

2026 Progress report for: Commission for Children and Young People

Cover page

Organisation name (required)	Commission for Children and Young People
Total number of employees (and full-time equivalent FTE), as at 30 June 2025	Total employees: 93 Total FTE: 85.88
Response rate to employee experience survey	82%
Contextual information	The size of the Commission and availability of some data points sometimes makes analysis challenging. The Commission has also been going through a Machinery of Government (MoG) change during the reporting period. The impact of this change is the transfer of the Reportable Conduct Scheme and Child Safe Standards functions (and FTE) from the Commission to the Social Services Regulator from 23 February 2026.
Location (metropolitan, regional or rural. If other, please specify)	Metropolitan

Attestation by head of organisation (required)

I confirm that:

- ☒ I am the head of organisation (CEO or equivalent).
- ☒ I have reviewed and approved the submission of this progress report on behalf of my organisation (as named above). I attest to providing truthful and accurate information.
- ☒ I attest that my organisation has completed all relevant gender impact assessments under the Gender Equality Act 2020, or I have explained why not in the comment box below.

Any comments?	
Name	Leanne Barnes
Role title	Chief Executive Officer
Signed	
Date	04/05/2026

Step 1: Reporting on gender impact assessments (GIAs)

Section 1.1 Confirming GIA exemptions (required)

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

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

Between 1 July 2023 to 30 June 2025, the Commission for Children and Young People had no policies, programs or services that required the completion of a GIA. During this period, the Department of Families, Fairness and Housing submitted all budget bids on behalf of the Commission and were responsible for any associated GIA.

As part of our GEAP the Commission created and implemented a GIA form and included a section on our internal briefing template that goes to the Commission's Governance Group (executives, directors) for approval for all new policies, programs and services. The briefing template requires confirmation as to whether a GIA is required. A dedicated GIA page on the Commission's intranet was also created with information on how to complete a GIA.

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

Ref #	A: Title (required)	B: Subject (required)	C: Description of the policy, program or service (required)	D: Status (required)	E: Description of gendered impacts (recommended)
1.		Choose an item.		Choose an item.	
2.		Choose an item.		Choose an item.	
3.		Choose an item.		Choose an item.	
4.		Choose an item.		Choose an item.	
5.		Choose an item.		Choose an item.	
6.		Choose an item.		Choose an item.	
7.		Choose an item.		Choose an item.	
8.		Choose an item.		Choose an item.	
9.		Choose an item.		Choose an item.	
10.		Choose an item.		Choose an item.	

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

Ref #	F: Were actions taken as a result of the GIA? (required)	G: Describe the actions taken as a result of the GIA in order to: - Meet the needs of people of different genders; and/or - Promote gender equality; and/or - Address gender inequality. If you did not take action, write N/A here and explain why in (H). (required)	H: If you did not take action, explain why. If you did take action, describe it in (G) and write N/A here. (required)	I: Describe: How and why intersectionality was considered (or not) (required)	J: Describe any actions taken specifically designed to address intersectional inequalities (compounded gender inequalities)? (recommended)
1.	Choose an item.				
2.	Choose an item.				
3.	Choose an item.				
4.	Choose an item.				
5.	Choose an item.				
6.	Choose an item.				
7.	Choose an item.				
8.	Choose an item.				
9.	Choose an item.				
10.	Choose an item.				

Step 2: Reporting on progress against the indicators

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

K: Indicator *	L: Progress data (required)	M: Additional progress data (recommended)	N: Has progress been made? (required)	O: Explain how the data does (or does not) demonstrate progress. (required)
1	Critical performance measures Gender composition of the duty holder organisation: 2023: 82.7% women, 17.3% men, 0% self-described 2025: 79.1% women, 20.9% men, 0% self-described Gender composition of part time workers in the duty holder organisation: 2023: 25.4% women, 0% men, 0% self-described 2025: 33.3% women, 10.5% men, 0% self-described Gender composition of senior leaders in the duty holder organisation: 2023: 100% women, 0% men, 0% self-described 2025: 83.3% women, 16.7% men, 0% self-described		Yes	Looking at the gender mix of the Commission's workforce in 2023 in comparison to 2025, although not significant, there has been a clear increase in representation of men. This shows an upward trend in achieving a more balanced gender mix workforce in comparison to the data in 2023. This positive trend is also reflective in the gender composition of part time employees with an increase to 10.5% in 2025 from 0% in 2023. Lastly, similar results are reflected in a 16.7% increase of men in senior leader positions in comparison to 0% in 2023.
2	Critical performance measures Gender composition of the duty holder organisation's governing body: 2023: N/A 2025: N/A		No	The Commission does not have a governing body.
3	Critical performance measures Mean total remuneration gender pay gap by occupation group: 2023: - Managers: -5.1% women, DU self-described - Professionals: 7.6% women, DU self-described - Clerical and Administrative Workers: -13% women, DU self-described - All occupations: 0.5% women, DU self-described 2025: - Managers: -0.5% women, DU self-described - Professionals: 4.9% women, DU self-described - Clerical and Administrative Workers: 0.1% women, DU self-described - All occupations: -2.4% women, DU self-described Mean total remuneration senior leader gender pay gap: 2023: DU 2025: -3.4% women		Yes	The Commission's data shows that in 2023 men earned slightly more than women and in 2025 women earn more than men. Whilst this doesn't reflect pay parity and given the gender composition of the workforce saw an increase in representation of men, this shows an improvement in pay equity outcomes for women. To further analyse this key indicator, the data reflects the following mean total remuneration gender pay gap by occupation group: - Managers – the gap favours women but reduced from -5.1% in 2023 to -0.5% in 2025. This reflects a positive movement towards parity. - Professionals – Men earn slightly more than women in both years however; the gap moved from 7.6% in 2023 to 4.9% in 2025. This reflects a positive movement towards parity - Clerical and Administrative Workers – the comparison to 2023 and 2025 on this occupation group is large. In 2023 the gap was -13% and largely favoured women. In 2025 the gap reflects 0.1%. This reflects the strongest positive movement (in comparison to the other occupation groups) towards parity. All other occupation groups lack reportable data. In regard to the mean total remuneration senior leader pay gap, in 2023 there was a lack of reportable data. In 2025, the data reflects that the gap favours women at -3.4%. A comparison therefore cannot be made; however it is important to note that due to the gender composition of senior leader improvement in 2025 in comparison to 2023, there is now reportable data on this critical performance measure.

	Supplementary measures Mean base salary pay gap: 2023: 2025: Median total remuneration pay gap: 2023: 0.9% 2025: 0% Median base salary pay gap: 2023: 2025:			Analysing the supplementary measure of median total remuneration pay gap, in 2023 there was a small gap of 0.9% that favoured men. In 2025 the gap closed at 0% which reflects on average women and men earn the same and pay parity has been achieved.
4	Critical performance measures Anonymous experience rate of sexual harassment: 2023: 3.4% women, DU men, DU self-described 2025: DU Number of formal reports of sexual harassment: 2023: DU 2025: DU Supplementary measures Participants who said they reported sexual harassment: 2023: 2025: Reasons for not making a formal sexual harassment complaint: 2023: 2025: Satisfaction with handling of workplace sexual harassment complaint: 2023: 2025: Satisfaction with handling of formal workplace sexual harassment complaint: 2023: 2025:	Due to the lack of reportable data available, the Commission have considered additional progress data available to determine whether there is any sign of progress toward this key indicator. 2025 in comparison to 2024 'most improved' results reflected in the People Matter Survey, shows an 8% positive change in each of the following areas: - My organisation does not tolerate improper conduct - My organisation encourages respectful workplace behaviours. 67% of respondents said that they feel safe to call out inappropriate behaviour at work.	Yes	The Commission's People Matter Survey data reflects that in 2023, 3.4% of women reported experiencing sexual harassment behaviours at work. In 2025, there is a lack of reportable data for both women and men. This signifies the fact that the results could not be published because less than 10 people (which has reduced in comparison to the reportable amount in 2023) out of the 70 people who participated in the survey, said they experienced sexual harassment. There were also no formal complaints of sexual harassment in the workplace recorded or reported during the reporting period from 2023 – 2025. Although this could suggest that employees don't know how to report or chose not to report such behaviours, if we look at the People Matter Survey question 'I feel safe to call out inappropriate behaviours at work' 67% agreed with the question.
5	Critical performance measures Gender composition of recruited employees: 2023: 76.5% women, 23.5% men, 0% self-described 2025: 73.3% women, 26.7% men, 0% self-described Gender composition of employees who were promoted: 2023: DU 2025: 71.4% women, 28.6% men, 0% self-described Perceptions of recruitment, by gender: 2023: 69.5% women, DU men, DU self-described 2025: 72.3% women, DU men, DU self-described	Applicant data between 1 July 2023 to 30 June 2025 is as follows: - Women 980 applications - Men 460 applications - Self-described 16 applications - Prefer not to respond 11 applications	Yes	Between 2023 and 2025, the proportion of new recruits for each gender group was as follows: - for women, reduced by 3.1% - for men, increased by 3.1% - for people of self-described gender, remained the same at 0% These results show recruitment is helping to improve gender balance and representation across the workforce. As women currently make up majority of the workforce, an increase in the recruitment of men is considered favourable in this instance as it means the Commission are working towards rebalancing the gender composition. In relation to the gender composition of employees who were promoted, this data is unavailable for 2023 so a comparison against the 2025 data is unable to be made however, 2025 results are 71.4% women and 28.6% men. These results are reflective of the Commission's overall gender composition of the workforce.

	Perceptions of promotion, by gender: 2023: 57.6% women, DU men, DU self-described 2025: 61.7% women, DU men, DU self-described	People who participated in career development training opportunities improved: 2023: 85% women and 15% men 2025: 79% women and 21% men People who were awarded internal secondments, data remained stable: 2023: 50% women and 50% men 2025: 50% women and 50% men		There has been a positive improvement of 2.8% of the perceptions of recruitment by women. Data is unavailable for men and self-described for both 2023 and 2025, and therefore a comparison across gender profiles cannot be made. There has been a positive improvement of 4.1% of the perceptions of promotion by women. Data is unavailable for men and self-described for both 2023 and 2025 and therefore a comparison across gender profiles cannot be made. Based on the additional progress data shared in section M, it is important to note that recruitment outcomes reflect a female dominated application pool. There is more work to be done in this area to balance out the gender ratio, however, although small, there has been notable improvement against this measure where data is available.
6	Critical performance measures Average weeks of parental leave, by gender: 2023: 22.3 women, 3.0 men, DU self-described 2025: 11.8 women, 10.5 men, DU self-described Uptake of flexible work, by gender: 2023: 100% women, 100% men, DU self-described 2025: 54.2% women, 20% men, DU self-described Perceptions of flexible work culture, by gender: 2023: 76.3% women, DU men, DU self-described 2025: 76.6% women, DU men, DU self-described Supplementary measures Gender composition of parental leave takers: 2023: 66.7% women, 33.3% men, DU self-described 2025: 66.7% women, 33.3% men, DU self-described Gender gap in carer's leave: 2023: 38.8% women, 41.2% men, DU self-described 2025: 31.3% women, 25% men, DU self-described		Yes	The Commission's data shows that there has been a positive improvement in average weeks of parental leave taken by men when comparing 2023 and 2025 data. In 2025 the data reflects that women and men are taking almost the same amount of parental leave. This demonstrates that normalising shared caregiving through the improvement of our internal policies and procedures, is helping shift outdated gender stereotypes at the Commission. In relation to the uptake of flexible work by gender, in 2023, a result of 100% reflected the fact that everyone at the Commission worked from home (due to COVID restrictions). In 2025, there was clarity given around this measure to reflect formal arrangements only. Data in 2025 shows that women are more likely to use flexible work, although the Commission believes this result is consistent with the total gender composition of the Commission. In relation to perceptions of flexible work culture by gender, data is unavailable for men and self-described in both years 2023 and 2025. However, there is a slight increase of 0.3% for women perceptions from 2023 to 2025.
7	Critical performance measures Occupational gender segregation: 2023: - Managers: 70.6% women, 29.4% men, DU self-described - Professionals: 73.9% women, 26.1% men, DU self-described - Technicians and Trade Workers: DU - Community and personal service workers: 100% women, DU men, DU self-described - Clerical and administrative workers: 87.5% women, 12.5% men, DU self-described - Sales Workers: DU - Machinery Operators and Drivers: DU - Labourers: DU 2025:		Yes	The Commission's data shows that the occupational gender segregation is reflective of the overall workforce of the Commission, with women representing 79.1% and men 20.9% of the workforce in 2025. In 2025, women continue to predominately occupy the manager (80.4%) and professional (83.3%) role types. This is a slight increase from 2023 figures. One area where the Commission has seen an improvement in movement toward gender balance, is in the clerical and administrative worker types with male representation increasing from 12.5% in 2023 to 27.3% in 2025.

	- Managers: 80.4% women, 19.6% men, DU self-described - Professionals: 83.3% women, 16.7% men, DU self-described - Technicians and Trade Workers: DU - Community and personal service workers: DU - Clerical and administrative workers: 72.7% women, 27.3% men, DU self-described - Sales Workers: DU - Machinery Operators and Drivers: DU - Labourers: DU			
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*Indicators (column K)

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

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

P: Indicator	Q: Did any of the factors listed below limit or contribute to your progress?* (required)	R: Explain how any factor(s) limited or contributed to your progress. If 'none' is selected, write N/A and move to (S) (required)	S: List the strategies implemented that contributed to or aligned with the indicator. (required)
1	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	- Screening training providers rigorously and developing set, consistent wording relating to gender equality and intersectionality to provide to all future training providers when training programs are being developed for the Commission. This became standard practice from December 2023. - As a consequence of the above, ensure all Commission training is free from any perceivable gender bias and that, wherever appropriate, gender equality and intersectionality is considered and included. - An accessibility assessment of the Commission's office accommodation was undertaken to identify and assess potential issues or barriers for employees and visitors, including employees and visitors with a disability, women, non-binary or gender diverse people, and trans workers. - A Disability Audit was conducted in May 2024 by the Australian Essential Services Compliance (on behalf of JLL) and report provided. - Acted on the findings from the office accommodation assessment – the only recommendation was to adjust the width of the kitchen door (when open). Opening width was 831mm and minimum width allowed is 850mm. Open door width was subsequently adjusted in June 2024. - Ensuring the Commission's online environment (website and Intranet) support accessibility – Audit of Commission website undertaken by Vision Australia in 2023. - Acted on findings of the online assessment – Web developers corrected all issues except those the Commission is to complete in-house and items relating to the webforms. All systemic/public reports now include an accessible copy on the website. - Provide employees and/or visitors with a dedicated multi-faith quiet/prayer room – room was redesigned by Hamilton's Furniture and is now available for staff and/or visitors. - Undertake annual promotional campaigns of the People Matter Survey. - Develop annual action plan based on the results of the People Matter Survey results. - Encourage all staff to use pronouns in signature blocks (now built into the signature block template). Official name tags offered to all staff also include pronouns. The use of pronouns also promoted on the intranet to new staff. - Reviewed and updated the Commission's Significant Dates calendar on an annual basis. Teams volunteer and are assigned to events, and the calendar is promoted on the intranet. - Exit interview template and interview process refreshed to ensure all staff are able to raise issues about equality, intersectionality, diversity and inclusion. - Update the Employing Young People policy and guide, to ensure it is free from intersectional gender bias
2	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	The Commission does not have a governing body.
3	☒ None ☐ a	N/A	- Developed a Commission Pay Policy to ensure consistent setting of salaries and pay equity - Reviewed all positions and position descriptions to ensure equal pay for equal work

	☐ b ☐ c ☐ d ☐ e ☐ f ☐ g		Updated the Recruitment and Selection Policy to ensure it is free from intersectional gender bias
4	☐ None ☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☒ g	Although the size of the Commission is not directly linked to sexual harassment in the workplace, the size of the Commission limits the reportable data available in order to make proper analysis of progress toward the indicator. The Commission believes that genuine attempts have been made to make progress as listed in column S of this table.	- Created and implemented a system (register) that identifies and records formal and informal complaints regarding inappropriate behaviour (sexual harassment, bullying, racism, discrimination), that considers and records intersectional gender equality information relating to employees. Also introduced a process for employees to anonymously raise concerns regarding inappropriate behaviours. - Embed into the Commission Learning and Development Matrix a mandatory all-staff training session on anti-sexual harassment training that focuses on mechanisms for reporting and support at the Commission. - Commenced reporting to the Commission's Governance Group reports of inappropriate behaviour. - Updated the Sexual Harassment Policy to ensure it is free from gender bias or barriers within the Commission. - Updated the Positive and Fair Workplaces Policy to ensure it is free from gender bias or barriers within the Commission. - Implemented a gender diverse panel of employees who are able to receive and manage complaints regarding inappropriate behaviours. - Training by VEOHRC provided to staff who volunteered to be Workplace Contact Officers to allow another avenue for employees to seek assistance and enable the Workplace Contact Officer to be equipped to receive and handle inappropriate behaviour complaints. - Enhance online and printed/hardcopy materials relating to the Commission's support mechanisms for inappropriate behaviours (Health Safety Representative, Workplace contact officer, Senior HR Advisor). Dedicated wellbeing section created on the intranet. Wellbeing poster also developed.
5	☐ None ☒ a ☐ b ☐ c ☐ d ☐ e ☐ f ☒ g	Although the size of the Commission is not directly linked to recruitment and promotion practices in the workplace, the size of the Commission limits the reportable date available in order to make proper analysis of progress toward the indicator. The Commission believes that genuine attempts have been made to make progress as listed in column S of this table.	- Implemented a new system (Resolve) as a training database to record, monitor and extract training (including career development) undertaken by Commission employees. - Updated the Recruitment and Selection Policy to ensure it is free from intersectional gender bias - Developed an Expression of Interest Policy and application form and a Secondment Policy to promote consistency and transparency, and promoted these in Senior Management Team meetings, the All-Staff Forum, Intranet and Commission newsletter. - Embed into the Commission's Learning and Development Matrix a mandatory all-staff training session on anti-sexual harassment training that focuses on mechanisms for reporting and support at the Commission, workplace diversity, equity and inclusion, Aboriginal cultural awareness and safety, Cultural safety (including cultural entitlements). The above mandatory training is to be delivered every second year. - All position descriptions updated to include standard wording relating to flexible work options. - Exit interview template and interview process refreshed to ensure all staff are able to raise issues about equality, intersectionality, diversity and inclusion. - Updated the Employing Young People Policy and guide, to ensure it is free from intersectional gender bias
6	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g		- Created and maintained a central register of flexible working arrangements. - Updated the Flexible Work Policy to ensure it is free from any gender bias or barriers within the Commission. - Updated the Parental Leave Policy to ensure it is free from any gender bias or barriers within the Commission. - Updated the Carers Leave Policy to ensure it is free from any gender bias or barriers within the Commission. - Developed a Workplace Reasonable Adjustments Policy and application form. Process embedded in staff induction process.

			- Developed a Family Violence Leave Policy and application form. - All position descriptions updated to include standard wording relating to flexible work options.
7	☒ None ☐ a ☐ b ☐ c ☐ d ☐ e ☐ f ☐ g	N/A	- Developed a Commission Pay Policy to ensure consistent setting of salaries and pay equity. - Reviewed all positions and position descriptions to ensure equal pay for equal work. - Embed into the Commission's Learning and Development Matrix a mandatory all-staff training session on anti-sexual harassment training that focuses on mechanisms for reporting and support at the Commission. - Updated the Recruitment and Selection Policy to ensure it is free from intersectional gender bias - Created and implemented a system (register) that identifies and records formal and informal complaints regarding inappropriate behaviour (sexual harassment, bullying, racism, discrimination), that considers and records intersectional gender equality information relating to employees. Also introduced a process for employees to anonymously raise concerns regarding inappropriate behaviours.

*Factors (column Q):

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

Step 3: Reporting on GEAP strategies

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

- Promote the requirement to collect additional gender equality data sets to Commission staff
- Liaise with DFFH to ensure additional data sets are collected and held along with existing payroll data
- Update current processes and systems to collect and store additional data sets of employees
- Liaise with DFFH to enhance collection and consistent extraction of employee data relating to gender equality

Reasons for not completing the above strategies: Initial conversations with DFFH commenced (noting the Commission is reliant on DFFH systems for data collection), however, delays by DFFH/Department of Health (and VPS) to implement a new HR system in time, led to the Commission being unable to complete the related strategies. The Commission will look to implement internal methods to address the strategies as an interim solution, pending further work by DFFH, and include these in the next GEAP.

- To assist with future recruitment strategies, consider methods to monitor the Commission's progress and success in building further gender diversity and intersectionality at the Commission
- Commence reporting to the Commission's Governance Group on employee gender profiles and intersectionality. Reporting to include pay data and VPS levels/roles
- Commence annual reporting of employee gender equality data trends relating to recruitment, higher duties and internal promotion to the Commission's Governance Group

Reasons for not completing the above strategies: Unable to commence until gender-based data is at hand (collection is delayed as above). To roll into the next GEAP.

- Update the Commission's Equal Opportunity Employment policy
- Develop a Workforce Diversity and Inclusion Framework

Reason for not completing the above strategy: the Commission has an Equal Opportunity, Discrimination & Harassment Policy but it is dated and needs refreshing. A Workforce, Diversity and Inclusion Framework needs to be developed. The Commission are considering absorbing the existing Equal Opportunity, Discrimination & Harassment Policy into one Framework. The Commission were unable to complete the strategies in this current action plan due to time and resourcing constraints, which were significantly impacted by the recent machinery of government change which was a priority. This strategy will be included in the next GEAP.

- Finalise the Commission's first Reconciliation Action Plan and identify specific actions to strengthen cultural safety for the Commission's existing Aboriginal workforce and to increase the number of Aboriginal employees at the Commission

Reason for not completing the above strategy: A draft was completed and feedback from Reconciliation Australia incorporated. Due to various reasons (resourcing, Machinery of Government process, vacant Commissioner of Aboriginal Children and Young People role), the Reconciliation Action Plan was delayed and not progressed during the reporting period. After further consideration, and considering advice from our Koori, Advisory and Engagement Team, the Commission has decided to not progress the finalisation of a RAP and instead to develop an Aboriginal Employment Framework.

- Review and update the Commission's writing style guides to ensure inclusive language and terms are used

Reason for not completing the above strategy: The Commission has concluded that the existing Writing Style Guide is a dated, old-fashioned tool that provides limited support to staff. Given resource constraints this piece of work was not considered a priority to progress in the recent period. This strategy will be included in the next GEAP.

- Develop an annual 'Commission Respects Diversity' program which will involve messaging from the Commissioner, possible guest speakers and other ways to celebrate and increase employee knowledge of gender equality, diversity and intersectionality

Reason for not completing the above strategy: The Commission will need to rethink the approach. A dedicated, single 'Commission Respects Diversity' program was not favoured as a solution by Governance Group. Other activities are undertaken as per the Commission's Significant Dates Calendar (along with Pride March etc) that addresses this concept.

- Ensure recruitment processes are free from any unintentional or unconscious gender or other bias by implementing regular Unconscious Bias training for all people/hiring managers.

Reason for not completing the above strategy: There is a need to find the most appropriate training course for future sessions due to negative feedback and issues raised in regard to previous all-staff training sessions. This strategy was unable to be completed in this current action plan due to time and resourcing constraints.

Section 3.2 Describing achievements, challenges and learnings (recommended)

Despite the small size of the Commission, we are pleased to see how many strategies were able to be actioned and implemented, and the positive improvement reflected in the Commission's progress towards the key indicators. The Commission directly attribute these improvements to those strategies.

As a result of the GEAP and associated strategies, the Commission can now clearly see what indicators need closer monitoring in the future and/or what new or strengthened strategies are required in the next Gender Equality Action Plan.

The main challenges for the Commission when it comes to the progress report is the lack of reportable data due to the size of the Commission and privacy thresholds. This makes analysis and comparison between reporting periods difficult. Additionally, the Commission outsources payroll management to the Department of Families, Health and Human Services (DFFH) which has meant the Commission has been reliant on DFFH in providing the required workforce data. Specifically in this reporting period, workforce data was not provided in a timely manner and the data was not entirely accurate.

Moving into the next Gender Equality Action Plan, the Commission will look at involving more staff where possible through consultation to assist with the development and implementation of strategies. The Commission will also look at defining a little more clearly what specific indicator each strategy aims to address. Although some gaps in data is due to the Commission being linked to the Department of Families, Fairness and Housing HR and payroll systems, the Commission will also look at steps to improve our own manual data collection processes to address any gaps in future reporting (although this will be contingent of available resourcing to support manual data collection processes). Potential strategies relating to data collection and reporting will be discussed in the upcoming Gender Equality Action Plan.

Section 3.3 Providing other updates on implementation (recommended)

Section 3.4 Describing resourcing allocation (required)

The Commission's Manager, Corporate Services is responsible for the GEAP and is supported by the Commission's Senior Human Resources Advisor. The Manager, Corporate Services reports to the Chief Executive Officer in regard to progress against strategies and measures and the GEAP more generally.

The Manager, Corporate Services is responsible for a number of corporate functions including human resources and recruitment, information technology, finance, audit and risk, governance, freedom of information and executive support.

The Manager, Corporate Services is an ongoing, VPS 6.2 employee. The Senior Human Resources Advisor is also an ongoing employee (VPS 5.2).

No dedicated resources are allocated full-time to the GEAP. The Commission is a small agency and is not resourced to allow for a dedicated, full-time GEAP resource. The Manager, Corporate Services and Senior Human Resources Advisor dedicate as much time to GEAP strategies and measures as is practically available, given other competing priorities.

Since the previous GEAP was developed, the Commission has been subject to a Machinery of Government process and on 23 February 2026, the Commission's (former) regulatory functions and staff transferred to the Social Services Regulator. This has resulted in an approximate 37% reduction in the Commission's workforce and will present new challenges with the development and ongoing monitoring/implementation of a new GEAP.

Any other additions or comments (optional)