

7.5.1 DRAFT GENDER EQUALITY ACTION PLAN PROGRESS REPORT 2021-2025 & GENDER EQUALITY ACTION PLAN 2026-2030

Responsible Manager:	Charlotte Farrugia, Manager Talent & Organisational Development Fee Harrison, Manager Community Strengthening
Responsible Director:	Tanya Scicluna, Director Community Services Vicki Blackman, Executive Manager People & Safety

RECOMMENDATION

That Council

1. **Notes the Draft Progress Report for the Gender Equality Action Plan (GEAP) 2021-2025 progress reporting period 2023-2025.**
2. **Notes the Draft Gender Equality Action Plan (GEAP) 2026-2030.**
3. **Notes the Chief Executive Officer will sign and submit both documents to the Commission for Gender Equality in the Public Sector (The Commission) by 1 May 2026 and**
4. **Makes these documents accessible to the public upon the Commission's approval.**

INTRODUCTION

Organisations, including public sector entities in Victoria, are required to have Gender Equality Action Plans (GEAPs) and conduct Gender Impact Assessments (GIAs) to comply with the Gender Equality Act 2020.

These tools are designed to identify and remove systemic causes of gender inequality, ensure fair access to services, and improve workplace culture.

The Gender Equality Act 2020 (the Act) requires Council to submit a progress report on the current Monash GEAP 2021-2025, to the Public Sector Gender Equality Commissioner (the Commissioner) by 1 May 2026. Council must also develop a new gender equality action plan (GEAP) every 4 years. The new Plan is due to the Commissioner by 1 May 2026. As part of this process, The Act requires that Council, as the governing body, is consulted on the progress report and new draft plan prior to submission.

COUNCIL PLAN STRATEGIC OBJECTIVES-

A council with good governance, strong leadership and community involvement in decision making

A Council that provides governance and leadership for the benefit of our community through community engagement, advocacy, decision making and action.

BACKGROUND

In March 2021, the Victorian *Gender Equality Act 2020* commenced. This legislation required defined entities, of which Council is one, to:

- Develop and implement a four-year Gender Equality Action Plan, which includes:
 - Results of a workplace gender audit
 - Strategies for achieving workplace gender equality
- Publicly report on their progress in relation to workplace gender equality;
- Promote gender equality and take necessary and proportionate action towards achieving gender equality; and
- Undertake gender impact assessments (GIA) when developing or reviewing any policy, program or service that has a direct or significant impact on the community.

Council is required to report on its progress every two years. The second reporting period is from 1 July 2023 to 30 June 2025 and progress during this period needs to be submitted to the Commission by 1 May 2026.

Progress reports to the Commission must include:

- The policies, programs and services that were subject to a gender impact assessment
- The actions taken as a result of each gender impact assessment
- Council's progress in relation to the measures and strategies set out in our Gender Equality Action Plan
- Council's progress in relation to the workplace gender equality indicators; and
- Whether Council met any relevant targets or quotas (none are currently regulated).

As required by the Commission, these documents will become publicly accessible once the submission has been approved by the Commission.

DISCUSSION

Monash Council has divided the responsibilities of the *Gender Equality Act 2020* between different teams. The community facing obligations (i.e. to promote gender equality in policies, programs and services and undertake Gender Impact Assessments) lie with the Community Strengthening team. The workforce obligations (i.e. Gender Equality Action Plan and Workplace Gender Audit) lie with the People and Safety team. Both teams are responsible for the progress report.

Gender Impact Assessments

Council is required under The Act, to undertake a Gender Impact Assessment for any new (or reviewed) policy, program or service that has a direct and significant impact on the community. GIAs ensure that initiatives do not inadvertently create or reinforce gender inequality. They allow for the creation of better, more responsive services that meet the specific needs of women, men, and gender-diverse people. GIAs also require organisations to consider how gender inequality is compounded by other factors such as age, disability, race, and sexual orientation.

During the period **1 July 2023 to 30 June 2025**, Council has undertaken 50 Gender Impact Assessments that can be reported.

50 Gender Impact Assessments have been completed across a wide variety of Council's work and departments, including Active Monash and Recreation, Community Strengthening, Aged and Community Support, Community Safety and Amenity, Corporate Services, Property and City Design, Procurement, Facilities and Infrastructure Maintenance, Arts and Libraries, Strategic Planning, Children Youth and Family Services, and Sustainability.

Training continues to be offered to staff each year to assist them with this legislative obligation, and one-on-one support is provided for the majority of the GIAs undertaken by Council's Gender Equity Advisor. It is pleasing to see several new areas of Council that have not traditionally engaged, now embedding this requirement into their work.

Gender Equality Action Plan 2021-2025 and Workforce Gender Audit

A GEAP is a strategic document that sets targets, strategies, and measures to promote and achieve gender equality within an organisation. In developing a GEAP Council must give regard to the workplace gender equality indicators:

- 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*

The Gender Equality Action Plan 2021-2025 identified 33 different initiatives to be delivered over the four-year period. The first progress report, which was submitted in February 2024, for the period March 2021 to June 2023, required all 33 initiatives to be assessed. This second progress report, for the period 1 July 2023 to 30 June 2025, only required the outstanding initiatives to be reported on.

Council has achieved all initiatives in the Plan, aside from four actions that were deemed void and reported on in the last progress report.

Full details of the Progress Report are found in Attachment 1 – 2026 Progress Report template*.

****Note that within the template is red guidance text from the Commission, which will be removed prior to submission.***

The Workplace Gender Audit was completed and submitted for the Commission's assessment in December 2025. Due to the sensitivity of the employee information (including intersectional and pay data), this is confidential. Recently, the Commission has assessed our audit as compliant.

Gender Equality Action Plan 2026-2030

The development of the Monash Gender Equality Action Plan (GEAP) 2026-2030 has been guided by learnings from our inaugural GEAP, workforce audit data from 2023 and 2025 and our People

Matter Survey data. It was also informed by consultation with key stakeholders across the organisation to ensure the strategies reflect employee experiences, organisational priorities, and the requirements of the *Gender Equality Act 2020*.

Through this GEAP, as an organisation, we are committed to strengthening accountability for gender equality across all levels of leadership. We will continue to embed gender equality considerations into decision-making, workforce planning, policies and organisational systems, and ensure leaders are equipped and accountable to actively promote inclusive and equitable workplaces.

The proposed new GEAP is provided in Attachment 2 – 2026 GEAP template Monash*.

****Note that within the template is red guidance text from the Commission, which will be removed prior to submission.***

FINANCIAL IMPLICATIONS

The Gender Impact Assessments and Gender Equality Action Plan initiatives have been undertaken using existing resources within Council's adopted budget.

POLICY IMPLICATIONS

Council has a longstanding commitment to gender equity and gender equality. Undertaking Gender Impact Assessments, developing a Gender Equality Action Plan and promoting intersectional gender equality is consistent with our Gender Equity Framework and Monash Health and Wellbeing Plan. This is also consistent with the Council Plan strategic objective of a Healthy, Safe and Connected Community.

In addition, there are legal implications if Council does not fulfil its other obligations under the Act. Non-compliance includes 'Not preparing or submitting a progress report', which is what makes the submission of these documents critical.

If it is not submitted, the Commission may work to achieve an informal resolution, issue Council with a compliance notice, recommend that the Minister takes action against the organisation, name the organisation and their failure to comply on the Commission's website, or even make an application to the Victorian Civil and Administrative Tribunal to direct the organisation to comply.

CONSULTATION

Community consultation was not required.

SOCIAL IMPLICATIONS

Through meeting our obligations under the Gender Equality Act 2020 including promoting intersectional gender equality in our programs, policies, and services, Council will have a positive social impact on our community and as an employer.

HUMAN RIGHTS CONSIDERATIONS

Gender equality is a human right as outlined in the Gender Equality Act 2020. Therefore, all actions taken to promote gender equality under the Act, are considered to support human rights considerations.

GENDER IMPACT ASSESSMENT

The attachments outline the Gender Impact Assessments that have been undertaken in the initial reporting period of the Gender Equality Act 2020. A gender impact assessment has not been undertaken over this report itself but recognises that 50 gender impact assessments have been undertaken by Council between July 2023 and 30 June 2025.

CONCLUSION

Officers are presenting the draft Progress Report for the Gender Equality Action Plan 2021-2025, reporting period 1 July 2023 – 30 June 2025 and the draft Gender Equality Action Plan 2026-2030 to Council. Following any feedback these will be signed by the Chief Executive Officer and submitted to the Commission for Gender Equality in the Public Sector (The Commission) by 1 May 2026. The documents will be made accessible to the public upon the Commission's approval.

ATTACHMENT LIST

1. 2026 Monash Council Progress report template Gender Equality Act [7.5.1.1 - 48 pages]
2. 2026 GEAP template Monash v1 0 [7.5.1.2 - 24 pages]

2026 Progress report for: Monash City Council

About this template

This template helps you to develop your progress report (PR).

Using this template is required under the [Gender Equality Regulations 2020](#).

The template consists of four main sections:

- Cover page (recommended)
- Gender impact assessments (**required** and recommended items)
- Progress against the workplace gender equality indicators (**required** and recommended items)
- Strategies and measures (**required** and recommended items).

There are required and recommended components. These are clearly marked in this template and in the [2026 progress report guidance](#).

Completing both the required and recommended components will help you report on your progress, as required under the *Gender Equality Act 2020*.

How to use this template

You must complete **all** the required components.

The 'recommended' components are optional but highly recommended, where possible.

This template is designed to be used with the [2026 progress report guidance](#). Using the guidance is not required. But it will help you to develop your progress report.

This template links to the relevant guidance under each component.

Note that:

- 'PR' refers to progress report.
- 'Indicator' refers to the [workplace gender equality indicators](#).

Submission

You must submit your progress report through the [reporting platform](#) by **1 May 2026**.

Supporting documents will not be accepted in this reporting cycle. Include all the information in your 2026 progress report.

Visit [how to submit and publish your progress report](#) in the 2026 progress report guidance for further submission advice.

Before submission, feel free to:

- remove page 1 of this template
- remove instructional text (**in red font**)
- edit paragraph spacing and any other document formatting, where relevant.

Cover page

Complete this cover page to provide the Commissioner with key information about your submission.

Organisation name (required)	Monash City Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 1,436 Total FTE:770.27
Response rate to employee experience survey	19%
Contextual information	People Matter Survey completion is consistent with previous years. The low number is due to the high proportion of casual employees across the organisation.
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

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	Dr Andi Diamond
Role title	Chief Executive Officer
Signed	
Date	

Step 1: Reporting on gender impact assessments (GIAs)

Refer to Step 1 in the [2026 progress report guidance](#):

- 1.1 Confirming GIA exemptions (required)
- 1.2 Describing policies, programs or services subject to a GIA (required and recommended items)
- 1.3 Describing actions taken as a result of a GIA (required and recommended items)

Need further guidance on GIAs? Visit:

- [When a gender impact assessment is required](#)

The *Gender Equality Act 2020* requires organisations to undertake GIAs. GIAs must be done on policies, programs, and services that have a direct and significant impact on the public. **Please do not use this template to report on, for example, internal workforce policies.** An organisation may have permitted reason(s) under the *Gender Equality Act 2020* for not reporting on any 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).

Explain how the permitted reason applies (see [1.1 of the 2026 PR guidance](#)).

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

Identify the details of each policy, program or service subject to a GIA during the relevant period (see 1.2 of the 2026 PR guidance).

Ref #	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.	Oakleigh Golf Course Future Planning	Policy	<p>This document provided an overview of the proposed Oakleigh Golf Course future planning project with a view to establishing the preferred future use and development options for the site based on community needs. Two different options were put forward, on which to go out to community consultation.</p> <p>After community consultation it was recommended to retain the Oakleigh Golf Course as a nine-hole public golf course for the foreseeable future and not consider any alternative options for the site until after the new management contract term and option extension is anticipated to end in 2034.</p>	New	<p>Oakleigh Golf Course provides opportunities for both male and female participants to access golf at a public facility and at an affordable price. Golf is a sport that is predominately played by males. This was evident at Oakleigh where over ¾ of the existing club membership base and a majority (60%) of on-line survey respondents identified as male. Oakleigh Golf Course is home to two golf clubs:</p> <ul style="list-style-type: none"> • Oakleigh Golf Club – 64 total members – consisting of 29 female and 35 male members • Oakleigh Veterans Golf Club – 63 total members – 100% male membership. <p>We heard that people value Oakleigh Golf Course in particular because of the role it plays for people learning the game as an affordable, shorter, and easier course than others in inner-Melbourne</p> <p>Male respondents (88%) had a stronger preference to retain golf at the site than female respondents (79%), although both genders strongly preferred retention of the golf course.</p>
2.	Playground and Playspace Strategy 2025 - 2035	Policy	<p>A new Playground and Playspace Strategy is required to inform Monash play provision and playground upgrade priorities post July 2025 when the 2020 strategy sunsets.</p>	Up for review	<p>The research shows boys and girls experience play and playspaces differently for different reasons. Some key findings include:</p> <ul style="list-style-type: none"> • Teenage girls 'play' significantly less than boys and often playspaces are not designed with girls' needs in mind • Women and girls and gender diverse people feel less safe in public spaces including play spaces and may be 'pushed out' of play spaces/certain elements, or even bullied • Toilets are a key issue for community members (adults and children) and are also a gendered issue • People from Culturally and Linguistically Diverse (CALD) backgrounds may have different barriers to access playspaces • People with a disability may have different barriers to access playspaces • Grandparents are an increasing cohort of visitors as are carers, and supporting infrastructure such as the provision of seating, shade and toilets is important. <p>The findings of GIA have directly shaped the draft Strategy Refresh.</p>
3.	Gladeswood Reserve Masterplan	Policy	<p>The Gladeswood Reserve Master Plan establishes the priorities for the development of Gladeswood Reserve over the next ten years.</p>	New	<p>The analysis of engagement outcomes and gender preferences for physical activity was undertaken during the development of the draft Masterplan and Active Recreation Opportunities Strategy 2021. The priorities and recommendations of the Masterplan aim to reduce barriers to active and social/family recreation and provide access to more physical activity options for women and girls at the Reserve.</p> <p>Key considerations for increasing access to active recreation for women and girls:</p> <ul style="list-style-type: none"> • Female participation is generally higher than male participation in activities such as walking, fitness/exercise activities and yoga/pilates • 2019-2020 Ausplay data for Victoria found that 58.4% of women participate in walking (men 36%) and 42.7% participate in fitness/gym activities (men 33.8%) • Participation of women and girls in club sport is lower than that of men and boys.

4.	Monash Cricket Participation Plan	Policy	The Cricket Participation Plan has been developed to strategically address key issues for the sport.	New	When considering capital and operational investment into all cricket facilities and applying this investment across gender, an average annual spend of approximately \$1.5 million directly benefits male cricket participants in Monash. Using the same methodology, just \$60,000 of Council's annual spend benefits female cricket participation. Female cricket participation rates in Monash are behind other major sporting codes, such as Soccer, Australian Rules Football and Tennis. When comparing with national participation rates via Sport Australia's Ausplay State of Play Report, Monash sits lower than national averages for female participation. Over a period of several years, approximately 5% of cricket teams in Monash have been designated female teams. We have heard very clearly from several cricket clubs in Monash that they are very eager to develop or grow a female cricket program within their club, but would benefit from Council leadership and strategic direction to achieve this.
5.	Melbourne East Region Sport and Recreation Fair Access Policy	Policy	The Policy addresses known barriers experienced by women and girls, transgender and gender diverse people in accessing and using community sports and recreation infrastructure.	New	<p>The MERSR Fair Access Policy aims to focus on identifying and addressing the barriers facing women and girls and the gender diverse community, when trying to access sporting infrastructure. The most common barriers to accessing or participating in sport and recreation relate to: Inappropriate facilities; and Unwelcoming and exclusive sports club cultures.</p> <p>There is a substantial gap in both the participation of women and girls, trans and gender diverse people in sport and recreation and an identified gender imbalance in leadership positions across all levels of the sporting and active recreation sector.</p> <ul style="list-style-type: none"> • Sports participation rates across all ages are higher for men and boys (17%) than women and girls (9%). (Ausplay, 2021) • Only 21% of girls aged 0-14 years participate in organised sport and active recreation outside of school hours three times a week. (Ausplay, 2021) • 81.7% of trans and gender-diverse young people would like to exercise more but don't feel like they can because of financial barriers, discomfort while exercising (e.g. due to wearing binders) and fear or unwillingness to exercise in public. (Trans Pathways, 2017) • 89% of trans and gender diverse young people experience peer rejection which impacts their ability to engage in activities such as sports. (Trans Pathways, 2017) • There has been a decline of 22,000 women and girls' participation after the global coronavirus pandemic where men and boys' participation rose by over 20,500 participants in 2021 compared to 2019. (VicHealth Sports Participation in Victoria 2015-2021) • In 2020, women's physical activity levels were more impacted than men's during and after the global coronavirus pandemic. (Latrobe University At Home Exercise Campaign Explorer Report, 2021) • 29% of executive positions and 33% of board positions are held by women in State Sporting Associations (Inquiry into Women and Girls in Sport and Active Recreation, 2015) • 28% of women have considered leaving their club due to inequitable treatment. (Change Our Game State of Play Survey, 2022-23) • Women are 2.5 times more likely to report feeling unwelcome at their sporting club compared to men. (Change Our Game State of Play Survey, 2022-23) • Of people who played community sport, women were less likely than men to agree that club facilities were shared equally. (Change Our Game State of Play Survey, 2022-23)

					<ul style="list-style-type: none"> • Women working or volunteering in sport were 13% less likely than men to feel comfortable voicing their opinion, and 8% less likely to feel that their opinions were valued. (Change Our Game State of Play Survey, 2022-23) • Many Victorian women and girls don't have access to the best courts or grounds, have facilities of lesser standard, or are relegated to less convenient competition and training times. (Change Our Game, 2023)
6.	Glen Waverley Sports Hub and Oakleigh Golf Course tee marker update	Program	We are updating our golf course tee markers to a skill-based system so players can enjoy the game based on their preferred distance or skill level.	Up for review	Traditionally golf tees have been designated as men's tees and ladies' tees, with the men's tees being longer. This system is unfair to everyone. A skill based system is much fairer, because some people of all genders prefer to play off a longer tee and some people of all genders prefer a shorter tee. This may include people who are new to golf, older people, and/ or people with a disability.
7.	Active Monash Sports Club Development Framework Refresh	Policy	Adopted in August 2020, the Active Monash Sports Club Framework 2022-2027 (the 'Framework') was established to encourage sustainable and inclusive Monash sporting clubs. Following Council's recent endorsement of the MERSRS Fair Access Policy, the Gender Equity Standard in the Framework required updating to align it with Council's newly adopted policy position.	Up for review	The main thrust of the review was to bring the Framework into alignment with the Fair Access Policy and as such the bulk of the work was to increase gender equality provisions in the Framework. An intersectional gender lens over the review also found that some language in the document was very binary in nature; the use of 'female' rather than 'women and girls'; and while safe and welcoming environments were an aim, there was no mention of violence despite the fact that sports clubs are a key setting for primary prevention initiatives.
8.	Carlson Reserve Sportsground Lighting	Program	This project includes removing existing sports lighting infrastructure and installing seven new poles with LED fittings. The upgrade will ensure Carlson Reserve's sportsgrounds meet soccer lighting guidelines with an average lux level over 100. To future-proof, poles and cross arms will support fittings for 150 lux lighting levels.	Up for review	<p>Poor lighting can make women and gender diverse people feel unsafe, particularly during early mornings or late evenings. This can deter them from using the sportsground during these times.</p> <p>Women often juggle multiple responsibilities, such as work and family care, which can limit their availability to use the sportsground during well-lit hours.</p> <p>Inadequate lighting can affect the quality of training and competitive sports, reducing the usability of the sportsground.</p> <p>High demand for sportsground use can lead to overcrowding, making it difficult for men to access the space during peak times. Women often lose out on access to space (Fair Access Policy seeks to redress this)</p> <p>Your Ground findings show this site has been highlighted by resident as a safety concern due to the lack of public lighting.</p>
9.	CCTV at Carlson Reserve	Program	The proposal is to install fixed CCTV cameras at the Carlson Pavilion site to reduce the risk of vandalism and protect Council new asset for community use.	New	Women and gender diverse people are less likely to feel safe in public spaces, especially at night.
10.	Active Reserve Advertising and Sponsorship Policy	Policy	The policy establishes a framework for the approval and installation of advertising, sponsor, promotional and club signage by tenant clubs on Council sport and recreation reserves.	New	<p>The GIA found that women's names and stories remain largely invisible and underrepresented in the names of Victoria's public places, including at active reserves.</p> <p>While this Policy does not cover place-based names, the nature of any signage, including club sponsorship signage, should be considerate of any gender implications associated with proposed signage.</p>

11.	CCTV in multiple reserves	Program	The purpose of this CCTV proposal is to utilise cameras to deter and capture incidents related to damage to Council assets in sporting reserves.	New	<p>CCTV can be effective but cannot necessarily reduce crime on its own. The GIA template for CCTV at Council recommends considering other options to achieve the purpose for example CPTED measures. In addition the GIA template for CCTV notes that for some people (especially women and culturally diverse groups) the presence of CCTV can increase their fear of crime as it may signal a place is unsafe. It may shape women's behaviour and make them hypervigilant. It is important to ensure that information about the type of monitoring that is occurring is clear.</p> <p>In this case, based on the level of enquiries from sports clubs, there is overwhelming evidence of support for the installation of CCTV in public areas of sports reserves. In addition to clubs, officers regularly receive requests from residents for increased security, lighting and CCTV in car parks to deter anti-social behaviour.</p>
12.	Elder Abuse Policy	Policy	The Elder Abuse Policy sets out how aged care workers can and should support and respond.	Up for review	By its nature the Elder Abuse Policy seeks to provide guidance for staff on how to respond to potential abuse of older people and this is a gendered issue. However through this review the policy was found to be a little outdated particularly as in the past few years there have been developments across family violence sector in Victoria and nationally.
13.	Positive Ageing Reference Group Terms of Reference	Policy	The Terms of Reference guide the operation of the relevant Advisory Committees.	Up for review	There are a number of barriers that may stop someone attending the Reference Group and these may be compounded by gender and other intersecting characteristics. For example women are more likely to have unpaid caring duties and men may be more likely to have access to a private vehicle/drive.
14.	Meals Volunteers Booklet	Policy	Monash Meals Volunteer Information Booklet to provide Monash Meals Service Volunteers with information that is relevant to your role as a Volunteer	Up for review	The booklet is clear with translated options and has a diversity of people represented in the imagery throughout. There are instances where language is gendered (e.g. handyman) and where assumptions are made about the age of volunteers (e.g. referring to their grandchildren).
15.	Care Worker Operations, Guidelines Manual and OHS Manual	Policy	This information is intended to assist all care staff to provide a quality service to clients, to promote and maintain standards of care, respect and safety, and importantly maintain, promote and uphold staff health, safety and well-being in their working role.	Up for review	Some language was outdated or gendered (e.g. 'handyman' and binary 'he or she'); Some policies that are relevant to gender equality and prevention of violence were not up to date. This is critical as care workers are working closely with generally older clients of different genders and may have family violence or elder abuse disclosures or concerns.
16.	Community Safety and Amenity Local Law	Policy	The Community Safety and Amenity Local Law outlines laws relating to daily life that protect community safety and the amenity of Monash.	Up for review	This Local Law is likely to have a range of gendered impacts. For example it covers issues of pet ownership (with different rates of ownership by gender); safety (with women and gender diverse people more likely to feel unsafe in public spaces, especially at night); land ownership (more men own land compared to women, but women are more likely heads of single parent households), and so on. In addition, older people, those with a disability or from low income households may have more difficulty with pets or vegetation management; women may be more likely to be experiencing family violence or financial stress; and footpath access is also a gendered issue. It also found that the current wording of the Local Law may be discriminatory particularly when referencing access to bathrooms for people of the opposite gender. Benchmarking was done with other councils around Victoria and it was found that the majority of councils have removed reference to this. More men than women commented on this during the consultation.
17.	Footpath Trading and Access Policy 2024	Policy	This Policy seeks to facilitate footpath trading within the City of Monash and ensure that in doing so it does not	Up for review	When Council consulted with the community on the parklets on Roads Policy more women than men participated in the process. On this occasion, eleven men, two

			obstruct pedestrian access or create an unsafe or unsightly environment.		<p>women, and two individuals who preferred not to disclose their gender provided feedback.</p> <p>Perceptions of safety vary among women, men, and non-binary individuals, which is crucial in outdoor trading considerations. When done well, taking into consideration safety, accessibility, and amenity, activating public streets and footpaths through outdoor dining can contribute to enhanced perceptions of safety for women and gender-diverse people, thereby encouraging greater use of public space, including at night.</p> <p>Outdoor dining options are likely to appeal to a diverse range of people for various reasons. Some individuals prefer outdoor settings for the perceived safety compared to potentially overcrowded indoor environments with limited access. Studies indicate that many felt unsafe dining indoors during the pandemic. Increased outdoor dining may also benefit those who wish to minimise risks from airborne viruses, such as immunocompromised individuals, people with chronic illnesses, and older adults. Parents, caregivers with prams, neuro diverse individual or those with mental illness may also prefer outdoor dining for specific needs. Additionally, some individuals value the ambiance and community connection that outdoor dining environments offer when choosing where to eat. However, increased noise and activity may benefit some but could also pose challenges for neurodiverse individuals.</p>
18.	Domestic Animal Management Plan	Policy	The Domestic Animals Act 1994 (the Act) requires Council to prepare a Domestic Animal Management Plan every four years. The plan must set out a method for evaluating whether the animal management services provided by Council are adequate to give effect to requirements of the Act and the Domestic Animal Regulations 2015. The plan must also outline programs, services and strategies relating to animal welfare, registration and other animal related matters where Council is concerned.	Up for review	<p>Of the 296 female respondents, 189 reported owning a dog and 136 reported owning a cat, and of the 116 male respondents, 82 reported owning a dog and 37 reported owning a cat, with more women likely to own multiple pets in a household.</p> <p>Women also reported support for vulnerable members of the community. Cost of pet ownership may disproportionately impact women due to women being more likely to be heads of single parent households and/or earn lower than average minimum wage.</p> <p>There may also be a link between animal abuse and family violence and violence against women.</p>
19.	Integrated Council Plans - Consultation	Program	Consultation for the Council Vision, Council Plan, Health and Wellbeing Plan, Asset Plan, and Rating and Revenue Plan, took place in an integrated way.	Up for review	<p>The GIA revealed:</p> <ul style="list-style-type: none"> While there are barriers to engagement with the plans for people of all genders and backgrounds, women and girls can experience additional or compounding barriers through for example greater time spent on caring responsibilities, lower English proficiency, reduced access to transport etc). Consultation on the plans required a range of approaches to ensure barriers to engagement continue to be reduced. In regards to the Health and Wellbeing Plan, there were differences in how women, men and gender diverse people ranked their priorities. For example, women and gender diverse people ranked 'promoting a safe and inclusive community' higher than men, who ranked 'mental health and social connection' as their top priority.

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					<ul style="list-style-type: none"> • Accessibility, affordability, and discrimination were also key themes but identified by different cohorts in slightly different ways.
20.	Council Plan	Policy	The Council Plan sets the strategic objectives, strategies and indicators that will guide Council toward supporting the Monash Community Vision. The Council Plan articulates Council's commitments during the elected Councillors' four year term, including the strategic direction and priority projects for this period.	Up for review	A strong theme through the assessment was to ensure Council services and the City were inclusive of the broader community especially Council's priority cohorts. The GIA also found that a key requirement of Monash's future integrated planning and reporting was the need to identify, monitor and report on how Council's capital works, initiatives and services were contributing to achieving our strategic objectives including addressing gender and disability equity.
21.	Council Budget 2024/25	Policy	Under the Local Government Act 2020 (the Act) and Local Government (Planning and Reporting) Regulations 2020 (the Regulations), Monash City Council (Council) is required to prepare and adopt a budget for the 2024/25 financial year and the subsequent three financial years	Up for review	Over the past two budget cycles, Monash has been piloting the inclusion of Gender Impact Assessment (GIA) questions for all budget bids that identified projects that had a 'direct and significant' impact on the community. Improvements were seen in the 2024/25 budget with the proportion of bids that had completed a GIA compared to 2023/24. As part of the GIA process, improvements have been identified that will be incorporated into future budget bid cycles. The consultation for the budget in 2024/25 included the collection of gender disaggregated data. Findings included that men, women and gender diverse people engaged in the consultation process at rates similar to that expected given our population. However, men were five times more likely to request specific funding. This has highlighted that some work might need to occur to encourage women and gender diverse community members to make specific requests.
22	Council Budget 2025/26	Policy	Under the Local Government Act 2020 (the Act) and Local Government (Planning and Reporting) Regulations 2020 (the Regulations), Monash City Council (Council) is required to prepare and adopt a budget for the 2025/26 financial year and the subsequent three financial years	Up for review	Over the past three budget cycles, Monash has been piloting the inclusion of Gender Impact Assessment (GIA) questions for all budget bids that identified projects that had a 'direct and significant' impact on the community. As part of the GIA process, improvements have been identified that will be incorporated into future budget bid cycles. The consultation for previous budgets included the collection of gender disaggregated data. Findings included that men, women and gender diverse people engaged in the consultation process rates similar to that expected given our population. However, men were five times more likely to request specific funding. This has highlighted that some work might need to occur to encourage women and gender diverse community members to make specific requests.
23	Scotchmans Creek Trail to Djerring Trail Cycling Connection	Program	The Project proposes delivery of a physically protected cycling connection along Atkinson Street between Scotchmans Creek Trail and Djerring Trail, Oakleigh.	New	The preliminary assessment notes that across Australia, women and gender diverse people currently cycle at significantly lower rates compared to men. This was confirmed in the consultation for the Project, with 67% of those who currently cycle through the area identifying as men. However, women do want to ride their bikes – a large study of over 700 Victorians found 3 in 4 women interested in riding their bikes – but face barriers to doing so. While people of all genders face barriers to cycling, there are additional gendered barriers that women experience when riding a bike, compared to men. A recent study by Monash University found that this included a lack of supportive infrastructure, such as bike paths or protected lanes, to make women feel safer in traffic. While all riders would

					likely welcome more protected infrastructure – 45% of men reported not wanting to ride on the road with motor vehicles – this is particularly important for women, with 61% of them reporting the same. Having a bike lane physically separated from motor vehicle traffic was the biggest reported enabler to bike riding for transport. In addition, this study found that women reported other concerns that men did not, such as lighting and visibility being barriers to bike riding. Women also tended to have concerns about missing links between bike paths – which this Project seeks to resolve.
24	Leasing and Licencing Policy	Policy	The purpose of this Policy is to ensure that Council has a consistent, equitable and transparent approach when entering into a formal agreement with an external organisation to occupy Council's Property Assets and manages the compliance requirements under the Local Government Act 2020.	Up for review	Council's tenanted properties are used differently by different gender groups. For example, it is known that women and gender -diverse people face barriers to participating in sports and recreation activities, due in part to unwelcoming and exclusive sport club cultures It was identified that the current policy and related documents did not include mechanism to express Council's expectations in this regard and potential action taken by Council if not met. The policy was updated to include this statement of expectation.
25	Plaques and Memorials Policy	Policy	This policy provides a framework for the management of existing plaques and memorials, the installation of new plaques and memorials and an assessment of new requests for plaques and memorials from individuals and Community groups.	Up for review	The GIA found that: Council has a duty to promote gender equality in our policies and report that progress back to the Commissioner under the Gender Equality Act 2020; Currently there is a gender imbalance reflected in our existing plaques and memorials; and Other councils are moving to include gender equality principles and considerations in their plaques and memorials policies.
26	Signage Design Standards	Policy	The Signage Design Standard establishes a common visual language and a consistent presentation of information across the City of Monash signage, which ensures clarity of information and simplify user navigation	Up for review	The current signage for bathrooms is very binary in nature and may exclude people who identify as non-binary. For example the pictogram shows a woman (in a dress) and a man. In addition the terminology on all gender bathrooms is 'unisex' which again may exclude trans or non-binary people.
27	Furniture Design Standards	Policy	The furniture design standards are intended to provide a design reference for designers and project managers undertaking works involving the provision of new or replacement furniture.	Up for review	The impact of public space infrastructure on people of different genders, ages, abilities and backgrounds was considered. For example heights of benches and tables, accessibility of spaces for people using wheelchairs/other mobility aides or prams, etc.
28	Glen Waverley Civic Precinct Project – Detailed Design	Program	Design of a new multi-level building to contain a library, community meeting spaces – including a large civil hall, office accommodation, public car parking and improved public realm.	New	Gender Impact has been considered throughout the life of this project. A gender impact assessment was completed during the Schematic Design stage and which continued to evolve during this next stage of Detailed Design. Through the development of the design to date, and as a result of the GIA initially completed, the following items have been factored into how the design has evolved: <ul style="list-style-type: none"> • Women make up majority of library users and are more likely than men to be carers of children, the elderly and users with special needs.

					<ul style="list-style-type: none"> • Neurodiverse users and users with dementia have different experience of spaces and the sensory environment. These users are more likely to have women carers. • Libraries need to be socially inclusive spaces and have multi-purpose areas that can be utilised by our diverse community including young adults, multicultural groups and LGTBQIA+ users as safe meeting places. This is also aligned to priorities in Monash's Health & Wellbeing Plan and LGTBQIA+ Action Plan. • The provision of all-gender facilities is important to users; and • More attention paid to the needs of carers of children
29	Returnable Schedule for Tenders	Policy	All tenderers for Council business over a certain threshold are asked to complete this schedule to be evaluated for successful tenders.	Up for review	Our previous version of the schedule did incorporate gender equality questions, but these were limited to questions around gender rations for staff. We found that this may have unintended negative consequences e.g. where, in order to show they have a better gender balance, organisations hire women but do not provide a safe culture for them once they are employed. They are there as a 'tick box' exercise.
30	Procurement Policy	Policy	The purpose of this Policy is to provide consistency and control over procurement activities, including compliance, accountability and best practice.	Up for review	Employing gender equitable practice and strategies is proven to increase business performance and deliver diversity of thought leading to more innovative solutions.
31	Public Lighting Technical Guide	Policy	A technical reference for public lighting. It is intended to provide guidance on the types of fittings and poles suitable for new developments and projects, as well as for the renewal and upgrade of existing lighting schemes. By outlining standard specifications, the guide aims to promote consistency and simplify future replacements.	New	Women and gender diverse tend to feel less safe in public spaces than men, especially at night. In Monash there are a number of places that women have indicated they feel unsafe due to lighting through the YourGround mapping project. Not all lighting is equal and more lighting does not always feel safer. Rather, nuance in lighting is important.
32	Integrated Council Plans - Asset Plan	Policy	The Asset Plan sets the framework for Council's longer-term asset planning. It describes how Council oversees its infrastructure and other assets. With a scope of 10 years, the Asset Plan documents information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset.	Up for review	Our community engagement findings showed that women have a strong preference to use existing facilities and prioritise the use of environmentally friendly sustainable methods in infrastructure projects.
33	Customer Experience Strategy	Policy	The Customer Experience Strategy seeks to improve the experience of all Council customers by understanding what they value, how they want to engage with us and designing services to meet their needs.	Up for review	People of different genders may face different barriers to accessing our customer experience staff and services. We need to understand customer needs by gender and background, ensure that there is visibility of our diverse community (including LGTBQIA+ people), understand that some people may feel unsafe accessing customer experience, especially in person (for example LGTBQIA+ people, people who have low English proficiency and/or have a disability), and need to ensure readability/accessibility of our documents and customer service points.
34	Event Approval Policy	Policy	The Event Approval Policy aims to provide clear standards, procedures and guidelines related to community members and organisations and Council officers managing events on Council land. The level of event planning required for individual events may differ greatly and this policy and supporting documentation will provide a clear framework for event organisers to maintain safe,	Up for review	<p>We found that:</p> <ul style="list-style-type: none"> Women and gender diverse people feel less safe at night in Monash; Women tend to attend cultural venues and events at higher rates than men; Women are more likely to have a disability or have low English proficiency compared to men (meaning issues relating to accessibility and communication will affect men and women at different rates); Other Councils are gender equity considerations into their events policies and into their forms and checklists;

			successful, well-planned and documented events.		Events focused on LGBTQIA+ inclusion and gender equity may experience higher rates of backlash compared to other types of events; and Council's existing Events Approval Policy in section 10 says a GIA is not required – this is not correct and requires updating.
35	Monash Sports Club Grants	Program	These guidelines are for a one-off grant program for sports clubs to assist them with implementation of the Monash Public Health Approach to Gambling Harm policy which will simultaneously support actions from both the Monash Health & Wellbeing Plan and Active Monash Sports Club Framework.	New	The GIA found that: women and girls participate in sport at lower rates than men and boys; many clubs in Monash may not have women's or girls' teams. Therefore, a grant that provides the same amount to every club may benefit men/boys more than women/girls. For those clubs that do have female teams, inequalities remain. For example, women and girls may miss out on new equipment/uniforms. Funding may not be spread equitably throughout a club.
36	2024/2025 Monash Community Grants Program	Program	Each year, Council provides funding to local organisations and community groups through the Monash Community Grants Program (MCGP). The purpose of this report is to seek Council's endorsement of the revised Monash Community Grants Program Policy and the Terms of Reference for the Community Grants Program Assessment Panel. This report seeks to summarise the funding principles and program framework outlined in the Policy and the associated governance considerations.	Up for review	<p>Feedback is received from grant recipients each year as part of the acquittal process, including questions specific to gender and diversity that provided information for this process that demonstrated:</p> <ul style="list-style-type: none"> • More women than men benefit from the funding provided through the MCGP. There is limited data on gender diverse people, and whilst this data is collected, its accuracy cannot be verified. As a result, the grants program generally benefits women more than men and gender diverse people. • Approximately 38% of program funding is received by seniors' groups. • It is unknown where the administrative burden for the grants falls. Whilst it may differ depending on the organisation, there are questions if women do more of this work even in clubs where men are in leadership positions. <p>Language may be a barrier and more so for women as more women have lower English proficiency in Monash compared to men.</p> <p>Age appears to also be a barrier. It is known that more older people access these grants than younger people (particularly those aged 12-25, as playgroup activities for younger children are funded through the program).</p> <p>It is unknown how many people may have issues with literacy, including digital literacy, and who may be more affected. However, women are more likely to have low digital engagement than men, and Aboriginal and Torres Strait Islander people also have lower digital engagement.</p> <p>Sports organisations (which are still predominantly male-dominated) often do not apply for the Active Projects grants that are available to these groups. This affects the funding received by men and boys, but also indicates the Active Project grants may not provide the funding that clubs are looking to receive that would assist in attracting underrepresented participants, such as uniforms or equipment that would help new girls' or women's teams.</p>
37	Bellerive Local Activity Centre Upgrade	Program	An upgrade of the Bellerive Avenue Activity Centre is part of planned program to renew Local Activity Centres (LAC) around Monash	New	The GIA raised issues of perceptions of safety for women and gender diverse people. There is currently graffiti on the site which may contribute to feelings of being unsafe, and no overhead street lighting along the Ferntree Gully Road service road that runs adjacent to 14 Bellerive Avenue.

38	Community Safety Month 2024	Program	Community Safety Month celebrates all things safety- to help our community come together, to feel safe, to raise awareness about community safety, and to remind us all that safety forms part of our everyday lives. Community safety is everyone's responsibility- It is the little and big things that we all do to stay safe and look out for our family and friends.	Up for review	<p>Safety is a gendered issue. Women often feel vulnerable and unsafe walking or exercising at night. Family violence is also an issue experienced predominantly by women and children at the hands of a male perpetrator. Men also have concerns about their own safety. Research suggests that men are also more likely to experience violence at the hands of a male perpetrator. We know that gender diverse people including the wider LGBTIQ+ community have concerns about their safety, and may have experienced marginalisation, homophobia or other adverse experiences</p> <p>LGBTIQ+ and Gender Diverse people should feel welcome and included in programs and activities.</p> <p>Women may have competing priorities and therefore may find it difficult to attend the Community Safety Month events. They may have work or study commitments. Women are more likely to be the primary caregivers. Therefore, they may be caring for a baby or younger children. They may also be a primary carer for a family member who is older or living with a disability, or a health condition.</p>
39	2025/26 Monash Community Grants Program	Program	Each year, Council provides funding to local organisations and community groups through the Monash Community Grants Program (MCGP)	Up for review	<p>Feedback is received from grant recipients each year as part of the acquittal process, including questions specific to gender and diversity that provided information for this process, and a review was also undertaken on the policy and guidelines by Council's Gender Equity Advisory Committee that demonstrated:</p> <p>More women than men benefit from the funding provided through the MCGP. There is limited data on gender diverse people, and whilst this data is collected, its accuracy cannot be verified. As a result, the grants program generally benefits women more than men and gender diverse people.</p> <p>Approximately 38% of program funding is received by seniors' groups.</p> <p>As a result of the GIA that was undertaken as part of the 2024/25 MCGP, a question was added to the application form to ascertain where the administrative burden for the grants falls. The information provided demonstrates that most of the burden falls on women, however the binary gender split is consistent with the beneficiaries of the program (60% women, 40% men). This could also indicate that there are a higher proportion of women in committee positions that complete the applications.</p> <p>Sports organisations (which are still predominantly male-dominated) often do not apply for the Active Projects grants that are available to these groups. This affects the funding received by men and boys, but also indicates that the Active Project grants may not provide the funding that clubs are looking to receive that would assist in attracting underrepresented participants, such as uniforms or equipment that would help new girls' or women's teams.</p> <p>There is limited information available for the community to understand the type of programs, events and activities that have been funded in previous rounds and that are priority areas for funding.</p> <p>There is currently no requirement for the assessment panel to be reflective of the community in terms of diversity.</p>

40	Integrated Council Plans - Health and Wellbeing Plan	Policy	The Health and Wellbeing Plan is a four-year plan dedicated to maximising the health and wellbeing of all people who live, work and play in our city. The new Monash Health and Wellbeing Plan 2025-2029 identifies the health and wellbeing priorities of the Monash community, incorporates high-level, innovative and strategic actions and establishes Council's strategic direction to enable major positive health and wellbeing outcomes across the Monash community over the next four years.	Up for review	<ul style="list-style-type: none"> • Women, men and gender diverse people have distinct health and wellbeing needs and concerns relating to their gender and sex including different rates of injury, illness and mortality, attitudes towards health and risk, and the way services are accessed <p>For example:</p> <ul style="list-style-type: none"> • Women and gender diverse people tend to be less physically active compared to men • Women are more likely to experience family violence • Women, girls and gender diverse people are likely to experience lack of investment, representation and historical and ongoing disadvantage in sporting opportunities. • Women experience chronic health conditions at higher rates and gathering evidence around systemic problems in health sector for women and girls • Women and gender diverse people are more likely to experience poor health literacy. • Climate change exacerbates existing inequities and may contribute to increased family violence incidents • Women and girls are more likely to experience societal pressures and negative references to their weight and physical appearance. • Women are more likely to have caring responsibilities (increased barrier to attend consultations) • Women and gender diverse people tend to feel less safe in public spaces especially at night • Women are more likely to experience financial barriers to access programming with a financial fee or large time-frame commitment. • Women and girls are likely to experience greater environmental climate inequities • Women may be more likely to be engaged in active social life/community so may be more likely to take part in events that are part of health plan programs • People who benefit are those who are engaged with Council and have the ability and capacity to access services and activities. • Rates of smoking and risk-taking behaviours tend to be higher for men • Harmful gender norms impact men e.g. less likely to seek health care • Men, experiencing eating disorders or poor body image may find it harder to access services due to stigma • Gender diverse people tend to have higher rates of poor mental health. • A lack of data or disaggregated data can make it difficult to fully understand the impacts on different people <p>Through the community consultation phase, it was identified that different cohorts had different priorities for the Health and Wellbeing Plan:</p>
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					<ul style="list-style-type: none"> • Different issues were important to the identified priority cohorts : <ul style="list-style-type: none"> – Young People (top priority, Building a Respectful and Safe Community). – Older People (top priority strengthening Mental Health and Social Connection). – People with Disability (top priority, Building a Respectful and Safe Community). – Carers (top priority, Increasing Active Living and Healthy Eating). – First Nations Peoples (not enough data to capture full representation). – Financially Vulnerable (not enough data to capture full representation). – Multicultural Community (top priority, Promoting and supporting a fair and inclusive community). – LGBTQIA+ (top priority Promoting and supporting a fair and inclusive community). – Gender – non-binary (not enough data to capture full representation). – Gender – Women (top priority, promoting and supporting a fair and inclusive community was ranked equal second with Increasing Active Living and Healthy Eating). – Gender – Men (top priority, Strengthening Mental Health and Social Connection). <p>Data requires an intersectional lens, as the Monash community are multidimensional human beings.</p> <p>Accessibility and affordability are consistent barriers identified by several cohorts.</p> <p>Discrimination and safety were also identified by many cohorts in varied ways</p> <p>Different genders have different priorities for the health plan.</p>
41	Placemaking Framework	Policy	This placemaking framework aims to guide Council, community and relevant stakeholders to deliver optimal placemaking interventions across the City of Monash.	New	<ul style="list-style-type: none"> • Women, girls and gender diverse people feel significantly less safe in public spaces compared to men and boys. Women and girls feel 'designed out' of public spaces • Women, girls and gender diverse people should be actively engaged in placemaking and consulted with when placemaking • Common placemaking tools that are used to help women, girls and gender diverse people feel safer include appropriate lighting, wayfinding and signage, activation, public art, access and facilities, real-time information (e.g. about public transport), traffic calming, and community initiatives • Other councils are starting to include requirements of the Gender Equality Act 2020 and Gender Impact Assessments into their Placemaking Frameworks/Strategies • Sometimes when we design for 'all' without specifically designing for girls and women, we find that public spaces are dominated by boys and men. It takes conscious and ongoing effort to ensure places that are initially designed for women and girls continue to serve them
42	Advisory Committees – Membership and Terms of Reference	Policy	Council convenes and supports a range of Advisory Committees which provide	Up for review	The GIA found that there may be a range of barriers to participation on Advisory Committees for people of all genders, and the Terms of Reference may be updated

		<p>expertise and advice. They share information on issues related to their particular areas of interest as required by their TOR. This GIA relates to membership, and their TOR, of five of Council's Advisory Committees:</p> <p>The Disability Advisory Committee, which aims to provide Council advice on issues relating to the needs of people with a disability, their carers and families and on the implementation of Council's Health and Wellbeing Plan 2021-2025.</p> <p>The Environmental Advisory Committee, which aims to advise and collaborate with Monash City Council on environmental and sustainability related issues to enhance the collective impact of Council.</p> <p>The Gender Equity Advisory Committee, which aims to provide Council with advice on improving gender equity within the Monash community, to actively encourage women's full and equal participation in community life; and assists with the implementation of Council's Gender Equity Framework and Council's Health and Wellbeing Plan.</p> <p>The LGBTIQ+ Advisory Committee, which aims to provide Council with advice on strengthening the representation and inclusion of people who identify as LGBTIQ+ within the Monash community and to contribute to the implementation of Council's LGBTIQ+ Action Plan.</p> <p>The Multicultural Advisory Committee, which aims to provide Council with advice on multicultural issues and on the implementation of Council's 'Health and Wellbeing Plan 2021-2025'.</p> <p>The contribution of time, experience and expertise by many community members through their membership of these Committees and forums is valuable in ensuring that Council hears directly from representative stakeholders in relation to a range of issues</p>		<p>to be more inclusive and remove some of these barriers. The GIA noted that women are more likely to spend more time caring and doing unpaid work; be the heads of single parent households; have lower English proficiency; be living with a disability; and feel less safe at night (when meetings are held).</p>
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43	International Women's Day programming 2024	Program	<p>Each year Council supports International Women's Day as part of our commitment to gender equality and primary prevention of violence against women.</p> <p>IWD in Monash is a time of positive action and celebration of women in our community.</p> <p>We aim to raise awareness about gender equity in Monash and more broadly, and a call to action how we can all help.</p>	Up for review	<p>The GIA found that women are likely to be the main beneficiaries given the nature of the event, but also face barriers to attending.</p> <p>Men may feel they are missing out, or that the event is not for them.</p> <p>Gender diverse people may also experience barriers to attending including not seeing themselves represented.</p> <p>Further barriers exist for those with a disability, caring responsibilities, single parent status, etc.</p> <p>A range of options may be needed to ensure that people can attend events depending on their availability, and communications will need to be inclusive.</p>
44	Affordable Housing Strategy	Policy	The objective of this Strategy is to identify a clear and practical set of strategies and actions for the City of Monash to support the increased supply of affordable housing, within its remit as a local government authority	Up for review	The draft Monash Affordable Housing Strategy recognises that access to affordable housing is a gendered issue. This is demonstrated by 18 per cent of one- parent families in Monash not having access to affordable housing. In Australia, research has shown that almost 80% of single parent households are headed by a female.
45	Hey Grant Program	Program	This is a 12-week social educational program for LGBTIQ+ young people aged 14-18 years old.	New	<p>Young people in the LGBTIQ+ experience heightened levels of stress loneliness and discrimination.</p> <p>Facilitators don't identify as gender diverse or in the LGBTIQ+ community.</p> <p>Males in this age bracket may find it harder to publicly identify in the LGBTIQ+ community.</p>
46	Kindergarten Central Registration and Enrolment Procedure	Service	This procedure supports the implementation of the Kindergarten Central Registration and Enrolment Scheme (CRES) Policy	Up for review	While much of the process is set at a state government level there is some capacity for locally agreed criteria for prioritisation of places in kinder. The GIA found that there may be greater barriers for families experiencing disadvantage or discrimination but also 'disadvantaged' children have the most to gain from high quality ECEC programs. For example those experiencing or at risk of family violence, homelessness, with twins triplets of quadruplets, from low socio-economic backgrounds, or with family health or disability. There may also be greater vulnerability for migrant families or transient families to connect their children with services in their new place of residence.
47	CCTV in Holmesglen Reserve	Program	The purpose of this CCTV proposal is to utilise cameras to capture incidents of waste dumping and identify offenders in locations which have been identified as dumping 'hotspots'.	New	CCTV can be effective but cannot necessarily reduce crime on its own. The GIA template for CCTV at Council recommends considering other options to achieve the purpose for example CPTED measures. In addition the GIA template for CCTV notes that for some people (especially women and culturally diverse groups) the presence of CCTV can increase their fear of crime as it may signal a place is unsafe. It may shape women's behaviour and make them hypervigilant. It is important to ensure that information about the type of monitoring that is occurring is clear.
48	CCTV in Litter Hotspots	Program	The purpose of this CCTV proposal is to utilise cameras to capture incidents of waste dumping and identify offenders in locations which have been identified as dumping 'hotspots'.	New	As above for #47.
49	Reusable Period Products	Program	We want to educate residents who menstruate and provide options for eliminating waste. An education program around reusable and low waste options is needed as historically there has been taboo around menstruation and by	New	The GIA brought up a range of issues including the need to consider the fact that women are a large part of the target group but not all women menstruate (for a variety of reasons, and care and sensitivity is required) and some men or non-binary people do menstruate and need support also. It also considered the way in which familiar, cultural or religious traditions may act as a barrier to accessing this information or service for some people. Age is a consideration as younger people starting to menstruate can find

			sharing information we aim to empower and increase awareness in our community on how to reduce this waste.		reusable products challenging, and people with health conditions may also find reusables difficult. The way that the kit is promoted may be a barrier to some (e.g. pink and gender stereotypes). The audience for the service will also include parents and carers of people who use products and ay have different levels of comfort. Finances may be a barrier. Need to consider different motivators such as environmental, cost, accessibility and ease of use, income, etc.
50	Children Youth and Family Services Fees	Service	These fees are charged for a variety of children, youth and family services provided by Council.	Review	<p>Many CY&F services have historically been accessed by women / mothers. There is an increased need to ensure that services are accessible to men and gender diverse parents / families / service user.</p> <p>Several children youth and family services have government funding (e.g. Kindergarten enrolment and immunisation). Therefore, fees are not levied unless Victorian and Commonwealth funding is removed or none is provided for the specific service.</p> <p>There may also be some value to provide reduced fees for some families (related to kindergarten) if they are ESK (Early Start Kinder) eligible. This includes families</p> <ul style="list-style-type: none"> • from a refugee or asylum seeker background, or • who identify as Aboriginal or Torres Strait Islander, or • who have had contact with child protection. <p>Generally, with families we could provide reduced fees for residents / service users who are eligible for the following</p> <ul style="list-style-type: none"> - Child Care Subsidy Child Care Subsidy - Services Australia - Health Care Card Holder Health Care Card - Services Australia - Parenting payment Parenting Payment - Services Australia - Carer allowance Carer Allowance - Services Australia - Disability Support Pension Disability Support Pension - Services Australia - Youth Allowance Youth Allowance - Services Australia <p>Eligible for</p> <ul style="list-style-type: none"> - Youth Allowance Youth Allowance for students and Australian Apprentices - Services Australia - Austudy Austudy - Services Australia - ABSTDY ABSTUDY - Services Australia

Repeat rows as needed.

Section 1.3 Describing actions taken as a result of a GIA (required and recommended)

Identify the details of the gender impact assessment for each policy, program or service listed above, using the reference number (see 1.3 of the 2026 PR guidance).

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: <ul style="list-style-type: none"> 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)	As a result of the GIA actions included disaggregating data of participants of the golf clubs, and of survey respondents. The report also noted that retaining a public golf offering and programs that encourage female participation remains a priority for the City of Monash.	N/A	The cultural diversity of the population catchment has potential impacts on the need for golf courses and facilities, as the Sport Australia State of Play Report (2019) determined that participation rates for people that speak a language other than English (1.9%) is less than half that of the total population (4.9%). Whilst the Oakleigh Golf Course plays an important role in supporting golf participation, it provides limited opportunities for use by non-golfers who are becoming increasingly evident in the local area based on its changing demographic profile. Many written submissions from key stakeholders supported retention of the golf course including Reach & Belong (disability golf program)	N/A
2.	Yes (go to column G)	The section on 'Gender and Play' has been included in the strategy which outlines research on gender participation differences. Disaggregated gender data tables included in the Consultation Report Gender-related recommendations have been incorporated in the strategy such as: <ul style="list-style-type: none"> Update Playground Design Principles & Considerations to consider play elements and equipment preferred by girls in designs by including reference Make Space for Girls and ensure playground design briefs to ensure playground designs are inclusive of the needs of women and girls Reaffirm infrastructure provision standards such as the provision of baby change facilities and 'all-gender' public toilets within 250m of district and regional playspaces Deliver a new sensory playspace in Monash that will include signage/ information for diverse needs e.g., Access Key, universal communication boards, and statements around everyone being welcome 	N/A	Intersectionality was considered, including thinking about needs of children of different genders who are neurodiverse and/or from CALD backgrounds. Data showed that girls from CALD backgrounds may be less likely to meet physical activity guidelines. In addition the growing role of grandparents, often in multicultural communities, was considered through this review.	A section on 'intersectionality' was included (p. 24 of the Strategy). The strategy also noted the increasing role of grandparents caring for children and the influence of an aging population on the design of play provision (and supporting facilities such as shade and amenities, etc). One of the principles of the strategy is: Ensuring an appropriate level of access to playgrounds is available for all residents regardless of where they live, their age, gender, income, ethnicity, education or ability.

		<ul style="list-style-type: none"> Continue to collect disaggregated data in relation to participation 			
3.	Yes (go to column G)	Based on current participation trends, there should be a greater uptake of female participation in non-organised sport activities at the Reserve through the development of an active recreation hub, trail improvements, upgraded playspace (including supporting infrastructure such as public toilets) and social/family recreation (barbeques, picnic area and community amphitheatre). The Masterplan also seeks to address the issue of female participation in club sport by recommending upgraded 'female friendly' facilities in the baseball pavilion.	N/A	The masterplan also acknowledges that different people have different needs from the reserve not just because of gender but also intersecting characteristics. For example, through the provision of an upgraded playspace, public toilets, and pathways, the reserve will be more accessible to children and their parents and carers (often women due to disproportionate caring duties), as well as people with mobility issues or a disability (higher rates of disability for women in Monash than men).	
4.	Yes (go to column G)	Gender Equity in the sport of cricket is a huge focus of the Draft Monash Cricket Participation Plan. Several actions listed in the plan seek to address the historical imbalance of female non participation in the sport of cricket in Monash. Gender Equity and alignment with the State Government's Fair Access Policy Roadmap is listed as a key objective of the plan. This includes action 1.2, 1.3, 2.2, 2.5, 3.1, and 3.4 specifically focused on improving female participation and promoting gender equality.	N/A	Cricket is one of few sports in Monash that demonstrates above average representation from culturally diverse participants when compared with the national averages. However, we know that girls and women from multicultural backgrounds may be less likely to meet physical activity guidelines or take part in sport.	Action 1.1. Leverage Monash's Active Communities program and partner with local clubs, schools and Cricket Victoria to grow junior participation and non-traditional modes of the sport with a focus on inclusion.
5.	Yes (go to column G)	Achieving gender equity is a fundamental objective of the Fair Access Policy. Therefore the whole of the document is based around actions to promote gender equality and meet the needs of people of different genders, in particular women , girls and gender diverse people, in sport. The actions are therefore far too numerous to list here but includes the overall vision, "Women and Girls and Trans and Gender Diverse People in Melbourne East Region will have equal participation, access, power, and resources in sport." This means: · Participation opportunities are inclusive for all. · There is access to safe facilities and welcoming sport environments. · Women and girls, trans and gender diverse people have power and representation on leadership positions. · Resources are equally distributed.	N/A	There are certain groups of women that encounter higher levels of disadvantage and discrimination, as well as additional obstacles to achieving good health and well-being. These groups include Aboriginal women, immigrant and refugee women, trans and gender diverse people, women facing socio-economic challenges, and women with disabilities (Women's Health East, 2021). There are an estimated 2,697 Aboriginal females in the Melbourne East Region. Providing culturally sensitive programs and services that connect Aboriginal girls and women to Country, Community and Culture will be important to encouraging sport and recreation participation. This is particularly true for Yarra	One of the objectives of the Strategy is "Addressing intersectionality through design and participation." The strategy includes examples of this such as "Partner with peak sporting bodies and local community representative organisations for target groups such as, LGBTIQ+, cultural and linguistically diverse and First Nations people and tailor community sport and active recreation programs to meet their needs."

		<p>· Addressing intersectionality in the way that we design and provide participation opportunities.</p> <p>Women and girls, trans and gender diverse people will be treated with respect and fairness.</p> <p>The Fair Access Policy will aim to eliminate systemic causes of gender inequality and discrimination across the seven Melbourne East Region Councils' sport and recreation services, including infrastructure allocation, program delivery, communications, and resource allocation.</p> <p>There are six principles within the Policy that align with the State Government's principles in the Fair Access Roadmap.</p> <p>The Fair Access Policy requires Council to conduct a Gender Impact Assessment when reviewing future strategies and plans.</p>		<p>Ranges Council, the City of Maroondah and the City of Knox which have a relatively high proportion of Aboriginal community. · There are an estimated 195,935 females from a CALD background (born overseas). Encouraging inclusive sport and recreation clubs and programs that recognise the needs of these diverse cultural communities are important to encouraging sport and recreation participation. This is particularly true for the City of Monash, the City of Manningham and Whitehorse City Council which have a relatively high proportion of CALD community. · Women and girls, trans and gender diverse people with a disability participate less than all women and girls, trans and gender diverse Australians. The latest Ausplay Survey 2021 found 70.2% of women (over 18 years) with a disability participate at least 1x per week (compared to 84.1% of other Australian women) and 53.7% three times per week (compared to 67.9%). There were 21.3% that did not participate in any sport or physical activity (compared to 9.1%). Limited opportunities to participate in a supported and modified way is restricted participation by people with a disability. Providing adaptive programs and services and accessible sport and recreation facilities are key ingredients to improving participation by women and girls, trans and gender diverse people with a disability. · The Proud to Play Report found 80% of all sports participants in Australia have experienced or witness discrimination based on sexuality. Also, over 50% of all transgender people avoided playing sports they would like to play because of their sexuality or gender identity. LGBTIQ+ communities face significant barriers to accessing essential inclusive services and supports in the community including in sport and active recreation</p>	
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				<p>environments. This experience often leads to a fear that this will be experienced in other life settings like within a sports club or fitness program. Providing welcoming and inclusive environments to play that considers an intersectional approach is critical to encouraging greater participation by the LGBTIQIA+ community.</p> <p>Many Buildings and surrounding areas at sporting facilities, don't have the following:</p> <ul style="list-style-type: none"> · Unisex change facilities · Inviting and welcoming communal areas and community spaces · Prioritisation of safety (Crime Prevention Through Environmental Design - CEPTED), often described as poor lighting, car parking, and safe spaces. · Accessibility barriers for older people and people with disability · Clean and easily accessible facilities · Adequate lighting in and around the facility · Family friendly attributes including baby change amenities and play equipment. · Location; lack of transport/ access to recreational activities across the municipality <p>Another clear barrier is the culture, resources and supporting programs at many sporting clubs in the municipality, including:</p> <ul style="list-style-type: none"> · Inclusive policies and practices · Flexible timing of programs and competitions to cater for families—children's care. · Equality in use and flexibility in scheduling to encourage all participants. · Cost and affordability to being a part of a sports club. · Cultural differences to be associated with sports (lack of cultural safety and inclusivity) · Attitudes, prejudice and discrimination for girls and women and LGBTQIA+ people. 	
6.	Yes (go to column G)	We will transition from the traditional women's and men's tee markers to a skill-based system. This change means players can select the tee that best matches their skill level. The current red and blue tees will be retired and we will roll out a new tee system with new names and colours.	N/A	A skill-based system benefits people of all backgrounds, ages, and abilities. For example an older man with a disability may prefer to tee off a shorter course but previously this was called the ladies tee, providing a barrier to doing so.	See column G.

7.	Yes (go to column G)	<p>Updated the Framework to align with Fair Access</p> <p>Changed language throughout to note binary nature of the statistics but recognising experiences beyond the binary</p> <p>Updated to include safe and welcoming environments that are free from violence and harassment – this also aligns with Council’s new leasing and licencing obligations</p>	N/A	<p>The Framework had existing aspirational standards that addressed intersectionality for example around inclusion of people with a disability and from multicultural communities. These have been maintained in the current version of the Framework.</p>	
8.	Yes (go to column G)	<p>The detailed design of the lighting will be completed with the goal of creating a well-lit sports facility that welcomes participation from people of all demographics, effectively reducing many of the barriers that currently hinder their involvement.</p>	N/A	<p>The GIA considered impacts on people of different genders with a range of other personal characteristics and found for example:</p> <p>Poor lighting an exacerbate mobility issues and make navigation difficult for example for people with a disability (and in Monash women are more likely to live with a disability than men).</p> <p>Age-related vision impairments can make poorly lit areas hazardous.</p>	See Column G.
9.	Yes (go to column G)	<p>Improved perceptions of Carlson reserve being a safe area make the area more accessible for vulnerable people through the installation of CCTV</p>	N/A	<p>While the GIA did not take an explicitly intersectional approach, the Privacy Impact Assessment (PIA) did consider whether any sensitive information would be collected through the CCTV such as racial or ethnic origin, religious beliefs or associations, sexual preferences or practices, etc. The PIA found that the CCTV would not collect this information.</p>	
10.	Yes (go to column G)	<p>Signage that is not permitted under 10.3 includes: Offensive and Inappropriate Content Advertising, names, or content that is likely to give offence, considered offensive, or perpetuates gender stereotypes.</p>	N/A	<p>An intersectional approach was not specifically considered however by not permitting any signs with offensive or inappropriate content the policy is likely to ensure that there are no signs or sponsors that may give offence to people from a range of backgrounds and personal characteristics.</p>	
11.	No (go to column H)	N/A	<p>In this case, while a GIA was undertaken and noted potential gendered issues of installing CCTV, requests from clubs and Vic Pol to install CCTV as well as immediate and real threats to</p>	<p>While the GIA did not take an explicitly intersectional approach, the Privacy Impact Assessment (PIA) did consider whether any sensitive information would be collected through the CCTV such as racial or ethnic origin, religious beliefs or</p>	N/A

			safety and property meant that CCTV was required.	associations, sexual preferences or practices, etc. The PIA found that the CCTV would not collect this information.	
12.	Yes (go to column G)	As a result of the GIA, the policy was updated in the following ways: <ul style="list-style-type: none"> Included the latest definitions from leading sources; Included advice on how workers can respond to a disclosure or identify signs of elder abuse; Included a list of support options and specialist providers for both the community member's information and for staff to access if needed. 	N/A	Given the policy in question, intersections of age and gender were forefront. However also considerations were given to older people from a range of different backgrounds and characteristics.	When listing service providers and supports, specialist services were included such as Rainbow Door, inTouch, and 13YARN.
13.	Yes (go to column G)	Additions were made to the ToR to remove barriers for women's participation, including to add reimbursement for childcare and/or transport to the meetings.	N/A	By its nature the Positive Ageing Reference Group is made up of older community members and so gender was also considered through the lens of ageing.	
14.	Yes (go to column G)	As a result of the GIA the booklet was updated in the following ways: <ul style="list-style-type: none"> Added Council's Diversity Statement upfront Updated gendered language (e.g. changed 'handyman' to 'tradesperson') Updated information about bringing 'grandchildren' to bringing children or grandchildren 	N/A	While it is true that many of our volunteers are older people, we do not want to assume this is always the case or make younger volunteers feel unwelcome. Therefore we included the diversity statement which talks about how we value and respect people from all backgrounds, and also updated some other language throughout.	See Column G.
15.	Yes (go to column G)	<ul style="list-style-type: none"> Added Council's Diversity Statement; Updated to include new relevant policies e.g. sexual harassment policy, family violence support; Updated any gendered language including 'handyman' and 'he or she'; Included support services. 	N/A	Clients of the care workers tend to be older people over the age of 65 and therefore supports and considerations of abuse or violence are considered through an intersectional lens of age e.g. elder abuse.	
16.	Yes (go to column G)	<p>The use of gendered language throughout the Local Law has been replaced with neutral pronouns such as "they" and "them", not specifically to recognise non-binary persons to the exclusion of others, but to ensure inclusivity more broadly.</p> <p>Removal of Clause 14.9 (Access to Bathrooms): This clause restricted access to bathrooms, change rooms and similar facilities for different genders if over 6 years of age. It has been removed due to its inconsistency with the Equal Opportunity Act 2010 and the Charter of Human Rights and Responsibilities Act 2006.</p> <p>The original wording of the Local Law required the consent of Council or an authorised officer for bringing any vehicle or wheeled toy into a Municipal Place, with exceptions for prams or pushers being used by children and</p>	N/A	Intersectionality was considered, particularly with regard to people's safety, dog ownership, ability to maintain vegetation and more. Significantly issues with current wording around disability were identified and more women than men in Monash have a disability and/or are a carer for a person with a disability, so this would disproportionately affect women.	See column G for changes to wording around disability and assistance animals.

		<p>wheelchairs being used by "physically disabled persons". This language was potentially discriminatory as it implied a narrow definition of who might need a wheelchair. The revised sentence now states that wheelchairs can be used by any person "who is reliant on it for mobility".</p> <p>The previous Clause 16.3 (now Clause 13.2.3) has been amended to use the term "assistance animal" rather than "assistance dog". This amendment aligns the language with the Disability Discrimination Act 1992 (Cth) but does not meaningfully alter the operation of the clause.</p>			
17.	Yes (go to column G)	<p>Acknowledging the lack of definitive research, the matters explored above have been considered when developing the policy guiding principles state that outdoor dining on roads will, amongst other things:</p> <p>Council aims to provide clear, safe and unobstructed access at all times for pedestrians of all abilities on footpaths, in accordance with Council's statutory responsibilities.</p> <p>Footpath trading activity must relate, and make a positive contribution, to the character and amenity of the immediate and surrounding areas.</p> <p>Council strongly supports the long-term viability and sustainability of activity and neighbourhood centres</p> <p>Council acknowledges the importance of footpath trading in enhancing the amenity, vitality and safety</p> <p>Footpath trading is a privilege, not a right</p>	N/A	<p>Yes, outdoor dining was considered through an intersectional lens and it was found that outdoor dining may be of benefit for people who are carers or parents of young children, people with a disability or who are immunocompromised, older people and people who are neurodiverse.</p>	<p>See column G including ensuring safety and accessibility at all times and support of safety and amenity.</p>
18.	Yes (go to column G)	<p>In response to the financial impact, items were listed in the Plan to support the community to avoid potentially unexpected costs surrounding animal management issues, including:</p> <p>Promotion of the benefit to keeping cats indoors and provide information on cat enclosures and how to transition a cat to an indoor lifestyle. This increases their safety and potential risk of costly vet bills as a result of parasites, toxins, and fights with other animals (including wildlife);</p> <p>Promotion of toxic consumables that can be found in the home such as lily plants and other indoor plants, raisins and chocolate to reduce potential costly vet bills for both cats and dogs;</p> <p>Information on how to keep a dog friendly yard – for example, checking latches on gates, holes in fences and loose palings. This may avoid financial stressors placed on families as a result of having a dog found out of the yard. It further may assist in avoiding a family violence situation and general stress of losing a pet.</p> <p>Objective 2 also includes "Authorised officers to receive training on prevention of family violence and responding to disclosures" as an ongoing action given the link.</p>	N/A	<p>Given Monash's multicultural community, consideration was also given to cultural differences in pet ownership and the potential need for information in multiple languages.</p>	<p>Flyers and information, including about dog off-leash areas, will be provided in multiple languages.</p>

19.	Yes (go to column G)	<p>As a result of the GIA, changes to the engagement process included:</p> <ul style="list-style-type: none"> translating the plans into the top 3 community languages and having interpreter services available. This will be done following the adoption of the final plans. holding consultation sessions during various days, times and venues and via different platforms e.g. some in person, some online, attending existing groups and meetings etc. seeking feedback from advisory committees made up of community members with diverse lived experiences. collecting a range of demographic data during initial consultation and disaggregating it by gender and other characteristics, so we could better understand differences in priorities of our community. Promoting consultation across different platforms and networks. 	N/A	As above – while there are barriers to engagement with the plans for people of all genders and backgrounds, women and girls can experience may experience additional or compounding barriers through for example greater time spent on caring responsibilities, lower English proficiency, reduced access to transport etc).	
20.	Yes (go to column G)	<p>As a result of the GIA, the following has been incorporated into the Council Plan:</p> <ul style="list-style-type: none"> A statement about the purpose of GIAs. An expanded priority under strategic objective 1, that includes programs and initiatives that 'strengthen gender equity, support the prevention of family violence and all forms of violence against women and address all forms of discrimination.' We have ensured the images used in the Council Plan are diverse. We requested that a team sports photograph was replaced with one that features women and girls. 	N/A	We reflected particularly on the diversity of imagery we used in communicating the plan.	
21.	Yes (go to column G)	<p>Actions arising out of the Gender Impact Assessment included:</p> <ul style="list-style-type: none"> A review of the gender impact assessment questions asked of budget bids, and recommendations made to enhance these questions in future budget bid cycles A fees and charges review with an intersectional gender lens empowering key stakeholders to make key considerations when generating the schedule with each entry being scrutinised for impact on gender equity. <p>In 2024/25, 40% of newly adopted projects completed a Gender Impact Assessment; as the process is organic, Council is anticipating an even higher completion rate as project design considerations are finalised. Some key projects and initiatives undertaken with gender equity at the forefront of considerations include:</p> <ul style="list-style-type: none"> Access Keys Access Keys are a downloadable tool that will deliver an integrated, efficient, and effective approach in welcoming visitors of all abilities at Council facilities. The Gender Impact Assessment had an intersectional approach at the forefront given the key stakeholders are people with a disability. A commitment was made to ensuring imagery is diverse and representative of all genders and the broader community, and inclusive language is used. Monash Local Activity Centre upgrade Safety and accessibility were key issues that arose from the Gender Impact Assessment. It was noted that women and gender diverse people are far less likely to feel safe in public spaces especially at night, and that an intersectional gender lens was also needed when considering caring, disability and aging. While lighting is outside the scope of 	N/A	<p>Intersectionality was considered in a range of ways. For example in the Fees and Charges GIA reviews, intersectionality is a strong theme in the questions posed to teams as they formulate their fees and charges.</p> <p>In addition specific projects within the budget would all take an intersectional lens to varying degrees – e.g. the Access Keys strongly considers intersections of gender with ability; the local activity upgrade considered intersections of age and gender; and so on.</p>	See column G – in particular the fees and charges review occurred with an intersectional lens.

		<p>the proposal, a proposed mural aims to improve perceptions of safety through addressing graffiti, and several changes to improve accessibility are proposed.</p> <ul style="list-style-type: none"> • Refurbishment of Reserve Pavilion amenities Some current facilities are not suitable for women and girls as they have open showers with urinals. The proposal includes refurbishment to ensure that the facilities are welcoming and inviting to people of all genders. Changes include creating shower cubicles, removing the urinals, and a range of other improvements to align with Fair Access and promote intersectional gender equality. 			
22.	Yes (go to column G)	<p>Council has taken the approach of conducting GIAs over individual elements of the budget (such as over fees and charges, budget bids and individual projects, and the community consultation) as well as providing this overarching Gender Budget Statement that brings together a summary of these elements and an overall approach to gender responsive budgeting.</p> <p>Actions arising out of the Gender Impact Assessment included:</p> <ul style="list-style-type: none"> • A review of the gender impact assessment questions asked of budget bids, and recommendations made to enhance these questions in future budget bid cycles • A fees and charges review with an intersectional gender lens empowering key stakeholders to make key considerations when generating the schedule with each entry being scrutinised for impact on gender equity. 	N/A	As Council has conducted GIAs over individual budget bids, each one would approach intersectionality in a slightly different way. However Council's templates do guide each team preparing a budget bid to consider the intersectional impacts of projects they are bidding for.	
23.	Yes (go to column G)	<p>Overall, it is anticipated that developing a separated bike lane that links Djerring Trail and Scotchmans Creek Trail, will promote gender equality by removing a known barrier to women cycling as well as improving safer access for other vulnerable user groups including children who currently face barriers to riding a bike on streets in Monash. However, it will be important to ensure that women are involved in the detailed design phase so that other considerations such as lighting and visibility are taken into account.</p> <p>Resident input was considered as part of the feedback process, female Council officers were part of the design process and consequent improvements were made to the original proposal. The visibility of users has been considered with lighting upgrades included in the project, as well as signage and linemarking to highlight the cycle route.</p>	N/A	The assessment focused on gender and age as an intersecting concern.	
24.	Yes (go to column G)	<p>The following statement will be included in every occupancy agreement, ensuring Council's expectations around behaviour in public buildings are met:</p> <p>"Monash City Council aims to ensure that everyone in the Monash community enjoys the same opportunities, rights and respect, regardless of their gender, sexuality, cultural background, or ability. Tenants are expected to provide a welcoming, respectful and inclusive environment for all. Community groups participating in activities that promote disrespectful attitudes, norms, behaviours and practices of any kind including but not limited to the display of any sexually explicit, offensive materials or sexual objectification in any form, may risk having their opportunity to use Council land and buildings removed.</p>	N/A	A wide range of people with intersecting characteristics use, or wish to use, Council's facilities. Therefore the statement in the occupancy agreement was designed to reflect this commitment to intersectional gender equality and diversity by referencing for example alongside gender also sexuality, cultural background and ability.	See column G.

		<p>Tenants are expected to use their best efforts to manage behaviours whilst on Council land and also whilst representing the Monash community elsewhere.</p> <p>Tenants will have an opportunity to address and change unacceptable behaviours. Repeated examples of unacceptable behaviour not aligning with the conditions of the Lease or Licence, which are not addressed by the Tenant, may result in Council either terminating or not renewing the agreement."</p>			
25.	Yes (go to column G)	<p>As a result of the GIA, the following two changes were made:</p> <ol style="list-style-type: none"> Under Chapter 5.0 Policy Statement – Policy objectives, the following has been added to the list of objectives: "Intersectional gender equality" Under Chapter 5.0 Policy Statement - Requests for new plaques and memorials on Council owned or managed land, a statement has been added which reads as follows: "Consideration will be given to addressing an imbalance in recognition of contributions made by under-recognised groups, including but not limited to women, Aboriginal and Torres Strait Islander people, the multicultural community or the LGBTIQ+ communities." <p>It was also noted that the Victorian State Government is finalising its Place Naming Rules, the principles of which could also be applied to public naming processes on plaques and memorials. Council officers will closely monitor this development and review Council's Plaques and Memorials Policy in due course to ensure it is in accordance with State Government policy.</p>	N/A	Yes – intersectional gender equality is explicitly named as a policy objective and underrepresented groups from a range of backgrounds were identified as an opportunity to redress historical disadvantage.	See column G.
26.	Yes (go to column G)	Updated the pictograms to reflect all gender bathrooms (rather than 'unisex') and image of the facility (i.e. a picture of a toilet) rather than binary man/woman	N/A	The signage guidelines already try to ensure they are clear for people who have low English proficiency, a disability, are of different ages, etc.	N/A
27.	Yes (go to column G)	Included a new paragraph within the 'Design Options' regarding a response to context - i.e. that at some locations where large proportion of users are people with a disability, older people, or children with carers, that special consideration should be given and adjust the design to cater for different needs and Universal Design principles.	N/A	Age and ability were key characteristics that when intersecting with gender have an impact on how someone may experience the furniture.	See column G.
28.	Yes (go to column G)	<p>The formation of a Social and Cultural Focus group included representatives from Council's Gender Equity Team, as well as attending and contributing to many other focus groups.</p> <p>Changes to design have included elements such as: as enhancing the parents' room; being more aware of the needs of neurodiverse users, particularly children, through choice of materials and finishes and layouts of spaces; the addition of a changing places space.</p> <p>Location of digital learning facilities near the entrance and within proximity to staff who can assist vulnerable users.</p> <p>Safety has also been a major consideration internally and externally.</p>	N/A	Particular consideration has been given to the intersections of gender with age and ability, given the main user groups of the library.	See column G.
29.	Yes (go to column G)	In order to make the responses more meaningful, we amended the questions asked in the tender form to include:	N/A	Social sustainability more broadly is considered throughout other	

		<p>1. A question asking relevant employers under the Workplace Gender Equality Act 2012 to provide evidence of compliance with that Act; and</p> <p>2. Asking all respondents to describe their commitment to gender equality and how that is expressed at their workplace</p>		<p>questions in the tender document, for example through encouraging employment of people from different priority cohorts including First Nations people, people with a disability, and those who are economically disadvantaged.</p>	
30.	Yes (go to column G)	<p>Procurement Policy was updated to include references to Gender Equity as part of Best Value considerations, consideration of gender when forming tender evaluation panels, the inclusion of gender in social sustainability considerations and a specific statement regarding Council's commitment to Gender Equity.</p>	N/A	<p>Council's procurement activities consider and support Council's corporate strategies, including those relating to sustainability, gender equality, diversity and inclusion and corporate social responsibility including Fair Trade.</p>	
31.	Yes (go to column G)	<p>A new section 'Gender Impact Assessment' was added to the guidelines as follows: "All new lighting shall allow for specific requirements of gender impact assessments (where applicable). This shall include but not be limited to lighting technical parameters that (for example) enhance safety and/or the perceptions of safety for women or individuals of diverse gender identity that may be disproportionately vulnerable to gender-based violence. Examples may include luminaire colour temperature ranges that enhance visibility or perceptions of visibility; illumination of spaces adjacent to paths and primarily lit locations that may typically lie outside the scope of the lighting works; illuminance uniformity and glare levels that exceed the minimum requirements of AS1158."</p>	N/A	<p>The focus was on women and gender diverse people however better lighting is likely to have a positive impact on for example people of different ages and abilities as well due to greater visibility.</p>	See column G.
32.	Yes (go to column G)	<p>Incorporated the findings regarding environmentally friendly infrastructure into our asset management investment strategies.</p> <p>We will request that women and girls are reflected in any photographs which may be used displaying council assets.</p> <p>Language was adapted under the pathways asset class to be more inclusive as a result of the GIA.</p> <p>The current development of the Road Management Plan will ensure that community consultation for the plan includes engagement from the broader community including our priority cohorts to get better intersectional data on the use of our "roads, footpaths and walking cycling paths" assets. This will inform future iterations of the Plan.</p>	N/A	<p>Priority cohorts were considered through the community engagement.</p>	
33.	Yes (go to column G)	<p>We updated the images to reflect our diverse community</p> <p>We updated the Acknowledgement of Country</p> <p>We updated demographic data to reflect the cultural diversity and LGBTIQ+ experiences in Monash</p> <p>We included a promise that our customer experience staff will communicate with cultural safety</p>	N/A	<p>We considered that for example women are more likely to have low English proficiency and/or more likely to have a disability or be unpaid carers.</p>	
34.	Yes (go to column G)	<p>As a result of the GIA we will:</p>	N/A	<p>We considered that:</p>	

		<p>Create an internal information sheet with recommendations and further information for anyone wanting to run events targeting LGBTIQ+ community to alleviate risks;</p> <p>Update the Event Guide to include a section on safety for women, girls, and gender diverse people;</p> <p>Consider updating the application form and/or event guide to ask "is your event inclusive and accessible for people with a disability" or similar, and link with Event Guide information; and</p> <p>We will update the Event Approval Policy to update section 10 of the policy and amend the 'Gender Impact Assessment' section to add a brief summary of the findings and actions and/or Council's commitment to gender equality and/or diversity statement.</p>		<p>People from CALD communities may encounter barriers in understanding the policy and documentation required to be filled in as part of the event approval process.</p> <p>Older community members may have barriers from lack of access and understanding of technology required to fill in and submit required documentation as part of the event approval process.</p> <p>Some community members and groups may encounter barriers relating to the event permit and reserve hire fees</p>	
35.	Yes (go to column G)	<p>As a result of the GIA we will: Consider providing more funding to those clubs that have both men's/boys' and women's/girls' teams; and Strongly recommending to clubs that they spend the money equally between teams.</p> <p>For example, in the Guidelines, clubs were advised that "To ensure a strong club culture, it is strongly recommended that the funding is distributed evenly across the club with gender equity in mind, with benefits such as access to new uniforms and equipment accessible to all members where possible"</p> <p>And the pool of money would be distributed 'equitably'. It was noted "this may result in a higher level of funding for those clubs with male and female teams and/or teams of all abilities to promote intersectional gender equality."</p>	N/A	<p>The focus of the grant guidelines was gender but it was acknowledged that for example women from multicultural backgrounds tend to have lower participation rates in sports than other women as do people with a disability (and women have higher rates of disability than men in Monash). The Sports Club Grant assessment criteria included 'relevance to Council's Municipal Health and Wellbeing Plan' which has a strong focus on intersectionality and different cohorts within the community.</p>	See column G
36.	Yes (go to column G)	<p>The program has been and will continue to be delivered by applying an intersectional lens on how it is delivered and the projects that are funded. Some changes that will be implemented in this round to ensure gender equity and diversity continue to be embedded in the program are:</p> <ul style="list-style-type: none"> • Include a diversity and inclusion statement in the policy and guidelines to explicitly identify intersectional gender equality as a priority of the program and noting that disaggregated data is being collected to better promote this priority. • Continue to explicitly call for applications from underrepresented communities, such as LGBTQA+, Aboriginal & Torres Strait Islanders and people with disabilities. • Update the language to remove "disadvantaged and vulnerable communities". Ensure that a text only/accessible version of the grant guidelines is available on our website and hard copy, if requested. • Include pictures in the MCGP guidelines that reflects those from a diverse range of backgrounds, including First Nations, LGBTIQ+ 	N/A	<p>As part of the GIA, officers whose portfolios included LGBTQA+ Partnerships, Multicultural Community Development, Gender Equity and Access and Inclusion worked together to consider intersectional impacts.</p> <p>LGBTIQ+ people and people with a disability may not see themselves in the grant program and are not explicitly called out as part of 'diversity and inclusion' that appears to focus more on multicultural communities.</p> <p>A text version of the guidelines document is not currently available which may result in people with a disability having difficulty accessing the grants and guidelines and therefore may be less likely to apply.</p>	See column G.

		<p>and people with disabilities.</p> <ul style="list-style-type: none"> Continue to provide MCGP guidelines in multiple languages, Greek, Simplified & Traditional Chinese, as well as English. Continue to provide multiple opportunities for assistance and through various formats and at various times - after hours, during business hours, in person and online to ensure people from various backgrounds and with different responsibilities can access this support. Continue to collect demographic and other data to track changes over time to better understand who in the community is benefiting and/or those potentially missing the benefits of the program, and who are the people that are managing the grant process. Consider undertaking a broader review in the future that includes greater community consultation with a specific focus on understanding the barriers to applying for a grant in this program and to determine if the needs are being met by all in the community that could access this funding, such as sports clubs and youth. Consider ways to ensure the panel is more inclusive. If this cannot be done through a diverse panel due to the expertise that is required in assessing the grants, look to have the panel members undertaking unconscious bias training. 		<p>It is known that more women than men in Monash have a disability.</p> <p>There is currently no requirement for the assessment panel to be reflective of the community in terms of diversity.</p>	
37.	Yes (go to column G)	<p>The installation of some form of lighting along the Ferntree Gully Service Road adjacent to 14 Bellerive Avenue is being considered as part of the project.</p> <p>The upgrade included improvements to accessibility including upgraded paths, crossing, and parking.</p>	<p>Installation of street lighting is far outside the scope and budget of this project. Initially as a result of the GIA this project included a mural painted along the wall of 14 Bellerive Avenue adjacent to the Ferntree Gully Service Road. The rationale was that this mural would create a greater sense of safety by creating a centre that seems bright and new. In addition adding a mural along this wall would remove the graffiti that is currently present. This would not only brighten up the area, but it would also discourage further graffiti. However due to budget constraints this component did not proceed.</p>	<p>We know that in Monash women have higher rates of disability/need for assistance with everyday activities and therefore accessibility upgrades are beneficial.</p>	N/A
38.	Yes (go to column G)	<p>Encourage all staff to use their pronouns when they introduce themselves in speeches or presentations to ensure gender diverse and non-binary people feel safe and included.</p> <p>Meet with staff to discuss inclusive practice and send a link to the LGBTIQ+ inclusive practice handbook as a resource to encourage staff to use the handbook when planning and coordinating their event.</p>	N/A	<p>The GIA considered different experiences for example women who are experiencing family violence may need events held in a variety of ways to safely attend e.g. online or at safe spaces such as libraries. The GIA also considered for some</p>	<p>Imagery on communications was designed to reflect our diverse communities. Timing and content of programs is varied and reflects the diversity of our community.</p>

		<p>Adding in the Diversity Statement to Safety Month assets so that people of different backgrounds feel welcome.</p> <p>Widely promoting the Family Violence Support and Services information and resources that will be provided by the GE&D team, given the high prevalence of family and gender based violence.</p>		women e.g. those with different religious backgrounds, disability or health condition there may be a need for different seating options at events, and dietary options. Women are more likely to be on lower income or below minimum weekly wage in Monash and therefore offering events free of charge is important.	
39.	Yes (go to column G)	<p>Some changes that will be implemented in this round to ensure gender equity and diversity continue to be embedded in the program are:</p> <ul style="list-style-type: none"> • Additional areas have been included in the guidelines to explicitly identify intersectional gender equality as a priority of the program, including prevention of gender-based violence. These were already included in the policy but will now also be in the community facing guidelines document. • Officers will create case studies of previously delivered initiatives that are priority areas of funding, such as primary prevention, gender equality and diversity. These will be shared on the grants page of the website and as stories from the community that can be shared on Council's social media. • Continue to explicitly call for applications from underrepresented communities, such as LGBTIQ+, Aboriginal & Torres Strait Islanders and people with disabilities. • Include pictures in the MCGP guidelines that reflects those from a diverse range of genders, ages and backgrounds including First Nations, LGBTIQ+ • Continue to provide MCGP guidelines in multiple languages: Greek, Simplified & Traditional Chinese, as well as English and text only/accessible versions. • Consider creating an Easy English brochure. • Continue to provide multiple opportunities for assistance and through various formats and at various times - after hours, during business hours, in person and online to ensure people from various backgrounds and with different responsibilities can access this support. • Continue to collect demographic and other data to track changes over time to better understand who in the community is benefiting and/or those potentially missing the benefits of the program, and who are the people that are managing the grant process. • Consider ways to ensure that the panel is more inclusive. If this cannot be done through a diverse panel due to the expertise that is required in assessing the grants, look to have the panel members undertaking unconscious bias training. 	N/A	The program has been and will continue to be delivered by applying an intersectional lens on how it is delivered and the projects that are funded	See column G.
40.	Yes (go to column G)	<p>As a result of the GIA, the following has been incorporated into the Health Plan:</p> <ul style="list-style-type: none"> • The policy includes priority 2 'building a respectful and safe community' and objective 2.1 is 'strengthening gender equity and 	N/A	<p>Significant work went into trying to understand intersectional experiences and found for example:</p> <p>Women with a disability may experience family violence and</p>	<p>Intersectionality has been added as a principle to the Health and Wellbeing Plan as follows on page 8:</p> <p>INTERSECTIONALITY</p>

		<p>prevention of family violence.'</p> <ul style="list-style-type: none"> Gender and the difference in priorities, and health outcomes has been acknowledged and captured throughout the policy with specific actions meeting the views of the diverse community. On page 10, an explanation has been added to the introduction of the section on priority cohorts to help people understand the significant ways in which health and other outcomes are affected by gender. On page 9, Gender Equity has been added as a principle alongside health equity and intersectionality. This means that gender equity guides the entire work of the plan, and Council will ensure that programs, campaigns and advocacy that address Health and wellbeing are designed considering the needs and experiences of people of different genders, particularly women and girls, and are designed overall to benefit the community as a whole. It reads as follows: <p>GENDER EQUITY WHAT THIS MEANS Gender equity is the process of being fair to and working towards the equality of people of all sexes and genders. Gender equity recognises that within all communities, women, men and gender diverse people have different needs, access to power, resources and responsibilities. To ensure fairness, strategies must often be available to compensate for women's historical and social disadvantages, which have prevented a level playing field and resulted in significant adverse health and wellbeing outcomes. WHAT WE WILL DO A Gender Impact Assessment has been conducted on this policy and Council will continue to assess the impact and effect that this Policy and Council's initiatives may have on people of different genders. We will ensure that Council programs, campaigns and advocacy that address health and wellbeing are designed considering the needs and experiences of people of different genders, particularly women and girls, and are designed overall to benefit the community as a whole.</p> <p>Throughout the priority areas (increasing active living and healthy eating; promoting and supporting a fair and inclusive community; reducing injury and harm; strengthening mental health and social connection; tackling climate change and its impacts on health; building a respectful and safe community) there are opportunities to promote intersectional gender equality.</p>		<p>discrimination at higher rates than men with a disability or women without disability</p> <p>Older women may experience elder abuse at higher rates compared to men. Older women more likely to be living in single person households.</p> <p>Women who are from CALD backgrounds and/or have a disability are likely to have lower rates of participation in sport and physical activity compared to other women</p> <p>Healthy eating may be more difficult for people on lower incomes</p> <p>Women from different cohorts may experience greater discrimination and harassment</p> <p>Men with disabilities are more likely to experience the effects of harmful industries.</p> <p>Men with disabilities are more likely to not consume enough of the recommend intake of fruit and vegetables.</p> <p>Men with disability have the highest rates of smoking.</p> <p>Younger men are more likely to partake in risk taking behaviours.</p> <p>Men who identify as LGBTIQ+ are more likely to experience violence.</p> <p>Men of different religions are more likely to experience discrimination.</p> <p>Trans men are more likely to experience discrimination and harassment.</p> <p>Gender diverse people are more likely to experience mental health issues.</p>	<p>WHAT THIS MEANS We recognise that people's lives are multi-dimensional and complex and that our response to health and wellbeing priorities cannot be developed through a singular lens. WHAT WE WILL DO We will identify and reduce barriers to participation across our community by ensuring that information, communication, services and facilities are approachable, welcoming, safe and inclusive for all people in Monash.</p>
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				<p>Trans men are more likely to experience discrimination and harassment.</p> <p>Overall, there is a lack of gender diverse data to support the clear identification of intersectional health outcomes.</p> <p>Gender diverse and LGBTIQ+ people have a larger climate burden due to inequities.</p>	
41.	Yes (go to column G)	<ul style="list-style-type: none"> • Council's Diversity Statement was added to the Framework • A commitment to the Gender Equality Act 2020 was added as one of the Placemaking Principles • The following were included in the Placemaking Objectives: <ul style="list-style-type: none"> ○ Promote social inclusion and reduce inequalities by ensuring that public spaces serve all residents – recognising that access to resources is not equal to everyone and therefore, aim to reduce barriers to access as much as possible. ○ Ensure intersectional gender equality measures are included in all placemaking activities • In the evaluation section, a commitment to 'ensure outcomes (e.g. quantitative and qualitative tracking) are disaggregated wherever possible, including by demographic group (e.g. gender, CALD, etc.)' 	N/A	<p>The GIA noted that women are more likely to spend more time caring and doing unpaid work; be the heads of single parent households; have lower English proficiency; be living with a disability; and feel less safe at night (when meetings are held).</p> <p>Due to the purpose of the committees, the intersecting impacts of gender were particularly considered in relation to cultural background, ability, and being LGBTIQ+.</p>	See column G. Note that particular attention was paid to ensure that participation of people with a disability was not just encouraged on the Disability Advisory Committee, but across all committees. Similarly, a diversity of members is encouraged for all committees.
42.	Yes (go to column G)	<p>The Terms of Reference for Advisory Committees were updated as follows:</p> <ul style="list-style-type: none"> • The Reimbursement section was updated to allow for all carers (not just carers of children) as well as for transport options that can be arranged in advance if required. • The language used in the Terms of Reference was reviewed and simplified where possible. • A new section around Accessibility was added to those Terms of Reference which did not previously include it, noting options for online and in person attendance. • Participation of people with a disability is also encouraged for all committees through the updated Terms of Reference. 	N/A	<p>The GIA noted that women are more likely to spend more time caring and doing unpaid work; be the heads of single parent households; have lower English proficiency; be living with a disability; and feel less safe at night (when meetings are held).</p> <p>Due to the purpose of the committees, the intersecting impacts of gender were particularly considered in relation to cultural background, ability, and being LGBTIQ+.</p>	See column G. Note that particular attention was paid to ensure that participation of people with a disability was not just encouraged on the Disability Advisory Committee, but across all committees. Similarly, a diversity of members is encouraged for all committees.
43.	Yes (go to column G)	<p>As a result of the GIA we:</p> <ul style="list-style-type: none"> • Ensured that the imagery was inclusive of the diversity of our community; 	N/A	<p>We considered the additional access barriers that may exist for people with a disability, and the way in which it would be important that people from a range of intersecting</p>	See column G.

		<ul style="list-style-type: none"> Specifically held an event focused on gender diverse people in sport; Ensured that in our communications we noted that all are welcome to attend the events; Held a range of events at different times of day and on different days and locations to provide options for people to attend; Ensured our communications, panel speakers, and imagery were inclusive of a diversity of people, including different cultural backgrounds. 		experiences would see themselves in the event and feel welcome.	
44.	Yes (go to column G)	<p>The strategies and actions in the draft Monash Affordable Housing Strategy are targeted to both increase the amount of affordable housing and, in the longer term, reduce demand for affordable housing through actions that work to increase housing affordability.</p> <p>Whilst the draft Monash Affordable Housing Strategy specifies strategies and actions that will increase the supply of affordable housing, this additional affordable housing will be managed by a community housing provider. Many community housing providers target specific at-risk groups, including women, people with a disability or families escaping family violence.</p> <p>The consultation undertaken included a survey that asks demographic questions, including gender, age cohort and suburb.</p>	N/A	The GIA considered the socio-economic impacts particularly of women who head single parent households. It also considered the intersections of family violence and housing affordability/homelessness. All of Council's Advisory Committees including the Gender Equity Advisory Committee, Disability Advisory Committee, LGBTIQ+ Advisory Committee and Multicultural Advisory Committee were consulted to try to ensure diverse voices and lived experience were captured.	N/A
45	Yes (go to column G)	<p>Include activities that give participants opportunities to develop social connections, self-worth, awareness of appropriate services and capacity to advocate and stand up against discrimination;</p> <p>Explore suitable external services to facilitate session and discuss with young people in the co-design committee joining Monash Youth Services Facilitators in running sessions;</p> <p>Review applications and if numbers allow, aim to accept equal participants that are male and female identifying and a greater than 5% representation of gender diverse young people;</p> <p>Consult with gender diverse young people best solution to lack of signed gender-neutral toilets;</p> <p>Consult with young people who express interest in joining program to identify any safety concerns and address as require;</p> <p>Offer Cab vouchers to participants where appropriate</p>	N/A	Consideration was given particularly to LGBTIQ+ who identify as boys, who come from cultural and religious backgrounds, and/or whose first language is not English as they may all find access to the program more difficult.	Support services were posted alongside promotion so that young people could contact supports without having to publicly identify themselves.
46	Yes (go to column G)	<p>The language in the CRES procedure was strengthened to read:</p> <p><i>Applicants are encouraged to discuss particular needs with our Preschool Support Officer on 9518 3555. This includes families or children who may be experiencing or at risk of family violence. Council is committed to responding effectively to those with additional vulnerabilities.</i></p>	N/A	Consideration was given to needs of families with intersecting disadvantage including those experiencing family violence and/or from multicultural backgrounds.	See column G.

		<i>For Culturally and Linguistically Diverse Families, Council has an CALD Kindergarten Outreach Officer who is available to support you to enrol and participate in kindergarten if needed. Please contact 9518 3555.</i>			
47	Yes (go to column G)	Significant consideration will be given to the wording of graphic design and signage, to ensure that the purpose and intent of the CCTV is clear and unambiguous.	N/A	Intersectionality was considered through the understanding of potential for culturally diverse groups of people to feel unsafe with CCTV; potential for racial profiling if care is not taken with systems and use; and the need for clear signage that are easy to understand for people who have low English proficiency or a disability.	See column G.
48	No (go to column H)	N/A	No additional actions were taken beyond the initial plan because the impacts were considered acceptable. The proposal considered other measures (apart from CCTV) in the Litter Action Plan. Clear signage will be installed to inform all users of the area that CCTV is in use for the purpose of litter prevention and enforcement. Community members who use the space have not been consulted, however, requests to install CCTV have been received from members of the community due to the ongoing dumping which poses a safety risk to pedestrians as well as the environment. The CCTV will be installed on a busy section of road and is unlikely to impact the perception of safety for users of this space. Clear, strategically placed signage will inform users of the space that the CCTV has been installed solely for the purposes of litter prevention and enforcement, not for personal and public safety.	Intersectionality was considered through the understanding of potential for culturally diverse groups of people to feel unsafe with CCTV; potential for racial profiling if care is not taken with systems and use; and the need for clear signage that are easy to understand for people who have low English proficiency or a disability	The signage will be designed with a range of users in mind including those who may have low English proficiency for a range of reasons.
49	Yes (go to column G)	Prepare communications brief, including online information and online webinars for accessibility. Review messaging to make very clear this is a waste reduction education program. Add "do not use" labels to products. Include information for people borrowing/using/talking to the kit to be able to answer questions on reusable incontinence products	N/A	Strong consideration was given to a wide range of intersectional concerns, from trans and gender diverse people who menstruate, to women who do not menstruate for health or age reasons, along with cultural sensitivity around stigma and taboo for periods for people of different cultural and religious backgrounds, and so on.	Internal pack for internal teams looking to use kit, including awareness of cultural, religious and personal sensitivities, financial and accessibility barriers and awareness of personal differences in using products. Include preferred wording for user of kit to use to introduce discussion.

					<p>Review communications and kit items through an intersectional lens, removing stereotypical colours, language, imagery etc, to include gender diversity and intersectionality.</p> <p>Include carers, parents and supporters in audience approach. Include statistics in the information for any references to reputable data.</p> <p>Review products in kit and purchase new products to ensure all audiences covered.</p> <p>Review communications and kit items through an intersectional lens, removing stereotypical colours, language, imagery etc, to include gender diversity and intersectionality.</p> <p>Include carers, parents and supporters in audience approach. Include statistics in the information for any references to reputable data.</p> <p>Review products in kit and purchase new products to ensure all audiences covered.</p> <p>Use infographics and images for accessibility and ease of conversation.</p> <p>Have text only version.</p> <p>Review language to match communications guide style of year 8 proficiency.</p> <p>Show kit and request feedback from youth advisory groups and investigate opportunities for further collaboration.</p>
50	Yes (go to column G)	Consider inclusion of subsidy for children and families who are eligible for the above Commonwealth government payments and benefits	N/A	Consideration was given in particular to families/children from a refugee or asylum seeker background, or who identify as Aboriginal or Torres Strait Islander, or who have had contact with child protection.	The benefits considered include carer allowance, disability allowance, AUSTUDY, ABSTUDY, etc.

Step 2: Reporting on progress against the indicators

Refer to Step 2 in the [2026 progress report guidance](#):

- Completing your workplace gender audit and analysing the data (required)
- 2.1 Describing progress against the workplace gender equality indicators (required and recommended items)
- 2.2 Describing factors contributing to or inhibiting progress (required)

Before completing this section, you need to have undertaken a workplace gender audit. See [Completing your workplace gender audit and analysing the data](#) for further guidance.

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

Describe your progress against each indicator. Refer to your progress data, ideally using the performance measures as a minimum (see [2.1 of the 2026 PR guidance](#))

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	<p>Critical performance measures</p> <p>Gender composition of the duty holder organisation:</p> <ul style="list-style-type: none"> • 2023: 60.8% women, 38.9% men, 0.3% self-described gender • 2025: 61.4% women, 38.3% men, 0.3% self-described gender <p>Gender composition of part time workers in the duty holder organisation:</p> <ul style="list-style-type: none"> • 2023: 27.6% women, 7% men, 25% self-described gender • 2025: 27.6% women, 6.9% men, 25% self-described gender <p>Gender composition of senior leaders in the duty holder organisation:</p> <ul style="list-style-type: none"> • 2023: 36.7% women, 63.3% men, 0% self-described gender • 2025: 50% women, 50% men, 0% self-described gender 	<p><i>Gender composition by level</i></p> <p>In 2023, women represented 100% at CEO level, 33% at Executive level, 35% at Manager level, 59% at Coordinator level, 59% at Team Leader level and 67% at Other People Leader level and 62% at All Other Employees level of the organisation. Self-described gender were represented at Team Leader level. In 2025, women represented 100% at CEO level, 67% at Executive level, 44% at Manager level, 60% at Coordinator level, 61% at Team Leader level and 75% at Other People Leader level and 62% at All Other Employees level of the organisation. Self-described gender was represented at Team Leader and All Other Employee levels.</p> <p><i>Gender composition by employment type</i></p> <p>In 2023, of the women represented in the organisation 48% were employed on a full-time permanent basis, 55% on a full-time fixed term contract, 86% on a part-time permanent basis, 100% on a part-time fixed-term contract and 62%</p>	Yes	<p>Analysis of the data shows that in 2025, women represent 61.4% of the workforce, compared with 38.3% men and 0.3% self-described gender. This indicates a female-majority workforce overall. However, workforce participation patterns differ significantly by gender. Women are substantially more likely to work in part-time roles, with 27.6% of women working part-time compared with 6.9% of men. In contrast, men are more likely to work full-time (55.2% of men compared with 34.8% of women).</p> <p>Employment type patterns also show that a similar proportion of women and men are engaged in casual employment (37.5% of women and 37.9% of men).</p> <p>Representation at the senior leadership level has improved significantly. In 2025, women and men are equally represented among senior leaders (50% women and 50% men), compared with 36.7% women and 63.3% men in 2023. During the reporting period, there was a change in legislation for fixed term contracts, which impacted some of the Manager contract renewals. Due to this, Managers who previously on a fixed term contract, and the remuneration was below the high-income threshold, they were offered a permanent contract.</p> <p>Due to the low number of employees reporting as self-described, gender analysis in unable to be completed.</p>

		casual. In 2025, of the women represented in the organisation 50% were employed on a full-time permanent basis, 48% on a full-time fixed term contract, 87% on a part-time permanent basis, 78% on a part-time fixed-term contract and 61% casual. Of the self-described gender, represented in the organisation, in both 2023 and 2025, less than 1% of self-described gender were employed on a full-time permanent basis, part-time permanent basis and casual.		
2	<p>Critical performance measures Gender composition of the duty holder organisation's governing body:</p> <ul style="list-style-type: none"> • 2023: 36.4% women, 63.6% men, 0% self-described gender • 2025: 36.4% women, 63.6% men, 0% self-described gender 	Between 2023 and 2025 the gender composition of the governing body remained the same.	No	No progress has been made in the gender composition of governing body, since 2023. Unlike the workforce composition, there is limited direct control over the gender composition of the governing body, due to Councillors being elected through a democratic process.
3	<p>Critical performance measures Mean total remuneration gender pay gap by occupation group:</p> <ul style="list-style-type: none"> • 2023: <ul style="list-style-type: none"> - Managers: 15.2% women, data unavailable self-described gender - Professionals: 2.6% women, 19.1% self-described gender - Technicians and Trades Workers: 0.5% women, -14.6% self-described gender - Community and Personal Service Workers: -9.3% women, data unavailable self-described gender - Clerical and Administrative Workers: 5.9% women, -31% self-described gender - Sales Workers: data unavailable - Machinery Operators and Drivers: data unavailable - Labourers: 4.2% women, data unavailable self-described gender - All occupations: -1% women, -7.1% self-described gender • 2025: <ul style="list-style-type: none"> - Managers: -6.1% women, data unavailable self-described gender - Professionals: -1.9% women, 8% self-described gender - Technicians and Trades Workers: 8.1% women, -8.2% self-described gender - Community and Personal Service Workers: -9% women, 3.5% self-described gender 	<p>The mean total remuneration gender pay gap by occupation group shows variation between workforce categories. In 2025, the pay gap favours women in some groups and men in others. For example, the gap favours women among managers (-6.1%), professionals (-1.9%), community and personal service workers (-9.0%) and labourers (-4.1%), while it favours men among technicians and trades workers (8.1%) and clerical and administrative workers (4.1%).</p> <p>At the senior leadership level, the mean total remuneration gender pay gap is -16.2%, meaning women in senior leadership roles receive higher average remuneration than men.</p>	Yes	<p>Analysis of the gender audit shows mixed gender pay gap outcomes across the organisation in 2025, indicating that pay equity varies across occupational groups and levels of the workforce.</p> <p>Across the organisation overall, the mean base salary gender pay gap is -4.8%, while the median total remuneration pay gap is -13.5% and the median base salary pay gap is -12.9%, indicating that women's median earnings are higher than men's across the workforce.</p>

	<ul style="list-style-type: none"> - Clerical and Administrative Workers: 4.1% women, data unavailable self-described gender - Sales Workers: data unavailable - Machinery Operators and Drivers: data unavailable - Labourers: -4.1% women, 7% self-described gender - All occupations: -4.8% women, 1.8% self-described gender <p>Mean total remuneration senior leader gender pay gap:</p> <ul style="list-style-type: none"> • 2023: 2.3% women, data unavailable self-described gender • 2025: -16.2% women, data unavailable self-described gender <p>Supplementary measures Mean base salary pay gap:</p> <ul style="list-style-type: none"> • 2023: -0.9% women, -7.1% self-described gender • 2025: -4.8% women, 1.5% self-described gender <p>Median total remuneration pay gap:</p> <ul style="list-style-type: none"> • 2023: -12.9% women, -26.8% self-described gender • 2025: -13.5% women, -14.3% self-described gender <p>Median base salary pay gap:</p> <ul style="list-style-type: none"> • 2023: -10.6% women, -26.8% self-described gender • 2025: -12.9% women, -14.3% self-described gender 			
4	<p>Critical performance measures Anonymous experience rate of sexual harassment:</p> <ul style="list-style-type: none"> • 2023: 8.4% women, 1.4% men, data unavailable self-described gender • 2025: 10.9% women, data unavailable men/self-described gender <p>Number of formal reports of sexual harassment:</p> <ul style="list-style-type: none"> • 2023: 1 women, data unavailable men/self-described gender/other • 2025: 1 women, data unavailable men/self-described gender/other <p>Supplementary measures Participants who said they reported sexual harassment:</p> <ul style="list-style-type: none"> • 2023: data unavailable • 2025: 5.3% women, data unavailable men/self-described gender 	<p>Analysis of People Matter Survey results and workplace reporting data indicates that sexual harassment continues to be experienced by employees and that formal reporting of these incidents remains low.</p> <p>In 2025, 11% of women respondents to the People Matter survey reported experiencing sexual harassment in the workplace within the past 12 months. While the survey data captures employees' experiences, the number of formal reports of sexual harassment in 2025 was one.</p>	No	<p>Although the number of formal reports of sexual harassment has remained the same, progress on the awareness of sexual harassment has increased through the introduction of a stand-alone Sexual Harassment Policy and Procedure and the roll out of organisational wide sexual harassment training, through a blended approach of face to face training and online delivery.</p>

	<p>Reasons for not making a formal sexual harassment complaint:</p> <ul style="list-style-type: none"> • 2023: data not available • 2025: <ul style="list-style-type: none"> - I didn't know how to make a complaint: 0% women, data unavailable men/self-described gender - I didn't know who to talk to: 0% women, data unavailable men/self-described gender - I didn't think it was serious enough: 50% women, data unavailable men/self-described gender - I was advised not to: 0% women, data unavailable men/self-described gender - I believed there would be negative consequences for my career (eg, opportunities for promotion, risk of being fired): 5.6% women, data unavailable men/self-described gender - I believed there would be negative consequences for me reputation (eg, that I would be blamed or not believed or thought to be overreacting): 5.6% women, data unavailable men/self-described gender - I believed there would be negative consequences for the person I was going to complain about: 11.1% women, data unavailable men/self-described gender - I didn't feel safe to report the incident: 0% women, data unavailable men/self-described gender - I didn't think it would make a difference: 16.7% women, data unavailable men/self-described gender - I thought the complaint process would be embarrassing or difficult: 11.1% women, data unavailable men/self-described gender - I didn't need to because I made the harassment stop: 11.1% women, data unavailable men/self-described gender - I didn't need to because I no longer had contact with the person(s) who harassed me: 16.7% women, data unavailable men/self-described gender <p>Satisfaction with handling of workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> • 2023: data unavailable • 2025: satisfied <p>Satisfaction with handling of formal workplace sexual harassment complaint:</p> <ul style="list-style-type: none"> • 2023: data unavailable • 2025: data unavailable 			
5	<p>Critical performance measures Gender composition of recruited employees:</p>	Promotions	Yes	

<ul style="list-style-type: none"> • 2023:59.2% women, 40.8% men, 0% self-described • 2025: data not available <p>Gender composition of employees who were promoted:</p> <ul style="list-style-type: none"> • 2023: 67.9% women, 32.1% men, 0% self-described gender • 2025: 63.1% women,36.9% men, 0.3% self-described gender <p>Perceptions of recruitment, by gender:</p> <ul style="list-style-type: none"> • 2023: 71.6% women,69.9% men, data unavailable self-described • 2025: 71.8% women, 72.3% men, data unavailable self-described gender <p>Perceptions of promotion, by gender:</p> <ul style="list-style-type: none"> • 2023:45.2% women, 50.7% men, data unavailable self-described gender • 2025: 52.3% women, 57.8% men, data unavailable self-described gender 	<p>Promotion data shows that 63.1% of promotions in 2025 were awarded to women and 36.9% to men (41 women and 24 men). This broadly reflects the overall gender composition of the workforce, where women make up the majority of employees.</p> <p>Employee perception data provides additional insight into how recruitment and promotion processes are experienced. In the 2025 People Matter survey, 72% of women and 72% of men agreed that recruitment processes are fair, indicating broadly consistent perceptions across genders. However, perceptions of promotion processes were less positive overall. 52% of women and 58% of men agreed that promotion processes are fair, suggesting that a notable proportion of employees may perceive barriers or lack confidence in how promotion decisions are made.</p> <p><i>Higher duties</i> In 2023, women represented 48% of employees who undertook higher duties in the year to 30 June 2025. In 2025, this decreased by 4% to 44%.</p> <p>In 2023, at the Executive women undertook 100% duties, 40% of higher duties at the Manager level were undertaken by women, 63% at Coordinator level, 33% at Team Leader level, 75% at Other People Leader level and 48% at All Other Employees level. 5% of employees with a self-described gender received higher duties at Team Leader level.</p> <p>In 2025, 50% of higher duties at a manager level were undertaken by women (up 10%), 62% at Coordinator level, 53% at Team Leader level (up 20%), 83% at Other People Leader level and 55% at All Other Employees level. No higher</p>		<p>Due to a data issue in the reporting template, the gender composition of recruited employees in 2025 cannot be accurately reported, as all employees were incorrectly listed as recruited during the reporting period. This limits the organisation's ability to analyse gender patterns in recruitment outcomes for this year. Addressing this data issue will be important to ensure accurate monitoring of recruitment practices and outcomes in future reporting cycles.</p> <p>Analysis of the data shows that the recruitment and promotion is progressing across the organisation for women. The People Matter Survey shows a favourable increase in the perceptions of the recruitment and promotion practices.</p>
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		<p>duties were recorded for self-described gender.</p> <p>As per the Commission reporting guidance, higher duties were only recorded if the acting period was at least two weeks in duration. As such, there were no higher duties recorded.</p> <p><i>Exits</i> Exits from Council had a slight increase between 2023 and 2025, with 60% of women representing staff exits to 68% in 2025. Women were slightly over-represented in exits at 68% (with only 60% of the workforce women). There were no employees exited that identified as self-described gender in 2023 or 2025.</p>		
6	<p>Critical performance measures Average weeks of parental leave, by gender:</p> <ul style="list-style-type: none"> 2023: 33.8 women, 1.8 men, data unavailable self-described gender 2025: 36.4 women, 7.7 men, data unavailable self-described gender <p>Uptake of flexible work, by gender:</p> <ul style="list-style-type: none"> 2023: 90.8% women, 89.2% men, 50% self-described gender 2025: 9.5% women, 22% men, 50% self-described gender <p>Perceptions of flexible work culture, by gender:</p> <ul style="list-style-type: none"> 2023: 77.4% women, 80.8% men, data unavailable self-described gender 2025: 79.3% women, 81.9% men, data unavailable self-described gender <p>Supplementary measures Gender composition of parental leave takers:</p> <ul style="list-style-type: none"> 2023: 79.1% women, 20.9% men, data unavailable self-described gender 2025: 70% women, 30% men, data unavailable self-described gender <p>Gender gap in carer's leave:</p> <ul style="list-style-type: none"> 2023: 22.7% women, 20.8% men, 25% self-described gender 2025: 30.6% women, 29.2% men, data unavailable self-described gender 	<p>Formal Flexible Working Arrangement The audit data also indicates gender differences in the uptake of formal flexible working arrangements. In 2025, 9.5% of women and 22.0% of men were recorded as having a formal flexible work arrangement. This pattern differs from common trends across many workplaces, where women are typically more likely to access formal flexibility, and may reflect differences in how flexible arrangements are recorded or formalised across roles.</p> <p>Carer's leave In 2023, 220 women, 130 men and one self-described gender took carer's leave. In 2025, 270 women, 159 men and no self-described gender took carer's leave.</p> <p>Family violence leave In 2023, three women took family violence leave. In 2025, this increased by three in total, with five women and one-man taking family violence leave.</p>	Yes	<p>Parental leave In 2025, 30 employees took parental leave, with women taking significantly longer periods of leave on average. Women (21 employees) took an average of 36.4 weeks of parental leave, while men (9 employees) took an average of 7.7 weeks. Women also made up the majority of parental leave takers, accounting for 70% of employees who accessed parental leave, compared with 30% men. Whilst on parental leave, no employees exited the organisation. The increase in men accessing parental leave is attributed to the increased partner leave included in the Enterprise Agreement.</p> <p>Formal Flexible Working Arrangement The audit data also indicates gender differences in the uptake of formal flexible working arrangements. In 2025, 9.5% of women and 22.0% of men were recorded as having a formal flexible work arrangement. This pattern differs from common trends across many workplaces, where women are typically more likely to access formal flexibility, and may reflect differences in how flexible arrangements are recorded or formalised across roles.</p> <p>Carer's leave Carer's leave usage was relatively similar across genders. In 2025, 30.6% of women and 29.2% of men took carer's leave, indicating a relatively small gender gap in the use of this entitlement. No self-described gender took carer's leave.</p> <p>Perceptions of the organisation's flexible work culture are generally positive. In the 2025 People Matter survey, 79% of women and 82% of men reported confidence that if they requested a flexible work arrangement it would be given due consideration.</p>

7	<p>Critical performance measures Occupational gender segregation:</p> <ul style="list-style-type: none"> • 2023: <ul style="list-style-type: none"> - Managers: 48.3% women, 51.7% men, data unavailable self-described gender - Professionals: 72.4% women, 27% men, 0.6% self-described gender - Technicians and Trades Workers: 24.2% women, 74.2% men, 1.5% self-described gender - Community and Personal Service Workers: 63.4% women, 36.6% men, data unavailable self-described gender - Clerical and Administrative Workers: 65.3% women, 34.3% men, 0.4% self-described gender - Sales Workers: data unavailable - Machinery Operators and Drivers: data unavailable - Labourers: 26.6% women, 73.4% men, data unavailable self-described gender - All occupations: 60.8% women, 38.9% men, 0.3% self-described gender • 2025: <ul style="list-style-type: none"> - Managers: 52.7% women, 47.3% men, data unavailable self-described gender - Professionals: 73.5% women, 26.2% men, 0.3% self-described gender - Technicians and Trades Workers: 27.3% women, 71.2% men, 1.5% self-described gender - Community and Personal Service Workers: 63.2% women, 36.6% men, 0.2% self-described gender - Clerical and Administrative Workers: 67.3% women, 32.7% men, data unavailable self-described gender - Sales Workers: data unavailable - Machinery Operators and Drivers: data unavailable - Labourers: 31.1% women, 68.1% men, 0.7% self-described gender - All occupations: 61.4% women, 38.3% men, 0.3% self-described gender 	<p>In 2025, women are strongly represented in several occupational categories. Women make up 73.5% of professionals, 67.3% of clerical and administrative workers, and 63.2% of community and personal service workers. These roles are traditionally associated with administrative, service or care-related work and often attract higher proportions of women across the labour market.</p> <p>In contrast, men remain overrepresented in technical and physically oriented roles. Technicians and trades workers are comprised of 71.2% men and 27.3% women, while labourer roles are 68.1% men and 31.1% women. These patterns reflect broader labour market trends where technical, trades and labour-intensive occupations are more commonly held by men.</p> <p>Representation is more balanced within management roles, where 52.7% of managers are women and 47.3% are men, indicating progress toward gender balance at this level.</p>	Yes	<p>Overall, the percentage of women's representation across the occupations has remained stable between 2023 and 2025. The largest increase from 2023 to 2025 was in the Manager occupation, with women now 52.7% (up approximately 4%) compared with men at 47.3%.</p> <p>Due to the low number of self-described gender, we are unable to compare 2023 and 2025 data.</p>
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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)

Identify and discuss any factors that may have affected your ability to progress against each indicator (see 2.2 of the 2026 PR guidance).

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	<input type="checkbox"/> None <input checked="" type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	Due to the size of the organisation (above 1400 employees), any minor change in gender composition would not be reflected in results.	Initiatives completed during this reporting period: <ul style="list-style-type: none"> • All recruitment adverts include a diversity statement and some job adverts that have been traditionally male dominated have been re-assessed to ensure wording is welcoming to women and self-described genders. • Discussions between Council's People and Safety (HR) Business Partners and Senior Leaders are also focused on the key skills and transferable skills a role requires to ensure a more equitable recruitment strategy and broader thinking during the selection process • All vacant positions are advertised internally for a minimum of five days and any Senior Officer roles must be advertised externally • Succession planning has been completed at the Manager and Coordinator level with periodic review and updating
2	<input type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input checked="" type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	The election of Councillors is not within control of Council, as they are elected through a democratic process.	In the lead up to the 2024 Councillor elections, Council had ongoing conversations with Municipal Association of Victoria (MAV) and Victorian Electoral Commission (VEC) regarding Councillor elections and improving diversity and recruitment/onboarding.
3	<input checked="" type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	N/A	Initiatives completed during this reporting period: <ul style="list-style-type: none"> • Remuneration framework has established and endorsed by the Executive Leadership Team. This framework focuses on: <ul style="list-style-type: none"> ◦ focusing on paying for the skills required and position rather than focusing on the gender of the individual ◦ guides how roles are assessed, in particular those that are above bands 8. ◦ Re-enforcing the banded roles Enterprise Agreement position description guidance ◦ Training for Talent Team on InsightPay, which is the tool used for any roles above band 8 ◦ Remuneration benchmarking is now provided at Senior Officer performance review discussion and also at contract renewal, which has reflected some Senior Officer remuneration being updated.
4	<input type="checkbox"/> None <input checked="" type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input checked="" type="checkbox"/> g	Although the number of formal reports of sexual harassment has remained the same, progress on the awareness of sexual harassment has increased through the introduction of a stand-alone Sexual Harassment Policy and Procedure and the roll out of organisational wide sexual harassment training, through a blended approach of face to face training and online delivery.	Initiatives completed during this reporting period: <ul style="list-style-type: none"> • Online sexual harassment training was rolled out organisation wide and is now a part of the mandatory compliance training (as standalone module) • Preventing Sexual Harassment Policy and Procedure reviewed and updated • Preventing Sexual Harassment: Further Support and Information was developed.
5	<input checked="" type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d	N/A	Initiatives completed during this reporting period: <ul style="list-style-type: none"> • Higher duties: <ul style="list-style-type: none"> ◦ Minimum \$75 per week proposed as part of Enterprise Agreement ◦ Introduction of 'partial' or 'full duties' selection to guide higher duties payment • Talent Attraction and Selection Policy reviewed and updated, which includes recruitment, probation, secondments, higher duties, annual classification reviews

	<input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g		<ul style="list-style-type: none"> Automated the annual classification review process Workshops held across the organisation on Hiring Manager training, Interview Panel Member skills Succession planning has been completed at the Manager and Coordinator level with periodic review and updating Workforce Plan was updated and endorsed by the Executive Leadership Team Introduction on 3-month new starter entry survey to assist with identifying and trends During the recruitment process flexibility is discussed with candidates, including whether role is part time, job share, and what our hybrid offering is
6	<input checked="" type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	N/A	<p>Initiatives completed during this reporting period:</p> <ul style="list-style-type: none"> Flexible Working Policy and Procedure, Purchased Leave Procedure were reviewed and updated Accrued Day Off (ADO) and Rostered Day Off (RDO) now formalised across organisation Enterprise Agreement proposed changes: <ul style="list-style-type: none"> Introduction of a transition to retirement clause Expansion of reasons to take your personal leave; such as wellbeing leave to proactively look after your mental and physical health Enhancements to our flexibility clauses, which strengthen work-life balance as a reason to seek flexibility A clear and consistent approach to 19-day month (ADO) arrangements across our organisation Enhancing parental leave entitlements, including an increase to paid parental leave.
7	<input checked="" type="checkbox"/> None <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d <input type="checkbox"/> e <input type="checkbox"/> f <input type="checkbox"/> g	N/A	<p>Initiatives completed during this reporting period:</p> <ul style="list-style-type: none"> PowerBI reporting and dashboards have been introduced for Managers and Executive

*Factors (column Q):

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

Step 3: Reporting on GEAP strategies

Refer to Step 3 in the [2026 progress report guidance](#):

- 3.1 Explaining incomplete strategies (if any) (required)
- 3.2 Describing achievements, challenges and learnings (recommended)
- 3.3 Providing other updates on implementation (recommended)
- 3.4 Describing resourcing allocation (required)

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

For any strategies in your GEAP that were not completed, explain why these strategies were not completed. If all were completed, please state this (see [3.1 of the 2026 PR guidance](#)).

All strategies identified in the Gender Equality Action Plan 2021-2025 were completed.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Describe any key achievements, challenges, or learnings of the outcome or implementation of your strategies (see [3.2 of the 2026 PR guidance](#)).

The Gender Equality Action Plan 2021-2025 was developed on the longstanding commitment to, and leadership role in, promoting gender equality. Over the four-year period, we focused on building a workplace culture where people of all genders enjoy the same opportunities, rights and respect in our workplace and created an organisation that encouraged and welcomes diversity, inclusivity and equity for all. In order to achieve this, listed below are our achievements, challenges and learnings:

Achievements

- Introduction of Monash Ally Program, a program for staff where *A Monash Ally supports the rights of equality, respect, inclusion and to being free from violence*
- Capacity-building of Monash Ally Champions
- Councillor endorsement of Preventing Family Violence and Violence against women training program for Councillors
- Installation of diversity statement and Welcome Here decals at 88 Council facilities
- Development and endorsement of a remuneration framework, that focuses on ensuring the remuneration aligns to the position and role requirements, rather than the individual (including gender)
- Increase of women at senior leadership level
- Continued investment in family violence support including the rollout of responding to disclosures training and revised family violence support policy.

Challenges

- The low number of employees formally raising sexual harassment complaints (compared to the number indicating their experience of sexual harassment)
- Diversity of the workforce and the understanding of gender equality, intersectionality.

Learnings

- Progress Council made with the grant funding under Free From Violence, assisted with the organisational wide programs, participation and awareness of family and gendered violence
- Embedding gender equality across Council requires effort from all employees, not just from specific teams and individuals.

Section 3.3 Providing other updates on implementation (recommended)

Provide any other updates on your GEAP implementation (see [3.3 of the 2026 PR guidance](#)).

N/A

Section 3.4 Describing resourcing allocation (required)

Describe your organisation's resource allocation to implement your GEAP strategies (see [3.4 of the 2026 PR guidance](#)).

The facilitation of delivery of the initiatives in the Gender Equality Action Plan sits with the People and Safety team in conjunction with the Community Strengthening team. Holistically, the accountability to drive business change is the responsibility of all People Leaders. Across both teams and under the guidance of the department managers, the resourcing profile is as detailed below. Noting that none of the roles are committed full-time to the delivery of the GEAP with all roles required to undertake other Council responsibilities.

People and Safety

- 1 x FT Talent Lead (co-ordinator level) – responsible for reporting on and delivery of initiatives and workforce facing programs, joint secretariat support to the Gender Equity Internal Steering Committee, main contact point with the Commission for Gender Equality in the Public Sector
- 2 x FT Talent Officers (officer level) – responsible for the development and implementation reporting requirements, workforce audit data, intersectional data collection, People Matter Survey reporting
- 1 x FT Workplace Relations Business Partner – responsible for the review, updating and implementation of required organisational policies and procedures, for example sexual harassment policy, procedure and training.

Community Strengthening

- 1 x 0.9 FTE Wellbeing & Equity Co-ordinator (co-ordinator level) – responsible for reporting on and delivery of Gender Impact Assessments, embedding internal processes and community facing programs, joint secretariat support to the Gender Equity Internal Steering Committee
- 1 x 0.8 FTE Gender Equity Advisor (officer level) – responsible for the Monash-specific tools and resources specific to Gender Impact Assessments and providing guidance and training to employees, further development of the Monash Ally Program

- 1 x 0.6 FTE Free From Violence Project Officer (officer level) – responsible for the implementation and evaluation of the local government Free from Violence program including staff training, policy and resource development.
 - 1 x 1.0 FTE Primary Prevention Officer – responsible for the delivery of community facing training and programs to promote gender equity and prevent violence against women.
- Further to that, other employees assist with the delivery of measures within this plan as required. For example, during the reporting period, the Talent Business Partners in conjunction with the Organisational Development Lead developed and implemented training, both face to face and online, across the organisation in relation to recruitment, selection and promotion practices.
- From a technology perspective, the introduction of PowerBI reporting has enabled all Executive Leadership Team and Managers to access information on their departments as required. This data is updated every 24 hours.

Any other additions or comments (optional)

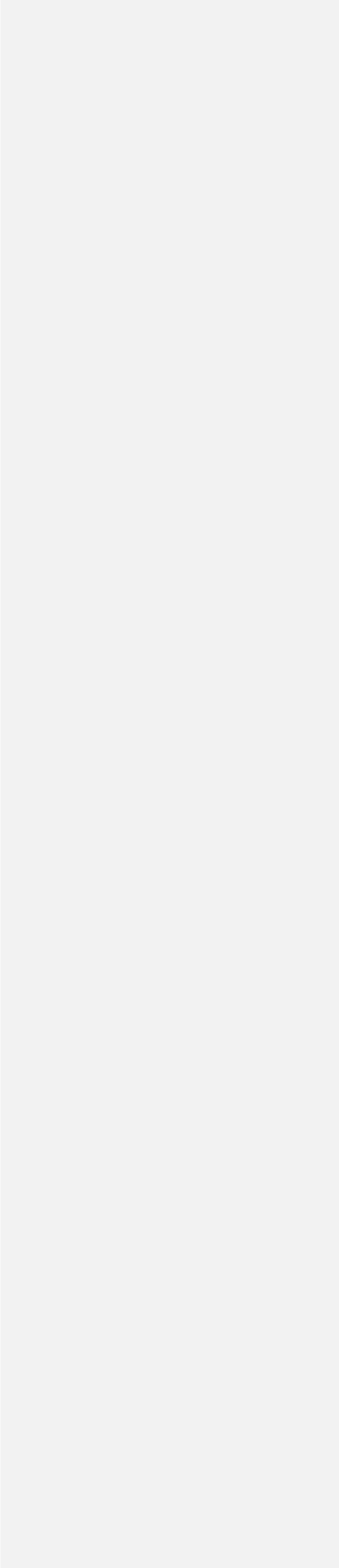
Provide any other commentary in relation to any aspect of your progress report.

N/A

You have come to the end of the 2026 progress report template. Have you included all the minimum requirements? Use the [checklist in the 2026 progress report guidance](#) to make sure.

We'd love to hear from you!

Your feedback is valuable to us. You are welcome to provide us with feedback on how you went with reporting on your progress, including how useful the guidance, template and supports were to you. You can do this by clicking on the link: [Feedback to the Commissioner for Gender Equality in the Public Sector](#)



2026 gender equality action plan (GEAP) for: Monash City Council

About this template

This template helps you to develop your gender equality action plan (GEAP).

Using this template is strongly encouraged.

Submitting this template to the Commissioner will help you to meet your obligations under the Gender Equality Act 2020.

If you choose not to use this template, you must include all the [required components](#) in your GEAP.

The template has six main sections:

- Preparing to develop your GEAP (recommended items)
- Consulting on your audit results and strategies ([required](#) and recommended items)
- Considering the gender equality and the gender pay equity principles, and intersectionality ([required](#) items)
- Making a case for change (recommended item)
- Analysing your data to identify forms of gender inequality AND developing your strategies ([required](#) and recommended items)
- Resourcing your GEAP ([required](#) and recommended items)

There are [required](#) and recommended components. These are clearly marked in this template and in the [2026 GEAP guidance](#).

Completing both the required and recommended components will help ensure your GEAP is evidence-based, informed, realistic, and effective, creating a strong and feasible plan to drive gender equality.

How to use this template

Complete the required components.

The 'recommended' components are optional but highly recommended, where possible and relevant.

Instructions are in red text and you can delete this before submitting your GEAP.

This template is designed to be used with the [2026 GEAP guidance](#). Using the guidance is not required. But it will help you to develop your GEAP. Use all or parts of the guidance where useful and feasible.

This template links to the relevant guidance under each component. The [2026 GEAP guidance](#) has instructions on completing the template at the end of each relevant step.

Note that:

- You can cross reference your GEAP where duplicate information may occur.
- Suggested word ranges are provided. You are free to go outside of these.
- If you want to [create a designed version of your GEAP](#) (optional), refer to the GEAP guidance on what you must include.

Submission

You must submit your GEAP through the [reporting platform](#) by **1 May 2026**.

Supporting documents will not be accepted in this reporting cycle. Include all the information in your 2026 GEAP.

Visit [instructions on submission](#) in the 2026 GEAP guidance for further submission advice.

Before submission, feel free to:

- remove page 1 of this template
- remove instructional text (**in red font**)
- edit paragraph spacing and any other document formatting, where relevant.

Cover page (recommended)

Complete this cover page to provide the Commissioner with key information about your submission

Organisation name (required)	Monash City Council
Total number of employees (and full time equivalent FTE), as at 30 June 2025	Total employees: 1,436 Total FTE: 770.27
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

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 gender equality action plan (GEAP) on behalf of my organisation (as named above), and I attest that the implementation of the GEAP will be adequately resourced as required under the Gender Equality Act (2020).

Any comments?	
Name	Dr Andi Diamond
Role title	Chief Executive Officer
Signed	
Date	

A) Planning your GEAP

Refer to step 1 in the [2026 GEAP guidance](#):

- 1.1 Using insights from your previous gender equality work (recommended)
- 1.2 Understanding the basics of gender equality (recommended)
- 1.3 Setting up for success: processes, record keeping, governance and leadership (recommended)
- 1.4 Learning from other duty holders (recommended)

Want to take it further? Consider (recommended):

- [Creating a working group to help develop and implement your GEAP](#)
- [Gaining leadership commitment](#)

Section 1: Use insights from your previous gender equality work (recommended)

If you have completed a GEAP and [progress report](#), describe how the learnings have informed this GEAP ([see step 1.1](#)). You can reproduce your answer from your progress report. Suggested word range: 200-500 words.

The Gender Equality Action Plan (GEAP) 2021-2025 was developed on the longstanding commitment to, and leadership role in, promoting gender equality. Over the four-year period, we focused on building a workplace culture where people of all genders enjoy the same opportunities, rights and respect in our workplace and created an organisation that encouraged and welcomes diversity, inclusivity and equity for all. Understanding the diversity of the workforce across Council and the differences in some employees understanding of gender equality, intersectionality and the importance of this work is critical.

Through our audit data and compared to the People Matter Survey data, we know there is an under-reporting of sexual harassment complaints. Over the last four years, the foundational work has been completed in the awareness and seriousness of sexual harassment. The focus for the next four years is the importance of employees feeling safe to raise sexual harassment complaints without fear of consequence, reputation impacts, process being too difficult or it not being serious enough.

Another learning has been that without the introduction of the Monash Ally Program, and Ally Champions, the work to embed gender equality across the organisation is harder. Having Ally Champions across all departments assist with capacity-building and awareness.

Section 2: Processes, record keeping and governance (recommended)

Describe how you have set up processes, record keeping and governance to support this work ([see step 1.3](#)). Suggested word range: 200-500 words.

The strategies developed in Section 11 of this Gender Equality Action Plan 2026-2030 (GEAP 2026-2030) outline at a high-level Council's commitment to each indicator. The detailed activities and timeline of these strategies will be further documented in a project plan, which will include the individual and/or teams responsible as well as the timing. During the quarterly partnership meetings between People and Safety and Community Strengthening teams, the progress of these actions will be discussed and documented. These meeting will provide an opportunity for robust conversation on each deliverable and the opportunity to raise any issues that may be faced.

To further strengthen the accountability, the GEAP 2026-2030 is a standing agenda item on the quarterly Gender Equity Internal Steering Committee (GEISC), which is chaired by the Chief Executive Officer and includes representatives from all levels and experiences across the organisation. Progress updates will also be provided to Executive Leadership Team and Councillors at periodic intervals.

Section 3: Leadership commitment (recommended)

Describe how your leaders are committed to gender equality. This might include a statement from your head of organisation (CEO or equivalent) about their commitment ([see step 1.3](#)). Suggested word range: 200-500 words.

As the Executive Leadership Team, we are committed to advancing gender equality as a core leadership priority across our organisation.

We recognise that gender inequality continues to shape people's experiences in the workplace and that meaningful progress requires deliberate and sustained action from those in leadership positions. Achieving gender equality is not only a legislative responsibility under the Gender Equality Act 2020 (Vic), but also fundamental to building a safe, inclusive and high-performing organisation.

Through this GEAP 2026–2030, we commit to strengthening accountability for gender equality across all levels of leadership. We will continue to embed gender equality considerations into decision-making, workforce planning, policies and organisational systems, and ensure leaders are equipped and expected to actively promote inclusive and equitable workplaces.

We acknowledge that gender inequality does not affect all people in the same way. Our approach will continue to be guided by intersectionality, recognising that experiences of inequality may be compounded by factors such as disability, cultural background, sexuality, age, gender identity and other lived experiences.

We are committed to listening to our workforce, acting on evidence and holding ourselves accountable for progress. Advancing gender equality requires collective effort, but leadership must set the tone. As leaders, we commit to championing gender equality, modelling inclusive leadership and driving meaningful change across our organisation.

Together, we will continue to build a workplace where people of all genders can participate fully, feel respected and have equitable access to opportunity and leadership.

B) Consult on your audit results and strategies

Refer to step 3 and 7 in the [2026 GEAP guidance](#):

- 3.1 Consulting on your audit results (recommended)
- 7.1 Consulting on your strategies (recommended)
- 7.2 Documenting your consultation (required)

Need further help on planning and managing consultations? See (recommended):

- [Deciding the purpose of your consultation](#)
- [Identifying who to consult](#)
- [Ensuring effective consultation and engagement](#)
- [Gathering feedback and reflections on your consultation process](#)

Please note: This section includes step 3 and 7 of the [2026 GEAP guidance](#). Please make sure you do not miss steps 4-6 in the guidance.

Section 4: Confirm consultation groups (required)

You must consult with your...	Confirm yes or no	If no, why not?
Governing body (if your organisation has one)	Y	
Employees	Y	
Employee representatives, including relevant trade unions	Y	
You might consult with...	Confirm yes or no	Please describe additional people and/or groups
Other relevant people	N	

Section 5: Document your consultation process (required)

Describe how you consulted with your governing body, employees, employee representatives and any other relevant people to develop your GEAP (see [step 7.2](#)). Suggested word range: 200-500 words.

The development of this GEAP was informed by consultation with key stakeholders across the organisation to ensure the strategies reflect employee experiences, organisational priorities and the requirements of the Gender Equality Act 2020.

The GEISC played a central role in guiding the development of the GEAP. GEISC provided strategic oversight throughout the process and contributed to shaping the proposed priorities and actions based on insights from the workplace gender audit, consultation findings and organisational experience implementing the previous GEAP.

Consultation opportunities were provided to all employees. Draft GEAP strategies were shared organisation-wide via email and published on the intranet to ensure all staff had the opportunity to review and provide feedback. Feedback was also sought through established internal committees and working groups, including the LGBTIQ+ working group, Staff Consultative Committee and other relevant employee forums. Employee representatives were engaged through the Staff Consultative Committee to ensure that the perspectives of organised employee groups were considered in the development of the Plan.

The Executive Leadership Team (ELT) reviewed the draft GEAP strategies and provided endorsement prior to finalisation of the Plan. Following this, the GEAP was presented to Council for noting.

This consultation process ensured the GEAP reflects organisational priorities, incorporates employee perspectives and is supported by leadership and governance structures across the organisation.

Section 6: Findings from your consultation (recommended)

Describe the outcomes from consulting on your audit data and/or your strategies. Describe how the consultation helped to understand your audit and to improve your strategies (see [step 3.1](#)). Suggested word range: 200-500 words.

Consultation undertaken to inform the development of this GEAP provided valuable insights into how employees experience gender equality within the organisation and helped refine the proposed strategies to ensure they address identified barriers and opportunities for improvement.

Discussions with the GEISC highlighted the importance of strengthening leadership accountability for gender equality outcomes and ensuring gender equality considerations are embedded into organisational systems, policies and decision-making processes. Members also emphasised the need for strategies that continue to focus on cultural change, including building leadership capability, strengthening respectful workplace practices and improving employee confidence in reporting processes.

Feedback from employees and internal stakeholder groups reinforced several key themes identified in the workplace gender audit. Participants highlighted the importance of consistent implementation of flexible work arrangements across teams, ensuring access to career development and progression opportunities for employees working flexibly, and continuing efforts to reduce gendered work segregation in traditionally male or female-dominated roles.

Consultation also emphasised the importance of increasing transparency and communication around organisational processes, particularly in relation to reporting and responding to workplace sexual harassment. Employees noted that clearer information about reporting pathways and processes would help strengthen confidence in organisational systems.

Input from employee representatives and internal committees also helped refine several proposed strategies, including strengthening recruitment practices to reduce bias, improving leadership capability to support inclusive workplaces, and ensuring flexible work and leave policies are applied consistently and equitably.

Overall, consultation findings helped validate key priorities emerging from the audit data and strengthened the proposed strategies to better respond to employee experiences and organisational needs.

C) Consider the gender equality and the gender pay equity principles, and intersectionality

Refer to step 4 in the [2026 GEAP guidance](#):

- [4.1 Consider the gender equality principles \(required\)](#)
- [4.2 Consider the gender pay equity principles \(required\)](#)
- [4.3 Consider intersectional gender equality \(required\)](#)

Want to take it further? Consider (recommended):

- [Acknowledging your existing efforts on gender equality](#)
- [Aligning with existing commitments](#)
- [Strategies guided by the gender pay equity principles \(as part of using a comprehensive approach\)](#)

Section 7: Consider the gender equality principles (required)

Describe how you have taken the gender equality principles into account in developing your GEAP (see [step 4.1](#)). Suggested word range: 200-300 words.

In developing this GEAP, the organisation has considered the gender equality principles outlined in the Gender Equality Act 2020 (Vic). These principles recognise that all people should have equal access to power, resources and opportunities, and that gender equality is a human right and a shared responsibility across the Victorian community.

The development of the GEAP was informed by analysis of workplace gender audit data, consultation with employees and internal stakeholders, and a review of organisational policies and practices. These processes helped identify areas where gender inequality may exist within the workforce and informed the strategies included in this Plan.

The GEAP recognises that gender inequality has historically affected women and continues to shape experiences in the workplace, including access to leadership opportunities, flexible work and career progression. The strategies within the Plan seek to address structural barriers that contribute to inequality and promote equitable participation across all levels of the organisation.

The organisation also recognises that gender equality benefits people of all genders. The GEAP therefore includes actions that support equitable access to leadership opportunities, flexible work arrangements, inclusive recruitment practices and safe, respectful workplaces.

Through this Plan, the organisation commits to further embedding gender equality considerations into organisational systems, leadership practices and decision-making processes. This approach supports the ongoing promotion of fairness, respect and equal opportunity across the workforce.

Section 8: Consider the gender pay equity principles (required)

Describe how you have taken the gender pay equity principles into account in developing your GEAP (see [step 4.2](#)). Suggested word range: 200-300 words.

The development of this GEAP has been informed by the gender pay equity principles outlined in the Gender Equality Act 2020 (Vic), which recognise that gender pay inequity can arise from structural factors such as occupational segregation, workforce participation patterns and access to leadership opportunities.

Analysis of the organisation's workplace gender audit data shows at an organisational level, the overall gender pay gap does not currently favour men. Women's median earnings are higher than men's across the workforce, and the mean base salary gender pay gap indicates a slight gap favouring women. However, differences across occupational groups highlight the importance of continuing to monitor remuneration practices and workforce distribution to ensure equitable outcomes are maintained.

There continues to be mixed gender pay gap outcomes across the workforce in 2025, indicating that pay equity varies across occupational groups and levels. For example, the mean total remuneration gender pay gap favours women in some occupational groups, including managers, professionals and community and personal service workers, while favouring men in others, including technicians and trades workers and clerical and administrative roles. These variations suggest that workforce composition and the distribution of employees across roles and classifications may influence remuneration outcomes.

In developing this GEAP, the organisation has considered the broader structural drivers of gender pay inequity. Strategies within the Plan therefore focus not only on remuneration practices, but also on strengthening equitable recruitment and promotion processes, addressing gendered workforce segregation, supporting flexible work arrangements and improving representation across leadership levels.

Commitment to ongoing workforce data analysis and monitoring will support the organisation to identify trends over time and ensure that gender pay equity principles continue to inform organisational decision-making.

Section 9: Consider intersectionality (required)

Describe how you have taken intersectional gender inequality into account in developing your GEAP (see [step 4.3](#)). Suggested word range: 200-300 words.

In developing this GEAP, Council considered the gender equality principles set out in the Gender Equality Act 2020 (Vic). These principles recognise that gender inequality is driven by structural and systemic factors and that people experience inequality differently depending on their gender, identity and life circumstances. The GEAP has therefore been developed with a focus on addressing structural barriers within the workplace and supporting fair and inclusive outcomes for employees of all genders.

An intersectional approach was considered throughout the development of the GEAP. Council recognises that gender can intersect with other aspects of identity, such as cultural background, sexuality, disability, age and caring responsibilities, to shape people's experiences at work. To help ensure these perspectives were considered, Council engaged with several internal employee groups to seek diverse input through the development of the GEAP.

This included the GEISC the Reconciliation Action Plan (RAP) Working Group, the Monash Allies Network, and the LGBTQIA+ Working Group. These groups were provided an opportunity to discuss the findings from the workplace gender audit, reflect on issues emerging through consultation and consider how proposed strategies may impact different groups of employees. Their input helped ensure the GEAP aligns with Council's broader commitments to gender equality, Reconciliation and LGBTQIA+ inclusion.

By working with these groups, Council has sought to strengthen the intersectional lens applied to the GEAP and ensure actions respond to the diverse experiences of employees across the organisation.

D) Making a case for change

Refer to step 5 in the [2026 GEAP guidance](#):

- 5.1 Developing a case for change (recommended)
- 5.2 Creating a vision (recommended)

Want to take it further? Consider (recommended):

- [Acknowledging your existing efforts on gender equality](#)
- [Aligning with existing commitments](#)

Section 10: Make a case for change and create a vision (recommended)

Describe why gender equality matters at your organisation. Include your vision for gender equality ([see step 5.2](#)). Suggested word range: 300-600 words.

Over recent years, Council has made meaningful progress in advancing gender equality. This includes improvements in gender balance at senior leadership levels, continued investment in flexible work and family violence supports, and increased focus on respectful workplaces. Workforce data and consultation indicate that many employees experience Monash as a positive and supportive workplace.

Our audit findings also show that gendered patterns persist and that ongoing effort is needed to ensure equitable outcomes for all employees. Women remain more likely to work parttime and take extended parental leave, occupational segregation continues in several workforce groups, and experiences of sexual harassment, while underreported, remain present.

These findings reinforce that gender equality is not a static achievement, but an ongoing commitment. Continuing to focus on gender equality is critical to sustaining progress and responding to emerging risks. It is also central to creating a workplace where employees feel safe, valued and confident to contribute fully, regardless of gender or other aspects of identity.

This Gender Equality Action Plan 2026–2030 builds on Council's existing foundations. The Plan focuses on continuing to address structural drivers of inequality, embedding gender equality into policies and systems, strengthening leadership capability and accountability, and fostering a culture of safety, respect and inclusion.

Monash City Council's vision is to be a workplace where gender equality is actively advanced through inclusive leadership, equitable systems and an intersectional approach that recognises and responds to the diverse experiences of our workforce.

We envision an organisation where:

- People of all genders have equitable access to opportunity, development and leadership
- Flexible work and caring responsibilities are supported and normalised across all roles and levels
- Our workplaces are safe, respectful and free from discrimination, harassment and violence
- Decision making is informed by data, lived experience and diverse perspectives
- Leaders at all levels champion gender equality and are accountable for progress.

Through this GEAP, Council commits to continuing its leadership role in advancing gender equality, learning from evidence and experience, and working collectively to create lasting and meaningful change for our workforce and community.

E) Analysing your data to identify forms of gender inequality AND developing your strategies

For analysing your data to identify forms of gender inequality, see [step 2 of the guidance](#):

- 2.1 Including the results of your audit in your GEAP (required)
- 2.2 Identifying underlying causes of inequality in your organisation (recommended)
- 2.3 Using intersectional analysis to understand data (recommended)

For developing your strategies, see [step 6 of the guidance](#):

- 6.1 How to develop your strategies (recommended)
- 6.2 Setting measures (required)
- 6.3 Setting targets (recommended)
- 6.4 Documenting your strategies and measures (required)

Want to take it further? For analysing your data, consider (recommended):

- [Using multiple data sources to inform your GEAP](#)
- [Highlighting where data gaps currently exist and your plan for building data collection](#)
- [Outlining key insights from applying an analysis of intersectional gender inequality](#)
- [Outlining any other information sources or data that were considered as part of your GEAP development](#)

For developing your strategies, consider (recommended):

- [Developing strategies using a comprehensive approach](#). Including policies and processes, communication and engagement, education, data gaps and measuring change, and pay equity principles.
- [Applying an intersectional lens to your strategies](#)
- [Prioritising your strategies](#)

Section 11: Identifying underlying causes of gender inequality (recommended)

Summarise the underlying causes of gender inequality at your organisation (see [step 2.2](#)). Suggested word range: 300-600 words.

Analysis of the workplace gender audit (workforce data and People Matters Survey) highlights several underlying drivers of gender inequality at Monash City Council. While there are areas of positive progress, particularly improvements in women's representation in senior leadership structural patterns relating to workforce composition - occupational segregation, flexibility, and workplace culture continue to influence employees' experiences and gender inequality.

Gendered workforce participation and employment patterns

Women make up the majority of the workforce (61.4%), yet they remain significantly more likely than men to work in part-time roles. Over one quarter of women work part-time (27.6%), compared with just 6.9% of men. This pattern reflects broader societal trends where women continue to undertake a disproportionate share of unpaid caring responsibilities, which can influence workforce participation patterns. The higher prevalence of part-time work among women may affect career progression opportunities, access to leadership pathways and long-term earning potential.

There has been significant improvement in gender balance at the senior leadership level, with women representing 50% of senior leaders in 2025, compared with 36.7% in 2023. While this reflects progress in leadership representation, women remain underrepresented in the governing body, where men hold nearly two-thirds of positions (63.6%). Council recognises that representation in leadership and decision-making roles is important for ensuring diverse perspectives influence organisational strategy and policy.

Occupational gender segregation

The audit data shows persistent occupational gender segregation across several workforce groups. Women are highly represented in professional, clerical and administrative roles, while men remain overrepresented in technical, trades and labouring roles. Occupational segregation can contribute to gender pay differences across job groups and may limit opportunities for employees to move across occupational streams.

Gender pay gap

Pay gap data shows mixed outcomes across occupational groups. In several categories the pay gap favours women, while in others it favours men. These variations suggest that workforce composition within specific roles and levels may influence pay outcomes. The negative mean gender pay gap for senior leaders (-16.2%) indicates that women in leadership roles currently have higher average remuneration than men in that group, which may reflect workforce distribution across leadership classifications rather than structural pay inequity. However, Council acknowledges that ongoing monitoring remains important to ensure remuneration practices remain equitable across all levels and classifications.

Sexual harassment

People Matter results indicate that 11% of women respondents experienced sexual harassment in the workplace in the past 12 months. However, only a small proportion of those who experienced harassment reported it formally. The most common reasons for not reporting were perceptions that the behaviour was not serious enough or that reporting would not make a difference. These findings indicate that there are

cultural and procedural barriers to reporting inappropriate behaviour which need to be addressed to improve Council's gender equality outcomes.

Leave and flexibility

Parental leave and flexibility data also highlights gendered patterns in caring responsibilities. Women take significantly longer parental leave on average (36.4 weeks) than men (7.7 weeks), reflecting broader societal norms around caregiving roles. While men's uptake of parental leave has increased compared with previous years, women continue to assume the majority of extended leave periods. Supporting equitable access to flexible work and encouraging uptake across all genders is an important factor in promoting gender equality through workforce participation and career progression.

Intersectional considerations and data gaps

While the audit provides valuable insights into gender equality trends, the organisation currently has limited disaggregated data available across other identity characteristics such as age, cultural background, disability or caring status. Building stronger intersectional data collection over time will support deeper analysis of how gender intersects with other forms of inequality in the workforce.

Overall, the audit findings suggest that while progress has been made in areas such as leadership representation and parental leave uptake among men, structural drivers including occupational segregation, gendered caring responsibilities, and cultural barriers to reporting harassment continue to shape gender equality outcomes within the organisation. These insights have informed the development of the GEAP strategies, which aim to address these underlying drivers through policy, leadership, workforce development and cultural change initiatives.

Section 12: Analysing your data and documenting your strategies (required)

Under each indicator in the following, describe the gender equality issues **using your workplace audit data** (see [step 2.1](#)).

The template comes pre-filled with the **performance measures** for all indicators. These are the minimum standards (see [step 6.2](#) for further guidance).

Set quantitative targets for your indicators (see [step 6.3](#)). Include strategies, note any overlap with other indicators, who is responsible and the timeline (see [step 6.1](#)). An additional table is included for strategies and measures that are outside of the indicators. This is optional.

Indicator 1: Gender composition of all levels of the workforce

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures:</p> <p>Gender composition of the duty holder organisation in 2025: 61.4% women, 38.4% men, and 0.3% self-described* Gender composition of part time workers in the duty holder organisation in 2025: 27.5% of women and 6.9% of men Gender composition of senior leaders in the duty holder organisation in 2025: 50% women and 50% men</p> <p>In 2025, women represent 61.4% of the workforce, compared with 38.3% men and 0.3% self-described gender. This indicates a female-majority workforce overall.</p> <p>However, workforce participation patterns differ significantly by gender. Women are substantially more likely to work in part-time roles, with 27.6% of women working part-time compared with 6.9% of men. In contrast, men are more likely to work full-time (55.2% of men compared with 34.8% of women). These differences may reflect the ongoing gendered distribution of caring responsibilities, which can influence workforce participation and access to full-time roles.</p> <p>Employment type patterns also show that a similar proportion of women and men are engaged in casual employment (37.5% of women and 37.9% of men).</p> <p>However, the much higher proportion of women in part-time roles may affect access to career development opportunities, leadership pathways and long-term earnings.</p> <p>Representation at the senior leadership level has improved significantly. In 2025, women and men are equally represented among senior leaders (50% women and 50% men), compared with 36.7% women and 63.3% men in 2023. While this reflects positive progress in leadership representation, the continued gendered patterns in workforce participation highlight the importance of ensuring that flexible work arrangements, career development opportunities and leadership pathways remain accessible to employees of all genders.</p> <p>*<10 employees self-described their gender and therefore not included in further data per privacy thresholds.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures:</p> <p>Gender composition of the duty holder organisation. Gender composition of part time workers in the duty holder organisation. Gender composition of senior leaders in the duty holder organisation.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Embed a gender-balanced succession planning and acting appointment framework for senior leadership to move toward 40/40/20	<ul style="list-style-type: none"> Senior Leadership People and Safety 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Recruitment and promotion practices in the workplace
Strengthen data collection on gender diversity and intersectionality <ul style="list-style-type: none"> Enhance voluntary self-identification processes in HR systems Provide clear communication about confidentiality and purpose. 		Ongoing, achieved by 2030	
Embed annual monitoring and reporting on workforce gender composition <ul style="list-style-type: none"> Provide leadership with annual updates on workforce gender composition Identify trends over time rather than relying on point-in-time data. 	<ul style="list-style-type: none"> People and Safety 	Ongoing, achieved by 2030	
Formalise the Senior Leadership Team's accountability to further embed gender equality, diversity and inclusion, and prevention of family violence	<ul style="list-style-type: none"> Executive Leadership Team 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Recruitment and promotion practices in the workplace Sexual harassment in the workplace Availability and utilisation of terms,

			conditions and practices relating to: family violence, flexible working arrangements and working arrangements supporting employees with family or caring responsibilities <ul style="list-style-type: none">• Gendered segregation within the workplace
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Repeat as many rows as needed.

Indicator 2: Gender composition of the governing body

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures: Gender composition of the duty holder organisation's governing body in 2025: 36.4% women (4) and 63.6% men (7).</p> <p>The gender audit shows that men remain overrepresented on the organisation's governing body. In 2025, the governing body comprises 36.4% women and 63.6% men (4 women and 7 men). This composition has remained unchanged since 2023, indicating that gender balance within the governing body has not shifted during the reporting period.</p> <p>In the local government context, the governing body consists of elected Councillors. Unlike workforce composition, councils have limited direct control over the gender composition of the governing body, as Councillors are elected through a democratic process. However, the current composition shows that men hold a majority of Council positions.</p> <p>Gender balance in governing bodies is important because Councillors play a key role in setting the strategic direction of the organisation, making policy decisions and overseeing the implementation of initiatives such as the Gender Equality Action Plan. When governing bodies are more gender balanced, they can bring a broader range of perspectives and lived experiences to decision-making processes.</p> <p>While the organisation cannot directly influence election outcomes, there are opportunities to support broader gender equality in local leadership through initiatives that encourage diverse community members to consider civic leadership roles, promote awareness of local government pathways, and create inclusive environments that support the participation of people of all genders in governance and decision-making.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures: Gender composition of the duty holder organisation's governing body.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Maintain Councillors' understanding of Council's gender equality legislative obligations, status and progress.	<ul style="list-style-type: none"> • People and Safety • Community Strengthening • Governance 	Ongoing, achieved by 2030	
Strengthen Councillor understanding of the importance and impacts of intersectional gender equality.	<ul style="list-style-type: none"> • People and Safety • Community Strengthening • Governance 	Ongoing, achieved by 2030	
Encourage current governing body members to mentor and support individuals from diverse backgrounds to apply for future positions.	<ul style="list-style-type: none"> • Governance 	2029	
Partner with local government peak bodies to coordinate local opportunities to increase the diversity of prospective Councillors candidates	<ul style="list-style-type: none"> • Governance • Community Strengthening 		

Repeat as many rows as needed.

Indicator 3: Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures:</p> <p>Mean total remuneration gender pay gap by occupation group in 2025:</p> <ul style="list-style-type: none"> Managers: - 6.1% Professionals: -1.9% Technicians and Tradesworkers: 8.1% Community and Personal Service Workers: -9.0% Clerical and Administrative Workers: 4.1% Labourers: -4.1% <p>Mean total remuneration senior leader gender pay gap in 2025: -16.4%</p> <p>Supplementary measures:</p> <p>Mean base salary pay gap in 2025: -4.8%</p> <p>Median total remuneration pay gap in 2025: -13.5%</p> <p>Median base salary pay gap in 2025: -12.9%</p> <p>Analysis of the gender audit shows mixed gender pay gap outcomes across the organisation in 2025, indicating that pay equity varies across occupational groups and levels of the workforce.</p> <p>Across the organisation overall, the mean base salary gender pay gap is -4.8%, while the median total remuneration pay gap is -13.5% and the median base salary pay gap is -12.9%, indicating that women’s median earnings are higher than men’s across the workforce.</p> <p>The mean total remuneration gender pay gap by occupation group shows variation between workforce categories. In 2025, the pay gap favours women in some groups and men in others. For example, the gap favours women among managers (-6.1%), professionals (-1.9%), community and personal service workers (-9.0%) and labourers (-4.1%), while it favours men among technicians and trades workers (8.1%) and clerical and administrative workers (4.1%). These variations suggest that workforce composition and distribution across roles and levels may influence pay outcomes.</p> <p>At the senior leadership level, the mean total remuneration gender pay gap is -16.2%, meaning women in senior leadership roles receive higher average remuneration than men. This may reflect the distribution of employees across leadership classifications or tenure rather than a structural pay inequity favouring women. However, continued monitoring of leadership remuneration is important to ensure pay equity is maintained over time.</p> <p>While these results suggest that the organisation does not currently have an overall gender pay gap favouring men, differences between occupational groups highlight the importance of ongoing monitoring of remuneration practices and workforce distribution to ensure pay equity is maintained and that gendered workforce patterns do not lead to unintended pay disparities over time.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures:</p> <p>Mean total remuneration gender pay gap by occupation group.</p> <p>Mean total remuneration senior leader gender pay gap.</p> <p>Supplementary measures:</p> <p>Mean base salary pay gap.</p> <p>Median total remuneration pay gap.</p> <p>Median base salary pay gap.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Target gender pay gap in occupational pockets <ul style="list-style-type: none"> Review starting salary practices in male-dominated occupations 	<ul style="list-style-type: none"> People and Safety 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Recruitment and promotion

			practices in the workplace <ul style="list-style-type: none"> Gendered segregation within the workplace
Improve understanding of the gender pay gap across the organisation through targeted learning opportunities	<ul style="list-style-type: none"> People and Safety Community Strengthening People Leaders 	2029	
Develop and publish resources on Monnet (staff intranet) to support understanding of the gender pay gap, drivers and actions to reduce the gap.	<ul style="list-style-type: none"> People and Safety Community Strengthening 	2028	

Repeat as many rows as needed.

Indicator 4: Sexual harassment in the workplace

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures: Anonymous experience rate of sexual harassment in 2025: 11% of women Number of formal reports of sexual harassment in 2025: 1</p> <p>Supplementary measures: Participants who said they reported sexual harassment in 2025: 5% of women (1 in 20) Reasons for not making a formal sexual harassment complaint in 2025:</p> <ul style="list-style-type: none"> • I didn't think it was serious enough (50%) • I didn't think it would make a difference (17%) • I didn't need to because I no longer had contact with the person who harassed me (17%) <p>Satisfaction with handling of workplace sexual harassment complaint in 2025: satisfied (1) Satisfaction with handling of formal workplace sexual harassment complaint in 2025: not available</p> <p>Analysis of People Matter survey results and workplace reporting data indicates that sexual harassment continues to be experienced by employees and that formal reporting of these incidents remains low.</p> <p>In 2025, 11% of women respondents to the People Matter survey reported experiencing sexual harassment in the workplace within the past 12 months. This indicates that a notable proportion of employees continue to experience inappropriate or harmful behaviour at work. While survey data captures employees' experiences, the number of formal reports of sexual harassment recorded by the organisation in 2025 was one.</p> <p>The difference between the proportion of employees reporting experiences of harassment in the survey and the number of formal complaints suggests that many incidents are not formally reported. Survey results support this interpretation. Among employees who reported experiencing sexual harassment in the survey, only 5% indicated that they submitted a formal report.</p> <p>The most common reasons given for not making a formal complaint were that the behaviour was not considered serious enough (50%), that employees did not think reporting would make a difference (17%), or that contact with the person responsible had ceased (17%). These findings indicate barriers to reporting, including perceptions about the seriousness of behaviour, confidence in reporting processes, or uncertainty about outcomes.</p> <p>Data on employee satisfaction with how sexual harassment complaints were handled is not currently available through either the People Matter survey or internal complaints reporting. Strengthening understanding of employee experiences and confidence in reporting processes will be important for ensuring that workplace systems effectively support prevention, reporting and response to sexual harassment.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures: Anonymous experience rate of sexual harassment. Number of formal reports of sexual harassment.</p> <p>Supplementary measures: Participants who said they reported sexual harassment. Reasons for not making a formal sexual harassment complaint. Satisfaction with handling of workplace sexual harassment complaint. Satisfaction with handling of formal workplace sexual harassment complaint.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Strengthen prevention-focused initiatives <ul style="list-style-type: none"> • Deliver regular, scenario-based training focused on respectful behaviours and bystander action • Consider expectations around documentation of all formal and informal reports. 	<ul style="list-style-type: none"> • People and Safety 	2028	
Increase capability and accountability of leaders responding to disclosure of inappropriate behaviours	<ul style="list-style-type: none"> • People and Safety 	2028	

<ul style="list-style-type: none"> • Ensure people leaders are aware of their responsibilities under Monash policies and legislation 			
Enhance employees understanding of harassment reporting pathways and confidence to report through regular ongoing information provision.	• People and Safety	2028	
Develop and promote Contact Officer Program (with staff representation across diverse levels, work area and locations, including the Operations Centre).	• People and Safety	2028	
Strengthen and increase monitoring of employee perceptions of safety and respect in the workplace.	• People and Safety	2028	

Repeat as many rows as needed.

Indicator 5: Recruitment and promotion practices in the workplace

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures:</p> <p>Gender composition of recruited employees in 2025: not available Gender composition of employees who were promoted in 2025: Among 65 promotions, 63.1% women and 36.9% men Perceptions of recruitment, by gender in 2025: 72% of women and 72% of men agree that recruitment processes are fair Perceptions of promotion, by gender in 2025: 52% of women and 58% of men agree the promotion processes are fair</p> <p>Analysis of recruitment, promotion and employee perception data highlights several factors relevant to gender equality in career progression and workplace opportunity.</p> <p>Due to a data issue in the reporting template, the gender composition of recruited employees in 2025 cannot be accurately reported, as all employees were incorrectly listed as recruited during the reporting period. This limits the organisation's ability to analyse gender patterns in recruitment outcomes for this year. Addressing this data issue will be important to ensure accurate monitoring of recruitment practices and outcomes in future reporting cycles.</p> <p>Promotion data shows that 63.1% of promotions in 2025 were awarded to women and 36.9% to men (41 women and 24 men). This broadly reflects the overall gender composition of the workforce, where women make up the majority of employees. While this suggests that women are progressing through the organisation, promotion outcomes alone do not fully capture employees' experiences of career progression.</p> <p>Employee perception data provides additional insight into how recruitment and promotion processes are experienced. In the 2025 People Matter survey, 72% of women and 72% of men agreed that recruitment processes are fair, indicating broadly consistent perceptions across genders. However, perceptions of promotion processes were less positive overall. 52% of women and 58% of men agreed that promotion processes are fair, suggesting that a notable proportion of employees may perceive barriers or lack confidence in how promotion decisions are made.</p> <p>These findings highlight the importance of ensuring transparent, consistent and equitable recruitment and promotion processes, as well as improving the organisation's ability to monitor recruitment outcomes through reliable data collection.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures:</p> <p>Gender composition of recruited employees. Gender composition of employees who were promoted. Perceptions of recruitment, by gender. Perceptions of promotion, by gender.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Develop and implement an inclusive recruitment program, including capability uplift of employees involved in the recruitment process	• People and Safety	2028	• Gender composition of all levels of the workforce
Use recruitment and promotion data (eg, shortlisting and appointments) regularly to inform initiatives to enhance recruitment and promotion practices, including policy changes.	• People and Safety	2027	• Gender composition of all levels of the workforce
Identify opportunities to support hiring managers to diversify applicant pool and present Monash as an inclusive employer of choice.			• Gender composition of all levels of the workforce

Repeat as many rows as needed.

Indicator 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

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures: Average weeks of parental leave, by gender in 2025: 36.4 weeks for women (21) and 7.7 weeks for men (9) Uptake of flexible work, by gender in 2025: 9.5% of women and 22% of men Perceptions of flexible work culture, by gender in 2025: 79% of women and 82% of men are confident that if they requested a flexible work arrangement it would be given due consideration.</p> <p>Supplementary measures: Gender composition of parental leave takers in 2025: 70% women and 30% men Gender gap in carer's leave in 2025: 30.6% of women and 29.2% of men took carer's leave</p> <p>In 2025, 30 employees took parental leave, with women taking significantly longer periods of leave on average. Women (21 employees) took an average of 36.4 weeks of parental leave, while men (9 employees) took an average of 7.7 weeks. Women also made up the majority of parental leave takers, accounting for 70% of employees who accessed parental leave, compared with 30% men. These patterns reflect persistent gender norms around caregiving, where women are more likely to take extended leave following the birth or adoption of a child.</p> <p>The audit data also indicates gender differences in the uptake of formal flexible working arrangements. In 2025, 9.5% of women and 22.0% of men were recorded as having a formal flexible work arrangement. This pattern differs from common trends across many workplaces, where women are typically more likely to access formal flexibility, and may reflect differences in how flexible arrangements are recorded or formalised across roles.</p> <p>Carer's leave usage was relatively similar across genders. In 2025, 30.6% of women and 29.2% of men took carer's leave, indicating a relatively small gender gap in the use of this entitlement.</p> <p>Perceptions of the organisation's flexible work culture are generally positive. In the 2025 People Matter survey, 79% of women and 82% of men reported confidence that if they requested a flexible work arrangement it would be given due consideration.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures: Average weeks of parental leave, by gender. Uptake of flexible work, by gender. Perceptions of flexible work culture, by gender.</p> <p>Supplementary measures: Gender composition of parental leave takers. Gender gap in carer's leave.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
<p>Promote to all employees flexibility as a normalised practice</p> <ul style="list-style-type: none"> • Encourage and visibly support part-time or flexible arrangements at leadership levels • Reinforce messaging that flexibility is available across all genders • Actively promote all leave types to employees at all levels (including what leave has been used for and what it has supported including transitioning to retirement, caring, etc) • Challenge the perceived management load of supporting flexible arrangements including part time work and job share. • Ensure communications about family violence and flexible working arrangements reflect diverse relationships and family structures, including same-sex relationships, chosen families, and varied caring responsibilities, rather than only traditional family models. 	<ul style="list-style-type: none"> • Senior Leadership • People and Safety • All People Leaders 	<p>Ongoing, achieved by 2030</p>	<ul style="list-style-type: none"> • Gender composition of all levels of the workforce

<p>Strengthen return-to-work practices following parental leave</p> <ul style="list-style-type: none"> • Implement structured re-entry conversations following extended leave • Monitor retention and progression post parental leave. • Consider exploring what would support parents and carers to return to work full time (should they want too – e.g. increased flexibility) and what would retain them post 12 months return. 	<ul style="list-style-type: none"> • People and Safety • 	2030	
<p>Increase employee awareness and understanding of family violence and the supports available to Council staff</p> <ul style="list-style-type: none"> • Continue to deliver responding to disclosures of family violence training • Promote Family Violence Policy • Promote and educate employees on Family Violence Leave entitlements. 	<ul style="list-style-type: none"> • People and Safety • Community Strengthening 	Ongoing, achieved by 2030	

Repeat as many rows as needed.

Indicator 7: Gendered segregation within the workplace

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	<p>Critical performance measures:</p> <p>Occupational gender segregation in 2025:</p> <ul style="list-style-type: none"> Managers: 52.7% women and 47.3% men Professionals: 73.5% women and 26.2% men Technicians & Tradesworkers: 27.3% women and 71.2% men Community and personal service workers: 63.2% women and 36.6% men Clerical and administrative workers: 67.3% women and 32.7% men Sales workers: none Machinery operators and drivers: none Labourers: 31.1% women and 68.1% men <p>In 2025, women are strongly represented in several occupational categories. Women make up 73.5% of professionals, 67.3% of clerical and administrative workers, and 63.2% of community and personal service workers. These roles are traditionally associated with administrative, service or care-related work and often attract higher proportions of women across the labour market.</p> <p>In contrast, men remain overrepresented in technical and physically oriented roles. Technicians and trades workers are comprised of 71.2% men and 27.3% women, while labourer roles are 68.1% men and 31.1% women. These patterns reflect broader labour market trends where technical, trades and labour-intensive occupations are more commonly held by men.</p> <p>Representation is more balanced within management roles, where 52.7% of managers are women and 47.3% are men, indicating progress toward gender balance at this level.</p> <p>While women are well represented across many workforce groups, the concentration of genders within particular occupational streams indicates ongoing structural segregation. Occupational gender segregation can influence career pathways, workforce mobility and pay equity, particularly where certain types of roles are associated with different pay levels or progression opportunities.</p> <p>Addressing gender segregation may require initiatives that support broader career pathways, challenge traditional gender stereotypes in different occupations, and encourage diverse participation across all workforce areas.</p>
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Critical performance measures:</p> <p>Occupational gender segregation.</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)
Support targeted development pathways <ul style="list-style-type: none"> Offer leadership and capability development in streams where one gender is underrepresented at higher levels 	<ul style="list-style-type: none"> People and Safety 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Gender composition of all levels of the workforce
Enhance consideration of gender segregations when reviewing position descriptions in gender segregated work areas to remove unnecessary requirements that may limit diverse participation	<ul style="list-style-type: none"> People and Safety 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Gender composition of all levels of the workforce Recruitment and promotion practices in the workplace
Continue to enhance inclusive recruitment practices across the organisation	<ul style="list-style-type: none"> People and Safety 	Ongoing, achieved by 2030	<ul style="list-style-type: none"> Gender composition of all levels of the workforce

			<ul style="list-style-type: none">• Recruitment and promotion practices in the workplace
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Repeat as many rows as needed.

Additional areas of focus (optional):

Describing the problem (see [step 2](#))

<p>Analyse audit data (required)</p> <p>Describe the key gender inequality problems identified by your audit.</p> <p>Suggested word range: 150-400 words.</p>	
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Setting metrics (see [step 6](#))

<p>Measures (required)</p> <p>What will you measure to assess the performance of your strategies?</p>	<p>Performance measures:</p> <p>Additional measures (optional):</p>
<p>Target/s (recommended)</p> <p>What quantitative (measurable) change or outcome are you aiming for?</p>	

Strategies (see [step 6](#))

Strategy (required)	Responsible (recommended)	Timeline (recommended)	Related to other indicators? (recommended)

Repeat as many rows as needed.

F) Resourcing your GEAP

Refer to step 8 in the [2026 GEAP guidance](#):

- 8.1 Developing a resourcing plan that outlines how your GEAP will be adequately resourced (required)

Need further help on resourcing? Consider (recommended):

- [Prioritising your strategies](#)

Section 13: Identifying current and required resources (recommended)

Describe your assessment of the resourcing needs to implement your GEAP over its life cycle (see [step 8.1](#)). This might include what you currently have, what you need and (if required) how you will fill any resourcing gaps. Suggested word range: 150-400 words.

The implementation and delivery of the strategies in this Plan sits with the People and Safety team in conjunction with the Community Strengthening team. Holistically, the accountability for business change will be driven by senior leadership, underpinned by the day to day responsibility with all People Leaders. Across both teams under the guidance of the department managers, the resourcing profile is:

People and Safety

- 1 x FT Talent Lead (co-ordinator level) – responsible for developing, implementing and reporting on the delivery of initiatives and workforce facing programs, joint secretariat support to the Gender Equity Internal Steering Committee, main contact point with the Commission for Gender Equality in the Public Sector
- 2 x FT Talent Officers (officer level) – responsible for the development and implementation reporting requirements, workforce audit data, intersectional data collection, People Matter Survey reporting
- 1 x FT Workplace Relations Business Partner – responsible for the implementation of indicator 4: sexual harassment in the workplace.

Community Strengthening

- 1 x 0.8 FTE Gender Diversity & Equity Co-ordinator (co-ordinator level) – responsible for developing, implementing and reporting on and delivery of Gender Impact Assessments, embedding internal processes and community facing programs, joint secretariat support to the Gender Equity Internal Steering Committee
- 1 x 0.6 FTE Gender Equity Officer (officer level) – responsible for the Monash-specific tools and resources specific to Gender Impact Assessments and providing guidance and training to employees, further development of the Monash Ally Program

Further to this, where required, other employees will assist with the delivery of measures within this plan. This could include key employee working groups such as LGBTIQ+ working group and the Gender Equity Internal Steering Committee to seek feedback on strategies or organisational rollout. Additional resourcing and budget is not requested as the GEAP strategies outlined will be integrated to enhance existing organisation actions towards achieving gender equality.

Section 14: Developing a resourcing plan (required)

Describe how you have adequately resourced the development of your GEAP and how you will adequately resource the implementation of the strategies in your GEAP to ensure you make reasonable and material progress on each of the workplace gender equality indicators in the Act (see [step 8.1](#)). Describe how you will monitor whether your resourcing is effective or needs adjustment during the life of the plan. Suggested word range: 150-400 words.

Upon confirmation of the compliance for the Commission for Gender Equality in the Public Sector, an implementation plan for the four-year period will be developed to ensure all strategies are achieved. The People and Safety team, in consultation with key stakeholders and employees, will lead the implementation including identifying roles, responsibilities and key milestones for each strategy.

The implementation and progress of each strategy will be reviewed annually and updated, where required. Progress reporting will be jointly managed between the People and Safety and the Community Strengthening teams, with updates provided to senior leaders, Councillors, and relevant employee working groups and committees. In alignment with the Act requirements, progress reporting will be completed every two years to the Commission for Gender Equality in the Public Section, as per guidance provided.

Any other additions or comments (optional)

Provide any other additions in relation to any aspect of your GEAP.

N/A

You have come to the end of the GEAP template.

Have you included all the minimum requirements? Use [the checklist in the 2026 GEAP guidance](#).

We'd love to hear from you!

Your feedback is valuable to us. You are welcome to provide us with feedback on how you went with developing your **GEAP**, including how useful the guidance, templates and supports were to you.

You can do by clicking on the link: [Feedback to the Commission for Gender Equality in the Public Sector](#).