TNA ▼ **ADVANCING THE PERFORMING ARTS**

Equity Action Plan

2021 Report

Target Reports

(See pages 5-9 for Targets, Actions and Timelines)

Target 1: All Staff and Board to do key readings and training

✓ **Mostly achieved**

Examples:

- All staff have done at least one training program. Ongoing annually.
- Essential Anti-Racist reading material shared in TNA's June 2020 E-News. Feedback includes thanks from members and subscribers.

Room for improvement:

- TNA staff to more consistently offer board members opportunities to participate in training. Key readings to be added as an ongoing agenda item at each Board meeting.

Target 2: Create a plan for the succession plan

✓ **Mostly achieved**

Board succession plan in place. Staff succession plan in progress. EQAP objectives built into all staff's roles.

Examples:

- New sitting fee for independent Board members researched and implemented in 2021, to address the disproportionate representation of under-represented groups as independents in the sector. Endorsed by the Board in February 2021. Shared widely with the sector and funding bodies as a best-practice model.
- To create easier pathways to leadership roles, all staff members attending board meetings where it fits their workplans (and where there are no conflicts). This breaks down barriers, demystifies the governance process, and allows staff to quickly become adept at board reporting processes.
- TNA's 2022 budget includes a new Associate Director role designated First Nations, person of colour or Deaf/disabled (subject to funding).

Room for improvement:

- TNA has an extensive employment policy and process to ensure diverse recruitment – this needs to be better documented and shared.

Target 3: Formalise relationships with Arts Access Victoria to design and deliver programs, events, and activities.

✓ **Partly achieved**

Examples:

- TNA's new office fit-out was achieved with deep access considerations, with paid access advice from Arts Access Victoria.
- In person events have budgeted best practice access. Eg. Converge national symposium in 2019 and Neighbourhood Adelaide May 2021 both had excellent feedback regarding our access programs.
- 37% of VIPI Round 2 participants identified as Deaf or disabled people.

Room for improvement:

- Work with Arts Access Australia on their new Code of Practice and add value wherever possible to imbed access thinking into the performing arts sector

Target A: Create paid positions across all levels of TNA for the four target demographics.

✓ **Mostly achieved**

Examples:

- TNA's employment policy actively addresses under-application by our target groups.
- A minimum of 50% short-term and sub-contractors at TNA are from the target groups. Currently TNA has a major contract with a First Nations web-site development firm for the new website – our biggest contractor in 2020/2021.

Room for improvement:

- TNA could more pro-actively promote our employment policy and process to members and increase our focus on diverse leadership in our programs.

Target B: Long-term, ongoing, meaningful, and trusted engagement with four target communities.

✓ **Mostly achieved**

Examples

- In 2020, TNA provided 25 free memberships to the target groups: 3 to First Nations members (12%), 12 to CALD people (48%), 10 people with a disability (40%).

- We do not sit on panels or groups that are all white people/people without disability, we explain why, and we seek to replace ourselves with First Nations people, people of colour, and/or people with disabilities.

- Significant time and budget allocation for care and access within Victorian Independent Producers Program. To date, 24 of 29 participants (all paid) are from our target groups.

Room for Improvement:

- More work to be done in getting the whole sector to be more representative: working with funding bodies on KPIs and Quotas, working with partners on their own change, leading by example at TNA.

Short-Term Targets

Updated August 2021

To be achieved in the next 12 months – ending August 2022.

Target 1: All Staff and Board to do key readings and training

Action	Timeline	Outcomes / Success Indicators
Refresh and review key reading list and associated policy for core staff and Board inductions	Sep 21	Effective and ongoing staff and Board training policies implemented.
Purchase 5 new books on the list	Dec 21	Completed, ongoing budget allocation.
Communicate progress in e-news, website, signatures	Dec 21-Aug 22	Members implement similar policy.
DARTS training 2021 offered to all staff and board.	June 21.	100% of staff undertake at least one module.

Desired Impact

- Reduced racism and ableism, increased empathy, greater shared understanding, and base level to move forward from, reduced level of labour from target groups in educating.

Evaluation

- Internally, at annual reflection time, all staff report enhanced understanding of the essential frameworks of racism and discrimination.
- Externally, TNA is seen as a leader in anti-racism, anti-abelist and anti-discrimination in the arts sector, as evidenced by media articles, social media mentions, unsolicited emails, and responses to formal surveys e.g., our annual member survey. Collating evidence in an ongoing way.

Target 2: Create a plan for the succession plan

Action	Timeline	Outcomes / Success Indicators
Research leadership models – co-leadership and transition	Sep 21 - Mar 22	Models sourced - at least 2 international and 2 national.
Explore funding support for proposal	Sep 21 - Apr 22	List of possible funding sources.
Prepare proposal for TNA adoption (which takes equity representation into account in the process)	May 22	2-3 page plan drafted.
Develop support within Board	Jun 22	Plan sent to board, discussed in a meeting and revised.
Present to Board for endorsement	Jul 22	Endorsement
Tweak Plan based on feedback	Aug 22	Plan revised annually until implemented.

Desired Impact

- TNA leads the way in representative governance and leadership for the sector, by addressing equity in leadership employment. Intersectional representation as an advocacy voice.

Evaluation

- A 2-3 page Succession Plan for governance and executive leadership within TNA is approved by the staff and board and reviewed annually.
- The plan is followed when board members are renewed and when new executive staff members are recruited.
- TNA has not determined a timeline for executive change, but executive to give extended notice to allow for plan implementation.

Target 3: Formalise relationships with Arts Access Victoria to design and deliver programs, events, and activities.

Action	Timeline	Outcomes / Success Indicators
Document current engagement	Nov 21	Number of engagements.
Explore potential opportunities within TNA 2022 program	Sep 21	Increased number of engagements.
Implement formal partnership for 2022 Activities	Jan-Aug 2022	Disability consultants in project team.
Communicate partnership in e-news and on website, signatures	Dec 21 – Aug 22	Sparks sector conversations. Feedback from AAV.

Desired Impact

- The sector benefits from a strong network of diverse members, including people with disabilities, to create an arts industry which lives and breathes Universal Access principals.

Evaluation

- We will benchmark our engagement with members of the Deaf and disabled community in December 2020 and measure progress against that annually from 2022.
- By December 2022, minimum 10% of people feel safe to identify as Deaf or disabled people,[1] within TNA membership, TNA events, and TNA consultations.

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[1] https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia-in-brief/contents/how-many-are-employed

Long-Term Targets

To be achieved in the next 4 years – ending August 2024.

Target A: Create paid positions across all levels of TNA for the four target demographics.

Action	Timeline	Outcomes / Success Indicators
Extend casuals list and suppliers list	2021	Increased employment and contracting of Culturally and Linguistically Diverse, Deaf and disabled, and First Nations led orgs. Min 50%.
TNA Board roles	2022	Increased representation of First Nation, Deaf and disabled and Culturally and Linguistically Diverse people on TNA Board. Minimum 40% of our target groups.
Develop Succession Plan for all roles	2022	Include in organisational succession plan.
Implement Succession Plan	As arises	As staff change, implement succession plan all roles.

Desired Impact
- People from these backgrounds have equity of opportunity including paid leadership roles.

Evaluation
- 2021 – Retain current level of diversity (35-50%) with TNA team, and meet quota for casuals and contractors
- 2022 – meet quotas for board
- 2023 – fill gaps in staffing, creating new roles for specific target groups

Action	Timeline	Outcomes / Success Indicators
Continue to implement free membership policy (bottom up)	Sep 2021	Increased engagement of Culturally and Linguistically Diverse, Deaf and disabled, and First Nations people.
New website	Sep 2021	Visitation is increased.
Transparent communication re: EQAP wins and challenges	2021-24	Sector learns from our experiences, fewer mistakes.
TNA core staff undertake GENERATE training	2021 as offered	Effective staff training and retention policies implemented.
VIPI partnership with Blak & Bright Festival	2021-23	1 First Nations Producer for First Nations Artists
VIPI as a model of engagement to roll out nationally.	2024	Increased access by marginalised populations to PD opportunities.
Re-brand.	2024	

Desired Impact

- The arts sector is more inclusive and leads a culture which understands and addresses the intersectional needs of different groups of people.

Evaluation

- Using the DARTS report on arts industry representation - assess the industry's progress in TNA's constituency (where we have influence). Small to Medium performing arts organisations – progress measured in TNA's biennial Salary Survey. Independent artists – progress measured in Showcase opportunities e.g APAM or MFI.