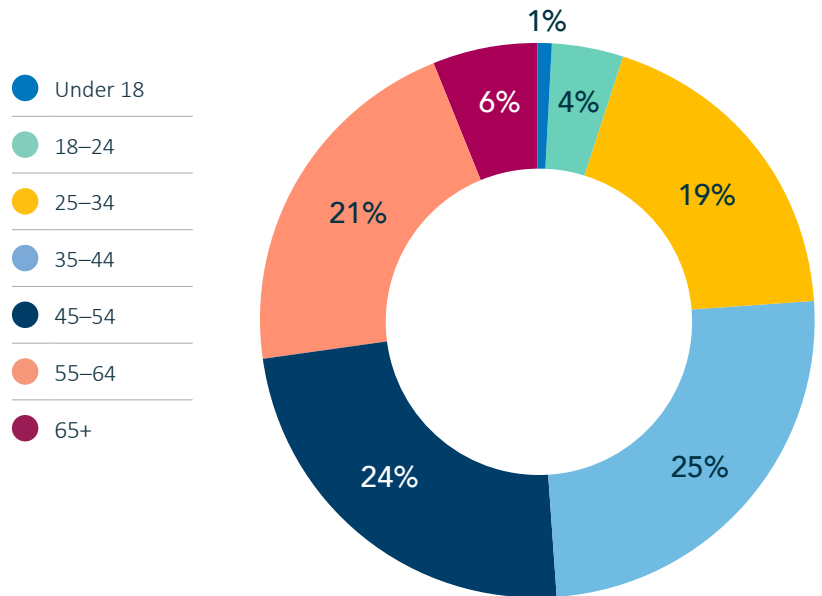
Most Waverley employees are aged between 25 and 64, with a median age of 45

More than a quarter of our workforce is over the age of 55, with 5% over 65. The areas with the highest proportion of older workers are in the Library, Finance, HR, Compliance and Asset Management. Many roles in these areas are ideal for older workers as they have a low physical impact and can often support flexible work requests, including transition to retirement. Some roles are more physically demanding, which is why we must broaden the scope and frequency of our career planning discussions to assist workers to re-train and/or redeploy across workgroups and functions.

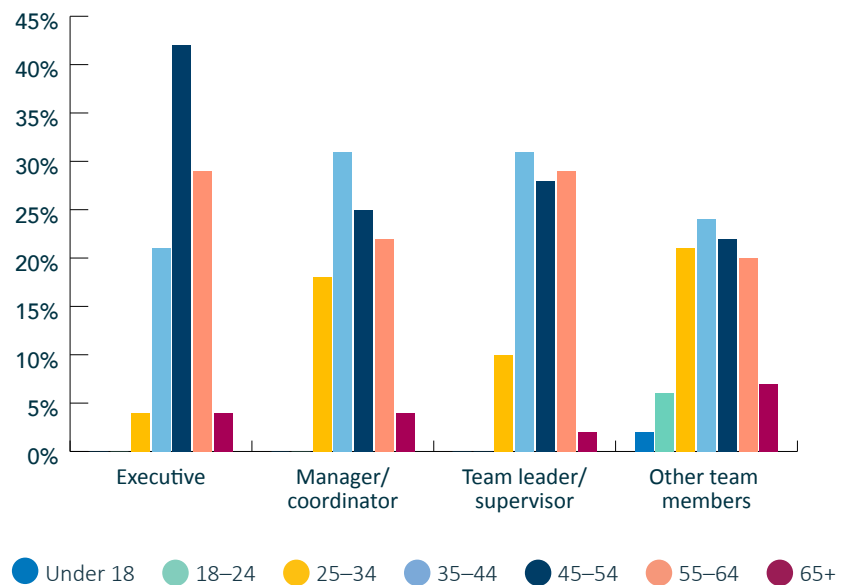
Only 5% of our workforce is under age 25. The workgroups with the greatest percentage of young workers are Asset Management, Waste and Cleansing and Urban Planning. These workers are a mix of apprentices and trainees, school leavers and young professionals.



Employee age distribution



Age distribution by staff type



Tenure and turnover



13% of staff have less than one year of service with Waverley

While some teams such as Library and Lifeguard Services have few new staff, other teams such as HR and Infrastructure Services have up to one third of their staff with less than a year's service, indicating these teams may still be working towards the 'norming' or 'performing' stage of team development.

In 2021 Waverley had a healthy voluntary staff turnover rate of 9%

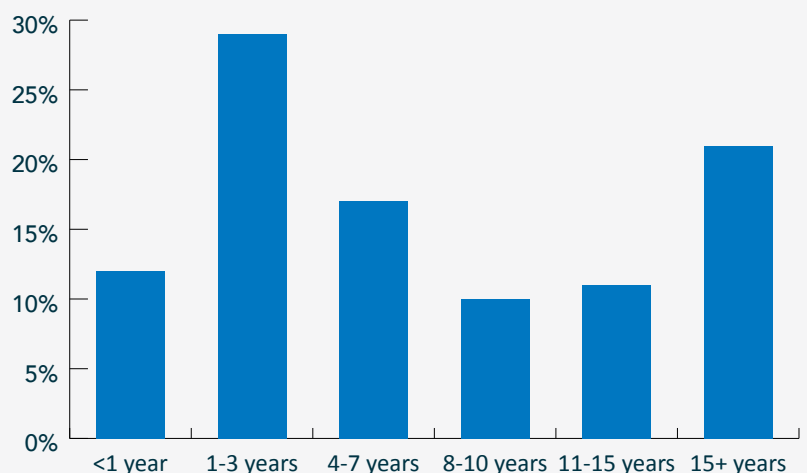
Developmental sequence in small groups



Credit: Psychological Bulletin, 63, 384-399. Tuckman, Bruce W. (1965)

20% of our workforce has more than 15 years' service. This includes our GM and members of our leadership team, the Library, Compliance team, DA team, IT, Waste and Cleansing, Asset Management and Finance. That's a lot of corporate knowledge and expertise to value, foster and transfer to others across the organisation.

Length of service and percentage of staff



Our EEO Focus

What will we focus on?

**People with
a disability**

**Aboriginal
and Torres Strait
Islander People**

**Culturally and
Linguistically
Diverse People**

Women

Youth

**Ageing
Workforce**



Key Initiatives 2022-2026 include:

**Deliver
Unconscious Bias
Training for all
People Leaders**

**Review
Recruitment &
Selection Policy
& Procedures**

**Promote Flexible
Work Arrangements
to support work/
life balance & carer
responsibilities**

**Provide
reasonable
adjustment to
assist staff with
special needs in
the workplace**

**Continue to
provide ELSA
Dixon ATSI
program**



Delivering our strategic priorities

ACTIVITY	OUTCOME	2022/23	2023/24	2024/25	2025/26
01 Promote a workplace that respects, values and provides opportunities for people with a disability.					
Continue to deliver Disability Awareness training for all Council staff, including training on dignity of risk.	All people leaders are trained.	✓	✓	✓	✓
Continue to provide learning and development opportunities to support staff to apply access and inclusion principles and practices into their job responsibilities, including use of inclusive communications.	Staff apply access and inclusion principles and practices into their job responsibilities. Staff feel comfortable to discuss reasonable adjustments and flexible work requests.	✓	✓	✓	✓
02 Promote a workplace that respects, values and provides opportunities for Aboriginal and Torres Strait Islander People.					
Employ, develop and support Aboriginal people through the creation of employment opportunities. Promote diversity, innovation and service responsiveness in the Council's workforce.	Continued participation in the Elsa Dixon Aboriginal Employment Program. Increase the number of applicants who identify as ATSI through targeted networks.	✓	✓	✓	✓
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	All Staff are enrolled in Cultural Awareness E-Learning Program.	✓	✓	✓	✓
03 Promote a workplace that is respectful of difference, values cultural diversity and meets the needs of staff from diverse backgrounds					
Develop and deliver training and initiatives to promote diversity and inclusion and reporting of unsafe practices.	Council provides a safe and healthy workplace. Staff understand unconscious bias. Staff are aware how to report unsafe practices.	✓	✓	✓	✓
Partner with Diversity Council and Australian Network on Disability to provide access to resources on diversity and inclusion.	Tools and resources are available to all staff that increases awareness of barriers for inclusion.	✓	✓	✓	✓

Delivering our strategic priorities

ACTIVITY	OUTCOME	2022/23	2023/24	2024/25	2025/26
04 Ensure that Waverley Council practise gender balance in its decision making and the needs of women are recognised and well supported					
Continue to promote a culture that encourages women to apply for leadership roles.	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion.	✓	✓	✓	✓
Attract and promote women in non-traditional roles through website and other media.	Increased number of women applicants through targeted campaigns. Success stories published.	✓	✓	✓	✓
05 Ensure that Waverley Council encourages youth employment by enabling a whole of Council approach to improving employment opportunities and pathways with Council for young people aged 15 – 24 years					
Partner with Tertiary Institutions to build a graduate and trainee program to address skills shortages and support succession planning.	Graduate Program Implemented. Trainee Program expanded.		✓	✓	✓
Partner with schools, universities and youth organisations to provide work experience and/or employment opportunities.	Work Experience Program implemented.		✓	✓	✓
06 Ensure that Waverley Council recognises and addresses the needs of an ageing workforce and plans for transition to retirement.					
Develop support mechanisms for ageing/mature staff and linking them to resources, including retirement planning.	External information and support is promoted to staff.	✓	✓	✓	✓
Develop systems that provide for knowledge sharing and mentoring to support succession planning and phased retirement.	Staff are supported to discuss transition to retirement options.	✓	✓	✓	✓

Delivering our strategic priorities

ACTIVITY	OUTCOME	2022/23	2023/24	2024/25	2025/26
07 Ensure that Waverley Council is an employer of choice, that values diversity and demonstrates respectful, fair and non-discriminatory work practices.					
Embed Council's Values into key programs including induction, performance management and leadership programs.	Staff are rewarded and held accountable for demonstrating behaviour consistent with Council Values.	✓	✓	✓	✓
Review Council's Recruitment Framework and end to end recruitment practices to ensure alignment to our diversity and non-discriminatory recruitment objectives.	Staff confidence in Council's recruitment practices is increased.	✓	✓		
Review and implement an action plan to address the relevant recommendations contained under <i>Respect@Work Harassment National Inquiry Report 2020</i> .	Initiatives implemented to address Council's positive duty to eliminate sexual harassment.	✓	✓		
Develop and deliver training and initiatives to promote diversity and inclusion and reporting of unsafe practices	Staff are aware of Council's commitment to Diversity and Inclusion and know how to report breaches or concerns.	✓	✓	✓	✓



WAVERLEY
COUNCIL

GET IN TOUCH

9083 8000

info@waverley.nsw.gov.au

waverley.nsw.gov.au

CUSTOMER SERVICE CENTRE

55 Spring St, Bondi Junction, NSW 2022