

Gender Equality Action Plan Progress Report 2023

As at 30 June 2023 Approved for publication by Gender Equality Commission on 1 October 2024

Gender impact assessments

Table 1 - Gender impact assessments		Demined	Description	Description	Demoired
Required	Required	Required	Required	Required	Required
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken
Alpine Shire Youth Strategy	Program	Young people of the Alpine Shire (aged 12-25) are aware of and can access opportunities to connect, learn and collaborate to create a thriving, safe, supportive, and inclusive community. Reduce duplication and streamline place-based services.	For Review	Yes	The Youth Strategy involved a co-design approach that was driven by extensive stakeholder engagement, research and analysis. The strategic planning process included three workshops, ten focus groups, seven group interviews, and two surveys. The result was engagement with over 201 young people between the ages of 12-25, and 29 organisations.
Our Ways of Working Policy	Policy	The draft Our Ways of Working Policy was designed to bring consistency to the approach to working from home. It was needed in a post-COVID world as everyone grapples with the 'new ways of working'.	New	Yes	 There were two rounds of consultation with staff and the policy was significantly altered to reflect the comments. Much of the feedback related to the split between time spent in the office vs time spent working remotely.
Waste Services Policy	Policy	The Waste Services Policy was updated to ensure the waste management across Council is equitable and sustainable. Seeking to maximise diversion of recyclable materials from landfill and contribute to a local circular economy.	For Review	No action taken	The main change to the waste services policy was improved transparency around Councils waste management services and costing, as well as the introduction of the third kerbside bin in the FOGO service. The policy is applicable to all rate payers and ensures the equal and transparent provision of all services through a user pays cost recovery model.
Financial Hardship Policy	Policy	The purpose of this Policy is to ensure a fair, clear and consistent approach to assessing and providing support in the payment of rates and associated charges to ratepayers experiencing financial hardship.	For Review	No action taken	The policy applies to all ratepayers equally, and all ratepayers will be given the same level of assistance.

Gender impact assessments

Table 1 - Gender impact assessments progress	i.				
Required	Required	Required	Required	Required	Required
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken
Council Plan	Program	Council's Community Vision 2040 and Council Plan 2021-25 incorporating Municipal Public Health and Wellbeing Plan (the Plans) provide strategic direction articulated in strategic drivers and objectives, strategies, indicators and major initiatives. The Plans commit to reporting to our community on our progress towards achieving our objectives. The Plans will guide Council decision making for the 2020-2024 Council term.		Yes	A community panel was chosen independently of Council, to ensure appropriate representation on the basis of gender, age, locality, socio-economic and health factors to develop the Plans. A program of consultation was then undertaken to ensure the draft Plans were reviewed by a range of diverse community groups and individuals.
Note: Four additional GIAs were undertaken between July 2023 and February 2024. These will be reported in the next Gender Equality Report at the end of 2024/25.					

Table 2.1 - Strategies and measures p	rogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Strategy 1: Develop accountability	Not started	When the GEAP was endorsed in April 2022, Council had planned to roll out a	Jun-25	Human Resources
framework to measure progress		Human Resources (HR) software solution that would allow for increased		
towards achieving the targets		capacity to collect and report on employee data, including allowing employees		
established in the GEAP		to enter their own details for gender and intersectional data. However the		
		planned HR software solution was not progressed, and a suitable replacement		
Actions 2022-2025		has not yet been procured. This has led to Council being unable to report on		
Develop accountability and reporting		several of the 'recommended' measures in the Workplace Gender Audit, and		
framework.		means that much of the data required by the Gender Equality Act must be		
Investigate and report on workforce		generated manually.		
data gaps. Make necessary systems and				
process changes.		Investigation into suitable software solutions is ongoing. Council's ability to		
Annual campaign encouraging people		collect and analyse workforce data is limited until such time as a HR software		
o update their personal information as		solution has been identified and rolled out across the organisation.		
aligned to the legislation.				
Strategy 2: Demonstrate clear	Not started	There has been significant employee turnover and change in leadership	Jun-25	- Human Resources
eadership support for gender		positions at Council since the GEAP was endorsed in April 2022, including an		- Leadership Team
equality and inclusiveness		organisational restructure in January 2023.		
Actions 2022-25		Resourcing will need to be allocated to provide updated training for new		
 Senior Leadership to launch GEAP. 		leaders in the Gender Equality space, and to ensure that it is driven from a		
• 6 monthly progress review through		management level.		
AMT.				
Strategy 3: Develop sustainable and	Not started	As a Small Rural Council, Alpine Shire Council does not have sufficient resources	Jun-25	- Human Resources
appropriate resource plan to support		to dedicate a whole FTE to the delivery of Gender Equality activities. Due to		- Leadership Team
leliver of the GEAP		changeover of staff, the exploration of sharing a resource with nearby Councils		
		has not occurred, however responsibility for the GEAP and associated		
Actions 2022-25		deliverables has been added to the Position Description of the Human		
Establish necessary resource and		Resources Coordinator, to ensure that there is a single point of responsibility		
explore sharing a resource with nearby		within the orgnanisation to drive change and associated reporting		
Councils.		requirements.		
• Establish Gender Equality budget.				

Table 2.1 - Strategies and measures pr	ogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Strategy 4: Apply an intersectional	In progress	Policies are reviewed for the need to include a Gender Impact Assessment, as	Jun-25	- Human Resources
gender lens to support the		they come due for scheduled review. Two policies and three other strategic		- All teams reviewing
integration of gender equality across		documents received a formal GIA review before June 2023. A further two		policies, and developing
all areas of the workplace		policies and one strategic document received GIA assessment in the period July		programs and services to
		2023 - February 2024. Policies and key documents will continue to be reviewed		the community.
Actions 2022-2025		in accordance with Gender Impact Assessment guidelines.		
 Training for HR and leaders on 				
applying an intersectional gender lens		Training for HR and leaders will be rolled out once resourcing is allocated (see		
to policies.		Strategy 2).		
 Review key policies through an 				
intersectional gender lens as they come				
up for review (OHS, HR, EA).				
Strategy 5: Consistent and regular	Not started	As per comments in Strategy 3, Council has not had a dedicated resource to	Jun-25	- Human Resources
communication		drive GEAP activites across the organisation. The communications plan will be		- Engagement and
		explored prior to the next reporting period to June 2025.		Communications
Actions 2022-2025				
• Develop a communications plan to		As part of the current progress report, Gender Equality has been raised with the		
support the role out of actions under		leadership group to improve awareness and activity across the organisation,		
the GEAP.		however this occurred outside of the reporting period to June 2023.		
Measure 1.1: Diversity of leaders at	Ongoing	An organisational restucture in January 2023 resulted in two Directors and eight	Jun-25	Human Resources
Council		Manager positions. By June 2023, four Women had been appointed into		
		Manager roles, and one Man. By August 2023 all roles had been appointed,		
Actions 2022-2025		resulting in four Women and four Men appointed as Managers.		
 Monitor gender diversity 		When considering all leadership positions (CEO, Directors, Managers), by		
representation in leadership roles.		August 2023 the team included five Women, and six Men.		
• Improve reporting on intersectional				
attributes.		See Strategy 1 for more detail on intersectional reporting.		

Table 2.1 - Strategies and measures pr	ogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 1.2: Support leaders to build	Not started	See Strategy 2 and 4 for commentary regarding training for leaders.	Jun-25	Human Resources
capacity to lead a gender equitable				
and inclusive workplace		See Strategy 3 regarding resourcing of GEAP actions.		
Actions 2022-2025		Note: Council ran mandatory in-person training sessions regarding		
 All leaders with direct reports 		discrimination, sexual harrassment, and bullying for all employees in February		
participate in Gender Equity for Leaders		2024. This will be formally reported in the next reporting period to June 2025.		
training (year 1, prior to any training				
being conducted with staff).				
 Include capacity and commitment to 				
lead a gender equitable and inclusive				
workforce in leaders position				
descriptions.				
 All leaders with direct reports 				
participate in Inclusive Leadership				
practice training to lead an inclusive				
workplace				
Measure 1.3 Audit the physical	Not started	See Strategy 3 regarding resourcing of GEAP actions.	Jun-25	- Human Resources
workplace environment to ensure it is				- Occupational Health
safe, welcoming and accessible and		Posters displayed in the workplace that promote that people of all genders are		and Safety
meets the needs of people of all		welcome in our workplace. Audit has not yet commenced.		- Leadership Team
genders and identities				
Actions 2022-2025				
• Complete workspace audit using an				
ntersectional gender lens to determine				
parriers to gender equality and				
nclusion.				
Develop prioritisation plan for				
addressing inequality that is identified.				

Table 2.1 - Strategies and measures p	rogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 2.1: Strengthen	Not started	Rollout of intersectional data gathering for Councilllors will commence once	Jun-25	- Chief Executive Officer
intersectional gender data collection		Council has rolled out collection of this data for all employees (see Strategy 1).		- Governance
for Councillors to meet legislative				
requirements				
Actions 2022-2025				
 Communicate the need for 				
intersectional data collection to				
Councillors and address privacy issues.				
 Establish ongoing process for data 				
collection				
Offer Councillors the opportunity to				
update their personal details bi-				
annually.				
Measure 2.2: Improve Council	Ongoing	Councillors received Gender Equality training as part of their mandatory	Jun-25	- Chief Executive Officer
confidence to lead on workforce		induction following the October 2020 elections. One Councillor elected via		- Governance
gender equality and inclusion		countback in January 2022 undertook Gender Equality training provided by the		
		Municipal Association of Victoria.		
Actions 2022-2025				
 Councillors completes Gender 		Following the October 2024 elections, further Gender Equality training will be		
Equitable and Inclusive Leadership		provided as part of mandatory inductions. Where required, Council will provide		
training		supplementary training during the Councillor term.		

Table 2.1 - Strategies and measures pr	Table 2.1 - Strategies and measures progress				
Required	Required	Required	Recommended	Recommended	
Strategies and measures	Status	Status description	Timeline	Responsible	
Measure 3.1: Understand pay gaps at	In progress	Pay gap analysis undertaken as part of February 2024 Gender Equality	Jun-25	- Human Resources	
all levels with a view to eliminating		reporting. Results communicated to Executive prior to release as part of the		- Governance	
these gaps		mandatory reporting.		- Finance / Payroll	
Actions 2022-2025		Training for HR and key leaders on pay gap analysis not yet commenced.			
 Investigate and report on pay gaps 					
across the organisation at all levels and					
eliminate any bias that might exist.					
• Training for HR and key leaders on pay					
gap analysis.					

Table 2.1 - Strategies and measures pr	ogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 4.1: Increase organisational		All new staff are required to undertake online induction training which includes	Jun-25	- Human Resources
commitment to addressing workplace		sexual harrassment, bullying and harrassment, equal employment opportunity,		- Occupational Health
sexual harrassment		fraud and corruption, and privacy.		and Safety
Actions 2022-2025		See Measure 1.2 for rollout of mandatory training for all staff.		
 Address underlying behaviours and 				
attitudes that can lead to sexual		Council's Equal Opportunity, Discrimination and Harrassment Policy was		
harassment through rolling out		reviewed and updated in May 2023.		
organisation wide 'Gender Equity and				
Bystander' training.				
 Develop leaders guide on responding 				
to sexual harassment and provide				
tailored, in-person, training for leaders.				
 Review Sexual Harassment Policy and 				
ensure it is trauma informed and gender				
equitable and inclusive.				
 Annual whole of organisation 				
communications regarding sexual				
harassment.				
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Table 2.1 - Strategies and measures pr	ogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 5.1: Promote gender	Ongoing	Position vacant advertising always includes "Alpine Shire Council welcomes	Jun-25	Human Resources
equality and inclusion through the		people from a diverse range of backgrounds. People of all genders, ages,		
recruitment process		abiltities and cultural backgrounds are encouraged to apply".		
Actions 2022-2025		Council no longer requires applicants to respond to lengthy selection criteria in		
 Explore and unpack 'merit' based 		written job applications, assisting with removing barriers for applicants in		
recruitment with HR and Leaders.		applying for roles with Council.		
 Review recruitment process end to 				
end using an intersectional gender lens.		Implementation of other actions is ongoing.		
 Implement recommendations from 				
recruitment review.				
Deliver Gender Equitable and Inclusive				
recruitment practices training for hiring				
managers, HR and leaders.				
Measure 5.2: Improve career	Ongoing	The organisation has strengthened the Performance and Development program	Jun-25	Human Resources
development opportunities for		to enable more meaningful conversations about role clarity, learning and career		
people of all genders		development.		
Actions 2022-2025				
• Bromote Professional Development to				
employees as part of regular				
performance management.				

Table 2.1 - Strategies and measures p	rogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 6.1: Provide people of all	In progress	At the time of reporting, Council is in negotiation for the Alpine Shire Council	Jun-25	- Human Resources
genders acess to flexible working		Enterprise Agreement, where Flexible Working Arrangements are being		- Leadership Team
arrangements and address perceived		discussed.		
or identified barriers to career				
advancement		As part of new staff inductions, flexible work and career development		
		opportunities are communicated.		
Actions 2022-2025				
 Communicate flexible working 				
arrangements available.				
 Implement Remote Work Policy. 				
 Leaders to role model and promote 				
own use of flexible work arrangements.				
Promote career development				
opportunities to employees who use				
flexible work arrangements.				
Measure 6.2: Normalise family and	In progress	Flexible Work Requests for people of all genders have been approved to allow	Jun-25	- Human Resources
caring responsibilties for people of all		for employees to care for children around school hours and instances where		- Leadership Team
genders		reliable childcare is unavailable.		
Actions 2022-2025		Benchmarking across the LG sector has not yet commenced.		
Benchmark parental leave conditions				
and support within the local				
government sector.				

Table 2.1 - Strategies and measures pr	ogress			
Required	Required	Required	Recommended	Recommended
Strategies and measures	Status	Status description	Timeline	Responsible
Measure 6.3: Raise awareness around	Ongoing	Council participates in the following annual programs:	Jun-25	- Community
family violence and support those of		- "Call it out" campaign		Development
all genders imapcted by it		- 16 Days of Activism		- Human Resources
Actions 2022-2025		Up to 20 days paid Domestic and Family Violence leave available to employees		
• Annual 16 Days of Activism campaign		in the Enterprise Agreement.		
includes events focused on workforce.				
• Apply an intersectional gender lens to		All staff training on violence against woman & domestic violence has not yet		
family violence training.		commenced.		
Measure 7.1: Investigate a male and	Ongoing	Council is seeking to diversify woman in outdoor leadership roles which is a	Jun-25	- Human Resources
female dominated work area and		male dominated field, where relevant and applicable, and ensuring adequate		- Leadership Team
develop an approach to increasing		support is provided.		
gender diversity				
		Human Resources (HR) maintain a database that incorporates many fields that		
Actions 2022-2025		are required to poplute the information required for the GEAP, including		
 Undertake additional investigation 		ANZSCO codes. HR data is updated daily.		
into more detailed levels of the				
ANZSCO hierarchy to determine areas				
of the workforce that are gender				
segregated				

Resourcing your GEAP

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

Your Comments

The HR Coordinator has been allocated single point responsible within the organisation for coordinating actions committed in the GEAP. The HR Coordinator reports directly into the CEO,and is a member of the Executive Team and the Alpine Leadership Team (comprising CEO, Directors and Managers).

Council does not have a resource/FTE which is dedicated to implementing the strategies and measures in the GEAP. The responsibility sits with the manager of each team. Council has been rebuilding capacity and capability in the organisation after a sustained period of high staff turnover. Actions within the GEAP have not progressed as far as planned within the reporting period, however with increasing stability in the team, particularly at manager level, we antiicpate that progress will accelerate.

Required	Required	Required
Indicator	Confirm if progress made	Progress description
Gender composition	Yes	Council has had a significant turnover in staff in the period between audits. Percentage of permanent staff turnover (compared to average filled permanent positions for the
of all levels of the		year) was 19.6% in 2020/21, 26.5% in 2021/22, and 27.9% in 2022/23. This significant level of turnover has been met with a generally stable gender composition of the
workforce		workforce, noting a slight increase in the overall percentage of Women, and an increase in the percentage of Men working in Part Time roles:
		In 2021, 45% of the workforce were Men, 55% were Women.
		In 2023, 42% of the workforce were Men, 58% were Women
		Amongst Men in the workforce:
		- Full Time decreased from 69% in 2021, to 66% in 2023
		- Part Time increased from 16% in 2021, to 22% in 2023
		- Casual decreased slightly from 14% in 2021, to 13% in 2023
		Amongst Women in the workforce:
		- Full Time increased from 25% in 2021 to 36% in 2023
		- Part Time decreased from 50% in 2021 to 42% in 2023
		- Casual decreased slightly from 24% in 2021, to 22% in 2023
		The bulk of Council's workforce are Full Time Ongoing and Part Time Ongoing, totalling 66% of the workforce. Of these, Women account for 70% of Part Time Ongoing, and 41% of Full Time Ongoing employees.
		83% of Council's workforce is in Levels -5 to -9 of the organisation (Bands 7,6,5,4,3). Within this range, gender composition in 2023 is as follows:
		Level -5: 43% Women, Level -6: 63% Women, Level -7: 61% Women, Level -8: 73% Women, Level -9: 48% Women.
		Composition of Managers has changed from 50% Women in 2021, to 80% Women in June 2023. However, while not shown in data, by August 2023, Council's Managers
		Employee Experience Survey Data:
		- 82% of respondents overall (and 83% of Women) agree the organisation uses inclusive and respectful images and languages, which is an increase compared to 2021.
		- 73% of respondents overall (but 63% of Men and people who prefer not to say) agree that work is allocated fairly regardless of gender in their workgroup, which is a
		decrease compared to 2021.

Table 3 - Workplace gender equality indicators progress					
Required	Required	Required			
Indicator	Confirm if progress made	Progress description			
Gender composition of governing bodies	No	Due to the resignation of one Councillor in December 2021, and subsequent election by Countback in January 2022, the Governing Body gender composition has altered from a majority of Women, to a majority of Men. The next general election for Council will be held in October 2024. In 2021, 43% of the governing body were Men, 57% were Women. In 2023, 57% of the governing body were Men, 43% were Women.			
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	No	Gendered pay gaps for Women have increased overall in 2023 compared to 2021, for <u>median</u> Base Salary and Total Remuneration, and have increased to a lesser extent when comparing <u>mean</u> data. When comparing overall data, it is important to note that across Employment Types (Full Time, Part Time, Casual, Ongoing, Temporary), there are occasions where Women are paid more than Men, and where Men are paid more than Women. This pattern also appears when comparing Level from CEO, but is generally driven by above Band payments to attract skilled staff into key roles. <u>Base salary:</u> Median base salary pay gap by gender for Women has increased from -0.2% in 2021 to 5.9% in 2023. Mean base salary pay gap by gender for Women has increased slightly from 1.5% in 2021 to 1.8% in 2023 Compared to 2021, pay gaps by employment basis in 2023 have changed as follows: - Full Time Ongoing pay gap has increased (Women paid more) - Part Time Ongoing pay gap has changed (Women are now paid more) - Full Time Temporary pay gap has changed (Mom paid more) - Part Time Temporary pay gap has increased (Men paid more) - Part Time Temporary pay gap has increased (Men paid more) - Largest base salary pay gaps occurred in Level -3 (Band 8) (Men paid more) and Level -5 (Band 7) (Women paid more), primarily due to above band payments. Difficulties in			
		attracting staff in these key skilled roles leads to the above band payments. <u>Total remuneration:</u> Median total remuneration pay gap by gender for Women has increased from -0.7% in 2021 to 6.7% in 2023 Mean total remuneration pay gap by gender for Women has increased slightly from 1.9% in 2021 to 2.5% in 2023			

Table 3 - Workplace gender equality indicators progress					
Required	Required	Required			
Indicator	Confirm if progress made	Progress description			
Sexual harassment in the workplace	Yes	No formal sexual harrassment complaints were made in 2021 or 2023. <u>Employee Experience Survey Data:</u> - In 2023, 6% of respondents reported that they had experienced sexual harrassment at work during the last 12 months - a slight increase from 4% in 2021. - In 2023, 75% of respondents agree that the organisation encourages respectful workplace behaviours - remaining steady from 75% in 2021. - in 2023, 58% of respondents agree that the organisation takes steps to eliminate bullying, harassment and discrimination - a decrease from 2021. In response to the survey results, in February 2024 Council will require all staff to undertake mandatory training about Bullying, Discrimination, and Sexual Harassment.			
Recruitment and promotion practices in the workplace	Yes	Council has had a significant turnover in staff in the period between audits. Percentage of permanent staff turnover (compared to average filled permanent positions for the year) was 19.6% in 2020/21, 26.5% in 2021/22, and 27.9% in 2022/23. This significant level of turnover has been met with a generally stable gender composition of the workforce, with a slight increase in the percentage of Women employed in the organisation, reflective of an increase in Women being recruited and a decrease in Women exiting the organisation. In 2021, 52% of employees recruited were Women. This increased to 65% in 2023. In 2021, 63% of employees who exited the organisation were Women. This decreased to 50% in 2023. Employee Experience Survey Data: - In 2023, 66% of survey respondents (77% Women, 46% Men and those who prefer not to say) believe the recruitment process in the organisation is fair - with no change in overall results compared to 2021, but a decrease in Men and those who prefer not to say. - In 2023, 56% of respondents agree that they have an equal chance at promotion in the organisation - with no change in overall results compared to 2021.			

Table 3 - Workplace	Table 3 - Workplace gender equality indicators progress				
Required	Required	Required			
Indicator	Confirm if progress made	Progress description			
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	No	Council was unable to report on these measures in 2023, with the exception of utilisation of Family Violence leave. <u>Employee Experience Survey Data:</u> - In 2023, 89% of survey respondents (91% women, 83% Men and those who prefer not to say) agreed that the organisation would support them if they needed to take family violence leave - with overall results steady compared to 2021. - In 2023, 79% of respondents (81% Women, 75% Men and those who prefer not to say) agree that if they requested a flexible work arrangement, it would be given due consideration - an overall increase compared to 2021. - In 2023, 77% of respondents (79% Women, 75% Men and those who prefer not to say) agree that their Manager supports them working flexibly - steady from 2021. - In 2023, 77% of respondents (79% Women, 75% Men and those who prefer not to say) agree that their Manager supports them working flexibly - steady from 2021.			
Gendered segregation within the workplace	No	Gendered segregation of the workforce classifications was developed using the Australian and New Zealand Standard Classification of Occupations (ANZSCO) groupings. Detailed results are below, however overall observations show that there are consistent classifications where Men and Women are engaged in employment. This is something for Council to consider as part of Gender Equality Action Plan activity. Overall trends are: - In 2023, Men outnumber Women among Labourers, Machinery Operators, and Technicians and Trade Workers - this is consistent from 2021. - In 2023, Women outnumber Men among Professionals, Clerical Staff, and Community and Personal Service Workers - this is consistent from 2021. Managers were 45% Women in 2021, increasing to 64% in 2023. Professionals were 71% Women in 2021, increasing slightly to 73% in 2023 Clerical staff were 93% Women in 2021, increasing to 78% in 2023 Labourers were 27% Women in 2021, increasing to 28% in 2023 Community and personal service workers were 91% Women in 2021, decreasing slightly to 90% in 2023 Machinery operators and drivers were 17% Women in 2021, reducing to 0% in 2023 Technicians and trade workers were 15% Women in 2021, remaining steady at 15% in 2023			