2026 Progress report for: Mildura Rural City Council

Cover page

Organisation name	Mildura Rural City Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 620 (284 men 336 women) Total FTE: 463
Response rate to employee experience survey	45%
Contextual information	Mildura Rural City is located in the north-west of Victoria 540 kms North West of Melbourne and covers an incredible 10 per cent of the state of Victoria, alongside the Mighty Murray River. 57,544 people call Mildura and surrounds home. Data from the 2023 Australian Bureau of Statistics and Regional Development Victoria and REMPLAN indicates that 9.4% of our community were born overseas, 12.3% Speak a language other than English at home and 4.6% of our locals are Aboriginal and Torres Strait Islander people. Mildura Rural City Council delivers more than 100 services, facilities and infrastructure to support the community thanks to a diverse workforce. Our Council Vision - We are a liveable, people friendly community. Our Council Plan highlights our longstanding and ongoing commitment to gender equality: *Gender equality to prevent family violence Family violence remains a significant issue in our community. It stops those affected from fully participating in our region, while also impacting individuals, families, workplaces, the wider community and economy. We recognise that improving gender equality is key to preventing family violence, and making our community safer, healthy and more prosperous.* *We have a zero-tolerance approach to all forms of violence and believe raising awareness and supporting respectful relationships will lead to change and put an end to family violence. We are committed to people enjoying the same opportunities, rights and obligations, and will continue to work towards a whole of community Gender Equality and Primary Prevention of Family Violence Strategy*.
Location (metropolitan, regional or rural. If other, please specify)	Rural

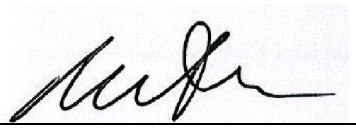
Attestation by head of organisation

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.

Comments	
Name	Martin Hawson
Position Title	Chief Executive Officer (CEO)
Signed	
Date	01 June 2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions

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

☐ Reporting on the GIA(s) would make the progress report an exempt document. This is within the meaning of the *Freedom of Information Act 1982*.

☐ Reporting on the GIA(s) would result in a disclosure prohibited by a different Act.

☐ Reporting on the GIA(s) would reveal confidential information.

☐ Your organisation had no policies, programs or services requiring a GIA. This is under the parameters of the *Gender Equality Act 2020.*

☒ None of these apply (**go to 1.2**).

Section 1.2 Describing policies, programs and services subject to a GIA

Ref #	A: Title	B: Subject	C: Description of the policy, program or service	D: Status	E: Description of gendered impacts (recommended)
1.	Communications Strategy 2025-2028	Program	The Communications Strategy 2025–2028 outlines how Mildura Rural City Council will communicate with its community and workforce to ensure people are informed, engaged and able to participate in Council decisions, services and activities. The strategy focuses on clear, timely and accessible communication across multiple channels, including during emergencies, and aims to strengthen trust through transparency and two-way engagement. It recognises that effective communication influences access to services and supports inclusive participation across the municipality.	Up for review	Our research identified the following gendered considerations: • Local government communications are not gender neutral - how information is framed and shared affects people differently. • Women are more likely to face barriers to accessing information due to caring responsibilities, time poverty, safety concerns and digital access gaps. • Women's experiences are less often reflected in public messaging, particularly in technical or infrastructure-focused communications. • During emergencies, communication gaps can increase risk for women, especially those caring for others or experiencing limited mobility or safety. • These impacts are compounded for Aboriginal women, women with disability, culturally and linguistically diverse women, older women and young women. • Inclusive and accessible communication supports representation, equity, safety, participation and trust in local government.
2.	Red Cliffs Walking and Cycling Plan	Program	The Red Cliffs Walking and Cycling Plan provides a long-term framework to improve walking and cycling safety, accessibility and connectivity within the Red Cliffs township. Its purpose is to support active transport, reduce road safety risks, and create a safe, connected network that links key community destinations, responds to community concerns, and encourages more people to walk and ride as part of everyday life. The plan supports the Red Cliffs Community Vision by contributing to a healthier, more inclusive and liveable town over the next decade and beyond.	New	Our research and community consultation found the following: • Community consultation identified gender differences in walking and cycling behaviour and perceptions of safety. • Female respondents were less likely to ride a bike than male respondents and were more likely to prioritise safety when choosing how to travel. • Female respondents reported feeling less safe than male respondents when walking or riding in Red Cliffs and identified specific streets with higher safety concerns. • Female respondents were more likely to indicate they would increase walking and cycling if infrastructure and safety were improved.
3.	Community Health and Wellbeing Plan 2025-2029	Program	The Community Health and Wellbeing Plan 2025–2029 is Council's municipal public health plan developed under the *Public Health and Wellbeing Act 2008*. It sets priorities and coordinated actions to improve health and wellbeing across the Mildura Rural City Council municipality, addressing social,	Up for review	Our research and consultation found the following: • Community Health and Wellbeing is enhanced by having gender and intersectional disaggregated data for the Mildura municipality allowing for development of more nuanced and targeted actions to support underrepresented community members and equity.

			environmental and economic factors that influence health. The plan guides Council and partner organisations to deliver prevention, early intervention and equity-focused actions across five domains of health and wellbeing over the four-year period.		• This data (where and when available) strengthens understanding of cumulative and intersectional disadvantage, especially where gender intersects with: ○ Aboriginality ○ Disability ○ Age ○ Cultural background ○ Socio-economic disadvantage • Health equity must be a core principle of health and wellbeing planning as not everyone has equal opportunity to achieve good health, systemic barriers lead to poorer outcomes for certain groups. Gender is a factor influencing health outcomes, alongside age, disability, culture, income and geography. • Aboriginal and Torres Strait Islander people experience poorer health outcomes. Self-determination, cultural safety and Closing the Gap commitments are important to addressing this. • Where gendered impacts intersect with Aboriginality they include violence and chronic health conditions. • A persons gender shapes their experiences with safety in public spaces, access to services and healthcare, Participation in community life, Prevention of discrimination and exclusion.
4.	Nichols Point Community Plan 2025 – 2029	Program	Council facilitates the community planning process to enable residents of our municipality to develop clear goals for progressing their communities. Once developed, community plans serve as a framework for prioritising projects in our communities. The plans are ‘owned’ by community groups and connect the community to the Council decision making and budget through community-determined actions.	Up for review	Community consultation processes should be structured to include gender-inclusive decision-making and representation in the actions and the plan. Community based actions do not need to be specifically identified as a ‘gendered action’ to have positive benefits for promoting gender equality. Participation and input in decision making is key to ensure priorities for women are represented in the plan because women and men experience and value public spaces and community facilities and experiences differently. For example, women’s priority areas tend to focus on family needs, schooling, early years, recreation, safety and community connection and this is reflected throughout the Plan given the majority representation of women in the plan’s Steering Committee and input during consultation.
5.	Gender Equality and Preventing Family Violence Strategy 2025-2029	Program	In 2014, family violence was declared a national emergency in Australia. We know that family violence is preventable. As the level of government closest to the community, our Council has a critical role in addressing the social conditions that enable high rates of local family violence to persist. This Strategy supports a whole-of-organisation approach enabling our	New	This newly developed Gender Equality and Preventing Family Violence Strategy will provide a whole-of-organisation focus on gender equality. The Strategy has embedded a significant focus on Gender Impact Assessment across the organisation which will provide a systematic mechanism for gender equity.

			Council to reflect our diverse community. The Strategy will position Council to be more responsive to addressing the critical community issue of family violence. This Strategy will reinforce and celebrate a gender inclusive culture at Mildura Rural City Council.		The Strategy ensures resourcing and budget consideration for gender equality work and priorities are embedded into annual Council budgetary processes. The Strategy builds on existing commitment and momentum for gender equality and preventing family violence work across Council – the strategy builds the profile of this work and ensures a sustained approach over the medium to long-term.
6.	Ouyen Walking and Cycling Plan	Program	This Plan was prepared to improve safety for pedestrians and cyclists in and around the township of Ouyen. The development of the Plan investigated pedestrian and cyclist safety in the township of Ouyen and identified potential improvements to address and support active transport participation, pedestrian and cyclist safety, and road safety more generally. The Plan sets out a blueprint for a safe pedestrian and cyclist network linking key community destinations within the Ouyen township. It also considers area-wide local area traffic management. Ouyen has a population of 1170 and is 103km from the nearest regional centre of Mildura.	New	The Gender Impact Assessment identified that walking and cycling infrastructure is not gender neutral and that women and girls experience mobility, safety and public space differently to men. Evidence and community data demonstrated that women are less likely to cycle or walk when infrastructure is fragmented, poorly maintained, inadequately lit, or perceived as unsafe. Community consultation for the OWCP showed a strong gendered participation and impact: • 83% of survey respondents were women, possibly reflecting high engagement and unmet safety needs. 15% were from men and 2% preferred not to say. • Women reported very low perceived safety when walking (average 1.6/5) and cycling (average 1.2/5). Men reported similar safety scores for walking and cycling. • Safety concerns related to road crossings, footpath condition, proximity to traffic and personal security were consistently raised by survey respondents, 83% women. The Plan's focus on upgrading footpaths, improving crossings, implementing Safe System principles has a disproportionately positive impact for women and girls, who are more likely to undertake trip-chaining, accompany children, walk with prams, and rely on active transport for local access in rural environments.
7.	Reconciliation Action Plan	Program	Reconciliation Action Plan is a journey and a collaborative partnership with Reconciliation Australia. Our RAP will increase the profile of and our commitment to work with the Traditional Owners of this Country, the Latji Latji, Ngintait, Nyeri Nyeri and Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples of the Wotjobaluk Nations.	Up for review	Local cultural protocol acknowledges that women as elders have responsibilities for leadership profiles. Increase and enhance opportunities for Aboriginal people to participate in social and economic activities. Ensure that the Ngiwa Yarna Committee is gender-equitable so gender equality is embedded in the advice and support to

					Council about decisions that affect Aboriginal and Torres Strait Islander people in the municipality. This includes supporting the development of the Reconciliation Action Plan 2024-2027, and also other strategic plans of Council. The committee name Ngiwa (sit) and Yarna (to speak) are both Latji Latji words that indicate part of the role of the committee.
8.	Recruitment & Retention Strategy 2025 - 2028	Program	The Recruitment and Retention Strategy has been developed to address the challenges of staffing in a regional area and to ensure that Council attracts and retains skilled professionals for the long term. Mildura Rural City Council is one of the largest employers in our region, employing approximately 620 full-time, part time and casual staff across four departments. Our workforce is central to delivering high-quality services, driving community outcomes, and supporting the growth and wellbeing of our municipality. This strategy outlines how we will strengthen our employee experience, enhance our workplace culture, and position Council as an employer of choice. Our focus is on building a workplace where people want to join, stay, and thrive, supported by meaningful work, opportunities for development, strong leadership, and a culture grounded in respect, collaboration, and community.	Up for review	The GIA identified that: • Flexible work arrangements are a key enabler of women's workforce participation, retention and career progression. • Inconsistent access to flexibility and career development disproportionately affects people with caring responsibilities. • Recruitment, onboarding and exit processes can unintentionally disadvantage women, people with disability and gender-diverse staff if not designed inclusively. • Lack of visible gender-diverse leadership pathways can reinforce occupational segregation and leadership gaps. Council has embedded flexible working arrangements as standard practice. This positively impacts our gender pay gap by taking into account the historic and traditionally disproportionate level of care work women undertake and our data shows that this has increased the capacity of women to take up senior roles while balancing their family commitments. We have 137 Formal Flexible Work Arrangements in place – 91 women & 46 men. 81% of PMS respondents stated that "I am confident that if I requested a flexible work arrangement, it would be given due consideration" and 85% noted that "My direct line manager supports working flexibly." This data demonstrates the importance of flexible working arrangement to our female staff and this review aims to strengthen and highlight our support for this mode of working which will increase career progression and satisfaction for particularly our female staff. Flexible work continues to play a critical role in supporting the careers and wellbeing of women and people who have care-

					giving responsibilities. A review of the flexible work arrangements at Council will benefit women.
9.	Electric Vehicle Showcase 2025	Service	The event aims to educate and engage the community on the use of Electric Vehicles to reduce greenhouse gas emissions from transport. This EV Showcase is one of many community events which contributes to our climate emergency response. On 26 February 2020, Mildura Rural City Council became the 30th Local Government in Victoria, and the 94th in Australia, to declare a climate emergency.	Up for review	Our first EV Showcase resulted in a high majority of men engaging with the EV's on display. In response to this gender inequity in engagement in our work we undertook a GIA to understand ways to reach more women and encourage an interest in EV's. Our local experience aligned with a study[1] that found that 67 per cent of EV buyers in the US were men and just 33 per cent were women. We found the following through our consultation and research: • Some women feel more comfortable talking to women about vehicles than men. • Women have safety concerns about vehicle charging and whether it is safe i.e. needing populated, well-lit locations. • Excluding women from the EV market reinforces financial inequality through lower running costs, reduced maintenance, and long term savings. Not accessing these EV savings perpetuates the already significant financial inequity women experience. • If women aren't supported to engage early in the EV market it can widen confidence gaps regarding technologies, normalise the idea that EV's are for men, exacerbate the economic inequity as women aren't benefiting from the savings of EV ownership. • Engaging women in EV conversations requires them to feel welcome and that EV's are 'for them', it's not about lack of interest. • Changes can be made to the event but a survey of attendees will help strengthen our actions for future events.
10.	Underbool Pool Redevelopment1	Service	Underbool is a small township, 150 kms from Mildura. The local public pool is key community infrastructure but severely degraded. It was funded and managed by the local community who advocated for Mildura Council to redevelop it to meet community need. The project involves the upgrade of the Underbool community swimming pool to improve safety, accessibility and long-term use.	Up for review	• The Underbool Pool upgrade has a direct and significant positive impact across genders, with particular benefits for women, carers, older people, and people living with disability in a remote rural community. • Women and girls are more likely to use the pool for: physical activity, fitness and mental health, social connection and community participation, supporting children's water safety and swimming skills. • Upgrades to safe pathways, ramps, railings and pool access reduce safety risks and usability barriers that

[1] Why is there a gender gap in the electric vehicle market? And how can it be fixed? - ABC News
1 In the tiny outback town of Underbool, the community pool is a 'vital' part of life – and they almost lost it | Rural and regional Australia | The Guardian

					disproportionately affect women, including older women and those managing injury or chronic health conditions. • Women are more likely to undertake unpaid caring roles, so improved accessibility enables carers to safely support children, older people and people with disability, reducing physical strain and supervision-only participation. • Existing limitations in change rooms, toilets and baby-friendly facilities disproportionately affect women attending with infants or young children. Accessible and inclusive facilities support parenting participation and ongoing community involvement. • With 29% of residents living with an ongoing health condition in Underbool, accessibility upgrades particularly benefit women, who are more likely to live longer with disability and age-related mobility barriers. • Shade and amenity improvements support longer, safer use during extreme heat, benefiting carers, older women and children who are more vulnerable to heat exposure. • The pool is a key site of social connection in an isolated rural setting; improved safety and accessibility supports women's mental health and reduces isolation. • Overall, the upgrade removes gendered structural barriers, promotes equitable access to recreation and wellbeing, and addresses compounded disadvantage and supporting full participation of people of all genders.

11.	Council Plan 2025-2029	Program	The Council Plan 2025–2029 is Mildura Rural City Council's four-year strategic framework that sets the organisation's priorities, outcomes and actions to deliver on the long-term Community Vision.
			The Plan was developed following extensive community engagement and outlines Council's strategic directions across five pillars: Community, Place, Economy, Environment and Leadership. It guides decision-making, service delivery, infrastructure investment and advocacy activities for the municipality and is reviewed and reported on annually.
				Up for review	• The Council Plan has direct and significant gendered impacts as it shapes how Council decisions, services, infrastructure and engagement processes affect people of different genders across the municipality.
					• Community Vision and Council Plan survey data showed that women participated at higher rates (61%) than men (35%) and 3% of respondents identified as gender diverse with 7% preferring not to say. This demonstrates strong engagement with women but also highlighting the need to ensure men and other under-represented groups are effectively reached in long-term planning.
					• Women were more likely to raise issues relating to:
					  • health and wellbeing services
					  • safety, lighting and public spaces

					• access to facilities, toilets and parent amenities • early years, youth activities and community connection. • Gender-diverse and LGBTQIA+ participants identified the importance of inclusive consultation, safe spaces and visible commitment to equality and respect, influencing priorities within the Community and Leadership pillars. • The Council Plan's focus on gender equality as a driver of family violence prevention recognises that gender inequality has broader social impacts that disproportionately affect women and children. • Council's engagement process was designed to reach representative samples of our community as closely as possible based on key demographics to ensure representation of the diversity in our community including: women, men, First Nations People, seniors and young people, people with disability, LGBTIQA+ communities, culturally diverse groups, household income ranges, household structures and residents in rural areas. • More than 3,000 individual statements and comments were received from community members, 179 survey responses and 18 workshops explored what the community would like Council to focus on over the next four years.

Section 1.3 Describing actions taken as a result of a GIA

Ref #	F: Were actions taken as a result of the GIA?	G: Describe the actions taken as a result of the GIA in order to: • Meet the needs of people of different genders; and/or • Promote gender equality; and/or • Address gender inequality. If you did not take action, write N/A here and explain why in (H)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here.	I: Describe: How and why intersectionality was considered (or not)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)?
1.	Yes (go to column G)	Communications Strategy 2025-2028 The following actions have been included in the strategy that are related to addressing the gendered impacts identified in section 1.2	N/A	Intersectionality was considered in this Strategy, in particular for: • Rural communities who have nuanced communications requirements and techniques	Refer relevant actions in column G. In addition: The final Strategy actions includes the following:

		• Explore new ways to deliver information and connect the community with Council such as text message, regular town hall meetings, webinars, or social media live sessions. Thus meeting the more diverse and nuanced needs including but not limited to literacy and time poverty of community members including genders and seeking to address. • Conduct review of photo library and categorise images with more details including dates, usage licenses, copyright information and naming conventions. This enables clear identification of images including in relation to intersectional gender equality and representation. • Produce an internal communications survey to find out what information our staff are looking for and how they would prefer to receive it. Thus more accurately understanding and meeting the needs of different staff demographics including genders. • Create and develop new platforms to increase reach to all staff, including outdoor staff. • Promote opportunities for community engagement. (Related to first dot point which allows more diverse community members to be reached and therefore engaging in Council projects and services.) • Evaluate Community Matters (newsletter) format/content mix/model/timing/distribution and make resultant changes. Community feedback will be sought. • Conduct workshop/training sessions for Councillors, senior staff on communications goals, resources and processes. (Goal 7 is "Improve effectiveness of communications channels for all residents, including those with diverse backgrounds or disabilities.) • Review and update crisis communications framework to ensure it provides adequate guidance and facilitates prompt delivery of accurate, timely, and consistent information.		• People with disability • Culturally and Linguistically Diverse Community	• Goal 7 page 4 - Improve effectiveness of communications channels for all residents, including those with diverse backgrounds or disabilities. External Actions include: • Increase direct communication to smaller towns and communities in the municipality. (increasing access to information for rural communities). • Translate communications materials into other languages for accessibility and inclusion. • Review our communications against the Accessibility Guidelines for Government Communications. • Regular meeting with Multicultural Liaison Officer and Community Engagement Team to explore new initiatives to reach multicultural groups and communities. This ensures ongoing capacity building and intersectional input.
2.	Yes (go to column G)	Red Cliffs Walking and Cycling Plan Updated and refined the community consultation analysis to include gendered and intersectional experiences and priorities to inform priorities in the plan – when funding allows. Consultation conducted with more than 100 people. Of the 67 online survey results: 81% identified as women, 16% as male, 2% as non-binary, providing a strong presentation of priorities for women. Disaggregated data provided insights into: • preferred transport methods by gender and why, safety cited for women, speed/efficiency for men. • Specific locations where safety was an issue for women. • Length of time walking by gender: twice as long for women as men. • Purpose of walking by gender. • Opportunities to increase walking and riding for females. Actions included: • Focus on improvements where community (women were highly representative in this finding) identified they feel most unsafe (Nardoo st).	N/A	This GIA focused on analysing the community consultation with a gendered lens, age and explored concerns for people with disability/mobility needs based on gender. More women, 81% of respondents compared with 64% of male respondents had concerns about mobility needs. They identified the need for improved lighting, more paths and pedestrian crossings and improved walking facilities, better footpaths, maintenance and seating were priorities for people with mobility concerns. The Disability Inclusion Advisory Committee were consulted on the draft plan. Further learnings from this GIA is the need to provide intersectional demographic data collection requirements to consultants carrying out	Refer column G Prioritised upgrades to accessible parking. Identified Council advocacy required to Vic Roads for Highway crossings and speed limit changes for greater safety identified by community generally but also specifically the Disability Advisory Committee.

		• Focus on improvements around schools where high traffic volumes exist particularly by primary carers and footpaths in connection to Early Childhood hub. • Pedestrian connection from the caravan park to CBD for greater access, benefiting permanent residents and visitors to the park, supporting families to access the CBD and services more easily and safely. • Incorporated all public requests on the final draft to improve identified pedestrian routes. • Identified pram crossings benefiting carers and mobility needs.		community consultation for Council projects.	

3.	Yes (go to column G)	Community Health and Wellbeing Plan 2025-2029
		
		The following was implemented to improve evidence-based decision-making and better target actions to those experiencing poorer health outcomes.
		• Developed a local demographic data profile that focused on gender and intersectional disaggregation (including Aboriginality, age, disability, ethnicity, gender identity, sexuality and rurality).
		• Use the data profile to deepen understanding re cumulative disadvantage and inform planning, prioritisation and evaluation across the Community Health and Wellbeing Plan.
		• Mapped stakeholders by key demographic characteristics to ensure broader and more inclusive engagement which was embedded into the Stakeholder Engagement Plan for the plan's development and delivery to ensure diverse voices shape priorities, actions and monitoring, rather than relying on existing networks alone.
		• Developed consultation materials that explicitly referenced inclusive practice, gender equity and intersectionality, including both local data and community voices.
		• Used engagement processes to assess stakeholders' awareness, capacity and data practices related to gender and equity to build shared understanding and system-wide capability, not just improve representation.
		• Apply Gender Impact Assessment to both consultation and final actions, not only at the planning stage.
		• Embed responsibility for gender equity and intersectionality within Steering Committee roles, rather than relying on individual officers to support long-term systems change and avoid treating gender equality as a compliance exercise.
		• Reviewed imagery, language and presentation to ensure the final plan was more representative of:
		  ○ Women
		  ○ Aboriginal people
		  ○ Diverse community members
		• Identified the need to update Council's photo library to support inclusive representation (this is now underway with an investment by our team in gathering more diverse photos). Representation influences visibility, legitimacy and who feels the plan is "for" them.
		
		Data included in Final Plan including:
		• Family violence rates and comparison of Mildura LGA to State data to highlight the disadvantage in our rural community.
		
		Priority identified in Plan:
		• Gender equality and preventing gender and family violence: especially addressing the disproportionate impact on women and children.
		• Commit to equity-focused evaluation and learning, including improved use of disaggregated data to inform future actions and priorities.
			N/A	Analysis of gaps in data and consultation with underrepresented organisations included Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and rurality.
				
				Improving equity and access for all including insights through stronger data collection and analysis.
				
				Multiple groups included in the community engagement for developing the CHWP, including;
				Rainbow Ready CoP and Sunraynbow Facilitator – supporting the inclusion of LGBTIQA+ experiences; Aged Care Planning and Advisory Network; Hands up Mallee; Disability Inclusion Advisory Committee; Ngiwa Yarna, MDAS and First People of the Millewa Mallee.
					• Developed a local demographic data profile that focused on gender and intersectional disaggregation (including Aboriginality, age, disability, ethnicity, gender identity, sexuality and rurality).
					
					• Used the data profile to deepen understanding re cumulative disadvantage and inform planning, prioritisation and evaluation across the Community Health and Wellbeing Plan.
					
					Engaged then partnered with more diverse community members and organisations to develop the plan.
					
					Following this research and disaggregated data preparation, intersectionality is woven throughout the Plan. Some highlights include:
					
					• Comprehensive infographic community data was included in Plan to deepen community awareness and understanding, examples include(with comparison to state data):
					  • Multicultural inclusion attitudes
					  • Rates of discrimination
					  • Disability rates
					  • Psychological distress
					
					• Area for improvement identified in the Plan:
					  ○ Diverse representation: Actively involve diverse representation—such as Aboriginal and Torres Strait Islander peoples, multicultural communities, people with disabilities, people of all ages, and LGBTQIA+ communities—to ensure the plan meets everyone's needs.

		Actions included in Final Plan: • 2.5 Bring local stakeholders and networks together to define shared goals and collective action to promote gender equality and prevent family and gender-based violence in our community. • 2.6 Actively seek out and connect with organisations, clubs and community groups in the Mildura Local Government Area to provide opportunities to build workforce capacity and support them to contribute to the primary prevention of violence against women **Actions Council will continue to do in final Plan include:** • Undertake Gender Impact Assessments on community infrastructure projects to identify and address different impacts on women, men and gender-diverse people. • Develop and implement a new Gender Equality Action Plan, aligning Council's work with obligations under the *Gender Equality Act 2020*. • Retain White Ribbon Workplace accreditation, supporting organisational commitment to gender equality and the prevention of violence against women. • Advocate for the expansion of the CCTV Network for community safety and perceptions of safety. • Deliver the Gender and Equity Inclusion in Sport Program, promoting inclusive participation and addressing gender barriers in sporting environments.			• 11 Enablers were identified for improving health equity identified in the Plan including: ○ Self-determination for First Nations communities ○ Community-led and co-designed approach especially with youth, First Nations, CALD community and lived experience. ○ Applying an intersectional equity lens: • Engaged with local community arts organisation to curate the front cover of the plan - local Aboriginal artwork supported representation and First Nations connection. • Actions included in the Plan: ○ Share resources and tools that build knowledge and capacity for applying health promotion; co-design; equity; intersectionality; gender equity; accessibility and inclusive principles and practice. ○ Ensure actions have the enablers embedded into the design and delivery. ○ Support the ongoing coordination and resourcing of the Cultural Significant Events Committee to ensure culturally safe and inclusive planning of key events for and with the Aboriginal community. ○ Create and support ongoing coordination of a Reconciliation Action Plan Community of Practice to strengthen relationships, knowledge sharing, and reconciliation outcomes across sectors. ○ Advocate for and create opportunities to showcase and celebrate the diversity of cultures in our community
4.	Yes (go to column G)	Nichols Point Community Plan 2025 – 2029 The plan highlights/profiles the following: • Gender-inclusive decision-making was included at Steering Committee level, with five of seven members being women. • Local woman profiled in the Plan including her advocacy for "more footpaths to ride our bikes or walk to school and friends houses safely." • The criticality of the Nichols Point Pavillion development accommodating women in sport.	N/A	The demographics of Nichols Point were reviewed and enabled and highlight direct community engagement options that will broaden gender insights and Intersectional considerations.	A community data profile is included in the plan to deepen community understanding of their community and who the plan and actions represent, it includes e.g. gender composition, diversity, household composition and income, ages, employment, youth engagement, SEIFA score

		• A clear majority and prominence of images in the plan represent women and children. • Female voices during the engagement process and Steering Committee governance resulted in many actions that are strongly female and family focussed e.g. increased community facilities, playgrounds, walking and cycling paths for connectivity, recreation and leisure facilities, establishment of a Kindergarten, establishment of an Early Years Hub with Maternal and Child Health Services, improved and safer public transport options, safety and accessibility initiatives, community events, youth engagement activities, social connection activities, environmental conservation (eg cleaning up) and community gardens. These focus areas in the plan are consistent with our description of gendered impacts in section 1.2 ie representation of women in consultation and decision making is critical to the inclusion of actions that support gender equality. These priorities support people in unpaid care work which is disproportionately carried out by women. There is scope within the current draft plan to promote gender awareness through public education, implement gender-sensitive infrastructure such as improved lighting for safety and family-friendly amenities within public spaces.			
5.	Yes (go to column G)	Gender Equality and Preventing Family Violence Strategy 2025-2029 This newly developed Gender Equality and Preventing Family Violence Strategy provides a whole-of-organisation focus, shaping collective work across the organisation. The Strategy has embedded a significant focus on Gender Impact Assessment across the organisation which will provide a systematic mechanism for gender equity. The Strategy ensures resourcing and budget consideration and scope is embedded into annual Council budgetary processes. The Strategy builds on existing commitment and momentum for gender equality and preventing family violence work across Council – the strategy builds the profile of this work and ensures a sustained approach over the medium to long-term. It embeds a whole-of-organisation approach to gender equality work and ensure a systematic and ongoing focus on gender equality and preventing family violence work in the medium and long-term. The Strategy includes 28 actions across the following three Strategic Objectives: • Develop a workforce that is committed to preventing family violence. • Embed Gender Equality in our everyday work through policies, processes and systems. • Work with partners to create a community where people of all genders are thriving free from discrimination and violence	N/A	Intersectionality is embedded into the Gender Equality and Preventing Family Violence Strategy 2025 – 2029, the strategy document itself includes a 1-page explainer, Intersectional training is embedded in the Annual Training Program and highlighted in BAU through Gender Impact Assessments, both process and applied workshops. Intersectionality was also considered during the community consultation process with the following community groups included in the consultation process: • Sunraynbow Connection (LGBTQIA+) • Disability Advisory • Youth Council • Ngiwa Yarna Advisory • Gender Equity Action Sunraysia.	Intersectionality is a key focus area in the Strategy and is woven throughout, however 9 of the 28 actions directly address intersectionality: • Establish a Diversity, Equity and Inclusion Staff Network, deliver bi-monthly meetings and two training workshops. • Evaluate the Diversity, Equity and Inclusion Staff Network and outline next steps. • Communications Plan created to share stories of diversity, equity and inclusion across the organisation, Such as promotion of women's leadership, success stories from gender impact assessments, staff in nontraditional gender roles. • Implement the Rainbow Ready Roadmap. • Review and improve internal systems and processes to manage workforce Intersectional data aligned to the Gender Equality Act 2020. • Develop whole-of-organisation baseline data to understand the demographics of the current workforce.

					• Facilitate the Rainbow Ready Roadmap Community of Practice with local organisations. • Implement the Fair Access Policy, including sporting club intersectional equity audits and training. • Work with community partners to organise, promote and participate in days of significance, including: International Women's Day 16 Days of Activism White Ribbon Annual Walk Ochre Ribbon Week IDAHOBIT
6.	Yes (go to column G)	**Ouyen Walking and Cycling Plan** • Women were strongly represented in survey responses at 83% however responses from all genders were consistent regarding identified priorities. • Continuous and accessible footpaths linking schools, shops, parks and services addressing common barriers experienced by women, parents and carers. • Safer crossings e.g. refuge islands and kerb outstands reflect the mobility needs of carers, older people, and people with disability or with children. • Gender-disaggregated consultation data helped inform the plan however responses across genders was consistent. • The prioritisation framework identifies works around schools, shops, recreation facilities and connection of key community destinations reflecting community identified need include the 83% of respondents who were women. • A key theme from community feedback was for concrete footpaths which was responded to in the recommendations wherever feasible from an engineering perspective. In addition to safety and accessibility, concrete footpaths are an equity consideration for the 1170 Ouyen residents, and are in contrast to the many lower cost existing crusher dust and gypsum footpaths.	N/A	Consultation processes sought information on gender, age and disability, and responses from Aboriginal and Torres Strait Islander community members and people with disability were specifically analysed. The Plan identifies feedback specifically from women, men, First Nations People, people with disability	Refer column G
7.	Yes (go to column G)	Reconciliation Action Plan Gender Equality is addressed in the Plan as follows: • Mildura Rural City Council's Ngiwa Yarna Committee is a committee established by Mildura Council in 2011. Its purpose is to strengthen Council's relationship with First Nations community members and enhance wellbeing through advice and recommendations. The Ngiwa Yarna Committee oversaw the development of the RAP and will oversee its implementation with Council. During the Plan's development the committee had 16 members, 13 of which were women, with Chair being a woman. This governance approach has embedded Aboriginal women's leadership with lived experience in justice, education, family and cultural systems. • Includes culturally safe workforce actions that support people of different genders e.g. review of recruitment and retention and professional development policies to remove barriers for Aboriginal and Torres Strait Islander staff, with a focus on leadership pathways. • Provides education opportunities for senior leaders and development of policies and procedures around anti racism, reviews and implements the	NA	The actions included in our next Gender Equality Action Plan related to 'Gendered segregation within the workplace' will enable a more robust intersectional lens to be applied to the workforce and organisational actions in the plan. Existing gaps in data within our current system are a barrier that our next GEAP aims to address.	

		cultural learning needs of our organisation with Traditional Owners - addressing intersecting gendered and racial discrimination in the workplace. • It prioritises, family, community wellbeing and cultural programs that support carers and kinship networks, this supports women through the gendered nature of care and intergenerational responsibility in Aboriginal communities. • Aboriginal woman Stephanie Lingwoodock, a direct descendent of the Gubbi Gubbi nation was commissioned to create the cover artwork. This financially supports and elevates the profile of a local Aboriginal woman on one of Council's strategic documents.			
8.	Yes (go to column G)	Recruitment & Retention Strategy 2025 – 2029 Consultation in the form of workshops, focus groups and surveys were carried out with more than 70 staff representing all four Council Departments and organisational levels. One of these opportunities was a dedicated GIA workshop which was carried out with our internal Diversity Equity and Inclusion Network to consider the following key themes in relation to the Strategy: • Flexible Working • Exit Process • Onboarding • Career Progression The members were guided to apply intersectional thinking in their feedback. A range of feedback was received and responded to in the final strategy where possible however through this GIA workshop process flexible working arrangements were identified as the key workforce lever with the greatest potential to address gender inequality, particularly for employees with caring responsibilities, who are disproportionately women. As a result, the final Recruitment and Retention Strategy includes a specific action: **2.1 Flexible working** Council retains talented staff by strengthening the motivators driving retention including; meaningful work, flexible working, support for health and wellbeing, a safe work environment, connections and belonging to meet employee needs and foster a great work-life balance. **Action - 2.1.1** Undertake a review of the flexible work arrangement policy and its impact to the organisation. Including gendered / cultural / intersectional impacts and fostering a great work-life balance. These actions were prioritised as it directly addresses structural barriers to participation, retention and career progression and is expected to have the most significant positive gender equality impact.	N/A	The intersectional focus for this GIA was a commitment to expanding our First Nations workforce. This commitment is connected to the RAP GIA(Ref #7) Related to the GIA on our RAP (GIA Ref #7) we are committed to: • Increasing the workforce percentage of Aboriginal and Torres Strait Islander staff • Create cultural representation by using images and stories of Aboriginal employees in job advertisements to make the roles more relatable. • Build a deeper understanding and relationships with Aboriginal communities to promote job opportunities and understand their needs. • Create a culturally safe workplace by promoting cultural awareness.	Strategic priorities identified on page 6 in the Strategy include: • Increase Aboriginal and Torres Strait Islander recruitment, retention and professional development • Embed diversity, equity and inclusion Section 13 of the Strategy is dedicated to 'Aboriginal and Torres Strait Islander recruitment, retention and professional development'. It identifies on page 26 that Council will seek to: • Increase the workforce percentage of Aboriginal and Torres Strait Islander staff • Create cultural representation by using images and stories of Aboriginal employees in job advertisements to make the roles more relatable • Build a deeper understanding and relationships with Aboriginal communities to promote job opportunities and understand needs • Create and maintain a culturally safe workplace by promoting cultural awareness • Provide opportunities for career progression and professional development tailored to Aboriginal employees • Create opportunities for Aboriginal employees to provide feedback on their experiences and suggest improvements • Focus on talent attraction to effectively reach Aboriginal and Torres Strait Islander Stakeholders • Review and work towards removing barriers to Aboriginal and Torres Strait Islander participation in our workforce.

					This is further embedded in action:
					• **2.5.3** Remove barriers to Aboriginal and Torres Strait Islander participation in our workforce by:
					  • Conducting a policy and procedure review to identify and eliminate potential barriers
					  • Developing targeted strategies, such as culturally appropriate language in job advertisements and partnerships with Indigenous networks.
					  • Advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.

9.	Yes (go to column G)	**Electric Vehicle Showcase 2025** The changes implemented for our 2025 EV Showcase included the following strategies to encourage greater engagement by women: • Women representation in our promotional material, sending a clear message that this showcase is for women. Promotional material for 2024 and 2025 event included 67% female and 33% male. • Council staff working at 2024 and 2025 event included 50% female and 50% male • Non-Council staff working at 2024 event included 33% female and 67% male. This metric is challenging to address given the car industry is male dominated however we were able to achieve an increase the following year of Non-Council staff working at 2025 event included 38% female and 62% male. • The event was held in a family friendly location and time alongside a Farmers Market and community playground where women are naturally gathering and feel comfortable.	N/A	No Intersectional approach - due to anecdotal feedback from the EV Showcase in 2023 and the large gap in women's attendance at the previous event, we have focused on welcoming and engaging with women for these events.	
10.	Yes (go to column G)	**Underbool Pool Redevelopment** Mildura Rural City Council recognises the significance of the Underbool Pool for a small rural community of approximately 215 people, reflected in a $3 million investment in a vital community asset supporting women, children and families. The project includes: • Incorporated safe, accessible internal and external pathways, including sealed paths, ramps and handrails, to address safety and mobility barriers	N/A	The GIA applied an intersectional approach by assessing how gender interacts with other factors such as age, disability, caring responsibilities, rurality, and health status. These considerations are important in Underbool because: • It is a very small community (215 approx population)	Refer column G for upgrades included

		identified through community consultation, particularly for women, older people, carers and people living with disability. • Included accessible and inclusive change room and toilet facilities in the project scope to improve dignity, usability and participation for women, carers, parents with infants, and people with disability. • Prioritised shade and amenity improvements in response to community feedback, supporting safer use during extreme heat and improving accessibility for carers, older women and children who are more vulnerable to heat exposure. • Designed upgrades to ensure the pool can be safely used by people across the life course, supporting women's participation in physical activity, mental health, social connection and caring roles. • Ensured the redevelopment addresses barriers that disproportionately limit women's participation, particularly those related to unpaid caring responsibilities, ageing and chronic health conditions, thereby promoting more equitable access to recreation and wellbeing opportunities. • Embedded universal and all-abilities design principles into the final project recommendations to reduce structural gender inequality and improve long-term inclusion for people of all genders.		• Very isolated community ie 153km to the nearest regional centre of Mildura. • Almost a third of the community live with at least one ongoing health condition – higher than the Victorian average of 21-22%. • The median age is 51 compared to the Victorian average of 38. • Young families are smaller than the Victorian average but highly reliant on access to local facilities to thrive because other facilities are long distances away.	
11.		**Council Plan** Of our nine elected Councillors, five are women and four are men, and a woman Councillor has responsibility for the Gender Equality Councillor Portfolio – this portfolio is unique to our Council in the State. This provides a strong foundation for women in terms of representation, leadership and influence in relation to Council decisions - including throughout the development of the Council Plan and its final endorsement. The Gender Equality Portfolio also strengthens Council's focus on gender at the highest level. **To meet the needs of people of different genders we:** • Designed the Council Plan engagement process using multiple engagement methods (online surveys, in-person workshops, facilitated sessions and vision boards) to accommodate different preferences, caregiving responsibilities, accessibility needs and lived experiences. • Carried out targeted engagement with under-represented community groups including young people, older community members, people living with disability, LGBTIQA+ communities, culturally diverse communities. • Used gender and demographic participation data to identify gaps in engagement, redirect engagement activities.		Intersectionality was considered through the Council Plan's design and implementation, which is reflected in: • Who and how the targeted engagement with underrepresented groups was carried out including with various ages, disability, cultural identity, genders, incomes and rurality. • The inclusion of multiple equity-focused strategies, and actions that address overlapping forms of disadvantage across community wellbeing, safety, inclusion and access.	The Council Plan includes specific strategies that address intersecting forms of inequality all managed by the same Branch in Council which enables collaboration, for example: • Gender Equality and Preventing Family Violence Strategy • Disability Action Plan • Healthy Ageing Action Plan • Rainbow Ready Action Plan • Anti-Racism Strategy • Development and implementation of a new Community Engagement Strategy and provision of opportunity for engagement in line with the new strategy. • Individual place based Community Plans enabling remote communities in particular a voice.

		To promote gender equality and address inequality the Council Plan: • Includes a clear commitment to gender equality and prevention of family violence under the 'Community' and 'Leadership' pillars through various actions (refer further below). • Prioritised delivery of the Gender Equality and Preventing Family Violence Strategy as a core Council initiative for the 2025–2029 term. • Included outcomes that emphasise equitable participation, safety, inclusion and access to opportunities across all Council services and infrastructure planning. • On page 4, following the message from our Mayor and Councillors leads with our community values, the first two of four of which are 'Gender Equality to Prevent Family Violence' and 'Diversity, Equity and Inclusion'. This demonstrates to the organisation and community how gender equality and equity are valued and prioritised by Mildura Council. • Includes 12 carefully curated diverse community images recognising: women, men, First Nations community members, Community Walk Against Family Violence, remote communities, person with disability, culturally diverse women and children, males caring for a young girl (challenging gender stereotypes). Actions directly addressing gender equality and inequality included in the Council Plan are: • Implement the Gender Equality and Preventing Family Violence Strategy, pg 30 • Develop and implement a Rainbow Ready Action Plan pg 30 • Undertake Gender Impact Assessments on community infrastructure projects pg 34 • Develop and implement a new Gender Equality Action Plan, pg 41 • Retain White Ribbon Workplace accreditation, reinforcing Council's leadership role in promoting respectful relationships and gender-equitable workplaces. Pg 41 Further actions that respond to the gendered considerations and priorities of genders include: • Develop and implement the Community Health and Wellbeing Plan (2025–2029). This plan supports community physical, mental and emotional			• Establish the Social inclusion Action Group

		wellbeing which were identified by community during engagement of which 61% of survey respondents were women. • Review and implement the Municipal Early Years Plan pg 30. This action supports children and families and the central role of women and carers in early years engagement and service use. • Deliver early years infrastructure projects, including the Nichols Point Early Years Hub, services heavily utilised and depended on by women and families. • Support the community to implement the Community Climate Response Plan pg 26, a gendered issue that impacts women disproportionately. • Significant list of other actions that respond to the needs of women including the Underbool Pool redevelopment, Riverfront Adventure Playground, Public Toilet Strategy. These actions attract Gender Impact Assessments, many of which have commenced.			

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

<table>
<tr><th>K: Indicator *</th><th>L: Progress data</th><th>M: Additional progress data (recommended)</th><th>N: Has progress been made?</th><th>O: Explain how the data does (or does not) demonstrate progress.</th></tr>
<tr>
<td>1</td>
<td>
Critical performance measures
Gender composition of all levels of the workforce

1.1 Gender composition of the duty holder organisation
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>57.9 %</td><td>54.2 %</td><td>-3.7 %</td></tr>
<tr><td>Men</td><td>42.1 %</td><td>45.8 %</td><td>3.7 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
*** means data is unavailable for this result

1.2 Gender composition of part time workers in the duty holder organisation
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>45.3 %</td><td>33.9 %</td><td>-11.4 %</td></tr>
<tr><td>Men</td><td>5.6 %</td><td>8.1 %</td><td>2.5 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
*** means data is unavailable for this result

1.3 Gender composition of senior leaders in the duty holder organisation
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>48.0 %</td><td>59.4 %</td><td>11.4 %</td></tr>
<tr><td>Men</td><td>52.0 %</td><td>40.6 %</td><td>-11.4 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
*** means data is unavailable for this result
</td>
<td>
1.1 Gender composition of the duty holder organisation
Between 2023 and 2025, the proportion of our employees in each gender group was as follows: - for women, decreased from 57.9% to 54.2% - for men, increased from 42.1% to 45.8% - for people of self-described gender, stayed the same at 0.0%

1.2 Gender composition of part time workers in the duty holder organisation
Between 2023 and 2025, the proportion of employees working part time was as follows: - for women, decreased from 45.3% to 33.9% - for men, increased from 5.6% to 8.1% - for people of self-described gender, stayed the same at 0.0%

1.3 Gender composition of senior leaders in the duty holder organisation
Between 2023 and 2025, the proportion of senior leaders for each gender group was as follows: - for women, increased from 48.0% to 59.4% - for men, decreased from 52.0% to 40.6% - for people of self-described gender, stayed the same at 0.0%
</td>
<td>Yes</td>
<td>
Gender composition of the duty holder organisation
The organisation has continued to make positive progress toward a more balanced gender composition across the workforce. Male representation has increased from 42.1% in 2023 to 45.8% in 2025, reflecting a 3.7% shift toward greater balance.

Gender composition of part time workers in the duty holder organisation
The proportion of women working part time declined significantly from 45.3% to 33.9%, representing an 11.4 percentage-point reduction. A key contributing factor to this change was Council’s transition out of Aged and Disability Home Services in June 2023, which previously employed a predominantly female workforce engaged largely on a part-time basis.

While women continue to comprise the majority of part-time employees, the narrowing of the gap between women’s and men’s part-time employment has been primarily driven by a reduction in women working part-time, rather than a significant increase among men. That said, between 2023 and 2025, the proportion of men working part-time increased modestly from 5.6% to 8.1%. Council has observed that some of this change is a reflection on an increase in men voluntarily reducing hours and transitioning to part-time arrangements through requests made under Council’s Flexible Working Arrangements Policy.

Gender composition of senior leaders in the duty holder organisation
Leadership representation continues to be a key strength for the organisation. Women make up the majority of senior leaders (59.4% in 2025), demonstrating sustained gender balance at decision-making levels. This reflects the impact of organisational changes following the 2023 restructure, which expanded leadership opportunities. Of the additional leadership roles created, the majority were filled by women, supporting a strong pipeline of female leadership.

Importantly, leadership is also demonstrating commitment to flexible working arrangements. The presence of a senior leader working part-time reinforces that flexible work is both supported and viable at the higher level of the organisation.

While these results reflect strong progress, opportunities remain to further reduce gender concentration in part-time roles and to continue strengthening inclusive practices across all levels of the workforce.
</td>
</tr>
</table>

<table>
<tr>
<td>2</td>
<td>Critical performance measures
2.1 Gender composition of the duty holder organisation’s governing body

<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>25.0 %</td><td>55.6 %</td><td>30.6 %</td></tr>
<tr><td>Men</td><td>75.0 %</td><td>44.4 %</td><td>-30.6 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
</td>
<td>2.1
Between 2023 and 2025, the proportion of our board members for each gender group was as follows
- for women, increased from 25.0% to 55.6%
- for men, decreased from 75.0% to 44.4%
- for people of self-described gender, stayed the same at 0.0%</td>
<td>Yes</td>
<td>We celebrate significant success in gender balance and representation of women as Councillors.

Our Mayor and Deputy Mayor, and the previous Mayor are women, and we have a long-standing Gender Equality Portfolio also lead by a woman.

The gender composition of the governing body has become more balanced over the reporting period. Female representation increased from 25% in 2023 to 55.6% in 2025, while male representation decreased from 75% to 44.4%, achieving near gender parity.

Overall, these changes demonstrate meaningful progress toward a more inclusive and representative governing body, aligning with the organisation’s ongoing commitment to gender equity.</td>
</tr>
<tr>
<td>3</td>
<td>Critical performance measures
3.1 Mean total remuneration gender pay gap by occupation group:

<table>
<tr><th rowspan="2">Occupation groups</th><th colspan="2">Women</th></tr>
<tr><th>2023</th><th>2025</th></tr>
<tr><td>1 - Managers</td><td>32.3 %</td><td>15.4 %</td></tr>
<tr><td>2 - Professionals</td><td>4.3 %</td><td>-0.5 %</td></tr>
<tr><td>3 - Technicians and Trades Workers</td><td>2.0 %</td><td>10.7 %</td></tr>
<tr><td>4 - Community and Personal Service Workers</td><td>22.3 %</td><td>2.1 %</td></tr>
<tr><td>5 - Clerical and Administrative Workers</td><td>13.5 %</td><td>15.8 %</td></tr>
<tr><td>6 - Sales Workers</td><td>***</td><td>***</td></tr>
<tr><td>7 - Machinery Operators and Drivers</td><td>2.6 %</td><td>-27.6 %</td></tr>
<tr><td>8 - Labourers</td><td>6.6 %</td><td>6.8 %</td></tr>
<tr><td>All occupations</td><td>3.9 %</td><td>2.7 %</td></tr>
</table>

3.2 Mean total remuneration senior leader gender pay gap:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>10.2 %</td><td>16.8 %</td><td>6.6 %</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** means data is unavailable for this result

Supplementary measures
3.3 Mean base salary pay gap:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>2.3 %</td><td>-0.3 %</td><td>-2.6 %</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** means data is unavailable for this result</td>
<td>3.2
Between 2023 and 2025, the gender pay gap (average total earnings) between a given gender and men was as follows: - for women, increased from 10.2% to 16.8% - for people of self-described gender, data was unavailable in 2023 and 2025

3.3
In 2025, the gender pay gap was -0.3% between women and men, and unknown between people of self-described gender and men.</td>
<td>Yes</td>
<td>Council operates within a structured banding and classification structure, meaning employees performing the same role are paid the same rate regardless of gender. As a result, observed changes in gender pay gaps are not indicative of unequal pay practices, but instead reflect:
• the distribution of women and men across occupational groups,
• representation at senior and higher-paid levels, and
• changes in workforce composition over time.

Overall progress toward pay equity is evident across several measures between 2023 and 2025. The mean total remuneration gender pay gap across all occupations reduced from 3.9% to 2.7%, indicating a narrowing of the average earnings difference between women and men at an aggregate level.

Significant improvements were also observed within specific occupation groups. The gender pay gap for Managers reduced markedly from 32.3% to 15.4%, demonstrating strong progress at senior levels. Professionals group shifted from a 4.3% gap to -0.5%, indicating that women’s average earnings slightly exceeded those of men in 2025. These changes suggest improved representation of women in higher-paid roles and progression within these occupational groups.

Further progress is reflected in base salary outcomes, with the mean base salary gender pay gap improving from 2.3% in 2023 to -0.3% in 2025. This result indicates that women and men are paid at or close to parity when base salary is considered and aligns with Council’s role-based, banded remuneration framework, where pay is determined by the duties and responsibilities of roles rather than the individuals performing them.

Despite improvements in several areas, progress toward equal pay has not been consistent across all measures and occupational groups. The mean total remuneration gender pay gap for senior leaders widened, increasing from 10.2% in 2023 to 16.8% in 2025. This outcome may be influenced by workforce composition factors, including women in senior roles working reduced hours. Given Council’s role-based remuneration framework, this result is not indicative of unequal pay for the same work, but rather reflects differences in hours worked and for this particular group, changes in gender composition between reporting periods.</td>
</tr>
</table>

	3.4 Median total remuneration pay gap: **2023** **2025** **% change** Women 0.0 % 5.6 % 5.6 % Self-described *** *** N/A *** means data is unavailable for this result 3.5 Median base salary pay gap: **2023** **2025** **% change** Women -3.0 % -4.8 % -1.9 % Self-described *** *** N/A *** means data is unavailable for this result	3.4 Between 2023 and 2025, the gender pay gap between a given gender and men was as follows: - for women, increased from 0% to 5.6% - for people of self-described gender, data was unavailable in 2023 and 2025 3.5 Between 2023 and 2025, the gender pay gap between a given gender and men was as follows: - for women, decreased from -3.0% to -4.8% - for people of self-described gender, data was unavailable in 2023 and 2025		
4	**Critical performance measures** 4.1 Anonymous experience rate of sexual harassment: • 2023: 7% • 2025: 9% • The above percentages are drawn from our People Matters Survey; however, there appear to be discrepancies between this data and the reporting platform, which indicates higher results, as outlined below. **4.1 Anonymous experience rate of sexual haras** **2023** **2025** **% change** Women 9.1 % 10.2 % 1.1 % Men 3.7 % *** N/A Self-described *** *** N/A *** means data is unavailable for this result 4.2 Number of formal reports of sexual harassment: There have been zero reports received during the 2023 and 2025 reporting periods. **Supplementary measures** Participants who said they reported sexual harassment: NA as no reports were made.	4.1 Between 2023 and 2025, the proportion of respondents indicating that they experienced sexual harassment was as follows: - for women, increased from 9.1% to 10.2% - for men, 3.7% in 2023 and data was unavailable in 2025 - for people of self-described gender, data was unavailable in 2023 and 2025	No	During the reporting period, Council strengthened its approach to preventing sexual harassment through targeted training and awareness-raising. This included engaging a Gender Equality specialist to review existing training materials on Sexual Harassment Training for supervisors and all staff. This training was previously refreshed every two years, and following the review, now refreshed annually, as well as being embedded into staff induction. Council also continued mandatory, organisation-wide prevention of family and domestic violence awareness training, incorporating a strong gender equality focus as part of maintaining our White Ribbon accreditation. Together, these initiatives reinforced Council's zero-tolerance approach to sexual harassment and increased understanding of its impacts in the workplace. Despite this investment and the completion of actions in the Gender Equality Action Plan, reported experiences of sexual harassment increased from 7% to 9% in the People Matter Survey, with no formal reports submitted during the period. This result is of concern. Council is addressing this through the next Gender Equality Action Plan with a strong focus on improving reporting processes and building confidence and trust for staff to make formal reports. Council has also reflected on the possibility that increased education and mandatory training during the reporting period may have improved staff understanding and recognition of sexual harassment. Supporting this interpretation, the proportion of respondents who reported being able to make the behaviour stop increased from 6% in 2023 to 15% in 2025, while responses indicating that staff felt the behaviour was "not serious enough" decreased from 75% to 45%. While these results indicate improved understanding and confidence to recognise inappropriate behaviour and respond, it has not yet translated into reduced prevalence, so Council remains focused on creating a workplace where sexual harassment does not occur and if it does staff are confident to access reporting processes.

<table>
<tr>
<td></td>
<td>4.4 Reasons for not making a formal sexual harassment complaint:
• 2025: 38.5% didn't think it was serious enough & 38.5% thought there would be negative consequences for my career.

Satisfaction with handling of workplace sexual harassment complaint:
• 2023: N/A
• 2025: N/A
No complaints made therefore no data to collect on the handling.</td>
<td></td>
<td></td>
<td>
</td>
</tr>
<tr>
<td>5</td>
<td>Critical performance measures
5.1Gender composition of recruited employees:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>52.7 %</td><td>50.9 %</td><td>-1.8 %</td></tr>
<tr><td>Men</td><td>47.3 %</td><td>49.1 %</td><td>1.8 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
*** means data is unavailable for this result

5.2 Gender composition of employees who were promoted: (INCORRECT FIGURES)
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>40.0 %</td><td>72.2 %</td><td>32.2 %</td></tr>
<tr><td>Men</td><td>60.0 %</td><td>27.8 %</td><td>-32.2 %</td></tr>
<tr><td>Self-described</td><td>0.0 %</td><td>0.0 %</td><td>0.0 %</td></tr>
</table>
*** means data is unavailable for this result
5.3 Perceptions of recruitment, by gender:
<table>
<tr><th></th><th>2023</th><th>2025</th><th>% change</th></tr>
<tr><td>Women</td><td>62.2 %</td><td>66.9 %</td><td>4.7 %</td></tr>
<tr><td>Men</td><td>67.1 %</td><td>64.4 %</td><td>-2.6 %</td></tr>
<tr><td>Self-described</td><td>***</td><td>***</td><td>N/A</td></tr>
</table>
*** means data is unavailable for this result</td>
<td>5.1
Between 2023 and 2025, the proportion of new recruits for each gender group was as follows: - for women, decreased from 52.7% to 50.9% - for men, increased from 47.3% to 49.1% - for people of self-described gender, remained the same at 0.0%

5.2 (INCORRECT FIGURES)
Between 2023 and 2025, the proportion of promotions that went to each gender group was as follows: - for women, increased from 40.0% to 72.2% - for men, decreased from 60.0% to 27.8% - for people of self-described gender, remained the same at 0.0%

5.3
Between 2023 and 2025, the proportion of respondents who believed that recruitment processes at our organisation are fair was as follows: - for women, increased from 62.2% to 66.9% - for men, decreased from 67.1% to 64.4% - for people of self-described gender, data was unavailable in 2023 and 2025</td>
<td>Yes</td>
<td>Our data demonstrates measurable progress toward gender equality in relation to promotion outcomes, career development, and retention of women, while also identifying areas requiring continued focus and improvement.

Recruitment
Recruitment outcomes during the reporting period remained balanced by gender. In the 2023 progress audit, women represented 52.7% of appointments, compared to 47.3% for men. In 2025, women accounted for 50.9% of recruited employees, closely aligning with both gender parity and representation within the broader Mildura community.

With gender parity maintained across overall recruitment numbers, progress in gender equality is not evidenced by increased hiring of one gender over another, but rather by where and how recruitment outcomes are occurring across the organisation. This balance provides a stable foundation that allows shifts within traditionally gender-segregated occupations to be more clearly attributed to targeted actions, rather than fluctuations in overall hiring volume as identified in progress made against indicator 7.

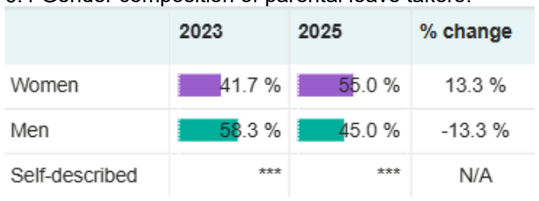
Promotions
Upon analysis of promotions data, we have identified an error in our audit reporting that was submitted. The audit data submitted identified a total of 4 promotions within the 2025 reporting period. The correct figure is 25. Of the 25 promotions, 18 (72%) went to women, and 7 (28%) to men. The number of promotions across the organisation is similar to previous reporting periods (2023; 25 promotions 17 (65%) awarded to women | 8 (35%) awarded to men).

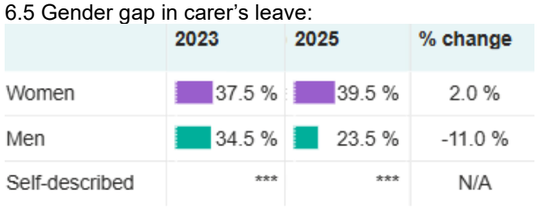
We also acknowledge the career development data which shows that women undertook a higher proportion of development opportunities. Women completed 59% of all career development training during the reporting period (77 women and 54 men), indicating a strong level of development support and investment in building capability. The alignment between higher participation in development activities and promotion outcomes provides evidence that Council's career development efforts are contributing to improved progression outcomes for women across the organisation.

Notwithstanding these positive outcomes, Council remains concerned that only 45% of respondents to the People Matter Survey indicated that promotion processes are fair. This indicates that while promotion outcomes and development investment demonstrate progress, there is a need to strengthen staff understanding of promotion processes and decision-making. In response, the People Branch will focus on education and communication initiatives to improve transparency and awareness surrounding the recruitment process.

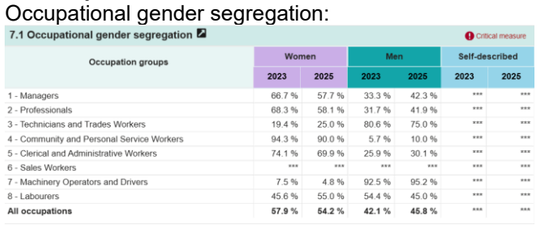
Exits
We note that fewer women exited Council in this reporting period than men and we hope that this is partly because our staff are satisfied with the culture and the opportunities women are able to take advantage of and therefore continue to build career with us. Our data shows that of the 84 staff who have left Council in the reporting timeframe, 48 were men and 36 were women.</td>
</tr>
</table>

	5.4 Perceptions of promotion, by gender: **2023** / **2025** / **% change** Women: 37.8 % / 47.2 % / 9.5 % Men: 46.3 % / 44.4 % / -1.9 % Self-described: *** / *** / N/A *** means data is unavailable for this result	5.4 Between 2023 and 2025, the proportion of respondents who agreed that promotion processes at our organisation are fair was as follows: - for women, increased from 37.8% to 47.2% - for men, decreased from 46.3% to 44.4% - for people of self-described gender, data was unavailable in 2023 and 2025		
6	**Critical performance measures** 6.1 Average weeks of parental leave, by gender: **2023** / **2025** / **# change** Women: 23.5 / 26.6 / 3.1 Men: 2.0 / 3.0 / 1.0 Self-described: *** / *** / N/A *** means data is unavailable for this result 6.2 Uptake of flexible work, by gender: **2023** / **2025** / **% change** Women: 30.8 % / 24.5 % / -6.3 % Men: 16.0 % / 13.9 % / -2.1 % Self-described: *** / *** / N/A *** means data is unavailable for this result 6.3 Perceptions of flexible work culture, by gender: **2023** / **2025** / **% change** Women: 80.4 % / 83.5 % / 3.0 % Men: 86.6 % / 80.0 % / -6.6 % Self-described: *** / *** / N/A *** means data is unavailable for this result	6.1 Between 2023 and 2025, the average number of weeks of parental leave taken by each gender group was as follows: - for women, increased from 23.5 to 26.6 - for men, increased from 2.0 to 3.0 - for people of self-described gender, data was unavailable in 2023 and 2025 6.2 Between 2023 and 2025, the proportion of employees on a formal flexible work arrangement was as follows: - for women, decreased from 30.8% to 24.5% - for men, decreased from 16.0% to 13.9% - for people of self-described gender, data was unavailable in 2023 and 2025 6.3 Between 2023 and 2025, the proportion of respondents who believed that requests for flexible work arrangements would be given due consideration at our organisation was as follows: - for women, increased from 80.4% to 83.5% - for men, decreased from 86.6% to 80.0% - for people of self-described gender, data was unavailable in 2023 and 2025	No	**Family or Caring Responsibilities** In 2025, 147 women and 78 men accessed carer's leave, reinforcing that women continue to undertake a greater share of caring responsibilities. When compared with 2023, the data shows a decrease in the total number of employees accessing carer's leave across the organisation. Over the reporting period, the proportion of women taking carer's leave increased slightly from 37.5% to 39.5%. In contrast, the proportion of men taking carer's leave declined from 34.5% to 23.5%, representing an 11-percentage-point decrease and widening the gender gap in carer's leave uptake. Importantly, the overall reduction in carer's leave usage should be considered in the context of broader workplace flexibility. Employees, particularly parents and carers, have access to flexible working arrangements, including working from home, flexible start and finish times, and the ability to make up hours. These options may reduce the need to formally access carer's leave while still enabling employees to meet caring responsibilities. Additionally, the decline may reflect a broader shift from earlier periods characterised by heightened health-related disruptions, during which access to sick and carer's leave was more frequently required. Taken together, these factors suggest that the decrease in carer's leave usage does not necessarily indicate reduced support, but rather a change in how employees may be managing caring responsibilities through flexibility and alternative work arrangements. **Flexible Working Arrangements** From 2023 to 2025, both women and men experienced a reduction in participation in formal flexible work arrangements, suggesting an organisation-wide shift rather than a gender-specific issue. Women continued to access formal flexibility at higher rates than men; however, the gap narrowed over the period, largely due to a sharper decline in women's participation. The decrease for women (6.3 percentage points) was substantially larger than for men (2.1 percentage points), indicating that women were disproportionately affected. It is important to note that this data reflects formal, HR-recorded flexible work arrangements only. During this period, there was reduced consistency in the formalisation and reporting of flexible arrangements through HR systems. As a result, the data may under-represent the extent to which flexibility was being accessed in practice, particularly where arrangements were managed informally at the team level. This highlights an opportunity to strengthen governance and reporting processes to ensure flexible work usage is accurately captured in future reporting periods. **Parental Leave** As an accredited breastfeeding-friendly workplace, we are committed to supporting women returning to work through flexible work arrangements and dedicated, private breastfeeding and expressing spaces that enable a safe, inclusive, and family-friendly transition back to the workplace. Between 2023 and 2025, there was a notable shift in the gender composition of employees taking parental leave, with women accounting for an increasing share and men a decreasing share. However, overall parental leave uptake remained relatively balanced between women and men across the reporting period.

<table>
<tr>
<td></td>
<td>Supplementary measures
6.4 Gender composition of parental leave takers:


*** means data is unavailable for this result
6.5 Gender gap in carer's leave:


*** means data is unavailable for this result</td>
<td>6.4
Between 2023 and 2025, the gender composition of parental leave takers was as follows: - for women, increased from 41.7% to 55.0% - for men, decreased from 58.3% to 45.0% - for people of self-described gender, data was unavailable in 2023 and 2025

6.5
Between 2023 and 2025, the proportion of employees who took carer's leave was as follows: - for women, increased from 37.5% to 39.5% - for men, decreased from 34.5% to 23.5% - for people of self-described gender, data was unavailable in 2023 and 2025</td>
<td></td>
<td>Family Violence Leave
As a White Ribbon accredited workplace, we continue to maintain comprehensive processes to support employees experiencing family and domestic violence. During the 2025 reporting period, nine employees accessed family violence leave, an increase on our 2023 reporting period. This increase demonstrates both increased awareness of available supports and employee confidence in accessing them when needed.</td>
</tr>
<tr>
<td>7</td>
<td>Critical performance measures
Occupational gender segregation:

</td>
<td></td>
<td>Yes</td>
<td>Conventional gendered norms across occupations remain evident within the Mildura Rural City Council's workforce. That said, the progress reported in 2023 has continued into 2025, with further shifts in the right direction observed across multiple occupations with high levels of gender segregation, including:
• Technicians and trades workers – female representation increased by 5.6%
• Community and Personal Service Workers – male representation increased by 4.3%
• Clerical and Administrative Workers – male representation increased by 4.2%</td>
</tr>
</table>

*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

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?*	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S)	S: List the strategies implemented that contributed to or aligned with the indicator.
1 Gender composition of all levels of the workforce	☐None ☒ a ☒ b ☐c ☐d ☐e ☒f ☒g	Our isolated geographic region impacts on workforce with access to fewer applicants. Council workforce covers a large array of different roles from grader drivers to youth workers which demands our response to gender norms across over a hundred different roles. Our more conservative rural community may also impact on the gendered composition across levels of our organisation.	Appointment of more women in the Strategic Leadership Team. Higher duties and career progression training offered widely. More flexible work options taken up by men across the organisation and one women in PTO position in the Strategic Leadership Team also illustrate gender equity in higher levels of the organisation. Gender composition in the Strategic Leadership Team is positive for gender equity with 13 men and 22 women.
2 Gender composition of the governing body	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	Mildura Rural City Council has no direct capacity to shape the gendered composition of the Councillors through independent local government elections held be the VEC. We have continued our commitment to promoting and supporting local programs with MAV and VLGA to highlight the pathways for women Councillors.	
3 Equal remuneration	☐None ☐ a ☒ b ☐c ☐d ☒e ☐f ☒g	Council operates under a structured banding processes connected to roles classified based on duties performed rather than the individuals occupying them. Gendered norms based on social stereotypes limit our progress in this area with more positions filled along traditional gendered patterns impacting renumeration gaps.	Gender composition in the Strategic Leadership Team is positive for gender equity with 13 men and 22 women has positively impacted our overall renumeration gender pay gap. The incremental take up of non-traditional roles is an ongoing strategy to reduce the gender norms attached to occupations which will reduce the overall renumeration gap.
4 Sexual Harassment	☐None ☐ a ☒ b ☐c ☒d ☐e ☐f ☒g	This is an ongoing priority for our organisation. It is influenced by the isolation, low population and interconnectedness of our smaller community which has the potential to shape the perception of confidentiality and impact on career for reporting sexual harassment. Our increased commitment to staff training may have contributed to increased awareness of what constitutes sexual harassment and how to respond but has not yet translated into formal reports. Mildura Rural City Council operates in a remote, conservative community context with one of the highest rates of family violence in the state – consistently in the top three Local Government Areas. This reinforces the criticality of the ongoing primary prevention work we do within our organisation through our Council Plan, Gender Equality and Preventing Family Violence Strategy, Health and Wellbeing Plan, Gender Equality Act Obligations, and the ongoing work we do across our community as captured in our Strategy.	Improved staff induction training, inclusion of understanding and preventing sexual harassment in the mandatory all-staff White Ribbon training. Online staff training repeated every two-years. Implemented a DEI Staff Network to hear from staff directly about ways to address and reduce experiences of sexual harassment. Review and develop a standalone and strengthened Sexual Harassment Policy.
5 Recruitment and promotion	☐None ☐ a ☒ b ☐c ☒d ☐e	Our isolated geographic region impacts on workforce with access to fewer applicants. Staff relocation options are limited by resourcing. Perception of un-even sharing of promotion and higher duties opportunities for all staff discussed in GEAP consultation sessions.	Sharing of staff profiles of non-traditional roles both internally and to the wider community to promote equity in opportunities for work at Council. Very even levels of recruitment across genders, reflective of the wider Mildura community. More promotions and higher duties achieved by women in the reporting period.

	☒f ☒g		Improved Exit Interview questions and analysis to inform recruitment, retention and career progression practices. We nominate the promotion of women at more than double the rate of men as an indication of some progress in gender equality across our organisation, particularly where the support available through flexible working arrangements (action 6.1) has enabled women to balance work and caring responsibilities while continuing to build capability and progress into more senior roles.
6 Flexible work FV Leave Care/Parental leave	☐None ☐ a ☒ b ☐c ☐d ☒e ☐f ☒g	Many roles, particularly outdoor crews do not have flexible work options available in the frontline/applied roles. Gendered norms associated with caring work are still strongly embedded in our rural community and this is demonstrated in Council data.	More men taking up flexible work arrangements and carer's leave. Leaders in our Strategic Leadership Team take up both flexible work arrangements and carer's leave which promotes a culture of acceptance for our male workers to follow this example. Between 2023 and 2025, the proportion of employees on a formal flexible work arrangement for women, decreased from 30.8% to 24.5% - for men, decreased from 16.0% to 13.9% In the 2023 reporting period we had four staff access family violence leave with nine staff using this leave in the 2025 reporting period. We are pleased to support our staff to access this leave demonstrates ways that Council supports our community which has very high levels of family violence and motivates our ongoing work in gender equality as critical to preventing family violence. As a White Ribbon accredited workplace, we maintain comprehensive processes to support employees experiencing family and domestic violence. We regularly communicate with staff about the availability of Family Violence Leave and related support resources to ensure entitlements are well understood and accessible. This reflects GEAP 2021-2025 action 6.2, and 4.3 to maintain White Ribbon Accreditation. This action also included the ongoing delivery of all staff training on family and domestic violence, which during this reporting period incorporated a stronger gender equality focus, including the link between gender inequality and family violence, the core drivers of violence, and the role of active bystander action. The training emphasises education as a key prevention and early-intervention strategy, equipping employees to recognise indicators of abuse and confidently challenge harmful behaviour. These strategies underpin the increased awareness and uptake of support reflected in the data.
7 Gendered segregation	☐None ☐ a ☒ b ☐c ☒d ☒e ☐f ☒g	Strongly held gendered stereotypes and norms remain in our rural community and this is reflected in our occupations data. Our isolated and more conservative rural community results in less people willing to take up non-traditional roles.	Sharing of staff profiles of non-traditional roles both internally and to the wider community to promote equity in opportunities for work at Council. In the 2025 reporting period when compared to the 2023 reporting period: - technicians and trade workers: female representation increased by 5% - labourers: female representation increased by 9% We understand this partly due to the success of activity 1.3 - Develop communication plan to profile diverse staff and staff working in non-traditional roles. We believe the work completed within GEAP 2021-2025 actions 1.3, 1.4 and 5.5, where we - • Profiled diverse staff and those working in non-traditional roles. These profiles were shared both internally (staff intranet) and externally (community matters - our quarterly community newsletter, and social media pages inc. Facebook and LinkedIn). • Engaged a gender equality subject matter expert to deliver a tailored workshop for HR staff and hiring managers, focused on reviewing current recruitment practices and supporting Council's commitment to building a diverse and inclusive workforce aligned with gender equality principles. • Reviewed language utilised in documents associated with recruitment and selection to ensure gender neutral terminology utilised (ongoing). Strongly contributed to the progress made between the two reporting periods.

*Factors (column Q):

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

Step 3: Reporting on GEAP strategies

Section 3.1 Explaining incomplete strategies (if any)

Our GEAP included 21 actions across each of the 7 indicators with only the following 5 actions still outstanding:

- 1.2 Develop pathways for diverse team members and potential employees to move into non-traditional roles.
- 3.1 Engage with staff currently working part-time to gauge their levels of satisfaction with their arrangement in terms of earning capacity and career progression.
- 3.2 Engage with people working full-time to identify barriers to flexible work arrangements
- 4.2 Review and strengthen staff awareness of the reporting of sexual harassment mechanism with a particular focus on confidentiality.
- 5.2 Review the way professional and career development is captured in the organisation.

Section 3.2 Describing achievements, challenges and learnings (recommended)

The Free from Family Violence in Local Government program augmented our strong progress in gender equality awareness across Council. Receiving the FFV LG funding enabled increased FTE 0.8 across 18 months of this reporting period which supported the overall implementation of the GEAP, Gender Impact Assessments and engagement with staff and community in understanding gender equality in the workplace and in the community.

The ongoing and re-accreditation of Council as a White Ribbon organisation is a significant achievement that strengthens our leadership at Council and with the community for gender equality.

Our renewed training program is a significant success for this reporting period, with our training delivering higher level, localised and applied training that builds on previous training – an example of this work was delivering a face-to-face session on LGBTIQA+ inclusion at Council with Bree Gorman.

We note that Gender Impact Assessments remain a significant challenge for our organisation. Some progress has been made through embedding GIA's into our planning and approvals process and 8 in-person GIA sessions were held with different teams across Council to work directly with them as they worked through the GIA process. However, ongoing resourcing and workload capacity is a learning we take from the first 4 years of implementing the Gender Equality Act 2020 with further specific work on completing high-quality Gender Impact Assessments that have strong impact for change is our priority over the coming 4 years.

Section 3.3 Providing other updates on implementation (recommended)

Section 3.4 Describing resourcing allocation

The implementation of the Gender Equality Action Plan at Mildura Rural City Council is led by Councils General Manager Corporate Performance, Manager People, Human Resources Coordinator and Human Resources Project Officer coordinate the GEAP actions and monitoring for Council.

Workload FTE is collectively 1.0 across the organisation. A consultant from Gender Equality Regional Consulting was appointed to develop the GEAP including data analysis and consultation.

Gender Equality Act Implementation Working Group
To monitor and drive GEAP implementation, the working group meets monthly and connects key leadership and team members directly involved in implementing the Council GEAP. Members of the working group are General Managers with the General Manager of Corporate Performance chairing this working group.

Free from Family Violence LGA Project (Finalised in June 2025)
A whole-of-organisation approach allows for the Council FFV project to further strengthen our Council GEAP implementation. A co-share position of Gender Equality Free from Violence Advisor contributed to gender equality capacity through internal workshops, GIA planning and delivering Council's first Gender Equality strategy.

Councils Gender Equality Officer continues to deliver gender equality work across the organisation – FTE 0.6 and Councils Sports Equity & Inclusion Project Officer deliver the Gender Equality in Sport program – FTE 0.8 – which is now an ongoing permanent.

Council are partners in Women's Health Loddon Mallee's Collective Action for Respect and Equality (CARE) which shares resources and advice.

GEAP Resource	**Cost**
FTE 1.0	$ 150,000
Gender Equality Regional Consulting	$ 22,500
Gender Equality Training/Workshops	$ 10,000
White Ribbon Accreditation	$ 20,800 over 3 years.

Successful resourcing of our GEAP
Overall, the resourcing of our GEAP has been sufficient with gaps in continuity and specific skills of our team which we are addressing through increased training and by establishing an internal DEI Staff Network.

Any other additions or comments (optional)