

CHUNKY MOVE CHUNKY MOVE CHUNKY MOVE CHUNKY MOVE CHUNKY MOVE

Equity Action Plan 2021-2024

CHUNKY MOVE

TABLE OF CONTENTS

INTRODUCTION	2
BACKGROUND	2
A NOTE ON LANGUAGE IN THIS PLAN	3
ACRONYMS	5
VISION / PRIORITY STATEMENT	6
GOALS	6
HOW WE MEASURE IMPACT	7
ANNUAL ACTIONS	8
2021 ACTIONS	13
2022 ACTIONS	15
2023 ACTIONS	17
2024 ACTIONS	18

CHUNKY MOVE

INTRODUCTION

Chunky Move was established in 1995 and has since carved out a place as one of the most influential dance companies in Australia. The company is deeply committed to fostering an inclusive and accessible environment for our artists, audiences, staff and volunteers. Our projects and programs aim to reflect a multiplicity of creative voices and share varied perspectives, and we are committed to growing and diversifying audiences for dance in Australia.

BACKGROUND

In 2020, Chunky Move was fortunate to be invited to participate in Fair Play, an equity and inclusion capacity building program facilitated by Diversity Arts Australia. We are extremely grateful to the team at Diversity Arts Australia for their facilitation of this program and particularly wish to acknowledge Jacob Boehme, who was initially paired with the company as mentor, and Dr. Görkem Acaroğlu, who became the company's primary mentor for the 3-month program. Funded by Creative Victoria, Fair Play seeks to address barriers to participation by underrepresented groups in Victoria's creative industries, with a focus on developing organisations' skills and capacity in working with three groups:

- First Peoples
- people with disability
- people from underrepresented cultural and linguistic backgrounds.

Organisations undertake a fully supported audit to investigate opportunities for change in leadership, creative programming, staff, marketing and audience development. Mentors are professional experts from the First Peoples, people with disability and CALD communities who support the participant company's process towards transformative and sustainable change. Targeted training includes support to develop equity and diversity plans, knowledge-sharing and resource development.

Chunky Move was invited to participate wholly as an organisation but capped at a maximum of eight staff for the nine weeks of training modules led by mentor, Dr. Görkem Acaroğlu.

This Equity Action Plan has been a culmination of key learnings from the Fair Play Program combined with current organisational objectives to make Chunky Move a more inclusive and equitable company. Staff participants in the program included Executive Director/co-CEO, Kristy Ayre, Artistic Director/co-CEO, Antony Hamilton, Senior Producer, Freya Waterson (until March 2021), Marketing and Communications Manager, Sarah Cooper, Production and Operations Manager, Blair Hart, Program Producer, Kristina Arnott and Office and Program Coordinator, Freya Ludowici.

While the Fair Play program and resulting Equity Action Plan reference First Peoples, people with disability and people from CALD backgrounds specifically, Chunky Move recognises economic inequity as a significant and primary barrier obstructing access to the arts, and gender parity as being central to an equitable company culture. These are areas in which the company seeks to continue to develop strategies for improved access and outcomes.

This Equity Action Plan is designed to be utilised by Chunky Move staff, Board and Artistic Director's Reference Group, and will also be made publicly available via the Chunky Move website.

We are very grateful to the State Government through Creative Victoria for enabling our participation in this significant program.

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A NOTE ON LANGUAGE IN THIS PLAN

Equity

Equity refers to principles of justice and fairness, where there is an even-handed treatment of all people. Equity is about fairness and making sure all people have access to the same opportunities. Rather than aiming for equality, when everyone is treated in the same way without giving any attention to their needs and requirements, equity involves recognising that everyone is different and providing individuals and communities the things they need to ensure equal opportunity.

Access

Chunky Move acknowledges the difference between access and inclusion – access: getting in the door; inclusion: feeling welcome to enter. In this sense, it is important to expand upon access to prioritise inclusion – so that people feel comfortable to approach and participate.

Inclusion

The act of including someone or something as part of a group;
The idea that everyone should be able to use the same facilities, take part in the same activities, and enjoy the same experiences, including people who have a disability or other disadvantage.
– Cambridge Dictionary

Diversity

Chunky Move understands diversity as embracing difference and that differences may be reflected in terms of age, gender, ethnicity, cultural heritage, sexual orientation, appearance, disability and factors/ characteristics that individuals are born with or acquire throughout life experience. It is important to note that diversity applies to all people; it does not apply solely to persons from underrepresented groups.

Promoting diverse perspectives, ensuring free, open and accessible programs for all audiences, and embedding culturally diverse practitioners and communities in our organisation and programs, are key priorities for Chunky Move. We are committed to actively working to remove barriers to access for our audiences and promote a workplace that values and respects diversity and in which all staff can be supported to thrive.

Intersectionality

The interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

First Peoples

First Peoples is a term broadly used to describe Indigenous people across the globe. In the Australian context, First Peoples of Australia refers to Aboriginal and Torres Strait Islander people, but does not necessarily reflect the diversity of identity within and between Aboriginal and Torres Strait Islander people and groups.

Culturally and Linguistically Diverse (CALD)

A broad term used to describe communities and individuals with diverse languages, cultural and ethnic backgrounds, nationalities, traditions, societal structures and religions.

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Deaf

Deaf people, for whom Auslan is their first language, often regard themselves as not having a disability, but as being part of their own culture and language group.

Disability

Chunky Move's Equity Action Plan is oriented by a social model of disability, which (as distinct from the medical model) identifies and understands that social barriers, as well as environmental, attitudinal and behavioural conditions, create disability and exclusion.

"Disability results from an interaction between a non-inclusive society and an individual"

—The UN Definition of Disability

In Australia, both person-first and identity-first language are used to refer to people with disability, or disabled people (See: *What Do I Say? A guide to language about disability*, People With Disability Australia 2019). The term 'disabled people' is used to position disability as part of people's identity and belonging to a cultural group, while 'people with disability' is often used on the basis that a person's disability should not be unnecessarily focused on. We acknowledge the need to be led by, respect and affirm each individual person's choice of language they use about themselves.

Neurodiversity / Neurodivergent

Neurodiversity is a term used to describe the range of differences in individual brain function and behavioural traits present within the human population. The term neurodivergent refers to people with Autism, other cognitive conditions, and some mental health issues.

Disability Access

Chunky Move seek to reduce and remove barriers experienced by people with disability, ongoing medical or mental health conditions and imbed inclusion and access awareness across the organisation in order to achieve a safe, accessible and fair environment.

LGBTIQA+

LGBTIQA+ is an evolving acronym that stands for lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual and many other terms (such as non-binary and pansexual) that people use to describe their experiences of their gender, sexuality, and physiological sex characteristics. Chunky Move aspires to maintain a best-practice approach to inclusion of all genders, sexes and sexualities. We recognise that fostering a sense of belonging leads to increased engagement and wellbeing across audiences and staff.

Gender equity means fairness of treatment for people of all genders, according to their respective needs. Diversity is a key to excellence and innovation and we celebrate the strength that diversity and difference creates.

Chunky Move is an equal opportunity space which promotes gender equity and diversity.

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ACRONYMS

Organisations

AAV	Arts Access Victoria
AusCo	Australia Council for the Arts
BD	BlakDance
BLCAC	Bunurong Land Council Aboriginal Corporation
BWLAC	Boon Wurrung Land and Sea Council
BYP	BYP Group
COC	Creatives of Colour
CV	Creative Victoria
DARTS	Diversity Arts Australia
FCAC	Footscray Community Arts Centre
FLATIC	First Languages Arts and Training Indigenous Corporation Dimboola
GGAC	Goolum Goolum Aboriginal Co-operative
Hue	Hue Consulting
KHT	Koorie Heritage Trust
L2R	L2R Dance
MAV	Multicultural Arts Victoria
RDT	Restless Dance Theatre
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VMC	Victorian Multicultural Commission
WWWLC	Wurundjeri Woi Wurrung Land Council Aboriginal Corporation

Note: The above organisations have been identified as potential consultants Chunky Move may engage in working towards the goals of this Equity Action Plan. The company has existing relationships with some but not all of these organisations, and would seek to initiate relationships with new organisations as required by the actions and where the organisations are available/interested in working with Chunky Move.

Chunky Move personnel

AD	Artistic Director & Co-CEO
ED	Executive Director & Co-CEO
FPPC	First Peoples Partnerships Coordinator
M&CM	Marketing & Communications Manager
O&PC	Office & Program Coordinator
P&OC	Production & Operations Coordinator
P&OM	Production & Operations Manager
PP	Program Producer

Other

ADRG	Artistic Director's Reference Group
CET	Creative Equity Toolkit
DAIP	Disability Access and Inclusion Plan
FPEF	First Peoples Engagement Framework

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VISION / PRIORITY STATEMENT

Chunky Move is committed to the visibility and value of all bodies and reflects this in our programming and everything we do. We seek to create and maintain an inclusive and accessible environment and recognize this requires the building and nurturing of meaningful, collaborative relationships with diverse communities, creatives and leaders. We are committed to embedding effective systems for feedback that ensure we listen deeply, value diverse points of view and demonstrate equity holistically. We engage with audiences in authentic ways ensuring growth and diversification of our community.

GOALS

- **Training:** Deepen staff and Board cultural awareness and competency, cultural safety knowledge and practices through ongoing training, ensuring as an organisation we are able to engage holistically, meaningfully and safely with people from diverse backgrounds.
- **Policy:** Invest time and resources to review and update organisational policies, ensuring staff have a deep understanding and ownership of policies; improve inclusivity and cultural safety in the workplace.
- **Consultation:** Foster, nurture and grow consultative relationships with Traditional Owners and First Peoples, CALD and Deaf disabled and neurodivergent community leaders, artists and peer organisations.
- **Leadership, Employment, Programming:** Increase numbers of people from First Peoples, CALD and Deaf, disabled and neurodivergent backgrounds being engaged by Chunky Move in meaningful ways.
- **Audience:** Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

In the table of Actions starting at page 8, the primary focus area of each action has been colour coded as follows:

Training – Pink

Policy – Blue

Consultation – Purple

Leadership – Grey

Employment – Orange

Programming – Green

Audience – Yellow

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HOW WE MEASURE IMPACT

Chunky Move employs a variety of tools and methodologies to measure the impact of our programs and activities. Impacts are reported regularly to the Board throughout the year and annually to funding agencies and key stakeholders. In terms of the actions outlined in this Equity Action Plan, impact will be recorded and evaluated in the following ways:

- Quantitative evaluation through attendance and participation figures / record of outputs:
 - Number of accessible and inclusive activities / events
 - Participant numbers at activities / events
 - Demographics

- Qualitative impact evaluation:
 - Audience and participant surveying gathered at the start and or conclusion of activities, capturing quality of participant experience and providing opportunity for feedback.
 - Facilitated discussions / debriefs with artists, capturing quality of artist experience and providing opportunity for feedback.
 - Ongoing workplace culture assessments through bi-monthly team meetings, providing opportunities for staff to reflect on behavioural shifts in the workplace and acknowledging successes and areas for improvement. Records collated for annual report to Board at beginning of each new calendar year.

- Third-party review: Engaging and seeking feedback from diverse stakeholders incorporating responses into annual report of EAP successes, tracking growth, and identifying areas for improvement.

- Critical response from media and industry peers.

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ANNUAL ACTIONS

GOAL:

Deepen staff and Board cultural awareness and competency, cultural safety knowledge and practices through ongoing training, ensuring as an organisation we are able to engage holistically, meaningfully and safely with people from diverse backgrounds.

Task	Person responsible	Consultation	Outcomes	Focus areas
Staff to undertake regular training to build cultural awareness and competency, including with a focus on: <ul style="list-style-type: none"> – access and inclusion when working with people who are Deaf, disabled or neurodivergent (annually) – First Peoples cultural awareness/ cultural safety/ decolonising workshop (including Board) – working with CALD communities 	ED	AAV (i.e. Water We Swim In program), DARTS, KHT, MAV; BWLAC, BD	<ul style="list-style-type: none"> - Annual refresher to track performance (levels of competency/confidence) - 100% staff attendance - 100% Board attendance (First Peoples training only) - 100% of staff report an increase in knowledge and confidence in working with persons from relevant underrepresented backgrounds and decision-making informed by cultural awareness/safety (identified via pre- and post-training survey) 	Training
Bi-monthly team meeting on access and inclusion to evaluate progress, opportunities, and things to improve	ED, O&PC		<ul style="list-style-type: none"> - Access and inclusion are considered more regularly in workflow and decision making processes - Areas for improvement identified and actions allocated to staff - Staff evaluate current competence, confidence and knowledge levels so as to determine success of training and areas where more training is required 	Training

GOAL:

Foster, nurture and grow consultative relationships with Traditional Owners and First Peoples, CALD and Deaf, disabled and neurodivergent community leaders, artists and peer organisations.

Task	Person responsible	Consultation	Outcomes	Focus areas
Continue to undertake regular consultation with First Peoples, CALD, and Deaf, disability or neurodivergent-led peer organisations	AD, ED, M&CM	BD, BLCAC, BWLAC, WWWLC, AAV, FCAC, MAV, FLATIC, GGAC, artists	<p>2021–2022:</p> <ul style="list-style-type: none"> - Min. 4 consultations per year with First Peoples peers - Min. 2 consultations per year with Deaf, disabled or neurodivergent peers - Establish relationship with CALD peer org <p>From 2023 onwards:</p> <ul style="list-style-type: none"> - Min. 8 consultations per year <p>2021–2024:</p> <ul style="list-style-type: none"> - Identifying blind spots, potential opportunities and areas of need for First Peoples, Deaf, disabled and neurodivergent and CALD communities in order to influence decision making 	Consultation

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Develop a flexible document to help establish consultants' baseline expectations as well as mechanisms for feedback during or at conclusion of project or partnership	ED, PP, M&CM	DARTS	<ul style="list-style-type: none"> - Feedback is built into collaborative and consultative relationships and projects at beginning, throughout and end of a process, ensuring that consultants' needs and concerns are addressed - Insight gained into experiences and needs of underrepresented communities, allowing for the company to adjust its approach as it goes - Relationships with consultants are based on open communication and trust, allowing them to be reciprocal rather than one-sided 	Consultation
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GOAL:

Invest time and resources to review and update organisational policies, ensuring staff have a deep understanding and ownership of policies; improve inclusivity and cultural safety in the workplace.

Task	Person responsible	Consultation	Outcomes	Focus areas
Annual evaluation of policies and protocols documents (including EAP, First Peoples Engagement Framework, DAIP) and their implementation through full-day facilitated policy review with core staff and external consultants where required	ED, Policy Subcommittee	MAV, DARTS, AAV, BD, KHT	From 2023 onwards <ul style="list-style-type: none"> - Annual review from 2022 - To ensure staff working knowledge and implementation of policies - Identifying blind spots, potential opportunities and areas of need in policies to inform creation of policies that are more inclusive and that acknowledge diversity - Ensuring good governance and whole organisational knowledge 	Policy, Consultation

GOAL:

Increase numbers of people from First Peoples, CALD and Deaf, disabled and neurodivergent backgrounds engaged by Chunky Move in meaningful ways.

Task	Person responsible	Consultation	Outcomes	Focus areas
Implement (non-compulsory) data collection via onboarding/EOI/feedback processes to gather demographic information about Chunky Move collaborators, engaged artists and participants in projects.	PP, M&CM, O&PC	DARTS	<ul style="list-style-type: none"> - Capture and record accurate data as a basis for a comparison of representation moving forward - Understanding of Chunky Move's creative stakeholders and areas of growth or areas that require improvement 	Employment, Programming
Employ First Peoples artists, Deaf, disabled and neurodivergent artists and CALD artists as teachers to facilitate our classes and education workshops.	AD, O&PC		2021–2024 <ul style="list-style-type: none"> - minimum 2 FN artists employed for minimum 3 weeks for education program - Min 10–15% First Peoples, CALD and Deaf, disabled and neurodivergent artists engaged to lead classes in our public program From 2023 onwards <ul style="list-style-type: none"> - Min 20 – 25% First Peoples, CALD and Deaf, disabled and neurodivergent artists engaged to lead classes in our public program 	Employment, Programming

CHUNKY MOVE

Employment of a First Peoples Choreographer in Residence	AD, ED	Peer Assessment Group (including First Peoples panellist where First Peoples applicants are present)	2021–2022 - Annual investment of \$40,000 in artist fees for a First Peoples artist	Employment, Programming
Engagement of senior or established artist from the Asia Pacific region, prioritising First Peoples / CALD artists for one week to conduct Choreolab (Masterclass Program)	AD, PP	Local Traditional Owners if FN artist is selected	- 1 week full-time employment of an Asia Pacific-based choreographer - Local artists are introduced to and have ability to learn from an experienced artist from the Asia Pacific region - Leading artists in dance from outside Melbourne can leverage off Chunky Move's local networks to engage in meaningful exchange with local community	Employment, Programming
Undertake outreach to people from CALD, First Peoples and Deaf, disabled and neurodivergent backgrounds via peer organisations to promote recruitment opportunities	M&CM	MAV, BD, AAV	- Minimum 10–15% of candidates considered for opportunities at Chunky Move are from underrepresented communities - Minimum 10–15% increase in employment of members of underrepresented groups	Employment, Programming
Artistic Director to hold annual week-long, paid hybrid creative lab/workshop, with rationale of continuing sector development, exchange and training of artistic practice with wider network of the dance community	AD, PP		From 2022 - Broaden company's knowledge of and connections to dancers from underrepresented groups for the purpose of selecting dancers for major works and other opportunities - 10–15% of participants are from underrepresented groups	Employment, Programming
Artistic Director's Reference Group (ADRG) implemented to inform AD's decision making, with representation from underrepresented groups particularly where relevant to the current year's program	AD	ADRG	- ADRG to engage in min. 2 formal meetings and up to 5 ad hoc informal consultations per annum - Artistic Director has access to expertise and insight from other cultural perspectives, which will inform decision making regarding programming and artist/collaborator selection - Paid employment for all advisory group members	Leadership, Consultation, Programming
Permanent role implemented for First Peoples Partnerships Coordinator	ED, AD	First Peoples Board representative, Local Traditional Owners, BD	- Embeds engagement with First Peoples communities as a key ongoing priority for the organisation - Increased and deepened connection to First Peoples community members locally	Leadership, Employment
First Peoples focused program activities facilitated by the FPPC	FPPC, AD, ED, PP	First Peoples Board representative, Local Traditional Owners, BD	- Increased and deepened connection to First Peoples community members locally - Min. 1 school workshop program - Min. 2 First Peoples artist residencies - Min. 1 Commissioned work biennially - Min. 1 outcome for YIRRAMBOI First Peoples Festival biennially - Minimum 20 First Peoples participants - First Peoples artists and audiences increasingly see Chunky Move as an organisation they're welcome and encouraged to engage with.	Leadership, Employment, Programming

CHUNKY MOVE

Welcome or Acknowledgment of Country to open all activities of significance. Acknowledgment of country included in all non-verbal comms – web, email etc.	ED, AD, O&PC	Traditional Owners	<ul style="list-style-type: none"> - Min. 1 Welcome to Country each year for all staff and Board. - Internal and external demonstration of Chunky Move’s deep commitment to the continuity of First Peoples’ culture in Australia - Enhanced sense of cultural awareness and safety amongst employees, contractors and creatives. 	Leadership, Audience
Ensure all events held at Chunky Move are accessible for Deaf, disabled and neurodivergent people.	P&OM, PP, M&CM	AAV	<ul style="list-style-type: none"> - Demonstration of a commitment to access and inclusion across all the ways that people engage with Chunky Move. - Sharing knowledge and experience with partner venues and encouraging their consideration of accessibility in their activities <p>2021–2022</p> <ul style="list-style-type: none"> - At a minimum, Chunky Move events are accessible for mobility aide users, include Auslan interpreting for artist talks and for min. 1 performance of a performance season, with contingency accessibility budget line included in project budgets to support additional services specific to events <p>2023–2024</p> <ul style="list-style-type: none"> - Additional accessibility services provided as standard features of Chunky Move events as a result of consultation and growth of Deaf, disabled and neurodivergent audiences 	Leadership, Programming
Program includes projects self-determined and led by CALD, First Peoples and Deaf, disabled and neurodivergent artists, eg. a curatorial project, a special event, or a commission	AD, PP	ADRG	<p>From 2023 onwards</p> <ul style="list-style-type: none"> - Contribute to sector diversification - Min 5 - 10% of our program deliveries led by CALD, First Peoples and Deaf, disabled and neurodivergent artists. - Min 10 - 20% increase in diversity of audiences. - Commissioned artists receive artist fees as well as producing support 	Leadership, Programming
Deliver activity that encourages participation from Deaf, disabled and neurodivergent people.	AD, ED	AAV, RDT	<p>From 2022 onwards</p> <ul style="list-style-type: none"> - Min 1. Public workshop/open studio delivered annually 	Programming
Provide accessibility tools/services for live and digital events, including Auslan interpreting, captioning, accessible venues	PP, M&CM, P&OM	AAV	<ul style="list-style-type: none"> - Live performances, talks and similar events are accessible to people who use mobility aides - Live events have Auslan interpretation for at least 1 session - Videos are either Auslan interpreted or captioned - Auslan interpreter offered for special events 	Programming
Review available accessibility tools and implement any new ones to meet current needs of people who are Deaf, have a disability or are neurodivergent	PP, M&CM, P&OM	AAV	<p>From 2023 onwards</p> <ul style="list-style-type: none"> - Ensure comprehensive accessibility for delivery all live and digital events 	Programming, Audience
Previous year program audit and evaluation (employees, contracted artists / partners) with impact report of Equity Action Plan included in Annual Report	ED, O&PC	BYP	<ul style="list-style-type: none"> - Capture and record accurate data as a basis for a comparison of representation (employees, contracted artists / partners) moving forward. - Transparent communication of Chunky Move’s successes and challenges in working towards EAP targets 	Programming, Employment

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GOAL:

Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

Task	Person responsible	Consultation	Outcomes	Focus areas
Previous year audience demographics audit	M&CM	BYP	- Capture and record accurate data as a basis for a comparison of representation (audiences) moving forward.	Audience, Programming
Public acknowledgement of Reconciliation Week, NAIDOC Week, International Day of People with Disability, Cultural Diversity Week and similar days/weeks of celebration/remembrance	M&CM, O&PC	FPPC	- Amplify the voices and perspectives of persons from First Peoples, CALD and Deaf, disabled and neurodivergent backgrounds	Audience, Leadership
Review marketing and comms strategy through an access and inclusion lens	M&CM	AAV, Board	2022–2024 - Annual review in Q4	Audience
Audience demographic data collected for all events	M&CM	BYP	2022-2024 - Data collection systems with agreed methodology capture demographic data for CM's audiences - Understanding of Chunky Move's audiences and areas of growth or areas that require improvement	Audience
Accessibility and inclusion measures implemented across all digital marketing channels	M&CM	MAV, AAV, DARTS	2022 onwards - New CM website is accessible to people who have are Deaf, disabled or neurodivergent - Communications are tailored to target CALD, First Peoples and Deaf, disabled and neurodivergent audiences - Ensuring we are speaking to all audiences including people from CALD, First Peoples and Deaf, disabled and neurodivergent backgrounds	Audience
Discounts provided to members of underrepresented groups to attend/participate in program elements that align with specific groups, eg. Blaktix available for programming led by/featuring First Peoples artists and/or aimed at First Peoples audiences	M&CM		- Minimum 10–15% increase in participation from members of underrepresented groups in Chunky Move's programming - Minimum 10–15% of total program opportunities are subsidised	Audience, Programming

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2021 ACTIONS

GOAL

Deepen staff and Board cultural awareness and competency, cultural safety knowledge and practices through ongoing training, ensuring as an organisation we are able to engage holistically, meaningfully and safely with people from diverse backgrounds.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Create and roll out survey template for measuring employee cultural awareness, access and inclusion competency	ED, O&PC	AAV, KHT, DARTS	Q3, Q4	- Ensures the company has a metric for measuring the impact of training. - Resource that can be shared with peer organisations.	Training
Create and implement survey to measure audience, collaborator and employee experience with regards to cultural awareness, access and inclusion in Chunky Move practices	ED, PP	DARTS	Q4	- Ensures the company has a metric for measuring the impact of training on external stakeholders' experience with Chunky Move - Feedback identifies gaps in staff knowledge and practices; additional training can be arranged to target gaps	Training, Consultation

GOAL:

Invest time and resources to review and update organisational policies, ensuring staff have a deep understanding and ownership of policies; improve inclusivity and cultural safety in the workplace.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Overview documents of key principles re. access and inclusion and cultural safety in the workplace to be reviewed by community experts and added to new staff induction packs.	ED, O&PC	AAV, BD, KHT, MAV, DARTS	By end of year	- Mitigate gaps within organisational knowledge - all new contractors / staff are aware of Chunky Move processes and policies for creating a culturally safe workplace	Policy, Training, Employment
Finalise and seek Board approval of Equity Action Plan	ED, Board, Policy Subcommittee	DARTS, including external panel with First Peoples, CALD and disabled community expertise	Q3	- Ensuring good governance and whole organisational knowledge	Policy
Create a First Peoples Engagement Framework	ED, Board, Policy Subcommittee	KHT	By end of year	- set out Company values in working with First Peoples - defines protocols for the employment of and engagement with First Peoples and First Peoples communities	Policy, Consultation
Undertake internal review of existing company policies to identify areas for change and potential blind spots	ED, O&PC	Policy Subcommittee, CET	By end of year	- Identifying blind spots, potential opportunities and areas of need in policies to inform creation of policies that are more inclusive and that acknowledge diversity	Policy, Consultation, Employment

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GOAL:

Increase numbers of people from First Peoples, CALD and Deaf, disabled and neurodivergent backgrounds being engaged by Chunky Move in meaningful ways.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Employ First Peoples, CALD or person who is Deaf, disabled or neurodivergent for strategic initiatives/projects	ED		Whole year	- Employment opportunity for First Peoples, CALD and Deaf, disabled and neurodivergent independent consultants - Projects that engage with specific target audiences/participants/artists from underrepresented groups are informed by perspectives of persons from that group	Employment, Leadership, Programming
Develop new work that includes the employment of Deaf, disabled and neurodivergent artists	AD, ED	RDT	Whole year	- Min. 4 weeks of employment for 3 Deaf, disabled or neurodivergent artists	Programming, Employment
Recruit female First Peoples Board Member	ED, Board	Board, BD, KHT	By end of year	- ensure gender equity across First Peoples perspectives at Board level - 100% increased cultural support for First Peoples Board representative/s - Multiple First Peoples perspectives influencing strategic decision making at Board level	Leadership, Employment

GOAL:

Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Build on current audience analysis data to identify opportunities for engaging more meaningfully with CALD, First Peoples and Deaf, disabled and neurodivergent audiences	M&CM		Q3, Q4	- To have accurate data in terms of opportunities for engaging with CALD, First Peoples and Deaf, disabled and neurodivergent audiences as a basis for a comparison moving forward	Audience
Introduce audience demographics into data collection for all events	M&CM	BYP	Q4	- Data collection systems with agreed methodology capture demographic data for CM's audiences - Understanding of Chunky Move's audiences and areas of growth or areas that require improvement	Audience
Obtain feedback from consultant/mentor on current audience demographics data and current marketing practices	M&CM	DARTS, AAV, AusCo, CV	Q3, Q4	- Identifying blind spots, potential opportunities and areas of need in regard to opportunities for engaging with CALD, First Peoples and Deaf, disabled and neurodivergent audiences - obtain feedback on current access services provided for Chunky Move live or digital events and areas for improvement	Audience, Consultation

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Introduce accessibility and inclusion measures across digital marketing channels	M&CM	DARTS, AAV, AusCo, CV	Q3, Q4	<ul style="list-style-type: none"> - New CM website is accessible to people who are Deaf, disabled and neurodivergent - Communications are tailored to target CALD, First Peoples and Deaf, disabled and neurodivergent audiences - Ensuring we are speaking to all audiences including people from CALD, First Peoples and Deaf, disabled and neurodivergent backgrounds 	Audience
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2022 ACTIONS

GOAL:

Increase numbers of people from First Peoples, CALD and Deaf, disabled and neurodivergent backgrounds being engaged by Chunky Move in meaningful ways.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Develop and deliver new work that includes the employment of Deaf, disabled and neurodivergent artists	AD, ED	RDT	Whole year	- Min. 4 weeks of employment for 3 Deaf, disabled and neurodivergent artists	Programming, Employment
Initiate Ambassador Program with Arts Access Victoria for a local teacher or artists who are Deaf, disabled or neurodivergent	ED, AD	AAV	By end of year	- Deaf, disabled or neurodivergent teacher or artist to engage and participate in professional development opportunity.	Programming, Employment

GOAL:

Invest time and resources to review and update organisational policies, ensuring staff have a deep understanding and ownership of policies; improve inclusivity and cultural safety in the workplace.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Complete full draft of Disability Action and Inclusion Plan (DAIP)	ED, O&PC	AAV, CET	Q2	- Demonstration of a commitment to access and inclusion holistically for all the ways that people engage with Chunky Move.	Policy, Consultation
DAIP to be reviewed by external consultant	ED, O&PC	AAV	Q3	- DAIP is informed by expert opinion, ensuring blind spots in plan are identified and covered	Policy, Consultation
Final DAIP submitted to Policy Subcommittee for approval	ED, O&PC	Policy Subcommittee	Q4	<ul style="list-style-type: none"> - Demonstration of a commitment to access and inclusion holistically for all the ways that people engage with Chunky Move. - DAIP is informed by expert opinion, ensuring blind spots in plan are identified and covered 	Policy, Consultation
Engage a consultant to review all policies and provide feedback on changes needed to improve cultural safety	ED, O&PC	DARTS, VMC, KHT, AAV, HUE	Q1, Q2	- expert opinions inform creation of policies that are more inclusive and that acknowledge diversity	Policy, Consultation, Employment

CHUNKY MOVE

Update policies, and present to the Policy Subcommittee for approval.	ED, O&PC	Policy Subcommittee	Q3 & Q4	<ul style="list-style-type: none"> - Identifying blind spots, potential opportunities and areas of need in policies to inform creation of policies that are more inclusive and that acknowledge diversity - expert opinions inform creation of policies that are more inclusive and that acknowledge diversity 	Policy, Consultation, Employment
Research and draft a new company recruitment policy to facilitate increased diversity of staff, Board and advisory panel prioritising roles for CALD, First Peoples and Deaf, disabled and neurodivergent people Includes job advertisements, PDs, recruitment processes, induction, onboarding processes (including data collection)	ED, O&PC	DARTS, VMC, KHT, AAV, HUE	Q1, Q2	<ul style="list-style-type: none"> - Increased knowledge amongst Chunky Move staff when engaging workers and creatives who are from an underrepresented background, including through formal and informal recruitment processes - Increased accessibility of employment processes to people who are Deaf, disabled and neurodivergent 	Policy, Employment
Recruitment Policy draft reviewed by external consultant/s for feedback on changes needed	ED, O&PC	DARTS, VMC, KHT, AAV, HUE	Q3	<ul style="list-style-type: none"> - Recruitment policy is informed by expert opinion, ensuring blind spots in plan are identified and covered - Increased knowledge amongst Chunky Move staff when engaging workers and creatives who are from an underrepresented background, including through formal and informal recruitment processes - Increased accessibility of employment processes to people who are Deaf, disabled and neurodivergent 	Policy, Employment
Present updated Recruitment Policy to the policy subcommittee for acceptance and approval	ED, O&PC	Policy Subcommittee	Q4	<p>2022</p> <ul style="list-style-type: none"> - Increased knowledge amongst Chunky Move staff when engaging workers and creatives who are from an underrepresented background, including through formal and informal recruitment processes - Increased accessibility of employment processes to people who are Deaf, disabled and neurodivergent - Min. 10–15% increase in candidates from underrepresented backgrounds - Min 10–15% increase in artists/workers/creatives engaged who are from underrepresented backgrounds <p>2023–2024</p> <ul style="list-style-type: none"> - Min. 20% representation of people from underrepresented groups across staff, Board and advisory panels from 2023 - Min. 25–30% representation of CALD, First Peoples and Deaf, disabled and neurodivergent artists/participants within program from 2023 	Policy, Employment

CHUNKY MOVE

GOAL:

Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus areas
Establish a marketing and comms strategy that prioritises access and inclusion	M&CM	BYP, AAV, DARTS, Board	By end	- 2022-2024 strategy developed Q3 and Q4 2021 to implement and deliver on the strategies developed in 2021	Audience
M&CM to prepare a scope/ framework for a 12-month mentorship to learn about access and inclusion in marketing practices	M&CM	DARTS, MAV, VMC, VEOHRC	By end	- M&CM has expertise to oversee 2022 M&C strategy development and activity	Audience, Training

2023 ACTIONS

GOAL:

Invest time and resources to review and update organisational policies, ensuring staff have a deep understanding and ownership of policies; improve inclusivity and cultural safety in the workplace.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus area
First Peoples Engagement Framework reviewed by external consultant/s; suggestions and adjustments adopted	ED, FPPC	KHT, BD, WWWLC, BLCAC, BWLAC	Q1, Q2	- Demonstration of a commitment to cultural safety holistically for all the ways that First Peoples engage with Chunky Move - FPEF is informed by expert opinion, ensuring blind spots in plan are identified and covered - Ensuring good governance and whole organisational knowledge	Policy, Consultation

GOAL:

Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus area
M&CM to undertake a professional marketing and comms mentorship	M&CM	FCAC, MAV	Whole year	- M&CM reports having increased confidence and expertise to oversee 2022 M&C strategy development and activity	Audience, Training, Consultation
Forge relationships with organisations and/or individuals from underrepresented communities with a view to engaging them as Chunky Move ambassadors	M&CM	L2R, COC, FCAC, AAV	Whole year	- Increase company's expertise in engaging with underrepresented communities in a meaningful way	Audience, Consultation

CHUNKY MOVE

2024 ACTIONS

GOAL:

Deepen staff and Board cultural awareness and competency, cultural safety knowledge and practices through ongoing training, ensuring as an organisation we are able to engage holistically, meaningfully and safely with people from diverse backgrounds.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus area
Establish a professional development partnership with peer organisation who specialises in working with and/or supporting opportunities for people from CALD backgrounds	ED, M&CM	L2R, DARTS, FCAC, MAV	By end of year	<ul style="list-style-type: none"> - Expansion of Chunky Move's networks and connections to CALD communities - Increased ability to identify blind spots, potential opportunities and areas of need for CALD artists and audiences 	Training, Consultation

GOAL:

Develop an inclusive marketing and communications strategy that engages authentically with First Peoples, Deaf, disabled and neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

Task	Person responsible	Consultation	Timeframe	Outcome	Focus area
Maintain meaningful, mutually beneficial relationships with organisations and/or ambassadors from underrepresented communities	M&CM	L2R, DARTS, FCAC, AAV	Ongoing	<ul style="list-style-type: none"> - Increase company's expertise in engaging with underrepresented communities in a meaningful way - Adequate level of confidence that our partnerships are mutually beneficial and support the needs of underrepresented communities. 	Audience, Consultation