

Equity Action Plan

2023 Report



Target Reports

(See pages 6-10 for Targets, Actions and Timelines)

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

✓ Mostly Achieved

Examples:

- The EQAP Essential Reading List, which is incorporated into induction documents for all new staff and Board members, was introduced to the four new CaPT team staff members. In February the team came together to discuss what they had read, which created greater accountability and deeper understanding of the material.
- Added new equity-themed books to the TNA library.
- EQAP was a standing Board agenda item for 2023.
 - Feb: Review of the EQAP
 - May: Board members shared learnings from Hue anti-racism workshops they participated in.
 - Aug: Introduction and discussion on the new TNA Staff and Board Recruitment, Retention & Succession Planning Policy.
 - Nov: Nithya Nagarajan introduced the Board to Arts House's new Equity Builder and the process of creating it.
- TNA shared several of our EQAP achievements in our E-News and social media.
- Seven out of nine TNA staff undertook at least one training opportunity, and five Board members undertook opportunities (supported by TNA).

Room for improvement:

- Staff included the EQAP in their email signatures but lacked capacity to keep them updated with EQAP achievements.
- We still struggle to have the capacity to track the broader impact that our EQAP achievements have on the broader sector, and will review the need for this.

Target 2: Improve organisational succession planning

✓ Achieved

Examples:

- TNA developed and published a Staff and Board Recruitment, Retention & Succession Planning Policy, which outlines our commitment to justice and equity within those processes.
- TNA gave advance notice of Executive Director Nicole Beyer's resignation (four months), allowing more time for potential candidates to consider the role.
- The TNA Board explored co-leadership models for TNA, which resulted in the appointment of Co-CEO's Erica McCalman and Joshua Lowe.
- TNA began the development of a new Cultural Safety Rider for staff from diverse/marginalised communities, which will be published in 2024.
- TNA successfully delivered the LeaderShift program for fourteen CEOs and eleven diverse leaders, which included webinars, peer-learning, one-on-one coaching, paid professional development, and profiling.

Target 3: Work with Arts Access Victoria and other partner organisations to increase and improve engagement with d/Deaf and disabled people in TNA activities and membership.

✓ Mostly achieved

Examples:

- TNA and AAV staff connected and clarified the process for cross-promotion of opportunities for d/Deaf and disabled artists. Plans have been made to present at events in 2024.
- TNA staff learnt how to create accessible online content and adjusted our comms processes to facilitate this.
- APAF included a hybrid/online option with livestreamed sessions, a customised online platform to encourage participation, and dedicated facilitators for online participants.

Room for improvement:

- While we offered free memberships to disabled artists, there was no take up. We need to do this in a more personalised way in 2024.

Target 4: Create paid positions across all levels of TNA for the four target demographics.

✓ **Achieved**

Examples:

- 61% of paid staff (core and casual TNA staff) and 62% of paid contractors 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.
- TNA developed and published a Staff and Board Recruitment, Retention & Succession Planning Policy, which outlines our commitment to justice and equity within those processes. This was then implemented during the leadership recruitment/transition in 2023.

Target 5: Long-term, ongoing, meaningful, and trusted engagement with four target communities.

✓ **Mostly achieved**

Examples

- 45% of TNA's indie members and 35% of our company member representatives are from our target communities.
- Increased the FTE of our First Nations emerging producer to allow more time for professional development, mentoring, and to create a more sustainable work pace.
- All of TNA programs were either exclusively for or prioritised engagement with our target communities, including the CaPT First Nations Circle, Circus Rigging Scholarships, Emerging Producers Lab, LeaderShift, APAF speakers and delegates, and more.

- TNA dedicated a week of our social media posts to talking about the EQAP, as well as sharing our achievements.
- TNA's 2023 Salary Survey Report indicated that diversity across organisations has certainly improved, though it is still far from being representative of the population; since 2021 disabled respondents increased 4.2%.

Room for Improvement:

- Our member drive needs to include more targeted and personalised approaches to our target communities, including our offers of free/discounted membership.

Short-Term Targets

To be achieved in the next 12 months – ending December 2023

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

Action	Outcomes / Success Indicators
1.1 Annually refresh and review key reading list and associated policy for core staff and Board inductions. <ul style="list-style-type: none">• Board and staff to suggest new readings (this is added as a Board action item).• Readings can be articles, social media posts, podcasts, etc.	List is reviewed, all relevant documentation updated, and inducted staff and Board do key readings.
1.2 Expand EQAP Board agenda item to include discussion and exchange on readings and current issues.	Each Board meeting includes a discussion, more Board and staff engaged in readings. New staff are given a reading list for their first three months.
1.3 Communicate progress in E-News, website, signatures.	Members implement similar policy.
1.4 Training offered to all staff and board.	100% of staff and 50% of Board undertake at least one training opportunity.

Desired Impact

- Reduced racism and ableism, increased empathy, and greater shared understanding within TNA Board and staff. Reduced level of labour from target groups in educating.

Evaluation

- All staff have included any key learnings in Staff Board Reporting.
- Externally, TNA is seen as a leader in anti-racism, anti-ableist 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: Improve organisational succession planning

Action	Outcomes / Success Indicators
2.1 Finalise succession plan for governance and executive leadership (Executive Director and General Manager).	Plan is finalised and approved by Board. Actions are implemented into TNA operations.
2.2 When appropriate, give the sector advanced notice regarding succession of executive leadership.	Allows time for people to prepare for and see themselves in the roles, leading to larger and more diverse applicant numbers.
2.3 Research potential shared leadership models for TNA.	New models are interrogated/considered. HR sub-committee to lead this work.
2.4 Assess the cultural safety of current onboarding processes and develop a cultural safety rider for new employees.	Recruitment and onboarding processes are updated, TNA is recognised as a culturally safe workplace, leading to more diverse applicants.
2.5 Support participating leaders and organisations in LeaderShift, profile cohort members, and find opportunities to add value to their career progression.	More diverse leaders supported to lead organisations, more organisations are culturally safe and adopting an equity agenda.

Desired Impact

- TNA is a culturally competent and safe organisation and is recognised as such, leading to more diverse applicants for staff roles and retainment of staff. TNA leads by example in representative governance and leadership, influencing other organisations to do the same.

Evaluation

- A succession plan for governance and executive leadership and a cultural safety rider is approved by the staff and Board and reviewed annually.
- The plan is followed when Board members and executive staff are recruited.
- Debrief and reflect monthly on LeaderShift and collect feedback from participants at its conclusion.

Target 3: Work with Arts Access Victoria and other partner organisations to increase and improve engagement with d/Deaf and disabled people in TNA activities and membership.

Action	Outcomes / Success Indicators
3.1 Present at AAV events and gatherings.	More d/Deaf and disabled people know about and are connected to TNA and broader sector initiatives.
3.2 Cross-promote items in TNA and AAV E-News.	More d/Deaf and disabled people hear about news and opportunities and representation is increased.
3.3 Offer discounted and free TNA memberships to d/Deaf and disabled people.	Financial barriers to membership and participation are overcome, representation in TNA membership is increased.
3.4 Develop a strategy for APAF to offer hybrid/online sessions.	APAF is more accessible and there is higher engagement from d/Deaf and disabled people.

Desired Impact

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

Evaluation

- We will benchmark our engagement with members of the d/Deaf and disabled community in December 2022 and measure progress against that annually from 2023.
- By December 2023, minimum 10% of people identify as d/Deaf or disabled people, within TNA membership, TNA events, and TNA consultations.

Long-Term Targets

To be achieved in the next 2 years – ending December 2024

Target 4: Create paid positions across all levels of TNA for our four target demographics.

Action	Timeline	Outcomes / Success Indicators
4.1 Extend casuals and suppliers lists.	2021 - 2024	Increased employment and contracting of First Nations, CaLD, PoC, d/Deaf and disabled, and regional people and organisations. Min 50%.
4.2 Prioritise diversity in TNA Board recruitment.	2022 - 2024	Increased representation of First Nation, PoC, CaLD, d/Deaf and disabled, and regional people on TNA Board. Minimum 40% of our target groups.
4.3 Finalise succession plan for governance and executive leadership.	2023	Plan is finalised and approved by Board. Actions are implemented into TNA operations.
4.4 Implement Succession Plan.	As arises	As staff change, implement succession plan for all roles.

Desired Impact

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

Evaluation

- Retain current level of diversity (35-50%) with TNA team and meet targets for casuals and contractors.
- Meet targets for board.
- Fill gaps in staffing, creating new roles for specific target groups

Target 5: Long-term, ongoing, meaningful, and trusted engagement with four target communities.

Action	Timeline	Outcomes / Success Indicators
5.1 Continue to implement free membership policy (bottom up).	2021-24	Increased engagement of target communities.
5.2 Launch new website.	2021	Visitation is increased.
5.3 Transparent communication re: EQAP wins and challenges.	2021-24	Sector learns from our experiences, fewer mistakes.
5.4 TNA core staff undertake training.	2021-24	Effective staff training and retention policies implemented.
5.5 Promote VIPI as a model of change for other organisations and states.	2021-2024	Increased access by marginalised populations to PD opportunities; increased diversity amongst the independent producing sector.
5.6 TNA's CaPT program employs a First Nations emerging producer, TNA's first designated First Nations role.	2023-24	A First Nations Producer employed for 2023-24, who is well supported.

Desired Impact

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

Evaluation

- Using data 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.