# MELBOURNE RECITAL CENTRE

# Gender Equality Action Plan
# 2021-2025

# Contents

Melbourne Recital Centre acknowledges the Traditional Custodians of the lands on which we work, live and learn. We pay our respects to people of the Kulin nation, their Elders past, present and emerging and to all Aboriginal and Torres Strait Islander Peoples.

# 1. Foreword

It is with great pleasure that we present our inaugural *Gender Equality Action Plan* (*GEAP*) 2021-2025.

We recognise that harnessing the potential of our human resources is the key to our ongoing success. Creating a workplace that reflects the composition and expectations of our community will help us to understand and respond to their needs and aspirations.

This plan demonstrates our organisational commitment to refining our achievements towards gender equity, inclusivity and diversity. It also builds on our existing commitment to fostering a positive workplace culture that is supported by strong, proactive leadership underpinned by fair, transparent and accessible HR practices for all.

We look forward to working together to achieve the strategic goals of this plan as we progress towards being a leading workplace for gender equality.



Professor Andrea Hull AO                     Euan Murdoch
Board Chair                                  Chief Executive Officer

# 2. Introduction

## Background to the *Gender Equality Act 2020*

The *Victorian Gender Equality Act 2020* (the Act) came into effect on 31 March 2021. The Act requires all defined public sector entities numbering over 50 employees, such as the Melbourne Recital Centre (the Centre), to take positive action towards achieving workplace gender equality and promote gender equality in their policies, programs, and services.

The Act seeks to drive change and create gender equality to reach its first principle that "All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness." Refer more detail at https://www.vic.gov.au/safe-and-strong-victorian-gender-equality.

The purpose of the Act is clear about its goals. Its objectives are to:

1. Promote, encourage and facilitate the achievement of gender equality and improvement in the status of women;

2. Support the identification and elimination of systemic causes of gender inequality in policy, programs and delivery of services in workplaces and communities;

3. Recognise that gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes (often referred to as intersectionality);

4. Redress disadvantage, address stigma, stereotyping, prejudice and violence, and accommodate persons of different genders by way of structural change;

5. Enhance economic and social participation by persons of different genders; and

6. Further promote the right to equality set out in the Charter of Human Rights and Responsibilities and the Convention on the Elimination of All Forms of Discrimination against Women.

The Act requires organisations to consider the above when developing strategies and measures to promote gender equality and, in particular, incorporate intersectionality into its objectives, purpose and obligations.

## Obligations

Under the Act, there is a set of specific obligations that the Centre must deliver. These include:

1. Undertake and submit a *Workplace Baseline Gender Audit* by 1 December 2021. The audit captures baseline data for seven *Indicators* (refer detail in the next section below).

2. Submit the *Gender Equality Action Plan (GEAP)* with strategies and measures by the 31 March 2022 (*GEAP* to be made available to the public).

3. Undertake *Gender Impact Assessment (GIA)* of all new policies, programs and services that directly and significantly impact the public.

4. Submit report on progress against that action plan by 31 October 2023.

5. Submit progress report and update *GEAP* for the next four years by 31 October 2025.

## Significance of the Indicators

The significance of why the Gender Audit collects information related to the *Indicators* is outlined below and provides context to the strategies and measures identified in the *GEAP.*

| Significance | |
| --- | --- |
| *Indicator 1* Gender Composition of Workforce | Composition of the workforce impacts performance, decision-making and workplace culture. Lack of diversity in thinking and leadership has been shown to impede innovation. This indicator helps organisations decipher where it can benefit from greater diversity by highlighting where there is equality of representation across all levels. |
| *Indicator 2* Gender Composition of the Board | Key benefits of gender diversity and inclusion in governing bodies include: improved organisation performance; greater productivity of staff; reductions in pay gaps for staff as well as greater likelihood of identifying and meeting community expectations. |
| *Indicator 3* Gender Salary Gap | Recent national analyses show that there is a persistent gender pay gap (10.7%) that favours men in the Victorian Public Sector. Beyond the need to meet legal and moral obligations, additional organisational benefits of achieving gender pay equity include: improved attraction of talent through reputation of 'employer of choice'; increased efficiency and productivity through retention of staff and reduced turnover costs.<br><br>Pay gap is commonly influenced by factors such as: conscious and unconscious discrimination and bias in hiring and pay decisions; women and men working in different industries or roles where female-dominated jobs attract lower wages; lack of workplace flexibility to accommodate caring and other responsibilities; high rates of part-time work for women; women's greater time out of the workforce for caring responsibility impacting career progression and opportunities; and women's disproportionate share of unpaid caring and domestic work. |

| | |
|---|---|
| *Indicator 4*<br>Sexual<br>Harassment | How an organisation responds to incidents of sex-based discrimination and harassment has a significant impact on employee safety and perceptions of workplace support for women. Positive action taken in response to sexual harassment builds confidence amongst employees as well as help meet obligations under the *Equal Opportunity Act 2010* to prevent and eliminate sexual harassment in the workplace. |
| *Indicator 5*<br>Promotion &<br>Recruitment<br>Practices | The objective of this indicator is to uncover possible conscious or unconscious bias in recruitment, promotion and professional development processes. It may also uncover structural or cultural barriers to attracting parents or carers to roles if they require full-time or inflexible working arrangements. It may identify the need to create more equal opportunities for women returning to work after a period of parental leave to avoid the stalling of careers. |
| *Indicator 6*<br>Flexible Working<br>& Leave<br>Utilisation | Structural and cultural factors mean women are far more likely than men to work flexibly. Leave and flexible work arrangement help workers of all genders balance paid work with other responsibilities. Encouraging fathers to use parental leave is key to supporting more equitable sharing of care responsibilities, normalising career breaks and increasing women's representation in leadership roles. |
| *Indicator 7*<br>Gendered<br>Segregation | Gendered work segregation is driven by gender norms and stereotypes about what work is appropriate for men and women, as well as structural factors including access to flexible working arrangements. Workplaces that have high gender segregation have differences relating to leadership opportunities, access to career progression, flexible work and pay equity which may further entrench segregation by deterring people from applying to those industries. |

# 3. Baseline Gender Audit Analysis

## Introduction

The Gender Audit is based on two key sources of data including the Centre's payroll system aligned and reported against the seven *Indicators* outlined below as well as the *People Matter Survey 2021 (PMS)* results on employee experience relating to gender equality indicators. The executive summary of the key findings is summarised in the *Conclusions* section below.

## Conclusions

| Overall Key Findings | |
|---|---|
| *Indicator 1*<br>Gender Composition of Workforce | The Centre has a small workforce of 148 staff where casuals (105) outweigh number of ongoing/fixed term positions (43). There is gender parity in composition of the workforce at most levels with the exception of -2 and -3 reporting levels from the CEO which are over-represented by women (also noting that these represent small cohorts of fewer than ten staff employed). Three staff (2%) identify with self-described gender. The Centre has not been able to record intersectionality details beyond gender, age and Aboriginality of staff. No staff identify as Indigenous. |
| *Indicator 2*<br>Composition of the Board | Women are currently over-represented in the Board (75%), noting that this is subject to change with recruitment of two new directors over the next six months. The Board is also chaired by a woman. |
| *Indicator 3*<br>Gender Salary Gap | The Centre has a mean salary pay gap of 8.2% in favour of men which is lower than the Victorian Public Sector average of 10.7% in 2020. Contributing to the gap is the predominance of women in front-of-house roles (eg ushers) paid at lower award rates compared with prevalence of men in back-of-house (eg technician roles) which are paid at higher award rates. |
| *Indicator 4*<br>Sexual Harassment | Incidence of sexual harassment is very low but not zero for the organisation (one incident informally reported). The public facing environment of the Centre means that any sexual harassment and inappropriate behaviour observed with patrons, hirers and artists adds complexity to the management of this issue by staff beyond that which might be perpetrated by staff. |
| *Indicator 5*<br>Promotion & Recruitment Practices | The Centre has gender parity associated with new recruits and staff who leave the organisation. There is slight over-representation of women receiving promotions, higher duties and internal secondments, noting the size of the cohort is relatively small and subject to fluctuate. *PMS* results record some neutral measures towards achieving career success by those staff who have caring/family responsibilities. Similar neutral measures were observed for adequacy of learning needs/training opportunities for advancement for staff. |
| *Indicator 6*<br>Flexible Working & Leave Utilisation | While no staff utilised flexible leave arrangements (formal or informal), carer or family violence leave, *PMS* results suggest there is a positive culture with respect to its availability and potential consideration/use by staff, if requested. Both men and women accessed paid and unpaid parental leave with the majority of unpaid leave being taken by women. |

| _Indicator 7_ Gendered Segregation | Some gendered segregation exists for three of the six ANZSCO classes relating to Professionals (female dominated), Labourers (female dominated front-of-house staff) and Technicians (male dominated back-of-house staff). |
|---|---|

## Data Assumptions, Gaps & Limitations

The data baseline for Indicators 1, 2 and 3 is taken from workplace statistics generated on 30 June 2021 while data reported against Indicators 4, 5, 6 and 7 are counted as a cumulative total during the period of 1 July 2020 – 30 June 2021, in line with prescribed _GEAP_ formats.

At the time of audit, capacity limitations in the Centre's HR enterprise systems meant that it was not possible to generate intersectionality workforce data relating to disability, cultural identity, sexual orientation and religion other than gender, age and Aboriginality/Torres Strait Islander status. Similarly, there were difficulties in formally recording professional development and training opportunities. These gaps will be the focus of subsequent strategies and actions described elsewhere in the plan.

Due to the small size of the workforce in which there are fewer than 50 ongoing/fixed-term employees (excluding casuals), there has been a deliberate showing of graphs that represent total numbers instead of displaying information in terms of percentage. It is important to show that our audit reveals small cohort groups of staff in categories that approach the limits of privacy threshold which was deemed to be fewer than ten. The implications are two-fold: there is often difficulty in drawing conclusions on trends associated with small sample groups that are subject to large fluctuations with staff attrition rates as well as difficulty in determining statistically significant results. There was also a need to remove certain information in this report to preserve anonymity of staff. In these scenarios, it should be noted that the full information has still been submitted directly to the Commissioner for Gender Equality, as per requirements.

While the enterprise system recorded 105 casuals as at 30 June 2021, not all of these were retained or considered to be active due to the effect of the pandemic curtailing the event programs on offer by the Centre. They have still been included to ensure that comparison of the baseline in four years' time compares 'like with like' (i.e pre- and post-pandemic).

Finally, a total of 73 respondents completed the _PMS_ in 2021 (the first year that has collected the Gender Equality Indicator employee experience) which represents 52% of the workforce.

# 4. Consultation & Engagement

## Stage 1

The development of the *GEAP*, supported by the GEAP Project Management Group, has been informed by consultation and engagement with staff, the Board, Senior Leadership Team (SLT), Leadership Group (LG) and Staff Consultative Committee (SCC). The GEAP Project Management Group comprises six staff members from HR, Marketing, Development and Corporate Services and was carefully chosen to reflect a diversity of gender, age, experience and skills. The GEAP Project Management Group met approximately weekly for eight months.

Initial engagement included presentations, an interim summary report on audit and *PMS* results as well as short updates to a range of stakeholders mainly directed to the Board and Leadership groups.

Due to the small size of the Centre, project partner *Women's Health in the South East* (*WHISE*) were then engaged to critique the preliminary audit and *PMS* results prepared by the GEAP Project Management Group and run two on-line workshops to pick up gaps or discrepancies between the audit/*PMS* data and employees' lived experience while working at the Centre. The workshops reached by approximately 60 employees, including 40 continuing/fixed term staff and 20 casuals. This was considered as high level of engagement (approximately 50% of staff including actively working casuals with recently recorded shifts).

The workshops disseminated audit findings to the wider organisation and used *Jamboard* software to invite (de-identified) contributions by staff to reflect on the audit data and co-create a shared vision for next steps. The workshops asked the questions: What does this data tell you about the Centre? What do you notice? What doesn't this tell us? What is missing? What does gender equality mean to you? Where do you want to be? What are the barriers to change? How can we get there? These comments were then analysed for key themes with the view to inform the vision, strategies and actions.

The key findings from the workshops revealed that while there was already a strong foundation and commitment to gender equity, some nuanced themes and insights were surfaced as potential focus areas for incorporation into the strategy and measures, as indicated in the tables below.

| Key Themes (from the *WHISE* workshops) | |
|---|---|
| Transparency and clarity of the Evidence Base | This theme came up across a number of indicators and reflected a desire of staff to understand the organisation that they work in with a view to improving it, engaging with data and using it to make evidence-based decisions to generate collaborative solutions for the organisation's future. |
| Procedural Fairness & Being Valued | These themes reflect a desire of staff to build upon an equitable workplace that promotes equal access to opportunities which, in turn, leads to a feeling of being valued by the organisation. These themes were prevalent within the Indicators 4, 5 and 6 (Salary Gap, Recruitment & Promotions, Leave & Flexibility). |
| Healthy workplace culture | Staff are motivated and committed to strengthening a healthy workplace culture and are keen to ensure improvements are made in the areas of: 'zero tolerance' for sexual harassment and negative behaviours; challenging |

societal and cultural stereotypes to increase gender diversity in traditionally male and female dominated occupations; as well as increasing diversity in the workforce, particularly Aboriginal and Torres Strait Islander representation.

The above insights were summarised as further recommendations to consider for future focus improvement areas.

| WHISE Recommendations | |
|---|---|
| Capacity Building | **Improve organisational capacity, capability and equality** that capitalises on employee engagement and a way of work that is transparent and evidence based.<br><br>**Support staff with training** and case studies in the areas of:<br>1. Expected **appropriate workplace behaviours** including **'zero tolerance' to sexual harassment**. This should include emphasis on the role of the active bystander in establishing zero-tolerance culture;<br><br>2. **Unconscious bias** to mitigate against **gendered workplace segregation**, improve **diversity during recruitment** and ensure **procedural fairness** is applied to **recruitment and promotion** practices (which will also address pay equity). |
| Policy Strengthening | **Review HR policies and processes** to ensure greater **clarity, formalisation and promulgation** of:<br>1. Expected appropriate **workplace behaviours**;<br>2. **Leave and flexible work options for all genders**;<br>3. **Equitable recruitment and promotion practices**.<br><br>As more data is captured longer term, apply an **intersectional lens to HR policies** and processes. |
| Pay Equity | Develop **strategies that address pay equity** by challenging **gender stereotypes** and review **job security** associated with fixed term and casual roles. |

The workshops also identified strong alignment between the vision of the Centre staff for a gender equitable future with the possible strategies and measures alluded to in the themes and recommendations outlined above. The future of gender equality at the Centre, as distilled by staff feedback, can be described by the following attributes:

1. A workplace culture that values all people regardless of gender and background.

2. Organisation-wide understanding of what intersectional gender equity means and how to practice it with a strong focus on zero tolerance for negative behaviours and equitable access to HR policies and processes.

3. Transparency about how the organisation continues to improve with an emphasis on procedural fairness and evidence-based decision making in policy and practice.

## Stage 2

With input gathered from Stage 1, the draft *GEAP* was prepared, uploaded onto the intranet and further feedback invited from all staff. The final *GEAP* was presented to the Governance committee, a sub-committee of the Board, for final approval prior to submission.

# 5. Case for Change

## Gender Equality at the Melbourne Recital Centre

The Centre's organisational *Values* correlate well with the spirit of gender equality principles outlined in the Gender Equality Act 2020 namely:

1. We carry ourselves and treat everyone with **respect, integrity and trust**
2. We believe in the power of music and how it fuels our passion and creativity
3. We **promote inclusion, accessibility and diversity** across all that we do
4. We demonstrate **transparent communication** and **foster purposeful collaboration**
5. We build **meaningful connections with our community** and strive to **deliver high value customer services and satisfaction**

In addition, the Centre is committed to reconciliation where an action plan has been developed to ensure that Aboriginal and Torres Strait Islander peoples are represented, respected and treated equally by our organisation and community (refer *Reconciliation Action Plan or RAP*). The *RAP* speaks to a number of deliverables but key to the *GEAP* is a commitment to increasing Indigenous representation as artists, suppliers and as employees of the Centre's workforce. There is genuine desire to capture and improve intersectional data on Aboriginal and Torres Strait Islander status, as a meaningful place to start when promoting inclusion, accessibility and diversity within our organisation.

Our case for change builds on an already strong foundation and commitment to gender equality. The *PMS* result surveys consistently return positive ratings that indicate healthy culture and/or experience of a culturally safe, inclusive and equal workforce led by senior management that actively supports leave flexibility, fair recruitment and promotion practices as well as taking a strong stance against negative behaviours such as sexual harassment. The combination of the audit findings and feedback from the consultation workshop point to a need to formalise, clarify and promulgate more clearly HR policies and practices so that transparency is improved for the benefit of an already engaged workforce.

## GEAP Vision Statement

Melbourne Recital Centre takes pride in fostering a **positive and inclusive workplace culture** which **values all people in its diversity**, underpinned by **fair** and **accessible** HR practices.

# 6. Strategies & Measures

## Priority Areas

The combination of insights gleaned from the Baseline Gender Audit Analysis and Consultation & Engagement exercises have crystalised the need to focus on two key priority areas relating to building a safer, more diverse and inclusive workplace as well as addressing the gender salary gap. An overview of the priorities and how they map to the workplace indicators is given below. The priority areas will be supported by measures that primarily relate to building capacity (both infrastructure and people) as well as strengthening and promulgating HR policy and practices for improved accessibility and understanding.

| Key Priorities | |
|---|---|
| 1. Build a safer, more diverse & inclusive workplace | Indicator 1 – Gender Composition of the Workplace<br>Indicator 4 – Sexual Harassment<br>Indicator 7 – Gendered Segregation |
| 2. Reduce the gender salary gap | Indicator 3 – Gender Salary Gap<br>Indicator 5 – Promotion & Recruitment Practices<br>Indicator 6 – Flexible Working & Leave Utilisation |

## Action Plan

Priority Area 1: Build a safer, more diverse & inclusive workplace

| Goal | Action | Measure | Lead | Time Frame |
|---|---|---|---|---|
| 1. Improve quality and quantity of intersectional data | 1.1 Review HR enterprise capability for recording intersectional data | 1.1.1 Process developed for capturing data for new staff from 1 July 22 onwards | FC | Dec 22 (FY23) |
| | | 1.1.2 Missing data collected for new staff between 1 July 21-31 Dec 23 and uploaded in ELMO (90% complete) | FC | Dec 23 (FY24) |
| | 1.2 Improve participation of *People Matter Survey (PMS) 2023* | 1.2.1 Increased participation for *PMS* 2023 (min 55%) | DCS | Jun 23 (FY23) |
| 2. Review HR policies & practice | 2.1 Review Respectful Behaviours (RB) and Protected Disclosure (PD) policies | 2.1.1 RB and PD Policies approved by Board | GPM | Mar 23 (FY24) |
| | 2.2 Review HR practices associated at recruitment | 2.2.1 Undertake stakeholder analysis to identify gaps in HR practices that need documenting | HRM | Jun 22 (FY22) |

| | | | | |
|---|---|---|---|---|
| | | 2.2.2 Development and promulgation of processes/ resources identified from stakeholder analysis | HRM | Mar 23 (FY23) |
| | | 2.2.3 Improved gender balance of front-and/or back- of house and technicians by 10% | HRM & TBD | Jun 25 (FY25) |
| | | 2.2.4 Recruitment of 3 Aboriginal or TSI | | Jun 25 (FY25) |
| 3. Build capacity of staff | 3.1 Training for staff on appropriate workplace behaviours | 3.1.1 Attendance at Respectful Behaviours training for ongoing staff (min 90%) and casuals (min 60%) | HRM | Jun 22 (FY22) refresher Jun 25 (FY25) |
| | 3.2 Training for relevant staff on carrying out *Gender Impact Assessments (GIA)* for externally facing programs/services | 3.2.1 Relevant personnel identified and completed online workshops and case- studies training | GPM | Jun 23 (FY23) |
| | | 3.2.2 Complete one *GIA* | TBD | Mar 24 (FY24) |
| | 3.3 Training on LGBTQIA+ for improved inclusivity | 3.3.1 Attendance at LGBTQIA+ training for all ongoing staff (min 90%) and casuals (min 60%) | | Jun 24 (FY24) |

Priority Area 2: Reduce the gender salary gap

| Goal | Action | Measure | Lead | Time Frame |
|---|---|---|---|---|
| 1. Review strategies for reduced job insecurity | 1.1 Analyse HR data for pro-active assessment of job classification conversion | 1.1.1 Process developed for conversion of casuals to ongoing | HRM | Dec 22 (FY23) |
| | | 1.1.2 Report developed on status of potential conversion and remediation recommendations for fixed-term to ongoing | DCS | Jun 23 (FY23) |
| | 1.2 Appropriate use of HR contract classification | 1.2.1 Resources developed to educate people managers on HR contract classification types to use | HRM | Mar 23 (FY23) |

| 2. Review HR policies & practice | 2.1 Formalise new Performance & Development policy, practice and framework | 2.1.1 P&D Policy approved by Board | GPM | Mar 23 (FY23) |
| | | 2.1.2 Development and promulgation of procedures/ resources that address performance review, flexible leave, remuneration & reward etc | HRM | Mar 24 (FY24) |
| | 2.2 Formalise and record gender equitable professional development opportunities for staff | 2.2.1 Report on suitability of ELMO for training and professional development needs | FAIM & HRM | Dec 22 (FY23) |
| | | 2.2.2 Development and promulgation of procedure that outlines development opportunities/ secondments | HRM | Jun 23 (FY23) |
| 3. Build capacity of staff | 3.1 Training for people managers on unconscious bias and role played in recruitment, promotion and remuneration | 3.1.1 Attendance at unconscious bias training (~ 30 staff, min 90%) | HRM | Jun 23 (FY23) |
| | 3.2 Training for people manager in effective performance management | 3.2.1 Attendance performance management training (~ 30 staff, min 90%) | HRM | Jun 24 (FY24) |

## Key

| Acronym | Position Title |
|---------|----------------|
| DCS | Director of Corporate Services |
| FAIM | Facilities, Asset & Infrastructure Manager |
| FC | Finance Coordinator |
| GPM | Governance Project Manager |
| HRM | Human Resources Manager |
| OA | Office Administrator |
| TBD | To Be Determined |

# 7. Leadership & Resource Plan

## Leadership

Most of the barriers to change are largely around confirming availability of resourcing and budget more than shifting mindset of staff. HR enterprise systems will require modification and processes established to track all intersectional details of staff (as well as track indicators such as flexible leave, career development and training opportunities) etc. The establishment of the GEAP Project Management Group will continue and take on the function of a steering Committee as they provide guidance to the staff on *GEAP* obligations as well as oversight implementation of the detailed Action Plan. The GEAP Project Management Group will report through to the Director of Corporate Services and the CEO and assist in providing regular updates to key stakeholder groups such as the Board, SLT, LG and SCC.

Contingent on successful delivery of *GEAP* outcomes will be the availability of a budget to hire consultants to deliver training to complement the Centre's sole HR Manager practitioner (full-time) and Governance Project Manager (part-time at 0.6). Additional budget support is required for a project partner to help facilitate the development of the updated *GEAP* due 31 October 2025, inclusive of validation of audit results and staff engagement workshops. Another key infrastructure investment is ELMO, software package to assist HR enterprise systems to record information that can be explored to capture intersectionality and training requirements. In late 2021, a commitment was made to pilot this software and its roll out will be implemented over next 24-month time frame.

## Resource Plan

The estimation of contributed resources made by the Centre (in-kind) as well as funds required to deliver on *GEAP* is summarised below by *Priority Area*. It should be noted that the funds required for GEAP delivery will be built into existing annual budget planning process which is still subject to formal review and approval by Board and Victorian Government stakeholders. Costs associated with implementation of *GEAP* expensed in FY22 (March – June 2022) have been assumed to be factored into existing FY22 budget.

For the purposes of estimating in-kind of existing personnel, hourly rates based on typical salary band (comprising gross pay multiplied by an additional percentage for on-costs) and expected contact hours was used. The in-kind value of the six-person GEAP Project Management Group is represented by the cumulative hourly rate of $400. Requested funds for GEAP delivery were estimated based on consultant proposal fees or an estimate of relevant quotes or costs.

Resource Plan - Priority Area 1: Build a safer, more diverse & inclusive workplace

| Goal | Measure | In-kind Resources Contributed | Indicative Funds Required |
|---|---|---|---|
| 1. Improve quality and quantity of intersectional data | 1.1.1 Process developed for capturing data for new staff from 1 July 22 onwards (Dec 22) | $1.5K | Nil |
| | 1.1.2 Missing data collected for new staff between 1 July 21-31 Dec 23 and uploaded in ELMO (90% complete by Dec 23) | $1.6K<br><br>Total: $3.1K | Nil |
| | 1.2.1 Increased participation of *PMS* 2023 (min 60% by Jun 23) | $1.2K | Nil |
| 2. Review HR policies & practice | 2.1.1 RB and PD Policies approved by Board and promoted to staff (Mar 23) | $3.9K | Nil |
| | 2.2.1 Undertake stakeholder analysis to identify gaps in HR practices that need documenting (Jun 22) | $1.3K | Nil |
| | 2.2.2 Development and promulgation of processes/resources identified from stakeholder analysis (Mar 23) | $3.9K | Nil |
| | 2.2.3 Improved gender balance of front- and/or back-of house staff by 10% (Jun 25) | $4.3K | Nil |
| | 2.2.4 Recruitment of 3 Aboriginal/TSI staff (Jun 25) | $1.3K<br><br>Total: $10.8K | $5K p.a (from FY23) |
| 3. Build capacity of staff | 3.1.1 Attendance at Respectful Behaviours training for ongoing staff (min 90%) and casuals (min 60%) (Jun 22 plus Jun 25) | $13K (FY22)<br><br><br>$13K (FY25)<br><br>Total: $26K | $39.5K (FY22)<br><br>$34K (FY25) - refresher |

| | | | |
|---|---|---|---|
| | 3.2.1 Relevant personnel identified and completed online workshops and case-studies training (Jun 23) | $3.4K | Nil |
| | 3.2.2 Complete one *GIA* (Mar 24) | $1.8K  Total: $5.2K | |
| | 3.3.1 Attendance at LGBTQIA+ training for ongoing staff (min 90%) and casuals (min 60%) (Jun 24) | $11.2K | $19.6K (FY24) |
| GEAP Proj Man Grp & Partner Support | Quarterly Review Meetings Quarterly Follow up Annual stakeholder update Progress Report Oct 2023 Progress Report Oct 2025 Updated GEAP 2026-2030 | $2.4K x 4yr $2.4K x 4yr $2.0K x 4yr $8.0K $8.0K $16.0K  Total: $59.2K | $18K (FY25) |

Resource Plan - Priority Area 2: Reduce the gender salary gap

| Goal | Measure | In-kind Resources Contributed | Indicative Funds Required |
|---|---|---|---|
| 1. Review strategies for reduced job insecurity | 1.1.1 Process developed for conversion of casuals to ongoing staff (Dec 22) | $1.3K | Nil |
| | 1.1.2 Report on status of potential conversion and remediation recommendations for fixed term to ongoing (Jun 23) | $3.3K  Total: $4.6K | |
| | 1.2.1 Resources developed to educate appropriate HR contract classification to use (Mar 23) | $1.3K | Nil |
| 2. Review HR policies & practice | 2.1.1 P&D Policy approved by Board (Mar 23) | $5.2K | Nil |

| | | | |
|---|---|---|---|
| | 2.1.2 Development and promulgation of procedures/ resources that address performance review, flexible leave, remuneration & reward etc (Mar 24) | $5.3K

Total: $10.5K | Nil |
| | 2.2.1 Report on suitability of ELMO for training and professional development needs (Dec 22)

2.2.2 Development and promulgation of a procedure that outlines development opportunities/ secondment (Jun 23) | $4.6K

$2.3K

Total: $6.9K | $10K p.a (start FY23) |
| 3. Build capacity of staff | 3.1.1 Attendance at unconscious bias training ~30 staff, min 90% (Jun 23) | $8.3K | $7.3K (FY23) |
| | 3.2.1 Attendance at performance management training (~30 staff, min 90%) (Jun 24) | $11.9K | $14.4K (FY24) |
| GEAP Project Management & Partner Support | Quarterly Review Meetings
Quarterly Follow up
Annual stakeholder update
Progress Report Oct 2023
Progress Report Oct 2025
Updated GEAP 2026-2030 | $2.4K x 4yr
$2.4K x 4yr
$2.0K x 4yr
$8.0K
$8.0K
$16.0K

Total: $59.2K | $18K (FY25) |

## Measuring Progress

Due to resourcing constraints, internal and external reporting of progress in relation to strategies and measures will occur every second year with formal presentations made to all staff for feedback, including reports made to Board, SLT, LG and SCC groups.

Informal updates on progress will be made on an annual basis to the same staff groups above and will include short reports to celebrate key achievements made to date. The GEAP Project Management Group will continue to meet quarterly throughout the GEAP project duration to track internal progress made and start an achievement register to assist with progress reporting, informal and formal updates.

In the event that the Centre's approved budget for future lying years in FY24 or FY25 adversely impacts on GEAP project outcomes, measures will be re-scoped accordingly. ELMO software capability may also positively impact on GEAP project outcomes and enhance professional development/capability training to a greater degree than originally envisaged. In both these scenarios, updates and variations to the original Action Plan or Measures will be reported on during progress reporting.

# 8. Glossary

The *GEAP* references words, documents or concepts that are defined or expanded upon for greater clarity, as per below.

| Terms used in the *GEAP* | |
| --- | --- |
| ANZSCO | Australian and New Zealand Standard Classification of Occupations (ANZSCO). Used by the Australian Bureau of Statistics, the ANZSCO is a prescribed description of occupations onto which the Centre's workforce roles and positions have been mapped to observe any trends around clustering of genders within classes of roles. |
| Contract Type | The Centre employs staff on a number of different contracts including continuing or ongoing roles (no position end date) or fixed-term (with a position end date), both of which may either be full-time or part-time. Such roles have certainty associated with the hours expected to work and accrue provisions such as annual and personal leave. The Centre also employs staff on casual positions which are typically short-term and have flexible work hours according to availability of both the employee and employer. The lack of annual leave provisions is compensated for by being paid at higher hourly rates relative to the same corresponding salary band associated with ongoing roles. |
| Gender Equality/Equity | Gender equality refers to equal rights, opportunities, access and outcomes for people of all genders. Gender equity is the process of achieving gender equality; it recognises that not all people are in the same starting position and must have the same level of access in order to achieve equality. |
| *GEAP* | The *Gender Equality Action Plan (GEAP)* is a requirement for the Victorian Government for public sector entities with greater than 50 employees to meet legislative requirements of the *Gender Equality Act 2020* but also has regard for additional legislation including but not limited to: *Fair Work Act 2009*, *Equal Opportunity Act 2010*, *Charter of Human Rights and Responsibilities Act 2006*, *Sex Discrimination Act 1984*, *Age Discrimination Act 2004*, *Disability Discrimination Act 1992*, *Occupational Health and Safety Act 2004*, and *Racial and Religious Tolerance Act 2001*. Refer more detail at http://www.genderequalitycommission.vic.gov.au/gender-equality-action-plans |
| *GIA* | *Gender Impact Assessments (GIA)* are a requirement of the *Gender Equality Act 2020* that requires organisations to apply a gender lens when reviewing an externally facing policy, program or service that impacts the public. This is to ensure that gender inequity is responded to or to ensure gender equality is achieved. Findings and actions from all *GIA* are to be completed and reported on every two years to the Commission for Gender Equality. |
| Intersectionality | This is gender inequality which may be compounded or interconnected with other forms of disadvantage or discrimination that a person or group may experience based on race, religion, class or gender (eg Aboriginality, age, disability, ethnicity, gender identity, sexual orientation and other attributes). |

| Mean/median salary gap | *Mean* refers to the average of a set of numbers (ie sum of all values, divided by the number of all values); *median* refers to the middle of a set of numbers (less likely to be influenced by high or low outliers). In the context of the salary gap, both are reported but this *GEAP* refers largely to the mean salary gap as being more pertinent for comparison given the composition of its workforce (inclusive of both the CEO and casual salaries). A positive % is reflective of a gap that favours men while a negative % is a gap that favours women. |
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| Melbourne Recital Centre (the Centre) | Melbourne Recital Centre – refer https://www.melbournerecital.com.au/. The *Reconciliation Action Plan (RAP)* – refer https://www.melbournerecital.com.au/about/ourcompany/ |
| *PMS* | *People Matter Survey* is a survey that is administered by the Victorian Public Sector Commission every two years to gain information on workplace culture. In 2021, a new addition to the report featured information on Gender Equality Indicators as well as providing comparisons with other like-minded organisations (comparators) where possible. Refer more details in Appendix B. |
| Privacy Threshold | A requirement of the *GEAP* is to ensure that an individual's information remains private. De-identified information is presented throughout the *GEAP*; however, sometimes even de-identified information of small sample sizes can reveal information indirectly or unintentionally through a process of deduction. For this report, the threshold beyond which privacy is impacted is considered to be small cohorts with fewer than ten people. Such information is still included in the final submission to the Commissioner. |
| Reporting Level from CEO | If the CEO is set at '0', the direct reports immediately below the CEO are classified as '-1' or '1 level from the CEO' while the direct reports of those at '-1' are then classified as '-2' or '2 levels from the CEO' etc. The '-1' level correspond to the Senior Leadership Team (SLT) while those at '-2' (and some '-3') are regarded as being within the Leadership Group (LG). Casuals are generally found at '-4' or '-5' levels from the CEO. |
| Sex/Gender | Sex is understood in relation to sex characteristics observed at birth or infancy ie female, male or intersex. Gender is about social and cultural identity, expression and experience. Individuals can identify with a gender that is not the same as their assigned sex at birth. |