

# Gender Equality Action Plan

Progress report to June 2023

## Gender impact assessments

A Gender Impact Assessment (GIA) is an assessment framework that can help organisations think critically about how their policies, programs and services will meet the needs of women, men and gender diverse people. Grampians Health is required to undertake a GIA when developing or reviewing any policy, program or service that has a direct and significant impact on the public.

Table 1 - Gender impact assessments progress							
Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
<p>What is the title of the policy, program or service that was the subject of the GIA?</p> <p>Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.</p>	<p>Was the subject of the GIA a policy, program or service?</p> <p>For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms.</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Provide a description of the policy, program or service subject to the GIA.</p>	<p>Was the policy, program or service new, or up for review?</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Were actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA?</p> <p>Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.</p>	<p>Describe the actions taken to develop or vary the policy, program or service to meet the needs of people of different genders, address gender inequality and promote gender equality.</p> <p>When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.</p>	<p>Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality?</p> <p>Use the drop-down menu in the cell to select your answer.</p>	<p>Explain how an intersectional lens was applied while completing the GIA.</p> <p>If this was not done, explain why this was not practicable.</p>
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
Media and Communications Policy	Policy	The policy covers media and public relations procedures, advertising, events and websites for Grampians Health. It aims to provide clear communication and engage effectively with consumers and the public, increase positive public perception in the community across Grampians Health and relay essential information to the community.	For Review	Yes	<p>The Grampians Health website will be redeveloped as part of a major project; the GIA has influenced this work and actions have been included in the redevelopment brief for implementation as part of the website redesign. This includes:</p> <ul style="list-style-type: none"> <li>- Including an accessibility menu and improving contrast and layout on the redesigned website</li> <li>- large-scale review of all imagery, content and symbols used online to ensure the diversity of our community is accurately represented</li> <li>- investigation into adding language menus</li> </ul> <p>Grampians Health's organisation-wide messaging style guide recommends the use of easy English for communicating - aiming content at a reading age of 11 years old to ensure all in the intended audience can understand the information and follow instructions (as applicable).</p>	Yes	<p>As part of our research for this GIA, information was sourced from the Australian Commission for Safety and Quality in Healthcare, the Wimmera Development Association Settlement Services, and Women with Disabilities Victoria. Particular consideration was given to the CALD communities in our region, including the Karen community who have very limited English.</p> <p>Grampians Health is working to make all communications accessible to overcome gender, disability and CALD barriers.</p>

Meaningful Life Model of Care - Residential Aged Care	Service	Grampians Health is the largest provider of public (non private) Aged Care services in Australia. The Aged Care Royal Commission recommendations and changes in legislation led to GH reviewing its model of care for this service.	For Review	Yes	The Meaningful Life model of care was developed with the resident at the centre, acknowledging that people living in Aged Care have a right to live their own life. The development of the model took into account gender in addressing many of the quality indicators. For example, it was identified it was important to develop places that were able to be female only to take into account the life experience or care needs of the individual.	Yes	The model of care includes a human rights approach and emphasises the importance of trauma informed care. Meaningful Life is all about understanding the person including their gender, cultural background, social connections, career or vocational history and ensuring that these elements of who they are are not forgotten in the delivery of care.
Mental Health and Wellbeing Model of Care	Service	Grampians Health delivers Mental Health services for the whole of the Grampians Region. The Mental Health Royal Commission made a series of recommendations which have been expanded in the 13 Principles in the new Mental Health and Wellbeing Act.	For Review	Yes	The Royal Commission recommendations emphasise the importance of co-design and embedding of the role of the lived experience workforce within the service at every level. The service participated in the Safer Care Victoria Gender Safety project and built their internal capability in understanding how to create a service that supports gender safety.	Yes	The model of care considered practical elements such as building design for people with disabilities and ensuring that the care was accessible and seen as welcoming by First Nations people, the LGBTQIA+ community, and CALD communities. Education was developed and delivered when it was identified that there were people who needed additional support to access the service.
Early Parenting Centre	Service	<p>Construction of a new Early Parenting Centre to assist parents with children aged 0-4 in the areas of sleep and settling, child behaviour, and parent and child health and wellbeing is underway. The service will provide both day-stay programs and longer residential stay programs to improve the health, wellbeing and developmental outcomes for children when it opens in 2024. Grampians Health, in partnership with the Queen Elizabeth Centre, will help assist 5000 extra families each year through the new centre.</p> <p>Early Parenting Centre would greatly assist families in the Ballarat and surrounding regions as they would no longer need to travel to Melbourne, as support would now be available closer to home.</p> <p>The new centre has been carefully designed to create an environment where families can feel safe, comfortable and at home.</p>	New	Yes	The development of the service included the consideration of gender through the identification of consumers, noting that the users would be of diverse genders, and that families are as diverse as the community. The name of the programs to be delivered was amended to be more welcoming and less clinical and the views of different stakeholder groups were sought. Referral processes were carefully considered to make them as easy as possible. The project team developed their capability and knowledge around the barriers to accessing the services and ensured that they could make decisions that were supportive of inclusion throughout the service.	Yes	Intersectional lens was applied to the service delivery as well as physical structures. For example, the building design sought to create an inclusive environment through such elements as signage, art work, gender neutral toilets, flags. The elements of rainbow accreditation were referenced in making decisions about how to create a welcoming space for all. Consideration was given to ensuring that the service did not use clinical terms that might make people who were reluctant to engage with clinical services less likely to feel welcome in the space.

Maternity Outpatients	Service	Families in Horsham and surrounding communities did not previously have access to a coordinated maternity service. Prior to the establishment of the clinic, care was delivered through a mix of services at clinics and others at the local hospital. The new service provides a suite of services all under the one roof which is convenient, reduces the stress for the families and allows for better coordination of care. The inclusion of the dedicated clinic has made such a big difference to how we deliver our services and our babies, and has allowed for an increase in services. The clinic provides a comprehensive maternity services which enhances the delivery of care and the experience of new mothers.	New	Yes	The staff involved in the development of the clinic discussed the ways in which the service could be designed to be as inclusive as possible and ensure access to a true multidisciplinary approach to patient care.	Yes	With an emphasis on making the service welcoming for all, there was work on how adjustments could be made for people to make them feel safe in visiting the service. The needs of people with a disability, First Nations people, people from CALD communities and other intersectional elements were anticipated. The real challenge of transport in rural communities was considered with options made available to ensure lack of transport was not a barrier to accessing the service.
Emergency Access Centre	Service	The Emergency Access Centre (EAC) was an addition in space for the Emergency Department. It is designed to provide a care pathway for a particular cohort of presentations who were not being seen on time in the Emergency Department. The Emergency team identified that this cohort could be suitable for the EAC. The cohort was diverse in terms of age, gender, cultural background and other characteristics.	New	Yes	It was identified that the EAC would require a dedicated paediatric space and the capacity for increased privacy for some patients. It was also identified that gender neutral toilets and access to hoist equipment would be important. It was also acknowledged that the EAC would need to review after 12 months of operation to understand if there service did contribute to improved outcomes for the cohort of patients identified.	Yes	The service recognised that the clinical criteria for referral to the EAC service may limit the types of patients who were seen, that the space needed to be able to meet the needs of a broad range of diverse groups. It also recognised that patients may be attending with support people who would also need to be able to access the space and feel welcome.

## Strategies and measures

Our GEAP strategies are designed to address the seven workplace gender equality indicators:

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Pay equity
4. Sexual harassment in the workplace
5. Recruitment and promotion practices
6. Flexible working arrangements and leave
7. Gender segregation

**Table 2.1 - Strategies and measures progress**

Required	Required	Required	Recommended	Recommended	Recommended	Recommended						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
<p>List your organisation's strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none"> <li>• <b>'Complete'</b> indicates that all planned activities related to this strategy or measure have been finalised.</li> <li>• <b>'In progress'</b> indicates that the activities under this strategy or measure are progressing but not yet complete.</li> <li>• <b>'Ongoing'</b> indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis.</li> <li>• <b>'Not started'</b> indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed.</li> <li>• <b>'Void'</b> indicates that this strategy or measure appeared in your defined entity's GEAP, but has since been cancelled.</li> </ul>	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none"> <li>• Why you have selected that status from the drop-down menu; and</li> <li>• Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.</li> </ul>	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none"> <li>• tracking against pre-identified success markers. These markers may have been specified in your GEAP.</li> <li>• other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure,</li> <li>• other ways the strategy or measure has contributed to promoting gender equality in your defined entity.</li> </ul>	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the <b>Indicators key</b> to the right of this table for a description of each workplace gender equality indicator.</p>						
<p>1.1: Increase data collection of intersectional data via recruitment and payroll systems</p>	Not started	<p>This strategy is scheduled for 2025, and will be measured through Grampians Health's 2025 Gender Audit. Grampians Health is implementing a new HRIS over the next two years which will allow for the collection of data to inform our Gender Equality progress.</p>	<p>Measurement: 2025 Gender Audit is complete and includes intersectional data. HR / Recruitment documentation and processes updated to include effective collection of demographic data. Grampians Health will aim to achieve an 85% compliance rate against the indicators</p>	2025	Chief of People or delegate including HR department and payroll	X						

<p>1.2: GH staff are engaged, consulted and informed of GH progress towards gender equality including the development of internal communication on:</p> <ul style="list-style-type: none"> <li>• the collection of intersectionality data for new and existing staff members</li> <li>• actions and progress of the GEAP</li> <li>• challenging gender stereotypes</li> </ul>	<p>Not started</p>	<p>This strategy is scheduled for 2025.</p>	<p>Measurement: Minimum 40% response rate to Engagement survey</p>	<p>2025</p>	<p>Chief of People or delegate</p>	<p>X</p>						
<p>2.1: Work toward Rainbow Ready Roadmap framework</p> <ul style="list-style-type: none"> <li>• Education is provided to ensure staff and volunteers understand the experiences and needs of LGBTIQ+ service users</li> <li>• The service engages LGBTIQ+ service users to plan, implement and evaluate improvements to the services</li> <li>• The Service recognises and supports local LGBTIQ+ events and commemorations</li> <li>• LGBTIQ+ Inclusive language and images are used in service materials and on websites</li> <li>• The service has a statement of LGBTIQ+ inclusion that is publicly visible</li> <li>• The service displays messages of welcome to LGBTIQ+ service users</li> <li>• The service provides a safe and inclusive workplace for LGBTIQ+ staff volunteers</li> <li>• Service user assessment, processes and documentation tools are LGBTIQ+ inclusive and confidential</li> <li>• Potential risks to the safety of LGBTIQ+ service users are identified and inform plans to promote LGBTIQ+ safety. The service responds to LGBTIQ+ phobic incidents by advocating for the rights of LGBTIQ+ members and taking steps to prevent future recurrence.</li> </ul>	<p>In progress</p>	<p>Grampians Health has plans to form an Equity, Diversity and Inclusion (EDI) working group that will plan celebrations for LGBTQIA+ dates across the organisation, ongoing.</p> <p>This group will be accountable for the deliverable of many GEAP activities. Initial plans for the sub-committee include:</p> <ul style="list-style-type: none"> <li>- Establishment of a GEAP working group to plan celebrations for LGBTQIA+ dates across the organisation, ongoing.</li> <li>- Promotion of the subcommittee work and expressions of interest to join organisation wide</li> <li>- Promotion of subcommittee work on social media</li> <li>- Subcommittee members may complete the Rainbow Tick How2 Course</li> <li>- Ensuring bathrooms are inclusive by auditing, providing equity in sanitary facilities availability, providing signage to ensure users are comfortable using of any bathroom.</li> <li>- Developing principles of capturing and asking for information from patients including sex at birth, gender and pronouns.</li> </ul> <p>To date, the Communications team has managed IDAHOBIT celebrations across Grampians Health annually since 2022 (and earlier at Ballarat and Horsham campuses).</p> <p>The Grampians Health statement of inclusion is available on the Grampians Health website, Ballarat and Edenhope campus websites, and all job listings (per Indicator 6, Action 1.4)</p> <p>Grampians Health was featured in a case study by the Gender Equality Commission on the use of gender impact assessments to our media and communications policy in June 2023 (here: <a href="https://www.genderequalitycommission.vic.gov.au/applying-gender-impact-assessment-media-and-communications-policy">https://www.genderequalitycommission.vic.gov.au/applying-gender-impact-assessment-media-and-communications-policy</a>). This work has prompted discussions across Grampians Health on the appropriate use of Gender Impact Assessments</p> <p><i>Further work on this strategy will continue into 2024</i></p>	<p>Measurement of success: 75% of GH respondents agree with Engagement survey questions for the theme of Inclusion in the survey.</p> <p>The result in the 2022 survey was 72%.</p> <p>This will be monitored as our work progresses, with the aim of reaching 80%.</p>	<p>2023-2024</p>	<p>Chief of people or delegate including: Peoples Experience Committee, Gender Diversity &amp; Inclusion Working Group</p>	<p>X</p>						
<p>2.2: Improve positive culture around gender identity through</p> <ul style="list-style-type: none"> <li>• include pronouns in email signatures</li> <li>• provide team members with pronoun badges to add to their name tag</li> <li>• provision of unisex toilets</li> </ul>	<p>In progress</p>	<p>There is a dedicated space for staff to include their pronouns on their email signature, and this is included in the standard email signature template (available to all staff members).</p> <p>Plans for pronoun badges are underway, and this will likely be rolled out for International Pronoun Day in October 2023.</p> <p>Audits of bathrooms across Grampians Health campuses will be undertaken by the Equity Diversity and Inclusion subcommittee (once it is finalised), to ensure bathrooms are inclusive, equitable in facilities and have adequate signage to ensure users are comfortable using them. Non-gendered toilets are available across campuses.</p>	<p>All staff are encouraged to add their pronouns to their email signatures, in line with the signature template.</p> <p>The number of badges made and distributed will be monitored, to ensure there are adequate supplies available to those who would like them.</p> <p>The subcommittee's audit will prompt further work to ensure these facilities are available and accessible across campuses.</p>	<p>2023</p>	<p>IT Department, Gender Diversity &amp; Inclusion Working Group, Leadership Group, Staff Development Unit, Gender Equality and Diversity Project Officer</p>	<p>X</p>						

<p>2.3: Managers and Leaders look for opportunities to refresh and continue conversations, initiatives that align workplace culture with GH vision, mission and values and the work of their team. This includes</p> <ul style="list-style-type: none"> <li>• Ensure gender equality is included on agendas at team meetings and leadership meetings.</li> <li>• Challenging gender stereotypes through sharing staff lived experience/stories.</li> </ul>	Ongoing	<p>Lived experience stories have been shared to staff and our community through activities including Midsumma Pride March, Trans Day of Visibility, and IDAHOBIT, with plans to continue this work for Wear it Purple and International Pronouns Day in 2023, and at leadership forums organisation-wide. These activities encourage conversations internally and with our patients and their families around inclusivity in our workplace and community.</p> <p>This work will continue through the remainder of 2023, and into 2024 and 2025 per the timeline.</p>	<p>Measurement: Annually increasing % in GH respondent agreeing with Engagement survey question. GH will compare the results for the theme of Inclusion in the People Matter survey.</p>	2022-2025	Chief of People or delegate	X						
<p>3.1: Develop processes to capture and understand current staff work arrangements including drivers for existing arrangements and identify opportunities for flexibility or new ways of undertaking roles that allow the best people to take up these opportunities.</p>	Not started	<p>This work is an early tie into Grampians Health's workforce plan, which is currently in development with timeline of completion set for August 2023. This work will support the GEAP with regards to understanding and responding to barriers that restrict workforce mobility, developing an effective approach to succession planning opportunities across the organisation, and achieving at least 50% representation of women in the senior leadership group. These workforce plan actions are being directly tied to this GEAP action, and are planned for 2024.</p>	<p>Measurement: Workforce Plan includes commitments to identifying opportunities for role flexibility.</p>	2024	Chief of People or delegate	X		X				
<p>4.1: Review and monitor the progress of the Aboriginal and Torres Strait Islander Employment Plan and Reconciliation Action Plan</p>	Ongoing	<p>The Grampians Health Reconciliation Action Plan (RAP) is currently in draft format and will be taken to the Grampians Health Board for endorsement by the end of 2023. Once it has been endorsed by the Grampians Health Board, it will be taken to Reconciliation Australia for final approvals.</p> <p>Progress on the actions listed within the RAP will formally commence once Reconciliation Australia has approved the plan, and the timeline for these actions continues through 2025. Given this, this GEAP action will now be listed as ongoing to monitor the RAP progress through its lifetime.</p>	<p>Once the Reconciliation Action Plan has been finalised and published, we will monitor responses to the Engagement survey measure of inclusion to track our progress. We will also measure our progress through regular review of the actions and outcomes in the RAP.</p>	2024	Chief of People or delegate, including: Equity, Diversity and Inclusion Working Group, Aboriginal Health Liaison Officers	X						
<p>4.2: Review progress towards the objectives, actions and performance indicators set out in the Disability Action Plan (2019-2024)</p>	In progress	<p>A comprehensive Grampians Health-wide Disability Action Plan (DAP) is not yet finalised. This action will formally commence once the DAP has been approved and its actions are progressed.</p> <p>Despite this, there are activities progressing that will sit within the DAP once it is finalised. Examples of these activities include:</p> <ul style="list-style-type: none"> <li>- All new capital developments and refurbishments include consumer involvement and people with disabilities in the planning and are compliant with disability access standards</li> <li>- Plans to promote International Day of People with a Disability (IDPwD) as part of our 2023 calendar of activities</li> </ul>	<p>This will be measured based on responses to the Engagement survey question: <i>There is a positive culture within my organisation in relation to employees with disability</i></p>	2024	Equity, Diversity & Inclusion Working Group	X						
<p>4.3: Include gender equality, diversity and inclusion reporting in key governance groups across Grampians Health</p>	In progress	<p>In June 2023, Grampians Health opened expressions of interest for staff across Grampians Health to join the Equity, Diversity and Inclusion sub-committee. Sitting under the People Experience Committee, the EDI sub-committee will champion gender equality, diversity and inclusion for Grampians Health staff and volunteers. The EDI sub-committee will report to the People Experience Committee bi-monthly.</p>	<p>The measurement of success for this action is that an Equity, Diversity and Inclusion Plan is endorsed by the Grampians Health Board. This will progress once the EDI sub-committee is appointed.</p>	2024	Chief of People or delegate	X						

1.1: Allocate budget and resources for future activities to support delivery against the Gender Equality Action Plan	Ongoing	<p>The Executive Sponsorship of Gender Equality work is shared between the Chief Nursing and Midwifery Officer and the Chief People Officer, however the GEAP is championed by Grampians Health Chief of Redevelopment and Infrastructure, who will chair the Equity, Diversity and Inclusion Working Group. To date, the team responsible for the implementation of actions includes members of the executive, redevelopment and infrastructure team, the workforce experience and operations team, organisational development, communications, and workforce business partners, as well as external support and expertise from Women's Health Grampians as part of Grampians Health's commitment to the Communities of Respect and Equality (CoRE) Alliance. Grampians Health staff involved range from Chief and Director level to Leads, Coordinators, and Clerks. In addition to the work of the planned GEAP Working Group, further budgeting will be allocated to activities included in the official Grampians Health calendar that will enable Grampians Health to make progress in terms of the GEAP indicators. These dates include Midsumma Pride March, Pride Month for June, Wear It Purple Day, IDAHOBIT, and International Pronouns Day.</p> <p>This budgeting will be reviewed annually and adjusted accordingly. Moving forward, education and consultation will look to embed the Gender Impact Assessment process into our broader Environmental Social Governance activities so that Quality and Clinical teams can build capability to support the Gender Impact Assessment process. While it is challenging that there is no allocated funding provided for our GEAP, we recognise the many individuals across GH who contribute to the strategies by their involvement in the governance and operational committees across the organisation.</p>	<p>The Gender Equality Action Plan has successfully met the first of our proscribed measurements, being formally endorsed by the Grampians Health Board and launched in March 2023.</p> <p>Allocation of resources for the work of the Gender Equality Action Plan is revisited annually and included in the annual budget planning cycle.</p>	2022-2025	Chief of People or delegate	X						
2.1: Consideration of Board Professional Development calendar to include: - gender equality - diversity and inclusion - intersectionality - risk management of workplace behaviours	Not started	Strategy to commence mid 2024 through 2025	Measurement: Board education agenda item includes reference to the GEAP and recommendations for professional development	2024-2025	Board and Leadership Group	X						
3.1 : Support GH leadership to be excellent role models and ensuring GH workplace culture, inclusive, diverse, and culturally and emotionally safe	Ongoing	Grampians Health delivered a range of Leadership development programs including the Leadership Program, C2M Program, Fast track coaching program and individual coaching. These programs support the development of our leader capability to create the environment that	This work is continuing, and will be measured based on the response to the Engagement survey question: "Senior leaders model my organisation's values" and "My manager models my organisation's values"	2022-2025	Chief of People or delegate	X						



<p>1.1: Review policies / procedures surrounding salary and contract negotiation with a gender lens. Managers are trained to be aware of negotiation procedures</p>	<p>Complete</p>	<p>In March 2023, Grampians Health committed to reinforce gender pay equity across the workforce by implementing transparent processes for salary and contract negotiation to ensure procedures were looked at through a gender lens. Managers across our workforce have been supported by people and culture to be aware of negotiation procedures when recruiting and appointing staff. This aims to support those who have traditionally faced a disadvantage when it comes to receiving or negotiating fair pay and ensure that our remuneration banding scales do not unintentionally disadvantage women.</p>	<p>Grampians Health's salary and negotiation procedure was developed with an intention to limit the barriers to women achieving pay equality. Managers and people and Culture team members are aware of negotiation procedures for recruiting and appointing team members. This will be continually reviewed via our workforce data and based on feedback from managers and staff. This process will be incorporated into our GH wide recruitment policy and procedures currently in development. This action was publicised as part of our International Women's Day celebrations in March 2023: <a href="https://grampianshealth.org.au/2023/03/grampians-health-commits-to-gender-pay-equity/">https://grampianshealth.org.au/2023/03/grampians-health-commits-to-gender-pay-equity/</a></p>	<p>2024</p>	<p>Chief of People or delegate</p>			<p>X</p>				
<p>1.2: Ensure employee contracts are current and workplace agreements, and awards are up to date and reviewed to ensure equal pay under fair work act employment awards.</p>	<p>Complete</p>	<p>Grampians Health employees are subject to the Health and Allied Services, Managers and Administrative Workers (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2021 - 2025, which specifies the rates of pay, working hours, leave entitlements and other terms and conditions for the employment of staff based on their job classification.</p> <p>Grampians Health has implemented a salary structure for director-level staff to bring more pay equity and ensure salary is viewed and allocated with a gender lens. This sets a standard level of payment for staff at this level, and payment is adjusted within this range based on negotiations with staff. Per the prior action (Indicator 3, Action 1.1), Managers are aware of negotiation procedures, and a gender lens is used for these negotiations.</p>	<p>Employment agreements are current and up to date per the EBA.</p> <p>Grampians Health will monitor pay equity across the organisation following the implementation of the REM structure, to ensure the pay gap is closing. Per the GEAP, the pay gap across Grampians Health at the time of writing was:</p> <p>Edenhope:  - Median annualised base salary gap is 1.7% in favour of women.  - Median total remuneration gap is 22.3% in favour of men</p> <p>Horsham/Dimboola:  - Median annualised base salary gap is 0.0%.  - Median total remuneration gap is 0.9% in favour of men</p> <p>Stawell:  - Median annualised base salary gap is 7.6% in favour of women.  - Median total remuneration gap is 9.6% in favour of women.</p> <p>Ballarat:  - Median base salary gap is 17.6% in favour of men.  - Median total remuneration gap is 23.1% in favour of men</p>	<p>2023</p>	<p>Chief of People or delegate</p>			<p>X</p>				

1.3: Include gender diversity as selection criteria when allocating secondment opportunities	Complete	Grampians Health has enforced gender diversity as a selection criterion when allocating secondment opportunities across the organisation. This is one of many steps taken to achieve gender pay equity and provide equal opportunities at Grampians Health.	Selection criteria documents have successfully been updated to include gender diversity. This action was publicised as part of our International Women's Day celebrations in March 2023: <a href="https://grampianshealth.org.au/2023/03/grampians-health-commits-to-gender-pay-equity/">https://grampianshealth.org.au/2023/03/grampians-health-commits-to-gender-pay-equity/</a>	2023	Chief of People or delegate			X				
1.4: Formalise a procedure regarding the reclassification process	Not started	Strategy scheduled for 2024	Measurement: Procedure formalised	2024	Chief of People or delegate			X				
1.5: Explore ways to capture diversity data related to pay/income	In progress	The implementation of SAP Success Factors in 2024 and 2025 will provide improved ability to capture diversity data.	Measurement: Discussion across multidisciplinary teams regarding best ways to capture data	2023-2024	Chief of People or delegate			X				
1.1: All corporate documents display GH commitment to safe work environment and wellbeing of GH staff	Not started	Grampians Health is planning to transition to a new governance document system, and as part of this project all communications policies will be reviewed. It is intended that the expectations and instructions for the use of the Acknowledgement of Country, inclusion statement and commitment to a safe working environment in published corporate documents will be included in relevant policy following the review. The timeline for this system update extends into 2024, so this action has been adjusted as appropriate.	Measurement: Increased positive response rate to the 3 Engagement survey statements relating to bullying, harassment and discrimination	2024	Chief of People or delegate				X			
1.2: Review and update sexual harassment policy, discrimination and bullying for GH. This will include: • a victim focused approach to reporting and managing sexual harassment complaints. • consistency in the organisational response and follow up to complaints about sexual harassment policy, discrimination and bullying. • applying a gender and intersectionality lens. • Clear process to support victims and teams that have been impacted by inappropriate workplace behaviours. • maintain conversations at all levels of the organisation about the prevention and response to sexual harassment, discrimination and bullying.	Ongoing	Prevention of sexual harassment is an ongoing organisational priority with presentations at All Staff Briefings and people and culture team supporting managers in addressing reported sexual harassment and identifying work groups when there are inappropriate behaviours. This includes ensuring that complaints are effectively investigated and that where cultural challenges are identified that these are actively addressed.	Measurement: Increase in formal reporting of sexual harassment and increase in staff satisfaction in processes for addressing of complaints	2023	Chief of People or delegate				X			
1.3: Refresh and strengthen the contact officer role across all campuses and communicate the purpose and functions of the role to all staff. Ensure this information is included in staff orientations.	Ongoing	The Wellbeing Peer model incorporating Contact Officer and Mental Health First Aid support is in development. This will provide for Peer support not only when a person is experiencing bullying harassment or discrimination but also when a person is experiencing a range of other wellbeing issues.	Measurement: Focused leadership and oversight of GH Wellbeing Peer Program including procedure development, promotion and training. Peer reporting enhanced and increasing utilisation.	2022-2025	Chief of People or delegate				X			
2.1: Management training across all campuses to ensure a consistent response, and follow up, to staff complaints and to strengthen the leadership response and commitment to zero tolerance to sexual harassment.	Not started	Strategy scheduled for mid 2024 into 2025	Measurement: All Managers and Team Leaders have training included in their mandatory training list	2024-2025	Chief of People or delegate				X			
2.2: Conduct a review of mandated staff training and strengthening the sexual harassment component including the complaints process	Not started	Strategy scheduled for mid 2024	Measurement: number of training courses delivered, number of participants, complaints process reviewed and suitable for all campuses	2024	Chief of People or delegate				X			

<p>2.3: Develop and implement an awareness campaign with a clear communication strategy that promotes</p> <ul style="list-style-type: none"> <li>• What constitutes bullying and harassment in the workplace</li> <li>• Pathways to address bullying and harassment</li> <li>• Supports available to team members</li> <li>• a zero-tolerance approach to sexual harassment with reference to the positive obligations in the Occupational Health and Safety Act 2004 and any health and safety obligations in enterprise agreements</li> </ul>	In progress	<p>Prevention of sexual harassment is an ongoing organisational priority with presentations at All Staff Briefings and people and culture team supporting managers in addressing reported sexual harassment and identifying work groups when there are reports or alternatively observations of inappropriate behaviours that could potentially lead to sexual harassment in the future.</p>	<p>Measurement: Increased parity between Engagement survey results and formal complaints.</p>	2022-2025	Chief of People or delegate				X			
<p>2.4: Accessing and sharing of appropriate lived-experience stories; so that the impacts of inappropriate behaviours at work are better understood and conversations about sexual harassment in the workplace are normalised and included in workplace practices such as team meetings.</p>	Ongoing	<p>Lived experience stories have been shared to staff and our community through activities including Midsumma Pride March, Trans Day of Visibility, and IDAHOBIT, with plans to continue sharing lived-experience stories for Wear it Purple and International Pronouns Day. These activities encourage conversations internally and with our patients and their families around inclusivity in our workplace and community. These activities will continue, lead by our Equity, Diversity and Inclusion Committee once it's formed.</p>	<p>Measurement: Increased parity between Engagement survey results and formal complaints.</p>	2023					X			
<p>1.1: Review position descriptions and advertisements for vacant and or new roles to ensure that men, women and gender diverse candidates will be welcomed to apply. This will include reference to Flexible Working Policy.</p>	Ongoing	<p>Grampians Health's statement of inclusion is included on all job listings via Mercury eRecruit. This states: <i>Grampians Health is committed to providing a diverse and inclusive workforce. We encourage applications from Aboriginal and Torres Strait Islander people, people with disability, people from culturally and linguistically diverse backgrounds, mature age workers and lesbian, gay, bisexual, transgender, queer (or questioning), intersex and asexual LGBTQIA+.</i> Grampians Health also lists flexible work arrangements under 'Culture and Benefits' on all job listings.</p>	<p>The measurement of success for this work is that the Grampians Health 2025 Gender Audit be completed and include intersectional data. This will be reported on following the 2025 Gender Audit.</p>	2023-2024	Chief of People or delegate					X		
<p>1.2: Conduct an image audit of Grampians Health stock used on the website, in job advertising, social media, promotional material and any other workforce or public facing document to ensure diversity is represented</p>	Not started	<p>The Grampians Health website will be redeveloped as a major project, and a comprehensive image review will be undertaken as part of this to ensure gender stereotypes are not reinforced, and the diversity of our staff and community is represented.</p>	<p>Measurement: audit results reviewed and images replaced/updated where required.</p>	2025	Chief of People or delegate					X	X	
<p>1.3: Actively encourage diversity in job applications by seeking new ways and new places to advertise. This can include strengthening and building upon existing relationships to improve the recruitment of an engagement of; young apprentices and trainees, people from Aboriginal and Torres Strait Islander backgrounds, CALD communities</p>	Not started	<p>This ties in to the Reconciliation Action Plan (RAP), and this work will commence once the RAP has been approved by Reconciliation Australia.</p>	<p>This will be measured by an increased number of applications received from young people, Aboriginal and Torres Strait Islander peoples and CALD communities</p>	2023-2025	Chief of People or delegate					X		
<p>2.1: Complete a workforce plan that includes a review and analysis of areas of work, departments and roles, at all levels of the organisation, considering where flexible work arrangements are possible</p>	In progress	<p>The Grampians Health Workforce Plan will be finalised in August 2023, and its draft form includes actions to be undertaken from 2023 through to the end of 2025. It includes actions to investigate, understand and develop a response to barriers that restrict workforce mobility, and also enable Grampians Health to attract and retain employees. This work will commence following the Workforce Plan being finalised, and will be reported on in 2024.</p>	<p>The draft workforce development plan includes commitments to identifying opportunities for role flexibility. This will be monitored and cross-referenced as work commences.</p>	2023-2024	Chief of People or delegate					X	X	

2.2: Develop clear policies and procedures around flexible work that are easy to follow and allow for consistency of decision making based on the nature of the role	In progress	There are consistent flexible work policies and processes which are monitored and coordinated by the people and culture team. Further development of the supporting materials is scheduled for mid 2024 into 2025	Measurement: Increase in positive response to the question "Using flexible work arrangements is not a barrier to success in my organisation" and an increase in positive response to " I am confident that if I requested a flexible work arrangement, it would be given due consideration"	2024-2025	Chief of People or delegate						X		
2.3: Utilise the recruitment team at Grampians Health and ensure that it has the skills and expertise to undertake and coach managers in ensuring a consistent process, based on merit, from advertising through to interviewing and follow up. This will include Workplace Trainer/Careers Advisor position Develop standardised recruitment procedures and forms including online education for use of management that include consideration of flexible work best practice, cultural safety, intersectional barriers for candidates etc.	Not started	Strategy scheduled for mid 2024	Measurement: Increase in positive responses to the questions: "I believe the recruitment processes in my organisation are fair" and "I have an equal chance at promotion in my organisation" and I believe the promotion processes in my organisation are fair"	2024	Chief of People or delegate						X		
2.4: Develop education and training for managers including: • Interview skills • Cultural safety • Flexible work best practice • Gender balance on panels • Consideration of intersectional barriers for candidates	Not started	Strategy scheduled for mid 2024 into 2025	Measurement: Increase in positive responses to the questions: "I believe the recruitment processes in my organisation are fair" and "I have an equal chance at promotion in my organisation" and I believe the promotion processes in my organisation are fair"	2024-2025	Chief of People or delegate						X		
2.5: Access information and education for employees including: • Financial literacy and workplace options in salary sacrificing	Not started	Strategy scheduled for mid 2024	Measurement: number of attendees and gender composition of participants	2024	Chief of People or delegate						X		
2.6: Explore ways to capture promotions / secondments, higher duties and career development training data	Not started	Strategy to commence 2025	Measurement: Complete data set in the gender quality audit under indicator 5 and 5a, intersectionality section	2025	Chief of People or delegate						X		
3.1: Complete a feasibility study for child care, including before and after school care, that will support the flexibility and needs of the hospital workforce	Not started	Strategy to commence mid-2024	Measurement: Feasibility study completed for each GH campus and options reviewed	2024	Chief of People or delegate						X	X	
3.2: GH will look at options to advocate across the Grampians region acknowledging that housing and child care access are systemic regional issues that impact on GH ability to attract new employees to the region.	In progress	Chief People Officer and the Chief Strategy & Regions Officer have engaged with representatives and stakeholders for housing and childcare in the Wimmera to discuss opportunities for additional availability and resourcing - with particular reference to childcare. These meetings are slated for October 2023, and the conversations will be ongoing. The CEO and Board Chair meet with the Northern Grampians Shire Council and advocate for the access to childcare and housing for Grampians Health staff in order to be able to attract and retain our people. Outcomes from our advocacy will be shared with employees and the community as things progress.	Grampians Health will continue to actively advocate through multiple channel to ensur that there is a continuing focus on the importance of these issues in improving the recruitment of an important workforce.	2023-2024	Chief of People or delegate						X		

<p>1.1: Establish a working group that will research and develop and implement GH flexible work policy and the streamlined processes for staff to apply for flexible working arrangements. The working group could identify</p> <ul style="list-style-type: none"> <li>• Processes to audit roles for flexible working arrangements</li> <li>• opportunities to pilot FWA such in small regional teams</li> <li>• options for working Full Time across 4 days</li> <li>• any barriers in EBAs to flexible work</li> <li>• senior leadership roles that could be job shared</li> <li>• recommendations on how PD are advertised to promote flexibility opportunities</li> <li>• communication strategies to staff to ensure flexible work arrangements are available to all regardless of gender or family/carer responsibilities. Single and people who do have children can access FWA.</li> </ul>	Not started		<p>Measurement: Increase in the % of respondents who agree with the following statements</p> <p><i>I am confident that if I requested a flexible work arrangement, it would be given due consideration</i></p> <p><i>Using flexible work arrangements is not a barrier to success in my organisation</i></p>	2023-2024	Chief of People or delegate						X	
<p>1.2: Leaders and managers are trained and supported by HR to ensure a consistent and transparent process in managing flexible work arrangements, reviewing PDs to consider flexibility options, and managing staff offsite.</p>	Ongoing	Our flexible work request process is support by the people and culture team to ensure consistency across Grampians Health. This support ensures that there is a broad len	<p>Measurement: Increase in the % of respondents who agree with the following statements:<i>I am confident that if I requested a flexible work arrangement, it would be given due consideration and Using flexible work arrangements is not a barrier to success in my organisation</i></p>	2024-2025	Chief of People or delegate						X	
<p>2.1: Establish a working group that identifies child care needs for staff with a focus on the rural campuses that have limited existing child care options. Options for child care that matches staff needs could be explored with community providers and/or recommendations made that GH be the provider</p>	Not started	Strategy scheduled for mid 2024 into 2025	Measurement: feasibility study underway for all rural campuses	2024-2025	Chief of People or delegate				X	X		
<p>3.1: GH has ways of capturing flexible working arrangements and leave types including Family Violence leave whilst maintaining confidentiality</p>	Ongoing	Flexible working arrangements are held centrally and only accessible though approved roles. Leave types such as Family Violence leave are only accessible to approved roles within people and culture. Those with access to this information are provided with instruction as to permitted and non permitted disclosures on an ongoing basis	<p>Measurement: Increase in the % of respondents who agree with the following statements: <i>I am confident that if I requested a flexible work arrangement, it would be given due consideration and Using flexible work arrangements is not a barrier to success in my organisation</i></p>	2022-2024	Leadership team, HR department						X	
<p>3.2: Ensure staff are aware of leave entitlements and that processes for accessing leave is consistent across the organisation regardless of gender</p>	Ongoing	Managers are supported in ensuring that they accurately roster staff and identify when an individual may be entitled to access leave for professional development, emergency, parental, bereavement, carer or family violence reasons. Payroll and people and culture employees understand the content of Enterprise Agreements and how to apply for example when parents wish to split parental leave.		2023-2025	Chief of People or delegate						X	

4.1: Consider flexible training delivery to enable part time and casual staff to access training Workforce development plan to have a focus on professional development of women, employees in rural locations, on flexible work arrangements and regardless of tenure	In progress	Grampians Health has commenced the development of a Learning Strategy. As this strategy develops, the needs of part time and casual employees, who are predominantly women.	Increase in positive response to the question "Using flexible work arrangements is not a barrier to success in my organisation" and an increase in positive response to the Learning and Development theme	2023-2025	Chief of People or delegate							X	
1.1: Actively address the 'pipeline' issue and attract more diversity into the nursing and health care fields by: • Partnering with local schools to enable students to develop work experience programs across multiple fields within Grampians Health with a particular focus on attracting young men and gender diverse people into the health industry. • Participating in Careers Day across all of the key catchment areas to engage with young people about the variety of careers on offer at Grampians Health, regardless of gender.	Not started	Strategy scheduled for mid 2024 into 2025	Measurement: 2025 Gender Audit is complete and includes intersectional data; minimum 40% response rate to Engagement surveys.	2024-2025	Chief of People or delegate, HR department and payroll							X	X
1.2: Seek opportunities to actively diversify the workforce particularly in relation to traditionally male or female dominated areas of work	Ongoing	By highlighting the stories of our staff where possible, including those who are working in typically 'non-traditional' roles, Grampians Health aims to encourage more diversity in our new workforce. These stories may include people who are in leadership roles, such as a Grampians Health Ballarat Nurse Unit Manager, to those who have had non-traditional career trajectories such as a father-son-daughter trio who all joined the EN Trainee program in Horsham. We are continuing to collect and share these stories.	Measurement: a noticeable shift in the gender split of the ANZSCO codes in work groups for Indicator 7 in the gender audit.	2022-2025	Chief of People or delegate							X	
1.3: Challenge gender stereotypes in the health industry by seeking to better understand the lived experience of GH staff working within departments that are female/male dominated e.g. male nurses	Ongoing	Grampians Health highlights the stories of our staff where possible, including those who are working in typically 'non-traditional' roles. This includes media interviews with a Grampians Health Ballarat Nurse Unit Manager on gender equity, as well as our own interviews with other team members to promote our Enrolled Nurse Trainee program.	We are continuing to collect these stories, and will monitor the gender split of the ANZSCO codes in work groups for indicator 7 in our gender audits.	2022-2025	Chief of People or delegate							X	
1.4: Ensure a gender lens is applied to any images /branding on Grampians Health website including recruitment employment page (both internal workforce focused and external) to include: • Diversity and Inclusion and equal opportunity statement • Acknowledgement of country. • Ensure gender stereotypes aren't reinforced.	In progress	Statement of inclusivity and Acknowledgement of Country are included on all grampianshealth.org.au pages, on all job listings, and the Ballarat campus external website pages. There is limited editability on the Edenhope, Horsham and Stawell sites, but investigations continue into whether the statements can be added to these before they are redeveloped, and what the cost of these changes may be. The Aboriginal, Torres Strait Islander and rainbow flags are all included with this information where possible. The Grampians Health website will be redeveloped as a major project, and in addition to ensuring these statements are available on each campus-specific page, a comprehensive image review will be undertaken as part of this to ensure gender stereotypes are not reinforced, and the diversity of our staff and community is represented. These statements are also included on the standard Grampians Health email signature, which is available for all staff to use both internally and externally.	Measurement: Increase in % of respondents who agree with the Engagement survey statement: <i>My organisation uses inclusive and respectful images and language</i>	2023-2025	Chief of People or delegate					X	X		
2.1: Any parent who is breastfeeding has access to dedicated breastfeeding spaces regardless of work location	In progress	This item refers to the Grampians Health Edenhope campus specifically. This has not yet been actioned due to the older demographic of the Edenhope workforce, historically. The Edenhope campus manager is working to understand requirements for a dedicated breastfeeding space, with plans to have this complete by mid-2024. The timeline for this work has been updated accordingly (it was initially 2023)	Measurement: Confirmation from operational managers and impacted employees that this has been achieved in every instance	2024	Chief of People or delegate, Chief Redevelopment and Infrastructure								

## Resourcing your GEAP

**Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP**

### Recommended

You might consider some or all of the following, in addition to any other aspects you consider relevant:

- Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?
- How many staff members/FTE are allocated to implementing the strategies and measures?
- Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?

### Your Comments

Following the endorsement and launch of the Gender Equality Action Plan (GEAP), Grampians Health has taken a multi-disciplinary approach to undertaking the actions set out in the plan. Moving away from a siloed, singular responsibility for the activities, a Working Group of up to 15 members is planned to be formed under the Equity, Diversity and Inclusion Committee, to utilise expertise from across the organisation. The Equity, Diversity and Inclusion Working Group expressions of interest were released on 15 June, and the GEAP Working Group will form soon thereafter.

The GEAP is championed by Grampians Health Chief of Redevelopment and Infrastructure, who will chair the Equity, Diversity and Inclusion Working Group. To date, the team responsible for the implementation of actions includes members of the redevelopment and infrastructure team, the workforce experience and operations team, organisational development, communications, and workforce business partners, as well as external support and expertise from Women's Health Grampians as part of Grampians Health's commitment to the Communities of Respect and Equality (CoRE) Alliance. Grampians Health staff involved range from Chief and Director level to Leads, Coordinators, and Clerks.

In addition to the work of the planned GEAP Working Group, further budgeting will be allocated to activities included in the official Grampians Health calendar that will enable Grampians Health to make progress in terms of the GEAP indicators. These dates include Midsumma Pride March, Pride Month for June, Wear It Purple Day, IDAHOBIT, and International Pronouns Day.

This budgeting will be reviewed annually and adjusted accordingly. Moving forward, education and consultation will look to embed the Gender Impact Assessment process into our broader Environmental Social Governance activities so that Quality and Clinical teams can build capability to support the Gender Impact Assessment process. While it is challenging that there is no allocated funding provided for our GEAP, we recognise the many individuals across GH who contribute to the strategies by their involvement in the governance and operational committees across the organisation.

## Workplace Gender Equality Indicators

The Victorian Gender Equality Act sets out seven workplace gender equality indicators. They represent the key areas where workplace gender inequality persists – and where progress towards gender equality must be demonstrated. Grampians Health has collected and reported on data against these indicators in their workplace gender audit.

The Gender Equality Indicators are:

1. Gender composition of all levels of the workforce
2. Gender composition of the governing body
3. Pay equity
4. Sexual harrassment in the workplace
5. Recruitment and promotion practices
6. Flexible working arrangements and leave
7. Gender segregation

Table 3 - Workplace gender equality indicators progress		
Required	Required	Required
Indicator	Confirm if progress made	Progress description
This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	<p>Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.</p> <p>Use the drop-down menu in the cell to select 'yes' or 'no.'</p>	<p>Demonstrate your progress in relation to each workplace gender equality indicator.</p> <p>In this column, please explain why you believe changes in your data <b>do</b> or <b>do not</b> represent progress against each indicator.</p> <p>Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit.</p> <p>If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.</p>
Indicator	Confirm if progress made	Progress description



<b>Gender composition of all levels of the workforce</b>	Yes	<p>Having formally commenced on 1 Novmber 2021, Grampians Health does not have accurate comparative data prior to this date. This work is an early tie into Grampians Health's workforce plan, which is currently in development with timeline of completion set for August 2023. This work will support the GEAP with regards to understanding and responding to barriers that restrict workforce mobility, developing an effective approach to succession planning opportunities across the organisation, and achieving at least 50% representation of women in the senior leadership group. These workforce plan actions are being directly tied to this GEAP action, and are planned for 2024. Grampians Health has plans to form an Equity, Diversity and Inclusion (EDI) working group that will plan celebrations for LGBTQIA+ dates across the organisation.</p> <p>This group will be accountable for the deliverable of many GEAP activities. Initial plans for the sub-committee include:</p> <ul style="list-style-type: none"> <li>- Establishment of a GEAP working group to plan celebrations for LGBTQIA+ dates across the organisation, ongoing.</li> <li>- Promotion of the subcommittee work and expressions of interest to join organisation wide</li> <li>- Promotion of subcommittee work on social media</li> <li>- Subcommittee members may complete the Rainbow Tick How2 Course</li> <li>- Ensuring bathrooms are inclusive by auditing, providing equity in sanitary facilities availability, providing signage to ensure users are comftable using of any bathroom.</li> <li>- Developing principles of capturing and asking for information from patients including sex at birth, gender and pronouns.</li> </ul> <p>To date, the Communications team has managed IDAHOBIT celebrations across Grampians Health annually since 2022 (and earlier at Ballarat and Horsham campuses).</p> <p>The Grampians Health statement of inclusion is available on the Grampians Health website, Ballarat and Edenhope campus websites, and all job listings (per Indicator 6, Action 1.4)</p> <p>Grampians Health was featured in a case study by the Gender Equality Commission on the use of gender impact assessments to our media and communications policy in June 2023 (here: <a href="https://www.genderequalitycommission.vic.gov.au/applying-gender-impact-assessment-media-and-communications-policy">https://www.genderequalitycommission.vic.gov.au/applying-gender-impact-assessment-media-and-communications-policy</a>). This work has prompted discussions across Grampians Health on the appropriate use of Gender Impact Assessments</p> <p>Further work on this strategy will continue into 2024.</p>
<b>Gender composition of governing bodies</b>	No	Our Board is appointed by the Minister for Health.
<b>Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender</b>	Yes	<p>In March 2023, Grampians Health committed to reinforce gender pay equity across the workforce by implementing transparent processes for salary and contract negotiation to ensure procedures were looked at through a gender lens. Managers across our workforce have been supported by people and culture to be aware of negotiation procedures when recruiting and appointing staff. This aims to support those who have traditionally faced a disadvantage when it comes to receiving or negotiating fair pay and ensure that our remuneration banding scales do not unintentionally disadvantage women.</p>

<b>Sexual harassment in the workplace</b>	No	Prevention of sexual harassment is an ongoing organisational priority with presentations at All Staff Briefings and people and culture team supporting managers in addressing reported sexual harassment and identifying work groups when there are inappropriate behaviours. This includes ensuring that complaints are effectively investigated and that where cultural challenges are identified that these are actively addressed. Lived experience stories have been shared to staff and our community through activities including Midsumma Pride March, Trans Day of Visibility, and IDAHOBIT, with plans to continue sharing lived-experience stories for Wear it Purple and International Pronouns Day. These activities encourage conversations internally and with our patients and their families around inclusivity in our workplace and community. These activities will continue, lead by our Equity, Diversity and Inclusion Committee once it's formed.
<b>Recruitment and promotion practices in the workplace</b>	Yes	The Grampians Health Workforce Plan will be finalised in August 2023, and its draft form includes actions to be undertaken from 2023 through to the end of 2025. It includes actions to investigate, understand and develop a response to barriers that restrict workforce mobility, and also enable Grampians Health to attract and retain employees. This work will commence following the Workforce Plan being finalised, and will be reported on in 2025.
<b>Availability and utilisation of terms, conditions and practices relating to:</b> - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes	There are consistent flexible work policies and processes which are monitored and coordinated by the people and culture team. Further development of the supporting materials is scheduled for mid 2024 into 2025. A campaign to develop manager and supervisor knowledge of and understanding of family violence and its prevalence in our community will be rolled out in 2024.
<b>Gendered segregation within the workplace</b>	No	