Gender impact assessments

Table 1 - Gender impact assessments progress							
Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	**Subject**	**Description**	**Status**	**Confirm if actions taken**	**Describe actions taken**	**Confirm intersectionality considered**	**Explain intersectional lens applied**
What is the title of the policy, program or service that was the subject of the GIA? Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.	Was the subject of the GIA a policy, program or service? For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms. Use the drop-down menu in the cell to select your answer.	Provide a description of the policy, program or service subject to the GIA.	Was the policy, program or service new, or up for review? Use the drop-down menu in the cell to select your answer.	Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA? Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.	Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality. When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.	Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality? Use the drop-down menu in the cell to select your answer.	Explain how an intersectional lens was applied while completing the GIA. If this was not done, explain why this was not practicable.
Title	**Subject**	**Description**	**Status**	**Confirm if actions taken**	**Describe actions taken**	**Confirm intersectionality considered**	**Explain intersectional lens applied**
Urban Forest Strategy	Policy	Kingston's Urban Forest Strategy seeks to leverage existing organisational processes to ensure: • Urban forest-related policies, programs and services recognise and address drivers of inequality. • Unintended consequences of urban forest-related policies, services or projects do not inadvertently reinforce or contribute to inequality. • Harmful attitudes and social norms that underpin drivers of inequality are challenged throughout Urban Forest Strategy delivery.	New	Yes	A range of actions were identified based on feasibility and impact. These have been included in the action plan above or will be addressed as part of other Council policies, programs and services. - Complete targeted public consultation to ensure all voices, including women's voices are heard. - Establish a good relationship with Bunurong Land Council and compensate them for their time. Identify significant trees and seek permission to include local language in interpretation/ signage. - Contribute to a whole of council approach and process to the inclusion of First Nation's perspectives consultation/ engagement/ story telling/ use of language. - Contribute to a whole of council initiative that provides translation services via identifying council staff who speak a second language. - Develop communications plan that targets diverse groups including women and cultural and linguistically diverse communities. - Include in the developed communications plan actions that connect with seniors groups. - Include in the developed communications plan actions that highlight available support services for those that may require further support.		
Prevention of Graffiti	Program	To communicate effectively to young people about the harm of graffiti and reduce graffiti offence occurrences.	For Review	Yes	Consult with external body (Common Cause) to develop the messages and potentially a focus group to test messages - with a focus on gender.		
Open Space Strategy	Policy	Update the Open Space Strategy for Council. Provide an overview of existing open space, classifications, review function, diversity, setting type, allocation for suburbs, gaps analysis, design principles & priority actions, annual review system.	For Review	Yes	Work to better align with the Public Lighting Strategy, Wayfinding Strategy, Playgrounds & Active Rec Strategy, Public Toilet Strategy to improve safety in open spaces with a particular focus on increasing accessibility and access for women. Contribute to the Pavilion Working Group to ensure alignment with open space priorities. Connect with Council's Reconciliation Lead during early planning and engagement of open space development. Conduct community engagement to find out more information to underpin open space designs for multicultural people, women and gender-diverse people. Ensure this strategy aligns with learnings and priorities of the All-Abilities Plan for people with disabilities and open space. Consider an article in Kingston Your City centre pull out resource with open spaces, facilities, map etc.		
Learn to Swim Program	Program	The Learn to Swim Program aims to teach safety and skills around water to enhance community safety and prevent drowning.	New	Yes	Create a charitable gifting of scholarships that is targeted towards underpriveledged groups (by 30 June 2022). Develop a consistent program where Active Kingston staff collaborate with Maternal Child Healthcare Nurses to educate the community through talks on the benefits for their child's development (by 30 June 2022). Look to reduce costs for vulnerable populations through subsidies (by 30 June 2022). Partner with schools to promote the standards of swimming among students to promote the need to learn to swim (by 30 June 2022). Explore promoting the adult class as a course which re-introduces people to swimming (by 31 January 2022). Complete cultural awareness training with our Learn to Swim Instructors (by 31 August 2022). Complete disability awareness training with our Learn to Swim Instructors (by 30 June 2022). Review the photography on the website to show more diversity of people and body types to encourage women and people with a disability to feel comfortable using the space (by 28 February 2022).		

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Animal Registration Process	Policy	The policy exists to ensure the safety and care of dogs and cats that reside in Kingston City Council, and the safety of the community through accountability of animal ownership.	For Review	Yes	Review the animal registration form with a lens of accessibility and education to ensure it provides clarity to customers. Reducing the cost of animal registration throughout the year on a pro-rata basis. Reviewing social media communication via the 'Kingston Lost and Found Pets' Facebook page and increasing promotional and educational content that encourages animal registration and desexing. Building relationships by creating a flyer/fact sheet on animal registration and desexing that can be provided to vets, domestic animal businesses and CALD communities. The flyer/fact sheet can also be used to educate other departments at Kingston and distributed at the pet expo Educating internal departments that Local Laws Officers can visit customers in person if they require assistance completing the animal registration form with a particular focus on supporting elderly woman that may be living alone. Criteria will be created to distinguish when it is appropriate for a Local Laws Officer to assist in person. Update data collection method to ensure sex and gender is being collected correctly and with sensitivity.		
Urban Cooling Community Education	Service	To educate people about our heating and climate and how to take action that protects themselves and others from the impact of heat now and into the future.	New	Yes	Offer the community education on multiple platforms (face-to-face, online w/subtitles, recorded or livestream) where possible to increase access for people of all backgrounds and idenities particurlary for women with caring responsibilites. Promote the internet services of the libraries and tech training on flyers for people that don't have internet access at home and offer library staff help (where possible). Add a field to the registration form asking what support people need to attend and participate in the session (including a phone number to discuss) (where possible). Prioritise venues that are accessible (ramps, air conditioned, interpreters etc), shaded if outdoors, close to public transport, parking, well-lit to ensure safety for women (where possible). Ensure invitations are produced in different languages to ensure including of cultural diverse communities (where possible). Share a easily digestible infographic and translated transcript of the session on the Kingston website or Kingston Library YouTube after the session (where possible). Research the cultural barriers that different groups may face, depending on the area where we offer the training and consider how the training can be altered where possible (inc. timing, catering etc). Work with Kingston Business to understand how we can offer the training onsite to businesses (where possible). Offer community viewing sessions of the recording after the event (where possible). Reach out to the Derrimut Weelam Gathering Place to host an education session and understand if anyone in the community would like to promote it or present certain topics (where possible). Reach out to Social Development to understand how we can work with community members to champion this education and promote it within their community, or even present some aspects (where possible).		

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Housing Strategy Consultation	Policy	This policy exists to ensure that housing the in the City of Kingston responds to changes in the size and demographics of our population and character of our neighbourhoods. Consultation exists to ensure that the strategy meets the needs of the community we serve and to ensure we consider the voices of all Kingston residents. Context: This is a 20-year strategy, it has been in drafting stage since 2017	For Review	Yes	Provide a range of times to conduct the session. On demand consultation online, paper based, phone/tablet compatible to ensure women with caring responsibilities can access the service. Give people a pre-read/recording so that the Q&A is shorter. Meet people where they are at by conducting pop up consultation at different areas such as homeless service centres, shopping centres, childcare centres etc. Building relationships with peak bodies, community groups and community leaders to understand how we can best engage with impacted demographic groups. Work with comms to simplify communication to a Year-4 literacy rate. Tailor the wording and design of comms to meet the needs of certain demographic groups. Explaining how the Housing Strategy it is likely to impact them and why they might like to come to consultation. Work with comms to create a blanket statement explaining the purpose of consultation, being realistic about the community's scope of influence and explaining when we will send them information and why (including the results of consultation afterwards). Work with comms to ensure our information on the website is translated when the website update goes live. Simplify the online process to remove unnecessary steps. Encourage parents that consultation is a place for children and provide further support for parents who want to attend. Review our strategy on distribution and disable of hard copy documentation. Work with comms to create a blanket statement explaining the purpose of consultation, being realistic about the community's scope of influence and explaining when we will send them information and why (including the results of consultation afterwards). Offer a pre-read document or recording so that the physical consultation is shorter and only focuses on the Q&A element		
Child Safe Standards Strategy	Policy	The Child Safe Strategy is Council's plan that outlines how we will keep children and young people safe in services, facilities and open spaces.	For Review	Yes	Develop an annual calendar of bespoke training sessions that meets the identified needs of the whole organisation that includes face-to-face opportunities and e-modules that addresses (at a minimum) cultural safety, diversity, child safe standards and legal obligations. The Child Safe Coordinator to connect with Gathering place or Bunurong Land Council to get advise on how to consult with this group. Develop a public commitment/statement of cultural safety for first nations children and families. Develop an engagement strategy to inform the community and children about the Child Safe Reporting and Complaints Processes at Kingston City Council including the development of collateral that is directed at children. Develop a Communications plan to regularly communicate Child Safe policies and procedures, including the promotion of cultural safety internally and across the community, review the "Your Ground' study findings- partnership with Monash. Develop a child focused complaints handling policy that is child friendly and aligns with child safe standards. Translate policies and general information on child safety into community languages, where appropriate and into accessible methods for people with a disability and children. Support the Diversity and inclusion team with obtaining Rainbow tick accreditation. Collaborate with Youth Service, School Aged Care and Family and Children's Centre to develop a child and young person's code of conduct. The Child Safe Coordinator to support the Youth service with a child safe standards audit.		

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Kingston Women of the Year Awards and IWD	Program	The Kingston Women of the Year (KWOTY) awards are supported by Council's Prevention of Family Violence Actions in Kingston's Public Health and Wellbeing Plan. Celebrating the outstanding contributions of women in diverse fields promotes gender equality; recognises women in positions of leadership; and supports inclusion, health, cohesion and connectedness amongst the community. It also provides a platform to celebrate and support the work that these women do, and inspire and motivate other members of the community.	For Review	Yes	Target promotion of the KWOTY awards and International Women's Day celebration event to the LGBTIQA+ community, women living with disabilities, and women in the Aboriginal and/or Torres Strait Islander community to increase the diversity of KWOTY nominations and the diversity of attendance at the International Women's Day celebration event. Explore opportunities to include Aboriginal and/or Torres Strait Islander women/Indigenous artwork, and images of the Rainbow Flag in promotions for the KWOTY nominations and International Women's Day event. When selecting guest speakers, performers and panel members for the International Women's Day celebration event, apply an intersectional lens to encourage diversity. Raise awareness and understanding of the KWOTY award in the Kingston community. Review promotional messaging showing Council's strong values-driven position, particularly in response to backlash. Let the community know more clearly that our events are inclusive and welcoming of all; and give them an opportunity to let us know if they have any specific requirements.		
New Aquatic Facility - Community Consultation Phase 2	Service	To gain community feedback and measure who/how/what/when the new aquatic facility will be used by the wider community.	New	Yes	Reduce the need to travel to participate in engagements by providing online opportunities with a focus on targeting women with caring responsibilities. Provide opportunities for community members to participate in engagements at safe/family friendly/relevant community events. Schedule multiple engagement opportunities for consultation drop in information sessions. Schedule multiple small group focus group discussions with specified groups. Collaborate with City of Kingston Access and Equity Group advisory groups to schedule /facilitate discussion sessions. Engage a consultation consultant to assist with facilitation of engagement and summarise report findings. Work with Comms to provide an overview for community as to why we seek consultation, how feedback will be used, and how feedback will impact design. Re-enforce Councils desire to understand feedback and ensure confidentiality. Consider timing, location, frequency of in person consultation sessions with some more targeted to specific user groups and others open to the broader community to ensure the engaged of women and gender diverse groups.		
Planning Permit Meeting Policy	Policy	Outlines how the stakeholders involved in an application for a planning permit interact and collaborate. To bring the permit applicant and objectors together in the presence of Council Planning Officers, to enable them to explain their views and concerns with a planning proposal, and to be heard by all relevant parties.	For review	Yes	Seek to add more consultation times that are flexible and hybrid and outside normal business hours to capture women with caring responsibilities and the like. Where relevant and feasible, aim to provide more notice options and/or provide meetings in segments or offer multiple meetings to ensure greater access to those with other responsibilities or needs. Create more flexibility in the PC meeting process by allowing applicants to call objectors instead of setting up and holding a meeting. Adjust the PC meeting format (similar to Council Meeting format) to allocate timeslots to participants (i.e. objectors and permit applicant) to enter/exit virtual meetings to present their views. Seek to reduce the length of overall meetings to support flexibility and attendance. Eliminate meetings (e.g. redundant or invalid objections) and modify the policy to be more discretionary to allow for greater flexibility where possible. Provide the option for a translator to be available for those that may require it. Provide translation service on all correspondence TIS national. Simplify language that is used in meetings to use more everyday/layman's terms.		
Development Assistance Policy	Policy	To retain and develop employer's skills in line with the organisation's objectives by offering financial assistance and study leave.	For Review	Yes	Enable part-time employees to access full reimbursement by removing pro-rata clause. This helps by providing the same opportunities to the part of the work-force mostly made up of women.		
Flexible Work Policy	Policy	To enable equitable access to flexible working arrangements that support employee wellbeing and business productivity.	For Review	Yes	Access to meaningful work opportunities, access to flexibility to engage in shared parenting. Review the tone of the content to ensure focus on access and equity and ensure the language does not enforce stereotypes or stigma. Add a definition of reasonable adjustments and ensure access is clear.		

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Cycling and Walking Plan	Policy	To help realise Kingston's Integrated Transport Strategy (KITS) objective of making walking and cycling the preferred transport choice, particularly for short local trips by informing, developing and advancing walking and cycling over the next 5 years.	For Review	Yes	Analyse consultation feedback to better specific areas of concern concerns of women, LGBTQIA+ community and Aboriginal and Torres Strait Islander people by consultation to reach out and identify these groups and better influence the final plan and future proposal design and implementation. Safer by Design by including safer by design principles in the design of projects listed in the Plan. Wayfinding by following principles for wayfinding set out in Kingston's Wayfinding Strategy for wayfinding studies and projects. Improve maps, leaflets and on-line information by using plain English principles and consider publishing in main language groups. Universal Design by applying Universal Design principles in design process. Advocate and implement for improved public transport access by advocating for improved accessibility as part of major projects such as level crossing removals and prioritise improvements (where applicable) around stations and bus stops. Accessibility Audits by incorporating accessibility audit in detailed design of pedestrian projects.		
Wayfinding Strategy	Policy	To create a unified signage system for Council's Open Spaces and Activity Centres. Incorporating internationally recognised best practice principles for signage.	For Review	Yes	Update wayfinding signage for men, women and gender diverse people to ensure best-practice use of symbols.		
Community Engagement Policy (ACE)	Policy	To guide the city's approach to community engagement, and identify the policies that we operate under.	For Review	Yes	Mention when the outcomes of consultations can have health's and wellbeing impacts/outcomes. Reduce the need to travel to provide feedback, provide opportunities online, by sending mail about relevant projects directly to properties/precincts and make consultations available online to increase participation from women. Provide opportunities for community members to participate in engagements at safe/family friendly/relevant community events, by booking in pop-up stalls at local events/markets/relevant locations to various demographics. Provide opportunities to participate online, by having all of the relevant information and feedback opportunities available online. Continue working with relevant advisory committees and establish the Representative Community Panel to provide opportunities for meaningful feedback/networks, by assessing the progress of the Representative Community Panel and nature relationships/communication with Council's Advisory Committees with a particular focus on engaging minority groups.		
Group Fitness Programs - Waves Leisure Centre	Program	To provide access for the community to participate in group fitness exercise to increase physical activity, support mental health and encourage social connection.	For review	Yes	Advertise inclusivity of centre on the physical space. i.e. rainbow signage on entrances, by engaging Comms to design and Waves to implement. Cross promotion during fitness consults to raise awareness of GF being appropriate for men, by CS team and gym communication. Market GF to men, by including more men in promo photos. Training for staff to educate on being inclusive to the LGBTQIA+ community, by investigating training programs available Recruit an LGBTIQA+ ambassadors to advertise GF inclusivity, awareness and acceptance, by investigating feasibility further. Advertise GF program through partnerships with existing council services to raise awareness that GF has programs suitable for older adults by, reaching out to relevant council departments. Subsidise group fitness classes for people with disabilities above the standard concession which is currently being investigated.		
Inclusive Communities Department Events	Program	The Inclusive Communities Department run events for the purposes of: -increasing social connection and increasing community understanding of difference (partnerships, intersectional) -informing community (i.e. services info, speakers etc.) -celebrating community contributions, achievements and identities (awards) -displaying community skills and attributes (performances) -aligning with the council plan and PHWP -reducing discrimination -inspiring and motivating the community	For Review	Yes	Ask the target audience of appropriate timing of event, by developing questionnaire and distribute to target audience. Develop marketing material that is simple and refrains form using jargon, by checking marketing material to ensure there is no jargon. Advertise 'child friendly' or 'family friendly' on event promotional material, ensuring that marketing material and staff are promoting events as family friendly. Offer free to low cost events, by questioning the cost of events and whether the cost is necessary. Adopt inclusive language, by checking material to ensure it is inclusive. Develop a statement to be included on event invitations and marketing materials for people to let us know if they have special needs, by developing a statement that can easily be placed on promotional materials. Include LGBTIQA+ representation, by including speakers at events. Develop a barriers checklist to be completed prior to an event, by creating a checklist to ensure facilities are accessible, affordable and inclusive. Include First Nations peoples in events, by engaging with Kalie, Selina or Yasmin to promote across networks. Provide information and marketing material in various a languages or images, by determining the target audience and obtain translated materials. Attend cultural competency training, by putting forward a need for cultural competency training to increase awareness and recognise cultural differences.		

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IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.							

Example(s)

Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Example: Sports ground use and permits policy	Policy	This policy guides the hire and use of all Council's sportsgrounds and facilities by sports clubs and the public. The policy outlines eligibility criteria for hire and use, selection and booking process, fees, payment options, cancellation options and expectations of use.	For review	Yes	Amended the policy to include a commitment to allocate 30% of the total sportsground hiring capacity to new and recently established sports teams comprising of women and gender diverse people. Amended the policy to include a commitment to support local clubs to conduct respect and responsibility training to promote gender equality. Amended the policy to include a commitment to provide dedicated womens and all-gender secured changerooms and facilities for all womens and gender-diverse teams who hire Council sportsgrounds.	Yes	Council conducted research and participated in consultation to ensure the GIA considered intersectionality. It was identified that language and shared changeroom facilities are percieved as major access barriers for culturally and linguistically diverse (CALD) women. Council has addressed these concerns in amending the policy, committing to implementing private changeroom areas and increased signage in a variety of languages.

Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended Relevant indicator(s)						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies and measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
1.1 Create pathways to embed the use of Workplace Audit Data to drive organisational decision making	Complete	We have embedded the Workplace Gender Audit data and People Matter Survey data within the strategic indicators of the People & Culture Strategy. These indicators are aligned to the seven Gender Equality Indicators (pay equity, gender composition or workforce and Councillors, workplace sexual harrassment, recruitment and promotion, gendered work segregation and leave and flexibility) These indicators are presented to the Executive Leadership Group annually and used by the People & Culture team to determine future actions.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	SLG, People & Culture, Comms	X	X	X	X	X	X	X
1.2 Support employee understanding of the use of demographic data	In progress	We have completed an update of the demographic data collection in our Human Resource Management System to collect more data relating to cultural identity, sexuality, gender, religion, pronouns, languages and Aboriginal and/or Torres Strait Islander indentity. Following the update to allow this data to be captured, we plan to educate staff on the change. This task is on track for completion within the GEAP timeframe.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	People Support	X	X	X	X	X	X	X
1.3 Increase the understanding of Workplace Audit Data through further analysis of pay gap data	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be completing a more detailed pay gap analysis with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 18 - 24 months	People Support, Payroll, Business Apps and Corporate Performance			X				
1.4 Establish and maintain regular reporting of Workforce Audit data to the Senior Executive (linked to 2.4)	Complete	Workforce Gender Audit data has been intergrated into the People and Culture Startegy, which are reported to our Senior Executive quarterly and more detailed progress audits biennially to the executive.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	CLG and People Support	X	X	X	X	X	X	X
1.5 Meet with Senior Leaders to discuss data specific to each work area to increase awareness of audit results and data collection	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be completing a sessions with our managers to unpack their data with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	SLG, People Support	X	X	X	X	X	X	X
1.6 Implement meaningful targets and quotas to support equal representation of diverse employees	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be completing our target and quota session as part of the process of drafting our next Gender Equality Action Plan.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 18 - 24 months	People Support	X						
1.7 Complete the People Matter Survey biennially to collect data relating to key indicators and support the collection of other key information for related inclusion initiatives	Complete	This data collection has been required under the Gender Equality Act reporting requirements and has been completed in line with this requirement.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	People Support, Social Development and Comms	X	X	X	X	X	X	X
1.8 Increase the amount of demographic data collected relating to employees	In progress	We have completed an update of the demographic data collection in our Human Resource Management System to collect more data relating to cultural identity, sexuality, gender, religion, pronouns, languages and Aboriginal and/or Torres Strait Islander identity. Following the update to allow this data to be captured, we plan to educate staff on the change. This task is on track for completion within the GEAP timeframe.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 18 - 24 months	People Support and Comms	X	X	X	X	X	X	X

Indicators key

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

   Gendered segregation within the workplace

Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended Relevant indicator(s)						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row.\n\nThese 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:\n• **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised.\n• **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete.\n• **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis.\n• **'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.\n• **'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.\n\nIn particular, you need to explain:\n• Why you have selected that status from the drop-down menu; and\n• Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies and measures may include:\n• tracking against pre-identified success markers. These markers may have been specified in your GEAP.\n• other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure,\n• other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.\n\nIf you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address.\n\nSee the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
1.9 Develop Workplace Data Consultative Committee to advise and embed regular workforce auditing	Not started	This action has not yet been started. This will be completed as part of the data anaylsis required for the development of our next Gender Equality Action Plan in 2025.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 18 - 24 months	People Support, other relevant work areas, Corporate Performance	X	X	X	X	X	X	X
1.10 Use data experiences of employees from minority populations - such as people who identify as Aboriginal and Torres Strait Islander or living with a disability to inform the D&I strategy and the Workforce Plan	Complete	These policies have been recently reviewed and consideration has been given to highlighting action relating to people identifying as Aboriginal and/or Torres Strait Islander and people living with a disability. This has been explicitly stated in both strategies.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commence in the next 12 - 18 months	People Support	X	X	X	X	X	X	X
1.11 Develop an interactive Power BI report for data presentation and analysis	Complete	We created a PowerBI that visualised the Workplace Gender Audit data. However, given the new data platform provided by The Commission For Gender Equality in the Public Sector this PowerBI has now been rendered redundant and no further work will take place to visualise the data outside of this platform.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support, Business Apps	X	X	X	X	X	X	X
1.12 Revise data collection systems and methods to ensure data is being captured accurately	Complete	Following the 2021 Workplace Gender Audit, our teams made a series of changes to the way employee data was stored to streamline and improve audit processes. These data updates included improving our ability to capture and report on flexible work data etc. There have been several improvements to data capture to streamline the process of data collection and support the next audit.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support, Finance, Corporate Performance	X	X	X	X	X	X	X
1.13 Increase collection of demographic data for job applicants	Complete	Following the 2021 Workplace Gender Audit, Kingston conducted a review of the demographic data collected by our Careers / Recruitment System. This data collection was updated to better align with the data requirements of the Workplace Gender Audit and includes more data relating to cultural identity, sexuality, gender, religion, pronouns, languages and Aboriginal and/or Torres Strait Islander identity.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within12 - 18 months	People Support					X		
1.14 Advocate for inclusion of single parents into People Matter Survey and review leave provisions to address differing needs and demands	Complete	After receiving feedback from our staff, we have advocated to the Commission for Gender Equality in the Public Sector and the Victorian Public Sector Commission for the inclusion of single parents in carer provisions. There was no inclusion in this year's People Matter Survey, however it was received and advice provided that it will be considered for the future.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support					X		
2.1 Provide education to all employees on best-practice inclusive recruitment processes	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support					X		
2.2 Increase organisational capability on inclusive and gender equal communication practices	Complete	We have completed online training sessions for our staff to better understand inclusive practice in the form of LGBTIQA+ 101 training, Gender Impact Assessment training, as well as celebrations of key awareness days and the development of resources and guides available on the staff intranet. Together, these education and awareness programs have increased organisational knowledge of inclusive and gender equal communication and provided language to support expectations around organisational communications.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 24 months	People Support and Communications	X	X	X	X	X	X	X

Indicators key

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

Strategies and measures

Table 2.1 - Strategies and measures progress

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Required	*Required*	*Required*	*Recommended*	*Recommended*	*Recommended*	*Recommended*						
						Relevant indicator(s)						
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
2.3 Provide education for hiring managers on inclusive recruitment strategies/practices	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support					X		
2.4 Establish and maintain regular reporting of Employee Exit Data to the Senior Executive (linked to 1.4)	Complete	Exit Survey data has been interrgrated into Council's monthly Key Performance Indicators, which are reported to our Senior Executive through this mechanism and more detailed progress audits biennially.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	CLG, People Support					X		
2.5 Engage an external consultant to review recruitment processes and provide recommendations to achieve best-practice inclusive recruitment	Complete	In 2022, Council engaged Fisher Leadership to conduct a review of our recruitment procedures to ensure inclusivity throughout the process. The review resulted in a number of recommendations that will be used by the project team in the rollover to the new recruitment system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support					X		
2.6 Support all applicants to provide details of their needs in the recruitment process or employment by providing clear statements in job advertisements and clear guidance of avenues via KNet	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support					X		
2.7 Review role advertising process with Communications and People Support to assess accessibility and avenues for advertising	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support					X		
2.8 Review leadership position descriptions and role advertisements for all roles to ensure diversity and inclusion capabilities	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support					X		
2.9 Provide Supervisors and leaders with guidance to provide interview feedback to unsuccessful applicants	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	SLG, People Support					X		
2.10 Build the organisation's capacity to include diversity on all recruitment panels	Not started	We are yet to commence this action due to the introduction of a new recruitment system which will be completed by June 2024. The project team for the rollout of the new recruitment system includes Organisational Equity and Inclusion Team representatives and will seek to embed the needed changes in the rollover to the new system.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support					X		

Indicators key

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

Strategies and measures

Table 2.1 - Strategies and measures progress

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Required	*Required*	*Required*	*Recommended*	*Recommended*	*Recommended*	*Recommended*				Relevant indicator(s)		
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
3.1 Increase access to resources and education about gender identities	Complete	We have completed several online training sessions including the development of resources to support education including running sessions of LGBTIQA+ 101 training, Pronoun awareness webinars and creating the Inclusive Language Guide for staff reference. To further support this, we have provided staff communications on multiple occasions about pronouns and improved our employee intranet profiles to include pronouns. We have also developed and delivered a Gender Affirmation Policy, Guide and Template and a LGBTIQA+ Inclusive Practice Guide for service-owners to self-assess their service.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	Social Development and People Support	X						
3.2 Celebrate key awareness days in support of gender diversity and inclusion - Midsumma - IDAHOBIT - International Women's Day	Complete	Council has established a Celebrating Inclusion Working Group that comprises staff to support the celebration of key awareness days within the organisation. This group has held regular celebrations for Midsumma (gatherig a contingent of 80 staff for the last march), IDAHOBIT (screening of the Georgie Stone documentary), International Women's Day (women in leadership panel discussion), Cultural Diversity Week (Cultural Cook Up event) and International Day of People with a Disability (Learning Auslan with Expressions Victoria). These are ongoing annual celebrations.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support, Celebrating Inclusion Working Group	X						
3.3 Provide education to support gender diversity in all teams	In progress	Council has undertaken LGBTIQA+ 101 training for various teams across the organisation as well as a targeted leadership education program. We have also introduced Gender Affirmation Leave and as part of this created and educated our workplace on the associated guide and plan to help build awareness and education. Additionally, we have created new ways of capturing gender in our data collection and working with our Corporate Information teams to ensure we better educate our staff on the difference between gender and sex, and how to respect this in community and in the workplace. We have also developed an LGBTIQA+ Inclusive Practice Guide to support education across the workplace.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support	X						
3.4 Promote allyship initiatives within leadership	In progress	Council has undertaken LGBTIQA+ 101 training for various teams across the organisation as well as a targeted leadership education program. We have also introduced Gender Affirmation Leave and as part of this created and educated our workplace on the associated guide and plan to help build awareness and education. We have delivered targeted briefings to our leaders across the organisation to support their understanding and awareness and provide more opportunities for allyship through attending and planning awareness day events and celebrations such as IDAHOBIT and Midsumma Pride March.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	SLG, CLG, People Support	X						
3.5 Support implementation of the Rainbow Tick	Complete	Kingston City Council is undertaking Rainbow Tick Accreditation. Council has submitted its digital assessment for our Youth Services department. We will be undertaking onsite assessment in mid-Feb 2024. To support this work a Rainbow Tick Action Plan has been adopted that sets out the key priorities and focuses.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support, Social Development	X						
3.6 Support the establishment of Gender Affirmation Policy/Leave	In progress	Council has adopted five days of paid Gender Affirmation Leave in our latest Enterprise Agreement. We have adopted a Gender Affirmation Policy, Guide and Plan Template to support the Council's leaders to cultivate culturally safe environments for those undertaking gender affirmation / transition in the workplace.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support	X						
3.7 Implement initiatives that increase access for women, men and gender diverse people for work areas where they are underrepresented	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be seek to address this action if seen as still relevant in the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support							X
4.1 Promote salary negotiation pathways and skill-building for all staff	Complete	This act+C41+C41:D41+A40:D41	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	18 - 24 months	People Support			X				

Indicators key

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

Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
4.2 Conduct sessions with managers to address pay gap and gender segregation in their work areas	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be completing a more detailed pay gap analysis with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	SLG, People Support, All organisation			X				X
4.3 Conduct a review of salary benchmarking to ensure inclusion and equity	Not started	This task has been delayed due to an organisation restructure that took place shortly after our 2021 Workplace Gender Audit. We will be completing salary benchmarking with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support			X				
4.4 Conduct an audit and bring recommendations forward to CLG with actions to reduce the pay gap	Not started	This task has been delayed due to an organisation restructuring that took place shortly after our 2021 Workplace Gender Audit. We will be completing a more detailed pay gap analysis with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support			X				
5.1 Provide education about the value of part-time employees and diversity within teams	Not started	This task has been delayed due to an organisation restructure that took place shortly after our 2021 Workplace Gender Audit. We will be completing more consultation with work areas of underrepresented groups with the data collated from the 2023 Workplace Gender Audit - Progress Reporting.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support, Future of Work Committee						X	
5.2 Increase understanding across the organisation about the benefits of job-sharing	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which led to increased equity and access to roles around the organisation. There was a program of work that was launched to increase flexible working options which included a new policy, a new process for applying for flexible work, additional information on job-sharing arrangements and more information on the diverse range of flexible working options available at Council.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.3 Provide education about centralised flexible work processes to increase access (linked to 5.10)	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.4 Establish a process that requires any flexible work requests that are denied to be reviewed by People Support	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. This set out a clear process/procedure for the application of new types of flexibility. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.5 Establish regular reporting to SLG about successful flexible working arrangements and share benchmarking	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation. The policy was reviewed in late 2023 with senior leadership providing an ongoing commitment to flexible working.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	SLG and People Support						X	

Indicators key

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

Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	**Relevant indicator(s)**						
						1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
5.6 Develop and implement job-sharing systems and processes	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which led to increased equity and access to roles around the organisation. There was a program of work that was launched to increase flexible working options which included a new policy, a new process for applying for flexible work, additional information on job-sharing arrangements and more information on the diverse range of flexible working options available at Council.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support						X	
5.7 Develop support system for supervisors to arrange job-sharing opportunities	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which led to increased equity and access to roles around the organisation. There was a program of work that was launched to increase in flexible working options which included a new policy, a new process for applying for flexible work and included additional information on job-sharing arrangements and more information on the diverse range of flexible working options available at Council.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.8 Review Development Assistance Policy to provide equal support to all applicants regardless of FTE	Complete	In 2022, People & Culture completed a Gender Impact Assessment on the Development Assistance Policy and identified the adverse impact that assistance model was providing to woman employees. The policy has been reviewed and is in final stages of implementation to ensure greater equity.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.9 Review how we collect information relating to flexible work and the definitions to align with audit data	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation and senior leadership were committed to flexible working. The policy created mechanisms for measurement that aligned to Workplace Audit requirements and improved data collection.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.10 Create a process for centralising requests for flexible work to ensure more consistency in the application process	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations across the organisation. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation and senior leadership were aware of the commitment to flexible working. A centralised request process was implented with a new form through our HR Information System.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support						X	
5.11 Centralise information and processes relating to accessing flexible work (linked to 5.3)	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation and senior leadership were aware of the commitment to flexible working. The information is available via all channels to staff and leaders including staff newsletters and the internal intranet and a centralised request process exisits with a new form through our HR Information System.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support						X	
6.1 Provide education and training on prevention of discrimination and bullying and maintain alignment with education driven by Kingston City Council's Prevention of Family Violence Action Plan	Complete	Council have worked to to align education and support with International Women's Day and 16 Days of Activism campaigns. We have completed these via structured training sessions and storytelling opportunities to provide opportunities for discussion and support. We have hosted several sessions with the most recent session hosted on 20 November 2023 by Natasha & Lara, who are two women with disabilities from Experts by Experience, Women with Disabilities Victoria.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support							X
6.2 Provide resources and education on bystander action	Complete	This action is complete. The People & Culture team conducted training with all leaders on building a Speak Up Culture which has supported bystander action and ran an all staff webinar on how to safely engage in bystander action run with external provider Dr Amy Wallis. To further support this, all internal staff behavioural policies are being updated with a commitment to supporting bystander action and a tip sheet has been developed for staff.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			X

Indicators key

1. Gender composition of all levels of the workforce.
2. Gender composition of governing bodies.
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace.
6. Availability and utilisation of terms, conditions and pratices relating to:
   - family violence leave
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Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	**Relevant indicator(s)**						
						1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
6.3 Increase training, education and awareness of sexual harassment and provide specific training for People Leaders	In progress	In 2022, Kingston City Council completed a 2.5 hour training session with Councillors about sexual harrasment alongside the Victorian Equal Opportunity and Human Rights Commission. This has been established as part of our training package. We are currently developing an e-module for all staff relating to conduct in the workplace. This will be available to all people leaders and will be rolled out in Feburary 2024.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			
6.4 Continue to support a Speak Up! culture through the Speak Up! Platform, education and promotion	Complete	The Speak Up Platform is regularly communicated to staff via various mechanisms. It has been added to all staff communcations alongside our Employee Assistance Program including in health and safety brochures, induction e-modules and emails and at regular intervals in communications to all staff via our newsletter and intranet. A session on Speak Up culture was also conducted at a leadership workshop in May 2023 with all senior managers in attendance.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			
6.5 Educate and deliver trauma-informed care training for People Support staff	Complete	In 2022, our People and Culture department undertook training on understanding trauma-informed care principles when dealing with staff and staff interactions. This training was conducted with Dr Amy Wallis and trained the team on the six principles of trauma-informed care. The principles are on several posters across the People & Culture work area.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Within 12 months	People Support				X			
6.6 Drive annual staff communications that Council does not tolerate any form of sexual harassment from staff or the public	Not started	Council are currently working to develop and implement a sexual harrasment e-module in our Learning Management System. This module will be compulsory for all staff and include communications that support understanding of Council's zero tolerance policies with directed communication to leaders. This e-module will communicate the organisational stance on misconduct in the workplace. This e-module will be regularly communicated across the workplace.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	18 - 24 months	People Support				X			
6.7 Establish Sexual Harassment training program for Councillors every four years	Complete	In 2022, Kingston City Council completed a 2.5 hour training session with Councillors about sexual harrasment alongside the Victorian Equal Opportunity and Human Rights Commission. This has been estbalished as part of our training package.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support				X			
6.8 Provide leadership training and education on the impacts of power structures/imbalances and the link to negative behaviour	Complete	This action is complete. The People & Culture team conducted training with all leaders on building a Speak Up Culture, which supported understanding of power and privilege in the way we create safe spaces. This training included the Executive and senior leaders within the organisation and spoke to open communication and how to create safe spaces for sharing among teams.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support				X			
6.9 Support leaders to model and communicate expectations of appropriate behaviour and bystander action	Complete	This action is complete. The People & Culture team conducted training with all leaders on building a Speak Up Culture which has supported bystander action. The practice of open communication about behaviour has also been supported through the organisation's Culture Program and has supported leaders to reflect on and encourage supportive and productive workplace behaviours.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			
6.10 Re-engage the Raise It! Ambassadors program to provide organisational support (alignment with Family Violence Staff Support Officers)	Void/cancelled	This action has been deemed no longer of value. Instead, the program delivered to our People Leaders group to help support more wide-spread impact across the organisation has been tied to existing commitees and networks to enhance impact.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			

Indicators key

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

Strategies and measures

Indicators key

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

Table 2.1 - Strategies and measures progress

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
6.11 Embed reflective practice sessions within HR team to debrief on complaint/report information and provide best-practice responses	Complete	This action has been completed as part of the estbalishment of the Speak Up Platform. Reviews of practice have been regularly conducted by the HR team in the Employee Relations Meeting which is held weekly. The approach to reviewing and assessing anonymous reporting has been informed by the trauma-informed care principles.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support				X			
6.12 Review sexual harassment, discrimination and bullying policy annually to ensure best-practice approach	Complete	These policies have been reviewed and aligned with a best practice approach. Kingston engaged with the Victorian Equal Opportunity and Human Rights Commission to review these policies and ensure a best practice approach.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support				X			
6.13 Introduce Sexual Harassment prevention training for all staff via the Learning Management System	In progress	Council are currently developing and implementing a sexual harrasment e-module in our Learning Management System. This module will be compulsory for all staff and include communications that support understanding of Council's zero tolerance policies with directed communications to leaders. This module will be rolled out in Feburary 2024.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support				X			
6.14 Improve the accessibility of reporting experiences of discrimination, bullying and sexual harassment	Complete	In 2021, Kingston City Council launched its anonymous reporting platform called Speak Up!. This has significantly increased our staff's ability to report on negative workplace experiences with safety and support safely. Additionally, policy updates and associated communication have provided greater clarity on the reporting process for each action.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support				X			
6.15 Continue to promote and monitor the effectiveness of the Speak Up! Platform, including driving regular reporting	Complete	The Speak Up Platform is regularly communicated to staff via various mechanisms. It has been added to all staff communcations alongside our Employee Assistance Program including in health and safety brochures, induction e-modules and emails, and at regular intervals in communications to all staff via our newsletter and intranet. Our HR Busienss Partners also encourage the use of the platform where staff do not feel comfortable to openly disclose issues.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	12 - 18 months	People Support				X			
7.1 Develop an inclusive leaders program targeting CLG that works through the Diversity Council Australia Inclusive Leadership Pillars: 1. Identity-Aware 2. Relational 3. Open and Curious 4. Flexible and Agile 5. Growth-focused	Not started	This training program has not yet been developed however, discussions have commenced to launch the program in 2024. The aim of this action will provide our leadership group with the ability to understand inclusive leadership principles and acccess more learning where needed.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	12 - 18 months	People Support	X	X	X	X	X	X	X
7.2 Support employees and leaders to engage in open conversations with Managers and People Leaders	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which led to increased equity and access to roles around the organisation. There was a Culture Survey distributed which created avenues to provide feedback on organisational culture. Since the first survey, a pulse survey has also been conducted. Following the survey, team debriefs and action planning has been developed collaboratively within teams to provide opportunities for open conversations about culture.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support	X	X	X	X	X	X	X
7.3 Conduct internal Gender Impact Assessments on policies that directly and significantly impact employees and may cause unintended bias	Complete	Kingston City Council has built Gender Impact Assessments into our policy development framework and ensure gendered impacts are considered in the development of all policies including workforce policies. This has been applied against several internal policies utilising the data available to analyse gendered outcomes including our Development Assistance Policy and our Flexible Working Policy.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement with 18 - 24 months	People Support, Governance, Corporate Performance, Corporate Services	X	X	X	X	X	X	X

Strategies and measures

Table 2.1 - Strategies and measures progress

						Relevant indicator(s)						
Required **Strategies and measures**	**Required** **Status**	**Required** **Status description**	**Recommended** **Evaluation of success**	**Recommended** **Timeline**	**Recommended** **Responsible**	**Recommended** 1	2	3	4	5	6	7
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • 'Complete' indicates that all planned activities related to this strategy or measure have been finalised. • 'In progress' indicates that the activities under this strategy or measure are progressing but not yet complete. • 'Ongoing' indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • 'Not started' indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • 'Void' indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies and measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**	1	2	3	4	5	6	7
7.4 Review the availability of flexible work arrangements relating to differing employment types and levels in the organisation to ensure equity	Complete	In 2022, Council adopted a new Flexible Working Policy. This policy considered the equity of access to flexible work across the organisation. The policy was consulted on throughout the organisation and supporting materials were developed to help to guide conversations. There was also increased transparency around approvals, appeals etc. to ensure equitable application of flexible work across the organisation and senior leadership supported the commitment to flexible working. Regular reporting is conducted across the organisation to ensure flexible working is being accessed and utilised based on role type and progress reporting for the Gender Equality Action Plan ensures reporting against levels of seniority in the organisation.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support						X	
7.5 Implement a shared parental leave policy that allows equal access for people of all genders to equal paid parental leave entitlements	Complete	In 2022, Kingston City Council was the first metropolitan council to adopt a shared Parental Leave Policy. This policy ensures both parents, regardless of gender, have access to 16 weeks of paid Parental Leave to support shared care households. This policy has increased the utilisation of Parental Leave across employees in primary and secondary carer roles and is demonstrated in our audit data.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 months	People Support						X	
8.1 Provide support and education to leaders on the process for awarding higher duties and secondments	Complete	This strategy has been voided due to a significant increase in secondment and higher duties opportunities within the organisation. In 2021, under new leadership, Kingston City Council adopted a more open and accessible model for secondments that has vastly increased employees opportunities to partake in new work areas and gain new skills.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support					X		
8.2 Seek to address barriers to success for priority groups including age, disability and gender by facilitating focus groups and subsequent relevant actions	Not started	We have yet to commence consultation with priority groups however, we have decided to complete this work in early 2025 in anticipation of our next Gender Equality Action Plan to ensure we are capturing an intersectional approach to our plan's actions.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support	X						
8.3 Facilitate focus group with managers and People Leaders to understand barriers to progressing to Senior Leadership	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which has lead to a new approach to leadership development and employee development opportunities through learning sessions, training programs and secondments and higher duties opportunities.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support	X						
8.4 Develop a mentoring program for employees to connect with leaders to improve personal and professional development	Not started	This project has not yet commenced in planning. This has not yet been rolled out due to significant organisational change, which has resulted in a much more robust approach to leadership development and culture building which is delivering improved outcomes that have supported progress towards the outcome this action sought to achieve. This action is likely to carry into our next Gender Equality Action Plan, dependent on continued consultative feedback from staff and supporting data from the Workplace Gender Audit.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support, SLG, Corporate Performance	X						
8.5 Develop clear processes that support access to higher duties and secondment opportunities for all employees	Complete	This action has been completed. In 2022, Council hired a number of new senior leaders that conducted a significant restructure and culture program which led to increased equity and access to roles around the organisation. There was a program of work that was launched to increase in flexible working options which included a new policy, a new process for applying for flexible work and included additional information on job-sharing arrangements and more information on the diverse range of flexible working options available at Council.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 12 - 18 months	People Support, Payroll					X		
8.6 Develop opportunities for job rotations and job trials to increase gender representation across different areas of the business	Void/cancelled	This strategy has been voided due to a significant increase in secondment and higher duties opportunities within the organisation. In 2021, under new leadership, Kingston City Council adopted a more open and accessible model for secondments that has vastly increased employees' opportunities to partake in new work areas and gain new skills.	Kingston City Council's (Council) Gender Equality Action Plan set out 79 key actions to address gender equality. At the time of submitting our progress report, these actions are 61% complete and there have been significant upward trends in our data across all gender equality indicators. In future iterations of Council's action plan, we will provide clear success markers for each action in order to provide more detailed evaluations of success for each action set our within the Action Plan.	Commencement within 18 - 24 months	People Support							X

IMPORTANT: When inserting new row(s) to this table, please ensure they are inserted above these two black rows.

Indicators key

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

Strategies and measures

Table 2.1 - Strategies and measures progress

Required	Required	Required	Recommended	Recommended	Recommended	Recommended	Relevant indicator(s)						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**		**1**	**2**	**3**	**4**	**5**	**6**	**7**
List your organisation's strategies and measures. Include one strategy or measure per row. These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.	Assign each strategy or measure a status from the following list: • **'Complete'** indicates that all planned activities related to this strategy or measure have been finalised. • **'In progress'** indicates that the activities under this strategy or measure are progressing but not yet complete. • **'Ongoing'** indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis. • **'Not started'** indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed. • **'Void'** indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.	Describe your progress in implementing each strategy or measure in your GEAP. In particular, you need to explain: • Why you have selected that status from the drop-down menu; and • Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	Evaluating the success of each of your strategies or measures may include: • tracking against pre-identified success markers. These markers may have been specified in your GEAP. • other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure, • other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below. If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.	Include the role or team responsible for implementing of each strategy or measure.	Identify one or more indicators for each strategy or measure that the action was designed to address. See the **Indicators key** to the right of this table for a description of each workplace gender equality indicator.						
Strategies and measures	**Status**	**Status description**	**Evaluation of success**	**Timeline**	**Responsible**		**1**	**2**	**3**	**4**	**5**	**6**	**7**

Indicators key

1. Gender composition of all levels of the workforce.
2. Gender composition of governing bodies.
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
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   - family violence leave
   - flexible working arrangements
   - working arrangements supporting employees with family or caring responsibilities
7. Gendered segregation within the workplace

Example(s)

Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible		1	2	3	4	5	6	7
						Relevant indicator(s)							
							1	**2**	**3**	**4**	**5**	**6**	**7**
Example: Address gaps identified in collecting intersectional data as part of employee and payroll systems	Complete	This strategy was implemented in March 2023. A payroll systems firm was engaged to upgrade our systems to support the collection of intersectional data in relation to sexual orientation, race, Aboriginality, religion, ethnicity, disability and gender identity. We have now begun collecting intersectional data and addressing the gaps identified in our 2021 audit.	Although originally anticipated for implementation in 2022, delays meant this strategy was implemented in March 2023. Intersectional data is being collected as part of new recruitments and promotions, and voluntary updates by existing staff. New intersectional data as part of our 2023 progress audit and future GEAPs will enable us to better understand intersectional gender equality in our organisation and areas for improvement.	2022	People and Culture Corporate Support		X	X	X		X	X	X

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
You might consider some or all of the following, in addition to any other aspects you consider relevant: • Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity? • How many staff members/FTE are allocated to implementing the strategies and measures? • Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress

Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Gender composition of all levels of the workforce	Yes	**Overall gender composition of workforce** While the total number of staff has significantly increased (2021 - 1154; 2023 - 1403 - largely due to the inclusion of casuals in the 2023 dataset, the gender composition of the organisation remains unchanged from 2021 to 2023 (2021 women (71%) men (29%); 2023 women (71%) men (29%)). It is noted that Council has achieved 12 of the 24 actions related to this indicator, which has seen a positive shift in increased representation of women in leadership roles at Council. **Workforce distribution by level** It is noted that the distribution of workforce by level has been impacted by the inclusion of casuals in the 2023 data. **Staff gender by level** The change in the percentage of senior executives between 2021 and 2023 is significant for women (2021 w (20%) m (80%); 2023 w (40%) m (60%)). This represents a single employee however is still indicative of the positive increase of woman in leadership as identified in Council's Gender Equality Action Plan 2021-2025. There was also an increased representation of women at a Manager level where there has been a 5% increase (2021 w (53%) m (47%); 2023 w (58%) m (42%)). It is noted people leaders (2021 w (59%) m (41%); 2023 w (61%) m (39%) are predominantly women, however below the proportional presentation of women in the organisation. It is also noted that men hold disproportionate numbers of senior positions. The distribution of officers (2021 w 2021 (74%) m (26%); 2023 w (72%) m (28%) are proportionate to the workforce gender composition however, women are underrepresented at a coordinator level (2021 w (65%) m (35%); 2023 w (67%) m (33%)). **Employment basis by gender:** There have been no significant changes in employment based on gender between 2021 and 2023. Women comprise most of the Council's part-time (2021 w (85%) m (15%); 2023 w (86%) m (14%)) and casual workforce (2021 w (73%) m (27%); 2023 w (72%) m (27%) prefer not to say (1%)) and men are comparatively overrepresented in full-time positions (2021 w (57%) m (43%); 2023 w (56%) m (44%)). Note: the return of casual staff in the workforce data in 2023 can be seen in the distribution here. **Employment basis by level:** The distribution officers by employment basis has shifted in 2023 (2021 f-t (35%) p-t (54%) cas (11%); 2023 f-t (33%) p-t (39%) cas (28%)), which can be explained by the return of the casual workforce in the survey data. Officer level is predominantly part-time and casual, and women hold the majority of these roles at this level. Men hold a disproportionately high number of full-time positions at the Officer level. There has been a shift at the Coordinator level (2021 f-t (74%) p-t (26%) cas (<1%); 2023 f-t (84%) p-t (16%) cas (0%)) from full-time to part-time positions, which may indicate greater openness to flexibility. Part time work continues to be less available in leadership at Council (Ppl Leaders: 2021 f-t (83%) p-t (17%); 2023 f-t (79%) p-t (21%)), Managers: 2021 f-t (100%) 2023 f-t (100%), Senior Execs: 2021 f-t (100%); 2023 f-t (100%)) **Employment basis by level and gender:** There has been an increase in women holding full-time positions at the Officer level (2021 f-t-w (59%) f-t-m (41%), p-t-w (84%) p-t-m (16%), cas-w (73%) cas-m (27%); 2023 f-t-w (56%) f-t-m (44%), p-t-w (85%) p-t-m (15%), cas-w (72%) cas-m (28%)) with a corresponding decrease in full-time men. People Leaders (2021 f-t-w (51%) f-t-m (49%), p-t-w (100%) p-t-m (0%); 2023 f-t-w (51%) f-t-m (49%), p-t-w (100%) p-t-m (0%)) and Officers are predominantly women and men hold a disproportionate number of the higher-level roles. 2023 figures reveal that women make up 100% of part-time people leader roles but full-time people leader roles are split almost 50/50 even though men hold only 38% of people leader positions (2021 f-t-w (51%) f-t-m (49%), p-t-w (100%) p-t-m (0%); 2023 f-t-w (51%) f-t-m (49%), p-t-w (100%) p-t-m (0%)). Noting that the overall gender composition of this workforce heavily favours women, there is a fairly even gender split in higher-level roles, indicating that men are disproportionately represented in these roles. Women occupy the majority of lower-level roles in the organisation. **DEMOGRAPHICS (SURVEY RESPONSES)**	Yes	Yes	No	Yes	Yes	Yes	Yes	
Gender composition of governing bodies	No	There was no data captured to provide a quantitative analysis between the 2021 workplace gender audit and progress reporting in 2023.	No	Yes	Yes	No	No	No	No	
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	**Base salary gap comparison** The Base Salary Pay Gap for both mean and median measures has decreased (mean - 2021 (4.8%); 2023 (2.0%) and Median: 2021 (4.7%); 2023 (0.3%). This could be attributed to the significant increase of women in leadership at a Senior Executive, Manager and a smaller increase at the People Leader level. There are 19 actions of which 8 are completed in Council's Gender Equality Action Plan 2021 – 2025. We can also attribute the success to other awareness and education actions to the positive result of a reduced Gender Pay Gap. **Base salary gap by level** The downward trend in the base salary pay gap is consistent across all levels of the organisation except Managers. Of note are the significant decreases at Officer (2021 9.3% to 2023 5.8%), Coordinator (2021 2.6% to 2023 0.9%) and People Leader (2021 5.4% to 2023 2.8%) levels. The Manager level shows a slight increase in the gap of 0.6%. These shifts cannot be explained by a simple correlation to shifts in gender composition at these levels. **Base gap by employment basis** 2021: part-time (-27.8%), full-time (5.6%) 2023: part-time-perm (-31.1%), part-time-contract (2.2%), full-time-perm (5.8%), full-time-contract (7.5%) Note: employment basis categories were further broken down in 2023 making direct comparison impossible however we can identify trends overall. The Casual Base Salary Pay Gap (2021 -12.7% to 2023 -12.7%) remains unchanged as does the gender composition of the casual workforce, which continues to heavily favour women (72%). There is no significant notable change in the part-time pay gap and continues to be considerably in favour of women, while the full-time pay gap remains to be in favour of men. **Total remuneration gap comparison:** The mean and median total remuneration pay gap has decreased (Mean: 2021 (5.1%); 2023 (1.8%) and Median: 2021 (6.7%); 2023 (1.6%)). This is an interesting development considering there have been no major shifts in the overall gender composition of the workforce, noting the significant increase in casual employee data in	Yes	Yes	No	Yes	Yes	Yes	Yes	
Sexual harassment in the workplace	Yes	Sexual harassment between 2021 (7%) and 2023 (6%) declined by 1% and is equal to the Victorian Local Government Average. There was a significant and pleasing drop of 4% for women reporting sexual harassment in 2023. There has also been a significant reduction in the most common perpetrator of sexual harassment in manager/supervisor: 2021 (71%); 2023 (6%) which was a large area of focus in action delivery. When employees were asked how they felt about reporting sexual harassment there was a significant positive shift in the belief there would be negative consequences for their reputation: 2021 (44%); 2023 (23%) and belief there would be negative consequences for their career: 2021 (33%); 2023 (7%). Council has completed 18 of 28 actions relating to this indicator which with attributed to the significant positive shift in these results. Council notes the number of men reporting increased by 1% and staff with self-described gender increased by 2%. This is concerning given that self-described people make up such a small number of staff overall. This could be attributed to increased cases or increased comfort in reporting among these cohorts. Council will seek to approach the remaining actions with a focus on these areas. It is also noted there are some forms of sexual harassment, sexually suggestive comments and inappropriate physical contact which have increased from 17% to 53% and from 5% to 25% respectively. This will be noted in future actions for delivery.	Yes	Yes	No	Yes	Yes	Yes	Yes	
Recruitment and promotion practices in the workplace	Yes	**Recruitment** The gender composition of recruits in 2023 roughly mirrors the overall gender composition of the workforce at 70% women and 29% men. The majority of new recruits were women at Officer level, being 62% of all recruits in 2023. Women are predominantly hired on a part-time and casual basis at this level (p-t-w (85%) p-t-m (15%), cas-w (72%) cas-m (28%)). Whereas men are disproportionately more likely to be hired on a full-time basis at this, and all levels of employment. Kingston is 9% higher than the Victorian Local Government average (70% compared to 61%) for employees who agree or strongly agree that the recruitment processes in the organisation are fair. There is a significant program of work taking place to complete actions from the Gender Equality Action Plan in early 2024. **Promotions** Survey data showed that 54% of employees at Kingston agree or strongly agree that they have an equal chance at promotion in the organisation. This is 4% higher than the Victorian Local Government average (50%). Additionally, 61% of Kingston employees agree or strongly agree that they are satisfied with the opportunities to progress in the organisation. This is 7% higher than the Victorian Local Government average (54%). And 52% of Kingston employees agree or strongly agree that the promotion processes in the organisation are fair. This is 7% higher than the Victorian Local Government average (45%). **Career Development Opportunites** The gender split between those participating in career development opportunities again reflects the gendered split of the organisation as a whole (2021 casual w (3%) m (4%); part-time (12%) m (5%); full-time w (35%) m (22%) 2023 casual w (2%) m (1%); part-time w (20%) m (2%); full-time w (46%) m (28%)). Proportionally, slightly more men are accessing these opportunities than women but it is relatively equal. Survey data showed that 70% of Kingston employees agree or strongly agree that they are satisfied with the way their learning and development needs have been addressed in the last 12 months. This is a 7% increase from the previous survey results (64% in 2021) and is 8% higher than the Victorian Local Government average (62%). **Higher Duties** Proportionate to the gender composition of the workforce, more men are accessing higher duties opportunities than women and this is even more evident at higher levels where proportionally men are accessing higher duties at equal to or higher percentages than women (2021 women (67%) men (33%); 2023 women (66%) men (34%)). Given the gender composition of the workforce, this is a higher number of individual opportunities in favour of men than women. Although higher duties data remains largely the same the increase in secondment opportunities has increased significantly. **Internal Secondments** Gender composition of internal secondments - 2021 women (50%) men (50%) = total 10 staff; 2023 women (66%) men (34%) = total 300 staff* New leadership altered the way secondments were being used across the organisation resulting in a significant increase in opportunity for staff in Kingston (2021 women (50%) men (50%) = total 10 staff; 2023 women (66%) men (34%) = total 300 staff). The work that has been completed to ensure these processes are available and accessible has impacted many staff in the organisation. **Exits** The gender composition of exits from the organisation is reflective of the workforce with no major action planning in this space.	Yes	Yes	No	Yes	Yes	Yes	Yes	
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	Council has noted 28 actions relating to Indicator 6 in our Gender Equality Action Plan with 21 actions completed **Flexible Working Arrangements** There has been a significant program of work executed around flexible work to support more equitable and transparent access. This has seen an increase in utilisation (2021 accessed (39%) did not access (61%); 2023 accessed (54%) did not access (46%)) and a slight increase in the utilisation of women in the organisation (2021 w (62%) m (38%); 2023 w (65%) m (35%)). People Matter Survey 2023 data revealed that 73% of respondents answered favourably that the organisation would consider a flexible leave request. This is a slight decrease from the 2021 result (74%) and less than the Local Victorian Government average of 78%. This is in contrast with the increased access and 80% agree or strongly agree that their manager would support them working flexibly, which is slightly lower than the Victorian Local Government average (81%). **Parental Leave** Through our actions delivered from our Gender Equality Action Plan, we have begun to close the gap in gendered parental leave utilisation in our workforce (2021 w (85.5%) m (13.5%); 2023 w (83%) m (17%)). We have also closed the gap in the duration of paid leave for parental leave takers (2021 paid w (13.8 weeks) m (1.8 weeks) 2023 paid w (18.5 weeks) m (10 weeks). **Carers Leave** We continue to have a greater percentage of women utilising carers leave than men 2021 w (73%) m (27%); 2023 w (75%) m (25%)) with no significant changes in the data. The People Matter Survey revealed those with a caring responsibility for children (preschool, primary, secondary, and younger than pre-school age) were 3% more likely (76%) to answer favourably towards the statement "I am confident that if I requested a flexible work arrangement, it would be given due consideration". Whereas, those with a caring responsibility for frail or aged person(s) were 5% less likely (68%) to answer favourably towards the statement "I am confident that if I requested a flexible work arrangement, it would be given due consideration". This hints at the societal bias that caring for our aging population is considered less important than caring for young people. **Family Violence Leave**	Yes	Yes	No	Yes	Yes	Yes	Yes	

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress

Required	Required	Required	Recommended							Recommended	Factors key:
						Factors					a. The size of the defined entity, including the defined entity's number of employees.
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion	b. The nature and circumstances of the defined entity, including any barriers to making progress.

Indicator column: 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.

Confirm if progress made column: 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.'

Progress description column: 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.

Factors columns: Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the **Factors key** to the right of this table for a description of each factor.

Factors discussion column: If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.

Factors key:
- a. The size of the defined entity, including the defined entity's number of employees.
- b. The nature and circumstances of the defined entity, including any barriers to making progress.
- c. Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
- d. The defined entity's resources.
- e. The defined entity's operational priorities and competing operational obligations.
- f. The practicability and cost to the defined entity of making progress.
- g. Genuine attempts made by the defined entity to make progress.

Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Gendered segregation within the workplace	Yes	**Gender composition of work groups** Council conducted a restructuring of our organisation in 2022 and therefore, the gender composition of work groups cannot be accurately compared between 2021 and 2023. We do note a positive increase in women in Manager and Professionals ANZSCO codes (Manager; 2021 w (48%) m (52%); 2023 w (56%) m (44%) Professionals: 2021 w (8%) m (22%); 2023 w (69%) m (31%)) as well as machinery operations (Machinery Operators: 2021 w (37.5%) m (62.5%); 2023 w (43%) m (57%)) and Labourers: 2021 w (37%) m (63%); 2023 w (43%) m (57%). There were also some notable shifts toward gender equality in certain comparable teams as follows: City Strategy: 2021 w (81%) m (19%); 2023 w (62%) m (38%) Infrastructure: 2021 w (28%) m (72%); 2023 w (42%) m (58%) Family & Youth: 2021 w (98%) m (2%); 2023 w (71%) m (29%) **Fair allocation of work** In 2023, 84% of respondents agree or strongly agree that workgroup work is allocated fairly (compared to 79% in 2021), regardless of gender, compared to a Victorian Local Government average of 81%. **Inclusion** In 2023, 88% of respondents agree or strongly agree that the organisation uses inclusive and respectful images and language (compared to 84% in 2021), Victorian Local average of 83%. In 2023, 88% of respondents agree or strongly agree that they feel culturally safe at work (compared to 82% in 2021), Victorian Local Government average of 85%. **Bullying** In 2023, 11% of respondents experienced bullying (compared to 14% in 2021), compared to the Victorian Local Government average of 14%. The demographics in both 2021 and 2023 to experience bullying were managers or other managers, employees with a disability, employees of 'other' gender and higher earning employees. Younger employees were more likely to experience bullying in 2021, but this is no longer the case in 2023. Between 2021 and 2023 there were the following changes for those experiencing bullying, the most common perpetrators of that behaviour were: Immediate manager or supervisor - increased by 17% (2021 37%; 2023, 54%) Senior manager - decreased by 15% (2021 25%; 2023, 9%) Member of the public - decreased by 4% (2021 6%; 2023, 2%) A group of colleagues - decreased by 13% (2021 24%; 2023 11%) In 2021, 12% spoke to the EAP or peer support about bullying, compared to the Victorian Local Government average of 12%. In 2023,11% spoke to the EAP or peer support. In 2021, 6% submitted a formal report, compared to the Victorian Local Government average of 13%. In 2023, 12% submitted a formal report. Of those who experienced bullying and did not submit a report, the following reasons were given:	Yes	Yes	No	Yes	Yes	Yes	Yes	

Example(s)

Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Example 1: Recruitment and promotion practices in the workplace	Yes	**Recruitment** In our 2021 audit, women represented only 35% of new recruits in the year to 30 June 2021. In our 2023 progress audit, this rose 6% to 41%. In 2021, of the women we recruited, 17% were employed on a full-time permanent basis, 14% on a part-time permanent basis and 69% on fixed-term contracts. In 2023, 22% of women recruited were employed on a full-time permanent basis, 20% on a part-time permanent basis and 58% on fixed-term contracts. We were not able to collect non-binary or gender diverse data in 2021. Our employee and payroll systems have since been updated to collect improved gender-diverse data. This has been achieved through the implementation of strategy 5.2 under our 2021 Gender Equality Action Plan (GEAP): 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection options'. As such, in 2023, our data showed that 2% of new recruits identified as non-binary or gender diverse. Our organisation argues that these figures, in conjunction with successful implementation of relevant GEAP strategies, contribute to progress against Indicator 5. Not only have we been able to notably increase our recruitment of women and gender diverse employees, but we have also been able to offer these new recruits more attractive contract conditions. Stable contracts will also support us to retain employees of all genders and move towards a more gender-balanced workforce in the future. **Promotions** Our 2021 audit showed that 25% of promotions in the 12 months to 30 June 2021 were awarded to women. These promotions occurred in the lower and middle levels of the organisation only, and not within the executive leadership team. Our 2023 progress audit showed that 30% of all promotions were awarded to women, an increase of 5%. Of these, 10% occurred in the higher levels of the organisation and were ongoing permanent roles. Our organisation historically has a very stable executive leadership team where roles tend to be longer-term contracts or ongoing positions, with few exits. We are pleased to see promotion at the higher level of our organisation into ongoing positions for women. In 2021, we were not able to collect promotion data for non-binary or gender-diverse employees. In 2023, our updated systems allowed us to collect this data. However, there were no promotions awarded to this staff cohort. We believe that a significant aspect of our success in increasing the proportion of promotions awarded to women has been our focus on improving secondment and higher duties opportunities for women and gender-diverse employees. The proportion of secondments awarded to women increased by 5% and the proportion of higher duties by 6% between our 2021 workplace gender audit and our 2023 progress audit. Data on higher duties opportunities for gender diverse and non-binary employees was not collected in 2021, therefore there is no measured change in the data. We consider these improvements, while small, to demonstrate measurable progress against the workplace gender equality indicator 'recruitment and promotion practices in the workplace'. We also believe the uptick in career development opportunities for women and resulting increase in women's share of promotions demonstrates that our strategic approach is effective. We hope to see similar improvements for gender diverse employees reflected in our 2025 data.	No	Yes	No	No	No	No	Yes	As a largely male-dominated industry we recognise we have started from a lower baseline for this indicator and there is further to go. Despite this, we have made genuine efforts to attract and re... implementing the strategies identified in our GEAP, in particular: strategy 5.2 'Embed inclusive practices into our HR electronic systems. For example, offering a range of gender selection option... We note that we are two years into the four-year GEAP implementation period, and as such have not fully implemented all GEAP strategies. The majority of our strategies against this indicator... We believe our genuine efforts to implement strategies against this indicator and measurable progress arising from the data, demonstrate progress against indicator 5.
Example 2: Sexual harassment in the workplace	No	Our 2021 Employee Experience Survey data showed that 7% of women and 4% of men who responded to the survey had experienced sexual harassment in the workplace, and of those 5% of women and 6% of men made a formal complaint. In 2023, our Employee Experience Survey data showed that 9% of women and 6% of men who responded to the survey reported having experienced sexual harassment in the workplace, an increase of 2% from 2021 for both cohorts. Of those, 9% of women and 10% of men indicated that they had made a formal complaint. Our 2023 Employee Experience Survey also indicated that women with disability were overrepresented among those who reported experiencing sexual harassment. We have initiated a review process to consider how we might address this between now and the 2025 reporting cycle. No respondents in our 2021 Employee Experience Survey identified as gender diverse. We also didn't record any formal sexual harassment complaints in our 2021 workforce reporting data from employees of self-described gender. In our 2023 employee experience survey, 2% of respondents identified as non-binary or gender diverse. Of this cohort, 10% indicated experience of sexual harassment, with 50% of this group indicating that they had made a formal complaint. We note that these figures represent an increase in anonymous self-reporting of sexual harassment. This is concerning, as anonymous reporting tends to be more accurate than formal incident reporting processes. In analysing our 2021 and 2023 audit data, we found that our workforce reporting shows minimal change in terms of outcomes for formal complaints of sexual harassment. In 2021, our audit data showed that no outcome was reached for 70% of matters where the complainant was a woman, and 50% of matters where the complainant was a man. In 2023, our progress audit showed that of the incidents of sexual harassment reported by women, no outcome was reached for 65% of matters. This figure was 40% for men. We did not collect data on gender diverse and non-binary employees in 2021, nor their experience of sexual harassment. Our 2023 progress audit showed that of the incidents of sexual harassment reported by gender diverse and non-binary employees, no outcome was reached for 67% of matters. The enduring high levels of formal complaints with no outcome across our 2021 and 2023 audit data suggests that we have work to do in effectively and efficiently resolving sexual harassment complaints. The lack of outcomes for incidents of this type may contribute to our lack of progress in reducing sexual harassment. As a result of this analysis, we are reviewing our GEAP strategies and measures to consider how we might better respond to, and therefore hopefully reduce, sexual harassment in our organisation. We consider that the anonymous nature of the Employee Experience Survey data provides an accurate representation of sexual harassment. The increased sexual harassment reported via the Employee Experience Survey data indicates 'no progress' was made by our organisation against this indicator.	No	No	No	Yes	Yes	No	No	(e) Competing priorities and operational obligations Our organisation is a metro health service. During the recent covid-19 pandemic, Victoria's public health system experienced unprecedented demand. In particular, rates of access to ICU and ve... our organisation prioritised its public-facing service delivery. We directed the majority of our stretched resources externally to enable high-quality public health care. Demand outstripped supply, ... directed to keeping ICU and general wards staffed. As a result, we were not able to deliver comprehensive in-person bespoke staff training in relation to sexual harassment, so instead delivered ... lacked the resources to comprehensively review our internal sexual harassment processes. (d) Resources As described cell D9, our resources were significantly stretched due to an increase in demand for ICU services during the covid-19 pandemic. Competing priorities reduced the resources availa... comprehensive sexual harassment training delivery and process review. For this reason, we focussed on low-cost strategies and measures in our GEAP, including delivering a sexual harassment e-learning module, circulating internal communications campaigns and ... Employee Experience Survey. Our communications campaign focussed on drawing attention to existing sexual harassment policies including how the organisation will respond.