2026 Progress report for:
Northern Grampians Shire Council

Cover page

Organisation name	Northern Grampians Shire Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 278 Total FTE: 200.41
Response rate to employee experience survey	81 of 293 employees (27.6%)
Contextual information	People Matter Survey 2025 was completed by 81 employees (27.6% response rate), which limits the availability of some survey breakdowns where minimum reporting thresholds are not met. Workplace gender audit data indicates governing body demographic data was not collected during the reporting period.
Location (metropolitan, regional or rural. If other, please specify)	Rural

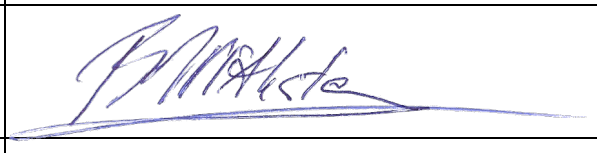
Attestation by head of organisation

I confirm that:

☒ I am the head of organisation (CEO or equivalent).

☒ I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.

☒ I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Comments	As a small rural council, we recognise our responsibility to foster a workplace and community where fairness, respect, and equal opportunity are upheld for all. Guided by the Gender Equality Act 2020 (Vic), we remain committed to embedding gender equality principles into our everyday practices and decision-making. This progress report outlines the steps we have taken since implementing our Gender Equality Action Plan and highlights the progress made across the seven workplace gender equality indicators. The results demonstrate positive movement in a number of areas and reflect the ongoing efforts of our employees, leadership team, and Council to strengthen an inclusive and equitable workplace. While we acknowledge these achievements, we also recognise that gender equality is an ongoing commitment. This report identifies areas where further improvement is required and reinforces our focus on addressing barriers and advancing intersectional gender equality - recognising that people's experiences are shaped by factors such as age, disability, cultural background, and gender identity. We will continue to build on this work by strengthening our practices, supporting inclusive workplace initiatives, and using data to inform our actions and monitor progress over time. Gender equality benefits our organisation, our workforce, and the community we serve. I thank all those who have contributed to this work and remain committed to continuing our progress with transparency and accountability. I endorse this Gender Equality Progress Report and our ongoing commitment to achieving gender equality.
Name	Brent McAlister
Role title	Chief Executive Officer
Signed	
Date	29 April 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

If you have not listed any GIAs, please choose one or more permitted reason:

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020.*

☒ None of these apply (**go to 1.2**).

Northern Grampians Shire Council undertook gender impact assessments (GIAs) on relevant policies, programs and services during the reporting period. In line with the template guidance, this progress report reports on GIAs that have a direct and significant impact on the public, and does not report on internal workforce policies/procedures in Step 1. Internal workforce initiatives relating to workplace gender equality are reported through Step 2 (progress against the workplace gender equality indicators) and Step 3 (GEAP strategies and measures).

Section 1.2 Describing policies, programs and services subject to a GIA

Ref #	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts
GNDASS2	NGSC Emergency Relief Centre Operations Plan	Service	This service plan sets out Council's approach to operating and delivering emergency relief centre services, including roles, responsibilities and key processes.	Up for review	Considered potential gendered impacts on access to and safety within emergency relief centres (e.g., privacy, family violence risk, caring responsibilities and accessibility of supports for diverse needs).
GNDASS3	Funding and Resourcing Policy	Policy	This policy outlines Council's approach to funding and resourcing decisions, including principles and processes for allocating resources.	New	Considered whether funding and resourcing decisions may affect different genders differently, including impacts on service accessibility, affordability and the distribution of benefits across the community.
GNDASS4	Event Policy	Policy	This policy sets expectations and requirements for planning, approving and managing events, including roles, responsibilities and compliance considerations.	Up for review	Considered whether event planning and management settings could affect participation and safety for different genders (e.g., timing, facilities, accessibility, harassment prevention and family-friendly arrangements).
GNDASS5	Fair Access Policy	Policy	This policy outlines Council's commitment to fair and equitable access to facilities, services and programs, including guiding principles and decision-making considerations.	New	Considered whether access criteria, fees and allocation processes support equitable participation for different genders, including people with caring responsibilities, lower incomes or safety considerations.
GNDASS6	Community Engagement Policy	Policy	This policy outlines Council's approach to engaging with the community, including principles for inclusive participation and how feedback informs decisions.	Up for review	Considered whether engagement methods and participation requirements may advantage or disadvantage different genders (e.g., meeting times/locations, childcare, digital access, safety and cultural considerations).
GNDASS7	Compliance and Enforcement Policy	Policy	This policy outlines Council's approach to compliance and enforcement, including guiding principles, decision-making processes and available enforcement options.	New	Considered whether compliance and enforcement approaches may have different impacts by gender, including perceptions of safety, accessibility of processes, and any risk of unintended barriers to reporting or engagement.

GNDASS8	Registration of Restricted Breed and Dangerous Dogs Policy	Policy	This policy sets out Council's requirements and processes for the registration and management of restricted breed and dangerous dogs, consistent with relevant legislation.	Up for review	Considered potential gendered impacts linked to community safety and interactions with enforcement processes (e.g., safety perceptions, reporting pathways, and accessibility of information and compliance requirements).
GNDASS9	Visitor Information Service Policy	Policy	This policy outlines the scope and delivery of Council's visitor information services, including service standards and key operational arrangements.	Up for review	Considered whether service access and information provision meets the needs of different genders (e.g., accessible formats, safety considerations for travellers, and inclusive representation in materials).
GNDASS10	Facility Hire Policy	Policy	This policy outlines Council's conditions and processes for hiring Council facilities, including eligibility, fees, bookings and use requirements.	Up for review	Considered whether hire conditions, fees, timing and facility requirements enable equitable participation for different genders, including safety, accessibility and caring responsibilities.
GNDASS12	Traditional Owner Acknowledgment Policy	Policy	This policy outlines Council's approach to acknowledging Traditional Owners, including when and how acknowledgements are made in Council communications and events.	New	Considered whether acknowledgement practices support respectful and inclusive participation for people of different genders, including culturally safe engagement with Traditional Owners and community members.
GNDASS13	Funding Policy	Policy	This policy outlines Council's approach to funding decisions and allocations, including guiding principles, eligibility considerations and governance arrangements.	Up for review	Considered whether funding settings and eligibility criteria may affect different genders differently, including impacts on access to community supports and potential barriers related to caring responsibilities or income.
GNDASS16	Unreasonable Customer Conduct Policy	Policy	This policy outlines Council's approach to preventing and responding to unreasonable customer conduct, including principles, expected behaviours and available response options.	New	Considered whether the policy supports safe and equitable access to Council services for people of different genders, including people experiencing family violence, harassment or safety risks when engaging with Council.
GNDASS17	Unreasonable Customer Conduct Management Procedure	Policy	This procedure outlines how Council will implement the Unreasonable Customer Conduct Policy, including assessment, documentation, escalation and review processes.	New	Considered whether management responses are applied consistently and proportionately, and whether supports are in place to address gendered safety concerns for customers and staff.

Section 1.3 Describing actions taken as a result of a GIA

Ref #	F: Were actions taken as a result of the GIA?	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality. If you did not take action, write N/A here and explain why in (H).	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here.	I: Describe: How and why intersectionality was considered (or not)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)?
GNDASS2	No	N/A	No additional actions were required because the GIA findings were addressed through the existing operational plan settings. Implementation will continue to be monitored through service delivery and reviewed as required.	Intersectionality was considered because emergency relief settings may affect people differently depending on gender and other characteristics. Consideration included impacts for carers, older people, people with disability, culturally and linguistically diverse communities, and people experiencing family violence who may face additional safety and access needs in an emergency relief centre.	N/A

GNDASS3	No	N/A	No specific actions were required because the GIA did not identify changes needed to the policy settings at the time. Any implementation considerations will be addressed through normal budget and governance processes.	Intersectionality was considered because funding decisions can have different impacts across the community. Consideration included how eligibility, access pathways and any user costs may affect different genders and intersecting factors such as income, caring responsibilities, disability, age, and location (including barriers in rural areas).	N/A
GNDASS4	No	N/A	No additional actions were required because the GIA did not identify gaps requiring changes beyond existing event planning controls. Event organisers will continue to apply the policy and consider gender and safety in event planning on a case-by-case basis.	Intersectionality was considered because participation in events can be affected by gender alongside other factors. Consideration included accessibility needs, cultural safety, age (including children and older people), caring responsibilities, and safety for people who may experience harassment or family violence, as these factors can influence attendance and inclusion.	N/A
GNDASS5	No	N/A	No specific actions were required because the GIA did not identify changes needed to the policy criteria or decision-making process at the time. Implementation will continue to be monitored through facility/service allocation decisions and reviewed in future policy updates.	Intersectionality was considered because access policies can affect groups differently. Consideration included how access criteria, fees, booking processes and allocation decisions may interact with gender and factors such as income, disability, age, caring responsibilities, cultural background, and safety concerns (including family violence), which can influence ability to participate.	N/A
GNDASS6	No	N/A	No additional actions were required because the GIA findings were addressed within the engagement principles and methods already set out in the policy. Engagement planning will continue to consider inclusion and accessibility for each engagement activity.	Intersectionality was considered because barriers to engagement can differ across the community. Consideration included how engagement formats, timing, locations and digital access may affect different genders and intersecting factors such as age, disability, caring responsibilities, cultural and language needs, and experiences of safety concerns that may limit participation.	N/A
GNDASS7	Yes	Following the GIA, Council reviewed and refined guidance for applying the Compliance and Enforcement Policy to support equitable access and engagement (e.g., clearer information for the public, consistent application of processes, and consideration of safety and accessibility in interactions).	N/A	Intersectionality was considered by checking for different impacts across groups (e.g., carers, people with disability, older people, Aboriginal and Torres Strait Islander people, and culturally and linguistically diverse communities).	N/A
GNDASS8	No	N/A	No specific actions were required because the GIA did not identify changes needed to the policy requirements or processes at the time. Ongoing implementation will continue to focus on clear information and consistent, proportionate administration.	Intersectionality was considered because community safety and enforcement processes can affect people differently. Consideration included how information, reporting pathways and compliance interactions may affect different genders and intersecting factors such as language,	

				disability, age, and safety concerns (including people who may feel less safe reporting or engaging with enforcement processes).	
GNDASS9	No	N/A	No additional actions were required because the GIA did not identify changes needed to service standards or delivery arrangements at the time. Service delivery will continue to be reviewed through usual service planning and feedback channels.	Intersectionality was considered because visitor information needs can vary across different groups. Consideration included accessibility for people with disability, older people, families and carers, culturally and linguistically diverse visitors, and safety considerations for different genders (including solo travellers), as these factors can influence how information is accessed and used.	N/A
GNDASS12	No	N/A	No specific actions were required because the GIA did not identify changes needed to the policy wording or application at the time. Implementation will continue to be guided through normal communications and events protocols.	Intersectionality was considered because cultural recognition and inclusion can be experienced differently across genders and other characteristics. Consideration included culturally safe engagement for Aboriginal and Torres Strait Islander people, and accessibility for community members with disability, varied language needs, and different levels of access to Council communications and events.	N/A
GNDASS13	No	N/A	No actions were required because the GIA did not identify changes needed to the policy's funding principles or governance settings at the time. Implementation considerations will be managed through standard budget, grant and decision-making processes.	Intersectionality was considered because funding decisions can impact groups differently. Consideration included how gender intersects with income, disability, age, caring responsibilities, cultural background and geographic access (including barriers for people in smaller towns) when accessing Council-funded supports or opportunities.	N/A
GNDASS16	No	N/A	No additional actions were required because the GIA did not identify changes needed to the policy settings at the time. Implementation will be monitored through complaints/customer interaction management and reviewed in future policy updates.	Intersectionality was considered because customer conduct management can affect people differently depending on gender and other factors. Consideration included potential impacts for people experiencing family violence, people with disability, older people, and culturally and linguistically diverse community members who may face additional barriers to accessing services or communicating with Council.	N/A
GNDASS17	No	N/A	No additional actions were required because the GIA did not identify procedural changes needed at the time. The procedure will be implemented and reviewed as part of ongoing governance and continuous improvement.	Intersectionality was considered because procedural responses may affect people's ability to access services and raise concerns. Consideration included how gender intersects with disability, age, cultural and language needs, and safety concerns (including family violence), to support consistent and fair application of the procedure.	N/A

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

K: Indicator *	L: Progress data	M: Additional progress data	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
1	**Critical performance measures** **1.1 Gender composition of the duty holder organisation** • Women: 2023 56.8% | 2025 60.1% (change +3.3 pp) • Men: 2023 43.2% | 2025 39.9% (change -3.3 pp) • Self-described: 2023 0.0% | 2025 0.0% (change 0.0 pp) **1.2 Gender composition of part-time workers in the duty holder organisation** • Women: 2023 85.7% | 2025 80.9% (change -4.8 pp) • Men: 2023 14.3% | 2025 19.1% (change +4.8 pp) • Self-described: 2023 0.0% | 2025 0.0% (change 0.0 pp) **1.3 Gender composition of senior leaders in the duty holder organisation** • Women: 2023 41.2% | 2025 42.9% (change +1.7 pp) • Men: 2023 58.8% | 2025 57.1% (change -1.7 pp) • Self-described: 2023 0.0% | 2025 0.0% (change 0.0 pp)	Overall workforce: women increased by 3.3 percentage points (56.8% to 60.1%). Senior leaders: women increased by 1.7 percentage points (41.2% to 42.9%). Part-time (composition of part-time workforce): women decreased by 4.8 percentage points (85.7% to 80.9%) while men increased by 4.8 percentage points (14.3% to 19.1%). Self-described gender remained 0.0% across all measures in both years.	Yes – overall workforce and senior leadership representation of women increased from 2023 to 2025 (overall: 56.8% to 60.1%; senior leaders: 41.2% to 42.9%), demonstrating progress against gender composition at key workforce levels, noting the composition of the part-time workforce shifted towards a higher proportion of men (women: 85.7% to 80.9%; men: 14.3% to 19.1%).	Compared to 2023, the 2025 workplace gender audit results demonstrate progress for Indicator 1 in key workforce levels. Women's representation increased in the overall workforce (56.8% to 60.1%) and in senior leadership (41.2% to 42.9%). The gender composition of the part-time workforce shifted, with women comprising a smaller share of part-time workers (85.7% to 80.9%) and men comprising a larger share (14.3% to 19.1%). Northern Grampians Shire Council's GEAP (2022) sets relevant qualitative goals (including Diversity in leadership positions and improving gender equality culture) but does not specify numeric representation targets for workforce composition; progress is therefore assessed against the direction of these goals and the indicator's performance measures. Self-described gender is reported as 0.0% in both years and should be treated as a data capture result rather than an absence of gender diversity. When numeric targets are established in the next GEAP, they will be included in future progress reporting to enable clearer assessment against targets.
2	**Critical performance measures** **2.1 Gender composition of the organisation's governing body** • **Women** ○ 2023: 28.6% ○ 2025: 71.4% ○ % change: +42.8% • **Men** ○ 2023: 71.4% ○ 2025: 28.6% ○ % change: -42.8% • **Self-described** ○ 2023: 0.0% ○ 2025: 0.0%	Between 2023 and 2025, the proportion of board members in each gender group was as follows: • Women increased from 28.6% to 71.4% • Men decreased from 71.4% to 28.6% • People of self-described gender remained the same at 0.0%	Yes – the data shows a clear shift in governing body representation from 2023 to 2025 (women increased from 28.6% to 71.4%). While governing body composition is primarily determined through electoral processes, the indicator is about observed	Compared to 2023, the 2025 workplace gender audit results show a substantial change in governing body composition. Women increased from 28.6% (2023) to 71.4% (2025), and men decreased from 71.4% to 28.6%. This demonstrates increased representation of women in the governing body at the 2025 reporting point and progress towards gender-balanced representation. As a local government measure, governing body composition is largely influenced by electoral outcomes and changes in membership rather than workforce settings. Self-described gender is reported as 0.0% in both years and should be treated as a data capture result rather than evidence of no gender diversity.

	○ % change: 0.0%		representation and the reported data demonstrates substantial change over time.	
3	**Critical performance measures** **3.1 Mean total remuneration gender pay gap by occupation groups** • Managers: 18.8% (2023) | 9.1% (2025) • Professionals: 8.3% (2023) | 1.6% (2025) • Technicians and Trades Workers: 6.2% (2023) | 14.4% (2025) • Community and Personal Service Workers: 11.4% (2023) | -0.3% (2025) • Clerical and Administrative Workers: -1.2% (2023) | 12.0% (2025) • Labourers: 2.4% (2023) | 23.0% (2025) • **All occupations:** 6.8% (2023) | 7.8% (2025) **3.2 Mean total remuneration senior leader gender pay gap** • Women vs men: 20.7% (2023) | 6.3% (2025) **Supplementary measures** • 3.3 Mean base salary gap (women vs men): 6.8% (2023) | 6.7% (2025) • 3.4 Median total remuneration gap (women vs men): -0.9% (2023) | 7.1% (2025) • 3.5 Median base salary gap (women vs men): -0.9% (2023) | 0.4% (2025) ○ 2023: 20.7% ○ 2025: 6.3% ○ % change: -14.5%	Overall mean total remuneration pay gap increased slightly (6.8% to 7.8%), but the senior leader mean pay gap reduced markedly (20.7% to 6.3%). Pay gap results vary by occupation group, suggesting different drivers across the workforce and the need for targeted analysis (e.g., classification, allowances, overtime, acting arrangements, part-time/full-time mix).	Yes – the 2023 to 2025 pay gap data shows progress in key areas, with the mean total remuneration gender pay gap for senior leaders reducing from 20.7% to 6.3% and reductions also evident for Managers (18.8% to 9.1%) and Professionals (8.3% to 1.6%). While the overall mean total remuneration pay gap across all occupations increased slightly (6.8% to 7.8%) and some occupation groups worsened, the data demonstrates measurable improvement in important pay gap measures, noting that self-described gender data is unavailable.	The pay gap results demonstrate progress for Indicator 3 (equal pay) between 2023 and 2025 in key measures. The mean total remuneration senior leader gender pay gap reduced from 20.7% (2023) to 6.3% (2025), and the pay gap reduced in Managers (18.8% to 9.1%) and Professionals (8.3% to 1.6%). However, the overall mean total remuneration gender pay gap across all occupations increased from 6.8% to 7.8%, and several occupation groups worsened (including Labourers and Clerical and Administrative Workers), indicating progress is uneven across the workforce and further analysis is required to understand drivers and target actions. Data for self-described gender is unavailable, which limits reporting on pay equity for all genders. Findings from our 2025 workplace gender audit and 2026 progress report indicate that pay equity outcomes are not consistent across all groups. While there has been a notable improvement in the mean total remuneration gender pay gap for senior leaders (decreasing from 20.7% in 2023 to 6.3% in 2025), the overall pay gap across the organisation increased slightly from 6.8% to 7.8%, with variation across different occupation groups. This is despite Council applying standardised role classifications across all levels - from senior leadership through to operational roles - to minimise direct pay inequity. This variation reflects broader workforce composition factors rather than differences in pay for the same role. For example, gender imbalances in higher-paid or senior roles, differences in part-time versus full-time work patterns, and variations in tenure or progression can all influence overall remuneration outcomes. As a result, even with consistent classification structures, differences in how employees are distributed across roles and conditions can contribute to a measurable gender pay gap. To maintain alignment with pay equity principles, Council will continue its established approach of applying standardised classification structures to all roles across the organisation. These classifications ensure that remuneration is based on the inherent requirements, responsibilities, and value of each role - rather than the individual - thereby preventing gender-based pay disparities for like or comparable work. Council remains committed to ensuring all remuneration practices are fair, consistent, and transparent, supported by clearly defined pay scales, documented decision-making processes, and accessible information for employees about how remuneration is determined and reviewed. Council also recognises that workforce trends can influence overall pay gap outcomes. In particular, the increased uptake of flexible working arrangements has enabled more employees, particularly women, to reduce working hours to better balance work and family responsibilities. This is a positive outcome that reflects Council's commitment to supporting working parents and fostering a flexible, inclusive workplace. While these choices may influence overall remuneration averages, they should not be interpreted as inequity, but rather as evidence of a workplace culture that supports work–life balance and employee wellbeing. Council will continue to embed gender considerations into key processes such as annual remuneration reviews and policy updates, and will use gender-disaggregated data where available to monitor trends and ensure equity is maintained over time.
4	**Critical performance measures** **4.1 Anonymous experience rate of sexual harassment** (People Matter Survey) • All respondents: 2023 4.5% | 2025 2.5%	2025 People Matter Survey gender-specific breakdowns for the anonymous experience rate are unavailable, limiting trend analysis by gender. A single formal report in 2025 should be	Yes – the available data indicates progress between 2023 and 2025, with the anonymous experience rate of sexual harassment	The available data shows progress for Indicator 4 between 2023 and 2025. The People Matter Survey anonymous experience rate of sexual harassment for all respondents decreased from 4.5% (2023) to 2.5% (2025). The workplace gender audit recorded 1 formal sexual harassment complaint in 2025 (complainant: woman; respondent: man; handled internally).

	• Gender breakdowns: 2025 (not reported due to minimum reporting thresholds) **4.2 Number of formal reports of sexual harassment** (workplace gender audit) • 2025: 1 complaint (complainant: woman; respondent: man; handled internally)	interpreted cautiously given low numbers and underreporting risk.	(all respondents) decreasing from 4.5% to 2.5%.	These measures provide an indication of change over time; however, 2025 gender-specific survey breakdowns are not reportable and low complaint numbers can fluctuate year to year. Council will continue to focus on prevention and on maintaining accessible, confidential reporting pathways and appropriate response processes.
5	**Critical performance measures** **5.1 Gender composition of recruited employees** • Women: 2023 59.4% | 2025 63.0% • Men: 2023 40.6% | 2025 37.0% • Self-described: 2023 0.0% | 2025 0.0% **5.2 Gender composition of promoted employees** • Women: 2023 75.0% | 2025 58.8% • Men: 2023 25.0% | 2025 41.2% • Self-described: 2023 0.0% | 2025 0.0% **5.3 Perceptions of recruitment** (People Matter Survey) • All respondents: 2023 86.4% | 2025 62.9% • Women: 2023 70.0% | 2025 85.2% • Men: 2023 75.0% | 2025 91.3% • Self-described: 2023 *** | 2025 *** (not reported due to minimum reporting thresholds) **5.4 Perceptions of promotion** (People Matter Survey) • All respondents: 2023 72.8% | 2025 47.1% • Women: 2023 54.0% | 2025 72.2% • Men: 2023 61.1% | 2025 78.3% • Self-described: 2023 *** | 2025 *** (not reported due to minimum reporting thresholds) • Equal chance at promotion (all respondents): 2023 51.1% | 2025 70.4%	Recruitment outcomes show women comprised the majority of recruits in both years (59.4% to 63.0%). Promotion outcomes shifted, with women receiving a smaller share of promotions in 2025 (75.0% to 58.8%).	Yes – the 2023 to 2025 data shows progress in some aspects of recruitment and promotion. Women remained the majority of recruits (59.4% to 63.0%), and the proportion of respondents agreeing they have an equal chance at promotion increased (51.1% to 70.4%).	The data demonstrates progress for Indicator 5 (recruitment and promotion practices) in several measures between 2023 and 2025. Women remained the majority of recruits (59.4% to 63.0%) and the proportion of respondents agreeing they have an equal chance at promotion increased (51.1% to 70.4%). Gender-specific perceptions of recruitment and promotion fairness increased for both women and men. However, overall (all respondent) perceptions of recruitment fairness declined (86.4% to 62.9%) and promotion fairness declined (72.8% to 47.1%), and the share of promotions received by women decreased (75.0% to 58.8%). These results indicate progress in perceived opportunity and gender-specific perceptions, with further work needed to strengthen consistent confidence in process fairness and promotion outcomes. People Matter Survey results should be interpreted with regard to response rates and minimum reporting thresholds, including suppressed self-described gender results.
6	**Critical performance measures** **6.1 Average weeks of parental leave** • Women: 2023 49.5 | 2025 33.8 (change -15.8 weeks) • Men: 2023 4.7 | 2025 3.4 (change -1.3 weeks) **6.2 Uptake of flexible work** • Women: 2023 40.8% | 2025 34.3% (change -6.5 pp) • Men: 2023 38.6% | 2025 32.1% (change -6.5 pp) **6.3 Perception of flexible work culture** % who agree their flexible work request would be given due consideration: • Women: 2023 90.0% | 2025 94.4% (change +4.4 pp) • Men: 2023 69.4% | 2025 87.0% (change +17.5 pp)	Confidence that a flexible work request would be given due consideration (agree/strongly agree): • 2023: 80.7% (all respondents) • 2025: 91.4% (all respondents) Manager supports working flexibly (agree/strongly agree): • 2023: 79.0% (all respondents) • 2025: 84.3% (all respondents) Organisation would support access to family violence leave (agree/strongly agree): • 2023: 89.8% (all respondents) • 2025: 93.8% (all respondents) Flexible work utilisation (People Matter Survey 2025): 74.1% reported using at least one flexible work arrangement;	Yes – the data shows improved support and confidence in flexible work and related practices between 2023 and 2025. Agreement that flexible work requests would be given due consideration increased for women (90.0% to 94.4%) and men (69.4% to 87.0%), and in 2025 most respondents reported using at least one flexible work arrangement (74.1%).	Survey results indicate positive progress in flexible work culture and confidence to request flexibility. Agreement that flexible work requests would be given due consideration increased from 80.7% (2023) to 91.4% (2025), and agreement that direct line managers support flexible work increased from 79.0% (2023) to 84.3% (2025). Perceived organisational support for accessing family violence leave also increased from 89.8% (2023) to 93.8% (2025). In 2025, around three-quarters of respondents reported using at least one flexible work arrangement, indicating that flexibility is being utilised across the workforce. These results suggest strengthening of both culture and practical support for flexible work and family violence leave.

		25.9% reported not using flexible work arrangements.		
7	**Critical performance measures** **7.1 Occupational gender segregation** Selected occupation groups (women/men): • Managers: women 41.7% (2023) → 41.2% (2025); men 58.3% → 58.8% • Professionals: women 75.3% → 67.6%; men 24.7% → 32.4% • Technicians and Trades Workers: women 10.7% → 19.0%; men 89.3% → 81.0% • Community and Personal Service Workers: women 80.0% → 83.3%; men 20.0% → 16.7% • Clerical and Administrative Workers: women 76.3% → 73.7%; men 23.7% → 26.3% • Machinery Operators and Drivers: men 100.0% (2023) and 100.0% (2025) • Labourers: women 13.2% → 26.7%; men 86.8% → 73.3% All occupations: women 56.8% → 60.1%; men 43.2% → 39.9%	Women's representation increased in some traditionally male-dominated groups (e.g., Technicians and Trades Workers 10.7% to 19.0%; Labourers 13.2% to 26.7%), while women's representation decreased in Professionals (75.3% to 67.6%) and remained broadly stable in Managers (41.7% to 41.2%). Machinery Operators and Drivers remained 100% men in both years.	Yes – the occupational gender segregation results show movement towards improved gender balance in some occupation groups between 2023 and 2025, including increased women's representation among Technicians and Trades Workers (10.7% to 19.0%) and Labourers (13.2% to 26.7%).	The occupational gender segregation data demonstrates progress for Indicator 7 between 2023 and 2025 in parts of the workforce, with movement towards improved gender balance in some occupation groups. Women's representation increased among Technicians and Trades Workers (10.7% to 19.0%) and Labourers (13.2% to 26.7%), with corresponding decreases in men's representation in those groups. However, segregation remains pronounced in some groups (for example, Machinery Operators and Drivers remained 100% men in both years) and women's representation decreased in Professionals (75.3% to 67.6%). Managers remained broadly stable (women 41.7% to 41.2%). Several values are suppressed, including self-described gender and some smaller occupation groups, which limits assessment across the full workforce.

*Indicators (column K)

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
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 practices relating to: family violence leave, flexible working arrangements, and working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Section 2.2 Describing factors limiting and contributing to progress

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
1	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	Progress on Indicator 1 is influenced by Council's small workforce size and occupational mix, including a concentration of some operational roles that can affect the gender profile of parts of the workforce (including part-time roles). Competing operational priorities and resourcing constraints can affect the pace at which initiatives (for example, targeted attraction, development and succession planning) can be implemented and embedded.	Council implemented GEAP initiatives to support an inclusive culture and leadership diversity, including mandatory gender equality training for employees, leadership KPIs relating to gender equality, and leadership development/advancement initiatives (e.g., mentoring and development opportunities). Council strengthened data collection systems at recruitment, induction and exit processes to support more targeted action over time.
2	☐None ☒ a ☒ b	Progress on Indicator 2 is strongly shaped by the nature and circumstances of local government, as governing body composition is primarily determined through electoral outcomes and changes in councillor membership. Council's ability to directly influence governing body gender composition	Council implemented GEAP initiatives that support an inclusive culture and leadership diversity (including gender equality training and leadership KPIs). Council also provided transparent information on governance and participation to support equitable access to candidacy and civic

	☒c ☐d ☒e ☐f ☒g	is therefore limited, and percentage movements can be amplified by the small number of positions.	participation within Council's role. The Council revised the frequency, schedule, and timing of meetings to guarantee that all Councillors could attend and participate fully.
3	☐None ☒ a ☒ b ☒c ☒d ☒e ☒f ☒g	Progress on Indicator 3 is influenced by workforce size, occupational structure and classification mix, including the distribution of women and men across occupation groups and levels, and the availability of allowances, overtime and higher-duties/acting arrangements in some roles. Resourcing and competing operational priorities can affect the pace of detailed pay-gap analysis and implementation of targeted interventions. Suppressed data, including self-described gender, also limits analysis for some cohorts.	Council strengthened governance and accountability for gender equality through leadership KPIs and gender equality training. Council improved data collection processes (recruitment, induction and exit) to support workforce analysis over time, and reviewed remuneration-related drivers through standard HR governance processes (e.g., progression practices).
4	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	Factors affecting progress for Indicator 4 include the People Matter Survey response rate and confidentiality thresholds (some sexual harassment measures and gender breakdowns are suppressed where minimum reporting thresholds are not met). Low numbers of formal reports can fluctuate year to year and may not reflect prevalence due to underreporting. Operational context (including dispersed worksites and mixed office/operational roles) can also influence awareness of reporting pathways and access to supports.	Council implemented GEAP initiatives to strengthen prevention and response to workplace sexual harassment, including delivering awareness sessions/training, and reinforcing reporting options. Council continued mandatory gender equality training and leadership accountability to support a respectful workplace culture.
5	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	Factors affecting progress for Indicator 5 include workforce size and turnover, the nature of roles (including hard-to-fill operational roles), and resourcing constraints that can affect recruitment timeframes and the ability to implement additional controls (e.g., enhanced panel training or expanded talent programs). Survey response rate and confidentiality thresholds also affect the availability of some perception breakdowns. Competing operational priorities can limit consistent communication and process visibility across work areas.	Council implemented GEAP initiatives that support equitable recruitment and progression, including mandatory gender equality training, and advancement strategies such as mentoring and development opportunities. Council strengthened data collection and analysis at recruitment, induction and exit to identify barriers and inform targeted actions over time. The council transformed senior leadership positions, which were mostly full-time, to allow for part-time and job-sharing options. This change was made so all genders could equally access these roles without restrictions. Council has maintained its support for part-time senior leaders.
6	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	Factors affecting progress for Indicator 6 include the nature of Council roles and service delivery requirements, which can limit the practicability of some flexible work arrangements for some employees (particularly in operational/frontline roles). Workforce size and low numbers of leave takers can also influence parental leave averages. Survey response rate and thresholds may affect availability of some results by gender.	Council continued flexible work and leave supports through existing policies and practices, supported by leadership KPIs and mandatory gender equality training. Council improved systems to gather and record gender-specific workforce data (recruitment/induction/exit) to better understand utilisation and barriers over time, including for flexible work and leave.
7	☐None ☒ a ☒ b ☐c ☒d ☒e ☒f ☒g	Progress on Indicator 7 is influenced by workforce size, occupational mix and the nature of some roles (including roles with specific trade, technical or physical requirements), which can affect applicant pools and gender composition in particular occupation groups. Resourcing and competing operational priorities can affect the capacity to implement targeted attraction and development initiatives across all work areas. Suppressed data, including self-described gender and some smaller cohorts, also limits the detail available for some occupation groups.	Council implemented GEAP initiatives that support reducing segregation over time through culture and capability building (mandatory gender equality training), leadership accountability, and advancement opportunities (mentoring and development). Council strengthened workforce data collection (recruitment/induction/exit) to better identify where segregation persists and inform targeted attraction, development and retention actions.

*Factors (column Q):

a. the size of the organisation, including the number of employees
b. the nature and circumstances of the organisation, including any barriers to making progress
c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth

d. the organisation’s resources
e. the organisation’s operational priorities and competing operational obligations
f. the practicability and cost to the organisation of making progress; and
g. genuine attempts made by the organisation to make progress.

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any)

All GEAP strategies were implemented during the reporting period. No strategies are reported as incomplete for this cycle.

Section 3.2 Describing achievements, challenges and learnings

Key achievements

- Implemented mandatory gender equality training and strengthened leadership accountability through gender equality KPIs.
- Completed Equal Opportunity, Bullying and Harassment training and awareness sessions and reinforcement of reporting options.
- Strengthened workforce data collection points (recruitment, induction and exit) to support ongoing analysis and targeted action.

Challenges

- Small workforce size and occupational mix can amplify year-to-year movements and contribute to confidentiality thresholds, limiting visibility of some survey and audit breakdowns.
- Competing operational priorities and service delivery requirements can affect the pace of change, particularly for roles where flexible work options are less practicable.

Learnings

- Clear definitions and consistent reporting (e.g., composition measures and use of minimum performance measures) improve data quality and strengthen the ability to demonstrate progress.
- Ongoing attention to inclusive data capture (including self-described gender where possible) will strengthen future reporting and help target actions.

Section 3.3 Providing other updates on implementation

GEAP implementation has been embedded into business-as-usual governance and people practices, including ongoing oversight by the Manager People and Culture and monitoring through established leadership and reporting forums. Progress updates are provided to leadership on a regular basis, and workforce data collection and analysis continues to be refined to support targeted actions and future GEAP development (including the introduction of numeric targets where appropriate).

Section 3.4 Describing resourcing allocation

Council allocated resources to implement GEAP strategies through the Manager People and Culture and the People and Culture Team, supported by corporate managers and leadership teams. This resourcing included staff time to develop and deliver mandatory training, integrate expectations into performance and leadership practices, review and update relevant policies and procedures, strengthen reporting pathways, and improve workforce data collection systems (recruitment, induction and exit). Oversight and coordination were supported through established governance processes, including periodic reporting to leadership.