

Gender impact assessments

Table 1 - Gender impact assessments progress

Required Title	Required Subject	Required Description	Required Status	Required Confirm if actions taken	Required Describe actions taken	Recommended Confirm intersectionality considered	Recommended Explain intersectional lens applied
What is the title of the policy, program or service that was the subject of the GIA? Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.	Was the subject of the GIA a policy, program or service? For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms. Use the drop-down menu in the cell to select your answer.	Provide a description of the policy, program or service subject to the GIA.	Was the policy, program or service new, or up for review? Use the drop-down menu in the cell to select your answer.	Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA? Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.	Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality. When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.	Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality? Use the drop-down menu in the cell to select your answer.	Explain how an intersectional lens was applied while completing the GIA. If this was not done, explain why this was not practicable.
Community Service Awards - Council Policy	Policy	The policy outlines the framework and process for awarding community service awards to individuals and groups in our municipality	For Review	Yes	The committee that considers the nominations and then provides advice to Council on who to recommend to receive the awards now considers gender equality as part of their considerations in evaluating nominations.	Yes	Yes, the advising committee (made up of community members, officers and Councillors) now deliberately considers matters of gender equality including intersectionality as part of the consideration/selection process.
Event Sponsorships 2021 (round 2)	Program	Council allocates an amount of event sponsorship money to applicants in two rounds over each financial year. The applications are for sponsorship funding to assist with staging events in the municipality.	For Review	Yes	Officer recommendations to Council on which events to sponsor now include consideration of the promotion of gender equality and whether any event has a positive or negative impact on gender equality. Applications which promote gender equality are given greater weighting than those that do not.	Yes	Officers deliberately considered matters of intersectionality when assessing the sponsorship applications and gave greater weighting to those that addressed intersectional issues within their promotion of gender equality.
Queenscliff Recreation Reserve Caravan Park - Hesse St toilets/showers	Service	This project was the building of a new toilet/shower block at one of our caravan parks to replace an existing block. It is also used by visitors to the beach and sporting facilities.	New	Yes	Gender equality considerations particularly ensuring the toilets and showers were accessible to all genders including those who are gender diverse was deliberately included in the design phase of the project. Consideration at the design stage was also given to accessibility of all genders and all gender carers to facilities within the amenity block.	Yes	In the design phase deliberate consideration was given to ensuring the toilets/showers were accessible to all abilities of all genders. Other considerations were made including ensuring that baby change / family change facilities were accessible to carers of all genders and all ages.
Council's endorsement of the G21 and AFL Barwon Towards 2030: Strategy	Policy	The Borough of Queenscliff is one of 5 councils in the G21 region. The G21 group develops regional strategies, in this case a strategy for Australian Rules Football that provides clubs, leagues, Local Government Authorities (LGAs) and other stakeholders the opportunity to align planning, investment and development priorities across the region for the next 10 years.	For Review	Yes	In considering whether to endorse the G21 and AFL Barwon Towards 2030: Strategy, Council reviewed the strategy from a gender equality perspective. Council noted that the Strategy identified strategies to address a 60% decline in female participation from 35 to 14 club participants from 2018 to 2019 within the Borough of Queenscliff. The strategy also included a plan that throughout the G21 region that 80% of player and umpire change rooms for football and netball clubs are gender neutral, accessible and universal in their design by 2030. Council's endorsed the Strategy but only after this gender impact assessment of the Strategy.	No	
Event Sponsorships 2022 (round 1)	Program	Council allocates an amount of event sponsorship money to applicants in two rounds over each financial year. The applications are for sponsorship funding to assist with staging events in the municipality.	For Review	Yes	Officer recommendations to Council on which events to sponsor now include consideration of the promotion of gender equality and whether any event has a positive or negative impact on gender equality. Applications which promote gender equality are given greater weighting than those that do not.	Yes	Officers deliberately considered matters of intersectionality when assessing the sponsorship applications and gave greater weighting to those that addressed intersectional issues within their promotion of gender equality.
Climate Emergency Response Plan – Implementation Framework	Program	Council declared a Climate Emergency and then developed a response plan with over 50 actions. The implementation framework was designed to assist with the	New	Yes	The action taken after undertaking a GIA on the implementation framework was the realisation that many of the specifics actions with the Climate Emergency Response Plan each need a GIA. This work will now be undertaken.	No	
Community Service Awards 2022 - deciding on recipients of these awards	Program	Council annually determines which individuals and community groups will receive community awards. Nominations are received and a committee reviews the nominations and makes recommendation to Council.	For Review	Yes	The committee considering the nominations and then recommending to Council who should receive the awards considered gender equality as part of their considerations in evaluating nominations. The committee were also aware of unconscious bias and endeavoured to view the nominations with different lens to ensure that gender equality was promoted.	No	
Community Grants 2022	Program	The Borough of Queenscliff provides a program for grants for projects and activities that aim to assist local community groups and organisations to increase involvement and provide opportunities for Council and the community to work together	For Review	Yes	Officer recommendations to Council on which grants to award now include consideration of the promotion of gender equality and whether any event has a positive or negative impact on gender equality. Applications which promote gender equality are given greater weighting than those that do not.	Yes	Officers deliberately considered matters of intersectionality when assessing the grant applications and gave greater weighting to those that addressed intersectional issues within their promotion of gender equality.

[illegible]

Example(s)

Strategies and measures

Table 2.1 - Strategies and measures progress												
Required Strategies and measures	Required Status	Required Status description	Recommended Evaluation of success	Recommended Timeline	Recommended Responsible	Recommended Relevant indicator(s)						
						1	2	3	4	5	6	7
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none">• 'Complete' indicates that all planned activities related to this strategy or measure have been finalised.• 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete.• 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis.• 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed.• 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none">• Why you have selected that status from the drop-down menu; and• Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none">• tracking against pre-identified success markers. These markers may have been specified in your GEAP.• other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure,• other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Provide training for all staff in gender equality and diversity	Ongoing	<p>The time-line in our GEAP is that this was a short-term action (ie have all staff undertake gender equality and diversity training). We now realise this is an on-going action. New staff need this training on induction and existing staff need it on a regular basis. And it's also important for the training to evolve as staff capability grows. Hence the change in this report to an ongoing action.</p> <p>Some training has occurred, eg introduction to gender equality but more is planned.</p>	<p>Our measurable for this action was an improvement in our People Matter Survey results. We have been very pleased that the 2023 People Matters Survey results showed 80% of staff in 2023 feel culturally safe at work, compared to 67% in 2021. Similarly we have also been pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 considers the organisation uses inclusive and respectful images and languages, compared to 75% in 2021.</p>	Short-term	HR & Governance Coordinator	X						
Develop strategies to address gaps in data collection, particularly intersectional data, ie data on Aboriginality, disability, cultural identity, religion, sexual orientation, and data on employees who identify as gender diverse	In progress	<p>A tender process for an HR system that would allow us to collect this data commenced in 2022. However, it was then put on hold in 2023 and then ceased in 2024 (this IT project is a collaborative one with other councils). However, a new tender process has commenced in 2024 for an HR system. Evaluation of the system will include collection of intersectional data. Note that Council does not currently have an HR software system.</p>		Short-term	HR & Governance Coordinator, Manager Finance and Corporate Services	X						
Follow the guidelines set out in the Gender Equality in advertising and communications guidelines for local government In Council's advertising and communications	Ongoing	<p>The communications team has endeavoured to follow these guidelines at all times.</p>	<p>Again, our measurable for this action was an improvement in our People Matter Survey results. We have been very pleased that the 2023 People Matters Survey results showed 80% of staff in 2023 feel culturally safe at work, compared to 67% in 2021. Similarly we have also been pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 considers the organisation uses inclusive and respectful images and languages, compared to 75% in 2021.</p>	Ongoing	Communications Coordinator	X						
Promote inclusive language throughout organisation	Ongoing	<p>The Management Team, Staff Consultative Committee and HR & Governance Coordinator all promote inclusive language in verbal and written communication throughout the organisation.</p>	<p>Again, our measurable for this action was an improvement in our People Matter Survey results. We have been very pleased that the 2023 People Matters Survey results showed 80% of staff in 2023 feel culturally safe at work, compared to 67% in 2021. Similarly we have also been pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 considers the organisation uses inclusive and respectful images and languages, compared to 75% in 2021.</p>	Ongoing	HR & Governance Coordinator, Management team, Staff Consultative Committee	X						

Promote diversity positively throughout the organisation where possible, including promoting events and training regarding gender diversity, gender identity, LGBTQIA+, Aboriginality, disability and ethnicity	Ongoing	The Management Team, Staff Consultative Committee and HR & Governance Coordinator all promote inclusive language in verbal and written communication throughout the organisation. Some staff have also elected to put up Diversity posters in their workplace which promotes that this is a welcoming, inclusive space for everyone.	Again, our measurable for this action was an improvement in our People Matter Survey results. We have been very pleased that the 2023 People Matters Survey results showed 80% of staff in 2023 feel culturally safe at work, compared to 67% in 2021. Similarly we have also been pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 considers the organisation uses inclusive and respectful images and languages, compared to 75% in 2021.	Ongoing	HR & Governance Coordinator, Management team, Staff Consultative Committee, all staff	X							
Prepare a Gender Equality Statement of Commitment	Complete	Council adopted a Gender Equality Statement of Commitment at its 26 April 2023 Ordinary Meeting.		Short-term	Councillors		X						
Actively seek diverse representation in our community advisory groups or any other Council-appointed committee/group	Ongoing	There has been conscious consideration of diversity when appointing community members to various Council committees. This is difficult to demonstrate but diversity is definitely a consideration in appointing committee members.		Ongoing	Councillors and responsible officers		X						
Where possible and appropriate, mentor and/or encourage potential councillor candidates who could bring more diversity to Council	Ongoing	This is an action for which Councillors, as the governing body, are responsible.		Ongoing	Councillors		X						
Provide training and opportunities in our community, in areas such as public speaking, running meetings and leadership in order to facilitate and encourage more diverse community members to become leaders in our community	Not started	Due to staff resourcing (see the Resourcing your GEAP section) this action has not been started. The aim is to start this later in 2024.		Medium-term	HR & Governance Coordinator, CEO		X						
Provide opportunities and training for staff, particularly women, in leadership, management, running meetings and public speaking	Ongoing	This strategy commenced in 2022 with leadership training being provided in 2022 and 2023. This training was quite high level with select staff accessing one to one coaching to improve their leadership skills. The Executive Management Team undertook this training in 2022. In 2023, select middle management staff undertook this leadership training; 75% were women.		Short-term	HR & Governance Coordinator, Management Team			X					
Review position descriptions and banding to ensure work has been classified appropriately and seek ways to reduce the gender pay gap within our enterprise agreement structure	Complete	Position descriptions and banding were reviewed across the board, with a number of changes being made. The review was deliberate in addressing gender bias and work segregation.	Key measurable: the pay gap is reduced in the workplace audits performed over the life of this GEAP. It is very disappointing that this strategy has not resulted in a change to our gender pay gap. Our lack of change in our gender pay gap will require consideration of further strategies.	Medium-term	HR & Governance Coordinator, Management Team			X					
Apply a gender lens to all internal operational policies when being reviewed	Ongoing	This now happens as of course when reviewing all internal operational policies (ie HR policies).		Ongoing	HR & Governance Coordinator, CEO, Staff Consultative Committee			X					
Include gender equality as a standing agenda item for the Staff Consultative Committee meetings to ensure continuous improvement and development of further strategies and measures, as well as monitoring and review of current strategies and measures	Complete	Gender equality has been a standing agenda item at Staff Consultative Committee meetings (an active committee that meets every 4-6 weeks) since December 2022.		Short-term	HR & Governance Coordinator, CEO, Staff Consultative Committee			X					
Continue to implement the 11 recommendations from the Victorian Auditor-General's Office (VAGO) performance report: Sexual harassment in local government	Ongoing	The sexual harassment policy was comprehensively revised in line with the VEOHRC Guidelines and VPSC Model Policy. The complaints recording system was also overhauled and re-designed. Training continues, including every 2 years for Councillors.	It is very pleasing that the People Matters survey reported a drop in sexual harassment from 11% in 2021 to 2% in 2023. Formal reports of sexual harassment during the reporting period remained at zero.	Short-term and medium term	Various – HR & Governance Coordinator, CEO, Management Team				X				
Provide unconscious bias training for all interview panel members	Not started	This action was halted due to gender equality peer concerns that this type of training is actually unhelpful. This action has been halted until a further review can be undertaken.		Short-term	HR & Governance Coordinator					X			
Ensure interview panels have, where possible, diverse representation	Ongoing	This is in place and has been for some years. Beyond this action, the interview panels have also reviewed short-lists of candidate for interview and have deliberately included more candidates if there was a lack of diversity among those initially short-listed.		Ongoing	HR & Governance Coordinator, Management Team					X			
Redact names and other identifying information that may give rise to gender and other biases from job applications prior to applications being short-listed	In progress	To be frank, this action has been at times hit and miss depending on staff time. It is hoped that both the increase in staff resourcing in this HR/gender equality area as well as the introduction of an HR software system will assist in making this a 'as of course' action.		Ongoing	HR & Governance Coordinator					X			
All job advertisements to be subject to a gender de-coder and adjusted as necessary to remove any gender bias	In progress	To be frank, this action has been at times hit and miss depending on staff time. It is hoped that both the increase in staff resourcing in this HR/gender equality area as well as the introduction of an HR software system will assist in making this a 'as of course' action.		Ongoing	HR & Governance Coordinator					X			

Review family violence leave administrative process to ensure it is accessible, confidential and safe	Complete	The family leave violence leave administrative process was reviewed with input from peers with considerable experience in this area.	It was pleasing that the People Matters Survey in 2023 indicated that 90% of staff considered that 'My organisation would support me if I needed to take family violence leave' compared with 84% in 2021.	Short-term	HR & Governance Coordinator, CEO, Manager Finance and Corporate Services, Finance Officer							X	
Continue to promote our family violence leave entitlements and appropriate family violence services and resources	Ongoing	Family leave entitlements and family violence resources are periodically promoted to staff.	It was pleasing that the People Matters Survey in 2023 indicated that 90% of staff considered that 'My organisation would support me if I needed to take family violence leave' compared with 84% in 2021.	Ongoing	HR & Governance Coordinator, Management Team							X	
Develop a flexible work organisational policy, and provide access to resources as to how to talk to your supervisor about working flexibly	In progress	A policy has not been developed to date primarily because this action was embedded into Council's EBA; in other words, the right to request flexible work is now an entitlement to all staff in our Enterprise Bargaining Agreement. Due to the greater entitlement the EBA provides, in comparison with a policy, a policy has not been developed. However, a policy will be developed to respond to how flexible work is implemented, rather than establishing the right to request it.	It was satisfying that the People Matters Survey in 2023 indicated that 88% of staff considered that 'I am confident that if I requested a flexible work arrangement, it would be given due consideration' compared with 73% in 2021.	Short-term	HR & Governance Coordinator, CEO, Staff Consultative Committee							X	
Management team to be more transparent about their own use of flexible working practices and caring responsibilities (for example, diary will say 'carer's leave' and not simply 'leave', diary will say 'school pick up' and not simply 'unavailable' and so on) and to actively promote and model appropriate flexible work practices where possible	Ongoing	The Management Team has been more proactive about indicating in their diaries their use of flexible work practices and caring responsibilities subject to privacy considerations.		Short-term	Management team							X	
Continue annual participation in the 16 Days of Activism against Gender-Based Violence campaign	Ongoing	Council has continued to participate in the 16 Days of Activism against Gender-Based Violence campaign each year.		Ongoing	HR & Governance Coordinator							X	
Explore ways in which we can provide staff with training and/or opportunities that reduces gender segregation in the workplace	In progress	Council's training program is reviewed for these purposes. Training in soft skills (eg training women in leadership) has had more progress than providing training in areas that really tackle gender segregation (eg finding ways to promote women in male dominated areas and vice versa).		Medium-term	HR & Governance Coordinator, Management Team, Staff Consultative Committee								X
Work with regional stakeholders in advocating for gender equality strategies	Ongoing	Council continues to participate in the Respect 2040 regional program, with both the CEO and HR and Governance Coordinator attending meetings.		Ongoing	HR & Governance Coordinator, Management Team								X
Work with other councils and stakeholders in promoting working in local government, particularly in non-traditional roles (eg promoting women working in engineering, municipal building surveying etc)	Ongoing	Council continues to participate in the Respect 2040 regional program, with both the CEO and HR and Governance Coordinator attending meetings.		Ongoing	HR & Governance Coordinator, Management Team								X

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

Example(s)

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

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP

Recommended

You might consider some or all of the following, in addition to any other aspects you consider relevant:

- Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?
- How many staff members/FTE are allocated to implementing the strategies and measures?
- Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?

Your Comments

As stated in our GEAP, there is a committed budget line every year to progress the strategies in our GEAP. The key personnel resource is the HR and Governance Coordinator. However, this has been problematic. Gender equality work is only one of a number of substantive areas of responsibility for the HR and Governance Coordinator. This means not enough officer time has been provided to the GEAP actions in its first two years. This is not through a lack of effort, or commitment to gender equality, but rather a consequence of too many work priorities for one role in a very small council. While the role of HR and Governance Coordinator is full-time, it is estimated that only 0.05 FTE (ie half a day a fortnight) is given to GEAP work. Unfortunately much of this work is in planning and reporting rather than the actual gender equality 'work'. In December 2023 the organisation had a restructure and a 0.6 FTE position has been created to provide support to the HR and Governance Coordinator. The aim of this change is to increase the FTE for GEAP work to 0.15 FTE (ie a day and a half a fortnight).

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress																																
Required		Required	Recommended							Recommended							Factors Key:															
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion						a. The size of the defined entity, including the defined entity's number of employees.																
This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators. Use the drop-down menu in the cell to select 'yes' or 'no'.	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.	Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the Factors key to the right of this table for a description of each factor.							If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.						b. The nature and circumstances of the defined entity, including any barriers to making progress. c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth. d. The defined entity's resources. e. The defined entity's operational priorities and competing operational obligations. f. The practicability and cost to the defined entity of making progress. g. Genuine attempts made by the defined entity to make progress.																
Gender composition of all levels of the workforce	Yes	A review of position descriptions and banding, particularly of those in typically 'female' dominated areas, did result in a number of changes that we would have expected to see make a change to our gender pay gap. We are frustrated that it has not. Our promotion of gender equality in general, as well as inclusive language has seen some of our key indicators in our People Matters Survey improve. In particular, we have been very pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 feel culturally safe at work, compared to 67% in 2021. Similarly we have also been pleased that the 2023 People Matters Survey results showed 86% of staff in 2023 considers the organisation uses inclusive and respectful images and languages, compared to 75% in 2021.	Yes	No	No	No	No	No	Yes	We have a very small staff size - by far we are the smallest council in Victoria - and we have a small turnover of staff to match. It will take longer for us to make the changes to the gender composition of our workforce we are endeavouring to make as we need to build capability as well. Many genuine attempts have been made since the GEAP regarding gender composition of our workforce. We genuinely have reviewed position descriptions and bandings, looked at areas where roles are particularly 'gendered' and tried to work out ways to combat that segregation; we have reviewed our short-lists of candidates for interviews and added to the short-list where necessary to increase the diversity of applicants. We are also looking at improving our First Nations recruitment and practices as part of our Reconciliation Action Plan.																						
Gender composition of governing bodies	No	In 2020, we had five Councillors elected; two women and three men. Of the two women, one very sadly died and one resigned during the term. One woman and one man were elected from the two consequent countbacks. While for nearly all of the reporting period Council had 2 women and 3 men as Councillors (the governing body), the composition at the end of the reporting period was one woman (who is Mayor) and four men.	No	Yes	No	No	No	No	No	The governing body of Council is determined by local government elections which depends on candidates to run and then electors to vote for them. Who gets elected is a result of the democratic process.																						
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	The data regarding our gender pay gap disagrees with this assessment that we have made progress on this indicator. But we have done too many things not to have made a difference. We have deliberately reviewed banding, salaries, positions and so on, and done so very much with a gender lens. There may be an issue with the data. One concern we have is the extrapolation of casual workers to full time workers but including their 25% casual loading. The whole point of that loading is that they are casual - extrapolating their salary to full time but including that loading is inaccurate because by definition if they were full time they would not get the loading. We have a small number of casuals who perform very few hours for us every year, but are necessary to our organisation as back-fill when officers are on leave (given many officers at the only person in that position at Council and have no back-fill other than the casuals). These casuals are highly qualified, experienced practitioners who are paid accordingly. But they affect our pay gap data figures quite negatively. Another possibility is that we have used more robust data to provide our 2023 pay data than in 2021. It may be that our data in 2021 was not as accurate as we would like and gave a more positive gender pay gap that was accurate (in other words with better data our gap may have been worse in 2021 than was reported).	Yes	No	No	Yes	Yes	No	Yes	Please see the comments at left - essentially due to our size and operational needs to have experienced casuals on our staff (for very limited work each year) has impacted our pay gap quite negatively. Genuine attempts have been repeatedly made to decrease our pay gap and we have been very disappointed with our 2023 results. We do not think the data reflects the progress we have made.																						
Sexual harassment in the workplace	Yes	The People Matters Survey indicate that our various strategies to reduce sexual harassment have been successful with only 2% of staff reporting any instance of sexual harassment in 2023 compared with 11% in 2021. Our formal complaints remain at zero.	Yes	No	No	No	No	No	No																							
Recruitment and promotion practices in the workplace	Yes	We have embedded in our recruitment processes that we ensure that we have diversity as much as possible, particularly when short-listing applicants for interview. Our numbers for higher duties have improved as well with 45% of those receiving higher duties being women in 2023 compared with only 33% in 2021. Our training of women has also increased slightly from 70% in 2021 to 73% in 2023.	Yes	No	No	No	No	No	No	Our small size does mean that we do not have a high turnover of staff, so change in recruitment will be slower for us. With some positions we also have very few applicants and depending on those applicants improving our diversity is not always possible.																						
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes	We have definitely made progress through various actions in our GEAP in the areas of family violence leave, flexible working arrangements and working arrangements for those with family or caring responsibilities. We are proud that in 2022 we embedded in our Enterprise Bargaining Agreement the right for all employees to request flexible work arrangements. We are also pleased with key indicators from the People Matters Survey including: 90% of staff considered that 'My organisation would support me if I needed to take family violence leave' compared with 84% in 2021, and 88% of staff considered that 'I am confident that if I requested a flexible work arrangement, it would be given due consideration' compared with 73% in 2021.	No	No	No	No	No	No	No																							
Gendered segregation within the workplace	Yes	As a Council, changing the gendered segregation of our workforce is going to take time, but it is promising that some of the actions we have undertaken as part of our GEAP are resulting in change. Our workforce data indicates that in 2021 we had 38% female managers and this has increased to 54% in 2023. Our professional women has grown slightly from 67% in 2021 to 70% in 2023. Unfortunately though, our female clerical workers have also grown from 81% in 2021 to 85% in 2023 which is not our aim.	No	Yes	No	No	No	No	No	Our base line in 2021 was a very gender segregated workforce with men dominating full-time, professional roles, and women dominating part-time, clerical and caring roles. This type of change is going to take broader cultural change as well as actions by Council. We would expect slow growth in this area for some time as many strategies are necessarily long-term ones (eg sector wide work).																						

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

Example(s)

Indicator	Confirm if progress made	Progress description	Factors							Factors discussion													
			a	b	c	d	e	f	g														
Example 1: Recruitment and promotion practices in the workplace	Yes	<p>Recruitment</p> <p>In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts.</p> <p>We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP). Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse.</p> <p>Our organisation argues that these figures, in conjunction with successful implementation of relevant GEAP strategies, contribute to progress against indicator 5. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future.</p> <p>Promotions</p> <p>Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles.</p> <p>Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women.</p> <p>In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort.</p> <p>We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 9% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data.</p> <p>We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator 'recruitment and promotion practices in the workplace'. We also believe the uptick in career development opportunities for women and resulting increase in women's share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.</p>	No	Yes	No	No	No	No	No	Yes	<p>As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and recruit a more gender diverse workforce by implementing the strategies identified in our GEAP, in particular, strategy 5.2 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'.</p> <p>We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator remain in early implementation stage.</p> <p>We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.</p>												

Example 2: Sexual harassment in the workplace	No	<p>Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 0% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 0% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint.</p> <p>Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle.</p> <p>No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn't record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint.</p> <p>We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes.</p> <p>In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 40% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters.</p> <p>The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation.</p> <p>We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates 'no progress' was made by our organisation against this indicator.</p>	No	No	No	Yes	Yes	No	No	<p>(e) Competing priorities and operational obligations</p> <p>Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria's public health system experienced unprecedented demand. In particular, rates of access to ICU and ventilation increased dramatically. As such, our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, and already-stretched resources were directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered a low-cost e-learning module. We also lacked the resources to comprehensively review our internal sexual harassment processes.</p> <p>(d) Resources</p> <p>As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources available for internal-facing programs, such as comprehensive sexual harassment training delivery and process review.</p> <p>For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and encouraging staff to undertake the Employee Experience Survey. Our communications campaign focussed on drawing attention to existing sexual harassment policies including how the organisation will respond.</p>
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