

# Equity Action Plan

## 2022 Report



## Target Reports

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

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

#### ✓ Completed > Ongoing maintenance

Examples:

- Compiled an EQAP Essential Reading List which is incorporated into induction documents for all new staff and Board members.
- Purchased new equity-themed books for the TNA library.
- Created an EQAP training spreadsheet which lists all known available training and professional development, and logs staff and board participation.
- Updated the TNA resources page to include all known training, professional development, and resources.
- Board and staff members undertook training, paid for by TNA.
- EQAP was a standing Board agenda item for 2022.

Room for improvement:

- Staff and board could champion the EQAP and its achievements more publicly. Staff should collect evidence of our EQAP's influence.

### Target 2: Create a plan for the succession plan

#### ✓ Partly achieved

Examples:

- A draft document on Board and Staff succession planning has been completed, to be reviewed by the new EQAP Board Subcommittee in 2023.
- TNA's Board is now led by a First Nations Chair. In 2022 the TNA Board comprised 50% of our target demographic (First Nations, CaLD, disabled).
- 55% of paid staff (core and casual TNA staff, and VIPI PMP producers) identified as one or more of our four target demographics.

- Sitting fees continued to be paid to independent Board members (three First Nations people in 2022).
- In addition to attending Board meetings, all staff have higher-level professional development embedded into their workplans to ensure democratic corporate knowledge.
- Employment policy championing diversity and equity promoted and included in all TNA recruitment.

Room for improvement:

- Unsuccessful in securing funding for an Associate Director. Executive leadership succession planning to be revisited in 2023.
- Target 2 to be revised in 2023 to include a broader set of objectives (not just succession planning).

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

✓ **Partly achieved**

Examples:

- 11.6% of paid staff, contractors, and program participants identified as disabled.
- 8.6% of independent TNA members identified as disabled.
- TNA’s two major events/programs, Creating Out Loud and the Victorian Performing Arts Forum (VPAF) included a Deaf access strategy.
- \$10,000 of TNA financial reserves has been set aside to support future potential access requirements of core staff.

Room for improvement:

- Target 3 needs to be revised in 2023 to include a broader set of objectives outside of a formalised AAV relationship.

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

### ✓ **Mostly achieved**

Examples:

- 55% of paid staff (core and casual TNA staff, and VIPI PMP producers) identified as one or more of our four target demographics.
- 50% of TNA's Board identified as one or more of our four target demographics.
- A new First Nations-specific staff role was created for 2023-24.
- TNA's CRM was maintained to include how people identify to assist with targeted recruitment and opportunities for people from our target demographics.
- To contribute to organisational and sector succession planning:
  - Existing staff received higher-level professional development, access to corporate knowledge, and salary increases.
  - Program participants who identified as one of our target demographics (such as VIPI PMP producers) received additional and personalised mentoring from TNA staff.
  - LeaderShift was launched, a year-long program for aspiring arts organisation leaders from diverse communities, and cultural safety program for CEOs.

Room for improvement:

- TNA could more pro-actively promote our employment policy and process to members.
- Work with Board members one-on-one on individual succession planning for their roles.

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

### ✓ **Mostly achieved**

Examples

- Launched LeaderShift, a year-long program for aspiring arts organisation leaders from diverse communities, and cultural safety program for CEOs.

- The new TNA website was launched with the Userway widget that provides full accessibility capabilities.
- Supported a First Nations producer in the VIPI Producers Mentorship Program as a part of our partnership with Blak and Bright Festival.
- The number of Culturally and Linguistically Diverse and d/Deaf/disabled respondents in the 2021 Salary Survey is still well below population numbers. However, Aboriginal and Torres Strait Islander respondents in the survey (4.2%) is higher than the population percentage (2.8%).

Room for Improvement:

- Target B needs to be revised in 2023 to update actions and evaluation models.
- Membership drive can more proactively seek out target demographics.

## 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,<sup>1</sup> within TNA membership, TNA events, and TNA consultations.

<sup>1</sup> <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

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

<b>Action</b>	<b>Timeline</b>	<b>Outcomes / Success Indicators</b>
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.