

GENDER EQUALITY ACTION PLAN

Progress Report 2023



The Gender Equality Act 2020 aims to improve outcomes across the broader Victorian community by eliminating the systemic causes of gender inequality in policies, programs and services in workplaces and communities. The Gender Equality Progress Report submitted in March 2024 for the reporting period ending 30 reflects the progress made by Campaspe Shire Council for the reporting period ending 30 June 2023.

Gender Impact Assessments

During the reporting period, Council had not yet rolled out its GIA Toolkit. The following work has been undertaken using a GE lens. Please refer to commentary in strategies and measures regarding deployment of GIA toolkit. **Table 1 - Gender impact assessments progress**

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken
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.
Municipal Early Years Plan 2023- 2025	Policy	Municipal Early Years Plans are important strategic documents for Local Government, planning for health and wellbeing, educational and developmental outcomes for children aged 0-8 years and their families.	For Review	Yes	Emphasis was placed on the need to consider and promote gender equity in the early years and when working with families throughout the stakeholder consultation and final design phase of the plan.

Fair access policy	Policy	OFFICIAL The purpose of the policy is to address known barriers experienced by women, girls, transgender and gender diverse people in accessing and using community sports infrastructure.	New	Yes	Given that this is a fair access policy for our sporting grounds and facilities it has been directly targeted to promote gender equality and prioritise access, use and support to all user groups who demonstrate an ongoing commitment to gender equality access and use. The action plan was reviewed to include key actions for sporting clubs so the onus was not just on Council to ensure gender equaity was
Victoria Park	Service	New pavilion and community facility design with change rooms, meeting rooms and toilets.	New		 being met. At design phase: Minimum standards of design have been applied around sporting codes: i.e., AFL, Rugby, Soccer & Cricket minimum standards for amenities etc. o The designs are audited against compliance with these minimum standards. o The AFL, for example, is still using a female friendly lens for amenities, as distinct from the GIA lens we are currently discussing. o The Victoria Park Master Plan was not assessed against criteria in the GIA Tool o Detailed plans are still not finalised for the Victoria Park Project, so the GIA tool can be laid over these plans for consideration.
Aquatic reserve	Service	A Capital Works Project to upgrade the accessibility and useability of the Aquatic Reserve within Echuca. The current infrastructure doesn't provide all ability access to the centre of the reserve which hosts weddings, major community events as well as being open to the	New		Community engagement was completed within the early stages of the project with consideration given to the feedback obtained. Footpath alignments were amended from the review of the preliminary designs to better suit the natural topography of the area to obtain better DDA outcomes and grades and to ensure ease of use for all (ie how and where paths intersect). A DDA audit was completed within the detailed design phase from an accessibility point of view.

		public at all times. The project was identified to create accessibility for all abilities within the community by upgrading the Council infrastructure to current standards and to meet current DDA requirements.		
New toilet facilities	Service	A capital works program for 3 new toilet block amenities to comply with the most recent standards and provide access to all.	New	3 x Toilet Block amenities have had all access toilets installed: o Alton Reserve – High St Echuca o Rochester Lions Park o Rushworth Lions Park All of these structures have been constructed with a "User Friendly Lens" cast over the design and implementation, such as: o All toilet amenities are toilets in cubicles (No urinals) – This is a uni-sex model of design.
Rushworth service centre	Service	A Capital Works Project to renew Council's Customer Service Centre and Library in Rushworth. The objectives of the project were to make the space more user friendly, flexible to the current and future needs of the community and to upgrade the centre to make it accessible by all, regardless of their ability and to meet current DDA requirements.	New	Stakeholder engagement was completed during the scope, design and planning stages of the project and feedback was incorporated back into the project. A DDA audit was also completed.

Rushworth streetscape	Service	A Capital Works Project	New	Community engagement was completed within
		to renew the full road		the early stages of the project with consideration
		reserve (footpaths, kerb		given to the feedback obtained.
		and channel, roads,		Parking and footpath crossing point locations
		median strips) of the		were reviewed and amended throughout the
		main street (High Street)		design process based on the feedback from the
		in Rushworth. Project		community engagement and throughout detailed
		identified to bring current		reviews of the designs.
		infrastructure up to		A DDA audit was completed on the completed
		standard and meet		detailed design from an accessibility point of
		current DDA standards.		view with the footpaths and parking.

Strategies and measures

Table 2.1 - Strategies and measures progress

Strategies and measures	Status	Status description	Timeline
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.	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.

Gender composition of gov	/erning bodies:		
Gender composition of gov Showcase community leadership roles and the contributions made by diverse leaders in community newsletters.	Verning bodies: Ongoing	The organisation actively promotes diversity in leadership, within and external to the Council. Communications is a key focus area of the Gender Equality Action Group and showcasing diversity and challenging gender norms will be an ongoing priority. Examples of promotions: Media releases: 'International Women's Day 2023 at Campaspe Libraries' 13 February 2023 'Campaspe Celebrates Worldpride 2023' 17 February 2023 'IDAHOBIT celebrations in Campaspe' 10 May 2023 'IDAHOBIT celebrations in Campaspe' 10 May 2023 'Celebrating Victorian Seniors Festival' 3 October 2023 'Mental Health Month Community Services Expo in Echuca' 6 October 2023 'Be Bold and Brunch for 16 Days of Activism' 17 November 2023 'Campaspe introduces young adult networking group Next Gen Connect' 21 November 2023 Videos: Post flood interviews "Campaspe Faces" with community leaders/members (CFA Captain, CEO Disability Service Provider, local business owners, volunteers) Reconciliation Walk Video - 29 May 2023 Pool Pod - encouraging accessibility at Echuca Pool - 6 August 2023 Internal Staff Newsletter "Shire Wire" GEAG features each month including: 'Day in the Life' showcasing people of different genders in the same roles. Intersectionality Rainbow Ready Workshop & IDAHOBIT Embracing Inclusivity: Using Correct Pronouns Matters! Flexible Work arrangements and education Other communication methods included flags, building	
		illumination and social media posts recognising International	

		Womens Day, IDAHOBIT, International trans day of visibility, Reconciliation week, Harmony Week & international day against racial discrimination, World Pride 2023	
Provide training for elected members on gender equality and	In progress	Training has not been undertaken by elected members during the reporting period. A face to face Gender Equality training session (delivered by GenderWorks Australia) has been scheduled for the Councillor group on 30 April 2024.	2022/23 Biennially ongoing

unconscious]	
bias.			
<u> </u>			
Gender composition at all			4 22
Establish a cross	Complete	To support establishment of a Gender Equality Action Group, a	Jun-22
functional, gender		terms of reference was drafted and promoted as a supporting	
diverse Gender Equality		document to an open expression of interest process, inviting	
Action Group		interest from across the organisation to nominate to join the	
who will be responsible		group. The EOI process opened on 17 May 2022 and closed on 9	
for:		June 2022. 13 group members were appointed. One of the first	
 Supporting 		tasks for the group was to review and endorse the terms of	
implementation and		reference. The group then considered the priorities of the	
monitoring of the		Gender Equality Action Plan and determined a "top 4" for initial	
GEAP.		focus of working groups. Regular group meetings review working	
 Actively promoting 		group actions under the priority focus areas, which were initially:	
gender equality		- Communications	
across the organisation.		- Flexible work arrangements	
 Ensuring gender 		- Improved training for managers	
equality is		- Reviewing data collection	
considered in all			
activities, policies		A variety of methods have been used to actively promote gender	
and procedures.		equality across the organisation, and this aspect remains a key	
		priority for the action group. Several factors, including a	
		significant natural disaster (flood) event, limited the	
		organisation's ability to fast-track implementation of GIA's,	
		however the organisation is on a committed pathway forward to	
		ensuring that gender equality is considered in all activities,	
		policies and procedures.	

Review all data collection forms for consistency and develop an information collection statement to outline why the data is being collected and how it will be used.	In progress	As one of the four initial working group focus areas of the GEAG, steady work has been underway to review and improve data collection across the organisation. Progress to date includes: - Information collection statement developed and in use. - Forms updated to reflect consistency. - Council's Executive Leadership Team have approved new writing guidelines, next steps to roll out to organisation and work with ICT to change any system driven templates.	2022/2023
Ensure all Council documents and communications consider diversity and inclusion.	In progress	Council's Communications Team has reviewed the writing and design guidelines with changes made and approved by the leadership team. Changes included the removal of all gendered pronouns. Gender Equality Action Group members are liaising with IT to roll out changes across system generated letters to remove Mr/Mrs etc and replace with "Dear resident / ratepayer / occupier / name". Once this has been implemented the updated Writing Guidelines will be communicated across the organisation. This will also be communicated to all new starters when formal inductions recommence following a period of staff shortage in the P&C Team.	2022 - review existing publications 2023/24 identify areas for improvement and future work
As a vacancy occurs, critically review each position description to identify those that may have more than one role in them, and whether there are part time or other flexible work arrangements that would suit the role. Ensure advertising highlights those positions where flexible work	Ongoing	In 2022 the organisation commenced the process of undertaking an organisational wide review and restructure. Part of this review was the introduction and promotion of a range of flexible work arrangements. These arrangements have been included in the recently revised Recruitment and Selection Policy. As part of the this policy every vacancy is required to be reviewed to determine if the duties are current, can the role be completed by part time and/or full time staff and/or can working from home arrangements apply. The review of the recruitment and selection policy has also seen the implementation of listing the availability of flexible work arrangements on the advertising of all vacancies (relevant to the role).	2022 Ongoing

arrangements would be considered.			
Recruitment and promotio			
When advertising vacant roles, ensure media	In progress	Recruitment and Selection procedures (relating to the recently reviewed Recruitment and Selection Policy) are currently being finalised and once approved will be implemented and	2022/23 Ongoing
encompasses a		organisation wide training will be delivered. This action item will	
balance of gender and		be adopted as part of this body of work, however outside of	
intersectionality.		formalised policy guidance, advertising for vacancies has more recently featured refreshed graphic design work which visually promotes gender balance and intersectionality.	
Analyse existing data to	In progress	This action item has had a delayed commencement due to the	December 2022
establish a gender and		significant impacts of the organisational wide review and	
intersectional profile of		restructure and the impact on organisational priorities in the	
candidates applying for		wake of the extensive damage caused by the 2022 floods. As part	
roles with Council		of the organisational restructure, a services review is being	
including the total		conducted in relation to each department. The services review of	
number of applicants, the number of		the Human Resources Department was conducted by an external	
applicants possessing		consultant in early 2023 and as a result a new departmental structure was approved. This has resulted in all roles of the	
the required		department being made redundant and new positions created to	
qualifications, numbers		reflect a change in service delivery approach. In March 2024,	March 2023
shortlisted, interviewed		recruitment to these new roles will be finalised and this action	Ongoing
and appointed, as a		item will be implemented as soon as reasonably practicable.	
baseline.			
		In support of this action, the recently formed Staff Consultative	
		Committee has a small number of vacancies. When the	
Commence monitoring		Committee last met (February 2024), it was agreed that a matrix	
of recruitment at all		would be developed to demonstrate existing diversity among the	
levels by gender and		current Committee, to highlight where gaps in representation	

intersectionality and analyse after 12 months to identify any areas for improvement or further training.		exist so that a more targeted approach can be undertaken when looking to recruit to the vacant Committee positions.	
Ensure recruitment practices and communications emphasise that Council is an equal opportunity employer and encourages people to be part of an organisation that promotes a diverse and safe environment.	In progress	All vacancy advertisements promote Council as an equal opportunity employer. Council's increased visibility in support of diversity and equal opportunity is demonstrated through its commitment to events, community grants, campaigns etc. Examples are provided above against action item 1 (cell D10) and reflected in the creation of dedicated roles and functions in the organisational restructure.	2022 Ongoing

Gender impact assessment	and review:		
Finalise and promote the gender impact assessment tool.	In progress	A Gender Impact Assessment Toolkit was developed and provided in draft for consultation with the Management team on 30/07/2021. The toolkit was then deployed to the Gender Equality Action Group for trial use across service areas. Broader organisational promotion was stalled as a result of the significant flood event in 2022 and subsequent organisational restructure. The toolkit has more recently been utilised to review a cross section of Capital Works Program projects and it is expected that the Toolkit will be finessed as a result of this trial before deploying more broadly.	2022
Deliver training to supervisors and key staff responsible for the conduct and implementation of gender impact assessments.	Not started	On hold until the GIA Toolkit trial is complete and the tools finalised.	2022/23 Ongoing
Gender Pay Equity:			
Ensure Council provides a work environment that is inclusive of gender and intersectionality and that new and existing staff are supported.	In progress	Work is currently underway in developing a Management and Leadership training and mentoring program and an organisational wide bullying, harassment, respect and inclusiveness training program.	2023 Ongoing

Provide a workplace where staff are encouraged and feel confident to actively participate in meetings and forums.	In progress	The Executive Leadership Team has prioritised and committed to seeking the views of staff and responding meaningfully to alleviate pressure / pain points. Recent years' staff engagement survey results have returned some alarming results. Results have indicated higher than average rates of bullying and sexual harassment in the workplace. Additionally, flexible work practices (prior to the tenure of the current Executive) were not made available to staff. As a result, addressing very deeply engrained cultural issues has been the focus of the Executive. In the space of just over 12 months, policies translating to improved conditions available to staff have been completely transformed. Many all staff gatherings (formal and informal) have been scheduled to foster connection and strengthen organisational purpose and alignment. A number of staff working groups have been stood up - some short term and project focussed, e.g. a Reward and Recognition Working Group, and some more enduring, such as the GEAG and a renewed Staff Consultative Committee. The composition of these groups demonstrates cross-sectional representation and great care has been taken in the development of terms of reference to ensure that groups are not "top heavy" with senior management to encourage staff to feel safe in participating and expressing their views.	2022 Ongoing
Develop, implement, and ensure staff awareness of intersectionality.	Ongoing	In addition to the management and leadership program and respect training currently in development, staff are required to complete a number of online training courses that include, tackling unconscious bias, workplace bullying, employment law, hiring the right people, a leadership suite, workplace eithics, inclusion and cultural safety, code of conduct, disability awareness, employee CARE, family violence awareness, anit- discrimination and equal opportunity, sexual harrassment and child safe standards. Leveraging on information shared by the GEAG in each edition of the Shire-wide staff publication ("Shire Wire"), in July 2023 a "bite sized" professional development session ("Intersectionality 101") was made available to all staff via Council's intranet.	2023 Ongoing

Review and improve accessibility to Council offices.	Ongoing	Council supports a recurring program within the Capital Works Program for DDA works on Council facilities with an annual \$140k (approximately) per annum budget. This is a recurring project which continually identifies new works/upgrades required. Council has a current Council Plan action item to undertake cultural safety audits across its early years services. This action has been on hold due to constraints of our traditional owners groups in resourcing the work. With the imminent onboarding of an Aboriginal Liaison Officer (Commenced Feburary 2024), it is anticipated Cultural Safety audits across all facilities will take place. A cross-functional group of employees attended a Rainbow-Ready workshop in 2023, which has sparked work across several workgroups to improve accessibility to our sites and services for LGBTQI+ residents and visitors. In 2023 Council adopted an interim Municipal Early Years Plan, which enabled Council to review and endorse a strengthened commitment to Child Safety. This commitment highlights the obligation to provide safe, accessible services and spaces for children and their families. In 2024, Council will be unveiling three upgraded facilities - the Rochester and Rushworth Service Centre and Libraries, and stage two completion of Rochester Early Learning. Careful consideration of all community-need has been undertaken in redeveloping these facilities.	
Review Council's work flexibility policies and practices including benchmarking with other Councils in the region.	Not started	It is anticipated with the recent restructuring of the People & Culture Team that Council's Policies and Practices around flexibility will be scheduled for review, which will include consideration of organisational feedback through staff engagement survey data and more targeted approaches.	2023
Promote alternative flexible work arrangements and the parameters that need to be met for the	Complete	This item was voted as a top 4 priority to action by GEA Group. A sub-group was established and their first task was to elevate the need to implement and promote flexible work practices with the newly formed Executive Leadership Team. The Executive Leadership Team approved proposed actions and the sub-group commenced work with Communications Team around broadly promoting work flexibility options. Evidence of promotion of	2022

arrangements to be		flexible work arrangements can be found in staff newsletters,	
accessed.		intranet, email communications and at staff meetings. The	
		Communications Team created a video featuring staff accessing	
		current flexible work arrangements and this was uploaded to	
		Council's intranet page and promoted via staff newsletters. At	
		GEAG's meeting in August 2023 it was noted that there had been	
		an increase in the uptake of flexible work arrangements from	
		staff. The content remains on the intranet for ongoing promotion	
		and it is important to note that the Executive Team actively	
		models flexible working arrangements, sending a powerful	
		message to staff that flexibility is supported and encouraged.	
Review the approval	In progress	The campaign noted above has favourably influenced the	2023
processes and		knowledge and uptake of flexible work arrangements. An	Ongoing
parameters to reduce		ongoing focus of the People & Culture team, in conjunction with	
the barriers for		hiring managers and through testing via the Staff Consultative	
employees to access		Committee, will be to test, review and benchmark our processes	
flexible work		and policies that promote flexibility in the workplace.	
arrangements.			
Make application			
consistent by			
development of a			
communication and			
advocacy campaign on			
flexible			
workplace practices.			
Workplace Sexual Harassment:			

Management team to reinforce the Employee Code of Conduct, including a zero-tolerance bullying and sexual harassment policy.	Ongoing	Council provides a number of online training courses, mandatory for all staff and is currently developing two additional courses to support this work. A Management and Leadership mentoring course to support our management team and a bullying, harassment, respect and inclusiveness training course. Employees are also required to read and formally acknowledge that they have read and understood the code of conduct and the employee CARE handbook upon commencement. Council's values have undergone a "refresh" and in February 2024, a poster series featuring current staff and the values statements have been introduced and will be displayed in all Council facilities. The use of a centralised screen saver progam to promote Council's values and appropriate workplace behaviours is currently in place, along with a weekly all-staff bulletin from the CEO entitled "Friday Five" - highlighting five good news stories from across the organisation that exemplify the Council values.	2022 Ongoing
Provide improved training for managers and supervisors on handling complaints about inappropriate behaviour and the process they should follow.	In progress	This will be comprehensively covered in the Management and Leadership mentoring course currently in development.	2022/24 Biennially ongoing
Ensure managers and staff undertake face to face training addressing issues such as unconscious bias.	Ongoing	All staff are currently required to successfully complete an online training module related to unconscious bias in addition to other related topics. Face to face training will be provided as part of the management and leadership mentoring course.	2023 Biennially ongoing

discussissues and receiveguidance onpathways to reportinappropriatebehaviour.Service may alsoinclude support forthe employee duringany subsequent

Workplace gender equality indicators Table 3 - Workplace gender equality indicators progress

Indicator	Confirm if progress made	Progress description
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.
Gender composition of all levels of the workforce	Yes	In 2021 the gender composition 59% female, 41% male, with the split for 2023 61% female and 39% male. During the reporting period, Campaspe has had both male and female in the CEO role. Due to the restructure, there are some overlaps in the figures but at the director level (-1) there were 57% males and 43% females, this is an improvement from 2021 where it was 66.66% percent male and 33.33% female. At the next level (-2) there were 48% males and 52% female for the 2023 reporting period, a change from the 2021 72.2% female and 27.7% male which has changed due to organisational role realignment/restructure and recruitment to vacancies created between reporting periods. There has been little change in level -3, -4, or -5. Level -3 66% female and 34% male in 2021, compared to 62% female and 38% male in 2023. Level -4 64% female and 36% male in 2021 compared to 66% female and 33% male. Level -5 67.5% female and 32.5% male in 2021, compared to 62% female and 38% male in 2023. Where there has been the most significant improvement is level -6 staff where in 2021 only 17% female and 83% male. For 2023 this was more an even split of 50.5% male and 49.5 percent female. The total number of staff at this level increased by 16% with roles filled predominately by females which has improved the gender balance at this level.
Gender composition of governing bodies	No	There has not been a newly elected governing body within this reporting period. There are 6 males and 3 females.

Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	No	Remuneration is set under Council's enterprise agreement in a banded system. Pay is based on the role and duration of service in that role, not set through manager discretion. Whilst the experience of candidates comes into play in setting the starting point within each band, generally the system in place limits the discretion of management to set remuneration for individuals which in turn removes the risk of gender-based pay inequity. This is borne out by the overall mean gender base salary pay gap being neglible in our data. The most significant pay gap in favour of men was at level 2 and 3 which largely relates to the management and leadership level. This has been addressed with the recent recent restructure and recruitment (outisde the reporting period). The new executive (level 1) has been recruited with pay parity.
Sexual harassment in the workplace	No	Following the 2021 People Matter Survey, 10% of respondents had experienced sexual harassment in the workplace, this decreased to 9% in the 2023 survey. While this is an improvement from the last survey, it is a small improvement and Campaspe are still below the local government benchmark. We do not have any other data that we can report on. Across the organisation this has been given a high priority, alongside bullying, harassment and discrimination. The CEO and Executive have responded to this by communicating the results across the organisation and providing assurance that this will be not tolerated, and it does not align with the values of the organisation and our code of conduct. There is ongoing training to commence, as well as leadership training which will assist being able to address those behaviours appropriately and provide that support that is necessary to the workforce.
Recruitment and promotion practices in the workplace	Yes	We do not currently capture this data in a manner that enables accurate reporting, however the new structure of the Executive and Management teams consists of 25 employees, all except two are new to their role. Four of these positions are existing staff that have been promoted to manager/director roles, noting that 44 percent of employees (11 positions) across our Executive and Management teams identify as female.
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes	We do not currently capture utilisation data in a manner that enables accurate reporting. Responses to our 2023 People Matter Survey indicate a significant increase in the number of staff who believe Council would support them if they needed to take family violence leave (13% increase) whilst 32% more staff felt confident that a request for flexible working arrangements would be given due consideration. 74% of staff felt that their manager supported flexible working arrangements. There are many different arrangements in place that have been arranged over time and we are currently in the process of ensuring these arrangements are consistent with policy, this will include a review of the policy. Flexible work and leave arrangements have been heavily promoted within the organisation which has anecdotally seen an increase in the uptake by staff.

Gendered segregation within the workplace	Yes	Council's workforce data shows that the distribution of managers has now moved from being weighted towards women, to being evenly distributed between women and men. The categories of professionals, clerical and administrative workers, community and personal service workers and technicians and trade workers all saw an increase in women filling roles whilst labourers saw a decrease in female participation and machinery operators remained stable (all male).
		Council's results were mixed in relation to gendered work segregation under the 2023 People Matter Survey. Significant improvements were noted in the areas of the organisation's use of inclusive and respectful images and language (18%), staff reporting feeling culturally safe at work (10%) and reduction in bullying (11%). Conversely staff felt there was a small increase in discrimination (3%) and in gender-biased work allocation (4%).