2026 Progress report for:
West Wimmera Shire Council

Organisation name	West Wimmera Shire Council
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 142 Total FTE: 107
Response rate to employee experience survey	
Contextual information	
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.

Name	David Bezuidenhout
Role title	Chief Executive Officer
Signed	
Date	30 April 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.	Early Years Childcare	Service	Early Years aims to deliver accessible and high-quality early years services across the West Wimmera Shire Council.	Up for review	
2.	Maternal Child Health	Service	The Maternal Child Health Service provides support to families from birth to school age and focuses on the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families.	Up for review	
3.	Sport and Recreation Strategy	Service	Provide maintained sporting facilities and programs in West Wimmera Shire Council.	Up for review	
4.	Small Towns Plan	Policy	The West Wimmera Small Towns Plan is a strategic initiative aimed at guiding future land use and development across the shire's small towns.	New	
5.	Kaniva Recreation Reserve Strategic Management Plan	Service	The West Wimmera Shire Council Management Plan helps to guide the future development and management of the Kaniva Recreation Reserve.	Up for review	
6.	Fair Access Policy	Policy	The Fair Access Policy helps to provide women and girls equitable access to, and usage of public sports infrastructure.	New	
7.	Asset Management Plan	Service	The Asset Management Plan outlines and manages the organisation's infrastructure and physical assets.	Up for review	
8.	Domestic Animal Management Plan	Policy	The Domestic Animal Management Plan addresses responsible pet ownership and animal welfare.	Up for review	
9.	Council Plan	Service	A Council Plan is a statutory, four year roadmap developed to set strategic objectives, strategies for achieving them and strategic indicators for monitoring.	Up for review	

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)? (recommended)
1.	Yes (go to column G)	Policies, procedures and guidelines are developed with diversity principles in place. Recruitment of new staff is unbiased and based on skills/qualification and relevant experience. Current staffing in early years is 100% of staff identifying as female. It would be beneficial to look at strategies of changing the gender balance in this department in future recruitment.	NA	Early Years services is a service provided for families within our Shire and has significant impacts for community. Intersectionality was used to understand how a child's factors shape their development.	
2.	No (go to column H)	NA	Decision made to transfer service to external provider.	Maternal Child Health services is a service provided for families within our Shire and has significant impacts for community.	

3.	Yes (go to column G)	• Upgrades and improvements made have been carried out within compliance of codes to enhance accessibility. • Ensuring that appropriate data is collected and used to inform the design for all residents is identified and included in project scoping activities.	NA	Intersectionality was considered to understand different aspects of individuals using sport and recreation facilities such as race, gender and ability. Council consulted with all groups of the community to understand the current perspectives around recreation. Through consultation all groups have been provided an opportunity to contribute feedback.	
4.	Yes (go to column G)	• Ensuring infrastructure, service and public spaces work for women, girls and gender-diverse people.	NA	The Small Town Plan significantly effects members of the community and the development of the Plan has been developed to consider the gendered or intersectional impacts of the current space.	
5.	Yes (go to column G)	Consultation was undertaken which had a key focus of ensuring underrepresented groups were involved and consulted. The Kaniva Recreation Reserve Management Plan aims to address the accessibility to the reserve, buildings playing surfaces and surrounds so that people with varying abilities can participate in sport and active recreation as a player, volunteer or spectator, as well as attend general community events held at the facility. Consideration was given to compliant toilets, ramps into buildings, levelled pathways and disabled carparking.	NA	Intersectionality was considered to identify and address how multiple, overlapping social factors create barriers for community members.	
6.	Yes (go to column G)	Investigating historical under investment in female facilities and ensuring policy gives consideration to identifying and removing systematic barriers that have traditionally disadvantaged women, girls and gender diverse individuals.	NA	A Fair Access Policy significantly effects the community of our Shire and requires a gender lens to identify and remove barriers that have traditionally disadvantaged women, girls and gender diverse individuals.	
7.	Yes (go to column G)	Transport, parks and facility designs to consider the diverse needs of all genders.	NA	Council's AMP has a significant impact on community during review process. Public assets such as roads, parks buildings roads and facilities are equitable and safe and accessible to everyone regarding of factors such as gender, race, age and ability.	
8.	Yes (go to column G)	Consideration given to understand how pet ownership and regulations affect different genders.	NA	The Domestic Animal Management Plan significantly effects the public. Analysis done to understand how plan affects diverse groups of people. Research and stakeholder consultation completed.	
9.	Yes (go to column G)	As required information will be made available in other languages, in large print or audio version. Keep language non-gender specific.	NA	Intersectionality used to recognise overlapping forms of discrimination based on factors such as age, culture, gender and sexuality.	
10.	Choose an item.				

Step 2: Reporting on progress against the indicators

Section 2.1 Describing progress against the workplace gender equality indicators

K: Indicator *	L: Progress data	M: Additional progress data (recommended)	N: Has progress been made?	O: Explain how the data does (or does not) demonstrate progress.
1	**Critical performance measures** Gender composition of the duty holder organisation: • 2023: 52% W, 47% M • 2025: 49% W, 51% M Gender composition of part time workers in the duty holder organisation: • 2023: 85% W, 15% M • 2025: 84% W, 16% M Gender composition of senior leaders in the duty holder organisation: • 2023: 50% W, 50% M • 2025: 50% W, 50% M		Yes	While progress hasn't been made at all levels of the organisation, the reporting comparison does show the overall workforce gender composition remains repetitively balanced, there has been a slight decline in women's representation (2%). Gender segregation persists in part-time roles, which to be predominately held by women. Women in senior management remains to be represented in a 50/50 split of Men and Women for the 2023 to 2025 reporting period.
2	**Critical performance measures** Gender composition of the duty holder organisation's governing body: • 2023: 20% W, 80% M • 2025: 40 % W, 60% M		Yes	Following the 2024 Council elections, two female councillors were elected representatives. Previously only one female Councillor representative (the election cycle spans both reporting periods)
3	**Critical performance measures** Mean total remuneration gender pay gap by occupation group: • 2023: 51% W, 49% M • 2025: 50% W, 50% M • Mean total remuneration senior leader gender pay gap: • 2023: 45% W, 55% M • 2025: 50% W, 50% M **Supplementary measures** Mean base salary pay gap: • 2023: 51% W, 49% M • 2025: 50% W, 50% M Median total remuneration pay gap: • 2023: 51% W, 49% M • 2025: 50% W, 50% M		Choose an item.	Overall, remuneration outcomes have improved between 2023 and 2025. With means total remuneration reaching gender parity (50% women, 50% men). Notably, the senior leadership pay gap has closed moving from 45% women and 55% men in 2023 to an even split in 2025. Supplementary pay gaps measures have improved to full gender parity between 2023 and 2025. This indicating consistent progress towards equitable pay outcomes across the organisation

	Median base salary pay gap: • 2023: 51% W, 49% M • 2025: 50% W, 50% M			
4	**Critical performance measures** Anonymous experience rate of sexual harassment: • 2023: 0 • 2025: 0 Number of formal reports of sexual harassment: • 2023: 0 • 2025: 0 **Supplementary measures** Participants who said they reported sexual harassment: • 2023: 0 • 2025: 0 Reasons for not making a formal sexual harassment complaint: • 2023: 0 • 2025: 0 Satisfaction with handling of workplace sexual harassment complaint: • 2023: 0 • 2025: 0 Satisfaction with handling of formal workplace sexual harassment complaint: • 2023:0 • 2025:0		Choose an item.	All reported measures relating to sexual harassment remain at zero in both 2023 and 2025. While this may indicate an absence of reported incidents, it also means there is no available data on reporting behaviours or employee experiences. Mandatory training on the prevention of bullying and harassment continues to reinforce expected workplace behaviours and reporting pathways. These measures will remain in place and outcomes will continue to be monitored by Council.
5	**Critical performance measures** Gender composition of recruited employees: • 2023: 62% W, 38% M • 2025: 59% W, 41% M Gender composition of employees who were promoted: • 2023: • 2025: 50% W, 50% M Perceptions of recruitment, by gender: • 2023: • 2025: Perceptions of promotion, by gender: • 2023: • 2025:		Choose an item.	The Gender composition of recruited employees shows a slight shift toward a more balanced outcome between 2023 and 2025, with women decreasing from 62% to 59% and Men increasing from 38% to 41%. While women remain the majority of new recruits, the trend indicates movement toward greater gender balance. Data relating to employee perceptions of recruitment and promotion by gender was not available for the reporting period, as a result it is not possible to assess whether employees perceive these processes as fair and equitable across gender.

6	**Critical performance measures** Average weeks of parental leave, by gender: • 2023: 26 wks W. • 2025: 26 wks W. 4 wks M. Uptake of flexible work, by gender: • 2023: • 2025: 75% W, 25% M Perceptions of flexible work culture, by gender: • 2023: • 2025: **Supplementary measures** Gender composition of parental leave takers: • 2023:100% W • 2025: 67% W, 33% M Gender gap in carer's leave: • 2023: • 2025: 47% W, 53% M.		Choose an item.	The average weeks of parental leave taken by women remained consistent at 52 weeks in both 2023 and 2025. In 2025, men took an average of 4 weeks parental leave, indicating some uptake of parental leave by men, although at a significantly lower level than women. This suggests parental leave is still predominately accessed by women, but with emerging participation by men. Uptake in flexible work in 2025 shows higher participation by women (75%) compared to men (25%). This indicates that while flexible work is being accessed, it continues to be disproportionately relied upon by women.
7	**Critical performance measures** Occupational gender segregation: • 2023: • 2025:		Choose an item.	The 2025 People matters Survey highlights a continued pattern of gendered workforce distribution across occupational groups, Women are strongly represented in community and personal service roles (100%), clerical and administrative roles (75%) and professional roles (76%). In contrast, men dominate technical and operational roles, including technicians and trades (86%) machinery operations and drivers (100%) and labourers (88%).

*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	☐None ☒ a ☒ b ☒c ☐d ☒e ☒f ☒g	• West Wimmera Shire Council is a small rural Council made up of 138 employees. • Logistically WWSC is isolated from major connecting networks. • Smaller Councils are challenged with limited resources, often with roles encapsulating many portfolios and legislative obligations.	• Regular gender pay gap analysis and reporting • Pay equality adjustments • Transparency in reporting on remuneration • Flexible work arrangements • Leadership development and mentoring programs • Inclusive recruitment and selection processes
2	☐None ☒ a ☒ b ☒c ☒d ☐e ☒f ☒g	• West Wimmera Shire Council is a small rural Council with only five elected representatives. • Logistically WWSC is isolated from major connecting networks. • Smaller Councils are challenged with limited resources, often with roles encapsulating many portfolios and legislative obligations. • Mature age demographic in Shire, limited by small number of candidates at LG elections.	• Leadership development programs and professional development programs • Regular monitoring and reporting
3	☐None ☒ a ☒ b ☒c ☒d ☒e ☒f ☒g	• Logistically WWSC is isolated from major connecting networks. • Smaller Councils are challenged with limited resources, often with roles encapsulating many portfolios and legislative obligations. • Council endeavours to ensure equal and comparable remuneration	• Annual workforce planning meetings to review and analyse individual teams to ensure equal and comparable remuneration • Annual performance reviews completed to review salaries and growth
4	☐None ☐ a ☒ b ☒c ☐d ☐e ☐f ☒g	• Employee Code of Conduct reviewed on a regular basis • Positive workplace culture to ensure respectful relationships	• Review of Human Resources Policy to include Sexual Harassment, Discrimination and Equal Employment Opportunity and Diversity Management • Preventing Bullying and Harassment Training module via Learning Management System
5	☐None ☒ a ☒ b ☒c ☐d ☐e ☐f ☒g	• West Wimmera Shire Council is a small rural Council made up of 138 employees. • Less opportunity for promotion as longevity of employees remaining in positions • Council encourages employees to grow within their roles and work environments • Policies and procedures are followed accordingly.	• Development and implementation of Recruitment Policy. • Diverse selection panels • Clear and transparent selection criteria based on skills, experience and capability • Shortlisting practices that support diversity

6	☐None ☐ a ☐ b ☒c ☐d ☐e ☐f ☐g	• Enterprise Bargaining Agreement includes provisions for family violence leave, additional carers leave, flexible working arrangements for staff	• Flexible working arrangements offered to employees who have family caring responsibilities to promote positive work life balance • Remote working arrangements are encouraged • Additional Carers Leave is also provided to employees
7	☐None ☐ a ☒ b ☐c ☐d ☐e ☐f ☒g	• Limited candidate availability in certain occupations • Slow cultural change external to Council in regards to traditional gender roles • Logistically WWSC is isolated from major connecting networks. • Staff meetings and staff functions/training workshops to work together and appreciate other work environment	• Inclusive recruitment processes which actively encourage all genders to apply for positions • School visitations to give students an overview of the wide and varying roles within Council • Offer school based learning and work experience to students designed to encourage gender balance and limit segregation • Career pathways to support progression into non traditional roles

*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)

Council is currently implementing unconscious bias training for staff participating in interview panels/informing recruitment decisions.
Council in process of developing an anonymous platform for staff to securely report instances of sexual harassment

Section 3.4 Describing resourcing allocation

West Wimmera Shire Council is a small rural Council with approximately 140 employees and 5 Councillors. Small councils face significant, distinct resourcing challenges that hinder their ability to complete all strategic objectives outlined in our GEAP. Council has a limited capacity at times to handle complex statutory reporting which can sometimes lead to high pressure and potential service delays to meet deadlines.