

CCMA DIVERSITY & INCLUSION PLAN

2022 - 2025

Board Endorsed: Meeting 266 24th March 2022

Corangamite CMA's Diversity & Inclusion Vision

Corangamite CMA vision is

Healthy and productive lands and waters cared for and enjoyed by thriving communities

Working with and as part of the community is central to our work at the Corangamite Catchment Management Authority. We are committed to embracing and reflecting the diversity of our community and to supporting inclusion and participation by everyone in our workplace and through the ways we work.

Our workplace culture is built on respect that is inclusive and supports equal employment opportunities for all members of our communities and we aim to have a workforce that reflects the diversity of our community.

Our work practices and systems aim to be easily accessible and to enable increased participation by all members of our community in decisions and actions that help to protect the natural resources and values of our environment.

By partnering, cooperating with and supporting others we will achieve much greater results than if we work independently. We know that we need as many people as possible involved and engaged and that there will be many different viewpoints and ideas on priorities and solutions. We value co-design and co-delivery and aim to ensure that our processes ensure that everyone is heard, involved and valued, and their contributions are acknowledged and celebrated. We also recognise the diversity in our communities and aim to ensure that our service delivery, communications and projects ensure equity of access.

How we define Diversity & Inclusion

Diversity is about what makes each of us unique and includes our backgrounds, personality, life experiences and beliefs, all of the things that make us who we are. It is a combination of our differences that shape our view of the world, our perspective and our approach¹.

Diversity is also about recognising, respecting and valuing differences based on ethnicity, gender, age, race, religion, disability and sexual orientation. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status and other variables that influence personal perspectives².

Inclusion occurs when people feel, and are, valued and respected. Regardless of their personal characteristic or circumstance, and where they:

- have the opportunity to fulfil their individual and combined potential
- have access to opportunities and resources
- can contribute their personal best in every encounter
- can contribute their perspectives and talents to improve their organisation
- can bring far more of themselves to their jobs
- have a sense of belonging.

¹ Only skin deep? Re-examining the business case for diversity, Deloitte 2011

² Chubb Insurance Group company case study - approach to diversity 2018

Why it's important

Diversity and inclusion are important because everyone has equal rights and should have equal opportunities for employment and participation and equal access to services. It is a requirement of the *Victorian Charter of Human Rights* and the *Equal Opportunity Act* and other anti-discrimination policies.

Organisations that embrace diversity and inclusion have higher employee engagement, improved performance, greater innovation, better retention of talent, improved employee wellbeing and lower levels of unlawful and unwelcome behaviour such as harassment and discrimination.

If someone doesn't look like you, they don't think like you and can teach you to think differently-Duncan Wardle

*Diversity is not how we differ. Diversity is about embracing one another's uniqueness.
~ Ola Joseph*

*We all want something to offer. This is how we belong. It's how we feel included. So if we want to include everyone, we have to help everyone develop their talents and use their gifts for the good of the community. That's what inclusion means - everyone contributes.
~ Melinda Gates*

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Our Principles

Diversity and inclusion is part of everything that we do

To achieve our organisational objectives, diversity and inclusion must underpin and permeate everything that we do.

Everyone is different and has the right to be themselves

Everyone of us is different and how we treat each other will not depend on how closely anyone aligns with the majority or with historical or culturally dominant norms and we will celebrate and support diversity.

Everyone has the right to be valued and safe

Feeling safe and valued is the foundation on which inclusion is built. We will treat everyone with courtesy at all times and ensure that harassment, discrimination and bullying are identified and not tolerated.



Our Principles

Everyone has the right to equal opportunity in employment

To ensure equal opportunity we will remove barriers where they prevent that and we will provide different people with different supports to overcome obstacles and historical inequities and to provide a truly level playing field,

Everyone has the right to services

We provide services and programs for all of our community and we will consider the diversity of their needs and abilities to make sure that our services, information, projects and programs are accessible and appropriate for everyone in our community.

Everyone has the right to participate

How we consult and engage in our workplace and with the community will accommodate different needs and capabilities and we will allow for and listen to the wide range of ideas and opinions even when they differ from our own.

Monitoring and Reporting

The outcomes and success of this Diversity & Inclusion Plan will be monitored using a number of measures including:

- Diversity of recruitment applications data
- Diversity of staff employment data as reported through Annual Report
- Social Procurement as reported through Business Strategy Indicators
- Diversity and inclusion module of People Matter Survey
- Diversity and inclusion of community participation in Corangamite Community Engagement Network
- Achieved actions from Corangamite CMA's Diversity & Inclusion Plan

We will work with other Catchment Management Authorities and Victorian Public Sector to undertake benchmarking.

The objectives and actions within this plan will be reported annually to Management and the Board, and included in the Corangamite CMA's Annual Report.

Diversity & Inclusion Plan Review

This Diversity & Inclusion Plan will be reviewed at least every four years.

Our Strategic Objectives and Actions (Appendix 1)

Objective 1: No judgements	
Actions	Timeframe
Take the Diversity Council Australia #IStandForRespect pledge to Stand against gendered harassment and violence in all its form	2021/22
Provide refresher unconscious bias training to staff who participate on interview panels	2022/23
Family Violence training delivered to all leaders by family and domestic violence professionals	2022/23
Complete a gender wage gap assessment, utilise findings to implement strategies to improve any wage gap identified	2023/24

Objective 2: Celebrate	
Actions	Timeframe
Celebrate and promote diversity and inclusion days, ie: Wear it Purple Day, International Women's Day, NAIDOC Week, Harmony Day, etc. through the intranet as well as social media channels	Ongoing
Through Traditional Owner groups, continue to provide cultural awareness programs to all staff and the board to ensure connection to country and promote inclusion	Ongoing
Review Welcome to Country and Acknowledgement policy and procedure,	2021/22
Promotion of an inclusive workplace through the imagery utilised in all internal and external communications	Ongoing
Provide annual Diversity & Inclusion Action Plan updates to the organisation, highlighting progress and celebrating significant achievements	November 2022 and ongoing annually

Objective 3: Provide supports	
Actions	Timeframe
Develop organisational succession plan to enhance career development for women staff, Indigenous staff and other under-represented groups	2022/23
Review recruitment and selection procedure to include HR evaluation of part time role position descriptions to ensure FTE is appropriate.	2022/23
Review of existing mental health first aid program and implement any improvement opportunities identified	Ongoing
Promote Contact Officers at CEO meeting and via intranet and noticeboards	Ongoing
Continue to support Women in Agriculture Network events	Ongoing
Bullying and Harassment, Sexual harassment and Equal Employment Opportunity online training for all employees.	2022/23
Establish the staff consultative committee to also review and support progress for the implementation of the Diversity and Inclusion Plan.	2021/22
Provide education session to staff on disabilities and disability inclusion	2022
Training on Core Inclusion and/or Emotional Intelligence	2022
Support Traditional Owner Partners to engage and develop staff	Ongoing

Objective 4: Look for and remove barriers	
Actions	Timeframe
Develop action plans to address opportunities identified in People Matter Survey and incorporate into the Diversity and Inclusion plan	Bi-annually
Embed flexible work within the organisation. Review Flexible working arrangements procedure with the Staff Consultative Committee	2022

Advertise all positions as flexible and with explicit encouragement for Indigenous people, people with a disability and other under-represented groups to apply	Ongoing
Expand recruitment reach via promotion of job advertisements to under-represented group networks	2022
Promote and provide internal career development opportunities to all staff	Ongoing
All staff who participate on interview panels to undertake unconscious bias training to prevent risk of discrimination, stereotyping and unconscious bias	Ongoing
Utilise engagement for All abilities for design of recreational programs design	Ongoing
Maintain practice of gender mix on selection panels and Indigenous representation when appropriate	Ongoing
Maintain accessible work facilities at Colac and Geelong workplaces	Ongoing
Review facilities in both Colac and Geelong workplaces to ensure they are accommodating to employees returning from parental leave	2022/23
Seek to engage a person with a disability to work within our Business and Governance Services team	2021/22
Actively support engagement of Community Members with a disability through our volunteer programs and NRM programs (eg Barwon Through Geelong)	Ongoing
Seek to develop leadership training opportunities for underrepresented groups through: <ul style="list-style-type: none"> - Opportunities for exposure at Management Team and Board - Mentoring opportunities - Higher duties opportunities - Joint appointment Management positions - Participation in Women In Leadership Program 	2021/22

Objective 5: Culture, policies and practices based on equality, respect, diversity and inclusion	
Actions	Timeframe
Review all HR policies for inclusive language and specific inclusion of Aboriginal and Torres Strait Islander people, LGBTIQ+ people, people with disability and people from all cultural backgrounds	2023/24
Implement practices that support inclusion of Aboriginal and Torres Strait Islander people, LGBTIQ+ people, people with disability and people from all cultural backgrounds	2022/23
Review Corangamite CMA Aboriginal Cultural Strengthening Action Plan-annual priority action plan to be developed and delivered by staff working group	2021/22
Promote flexible work options as outlined in revised Flexible working arrangement procedure and ensure managers are equipped	2022/23
Implement Social Procurement Framework at Corangamite CMA and promote and track targets of expenditure with Aboriginal and Disability Services businesses	Ongoing
Review the Organisation's compliance with the Gender Equity Act and implement requirements	2021/2022
Continue to work closely with Vic Catchments to support initiatives around Diversity and Inclusion across all CMAs	Ongoing

Diversity Measures & Targets

Data for Corangamite CMA workforce	Current 30 June 2021	Target 30 June 2022	Target 30 June 2023	Target 30 June 2024	Victorian Public Sector
Aboriginal inclusion	4.1%	4.1	5	6	0.9%
Gender profile:					
- Board (M/F)	38% / 62%	50/50	50/50	50/50	65%/35%
- Staff (M/F)	35% / 65%	40/60	45/55	50/50	67%/33%
- Executives (M/F)^	50% / 50%	50/50	50/50	50/50	61%/39%
- Management (M/F)	71% / 29%	60/40	50/50	50/50	
Age profile:					
- Youth cohort (under 35)	27%	25	25	25	30%
- Mature cohort (55 and over)	23%	25	25	25	22%
Cultural & Linguistic Diversity	0.0%	5	10	10	0.0%
Living with a disability	0.0%	0	5	5	0.0%
LGBTIQ+ inclusion	0.0%	0	5	5	0.0%

Inclusion Success Measures & Targets (From People Matters Survey)

Data for Corangamite CMA workforce: As measured from response to People Matter Survey	Current 30 June 2021	Target 30 June 2024	Victorian Public Sector 30 June 2021
I feel culturally safe at work	89%	100%	78%
My manager works effectively with people from diverse backgrounds	100%	100%	86%
Senior leaders actively support diversity and inclusion in the workplace	92%	92%	72%
People in my workgroup actively support diversity and inclusion in the workplace	100%	100%	83%
My organisation uses inclusive and respectful images and language	94%	90%	83%
There is a positive culture within my organisation in relation to employees with disability	53%	80%	64%
Having family responsibilities is not a barrier to success in my organisation	75%	80%	59%
Organisational Climate- Diversity and Inclusion	79%	90%	71%
Gender Composition	79%	90%	71%
Sexual orientation is not a barrier to success in my organisation	69%	90%	75%
Gendered Work Segregation	92%	95%	81%

Recruitment and Promotion	76%	90%	66%
Leave and Flexibility	84%	90%	64%
Workplace Sexual Harassment	86%	90%	76%