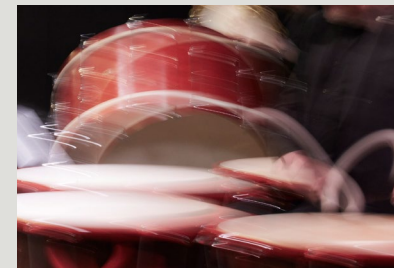
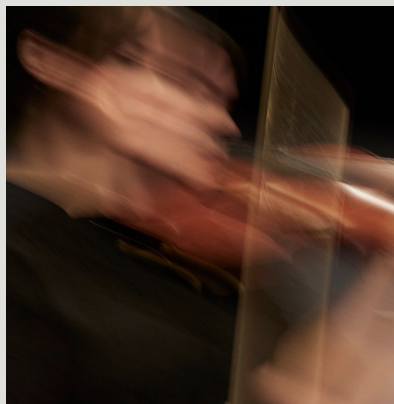
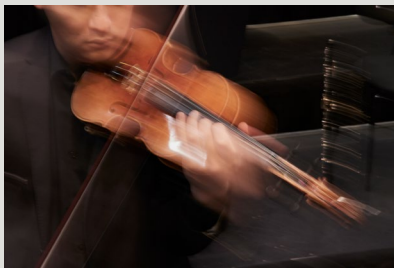


MARCH 30

ORCHESTRA
VICTORIA

EQUITY ACTION PLAN 2025 — 2028



ORCHESTRA VICTORIA ACKNOWLEDGES
THE TRADITIONAL OWNERS OF THE LANDS ON WHICH
WE WORK, THE WURUNDJERI WOI WURRUNG PEOPLE
OF THE EASTERN KULIN NATIONS.

WE PAY OUR RESPECTS TO THEIR ELDERS PAST
AND PRESENT, AND TO ALL FIRST NATIONS PEOPLE
ACROSS AUSTRALIA, WHOSE TRADITIONS OF MUSIC
MAKING AND STORYTELLING HAVE CONTINUED
ON THE LAND FOR MILLENIA.

04	WHY THIS PLAN IS IMPORTANT	09	POLICY AND PROGRAMMING
04	DEVELOPMENT OF THIS EQUITY ACTION PLAN	14	LEADERSHIP
		16	EMPLOYMENT
05	TERMINOLOGY	18	COMMUNITY
06	OVERVIEW OF GOALS	21	MARKETING
07	TRAINING		

Why this plan is important

Orchestra Victoria is deeply committed to facilitating access to our artform to all of Victoria's community, as well as building a company that is inclusive and equitable for all.

We relish in the opportunity to embrace diversity within all aspects of our organisation, whether that's our musicians in the pit or on the stage, our staff or our audiences.

We commit to hold ourselves accountable to the goals outlined in this plan and acknowledge that is a living document that may need to be adjusted and amended as part of the review process.



Development of this Equity Action Plan

This plan was developed in 2024 by a Committee of Orchestra Victoria staff from across the organisation, with guidance from Diversity Arts Australia. Key team members from leadership, the orchestra and other areas were involved in weekly sessions with mentor Dr Görkem Acaroğlu to generate goals, actions and outcomes that make up this plan.

The plan addresses key internal and external elements of the organisation's activities and will see us through till the end of 2028. The focus of the plan is to ensure that Orchestra Victoria follows best practice moving forward in the areas of Justice, Equity, Diversity and Inclusion across the organisation.

TERMINOLOGY

We use the following terms throughout this plan:

CALD

Culturally and linguistically diverse, to mean Australians that identify as being from a non English cultural or linguistic background.

CARM

Culturally and racially marginalized, to mean Australians that identify as being from a racially marginalized cultural group, that being non English or European.

First Nations (FN)

Australians that identify as being Aboriginal or Torres Strait Islander.

JEDI

We use this abbreviation for Justice, Equity, Diversity and Inclusion.

OV

This is an abbreviation of Orchestra Victoria.

TAB

This is an abbreviation of The Australian Ballet.

OVERVIEW OF GOALS – SHORT AND LONG TERM

Our goals are supported and underpinned by a range of actions and evaluation markers.

TRAINING – SHORT TERM

Implement a Justice Equity Diversity and Inclusion (JEDI) induction process for all new administrative staff, contractors, freelance and permanent musicians.

TRAINING – LONG TERM

Establish a regular Cultural Safety Process for each area of the organisation, that leads to ongoing training strategies.

POLICY & PROGRAMMING – SHORT TERM

Develop a public facing statement regarding OV's commitment to JEDI and diverse programming.

POLICY – LONG TERM

Investigate new ways to align policies with The Australian Ballet (TAB), to work strategically together in the JEDI space.

PROGRAMMING – LONG TERM

Determine a percentage commitment to commissioning works from diverse composers and develop an accessible concert series.

LEADERSHIP – SHORT TERM

Research and develop a fellowship position to be implemented in Year Two.

LEADERSHIP – LONG TERM

Develop a plan to present OV's diverse programming to colleagues, to inspire change in the industry.

EMPLOYMENT – SHORT TERM

Develop culturally safe communications and processes when employing new staff.

EMPLOYMENT – LONG TERM

Increase OV's reach into diverse communities through advertising and by addressing barriers.

COMMUNITY – SHORT TERM

Develop a Community Engagement Strategy.

COMMUNITY – LONG TERM

Build a meaningful community outreach series that allows OV musicians to perform music in new communities, in diverse settings.

MARKETING – SHORT TERM

Identify new markets and communities to reach using social media.

MARKETING – LONG TERM

Work with the TAB Marketing Team to develop marketing strategies for OV's new markets.

TRAINING

SHORT TERM GOAL:

Implement a Justice Equity Diversity and Inclusion (JEDI) induction process for all new administrative staff, contractors, freelance and permanent musicians.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Complete the EAP/AAP/RAP	Chief Executive Officer	AAP – Sept 2024 EAP end of 2024 RAP – mid 2025	External orgs with lived experience •AAV, DARTS, Reconciliation Australia
Development of an induction process	Chief Executive Officer Orchestra & Administration Officer	Sep 2025	TAB HR Team (if/as required)
Rollout the induction process	Chief Executive Officer Director of Orchestra Management Director of Production	Sep 2025	TAB HR Team (if/as required)

OUTCOMES/IMPACTS/INDICATORS:

- Staff are knowledgeable and supported in JEDI
- All staff share a common understanding and expectation of the workplace's commitment to JEDI
- New staff get an immediate understanding of the organisation's commitments and values.

EVALUATION:

- Annual quiz, modelled on the current IT training quiz
- At end of probation, a conversation between manager and employee about their knowledge around JEDI
- Anonymous annual survey for feedback from all staff including freelancers.

TRAINING

LONG TERM GOAL:

Establish a regular Cultural Safety Process for each area of the organisation, that leads to ongoing training strategies.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Develop a training plan with practical outcomes for roll out across the entire organisation.	Chief Executive Officer	June 2026	External Facilitator to review training plan
Hold discussions across the organisation to understand how employees would like to engage with cultural safety processes and training.	Chief Executive Officer Director of Orchestra Management	December 2026	
Explore the possibility of training a member of the orchestra to act as a Cultural Safety Representative.	Chief Executive Officer Director of Orchestra Management	December 2028	

OUTCOMES/IMPACTS/INDICATORS:

- Staff knowledge and capacity of JEDI grows
- Strategies are reviewed and adjusted over time
- All staff understand that OV is committed to JEDI
- Cultural change (over time).

EVALUATION:

- Number of training sessions staff participate in
- Strategies reviewed
- Annual surveys
- Annual reflection and review at a senior level to identify any shift and report back to the company.

POLICY AND PROGRAMMING

SHORT TERM GOAL:

Develop a public facing statement regarding OV's commitment to JEDI and diverse programming.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Draft the statement, ensuring it emphasises a commitment to CALD.	Chief Executive Officer Artistic Advisor	February 2025	
Send to AAV and DARTS for feedback.	Chief Executive Officer	February 2025	AAV, DARTS
Provide opportunity for employee feedback and Board approval.	Chief Executive Officer	March 2025	
Research how other orchestras and similar arts organisations engage with and implement diverse & inclusive programming. Write a report on any lessons or considerations OV can implement.	Chief Executive Officer Artistic Planning & Engagement Manager	June 2025	
Consult with employees to understand their artistic and operational needs and aspirations to inform programming direction.	Artistic Advisor Artistic Planning & Engagement Manager	August 2025	

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Develop a process that defines artistic success, including selection criteria and outcomes.	Chief Executive Officer Artistic Advisor	August 2025	
Finalise statement.	Chief Executive Officer	September 2025	
Publish statement publicly.	Chief Executive Officer	September 2025	

OUTCOMES/IMPACTS/INDICATORS:

- Build knowledge and capacity for what OV is committed to both internally and externally
- Pride within ourselves that this is something we have done
- OV becomes a leading example
- A published statement
- All staff and players at OV are supportive, engaged and invested in achieving this statement.

EVALUATION:

- Annual staff survey in 2025
- Audience surveys and other contact points with external companies include a question about our pledge
- Keep track of awards and reviews about our work in this area.

POLICY

LONG TERM GOAL:

Investigate new ways to align policies with The Australian Ballet, to work strategically together in the JEDI space.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Arrange meeting with The Australian Ballet Director of Human Resources to understand how we can work together in the JEDI space.	Chief Executive Officer	December 2026	
Develop a series of strategies together with TAB.	Chief Executive Officer	December 2027	
Gain TAB/OV Board approval to roll out the initiatives.	Chief Executive Officer	June 2028	
Communicate and roll out strategies across both organisations.	Chief Executive Officer	December 2028	

OUTCOMES/IMPACTS/INDICATORS:

- More achievements in the JEDI space
- Bring these two unique companies together
- Strengthen collaboration and partnerships in the JEDI space
- Empower OV to be a confident organisation.

EVALUATION:

- Annual reflection and review at senior level to identify shift and report back to company
- Number of new projects between OV and TAB
- Annual staff survey.

PROGRAMMING

LONG TERM GOAL:

Determine a percentage commitment to programming works from diverse composers and develop an accessible concert series.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Decide on percentage commitment.	Chief Executive Officer	December 2026	
Partner/collaborate with diversity led organisations to ensure OV's self-presented events are meaningful.	Artistic Advisor Artistic Planning & Engagement Manager	December 2027	
Plan and develop an accessible concert series.	Artistic Planning & Engagement Manager	December 2028	AAV

OUTCOMES/IMPACTS/INDICATORS:

- Meaningful and rewarding engagement for OV musicians
- Media attention and publicity to recognize the new commitment to diverse and inclusive programming.

EVALUATION:

- Musician survey
- Number of media mentions, stories, reviews.

MARCH 30

ORCHESTRA
VICTORIA

13



Four Seasons
Photo Casey Horsfield

LEADERSHIP

SHORT TERM GOAL:

Research and develop a fellowship position to be implemented in Year Two.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Investigate and research similar fellowship programs that other arts organisations run.	Chief Executive Officer	June 2025	
Consult with staff to develop the program.	Chief Executive Officer	August 2025	AAV
Identify funds to support this position and build into the budget for 2026 onwards.	Chief Executive Officer Philanthropy Coordinator	September 2025	
Seek feedback for the plan from diverse community organisations.	Chief Executive Officer	December 2025	

OUTCOMES/IMPACTS/INDICATORS:

- Consultation occurred with relevant communities
- Clear timeline to roll out fellowship
- Suitable structures developed around the fellowship
- Fellowship meets the needs of successful applicant
- Provides someone a unique opportunity to work within an arts organisation.

EVALUATION CAN OCCUR IN YEAR 2:

- Number of consultations
- Assessment and evaluation by an external relevant party prior to implementation of the fellowship
- Once fellowship is delivered, evaluate experience of person who undertook the fellowship
Exact measures will be determined by person that takes part in the fellowship (tailor made).

LEADERSHIP

LONG TERM GOAL:

Develop a plan to present OV's diverse programming to colleagues, to inspire change in the industry.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Build a template that packages the company's diverse programming into reproducible items that can be presented to other Australian and international orchestras.	Artistic Advisor Artistic Planning & Engagement Manager	December 2027	
Present these programs to other orchestras.	Artistic Advisor Artistic Planning & Engagement Manager	December 2028	

OUTCOMES/IMPACTS/INDICATORS:

- A more diverse following and engagement with the wider community
- OV is acknowledged for diverse programming within orchestral landscape
- OV becomes a relationship conduit between members of diverse communities and other orchestras.

EVALUATION:

- Audience surveys
- Number of awards, reviews, mentions
- Number of orchestras asking whether they can simulate OV's program in their work.

EMPLOYMENT

SHORT TERM GOAL:

Develop culturally safe communications and processes when employing new staff.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Build process to ensure recruitment panels are diverse (culturally/gender).	Chief Executive Officer Director of Orchestra Management TAB HR Team	May 2025	
Develop an inclusive hiring checklist.	Chief Executive Officer Director of Orchestra Management TAB HR Team	December 2025	Creative Equity Toolkit for templates
Review advertising language and applicant communications to ensure documentation is culturally safe.	Chief Executive Officer Director of Orchestra Management TAB HR Team	September 2025	
Develop process to gather demographic data from applicants.	Chief Executive Officer Director of Orchestra Management TAB HR Team	December 2025	

OUTCOMES/IMPACTS/INDICATORS:

- More diverse people with appropriate skills apply for new roles
- OV's staff are more representative of Australia.

EVALUATION:

- Number of people applying for new roles that elect to identify as being from diverse backgrounds
- Increase in CALD community representation through annual anonymous staff surveys.

EMPLOYMENT

LONG TERM GOAL:

Increase OV's reach into diverse communities through advertising and by addressing barriers.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Identify organisations from diverse communities.			
Research ways to advertise effectively with these organisations.	Chief Executive Officer	June 2026	DARTS FN recruitment agency MAV Arts Access Victoria Music Victoria MSO ANAM
Build relationships and networks with these organisations.	Chief Executive Officer TAB HR	December 2027	
Identify groups of people who are not applying to roles within the Company, and then investigate why this is the case, including identifying barriers which may be preventing applications.	Chief Executive Officer	March 2028	
Embed processes to ensure advertisements for the company are shared with diverse organisations.	Chief Executive Officer Director of Orchestra Management Director of Production	September 2028	
Engage an external consultant to evaluate our employment processes.			

OUTCOMES/IMPACTS/INDICATORS:

- An uptick in culturally diverse applicants applying for roles
- OV has an understanding of the barriers faced by people from diverse backgrounds within our industry, to be addressed in future plans
- More communication and inquiries from diverse community organisations.

EVALUATION:

- Number of applicants that identify being from diverse backgrounds
- External consultant's evaluation
- Number of inquiries from diverse community organisations.

COMMUNITY ENGAGEMENT

SHORT TERM GOAL:
Develop a Community Engagement Strategy.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Prepare report on the Company's current community outreach opportunities, in both metropolitan Melbourne and regional Victoria.	Chief Executive Officer Artistic Planning & Engagement Manager Artistic Advisor	March 2025	
Undertake research with community groups (new and existing relationships) to understand how they would like to work with Orchestra Victoria and present this in a report.	Chief Executive Officer Orchestra & Administration Officer	September 2025	DARTS FN recruitment agency MAV Arts Access Victoria Music Victoria MSO ANAM
Consult with employees to understand what our community engagement strategy should encompass.	Chief Executive Officer Director of Orchestra Management Orchestra & Administration Officer Artistic Planning & Engagement Manager	September 2025	
Draft community engagement strategy for approval and roll out in 2026.	Chief Executive Officer Orchestra & Administration Officer	December 2025	

- OUTCOMES/IMPACTS/INDICATORS:**
- An approved community engagement strategy
 - Deeper engagement with new and existing community partners
 - Diverse partners have experiences they wouldn't otherwise have.

- EVALUATION:**
- Number of community partnerships (based on predetermined criteria)
 - Survey community partners.

COMMUNITY ENGAGEMENT

LONG TERM GOAL:

Build a meaningful community outreach series that allows OV musicians to perform music in new communities, in diverse settings.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Collaborate with community organisations to co-create and co-host at least one concert or event per year tailored to the interests and needs of these groups.	Chief Executive Officer Artistic Planning & Engagement Manager Philanthropy Coordinator Orchestra & Administration Officer	December 2027	Youth clubs, senior centres, and cultural associations
Establish partnerships with local schools to provide music education workshops, and performances for students.	Chief Executive Officer Artistic Advisor Artistic Planning & Engagement Manager Orchestra & Administration Officer	December 2027	
Develop a core series of programs that OV undertakes every year that they can extend to new communities.	Artistic Advisor Artistic Planning & Engagement Manager Orchestra & Administration Officer	December 2028	

OUTCOMES/IMPACTS/INDICATORS:

- Rewarding and meaningful engagement for musicians
- Recognition and profile of OV
- Positive relationships maintained with community organisations.

EVALUATION:

- Survey of musicians who have participated
- Number of mentions, reviews of the new program
- Evaluation surveys with community partners.

MARCH 30

ORCHESTRA
VICTORIA

20

Indie Symphony
Photo Casey Horsfield



MARKETING

SHORT TERM GOAL:

Identify new markets and communities to reach using social media.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Prepare a report on communities that OV has been able to reach through current strategies.	Orchestra & Administration Officer	March 2025	
Identify the gaps and opportunities to reach new markets.	Orchestra & Administration Officer Artistic Planning & Engagement Manager with support from TAB Marketing	End June 2025	
Work with TAB Marketing to roll out new marketing strategies to reach newly identified groups.	Philanthropy Coordinator Chief Executive Officer	End of 2025	
Identify how to utilise musicians so the Company can involve them more frequently in marketing campaigns.	Orchestra & Administration Officer Artistic Advisor	September 2025	
Reach out to community organisations linked to new target markets and understand how to approach and market to their communities, sensitively and appropriately.	Artistic Planning & Engagement Manager Orchestra & Administration Officer	By June 2025	

OUTCOMES/IMPACTS/INDICATORS:

- The knowledge required to post appropriately for new communities
- Have the tools to use social media effectively to engage identified communities
- Raised profile within identified communities.

EVALUATION:

- Review post interaction and reach through data analytics.

MARKETING

LONG TERM GOAL:

Work with the TAB Marketing Team to develop marketing strategies for OV's new markets.

ACTION/STRATEGIES	RESPONSIBILITY	TIMELINE	CONSULTATION
Work with community organisations based on outcomes of the short term marketing goal.	Philanthropy Coordinator Chief Executive Officer Artistic Advisor	2026 – trial and learning 2027 – active engagement and partnerships established 2028 – amending and reviewing	
Test and develop marketing strategies to further diversify our audiences and remain active. Continue building rapport with those we're engaging.	Orchestra & Administration Officer with support from TAB Marketing	2026 – trial and learning 2027 – active engagement and partnerships established 2028 – amending and reviewing	
Assess data and create further actions, to continually improve our delivery.	Orchestra & Administration Officer with support from TAB Marketing + external consultant	2026 – trial and learning 2027 – active engagement and partnerships established 2028 – amending and reviewing	

OUTCOMES/IMPACTS/INDICATORS:

- To see an increase of diverse followers in social media activation
- To see more engagement from targeted audience groups
- More inquiries to engage from diverse communities
- To have more agency in the broader marketing strategy.

EVALUATION:

- Data analytics
- Internal evaluation of marketing strategies and autonomy
-



ORCHESTRA
VICTORIA

— We bring the Music