

# **Equity Action Plan 2025-2028**

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**Chunky Move is located on the unceded lands of the Boon Wurrung and Wurundjeri peoples of the Kulin Nations. Our team respectfully acknowledges the significant contributions of Australia's First Peoples and is committed to supporting the continuity of culture and relationship to this land.**

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## INTRODUCTION

Chunky Move was established in 1995 and has since carved out a place as one of the most influential contemporary 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 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 participate in [Fair Play](#), an equity and inclusion capacity building program facilitated by Diversity Arts Australia. Funded by Creative Victoria, Fair Play sought to address barriers to participation by underrepresented groups in Victoria's creative industries with a focus on:

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

The program supported the delivery of a thorough organisational audit, over 3 months of periodic specialised training, facilitated discussion and mentoring. The culmination was the establishment of the company's first multiyear Equity Action Plan (EAP) 2021-24 which can be viewed [here](#). We are extremely grateful to the team at Diversity Arts Australia for their leadership throughout Fair Play and to Jacob Boehme and Dr. Gökem Acaroğlu who both mentored the company for periods throughout the program.

Key outcomes from the 2021-24 EAP can be viewed in our 2021 – 2024 [Annual Reports](#) with highlights including;

- The establishment of the company's [First Peoples Engagement Framework](#).
- The establishment of a permanent role for a First Peoples Partnerships Coordinator (0.4 FTE) as part of the Chunky Move core staff team.
- The delivery of the company's first full scale commission of a work by First Nation choreographer, Joel Bray (*Garabari*, 2022).
- Increased partnerships with First Peoples led organisations including projects / initiatives with Aboriginal Wellness Foundation, BlakDance, Goolum Goolum Aboriginal Cooperative, NAISDA and YIRRAMBOI.
- Growth in participation in our First Peoples Youth Dance Workshop program; up 75% between 2021 (36 participants) and 2024 (64) with a retention rate of 77%.
- Growth in audiences from underrepresented groups at Chunky Move major works (of post season survey respondents across our past three major works, 24.17% are from target groups).
- Increased access services offered across our program deliveries and accessibility of the Chunky Move website.
- Establishment of regular training in cultural competency and/or workplace safety from First Peoples and Disability community perspectives.
- Establishment of periodic team meetings to address and document EAP progress, to facilitate continuous improvement.

## PREPARING THIS PLAN

In 2024 the core staff team commenced a process to draft a new cycle EAP with the support of external facilitator, academic and consultant, [Dr Ruth De Souza](#). This process included a series of rigorous conversations and workshops that assisted the team to reflect upon the company's performance to date regarding the previous EAP, discuss the current environment, consider what is important and achievable now, and to set ambitions for the future. The outcomes of these

conversations are detailed in this plan and articulated through the company's goals and actions for the period.

Our sincere thanks to Dr Ruth De Souza for her generosity, wisdom and guidance and for supporting our team through this process with intelligence and humour.

## **A NOTE ON LANGUAGE**

### **Equity**

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 regardless of their unique needs and requirements, equity involves recognising that everyone is different and providing individuals and communities with the things they need to ensure equal outcomes.<sup>1</sup>

### **Access & Inclusion**

Chunky Move acknowledges the difference between access and inclusion – access: getting in the door; inclusion: feeling welcome to enter and stay. Access is the first step to ensuring inclusion, such that everyone can use the same facilities, take part in the same activities, and enjoy the same experiences, including people who have a disability or other disadvantage.<sup>2</sup>

### **Diversity**

Chunky Move understands diversity as embracing, respecting, and valuing difference. These 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.<sup>3</sup>

### **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.<sup>4</sup>

### **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.<sup>5</sup>

### **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.<sup>6</sup>

### **Deaf**

The term Deaf is used to respect the right of the Deaf community to label their experience as one of cultural and linguistic difference.<sup>7</sup>

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<sup>1</sup> [Australian Human Rights Commission](#)

<sup>2</sup> [Cambridge Dictionary](#)

<sup>3</sup> [Government of Victoria](#)

<sup>4</sup> [Oxford English Dictionary](#)

<sup>5</sup> [Australian Institute of Aboriginal and Torres Strait Islander](#)

<sup>6</sup> [Government of Victoria](#)

<sup>7</sup> [Arts Access Victoria](#)

## **Disability**

This Equity Action Plan is oriented by the 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.<sup>8</sup>

*“...disability is an evolving concept [...] that [...] results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others.”* – The United Nations<sup>9</sup>

In Australia, both person-first and identity-first language are used to refer to people with disability, or disabled people. 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.<sup>10</sup>

## **Neurodiversity / Neurodivergent**

Neurodiversity describes the idea that people experience and interact with the world around them in many different ways. It 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, ADHD, other cognitive conditions, and some mental health issues.<sup>11</sup>

## **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 that people use to describe their experiences of their gender, sexuality, and physiological sex characteristics.<sup>12</sup>

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<sup>8</sup> [People with Disability Australia](#)

<sup>9</sup> [The United Nations](#)

<sup>10</sup> [People with Disability Australia](#)

<sup>11</sup> [Harvard Health](#)

<sup>12</sup> [Australian Government](#)

## **ACRONYMS**

### **Chunky Move key personnel**

**AD** Artistic Director & Co-CEO  
**Common State** Publicity  
**ED** Executive Director & Co-CEO  
**FPPL / Producer** First Peoples Projects Lead & Producer  
**M&CM** Marketing & Communications Manager  
**M&DC** Marketing & Development Coordinator  
**O&PC** Office & Program Coordinator  
**P&OM** Production & Operations Manager  
**P&OC** Production & Operations Coordinator  
**SP** Senior Producer

### **Partner Organisations**

**AAV** Arts Access Victoria  
**Asia TOPA** Asia Pacific Triennial of Performing Arts  
**AWF** Aboriginal Wellness Foundation  
**BD** BlakDance  
**DARTS** Diversity Arts Australia  
**GGAC** Goolum Goolum Aboriginal Co-operative  
**KHT** Koorie Heritage Trust  
**L2R** L2R Dance  
**MAV** Multicultural Arts Victoria  
**NAISDA** NAISDA Dance College  
**RDT** Restless Dance Theatre  
**VEOHRC** Victorian Equal Opportunity and Human Rights Commission  
**VMC** Victorian Multicultural Commission  
**VV** Vitae Veritas  
**WWWLC** Wurundjeri Woi Wurrung Land Council Aboriginal Corporation  
**YIRRAMBOI** Yirramboi First Nations Arts Festival

### **Internal Reference Documents**

**AIF** Access and Inclusion Framework  
**EAP** Equity Action Plan  
**FPEF** First Peoples Engagement Framework

## **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.*

## **VALUES**

Our approach to Equity Action aligns directly with Chunky Move's overarching organisational values and guides us in how we make decisions regarding our priorities, goals and actions. More importantly, it also sets the tone for HOW we do things in practice and supports our team to evolve, learn and grow. Our core values as detailed in our [2025-28 Strategic Plan](#) are

***Fearless experimentation***

***Rigour in practice***

***Deep collaboration***

***Our place in sector leadership***

In conjunction with this plan, the above values mean we actively promote diverse perspectives, ensuring open and accessible programs for all audiences, and embedding culturally diverse practitioners and communities in our organisation and programs. These are key priorities for Chunky Move and we are committed to working to remove barriers to access for our people and audiences and promote a workplace that values and respects diversity.

## **2025-28 FOCUS AREAS**

- **Training**
- **Policy**
- **Leadership**
- **Employment & Programming**
- **Audience**
- **Evaluation**

*\*Our 2021-24 EAP also included a specific focus area on Consultation. Through our reflection and workshoping process in preparation for the 2025-28 EAP cycle, it was determined that consultation was inherent across all the other focus areas and therefore, does not stand alone.*

## **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. Training is sought through established organisations and/or individual sector leaders who offer specific expertise and/or lived experienced in all areas of learning.

### **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.

### **LEADERSHIP**

No lip service. Walk the walk, talk the talk.

Actively contribute and/or influence positive role modelling from a whole of organisation perspective to our peers, audiences, and beyond the sector.

### **EMPLOYMENT & PROGRAMMING**

Foster, nurture and grow partnerships with Traditional Owners and First Peoples, CALD, and Deaf, disabled and neurodivergent community leaders, artists and organisations, to continue to deliver employment opportunities and programming outcomes that benefit these communities in meaningful ways.

### **AUDIENCE**

Develop inclusive marketing and communications strategies that engage authentically with First Peoples, Deaf, Disabled, neurodivergent and CALD audiences and publicly demonstrates our commitment to equity and inclusion.

### **EVALUATION**

Employ a variety of processes, tools and methodologies to reflect upon, evaluate and measure the impact of our actions. Report impacts regularly to the Board and annually to funding agencies and key stakeholders. Our commitment to regular evaluation supports the company to evolve and implement change as identified throughout the life of this plan or for future EAP cycles.

## ACTIONS & OUTCOMES

### TRAINING

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation
<b>1 Staff to undertake regular training to build cultural awareness and competency responsive to the needs identified in this EAP and by the team in periodic self-evaluation</b>	A) 100% of staff report an increase in knowledge, confidence and capability	Annual	ED	Various
1.1 Staff to undertake minimum 1 x First Peoples cultural competency or safety in the workplace training session annually		Annual	ED, O&PC	KHT
1.2 Staff to undertake minimum 1 x Access training workshop once every 2 years		Biennial	ED, O&PC	AAV, VV
1.3 100% of training opportunities offered to casual staff (ie. FOH), dancers in current works, and teaching personnel		Annual	ED, O&PC	
1.4 Surveys issued to all participants in staff training twice a year to track knowledge, confidence and capability		Biannual	ED, O&PC	
2.1 Board engage in year-round opportunities to learn about First Peoples culture through self-organised attendances at First Peoples-led works, talks and exhibitions	B) Each Board member reports back on 2–3 attendances annually	Ongoing	Board	
2.2 Standing agenda item added immediately following Acknowledgement of Country in general meetings for Board to report back and share reflections and insights gained from attendances at First Peoples-led works, talks and exhibitions		Ongoing	ED	
<b>3 Implement process to strengthen the onboarding of new staff in relation to the company's EAP, FPEF and AIF</b>		by 2026	ED	
3.1 ED and AD to prompt core staff in internal meetings regarding EAP, FPEF and AIF actions/considerations relevant to core staff members' roles and responsibilities		Ongoing	ED, AD	

3.2	Core staff to undertake self-selected specific research/learning to develop their knowledge/skills in order to support EAP, FPEF and AIF outcomes within current year's program		Biannual	All staff	
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## POLICY

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation	
4	Finalise Access and Inclusion Framework (AIF) and present to Board for approval	C) AIF finalised and approved by Board	early 2026	ED, SP, P&OM, M&CM	
5	Review and update Policy handbook to address gaps and/or edit/update existing policies to reflect best practice with specificity to inclusive and accessible language, processes, and attitudes		2026 and 2028	ED, O&PC	AAV
6.1	Commence a consultation process with min. 4 experts to increase organisational knowledge regarding the needs of neurodivergent people in the studio environment	D) Report of findings and recommendations generated by expert consultants & CM team	2026	AD, P&OM	AAV, Peer orgs, independent artists who identify as neurodivergent
6.2	CM team to internally discuss learnings from consultation process to determine any changes to working practices to be implemented immediately		2026	AD, P&OM	
6.3	Based on learnings from consultation process, review and add to AIF an appendix further goals, actions and evaluation measures (including gathering feedback from original consultants)	E) AIF updated with appendix of goals, actions and evaluation measures in relation to working with neurodivergent people	2027	AD, P&OM	AAV, Peer orgs, independent artists who identify as neurodivergent

## LEADERSHIP

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation
<b>7 Traditional Owners properly acknowledged through engagement to deliver Welcome to Country and/or through Acknowledgements of Country</b>		Ongoing	AD, ED	WWWLC
7.1 Welcome or Acknowledgment of Country to open all activities of significance		Ongoing	AD, ED	WWWLC
7.2 Acknowledgement of Country included in all non-verbal comms (website, email) and visual imagery onsite at CM HQ		Ongoing	AD, ED, M&CM	
7.3 Acknowledgement of Country (translated into other languages if appropriate) included pre-show or other activities when travelling internationally		Ongoing	P&OM, SP, FPPL/P	
8.1 Review Board diversity composition to ensure representation of First Peoples, CALD and Deaf, Disabled and neurodivergent people, reflecting the diversity of employees, participants and audiences that make up our stakeholders	F) Minimum 1 representative on Board from First Peoples, CALD, and Deaf, disabled and neurodivergent backgrounds	Annual	Board Chair	
8.2 Introduce remuneration for First Peoples Board member and independent artist representative, to acknowledge cultural load / labour	G) First Peoples and/or independent artist recruited to Board and retained for minimum 1 year	In line with next appointment as at Aug 2025	Board Chair, ED	
9 Communicate Chunky Move's expectations and non-negotiables at the commencement of any negotiation when working with external venues, presenters, and partners on project/programming outcomes, including: - \$ investment in delivery of access services - marketing/outreach resources to reach target community - marketing/outreach to commence 6–8 weeks in advance of event - FOH staffing required to support delivery of services/support target audience's access - discounted ticket prices offered for target	H) 2–5 attendees from target group for any access service delivered I) Attendees from target group report positive experience	Ongoing	ED, SP, P&OM	

communities - minimum physical access requirements of venue agreed upon - access to audience data in order for CM to seek feedback from and build ongoing relationships with target audience members				
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## EMPLOYMENT AND PROGRAMMING

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation
10 Full-time producing role designated for a First Nation artist / arts worker to lead and/or have input into all First Nations partnerships and programming and contribute to CM education suite and other programs		2025	ED	
<b>11 Maintain an annual calendar of self-determined activities and projects with First Peoples communities</b>	J) Min. 50 First Nations participants K) Positive reports from First Peoples on their experience of the program	Annual	FPPL/P, ED	
11.1 Deliver 3 x blocks of self-determined First Peoples Youth Dance Workshops in consultation with Elders and/or community leaders and in partnership with relevant local organisations, engaging minimum 3 First Nations employees totalling minimum investment of \$35,000		2025	FPPL/P, ED	GGAC AWF
11.2 Deliver self-determined First Peoples Youth Dance programming in consultation with Elders and/or community leaders and in partnership with relevant local organisations, engaging minimum 3 First Nations employees totalling minimum investment of \$35,000		Annual from 2026	FPPL/P, ED	GGAC AWF
12 Support and deliver 1 x First Nations self-determined program element biennially, providing minimum 6 x employment opportunities for First Nations people with a minimum employment investment of \$1200	L) Min. 10 First Nations participants	2025 and 2027	FPPL/P, ED	YIRRAMBOI
13 Support self-determined Internship / professional development opportunity for 2 x First Nations pre-professional artists	M) First Nations pre-professional artist reports positive learning experience and increased connection to Chunky Move	Annual	AD, ED, FPPL/P	NAISDA

14	Engage 1 x senior or established artist from the Asia Pacific region (prioritising First Peoples/CALD artists) for one week biennially to conduct Choreolab Masterclass Program	-	2026 and 2028	AD, SP	
15.1	Review diversity composition of core operations staff for representation of First Peoples, CALD and Deaf, Disabled and neurodivergent people.	N) Min 1 First Nations staff member per 10 core staff.	Annual	ED	
15.2	Review diversity composition of artists, collaborators, crew and teachers engaged across CM's program to ensure representation of First Peoples, CALD and Deaf, Disabled and neurodivergent people	O) Min 25% of artists, collaborators and crew engaged across CM's program identify as being from target groups P) Min 25% of teachers curated in program identify as being from target groups and are engaged for minimum 72 hours of employment annually	Annual	AD, SP, P&OM, O&PC	
15.3	Maintain non-compulsory data collection via onboarding/EOI/registration/feedback processes to gather demographic information about artists, collaborators, crew and teachers	Q) 100% of artists, collaborators, crew and teachers complete onboarding form (with no requirement that they complete demographic questions) R) De-identified demographic data is collected and reviewed annually against previous years' data	Ongoing	SP, P&OM, O&PC	
15.4	Review diversity of teacher cohort and implement changes in curation of next block's teacher cohort if required to meet KPIs		Biannual	AD, O&PC	
15.5	Collect data on annual wages and fees for artists, collaborators, crew and teachers to calculate % of wages and fees for this group that is paid to employees from target groups		2026	SP, P&OM, O&PC	
16	Deliver min. 1 x program element annually in partnership with L2R that supports opportunities for CALD artists and artists from non-traditional dance education backgrounds to engage in activities at and with Chunky Move	S) 3 x CALD artists participate in 2026 program element	Annual	AD	L2R
17	Engage access consultant and/or collaborating consultant from target community at the commencement of any new major work by the AD to		Ongoing	AD, SP, P&OM	AAV, VV

	ensure access and inclusion is considered and budgeted for accordingly at the start of each project			
18	Seek cross promotion from industry peer orgs and/or partners to promote employment/engagement opportunities with Chunky Move		Ongoing	M&CM BD, L2R, AAV, MAV, DARTS, Asia TOPA

## AUDIENCE

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation
19	Public acknowledgement of Invasion/Survival Day, Reconciliation Week, NAIDOC Week, International Day of People with Disability, Cultural Diversity Week and similar days/weeks of celebration/remembrance through social media platforms and or other suitable public communications mechanisms	Ongoing	M&CM	
20	Maintain non-compulsory data collection from EOI/ticketing/registration/feedback processes via multiple delivery methods to gather demographic information about audiences and participants in Chunky Move	T) De-identified demographic data from audiences is collected and reviewed annually against previous years' data U) De-identified demographic data from participants is collected and reviewed biannually against previous years' data	Ongoing	M&CM, O&PC
21	Partner with Vitae Veritas to build connections with Blind and Low Vision community via VV consultants' engagement with Audio Described CM works and/or targeted workshops and events	V) 2 opportunities annually for BLV community to engage with CM W) Positive feedback from BLV community attendees / Ambassadors	Annual	AD, SP, P&OM VV
22	All events held at Chunky Move include an access offering for a designated target group		Ongoing	SP, P&OM
<b>23</b>	<b>Embed specific strategies to drive outreach and growth in engagement with audiences from underrepresented groups in company's multiyear Audience Development Strategy</b>	X) Increased participation and engagement with audiences from First Peoples, CALD and Deaf, disabled and neurodivergent communities.	from 2026	M&CM
23.1	Communications content and methods of communicating tailored to best reach target group, eg: FPPL/P sharing relevant opportunities for		Ongoing	M&CM, M&DC, FPPL/P

	engagement with CM through First Peoples community WhatsApp group; finding and using channels specific to Deaf, disabled, neurodivergent and/or CALD communities; investigating translation of content into languages other than English			
23.2	Reciprocal partnerships / cross promo via peer orgs connected to target communities	Ongoing	M&CM, M&DC	AAV, MAV, BD, NAISDA, Asia TOPA, ACM, YIRRAMBOI, GGAC, DARTS
23.3	Assess feasibility of implementing new and/or non-English language communications streams	2026-2027	M&CM, M&DC	
23.4	Employ influencers from First Peoples, Deaf, disabled, neurodivergent and/or CALD communities to promote major works and/or relevant programs by Chunky Move	from 2026	M&CM, M&DC	Common State

## EVALUATION

Action	Key Performance Indicator	Date for completion	Lead Personnel	Partner Organisation
24 Survey partners, collaborators, employees, audiences and participants with specificity to goals and actions in the EAP, reviewing and potentially revising survey formats, platforms, and questions to optimise participant engagement	Y) Feedback gathered (whether informally or via surveys) from 85–100% of partners, collaborators and employees and from 15–25% of audiences and participants whose data we have access to	Ongoing	M&CM, SP, O&PC, M&DC	
25 Hold quarterly internal meetings to review EAP; track and evaluate progress; capture incidental feedback; review feedback received from partners, collaborators, employees, audiences and participants; and identify successes, new opportunities and things to improve	Z) Areas for improvement identified and actions allocated to staff Zb) Staff identify where more training is required	from Q4 2025, Quarterly	O&PC	

