

2026 Progress report for: Macedon Ranges Shire Council

Cover page

Organisation name (required)	Macedon Ranges Shire Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 786 Total FTE: 430.87
Response rate to employee experience survey	People Matters Survey: 24% (2025) Alignment and Engagement Survey: 53% (March 2025)
Contextual information	
Location (metropolitan, regional or rural. If other, please specify)	Regional

Attestation by head of organisation (required)

I confirm that:

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

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

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

Any comments?	
Name	Bernie O'Sullivan
Role title	Chief Executive Officer
Signed	
Date	1 May 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

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

- ☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.
- ☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.
- ☐ Reporting on the GIA(s) would reveal confidential information.
- ☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020*.
- ☒ None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA (required and recommended)

R ef #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.	Family Violence Policy & Procedure	Policy	Sets out Council's organisational response to family violence, including internal procedures for supporting affected staff and ensuring a safe and inclusive workplace.	New	• People of any gender can experience family violence; however women experience family violence at higher rates than men, and women with disabilities, women from multicultural and refugee backgrounds, First Nation's women and people from LGBTQIA+ backgrounds experience family/gender-based violence at even higher rates still. • Employment status and/or level of financial dependence/independence can be a barrier to accessing family violence support. In addition, the levels of Family Violence Leave available through this policy differ depending on employment status which may present a barrier to staff in casual or part-time employment. • Concern regarding the impact on career progression or job security can be a barrier to accessing support. • The visibility of family violence services for men impacted by family violence can be a barrier to men seeking help. • Gendered roles and expectations and experiences can also have a significant impact on the way people might access and use this policy. • Power dynamics and the intersecting factors of gender, age, cultural background and ability may also impact how people engage with this policy. • Policy length and language accessibility were also identified as a barrier to people seeking support.

					Requirement to provide evidence/supporting documents to access FVL has been identified as a barrier and counter to trauma-informed practice.
2.	Open Space Strategy	Policy	Provides a strategic framework for planning, managing and improving parks, reserves and open spaces to meet current and future community needs.	Up for review	- People experience Council open spaces, differently based on gender and intersecting factors. - The importance of proximity/access to open space was far more pronounced for women, people with disabilities, low-income migrant communities and children. - Differing perceptions of safety in public spaces
3.	Skate and BMX Strategy	Policy	The Policy outlines the strategy for the new skate and BMX strategy.	New	
4.	Climate Emergency Plan	Policy	The Policy/Plan aims to guide shire-wide action on climate change.	Up for review	- Climate change intersects and amplifies many social issues already present within our communities. Research shows domestic violence increases during times of extreme weather, poor health conditions are more prominent with families living in poor thermal efficiency housing and the wealth disparity increases within an unsupported transition to electric vehicles and home energy supply. - Furthermore, not all members of the community are starting on a level playing field to adapt to climate change with certain demographics (single parents, homeless, youth, people with a disability) having a reduced capacity to respond and participate in the broad transition to a low-carbon future.
5.	Reconciliation Action Plan	Policy	The Reconciliation Action Plan has strategic priorities and commitments towards equality and unity between Aboriginal and Torres Strait Islander Peoples and all Macedon Ranges communities.	Up for review	
6.	Fair Access Policy	Policy	The Fair Access Policy (the Policy) addresses known	New	

			barriers experienced by women, girls and gender diverse people in accessing and using community sports infrastructure. The Policy aims to progressively build the capacity and capabilities of Macedon Ranges Shire in identifying and eliminating systemic causes of gender inequality in policy, programs, communications, and delivery of services relating to community sports infrastructure.		
7.	Gambling Harm Minimisation Policy	Policy	This policy outlines Council's commitment to minimising harm from gambling within the Macedon Ranges. The policy's objectives are to minimise the negative social and economic impacts of gambling on the Macedon Ranges community.	New	- Research into gambling related harm has predominantly focussed on young males who are seen as the most likely to engage in gambling behaviour. As such, the needs, access issues and challenges faced by women are not as well understood and can be based on gender-based assumptions. There is a growing issue of gambling exposure and normalisation amongst young women. - The impact of gambling harm is compounded amongst people with co-existing mental health difficulties, Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds, people with a disability, LGBTQIA+ and veterans.
8.	Lease and Licence Policy	Policy	This Lease and Licence Policy provides a framework for leasing and licencing of Council owned and managed land and buildings across the Shire, and assists Council in providing a fair, equitable and transparent process for all	New	

			types of tenants who occupy Council owned or managed property.		
9.	Neighbourhood House Policy	Policy	The purpose of this policy is to outline Council's support to Neighbourhood Houses located within the municipality. Council recognises and supports the benefits Neighbourhood Houses provide to local communities, and their role as a significant contributor to community development. This policy is underpinned by the community development principles of access, equity, participation, human rights, partnership and diversity.	New	
10.	Community Grants Policy	Policy	This Policy provides a framework for Council to grant public funds consistently and transparently through its externally facing grant programs.	Up for review	
11.	Budget 2024-25	Program	The Budget 2024-25 outlines the revenue, expenditure and resources required to deliver all of Council's services, facilities and projects to the community. It also identifies the activities and initiatives that support the achievement of our goals and objectives outlined in the Council Plan.	Up for review	• Gender is a fundamental consideration for the Budget, as it: • provides for Council operations that include services, assets, facilities, programs and activities. • incorporates the major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during the next financial year.

12.	Council Plan 2021-2031 (Year Four Actions 2024-25)	Policy	The Council Plan sets directions to guide Council actions, embedding community aspirations, health, wellbeing, accessibility, and inclusion across all planning and operations, that will shape Council's work over the next ten years.	Up for review	• Gender is a fundamental consideration for the Council Plan, as it: ○ provides for Council operations that include services, assets, facilities, programs and activities; and ○ incorporates the annual components of major initiatives identified by the Council as priorities in the Council Plan 2021-31, to be undertaken during the next financial year. • Routine completion of GIAs as part of Council's work highlights the importance of continued reflection on available data, and consultation processes. For the implementation of the Council Plan 2021-31 (Year Four Actions 2024-25), Council undertook a GIA on the consultation and engagement processes proposed in line with our Community Engagement Policy. A range of consultation approaches and methods, including written, verbal and online were used to ensure that all community members had equal access to engage with and contribute to the development of the draft Council Plan 2021-31 (Year Four Actions 2024-25).
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Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: - Meet the needs of people of different genders; and/or - Promote gender equality; and/or - Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Yes (go to column G)	- Include information on additional supports for cohorts with lower entitlements, e.g. access to flexible work arrangements, additional paid/unpaid leave, workplace support plans or alternative financial support mechanisms. - Ensure face-to-face training is always provided by two facilitators, including presenters of different genders. - Policy documents reflect the variety of relationships that can make up family and kinship structures, and the range of ways family violence can be experienced, including through family-like or carer relationships. - Family violence and responding to disclosures training is provided and accessible to all staff. - Family Violence Support Policy, and all communication and promotion is trauma-informed and accessible.	N/A	- Age, ability, culture, gender and sexuality can impact the prevalence and nature of experiences of family and gender-based violence. - Fears concerning disclosure of sensitive information including LGBTQIA+/First Nation's/Disability status if not previously disclosed can be a barrier to accessing support. - Cultural safety, language and appropriateness of services and supports	- Ensure information is accessible and is considerate of education, language and accessibility challenges and has considered the impact of gender, age, ability and culture. - Family Violence Policy was reviewed by two lived experience advocates, one with LGBTQIA+ expertise to ensure use of trauma-informed language and accessibility. - Inclusion of links to Family Violence resources in Easy English and 16 other languages to support

		• Staff in leadership roles support the promotion of this policy to demonstrate organisational commitment. • Frequently Asked Questions section added to Family Violence Support Intranet page addressing some identified barriers to accessing support. • Statement included in policy to highlight that accessing family violence supports will not adversely impact career.		can be a barrier for First Nations and people from multicultural backgrounds accessing support. • Age can impact prevalence of experiences of family and gender-based violence, as well as help-seeking behaviours, with young women. • Quick Guide to the Family Violence Support Policy developed to reduce barrier of length and increase accessibility. • Translating the Quick Guide into Easy English is also recommended.	understanding of key information. • Support options include those for specialist groups such as multicultural organisations, First Nation's, LGBTQIA+ and disability specialists, to ensure that staff have access to a culturally safe and appropriate response. • Responding to disclosures training includes consideration of age, gender, culture, ability and sexuality.
2.	Yes (go to column G)	• Addressed broadly through the principles, but more specifically through the guidelines for design, open space acquisition/disposal, and investment. • In open space context the key area of influence re: gender impact is urban design and how that influences accessibility and safety. This is represented through the guidelines as follows: ○ Design guidelines reference accessibility for people of different mobility levels; safety and perceptions of safety through lighting, sightlines etc. ○ Candidate sites for disposal include those which are secluded & lack passive surveillance / are unsafe.	N/A	• Applied intersectional lens across the GIA methodology and analysis • Access to established open space network was a primary consideration in the forming open space priorities for townships. • Considered impacts across age, disability, culture, sexuality, Aboriginality and socio-economic status withing background reporting	• Performance reviews of existing parks considered safety and comfort. • Analysis of established open space focused on accessibility.

		Investment criteria include safety, equity and accessibility as considerations.			
3.	Yes (go to column G)	- Future facility development (and subsequent programming opportunities) are planned to provide equity of access for all current and future users. - Ensure gender-equitable access for future facility development (along with subsequent programming opportunities). - The inclusion of supporting facilities such as 'break-out' spaces, shelters, drinking fountains and seating offer important locations for social interaction. These spaces can foster the development of stronger relationships through shared experiences.	N/A	- Community consultation and engagement shaped this strategy and provided accessible access for the entire community of Macedon Ranges, irrespective of age, gender, experience or background. - While these facilities, once developed, provide important opportunities for participation in an unstructured manner, future event programming must also consider matters of gender equality and intersectionality.	
4.	Yes (go to column G)	Development of the Policy with consideration and acknowledgement of the gendered impacts of climate change, such as domestic violence increasing during times of extreme weather, poor health conditions more prominent with families living in poor thermal efficiency housing and the wealth disparity increases within an unsupported transition to electric vehicles and home energy supply.	N/A	- Acknowledged intersectional impact of climate change on communities, particularly the stacking of characteristics (e.g. socio-economic status and gender). - Acknowledgement that not all members of the community are starting on a level playing field to adapt to climate change with certain demographics	

				(single parents, homeless, youth, people with a disability) having a reduced capacity to respond and participate in the broad transition to a low-carbon future.	
5.	No (go to column H)	N/A	In accordance with the Gender Equality Act 2020, a Gender Impact Assessment has been conducted in relation to the subject matter of this report. It was determined that this progress report concerning Council's Reconciliation Action Plan is defined as gender neutral, designed to deliver a range of outcomes for First Nations Peoples that do not include or exclude on the basis of gender.	Gender directly intersects with other characteristics, such as nationality, age, and Indigenous status, which was considered during the development of the Reconciliation Action Plan	

6.	Yes (go to column G)	- Engages fairly and equitably with all staff, governance working groups, state sporting organisations, regional sport assemblies (where applicable) and members of our sport and recreation community, regardless of their gender, in a positive, respectful, and constructive manner. - Engages in the process of gender impact assessments to assess the implications for women, men, trans and gender diverse people of any planned action, including policies and communications. This is a strategy for making all voices, concerns and experiences, an integral dimension of the design, implementation, monitoring of policies and programs. - Apply diverse approaches for women, men, trans and gender diverse people to achieve similar outcomes.	N/A	- Considered intersectional characteristics of fair access including age, gender, nationality and disability. - Completion of Gender Impact Assessments to include intersectional lens	
7.	Yes (go to column G)	Implementation of all actions related to Council's four key roles in this policy consider the following to ensure this policy contributes to a safer and more equitable environment for women and girls, people of different ages, cultural identities, First Nation's people, and people with disabilities: - The impact of gender, gender norms and structures on experiences of gambling harm. - The correlation between family and intimate partner violence and gambling harm. - The importance women's participation in decision-making. - The impact of gender and intersectional characteristics on experiences of gambling harm and the need for partnership, collaboration and co-design to implement safe and appropriate minimisation and response actions. - The correlation between gambling environments that serve multiple purposes (e.g. social,	N/A	The impact of gender and intersectionality on experiences of gambling harm and approaches to minimisation can be divided into five key areas; women and gender diversity; family and intimate partner violence; children and young people; intersectionality and the gambling environment. Research in each of these areas highlighted the impact of socio-cultural, environmental and industry factors on attitudes towards	

		community and sporting venues) and awareness of risk and experiences of gambling harm, particularly for women and children.		gambling, awareness of risk and experiences of gambling harm.	
8.	Yes (go to column G)	Gender Impact Assessments must be carried out in accordance with the Policy and the Gender Equality Act 2020 ahead of public processes inviting interest in a property, when developing criteria for evaluation of prospective tenants, or prior to public consultation on proposed agreements. All consultation will be undertaken in accordance with Council's community engagement policy.	N/A	- All prospective tenants will be provided access to this policy in printed documents for those that may not have access to computers or the internet. - Additionally, Council officers are available to explain key terms and tenant responsibilities.	
9.	Yes (go to column G)	- Gender impacts are reviewed as part of the policy review process - The Community Partnerships Officer monitors the gender impact as part of their regular interaction with Neighbourhood Houses.	N/A	- The following key elements are embedded and/or considered in the implementation of the Neighbourhood House Policy: Engagement; Promotion/Marketing; Physical access – mobility, transport options; Safety – cultural, emotional, social, physical, privacy; Caring responsibilities; Family composition; Communication – language, accessibility, available options; and Stakeholder management – internal and external. - This recommendation will support more inclusive and accessible Neighbourhood Houses	

				within their local community.	
10.	Yes (go to column G)	• All funding applications covered by this Policy request information about which diverse groups in the community would benefit from the project, how these groups would be supported to participate in funded programs, and the estimated reach across men, women and gender diverse groups. • Applicants addressing gender equity and inclusion needs strengthens an application and is reflected in the scoring matrix. • Composition of all assessment panels includes mixed gender representation. • Grant application support is available through a range of channels including 1:1 support (in-person, or by phone/online). • All grant support materials can be provided in or translated into accessible format	N/A	• All funding applications covered by this Policy request information about which diverse groups in the community would benefit from the project, how these groups would be supported to participate in funded programs, and the estimated reach across men, women and gender diverse groups.	
11.	Yes (go to column G)	• Extensive consultation with diverse community members shaped outcome of budget	N/A	• Consultation with diverse group of community members, including intersectional characteristics to shape outcome of budget	
12.	Yes (go to column G)	• Extensive consultation with diverse community members shaped outcome of Council Plan Year 4 actions	N/A	• Consultation with diverse group of community members, including intersectional characteristics to shape outcome of Council Plan Year 4 actions	

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators (required and recommended)

K: Indicator*	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	Critical performance measures Gender composition of the duty holder organisation: • 2023: 64.6% women, 35.3% men, and 0.1% self-described gender. • 2025: 66.4% women, 33.3% men, and 0.3% self-described gender. Increase of 1.8% women, decrease of 2.0% men, and increase of 0.1% self-described gender. Gender composition of part time workers in the duty holder organisation: • 2023: 36.9% women, 13.4% men, and 100% self-described gender. • 2025: 38.8% women, 13.0% men, and 50% self-described gender. Increase of 1.9% women, decrease of 0.4% men, and decrease of 50% self-described gender. Gender composition of senior leaders in the duty holder organisation:		Yes	• Increase in women and people of self-described gender within the workplace • Increase of women in senior leadership positions within the organisation

	• 2023: 40.9% women, 59.1% men, 0% self-described gender. • 2025: 52.9% women, 47.1% men, 0% self-described gender. Increase of 12% women, decrease of 12% men, no change (0%) for self-described gender.			
2	Critical performance measures Gender composition of the duty holder organisation's governing body: • 2023: 44.4% women, 55.6% men, 0% self-described gender. • 2025: 66.7% women, 33.3% men, 0% self-described gender. Increase of 22.2% women, decrease of 22.2% men, no change (0%) for self-described gender.		Yes	• Increase in women in the governing body
3	Critical performance measures Mean total remuneration gender pay gap by occupation group: • 2023: 0.1% women compared to men, 1.2% self-described gender compared to men. • 2025: 2.9% women compared to men, 24.3% self-described gender compared to men. Mean total remuneration senior leader gender pay gap: • 2023: 0.4% women compared to men, data unavailable for people of self-described gender. • 2025: 3.7% women compared to men, data unavailable for people of self-described gender. An increase to the gender pay gap of 3.3% for women compared to men. Supplementary measures Mean base salary pay gap: • 2023: -0.4% women compared to men, 0.5% self-described gender compared to men. • 2025: 0.3% women compared to men, 12.8% self-described gender compared to men. For women,		No	• The mean total remuneration gender pay gap by occupational group has widened by 2.8% for women between 2023 and 2025, and 24.3% for people of self-described gender. • Council has an Enterprise Agreement that pays staff according to a fixed pay rate structure. However, Managers and above are employed on Senior Officer Contracts, which is reviewed annually. • People and Wellbeing team involved in recommending and advising salaries for Managers and Directors

	increase of 0.6%. For people of self-described gender, increase of 12.2% Median total remuneration pay gap: • 2023: 0% women compared to men, -7.4% self-described gender compared to men. • 2025: 7.4% women compared to men, 18.9% self-described gender compared to men. For women, increase of 7.4%. For people of self-described gender, increase of 18.9%. Median base salary pay gap: • 2023: 0% women compared to men, -7.4% self-described gender compared to men. • 2025: -1.9% women compared to men, 2.6% self-described gender compared to men. For women, decrease of 1.9%. For people of self-described gender, increase of 10%.			
4	Critical performance measures Anonymous experience rate of sexual harassment: • 2023: 5% women, 0% men, no data available for people of self-described gender. • 2025: 0% women, 0% men, -% people of self-described gender. Number of formal reports of sexual harassment: • 2023: 3 formal reports from women, no data available for men or self-described. • 2025: 0 formal reports from women, 0 formal reports from men, 0 formal reports from people of self-described gender. Supplementary measures Participants who said they reported sexual harassment: • 2023: No data available		Yes	• No formal reports of sexual harassment in 2025, down from 3 in 2023.

	• 2025: No data available Reasons for not making a formal sexual harassment complaint: • 2023: No data available • 2025: No data available Satisfaction with handling of workplace sexual harassment complaint: • 2023: No data available • 2025: No data available Satisfaction with handling of formal workplace sexual harassment complaint: • 2023: No data available • 2025: No data available			
5	Critical performance measures Gender composition of recruited employees: • 2023: 64.8% women, 35.2% men, 0% self-described gender. • 2025: 64.3% women, 33.6% men, 2.1% self-described gender. Gender composition of employees who were promoted: • 2023: No data available • 2025: 30% women, 70% men, 0% self-described gender. Perceptions of recruitment, by gender: • 2023: 70% women, 77% men, no data self-described gender feel recruitment processes are fair. • 2025: 68.2% women, 81.3% men, no data self-described gender feel recruitment processes are fair.		Yes	• Slight decrease in women hired, increase in people of self-described gender • However, more men than women were promoted, which aligns with women having a lower perception of fairness related to recruitment and promotion in our workplace.

	For women, decreased 1.8%. For men, increased 4.2%. No data available for people of self-described gender. Perceptions of promotion, by gender: • 2023: 44% women, 50% men, no data self-described gender feel promotion processes are fair. • 2025: 41.2% women, 65.6% men, no data self-described gender feel promotion practices are fair. For women, decrease of 2.8%. For men, increase of 15.6%. No data available for people of self-described gender.			
6	Critical performance measures Average weeks of parental leave, by gender: • 2023: No data available. • 2025: 26 weeks for women, 2.5 weeks for men. None taken by people of self-described gender. Uptake of flexible work, by gender: • 2023: No data available. • 2025: No data available. Perceptions of flexible work culture, by gender: • 2023: 80% women, 80% men, no data available for self-described gender, feel their request for flexible work arrangements would be given due consideration. • 2025: 88.2% women, 96.9% men, no data available for self-described gender, feel their request for flexible work arrangements would be given due consideration. For women, increase of 8.2%. For men, increase of 16.9%. Supplementary measures Gender composition of parental leave takers:		Yes	• Strong uptake of Employer Paid Parental Leave for primary and secondary carers • Strong uptake of flexible work informally, but formal data not readily available and will be improved in time for next reporting period • Increase in perception of flexible work arrangement being given due consideration • Strong uptake of carer's leave, but opportunity to educate staff on difference between carer's leave and personal leave in system

	2023: No data available. 2025: 88.2% women, 11.8% men taking parental leave. Gender gap in carer's leave: 2023: No data available. 2025: 30.7% women, 21.6% men.																																																																																						
7	Critical performance measures Occupational gender segregation: 2023: 2025: <table><tr><th colspan="7">7.1 Occupational gender segregation </th></tr><tr><th rowspan="2">Occupation groups</th><th colspan="2">Women</th><th colspan="2">Men</th><th colspan="2">Self-described</th></tr><tr><th>2023</th><th>2025</th><th>2023</th><th>2025</th><th>2023</th><th>2025</th></tr><tr><td>1 - Managers</td><td>41.9 %</td><td>60.3 %</td><td>58.1 %</td><td>37.9 %</td><td>***</td><td>1.7 %</td></tr><tr><td>2 - Professionals</td><td>84.0 %</td><td>76.5 %</td><td>16.0 %</td><td>23.5 %</td><td>***</td><td>***</td></tr><tr><td>3 - Technicians and Trades Workers</td><td>10.0 %</td><td>14.8 %</td><td>90.0 %</td><td>81.5 %</td><td>***</td><td>3.7 %</td></tr><tr><td>4 - Community and Personal Service Workers</td><td>65.5 %</td><td>76.9 %</td><td>34.1 %</td><td>23.1 %</td><td>0.4 %</td><td>***</td></tr><tr><td>5 - Clerical and Administrative Workers</td><td>93.1 %</td><td>80.3 %</td><td>6.9 %</td><td>19.7 %</td><td>***</td><td>***</td></tr><tr><td>6 - Sales Workers</td><td>***</td><td>***</td><td>***</td><td>***</td><td>***</td><td>***</td></tr><tr><td>7 - Machinery Operators and Drivers</td><td>***</td><td>***</td><td>100.0 %</td><td>***</td><td>***</td><td>***</td></tr><tr><td>8 - Labourers</td><td>17.3 %</td><td>22.9 %</td><td>82.7 %</td><td>77.1 %</td><td>***</td><td>***</td></tr><tr><td>All occupations</td><td>64.6 %</td><td>66.4 %</td><td>35.2 %</td><td>33.3 %</td><td>0.1 %</td><td>0.3 %</td></tr></table>	7.1 Occupational gender segregation 							Occupation groups	Women		Men		Self-described		2023	2025	2023	2025	2023	2025	1 - Managers	41.9 %	60.3 %	58.1 %	37.9 %	***	1.7 %	2 - Professionals	84.0 %	76.5 %	16.0 %	23.5 %	***	***	3 - Technicians and Trades Workers	10.0 %	14.8 %	90.0 %	81.5 %	***	3.7 %	4 - Community and Personal Service Workers	65.5 %	76.9 %	34.1 %	23.1 %	0.4 %	***	5 - Clerical and Administrative Workers	93.1 %	80.3 %	6.9 %	19.7 %	***	***	6 - Sales Workers	***	***	***	***	***	***	7 - Machinery Operators and Drivers	***	***	100.0 %	***	***	***	8 - Labourers	17.3 %	22.9 %	82.7 %	77.1 %	***	***	All occupations	64.6 %	66.4 %	35.2 %	33.3 %	0.1 %	0.3 %		Yes	- Increase in women and people of self-described gender in manager positions - Increase in women and people of self-described gender in in Technicians and Trades Workers positions - Increase in women in Community and Personal Service Workers positions, - Increase in women in labourer positions
7.1 Occupational gender segregation 																																																																																							
Occupation groups	Women		Men		Self-described																																																																																		
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*Indicators (column K)

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

Section 2.2 Describing factors limiting and contributing to progress (required)

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*(required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☐ None ☒ a ☒ b ☐ c ☒ d ☒ e ☒ f ☐ g	• Macedon Ranges Shire Council is a medium-sized regional local council with approximately 800 staff. As a Council, there can be barriers to getting resources required to run projects. • The People and Wellbeing team lead most projects, strategies and actions aligned with GEAP with the resourcing available.	• Employ a Gender Equality Officer to implement the GEAP and to oversee the development of data collection and reporting systems and software requirements. • Establish a Gender Equality, Diversity and Inclusion Committee (GED). • Promote gender equality and diversity, cultural safety and transparency through modelling and key messaging to staff. • Reduce time fraction for management roles to attract greater gender and age diversity. • Provide amenities across workplaces such as disability access, gender-neutral toilets, designated feeding rooms, women's room, prayer room etc. • Promote diversity by celebrating cultural days that are reflective of the wider community including National Reconciliation week and NAIDOC week, International Women's Day and LGBTIQ+ festivals and events. • Promote staff sense of value and recognition through benefits and rewards programs. • Consult widely with staff on policy review and development. • Provide regular and specific feedback for all staff in performance appraisals and reviews.

2	☐ None ☐ a ☒ b ☒ c ☐ d ☐ e ☐ f ☐ g	- As a local government organisation, the governing body is selected by residents of our Shire - Council has influence in education provided to the community about the importance of gender equity and diversity, however does not hold any power over who is hired into the governing body as Councillors	Ensure language and images in all MRSC's internal and external documents and communications are diverse and follow LGBTIQ+ inclusive language and images.
3	☐ None ☐ a ☒ b ☐ c ☐ d ☐ e ☐ f ☐ g	- Macedon Ranges Shire Council is governing by an Enterprise Agreement, which has a clear pay rate structure including bands and levels (e.g. 4B) - There is discretion at the management level regarding salary, which is reviewed annually by the Executive team. - Council has a competitive market, particularly at the leadership level, being close to metro Councils who can offer larger salaries and broader career opportunities	- Benchmark salary packages, leave and other entitlements with other Councils and private sector in order to stay competitive. - Uphold and actively promote MRSC's core values of respect, honesty, accountability, working together and innovation with consistent messaging in all Council policy and operational procedures, including employees' rights and entitlements.
4	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	- Reinforce appropriate behaviours and actions through staff development workshops to promote inclusion and respect (zero tolerance for offensive behaviours). - Set behavioural guidelines for both employees and the public/ community. - Reward staff for appropriate behaviours. - Conduct staff development workshops to educate staff members regarding gender and intersectional equality, and appropriate ways to communicate with people from (1) cultural backgrounds different to their own; (2) LGBTIQ+ communities; and (3) women. - Provide education and training on conscious and unconscious bias and by-stander awareness and intervention at basic, intermediate and advanced levels for all staff with online delivery best suited to basic concepts to prepare staff for more informed discussions.

			• Ensure policies and procedures promote accountability and transparency for the reporting of inappropriate workplace behaviours. • Ensure complaint processes are clear and managed in a timely manner with effective communication. • Promote Council's values and demonstrate a strong commitment to this in workplace practices. • Promote a positive and safe workplace environment for staff members to feel empowered to speak up against inappropriate behaviours, issues and concerns. • Conduct exit interviews with staff who are leaving to learn about their gender equality and intersectional experiences.
5	☐ None ☒ a ☒ b ☐ c ☒ d ☐ e ☐ f ☐ g	• Council focused heavily on recruitment and promotion practices, with several key initiatives: ○ Review of recruitment processes and guidelines ○ Requirement of a gender-balanced panel on interviews ○ Introduction of mandatory inclusive recruitment training module for hiring leaders • Council is a regional local government organisation which faces barriers to recruitment including: ○ Competing with metro Councils due to proximity to Melbourne ○ High housing prices and low availability means attracting people to the local area to work is difficult ○ 76% of staff live within the Shire, and are attracted to working locally – this means that turnover is low, and staff tend to stay with the organisation for a long time ○ Often seen as a “stepping stone” Council where leaders come to develop their leadership skills before moving to a bigger Council	• Review recruitment processes and guidelines to ensure they are gender equitable and actively reduce unconscious bias. • Provide increased opportunities for women in part-time positions in senior roles • Actively recruit and support women on fractional appointments into senior roles. • Target advertising of employment opportunities to attract diverse applicants in areas that do not currently have a gender-balance or intersectional diversity. • Provide fractional and job-sharing recruitment opportunities for senior management positions. • Ensure interview panels include diverse membership. • Recruit based on merit and achievement relevant to opportunity; employ people from diverse gender and intersectional backgrounds. • Respect privacy of staff who prefer not to disclose their gender identity or intersectional characteristics; promote disclosure as optional on personnel forms and email signatures. • Treat people of all genders and intersectional characteristics equally for recruitment, workplace opportunities and remuneration.

			• Improve gender diversity for senior positions by allowing for flexible working arrangements and fractional and shared appointments. • Include gender equality, intersectionality and cultural safety in induction programs. • Provide suitable training opportunities, supervision and support for all staff regardless of fraction of employment. • Provide opportunities for staff members who are on long-term leave to remain connected and up to date with training and other opportunities. • Ensure timely processes for decision-making and communication regarding contract renewal or extension with external contract staff members. • Provide short-term projects and opportunities that align with staff members' interests, knowledge, skills and goals (EOIs & HDs). • Assist all staff to develop and implement a plan to learn new knowledge and skills for career advancement via the Performance and Development Process. • Attract younger staff through collaborating with educational institutions by offering graduate programs, traineeships, placements and work experience.
6	☐ None ☐ a ☒ b ☒ c ☐ d ☐ e ☐ f ☐ g	• Council's Enterprise Agreement allows for the provision of Family Violence Leave up to 20 days per annum, with an option to request 'Exceptional Circumstances' Leave approved by the CEO. • Flexibility across Council is a priority and is rated highly by staff in surveys. • Council has significant Cultural Leave offerings to up to 5 days paid and 5 days unpaid per annum with approval. • Staff can purchase up to 6 weeks of additional leave per annum. • Council implemented the Family Violence Policy in consultation with a lived experience group.	• Develop flexible work policies and procedures to ensure consistency across managers and team leaders to avoid uncertainty arising from manager discretion. • Implement flexible work arrangements based on individual needs. • Support and encourage work-life balance. • Promote options for staff members to work remotely/offsite. • Support leave for mental health and wellbeing, chronic illnesses and other health related Issues; provide flexibility for attendance at medical appointments and time off for procedures. • Provide leave for days of significance in diverse faiths and cultures. • Promote options to purchase additional leave.

		Council has reviewed their Employer Paid Parental Leave offering, and have put forward an increase in the current Enterprise Agreement negotiations.	- Assess workspaces according to the Disability Discrimination Act (DDA) standards. - Actively promote employment opportunities to people with disability/ accessibility issues. - Implement Disability Discrimination standards and guidelines to ensure staff members have equal access to: areas of employment, to premises and other services and amenities. - Ensure application and approval process to access Family Violence Leave is respectful, supportive and maintains the dignity and privacy of staff. - Ensure privacy and respect for staff members who take Family Violence leave. - Provide support to staff members accessing Family Violence leave that demonstrates both awareness and sensitivity.
7	☐ None ☐ a ☐ b ☐ c ☒ d ☐ e ☐ f ☒ g	- Council's People and Wellbeing team have a number of key priorities and attempt to work across these in order to support the organisation. This includes supporting gender balance across roles, teams, units and professions within Council. More resourcing would support this continued work in the next GEAP. - Council have tried many recruitment and attraction strategies to attract women to male-dominated roles (particularly in the outdoor/Depot environment), however applications from women and people of self-described gender continue to be low to non-existent. More work should continue in the next GEAP. - Actions taken to reduce gender segregation in the workplace include: - Using a gender decoder tool to review all job ads for gender-biased language - Ensuring a gender-balanced interview panel	- Proactively seek to employ people of diverse genders and intersectional characteristics; work with local employment networks. - Introduce initiatives to improve gender balance and intersectional characteristics within gender and intersectionality homogenous areas. - Use inclusive language, imagery and subtle cues, to promote positions vacant in single gender dominated work areas.

		○ Removing barriers for entry, such as qualifications that can be gained in the role (e.g. backhoe operators) ○ Creating alternative paths to employment, such as work experience and traineeships/apprenticeships. ○ Offering Expression of Interests/Higher Duties internally	
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*Factors (column Q):

- a. the size of the organisation, including the number of employees
- b. the nature and circumstances of the organisation, including any barriers to making progress
- c. requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
- d. the organisation's resources
- e. the organisation's operational priorities and competing operational obligations
- f. the practicability and cost to the organisation of making progress; and
- g. genuine attempts made by the organisation to make progress.

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any) (required)

- Employ a Gender Equality Officer to implement the GEAP and to oversee the development of data collection and reporting systems and software requirements – Council resourcing can be difficult, and this role was not established due to a number of reasons.
- Council has reflected on this strategy and will instead look to ensure the 2026 – 2030 GEAP is resourced appropriately, including the establishment of a Gender Equality Governance Group to oversee the 2026 – 2030 GEAP's implementation and ongoing success.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Achievements:

- Improvement of recruitment and promotion practices through education and dedicated resource;
- Established resourcing in Learning & Development team and implemented capabilities framework, PDPs and corporate learning calendar;
- Implemented Flexibility at Work Policy and educated managers on encouraging flexibility; and
- Sexual Harassment Policy and increased compliance provisions/training and re-wrote and rolled out Appropriate Behaviours Policy.

Challenges:

- Competing priorities within the People and Wellbeing team and across Council
- Resourcing availability to support implementation of GEAP strategies and actions
- Systems and data limitations

Learnings:

- Align GEAP strategies with Council Plan to ensure alignment and engagement
- Improve Gender Impact Assessment understanding and capability across Council
- Continue to seek buy-in from leadership across Council

Section 3.3 Providing other updates on implementation (recommended)

Section 3.4 Describing resourcing allocation (required)

- The People and Wellbeing team, led by the Manager People and Wellbeing, owned and lead the GEAP implementation.
- The People and Wellbeing strategy was informed and influenced by GEAP actions and strategies, and supported implementation.
- The GEAP implementation was resourced by approximately 6.0 staff members, however this was part of their role, not their main role.
- Strategies were mainly implemented by the People and Wellbeing team, and were endorsed and supported by senior leadership, including Executive and CEO.
- The People and Wellbeing team worked with the resources available to them, including HRIS 'CI Anywhere'.

Any other additions or comments (optional)