Golden Plains Shire Council 2023 Gender Equality Progress Report

Gender impact assessments

Table 1 - Gender impact assessments progress

Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	**Subject**	**Description**	**Status**	**Confirm if actions taken**	**Describe actions taken**	**Confirm intersectionality considered**	**Explain intersectional lens applied**
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.
Governance Rules	Policy	Governance rules for the Organisation - Remove gendered references from the Rules to mitigate unconscious bias or perceived barriers from participation for NB or gender diverse people.	For Review	Yes	Removed gendered pronouns from the Rules – replaced with they/them or non-gendered references Changed requirement to refer to (e.g.) the Mayor as 'Madam Mayor' or 'Mr Mayor' or officers as 'Mr [surname]' 'Ms [surname]'. Replaced with 'Mayor [surname]', Councillor [surname], Officer [surname] or job title (e.g. 'Director') Electronic means of communication provisions improve accessibility for Councillors/members of delegated committees who may have caregiving responsibilities.		
Berrybank Windfarm Community Grants Program	Program	Community Grants Program Administered by Council	New	Yes	Updated guidelines to provide clarity over eligibility. Updated SmartyGrants to be simplify and clarify application eligibility and requirements.		
Living Local Grant Application for replacement Mobile Library Van	Program	Development of application to state government for replacement of Mobile Library infrastructure (Van) including community engagement	New	No action taken	No action taken as application content already considered needs realting to GIA		
Super Veggie 4 - 30 Day Challenge	Program	30 day eating challenge promoted at children and families through state funding	New	Yes	Multiple pick up points for the rewards were introduced, so that community members experiencing financial, social and economic inclusion issues would not face barriers to participating in the program.		
Climate Emergency Action Plan	Policy	Development of a Climate Emergency Action Plan for Council	New	No action taken	No action taken as application content already considered needs realting to GIA		
Young Men's PT Program	Program	Engaging young men in healthy active living	New	No action taken	Not recorded in register		
Unpacking the Man Box community program	Program	Unpacking gendered sterotyping, harmful behaviours around Gender Equity	New	No action taken	Not recorded in register		
Middle Years Engagement	Program	Enaagaing Mid Year cohort	New	No action taken	Not recorded in register		
Councillor Support and Expenses Policy	Policy	Review of Councillor Support and Expenses Policy	For Review	No action taken	No action taken as developmeent of policy content already considered needs realting to GIA		
Flexible Local Transport Solutions Program grant	Program	Development of grant application for Flexible local Transport Solutions realting to the Transport Connections Study recommendations	New	No action taken	No action taken as application content already considered needs realting to GIA		
Gambling Harm Minimisation	Policy	Development of a draft Gambliq Harm Minimisation Policy and action plan	New	No action taken	No changes recommended at this stage as already considered and mitigation plan in place in project plan		
Youth Services Participation Process	Policy	A procedure for participation by young people in Youth Services	New	No action taken	No changes recommended, as already considered and addressed in development of the procedure		
Edible Gardens Webinars - extended version	Program	Online webinar series on sustainable and edible gardens	For Review	No action taken	No changes recommended as already considered and addressed while developing GIA		
Relationships & Sexuality Education Training	Program	Relationships & Sexuality Education Training	New	No action taken	No changes recommended as already considered and addressed while developing GIA		
GPSC Community Leadership Program	Program	an online and face to face leadership course aimed a increasing capacity of community leaders	New	No action taken	No changes recommended as already considered and addressed while developing GIA		
Mental Health First Aid Training	Program	Community Training in Mental Health First Aid	New	No action taken	No changes recommended as already considered and addressed while developing GIA		

Strategies and measures

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

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'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.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • 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.	Evaluating the success of each of your strategies or measures may include: • 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.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. 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.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
1.1 Increase data collection of intersectional data via recruitment & payroll systems, including from new recruits and existing staff members	Complete	Diversity demographics are now being captured as part of the onboarding process of new employees within our Employee Self Service platform. The fields/options have been aligned to diversity reporting guidelines. Existing staff are able to populate the diversity fields in the Equity & Diversity form in our Employee Self Service. Ongoing education about this feature will be promoted in the People News pages. Provision of the information in the Employee Self Service system is optional. Anonymous diversity demographic data is also being captured in regular employee engagement surveys to enable comparisons of employee experience across different diversity groups while also gathering data to assess intersectionality of our workforce.	2023 Progress Report includes intersectional data. New employees are providing diversity data. Ultimate measure is 2025 Gender Audit is complete and includes intersectional data.	2025	Payroll	✔		✔				✔
2.1 Develop internal communication on intersectionality data, flexible work policy and processes to apply, promotion of leave entitlements (FV, carers)	Complete	People News platform implemented in 2023 to facilitate communications relating to diversity and inclusion, promote entitlements and educate on a range of related topics (e.g. family violence). Leave Management Procedure was reviewed and updated, launched to all staff in a communication in 2023 including outline of family violence and carers leave. Implementation of family violence leave entitlements in the new Enterprise Agreement of 20 days. Employee Pay & Benefits policy launched and communicated in 2023 including commitments to flexibility. Development of Family Violence Guide with information and support for staff around declarations of family violence and availability of leave and support for those experiencing family violence. Improvements of policy and procedure library (SharePoint) to increase accessibility.	The measure listed in the GEAP is not appropriate for this action (Number and range of departments represented on Gender Equality Champion Working Group). Diversity demographics incorporated into quarterly People & Performance reports currently presented to SMT - will be delivered to FMT moving forward. Communications relating to observance days reflect on intersectionality of diversity. Training delivered as part of the D&I suite reflect on intersectionality, numbers increase. All staff received communication relating to pay, benefits and leave entitlements (FV, carers, parental leave and flexibility) during the launch of the new Pay & Benefits Policy and Leave Management Procedure.	2022	People & Culture	✔					✔	
3.1 Leaders and managers are trained in unconscious bias and workplace diversity	Ongoing	Mandatory Equal Employment Opportunity and Workplace Bullying and Harassment training was included in the onboarding development program for all new people leaders in our previous learning system. 3 leaders completed an online Core Inclusion training module in 2022/2023. A suite of workplace diversity training was released to all staff with the implementation of our new learning system, ELMO. This training includes: • Core Inclusion • Cultural Awareness & Our First Nations People • Cultural Diversity • Disability Awareness & Inclusion • Gender Equality • Generational Diversity • LGBTIQ+ • Managing Unconscious Bias This training is promoted as part of our Performance Review & Planning process and in line with Council endorsed observance days e.g. International Women's Day. Council's training matrix is under development which will include much of this training as mandatory for people leaders. Respectful Relationships in the Workplace (leaders) workshops were facilitated internally for all staff in 2023, along with Workplace Behaviour incorporating Sexual Harassment training facilitated by an external provider. RRW covered a range of topics from inclusive workplace cultures, the value of diversity, EEO, bullying, harassment and discrimination, grievance procedures and the responsibility of leaders to drive a respectful and inclusive workplace. WB applied a legislative focus about the responsibilities of leaders and employees to EEO, discrimination acts and responding to bullying and harassment. It was mandatory for all staff to attend at least one of these workshops.	Mandatory Equal Employment Opportunity training was included in the onboarding development program for all new people leaders in our previous learning system, SALMAC. 5 of our new leaders completed this training in 2022/2023. Mandatory Workplace Bullying and Harassment training was included in the onboarding development program for all new people leaders in our previous learning system, SALMAC. 4 of our new leaders completed this training in 2022/2023. 3 leaders completed an online Core Inclusion training module in 2022/2023. 4 Respectful Relationships in the Workplace sessions delivered across the organisation in 2022/2023, 8 in 2023/2024. 2 Workplace Behaviour incorporating Sexual Harassment training sessions were delivered in May 2023. Additional data to be captured with roll out of Gender Equality and Managing Unconscious Bias training in 2024.	Ongoing	Organisational Development				✔	✔	✔	✔

Action	Status	Progress Description	Measure / Data	Timeframe	Department	GEI 1	GEI 2	GEI 3	GEI 4	GEI 5	GEI 6	GEI 7
4.1 Provide regular reports to Council on the workplace's performance against GEAP and showcase improvements	Ongoing	Gender Equality Action Plan strategies and actions are being built into Council's reporting system, Cascade, to ensure regular reporting. Updates on GEAP progress incorporated into People & Performance Quarterly Report and in Council's Annual Report. People Matters Survey Report presented to SMT, FMT, Council and all staff in September 2023.	People Matters Report delivered at SMT, FMT and to all staff at meetings and via email. Progress data added to People & Performance Quarterly Report.	Ongoing	People & Performance	✔	✔	✔				✔
4.2 Advocate for gender equality/intersectionality education on Council's development calendar	Complete	A suite of workplace diversity training was released to all staff with the implementation of our new learning system, ELMO. This training includes: • Core Inclusion • Cultural Awareness & Our First Nations People • Cultural Diversity • Disability Awareness & Inclusion • Gender Equality • Generational Diversity • LGBTIQ+ • Managing Unconscious Bias This training is promoted as part of our Performance Review & Planning process and in line with Council endorsed observance days e.g. International Women's Day. As ELMO was only launched in late 2023, there is currently limited participation data however this is now being captured and we anticipate greater participation in 2024.	8 types of diversity and inclusion training delivered as e-learning modules in ELMO.	Ongoing	Organisational Development	✔	✔		✔		✔	✔
5.1 GPSC will apply the Gender Pay Equity Principles to all pay processes	Complete	Pay processes are informed by our industrial instruments with roles banded based on the skills, knowledge, experience required to perform the role and the type of work undertaken. In the case of Senior Executive Officers and Senior Officers, there is a standard package applied to all appointed to these roles - all of our managers and all of our Senior Management Team are paid under the same packages. Employee Pay & Benefits policy launched and communicated in 2023 including commitments to ensure all of those involved in the decisions relating to pay and benefits will be mindful of unconscious bias, diversity, gender equity and a commitment to pay equity.	Decrease in the pay gap - our median base salary pay gap at 30 June 2023 period is approximately 3.7%, down from 12.2% in the 2021 reporting year. The mean base salary pay gap dropped to 6.6% down from 8.5% in 2021.	Ongoing	People & Culture	✔		✔		✔		
5.2 GPSC will apply a gender lens to vacant and new roles (including casual roles) to ensure pay equity, equal opportunity and flexibility	Complete	Employee Pay & Benefits policy launched and communicated in 2023 including commitments to ensure all of those involved in the decisions relating to pay and benefits will be mindful of unconscious bias, diversity, gender equity and a commitment to pay equity.	Decrease in the pay gap - our median base salary pay gap at 30 June 2023 period is approximately 3.7%, down from 12.2% in the 2021 reporting year. The mean base salary pay gap dropped to 6.6% down from 8.5% in 2021.	Ongoing	People & Culture	✔		✔		✔	✔	✔
6.1 All corporate documents display GPSC commitment to safe work environment	Complete	All new policies and procedures promote our commitment to a safe, inclusive and respectful workplace. Council's careers pages on website (Working with us), outlines our commitment to a safe, inclusive and well work environment. Posters erected at our sites relating to zero tolerance of violence in January 2024.	Current measure: 'Increase in formal reporting of sexual harassment and increase in staff satisfaction in outcomes of complaints'. We have had no complaints raised since 2021 despite education. This does not reflect the work is unsuccessful however we hope this indicates that in educating our staff on respectful relationships in the workplace, staff are more self-aware of conduct and conscious of behaviour which may be classified as sexual harassment. We are, however, seeing an increase in staff reporting occupational violence which indicates staff are aware of how to make these reports and are capable and comfortable reporting behaviours which pose risk to health and safety.	Ongoing	Communications & Engagement				✔	✔		
6.2 Review Sexual Harassment policies and update / improve reporting and record keeping to ensure victim focused approach to sexual harassment complaints	In progress	Formerly, any complaints, allegations or investigations relating to behavioural issues, bullying, harassment or discrimination were recorded in our records management system Altus ECM. This allowed for capture of all records relating to each case and some limited reporting functionality. With transition to SharePoint records, we have built new reporting functionality which allows us to better track any reports of harassment and related complaints/allegations. There have been no sexual harassment complaints or allegations since the implementation of our GEAP. A new procedure is being drafted in line with new records processes and our commitments under the GEAP.	Increased positive response rate to the three PMS statements relating to bullying, harassment and discrimination. In 2023, 9% of staff indicated they had experienced bullying (down from 20%) in 2021 and 5% less the local government benchmark. In 2023, 4% of staff indicated they had experienced sexual harassment (down from 6%) in 2021 and 2% less the local government benchmark. In 2023, 5% of staff indicated they had experienced discrimination (up 1%) in 2021 - equal to the local government benchmark.	2022	People & Culture				✔	✔	✔	
6.3 Facilitate staff training and capability to prevent or respond to gendered violence and family violence	Complete	Family Violence Guide developed in November 2022 and 2023, promoted to all staff in line with 16 Days of Activism / International Day for the Elimination of Violence Against Women in 2022 and 2023. Communication to all staff included information about how to respond to disclosures of family violence, links to external training and gender diversity training in our learning system, ELMO. Message from CEO videoed and distributed to all staff in 2022. Child Safety training delivered to all staff in 2023/2024 including reference to family violence. Education, learning and development opportunities will be ongoing.	Current measure: Number of training courses delivered and number of participants - data unable to be captured as delivered in online webinars by external facilitators. All staff received information and resources by email relating to Family Violence in 2022 and 2023 in line with IDEVAW including access to external training, webinars and videos. Unable to measure participation and will review delivery of training moving forward.	Ongoing	Organisational Development				✔		✔	
7.1 Maintain and support Gender Equality Champions Working Group	In progress	Initial GEC Working Group were engaged in the development of the GEAP, future resourcing of GEAP under review to determine most sustainable/impactful resourcing for ongoing GEAP implementation.	Current measure: Increased positive response rate to the six PMS statements for Indicator 1 (gendered work segregation). - 79% of staff felt culturally safe at work, up 4% from 2021. - 80% felt people in their workgroup treat each other with respect, 2% less than local government benchmark (no 2021 data). - 88% believed their manager treats employees with dignity and respect, 3% above local government benchmark (no 2021 data). - 79% feel work is allocated fairly, regardless of gender, down 4% from 2021. - 78% of staff feel they can be themselves at work, 3% less than local government benchmark. - 75% of staff felt they belonged at GPSC, 4% above local government benchmark. - 87% felt they had not witnessed barriers to success, 14% above local government benchmark - 88% had not experienced or observed bullying behaviour in the workplace (4% neutral), 13% improvement from 2021 and 10% above local government benchmark. - 85% of staff had not experienced or observed discriminatory behaviour in the workplace (9% neutral), 2% improved from 2021. - 82% had not experienced barriers to success, 11% above local government benchmark. The GECWG is not currently active however this is largely due to most of the actions being owned by People & Performance and significant turnover of previous group members. Actions to be reviewed and updated before determining need for GECWG.	Ongoing	Community Wellbeing					✔	✔	✔

Action	Status	Progress	Measure	Timeframe	Responsibility							
7.2 Managers and Leaders look for opportunities to refresh and continue conversations, initiative to progress conversations on GE and the alignment with GPSC vision and values in the work of their team	Ongoing	Respectful Relationships in the Workplace (leaders) workshops were facilitated internally for all staff in 2023. RRW covered a range of topics from inclusive workplace cultures, the value of diversity, EEO, bullying, harassment and discrimination, grievance procedures and the responsibility of leaders to drive a respectful and inclusive workplace. The workshop discussed Council's values and how these should inform the way we work and the way we lead our teams. The workshops also included some discussion on gender segregated workplaces and some of the stereotypes and barriers to building gender diversity in the workplace. In 2024, further training to occur to more specifically address strategies for building gender equality in the workplace. Continuously improving Gender Impact Assessments including review of reporting practices with intent to transition to an online app in 2024 (Community Wellbeing project). Current work underway to embed GIAs into planning/project practices.	Current measure: Increased positive response rate to the six PMS statements for Indicator 1 (gendered work segregation). - 79% of staff felt culturally safe at work, up 4% from 2021. - 80% felt people in their workgroup treat each other with respect, 2% less than local government benchmark (no 2021 data). - 88% believed their manager treats employees with dignity and respect, 3% above local government benchmark (no 2021 data). - 79% feel work is allocated fairly, regardless of gender, down 4% from 2021. - 78% of staff feel they can be themselves at work, 3% less than local government benchmark. - 75% of staff felt they belonged at GPSC, 4% above local government benchmark. - 87% felt they had not witnessed barriers to success, 14% above local government benchmark - 88% had not experienced or observed bullying behaviour in the workplace (4% neutral), 13% improvement from 2021 and 10% above local government benchmark. - 85% of staff had not experienced or observed discriminatory behaviour in the workplace (9% neutral), 2% improved from 2021. - 82% had not experienced barriers to success, 11% above local government benchmark. Respectful Relationships in the Workplace training is occurring annually and records of this training is now being captured in ELMO so participation can be better monitored. Mandatory training framework to be developed.	Ongoing	Management team and Coordinators	✔	✔	✔	✔	✔	✔	✔
7.3 Language and images in internal and external documents and communications reflect diversity and follow LGBTIQA+ inclusive language guidelines. This will include pronouns on email signature and flying flags.	In progress	Commissioner for LGBTIQ+ Communities, Dr. Todd Fernando, visited our Civic Centre on International Day Against Homophobia, Biphobia, and Transphobia (IDAHOBIT) 16th May to officiate the flag raising ceremony displaying the Progress Pride Flag for the first time. The Progress Pride Flag was also raised at our Smythesdale office. The flag will be raised for relevant days throughout the year. Language of our policies, procedures and enterprise agreements reviewed to ensure gender inclusive language. Rainbow Ready Audit conducted and actions identified. IDAHOBIT event held in 2023 hosted by an internal staff member and external consultant to facilitate sharing of lived experiences and build understanding of LGBTIQA+ inclusive practices and language. Nearly 60 staff attended. IDAHOBIT communications from CEO to all staff including resources and highlighting how to be a good ally. Communication to all staff about availability to add pronouns to email signatures and process to do so will occur in 2024.	Current measure: Increased positive response rate to the six PMS statements for Indicator 1 (gendered work segregation) - specifically response to 'My organisation uses inclusive and respectful images and language'. 79% of staff in 2023 felt that our organisation uses inclusive and respectful images and language, an improvement of 13% from 2021. 60 staff attended 2023 IDAHOBIT event and informal feedback was positive. While this is a decrease in participation since the 2022 event (75 participants) additional effort was undertaken to ensure all of GPSC staff at all locations were engaged - afternoon tea, materials and resources were delivered to each of the kindergartens, depots and to our Smythesdale site - a video of the event was also shared to all staff. The 2022 event was confined to those staff at the Civic Centre. The approach in 2023 was more inclusive and ensured a broader range of staff were engaged.	Ongoing	Communications & Engagement	✔	✔			✔		✔	✔
8.1 Develop leadership opportunities/programs for women and people from diverse backgrounds within GPSC	Ongoing	Sponsored women in our workforce to attend professional leadership training and conferences including: • 2 staff funded each year to attend Women's Professional Development Forum 2023. • 1 staff member participating in the WILD Women in Leadership Development program, People Measures, in 2024. • Table of 12 staff funded annually to attend International Women's Day breakfast, 2021, 2022 and 2023. • Funded 3 women to take part in the Leaders for Geelong program in 2022 and 2023. • Delivered Leader as Coach Program to 7 staff in May 2023 with 57% of participants identifying as women. Development of Council's leadership program is currently underway for commencement in 2024.	Current measure: Increased positive response rate to PMS statement 'Gender is not a barrier to success in my organisation'. This question was not included in the 2021 survey, however in the 2023 survey 18% of staff indicated they had experienced a barrier - 11% less than Local Government benchmark.	2023 - 2025	Organisational Development	✔	✔	✔		✔		✔
9.1 Develop clear and transparent process for Managers and Directors employed under Senior Officer agreements, to support pay equity	Complete	Pay & Benefits Policy was introduced in 2023 with commitment to: • pay equity and gender balance in compliance with the Gender Equality Act 2020 (Vic) and the gender equality provisions of the Local Government Act 2020 in the provision of pay and benefits. • ensuring all of those involved in the decisions relating to pay and benefits will be mindful of unconscious bias, diversity, gender equity and a commitment to pay equity. Salaries of all Senior Officers and Senior Executive Officers are pre-defined and consistent - same remuneration regardless of role.	Decrease in the pay gap - our median base salary pay gap at 30 June 2023 period is approximately 3.7%, down from 12.2% in the 2021 reporting year. The mean base salary pay gap dropped to 6.6% down from 8.5% in 2021.	2023	People & Performance	✔		✔		✔		✔
10.1 Offer traineeships and training in gender segregated work	Not started	Pilot traineeship program implemented in 2023 with focus on community members experiencing barriers to employment including: • Aboriginal & Torres Strait Islander people • People with a disability • People under the age of 21 • Refugees and CALD people • Women returning to the workforce • Women over the age of 45 This program did not target segregated work rather it sought to provide career pathways for disadvantaged community members across a variety of our services. Will review and advocate for additional traineeships moving forward to build opportunity in gender segregated areas of Council.	Current measure: Increased positive response rate to PMS statement 'My organisation uses inclusive and respectful images and language'. 79% of staff responded favourably, up 11% from the 2021 survey. Increased positive response rate to the six PMS statements for Indicator 1 (gendered work segregation). - 79% of staff felt culturally safe at work, up 4% from 2021. - 80% felt people in their workgroup treat each other with respect, 2% less than local government benchmark (no 2021 data). - 88% believed their manager treats employees with dignity and respect, 3% above local government benchmark (no 2021 data). - 79% feel work is allocated fairly, regardless of gender, down 4% from 2021. - 78% of staff feel they can be themselves at work, 3% less than local government benchmark. - 75% of staff felt they belonged at GPSC, 4% above local government benchmark. - 87% felt they had not witnessed barriers to success, 14% above local government benchmark - 88% had not experienced or observed bullying behaviour in the workplace (4% neutral), 13% improvement from 2021 and 10% above local government benchmark. - 85% of staff had not experienced or observed discriminatory behaviour in the workplace (9% neutral), 2% improved from 2021. - 82% had not experienced barriers to success, 11% above local government benchmark.	2024 - 2025	People & Culture	✔	✔			✔		✔
10.2 Conduct an image audit on GPSC website and internal posters to ensure gendered segregation is not promoted. Include new images as documents are refreshed.	Ongoing	Image audit conducted as part of Employee Value Proposition (EVP) development. New imagery created as part of this project and has equal representation of gender. Communications & Engagement team to continue to build catalogue of diverse community and workforce images for use. Future action to update and review of Style Guide including guidance regarding the use of diverse persons in branding, promotional material and other visual collateral produced by GPSC. Diversity of our images to be representative of the diversity of our community,	Current measure: Increased positive response rate to PMS statement 'My organisation uses inclusive and respectful images and language'. 79% of staff responded favourably, up 11% from the 2021 survey.	2023	Communications & Engagement	✔	✔			✔		✔

Action	Status	Progress / Commentary	Measure	Year	Responsibility							
11.1 Review our positions descriptions and recruitment processes and collateral with a gender lens	Complete	Ongoing review of Position Descriptions ensuring gender neutral language and flexibility, eliminating any potential indirect gender discrimination. Emphasis on transferrable skills in our advertising and promotions (rather than having to meet all criteria) and update of our careers pages on our website to promote gender inclusivity and equal opportunity. Introduction of new Employee Value Proposition developed from employee feedback with focus on culture, flexibility, development and growth. New templates present diverse range of employees and genders and catalogue of imagery will continue to grow over time. Built form in online application process (Aurion) which captures diversity of candidates - implemented in March 2023. The form is not mandatory but we are starting to collect diversity details of candidates. All recommendations to appoint forms require manager to indicate whether 'the appointment would be considered fair and equitable and promote gender equality'.	Current measure: Diversity of candidates applying for positions. Data is now being collected however comparison will not be available until we have at least 12 months of data. This will be available in the next audit.	2023	People & Culture	✔				✔		✔
11.2 Ensure a gender-balanced process in all aspects of recruitment, panels, committees and leadership	Complete	Panels engaged for recruitment activities are gender diverse as much as is practicable. This is enforced by the People & Performance team supporting recruitment processes and in coaching around these processes. Recruitment & Selection Procedure has been reviewed and new version drafted to ensure this commitment is clear. This will be implemented and communicated in 2024. Guidance is provided to leadership about diverse representation of committees and decision-making panels to ensure greater representation of the community we support. This has been communicated as part of the Respectful Relationships in the Workplace training. Proposal to be made to SMT in 2024 to introduce a standard Terms of References template for internal committees and working groups to include Membership term: *Our committee will be comprised of members who reflect the diversity of our people and the various services and programs offered across the organisation. All effort will be made to ensure equal representation of gender, along with representation of diverse cultures, ages, persons with disability and other diverse groups reflective of the Community we serve. The Chair will monitor the composition of the committee and work with members to actively improve diversity wherever possible.*	Increased positive response rate for the eight PMS statements relating to Indicator 5 (recruitment and promotion practices in the workplace). 63% of staff felt that their learning and development needs had been addressed in the last 12 months, an increase of 9% since 2021. A number of questions in the PM Survey were introduced in the 2023 survey which were not included in 2021 so we are unable to measure our own success. We were able to compare to the local government benchmark: - 67% believed our recruitment processes are fair (6% greater than lg benchmark). 23% of staff were neutral. - 51% felt they had equal chance at promotion (equal to lg benchmark). 32% of staff were neutral. - 54% were satisfied with the opportunities to progress in the organisation (1% greater than lg benchmark). 27% of staff were neutral. - 51% believe the promotion processes are fair (6% greater than lg benchmark). 31% of staff were neutral. With considerable amount of neutral responses, there is opportunity to improve feedback however it can also be indicative of indifference if they are not interested in promotional opportunities.	2023	People & Culture	✔	✔			✔		✔
11.3 Establish equitable learning and development opportunities, which actively pursue gender diversity	Complete	Tracking of learning and development participation has been vastly improved by the introduction of ELMO in mid 2023. We are now able to produce training reports that allow us to assess participation based on gender. We've observed significant improvement in the types of records being captured including leadership programs and relevant external training. We need to continue to promote the platform as a record keeping tool for the professional development of our staff to improve accuracy of our statistics. Australian Institute of Management (AIM) package purchased in 2022 with programs delivered to staff across the organisation relating to leadership and other professional development topics. These opportunities have been promoted to people leaders and emerging leaders with a significant number of participants identifying as women (85.29% in 2022/2023). Leadership Group Strategy Session was delivered on 15 March 2023 to all people leaders.	Establish equitable learning and development opportunities, which actively pursue gender diversity - in 2022/2023 29 women and 5 men attended professional development or leadership programs (85.29% women), in 2023/2024 we have 35 women already enrolled or having participated in these programs and 11 men (76.09% women).	Ongoing	Organisational Development	✔	✔	✔	✔	✔	✔	✔
12.1 Managers, Leaders and Teams actively explore and support initiatives to increase diversity within their team	Ongoing	The traineeship program piloted in 2023 required active support of a range of teams and leaders across the organisation. The trainees identified as persons from under-represented diversity groups (or combination of) so additional training was provided were appropriate to best support the trainees. This included training in mental health first aid, disability awareness and an autism training course. Mental Health First Aid Officers were also appointed with representatives from across the organisation. Ongoing training to be delivered to all staff as mart of a mandatory training matrix which will incorporate diversity and inclusion modules.	Increased positive response rate to the six PMS statements for Indicator 1 (Gendered work segregation). - 79% of staff felt culturally safe at work, up 4% from 2021. - 80% felt people in their workgroup treat each other with respect, 2% less than local government benchmark (no 2021 data). - 88% believed their manager treats employees with dignity and respect, 3% above local government benchmark (no 2021 data). - 79% feel work is allocated fairly, regardless of gender, down 4% from 2021. - 78% of staff feel they can be themselves at work, 3% less than local government benchmark. - 75% of staff felt they belonged at GPSC, 4% above local government benchmark. - 87% felt they had not witnessed barriers to success, 14% above local government benchmark - 88% had not experienced or observed bullying behaviour in the workplace (4% neutral), 13% improvement from 2021 and 10% above local government benchmark. - 85% of staff had not experienced or observed discriminatory behaviour in the workplace (9% neutral), 2% improved from 2021. - 82% had not experienced barriers to success, 11% above local government benchmark.	Ongoing	Management team	✔	✔		✔	✔	✔	✔
12.2 Improve general knowledge around gender segregation within occupations and the workplace, and the impact that gender stereotypes can have on wellbeing	Complete	Mandatory Equal Employment Opportunity training was delivered as part of the onboarding process for all staff via our previous learning management system, SALMAC. This training included information about gender inequality, unconscious bias and stereotyping. A suite of workplace diversity training was released to all staff with the implementation of our new learning system, ELMO. This training includes: • Core Inclusion • Gender Equality • Managing Unconscious Bias This training is promoted as part of our Performance Review & Planning process and in line with Council endorsed observance days e.g. International Women's Day. As ELMO was only launched in late 2023, there is currently limited participation data however this is now being captured and we anticipate greater participation in 2024.	Current measure: # of participants in training Equal Employment Opportunity training was completed by 59 employees as part of the onboarding process in 2022/2023.	Ongoing	People & Culture, Organisational Development	✔	✔		✔	✔	✔	✔
13.1 Review flexible work policy to create a broad approach to what flexibility can be achieved at GPSC	In progress	Broad approach to flexible working arrangements is included in our Pay and Benefits Policy. This includes: • Paid, unpaid leave and purchased leave • Access to rostered or accrued days off • Part-time employment, job share, flex time, flexible hours and condensed work weeks • Hybrid work arrangements Flexibility arrangements are also outlined in our current Flexible Working Arrangements Policy and in our Parental Leave Information Pack. The Policy is to be reviewed and updated in line with current informal practices which are well established including continuing opportunity for work from home arrangements, flexible hours (flexi-time) and eligibility. All staff are able to apply for flexible work arrangements and we will attempt to accommodate providing there is no detrimental impact on the delivery of services and programs.	Current measure: Increased positive response rate to seven PMS statements relating to Indicator 6 (leave and flexibility). Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer, 6 % were neutral. This is 8% higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark.	2022	People & Culture		✔		✔	✔		

Action	Status	Progress	Current measure	Timeframe	Responsibility						✔	✔	
13.2 Leaders and managers are trained and supported in managing flexible work arrangements, including managing staff offsite, to ensure a consistent and transparent	In progress	Leading virtual teams now available in ELMO. Established one on one leadership coaching with P&P business partners includes a range of standard topics. These catch ups were introduced in late 2022 and provide at least bi-monthly catch ups with people leaders to provide support in leading and managing people - including managing flexibility matters.	Current measure: Increased positive response rate to seven PMS statements relating to Indicator 6 (leave and flexibility). Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer, 6 % were neutral. This is 8% higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark.	Ongoing	People & Culture, Organisational Development						✔	✔	
14.1 Promote shared care responsibilities and flexible work arrangements for all staff, promoting real life examples	Complete	GPSC's Enterprise Agreement no. 9 2022 was reviewed to ensure gender inclusive language and emphasis on carer and parental leave available to all persons regardless of gender. Leave Management Procedure was updated and delivered in 2023 which specifically references that primary and secondary carers leave can be taken by an employee of any gender. Parental Leave Information Pack developed in 2022/2023 ensuring gender neutral language and includes information and resources relating to flexibility, communication and support available to staff taking parental leave. This is sent to all staff who raise query around parental leave. Information will be added to People & Performance intranet pages as a live resource in 2024.	Current measure: Increased positive response rate to seven PMS statements relating to Indicator 6 (leave and flexibility). Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer, 6 % were neutral. This is 8% higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark. Additionally, when measuring the % of staff of different genders accessing flexible work, carer's leave, parental leave, we observed: - 30.77% of carer's leave in 2022/2023 was taken by male staff. - 45.45% of paid parental leave was taken by male staff (includes both secondary and primary carer paid leave). 1 of 7 staff (14.29%) who took paid primary carer's leave in 2022/2023 was male, the first male to claim primary carer's leave in current records. - 34% of staff with a formal flexibility arrangement are men, 66% women.	Ongoing	People & Culture							✔	
14.2 Improve support for staff when returning from extended leave with a 'return to work' resource for staff and their team	Complete	A basic checklist was developed in 2022/2023 to ensure various stakeholders were aware of actions they needed to take to support a staff member returning from extended leave. A new 'returning from extended leave' manager guide is currently being drafted and will be launched in 2024.	Current measure: Increased positive response rate to seven PMS statements relating to Indicator 6 (leave and flexibility). Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer, 6 % were neutral. This is 8% higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark.	2023	People & Culture							✔	
14.3 Review the parental leave policy and advocate for both parents to access parental leave provisions	Complete	GPSC's Enterprise Agreement no. 9 2022 was reviewed to ensure gender inclusive language and emphasis on carer and parental leave available to all persons regardless of gender. Leave Management Procedure was updated and delivered in 2023 which specifically references that primary and secondary carers leave can be taken by an employee of any gender. Parental Leave Information Pack developed in 2022/2023 ensuring gender neutral language and includes information and resources relating to flexibility, communication and support available to staff taking parental leave. This is sent to all staff who raise query around parental leave. Information will be added to People & Performance intranet pages as a live resource in 2024.	Current measure: Increased positive response rate to seven PMS statements relating to Indicator 6 (leave and flexibility). Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer, 6 % were neutral. This is 8% higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark. Additionally, when measuring the % of staff of different genders accessing flexible work, carer's leave, parental leave, we observed: - 30.77% of carer's leave in 2022/2023 was taken by male staff. - 45.45% of paid parental leave was taken by male staff (includes both secondary and primary carer paid leave). 1 of 7 staff (14.29%) who took paid primary carer's leave in 2022/2023 was male, the first male to claim primary carer's leave in current records.	2023	People & Culture							✔	

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
Majority of the actions are the responsibility of the People & Performance (HR) team and are driven by the Manager P&P with support from Director Corporate Services. The development of the GEAP was a collaborative project led by Manager P&P and Coordinator Health, Wellbeing and Youth, supported by a Gender Equality Champions Working Group (GECWG). The GECWG has been significantly impacted due to turnover and absence of staff and as most of the actions are currently reliant on resources from the P&P team, it proved difficult to keep the group engaged. We are reviewing the allocation of actions and determining whether the group needs to be reformed or whether input and support can be provided by the Values Champions group who drive much of our culture focussed initiatives. There are no dedicated resources for the delivery of the GEAP. While there has been sufficient resourcing allocated, the significant turnover of those involved in the GEAP development and working groups, reassignment of responsibilities has not been clear and resourcing not consistent.

Workplace Gender Equality Indicators

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.

Table 3 - Workplace gender equality indicators progress

Required	Required	Required	Recommended (Factors: a b c d e f g)	Recommended
Indicator	**Confirm if progress made**	**Progress description**	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.	**Factors discussion**
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.		If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.
Gender composition of all levels of the workforce	Yes	Data relating to diversity demographics of all staff is now being captured in the payroll system. All new employees are being prompted to provide details during the onboarding process (optional), existing staff will also be encouraged to do so. Similar data will also be captured through employee surveys providing an anonymous avenue for collection. Increased gender representation in senior management team from has changed from 100% men in June 2021 to 50% women and 50% men in June 2023.		
Gender composition of governing bodies	No	At Golden Plains Shire, only one woman (14.29%, down from 2 in 2016 and 2012) of our councillors are women - this is unchanged as there has been no election since our last report . Diversity data is not currently collected for council members. We are in discussions about potential strategies which could be implemented in the lead up to 2024 elections to drive more diversity in Council members.	Yes (b)	Councillors are elected by registered voters of Golden Plains Shire and not appointed by the organisation. Limited influence.
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	Standardised remuneration packages introduced in 2022 for Senior Officers and Senior Executive Officers, along with increased representation of women in the Senior Management Team have had positive impact on our gender pay gap. Our median base salary pay gap at 30 June 2023 period is 3.7%, down from 12.2% in the 2021 reporting year. The mean base salary pay gap dropped to 6.6% down from 8.5% in 2021.		
Sexual harassment in the workplace	Yes	There have been no reported sexual harassment incidents since 2021 however records management and reporting have improved. Training was delivered to all staff in 2023 and is scheduled to be provided annually as part of a mandatory training matrix and the onboarding program. The People Matter Survey indicated a drop in staff experiencing sexual harassment with 4% reporting their experience in the 2023 survey down from 6% in 2021 - now 2% less than the local government benchmark.		
Recruitment and promotion practices in the workplace	Yes	Recruitment data indicates we are consistently appointing more women than men with an average of 72.47% of new employees identifying as women, and only 27.53% men in the last two financial years. In the reporting period, women represented 61.9% of permanent promotions, 52.83% of higher duties and 52.83% of secondments. We have identified that 22 staff were provided a form of professional development during the reporting period, 77.27% of participants were women. Reporting capability has improved significantly with the implementation of a new learning system and future consolidation of training budgets. Introduction of new Employee Value Proposition positions us as an employer of choice and included a review of imagery and branding to attract diverse candidates. This work will be ongoing to ensure reflection of our community and workforce and the diversity we would like to attract. A number of questions in the PM Survey were introduced in the 2023 survey which were not included in 2021 so we are unable to measure our own success. We were able to compare to the local government benchmark. - 67% believed our recruitment processes are fair (6% greater than lg benchmark). 23% of staff were neutral. - 51% felt they had equal chance at promotion (equal to lg benchmark). 32% of staff were neutral. - 54% were satisfied with the opportunities to progress in the organisation (1% greater than lg benchmark). 27% of staff were neutral. - 51% believe the promotion processes are fair (6% greater than lg benchmark). 31% of staff were neutral. With considerable amount of neutral responses, there is opportunity to improve feedback however it can also be indicative of indifference if they are not interested in promotional opportunities. Pilot traineeship program delivered with 3 trainees completing the program in 2023/2024. The program targeted community members under the age of 21, people with disability, refugees, CALD and Aboriginal and Torres Strait Islander people. The intent was to provide career pathways for diverse people which we intend to evolve into a more targeted program to address gender segregated teams.		
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	Improvements to flexibility, family violence support and family/carer leave were made in the GPSC Enterprise Agreement in 2022. Communication of these changes and promotion of flexibility has been facilitated through updating of policies and procedures, introduction of People News site and new EVP content. Overall, 90% of staff provided a favourable response to the leave, flexibility and working arrangements we offer in the PMS Survey 2023, 6 % higher than the local government benchmark. - 92% of staff felt they would be supported if they needed to take family violence leave, 19% improvement from 2021 and 6% above local government benchmark. - 87% of staff were confident a request for a flexible work arrangement would be given due consideration, an improvement of 23% from 2021 and 9% above local government benchmark. - 90% of staff felt their manager supports working flexibly, 9% above local government benchmark. Additionally, when measuring the % of staff of different genders accessing flexible work, carer's leave, parental leave, we observed: - 30.77% of carer's leave in 2022/2023 was taken by male staff. - 45.45% of paid parental leave was taken by male staff (includes both secondary and primary carer paid leave). 1 of 7 staff (14.29%) who took paid primary carer's leave in 2022/2023 was male, the first male to claim primary carer's leave in current records.		
Gendered segregation within the workplace	Yes	Increased positive response rate to the six PMS statements for Indicator 1 (Gendered work segregation). - 79% of staff felt culturally safe at work, up 4% from 2021. - 80% felt people in their workgroup treat each other with respect, 2% less than local government benchmark (no 2021 data). - 88% believed their manager treats employees with dignity and respect, 3% above local government benchmark (no 2021 data). - 79% feel work is allocated fairly, regardless of gender, down 4% from 2021. - 78% of staff feel they can be themselves at work, 3% less than local government benchmark. - 75% of staff felt they belonged at GPSC, 4% above local government benchmark. - 87% felt they had not witnessed barriers to success, 14% above local government benchmark - 88% had not experienced or observed bullying behaviour in the workplace (4% neutral), 13% improvement from 2021 and 10% above local government benchmark. - 85% of staff had not experienced or observed discriminatory behaviour in the workplace (9% neutral), 2% improved from 2021. - 82% had not experienced barriers to success, 11% above local government benchmark. We've observed an increase of women in the technicians and trades workers with 33% women up from 23% in 2021. Despite some efforts to address gender segregation in labourers, community workers, machinery operators and drivers, clerical and administrative staff we have had limited success. This is heavily influenced by the gender segregation in the broader industry and a challenge shared in local government. However, there is still opportunity to trial different approaches to improving gender representation.	Yes (a)	Gender segregation is prominent in our labourer and community services teams which is a reflection of highly gender segregated industry groups. We have had some success in appointing women in labourer roles however we have not been successful in our efforts to attract or appoint any men to our Children's Services roles. We have no current non-binary representation across the organisation.