



Gender Equality Action Plan 2022–2025



Acknowledgement of Country

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years. The Djaara have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.





Contents

1. Executive Summary	3
2. Vision and Principles	4
2.1 Gender Equity Vision	4
2.2 Gender Equity Principles	4
3. Background, Consultation & Engagement	5
4. Context	6
4.1 How this strategy sits within the Federal, State, Regional and Local landscape	6
5. Workplace Gender Audit	8
5.1 People Matter Survey	8
5.2 Key Themes	10
6. Key Focus Areas	11
6.1 Improve Policies and Process	11
6.2 Gender Composition	11
6.3 Stakeholder Engagement	12
6.4 Leader and Management Capability	12
7. Gender Equality Action Plan	13
Table 1: Focus Area – Policies and Processes	13
Table 2: Focus Area – Gender Composition	14
Table 3: Focus Area – Stakeholder Engagement	15
Table 4: Focus Area – Leader and Management Capability	16
8. Monitoring and Reporting	17



1. Executive Summary

The Gender Equality Action Plan identifies practical goals and an implementation plan to activate the organisation's Gender Equity Statement. Four gender equity focus areas are the strategy's priorities, for four years (2022 – 2025).

The Gender Equality Action Plan is the responsibility of the entire organisation to deliver, led and monitored by the Central Goldfields Shire Council Gender Equity Committee. The Gender Equality Act (2020) requires that Central Goldfields Shire Council submit a progress report to the Public Sector Gender Equality Commissioner every two years. The first Gender Equality Action Plan is required to be submitted by 31 March 2022.

Monitoring and reporting on the Gender Equality Action Plan is the responsibility of the Gender Equity Committee led by the General Manager Community Wellbeing.

The four key focus areas of the strategy areas are:

- Policy and processes
- Stakeholder engagement
- Gender composition – including a focus on intersectionality
- Leader and management capability

The objective of the strategy is to:

- guide the organisation towards achieving its vision outlined in the Gender Equity Statement through taking actions towards the strategy's objectives
- embed Gender Equity policy and processes – including intersectional considerations – within all existing and new organisational policies and processes
- create culture change using engagement and communications that connect with all areas of the organisation
- undertake to deliver actions that are tangible and realistic to create a more flexible and happier workplace
- ensure the leadership team is supported and are accountable in their actions to embed gender equity into existing business practices
- monitor and report upon the strategy and actions, annually to the organisation and biannually to the Gender Equality Commissioner.

While acknowledging and respecting that for individuals within the organisation that:

- the gender equity journey can be uncomfortable
- people are at different places on their gender equity journey
- gender equity is the responsibility of all staff members, Councillors and volunteers.
- gender plays one part in compounding the disadvantage experienced by some people who may also experience discrimination because of their Aboriginality, age, disability, ethnicity, race, religion, sexual identity and other attributes.

2. Vision and Principles

2.1 Gender Equity Vision

Launched February 2020, the Central Goldfields Shire Council Gender Equity Statement is the vision for the Gender Equality Action Plan:

We will create an inclusive workplace where all people are respected and have equal access to opportunities. We are dedicated to changing the behaviours and attitudes that contribute to gender inequity and gender-based violence.

We will lead by example and support our community in their efforts to ensure people are respected and safe to participate in all aspects of community life.

2.2 Gender Equity Principles

Central Goldfields Shire Council is a signatory of the Victorian Local Government Women's Charter, committing the organisation to the following principles:

Gender Equity

That women and men have an equal right to be representatives in local governments, committees and decision-making positions.

Diversity

The inclusion of different experiences and perspectives in local governments and community decision-making strengthens local democratic governance and helps build cohesive communities. Councils and communities encourage and welcome the participation of all women.

Active Citizenship

Local governments will work with the community to increase the numbers and participation of women in public life, so that decision-making more clearly represents and reflects the interests and demographics of communities.

Furthermore, the Council is committed to the gender equality principles set out in Section 6 of the Gender Equality Act. These are:

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
- Gender equality benefits all Victorians regardless of gender
- Gender equality is a human right and precondition to social justice
- Gender equality brings significant economic, social and health benefits for Victoria
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- Advancing gender equality is a shared responsibility across the Victorian community
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- Women have historically experienced discrimination and disadvantage based on sex and gender
- Special measures may be necessary to achieve gender equality.



3. Background, Consultation & Engagement

The foundation for this action plan is the 2019 Changing Our Story project funded through the Free From Violence Government Program. Changing Our Story carried out 2 organisation-wide surveys on staff attitude to gender inequality and its drivers. The Project also coordinated a series of training sessions for staff focused on improving understanding of gender inequality. In addition, the Project supported a youth-led local campaign to advocate for greater equality and an end to violence against women.

The Council's Gender Equity Committee developed an early version of this plan based on a synthesis of the information gathered through Changing Our Story. Key stages included:

- A desktop review of gender equity and organisation culture data, seeking evidence of trends and findings;
- Inviting the leadership team to complete a Workplace Gender Equality Diagnostic tool to heat map the strategies' key focus areas; and
- Internal conversations, (group and one to one conversations), organisation-wide online survey and poll

To support the development of this GEAP, we have:

- Communicated The Act and our organisational obligations via our online employee forums;
- Consulted with our the Staff Consultative Committee who represent our people to gain their input;
- Conducted a workshop with the leadership group for discussion and input;
- Consulted with the executive management team as a group for input and endorsement; and
- Consulted with the Councillors and Council as a group for input and noting.
- The final document was submitted to the Gender Equality Commissioner.

The Workplace Gender Equality Agency Gender Strategy Toolkit, published by the Workplace Gender Equality Agency, served as a resource of best practice to benchmark data, design internal consultations and structure the strategy.

The Plan has been further instructed by the results of a workplace gender audit carried out in 2021. The findings from the audit are described in more detail in section 5.

4. Context

4.1 How this strategy sits within the Federal, State, Regional and Local landscape

4.1.1 Federal Government

The Workplace Gender Equality Act 2012 requires all organisations in the private sector with over 100 employees to publish annual reports on their organisation's performance against a suite of gender equality indicators.

The Equal Opportunity Act 2010, Fair Work Act 2009 and Sex Discrimination Act 1984 are also current acts of legislation that together form the legislative framework promoting gender equality in Australian workplaces.

The Council of Australian Governments endorsed a National Plan to Reduce Violence against Women and Children to see a significant and sustained reduction in violence against women and children. Under the National Plan, the Commonwealth Government funded five national initiatives to drive long-term societal change; OurWatch, Australia's National Research Organisation for Women's Safety (ANROWS); 1800 RESPECT; DVAlert and Stop it at the Start.

4.1.2 State Government

The Gender Equality Act 2020 complements the Workplace Gender Equality Act.

The Act requires the public sector and local government organisations with fifty or more employees to take positive action toward gender equality and publish a Gender Equality Action Plan and regular reports on progress to the Gender Equality Commissioner

Australia's first Royal Commission into Family Violence.

The Royal Commission led to the investment of \$2.7 billion to resource the implementation of all 227 recommendations made by the Commission. The Government's Safe and Strong Strategy and Free From Violence Action Plan help guide the implementation of this work.

Local Government Act 2020 46 (4)

For the purposes of subsection (3)(a), a Chief Executive Officer must—

- (a) develop and maintain a workforce plan that—
 - (i) describes the organisational structure of the Council; and
 - (ii) specifies the projected staffing requirements for a period of at least 4 years; and
 - (iii) sets out measures to seek to ensure gender equality, diversity and inclusiveness.

4.1.3 Regional Relationships

The Loddon Mallee region has the second highest regional incidence of reported family violence in Victoria.

A Loddon Mallee Action Plan 2016 – 2019 was developed to coordinate efforts across the region to reduce levels of family violence. Regional Prevention of Violence Against Women Community of Practice, Loddon Mallee Women’s Health Gender Equality Act Community of Practice, Indigenous Family Violence Regional Action Groups and collaborative research and projects developed through Primary Care Partnerships / Public Health Units are all examples of organisations and groups working in collaboration to promote gender equity and prevent violence against women in Loddon Mallee.

4.1.4 Existing Plans and Policies

Organisational Plans

- Central Goldfields Shire Council Plan
- Municipal Health and Wellbeing Plan
- Positive Ageing Strategy
- Disability Action Plan
- Central Goldfields Shire Council Community Plans
- Recreation and Open Space Strategy.

Organisational Policies

- Prevention of Family Violence Policy
- Prevention of Family Violence Procedure
- Respectful work place
- Staff code of conduct
- Councillor code of conduct
- Managing staff grievances policy and procedure
- Performance management and Discipline Policy and procedure
- Staff health and wellbeing policy
- Clause 12 of Central Goldfields Shire Council Enterprise Bargaining Agreement No8, 2020
- Flexible working arrangements policy.



5. Workplace Gender Audit

A Workplace Gender Audit was carried out in October – November 2021 with findings presented to the Gender Equality Commissioner on 1 December that year. Findings from the Audit have shaped the key organisational priorities identified in this Plan.

The audit included a quantitative analysis of workplace demographics, particularly focusing on employment conditions and pay rates by gender. In addition a workplace survey was carried out to provide more in-depth information on difference and commonalities of experience by gender for people working in Council.

Significant limitations in personnel data capture systems and processes along with only a partial staff completion rate of the survey means that findings are incomplete. As the Organisation gains maturity during the implementation of the Gender Equality Action Plan, systems, processes and participation rates will be improved to create a fuller picture of experience, strengths and areas for improvement.

Despite the limited data available through the Council's first Workplace Gender Audit, the Gender Equity Committee has gathered enough information to enable the creation of targeted and responsive actions.

Key findings from the study of the composition of the workforce (as of 30 June 2021) include:

- 222 staff overall of which 150 (68%) identify as women and 72 (32%) as men
- 46 (64%) men are employed on a full time basis; 46 women (31%) are employed on a full time basis
- 46% of men are employed in promoted position (4 levels of reporting from the CEO) compared to 39% of women
- Of the 25 staff employed on a casual contract, 22 (88%) are women and 3 are men
- 7 Councillors of which 4 are men and 3 are women, with the Mayor being a man and no Deputy Mayor

5.1 People Matter Survey

The Organisation participated in the People Matter (Gender) Survey as part of the Workplace Gender Audit. Twenty percent (20%) of staff responded to the survey compared to a 32% response rate across all participating Councils. Of the respondents:

- 65% were women, 28% men and 7% preferred not to say
- 80% described themselves as heterosexual with 9% preferring not to say, 4% as gay/lesbian, 2% each as bisexual, asexual and 'using a different term' than offered through the survey
- 89% recorded that they speak English with their family and community, with 7% speaking another language and 4% preferring not to say
- 87% reported being Australian, with 9% being English, Irish, Scottish or Welsh and 2% each reporting being Central Asian, European (not British), South Asian, Other and preferring not to say
- The employment status (i.e. part-time, full-time etc.) and relative seniority of staff completing the survey was broadly reflective of the overall workforce

The Survey was broken down into groups of questions focusing on:

- **Negative behaviours**
- **Organisation climate**
- **Job and manager factors**
- **Workgroup climate**, and
- **Senior leadership**

5.1.1 Negative Behaviours

- 13% of women respondents reported having experienced sexual harassment in the last year – no men reported experiencing this behaviour
- Similarly, 13% of women and no men reported having experienced bullying in the last 12 months
- 15% of men reported having witnessed bullying of a colleague with 10% of women witnessing this behaviour
- No respondents reported having experienced discrimination in the last 12 months

5.1.2 Organisation Climate

- Just over two thirds of male respondents (68%) and just under three quarters of female respondents (74%) agreed or strongly agreed that there is a positive culture within the organisation in relation to different groups of people including people with a disability, people who are Aboriginal and/or Torres Strait Islander, people of different genders, people who identify as LGBTIQ+ and people of different ages
- 78% of women and 72% of men agreed or strongly agreed that belonging to different demographic groups would not create a barrier to success / career progression within the organisation
- 90% of men and 77% of women agreed that the workplace has appropriate measures in place to support gender equality, such as using appropriate imagery in publications, the fair allocation of work and access to family violence leave and flexible working arrangements, including arrangements to support workers with caring responsibilities
- Two thirds of both men and women (67% and 66% respectively) agreed or strongly agreed that the organisation fosters a culture and employs policy measures which promote respectful workplace behaviours, the elimination of bullying and harassment and fair recruitment and promotion decisions
- 85% of men and 87% of women reported feeling culturally safe at work
- 92% of men and 83% of women agreed or strongly agreed that the organisation supports flexible working arrangements.

5.1.3 Job and Manager Factors

- 69% of men and 57% of women agreed or strongly agreed that the organisation supports their learning and development needs, such as the availability of training, offers of structured support and opportunities for promotion / taking on higher duties
- 100% of men and 77% of women agreed or strongly agreed that their manager works effectively with people from diverse backgrounds
- 85% of men and 87% of women agreed or strongly agreed that there was a safe climate in the workplace which enabled people to challenge inappropriate behaviour and that work groups respect and include people with different backgrounds and experiences

5.1.4 Workgroup Climate

- 85% of men and 83% of women agreed or strongly agreed that people in their direct workgroup actively support diversity and inclusion in the workplace

5.1.5 Senior Leadership

- 77% of men and 67% of women agreed or strongly agreed that senior leaders actively support diversity and inclusion in the workplace



5. Workplace Gender Audit (continued...)

5.2 Key Themes

The overall gender composition of the workforce shows some clear differences in how men and women are employed with Council. While men comprise a far smaller group of staff than women they are more likely to be in a promoted position, work more hours and be in a secure contract. Conversely women are more likely to be in entry-level roles, work flexibly (with fewer hours) and be employed on a casual / insecure basis.

Men and women report broadly similar experiences through the gender survey as a whole – overall women, on average, report 4 percentage points less favourably than men. Foremost amongst the differences is in the number of men and women reporting having directly experienced bullying and sexual harassment in the previous 12 months (0% and 13% respectively for each). That one in ten women has experienced both bullying and sexual harassment is a clear indication of a weakness to be addressed within the organisation.

On the whole men report having greater faith in the organisation to support flexibility and inclusiveness in organisational culture and employment practice than women although this is not a consistent trend throughout the entire survey and there are some areas where women report more positively than men.

Both men and women rate the inclusivity of their own workgroup higher than that of senior management. The performance of senior leadership along with perceptions of fairness and access to opportunities for development are areas which score lowest amongst respondents.

Of all of the differences in staff experiences, the largest contrast appears to be between staff who work full-time and those who work part-time. Part-time staff report much more favourably on the organisation overall. This includes holding a much more favourable view of senior leadership compared to full time staff (80% of part-time staff agreed that senior leadership supports equality and diversity compared to just 54% of full time staff).

6. Key Focus Areas

From the findings of the Workplace Gender Audit together with learning from Changing Our Story the Gender Equity Committee has identified 4 key focus areas for the Gender Equality Action Plan. These focus areas have been selected from the 12 domains presented in the Workplace Gender Equality Agency Gender Strategy Toolkit. There is direct crossover between the focus areas and related actions and the gender equality principles set out through the 2020 Gender Equality Act.

The Gender Equity Committee and the Council leadership team completed the Workplace Gender Equality Agency

Gender Diagnostic tool to help identify key areas for improvement. Aggregated results from the Workplace Gender Equality Agency Gender Diagnostic tool provided the Gender Equity Committee insights into the status of gender equality within the organisation. These findings were coupled with results from the two staff surveys undertaken through Changing Our Story and the 2021 Workplace Gender Audit.

Evidence refers to the benchmark data gathered from the two internal gender equity surveys undertaken in 2019 and 2020 organisational data.

6.1 Improve Policies and Process

Evidence for inclusion as priority area: 49.3% of respondents from the second Changing our Story Survey were unsure if CGSC has documents, policies and procedures that demonstrate a commitment to gender equity. Source: Central Goldfields Shire Council Culture Gender Equity Survey 2 2019.

A third of respondents to the 2021 Workplace Gender Audit did not agree that the organisation fosters a culture and employs policy measures which promote respectful workplace behaviours, the elimination of bullying and harassment and fair recruitment and promotion decisions

Gender Equality Diagnosis: Compliant. Policy and processes only exist where they are required by law or regulation.

Objective: Embed Gender Equality policy and processes within all existing and new organisational policies and processes.

6.2 Gender Composition

Evidence: The number of women in part time jobs is greater than men and women are happier at work than men. Source: 2020 Central Goldfields Shire Council Culture Staff Survey.

As recorded in the 2021 Gender Workplace Audit Men are more likely to be in promoted positions, whereas women are far more likely to be employed on casual contracts.

Gender Equity Diagnosis: Compliant. The gender composition of the workforce and segments within it are only monitored and reported to the extent required by law.

Objective: Undertake to deliver actions that are tangible and realistic to create a more flexible and happier workplace.



6. Key Focus Areas (continued...)

6.3 Stakeholder Engagement

Evidence: In both Changing our Story surveys a large percentage of respondents were women (70%) and people whose work is about community wellbeing. Source: Central Goldfields Shire Council Culture Gender Equity Survey 1 2019.

Similarly, 65% of the People Matter (Gender) Survey 2021 were women. This response rate mirrors the overall gender make-up of the organisation, however the relatively low overall response rate (20%) means that the number of responses from men are especially low and potentially do not provide an accurate representation of gendered experience.

Gender Equity Diagnosis: Programmatic – individual stakeholders are engaged, to some extent, but only to develop and execute specific initiatives or programs. There is not a holistic and consistent approach to engagement across the organisation

Objective: Create culture change using engagement and communications that connects with all areas of the organisation.

6.4 Leader and Management Capability

Evidence: Half the organisation feel that the leadership are informed, have taken action and support gender equality. However, half the organisation is unsure or strongly feel that leadership does not. Source: Central Goldfields Shire Council Gender Equity Survey 2 2019.

The Workplace Gender Equality Audit showed that staff had less faith in the senior leadership of the organisation to embrace and pro-actively plan for greater diversity and inclusion than their own work groups. This was most keenly felt amongst full time staff.

Gender Equity Diagnosis: The diagnostic tool presented an unclear result, with a score dispersed across each 'sign post'.

Objective: The leadership team is accountable for embedding gender equality into existing business practices.

7. Gender Equality Action Plan

Table 1: Focus Area – Policies and Processes

Objective: Embed Gender Equity policy and processes within all existing and new organisational policies and processes.

Action	Lead	Timeframe	Risk/Barriers	Outcome	Measurement of Impact/Progress
Identify resources to support the implementation of the GEAP.	General Manager Community Wellbeing	2022-2023	Diversity priorities and actions developed separately to Council's general business. Reliant upon external funding.	Diversity function created; demonstrate fewer barriers, greater support and benefits for a more diverse workplace	Budget identified / Function created / diversity of the workforce
Group training in a virtual setting of gender equality policies and processes.	Manager People & Culture Gender Equity Committee	2022 / 23	Resources are not allocated to create the group training. Difficulties for all staff to access virtual training.	Increased awareness and application of gender equity policy and processes.	All Executive and Management undertake training. 100% of staff indicate awareness of gender equity policies and processes and their application.
Review of all existing and future policies and procedures to ensure gender equity and inclusion are considered.	Gender Equity Committee	2022 / 23	Resources are not allocated to undertake review.	All existing and future policies and procedures include gender equity and inclusion.	100% of all existing and future policies and procedures are reviewed and updated.
Information published about case studies explaining in what situations the policies and processes apply.	Manager Community Engagement & Communications	2023	Resources are not allocated to produce the case studies.	Increased awareness and application of gender equity policy and processes.	90% of staff indicate awareness of gender equity policies and processes and their application.
Develop and implement a stand-alone policy on sexual harassment.	Manager People & Culture Gender Equity Committee	2022	Resources are not allocated to produce and implement the policies.	Sexual harassment reduces and is eliminated across Organisation	Sexual harassment policy implemented.
Improved training on sexual harassment to include face to face training and by-stander training.	Manager People & Culture Gender Equity Committee	2023	Low participation. Difficulties for all staff access virtual training.	Increased awareness of sexual harassment and options to take action.	90% of staff undertake sexual harassment and by-stander training.
Review complaint procedures to ensure they include guidance on how investigators can support reluctant sexual harassment complainants	Manager People & Culture Gender Equity Committee	2022	Resources not allocated to review complaint procedures.	Investigators have guidance to support reluctant sexual harassment complaints.	Review of complaint procedures to outline at least one guidance measure.

7. Gender Equality Action Plan (continued...)

Table 2: Focus Area – Gender Composition

Objective: Undertake to deliver actions that are tangible and realistic to create a more flexible and happier workplace.

Action	Lead	Timeframe	Risk/Barriers	Outcome	Measurement of Impact/Progress
Review primary and secondary paternity leave for all team members.	Manager People & Culture	2023	Resources to undertake the review are not allocated.	More flexibility provided to people who have changing family circumstances. Ensuring Councils EBA adequately addresses primary and secondary paternity leave entitlements.	Budget allocated.
Gender bias education including a focus on intersectionality	Manager People & Culture Gender Equity Committee	2023 and ongoing	Low participation.	Increased awareness of gender bias and how it may impact the workplace.	All leadership team to undertake training. 90% of organisation to undertake training.
Work place gender audit.	Manager People & Culture	December 2021	Resources to undertake the audit are not allocated.	Obligated to include results in the Gender Equity Plan.	Audit undertaken and results published via Local Government Reporting Framework.

Table 3: Focus Area – Stakeholder Engagement

Objective: Create culture change using engagement and communications that connects with all areas of the organisation.

Action	Lead	Timeframe	Risk/Barriers	Outcome	Measurement of Impact/Progress
Regular messages about gender equity and intersectionality via various mediums.	Gender Equity Committee	2022 and ongoing	Messages result in division and feedback loop is not provided to capture impact of messages.	Greater awareness of gender equity and a shared responsibility for the delivery of gender equity strategy.	One message delivered per month and feedback captured from four different areas of the organisation.
Encourage reporting of inappropriate behaviour by promoting formal and informal complaint channels and allowing for anonymous complaints	Gender Equity Committee Manager Community Engagement & Communications	2022 and ongoing	Communication not effective.	Increased awareness of how to report inappropriate behaviour.	One message delivered per month.
Initiate future staff engagement offering different ways to provide their input i.e. polls and surveys.	Gender Equity Committee Manager Community Engagement & Communications	2022 and ongoing	Purpose conversation is not clear and creates division and low participation.	Increasing the number of opportunities for the organisation to talk about gender equity.	Two feedback sessions annually with four different areas of the organisation.
Host a workshop that considers what the organisation's business case for gender equity is for each area of the organisation.	Executive Management Team	2022	Low participation, feedback and follow up is not clear following the workshop.	Staff members contributing to organisational change.	One workshop with leadership considering what the business case for gender equity means for the organisation.

7. Gender Equality Action Plan (continued...)

Table 4: Focus Area – Leader and Management Capability

Objective: The leadership team are accountable for embedding gender equity into existing business practices.

Action	Lead	Timeframe	Risk/Barriers	Outcome	Measurement of Impact/Progress
Gender equity to be a standing item on all formal organisational meetings.	Executive Management Team Manager Governance, Property & Risk	2023	Ensuring regular and up to date information provided to leaders at meetings to communicate.	More flexibility provided to people who have changing family circumstances.	100% uptake.
CEO reports quarterly on progress of Gender Equity Plan to staff.	CEO Gender Equity Committee	2023	Ensuring regular and up to date information captured.	More awareness of the gender equity strategy and how the organisation is tracking on its delivery.	Four reports to staff from the CEO at the All Staff Meeting and published in internal communications and Annual Report.
Councillors undertake training on gender equity awareness.	CEO Manager Governance, Property & Risk	2022	Councillors do not participate.	Leadership demonstrating their commitment to gender equity.	100% training completed.
Identify resources for the Leadership team to confidently lead gender equity conversations.	Gender Equity Committee Executive Management Team Leadership Team	2023	Leadership do not feel supported.	Leadership have the resources to lead regular conversations about gender equity with their team.	80% of organisation identify that leadership are informed and are taking action on gender equity.
Review organisation values – consider respect as a new value.	CEO Executive Management Team Leadership Team	2022-2023	People do not feel heard.	Respect is considered as a new value for the organisation.	Leadership team review and reflect on the organisation's values.



8. Monitoring and Reporting

Reporting on progress is essential to evaluate the success of the Gender Equity Strategy and Gender Equality Action Plan. The Gender Equality Action Plan identifies measures and timeframes for leadership to report to the organisation on the progress of the action plan.

A progress report to the Public Sector Gender Equality Commissioner is required every two years after submitting the Gender Equality Action Plan. The first progress report is due 31 October 2023.

Annual monitoring and documenting Gender Equality Action Plan is the responsibility of the Gender Equity Committee led by the General Manager Community Wellbeing. Reporting to the Public Sector Gender Equality Commissioner is the responsibility of the General Manager Community Wellbeing.

