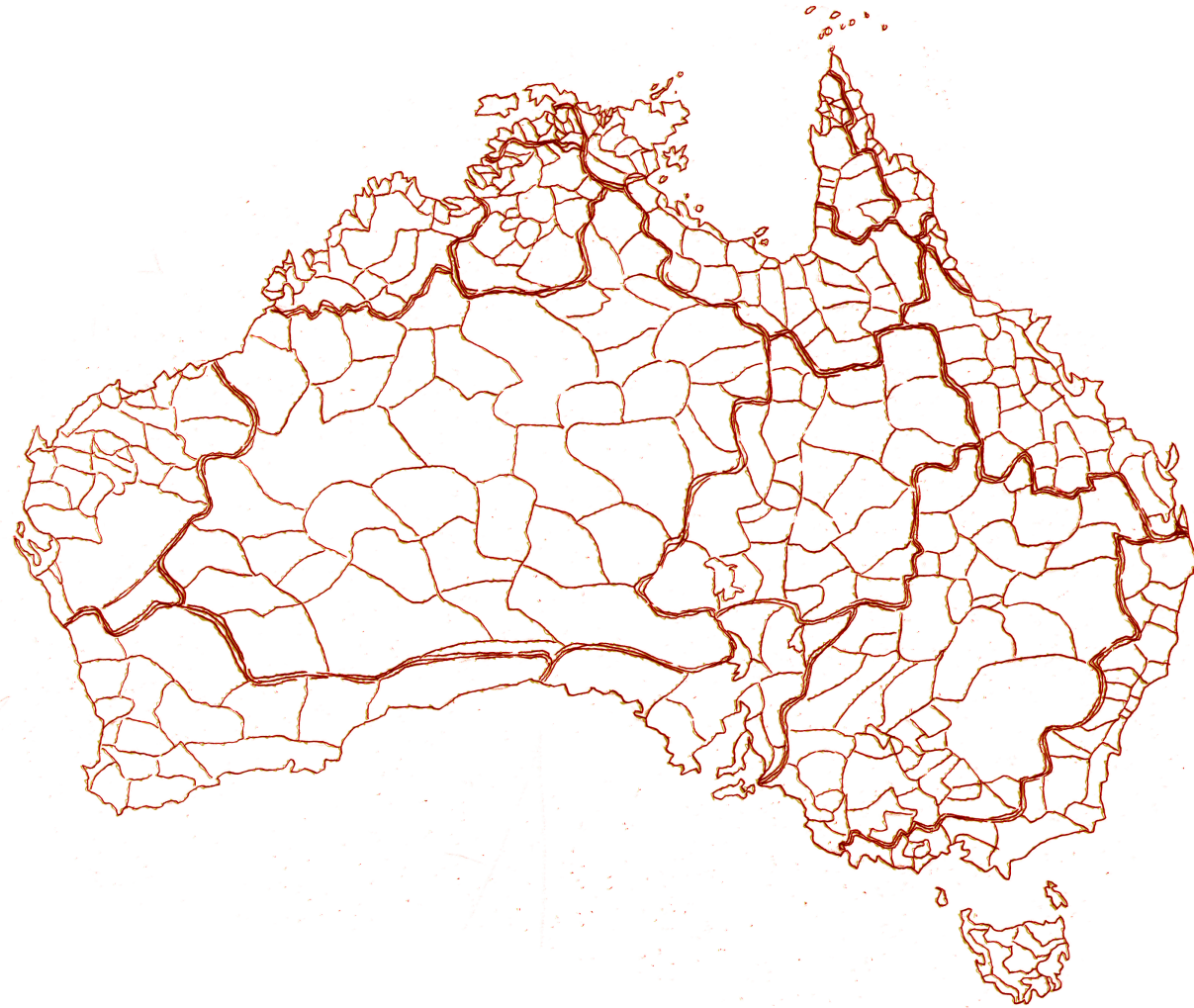


# actnow theatre

## STRATEGIC PLAN 2025 - 2028







Ngadlu tampinhi Kurna miyurna yaitya yarta-  
mathanya Wama Tarntanyaku, ngadluku  
piipawarpulayi kuu Kurna yartangka tikanthi.

We acknowledge the Kurna people of the  
Adelaide Plains as the traditional owners of the  
land on which we live and work.



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# STATEMENT OF INTENT

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At ActNow, we aim for our process and our goals to be informed by the individuals and communities we work with and the issues facing the society around us at any given time. Much like the society around us, we are constantly evolving. We respond to new knowledge, new voices and new understandings. For this reason, our strategic plan is a living document that will also be evolving and responding to the needs of the artists and communities we are serving and the social and political discourse that we are contributing to.

We have previously been driven by the need to compete in the capitalist structure that the Arts is surrounded by, and have therefore found ourselves working in ways that are unsustainable to the wellbeing of our staff, the communities we advocate for and support, and to our environment. The world has changed rapidly since our previous strategic plan. We've seen international protests against racial violence with the Black Lives Matter movement, we've witnessed COVID-19, and

we have faced new and ongoing international conflicts that are directly connected to the people in our communities. With these major global events and the increased speed of change, social discourse has also changed. With more radical evolutions in First Nations, People of Colour (POC), \*Disabled and LGBTQIA+ rights, socioeconomic equity, growing change in climate crisis mitigation and the Voice Referendum, we too have recognised that there needs to be a change in the way we work.

We have consulted extensively with our communities and it has become clear that in order to fulfil our mission of democratising storytelling, there needs to be decolonisation of our goals and the processes we engage in order to reach them. Therefore, this strategic plan focuses heavily on decolonisation as the core value that informs all of our processes and strategies, in order for us to democratise storytelling in a way that is just.

It strays from typical quantitative data that we have used as key performance indicators in the past as we value quality rather than quantity, to make space for a period of reflection and rejuvenation. This document is structured in a way where we centre the wellbeing of our artists, communities and staff, as well as the personal and professional growth of the collective and in turn the society.

Finally, this strategic plan is a living document and will be subject to evolution in order to remain responsive and relevant. However, what is unwavering, will be our commitment to democratising and decolonising storytelling through our work.

*\*From undertaken consultation, throughout this document we use identity first language and adopt the terms Disabled people / Disabled artist / Disabled communities*

*“Empowering communities through art  
Engaging audiences as the catalyst for social change”*

## OUR VISION...

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### THE DEMOCRATISATION AND DECOLONISATION OF STORYTELLING

## OUR MISSION...

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### THE STORIES WE CHOOSE TO TELL:

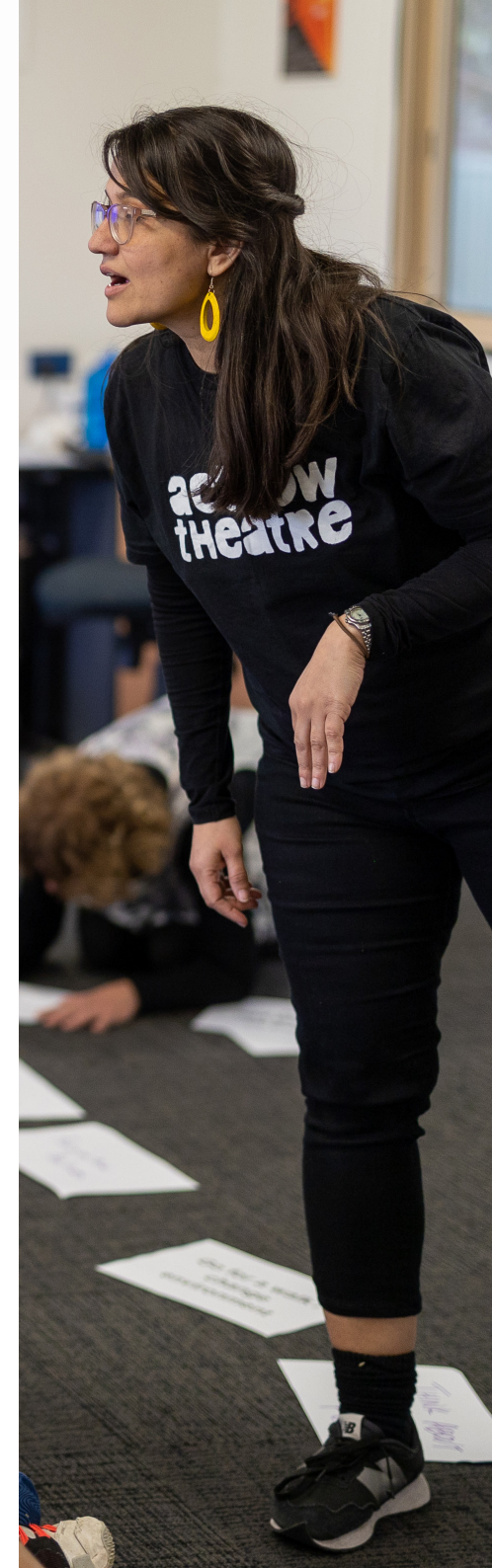
- Creating interactive arts projects with social justice outcomes
- Amplifying the voices of traditionally underrepresented communities

### WHO TELLS STORIES:

- Employing, empowering and championing First Nations, People of the Global Majority (POC), LGBTQIA+ and Disabled artists.
- Providing career development opportunities for artists in our communities, including industry pathways beyond ActNow.

### HOW STORIES ARE TOLD:

- Acknowledging our work takes place on the unceded lands of First Nations people, on which storytelling has continued for millennia
- Respecting country and climate
- Contributing to methodologies of Community Arts and Cultural Development (CACD) and artistic social practice
- Engaging audiences with innovative and interactive methods; using online platforms, live performance and other emergent spaces
- Presenting work in theatres, schools, workplaces, healthcare settings and community spaces
- Valuing people over profit: fostering safe, accessible and sustainable spaces for artists, communities and audiences



# GUIDING PRINCIPLES

## 6 KEY GUIDING PRINCIPLES THAT UNDERPIN OUR WORK

### DIVERSITY

We need new artistic voices. We are committed to supporting artists who are marginalised, disadvantaged or underrepresented. Achieving diversity is a core tool for us to decolonise the arts industry, and requires us to provide affirmative action, constantly question our own privilege, enable universal access and recognise self-determination as integral to true empowerment.

### CONSULTATION

Rigorous consultation and CACD processes are at the heart of everything we do; whether that be through listening to our staff, artists, communities, stakeholders or

partners. Consultation allows us to evolve progressively; implementing informed, responsive and effective change to improve our processes, our programs and the impact of our work.

### PARTICIPATION

Empowerment starts by taking part. We believe in theatre, as in democracy, representation isn't enough. We need direct participation in political processes and universal access to arts as part of daily life. We break down barriers to participation by creating work in schools, workplaces, and public spaces. Our work is participatory democracy in a theatrical form, and we want it to help make education engaging, activism

invigorating and citizenship empowering.

### SUSTAINABILITY

Our viability as an organisation is contingent on our sustainability; ensuring our staff and artists are supported (rather than burnt-out), growth is well resourced and impactful (rather than exponential and under-resourced), and that commitments to reduce our climate footprint are purposeful (rather than nominal and symbolic). A meaningful commitment to sustainability requires a de-capitalised approach, in which people and the planet are valued over capitalist markers of success. Prioritising sustainability signifies an investment into the

future of our organisation, our artists, our society and our planet.

### EXCELLENCE OF ARTISTIC PROCESS

Our de-capitalised approach allows us to value process over product and heavily invest in the research, consultation, development, rehearsals and presentation of each project. The quality of our artistic process is enriched by investing in artists, through the residencies, workshops, professional development programs we provide to artists from our priority communities. The excellence of our artistic process gives our artists the time, skill, space, support and confidence to

innovate their work and create brilliant art.

### AN OPEN APPROACH

We are open to learn, open to share, open to collaborate, open to conversation, and open to uncertainty. We don't know the future or hold the answers. We see our work as building the conversations that matter to people, not ending them. Culture, identity, storytelling and relationships are things to explore, share and cultivate. Everything we have, we aim to make available and accessible to our communities and to the arts world, from our mistakes and our learnings to our equipment and resources.



# ACTNOW THEATRE OVERVIEW

ActNow has developed an award-winning program of interactive performance projects, playing a leading role in the South Australian arts landscape as a social justice arts organisation. Our work is innovative, informed, inspiring, and often confronting – but never conventional. Our projects have been critically acclaimed, commended in parliament, and highly praised by audiences, participants and community organisations.

## HOW WE STARTED

ActNow Theatre was founded in 2007 by Edwin Kemp Attrill when he and two high school friends wanted to create a street theatre performance about (then) Guantanamo Bay detainee David Hicks. Driven by an ambition to explore issues of injustice through theatre, Edwin formed the original ActNow ensemble with fellow members from both Urban Myth Theatre Company and Amnesty International. With a guerrilla approach to its unscheduled appearances and the agitprop content of the work, the ActNow ensemble presented highly visual performances in public spaces.

In 2009, ActNow broadened its vision and began to create works for the stage; presenting plays by established and emerging writers and devising interactive, issue-based productions which have become the hallmark of ActNow's output. Heavily informed by the work of Brazilian theatre director Augusto Boal, the first of these issue-based productions was Expect Respect: a project designed to provide legal information about rape and sexual assault for young people. Developed in partnership with the Legal Services Commission of South Australia, Expect Respect also heralded a new model for ActNow's activity. Since then, ActNow has been committed to targeting specific needs by collaborating with non-arts organisations to create artistically engaging work which illuminates current issues outside the confines of conventional theatre forms and modes of presentation.

## CORE PROGRAM

ActNow Theatre's core program involves three core streams that are all informed by Community Arts and Cultural Development practices (CACD):

- **New work:**  
Developing and presenting live performance works that are socially engaged and enriched by community consultation.
- **Artist Development:**  
Providing workshops and professional development opportunities to empower and champion artists from ActNow's priority communities.
- **Cultural Leadership:**  
Developing Cultural Leaders from ActNow's key communities through participation in our Cultural Leaders program and employment or engagement in key leadership positions.





## DEMOCRATISING STORYTELLING

ActNow's long-standing purpose, as laid out in ActNow's previous Strategic Plan, has been to democratise storytelling; making our storytelling inclusive and representative of our society, and enacting social change through interactive theatre inspired by Augusto Boal's forum theatre and investment in our communities.

Democratising storytelling has led ActNow towards significant investment in First Nations and POC leadership, including the Arts Pathway Program, Theatre of the Global Majority, Board internships and ActNow's Cultural Leadership Program.

## DECOLONISING STORYTELLING

Decolonising storytelling means engaging in a process of truth telling, and in doing this, privileging First Nations voices, experiences, aspirations and priorities.

ActNow further commits to decolonisation through individual acts for change, critiques of institutions of power and sites of injustice through critical creative work. As an organisation we will act in the spirit of reconciliation through respecting First Nations custodianship. ActNow will continue to employ First Nations and POC people in leading roles and will continue to spotlight their voices, stories and ideas.

Dismantling colonial systems from within our organisation also requires us to de-capitalise our approach; to prioritise environmental sustainability and wellbeing, and to value social good over profit, excellence of artistic process over cost-cutting, and sustainable operational growth over economic growth.

A firm commitment to the decolonisation of storytelling boldly champions equity, sustainability and wellbeing, allowing us to slowly relinquish capitalist values that are steeped in ActNow, other arts organisations and the broader society; values that have historically driven global colonisation and environmental damage.



# OUR APPROACH:

## COMMUNITY ARTS AND CULTURAL DEVELOPMENT (CACD)

ActNow plays a leading role in developing CACD methodology and arts workers' careers, and our work has no direct competition or peers in SA. We see our role much like that of Footscray Community Arts Centre, programming across multiple community demographics including Aboriginal and Torres Strait Islanders, POC, Queer, Youth, Disabled and the socioeconomically disadvantaged.

Each ActNow project is informed by these processes:

- **Community consultation**
- **Self-determined and self-devised by the communities the work is representing**
- **Providing support networks**
- **Piloting in community**
- **Partners who seek us out with specific needs**
- **Actively listening through monitoring and evaluation of projects and responding reflexively**

## ACTNOW'S PRIORITY COMMUNITIES

With a focus on social justice, representation and equitable access to performing arts, ActNow meaningfully targets and engages with:

- **Aboriginal and Torres Strait Islander people**
- **Culturally and Linguistically Diverse People of Colour**
- **LGBTQIA+ people**
- **Disabled people**

ActNow Theatre has infrastructure in place to ensure that artists from these communities are supported to tell the stories they want to tell. Many of the artists we work with are emerging in their careers and are young, however, ActNow works with artists of all ages and at all stages of their careers.

ActNow works with these communities through employment in our staff, employment in leading roles on our artistic projects and through professional development programs, including our annual MakeSpace Residency program and biannual Cultural Leaders Program. ActNow continues to undergo regular consultation with these communities, to ensure that ActNow is delivering best practice and serving the best interests of these communities.

We embrace the meaningful intersections between the identities of these communities and strive to enable impactful societal change through their empowerment. Being a social justice organisation we can shift our focus to different communities in the future. Identity politics are the jumping-off point - the thing that brings people together - so the self-determined outcomes radiate with the joy and nuance of each community and their intersections.

## ABORIGINAL AND/OR TORRES STRAIT ISLANDER COMMUNITIES

ActNow strictly adheres to appropriate cultural protocols when working with Aboriginal and Torres Strait Islander communities and individuals. First Nations artists are employed in ActNow's staff and lead on ActNow's programs and artistic projects. ActNow ensures that appropriate support is provided to Aboriginal and Torres Strait Islander artists and participants, when working on our artistic projects or when engaged as participants in our programs.

ActNow is a leading organisation in South Australia for promoting the artistic expression and excellence of emerging First Nations artists. Our annual Arts Pathways program is an intensive week-long career development program for emerging Aboriginal and Torres Strait Islander artists. This program is led by two First Nations artists, ActNow's Associate Artists Nathan May and Caleena Sansbury. Participants from this program have gone on to full time artistic study at tertiary institutions and employment in large arts organisations, such as the State Theatre Company of South Australia.

ActNow Theatre's board has formed a subcommittee, who are meeting bimonthly to develop ActNow Theatre's Reconciliation Action Plan, to be completed by the end of 2024.

## CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES OF COLOUR

The communities that we engage with include a range of cultural backgrounds such as: Aboriginal and Torres Strait Islanders, Uyghur, Samoan, Iranian, Filipino, Kenyan, Bosnian, Somalian, Cambodian, Sudanese, Indian, Sri Lankan, Pakistani, Syrian, Greek, Italian, Turkish, Armenian, Hong Kongese, Malaysian, Fijian, Singaporean, Indonesian, Eritrean, Vietnamese, Chinese, Taiwanese, Colombian, Lebanese, Cuban, Brundian, and Persian.

ActNow ensures that Culturally and Linguistically Diverse People of Colour always form the majority of our staff and artistic teams, so that they are never isolated as the minority, as they unfortunately often are mainstream cultural institutions.

Theatre of the Global Majority is an ongoing workshop program, providing performance workshops for CALD People of Colour, including performance outcomes. The program is led by a queer CALD artist, ActNow's Associate Artist, Valerie Berry.



## **LGBTQIA+ COMMUNITIES**

Founded by a queer theatre maker Edwin Kemp-Attril, ActNow has always been a safe space for LGBTQIA+ artists. From ActNow's early social justice works that tackled homophobia, to the large-scale international collaborative project, Virtual Intimacy, which explored queer intimacy through digital spaces, ActNow has comprehensive experience in working with LGBTQIA+ people to tell their stories.

ActNow's Queer Theatre program is an ongoing program which provides professional development opportunities for LGBTQIA+ artists, which is led by a queer artist, ActNow's Associate Artist, Annabel Matheson.

## **DISABLED COMMUNITIES**

South Australia has some amazing organisations that specialise in working with Deaf and/or Disabled artists and communities, including Tutti Arts, Restless Dance and No Strings Attached.

While ActNow does not have this same specialisation in working with these communities, in this 2025-2028 Strategic Plan have now included Disabled people as ActNow's key communities to acknowledge ActNow's existing community of artists, staff and participants with non-apparent disabilities, to prioritise their representation, and to recognise the immense barriers Disabled people face when entering the arts industry.

To create more meaningful engagement with these communities, we are currently in conversation with non-arts organisations specialising in the disability sector, and with ActNow Disabled community members, to scope possibilities for new programs for Disabled artists that will best suit and serve this constituency. Furthermore, ActNow is working to ensure that our venue and online resources are accessible to all, having recently engaged a consultant to complete an Accessibility Audit as the first step to developing ActNow's Access Policy, to be launched in 2024.

Our progress working with Disabled Communities is led by Sam Wannan, a disabled artist and ActNow's Digital Innovator.

## **OUTREACH**

We currently tour our work to metro, outer metro and regional South Australia. Our drive for active listening and reflexive responses means that we continue to be re-engaged by our key communities and audiences. There's no doubt that CACD and contemporary cross artforms have the ability to provide urgent stories that are accessible, relatable and most importantly, have an impact. Our ongoing and high-impact practice of these have placed us in a position of leadership in our field in South Australia.

## **FOSTERING CULTURAL LEADERSHIP**

We support new generations of emerging artists, providing many with their first exposure to arts in a community context and first employment out of formal and informal training. We develop artists to be multi-skilled practitioners, facilitators, advocates, critical thinkers and commentators, and provide significant artist employment opportunities. We play a significant role in furthering and championing cultural diversity, whilst seeding a change in South Australia's arts culture in the process.

## **ACTNOW TEAM**

ActNow is one of the largest employers of First Nations and Culturally Diverse theatre artists in SA. ActNow's key communities are strongly represented within the organisation, with a majority of ActNow staff, artists and Board identifying as either LGBTQIA+, Aboriginal and Torres Strait Islander, Culturally and Linguistically Diverse POC, Disabled or as an intersection of these identities. We are constantly exploring ways to support and develop leadership within the company through collaboration while also attempting to dismantle hierarchical structures.

## **PARTNERSHIPS**

ActNow is a leader in the development of arts and non-arts partnerships, our work sitting in a niche carved out by Junction Theatre and Melbourne Workers Theatre in the 1980s. Our partnerships span multiple years with organisations such as Amnesty International, Shine SA, Legal Services

Commission of South Australia, Zahra Foundation, White Ribbon, Relationships Australia South Australia, and Reconciliation SA. ActNow's work breaks out from the arts bubble, provides a platform for new voices and audiences, and champions the arts in schools, hospitals, workplaces, and community spaces.

## **MAKESPACE**

ActNow Theatre is housed at MakeSpace, our rehearsal and performance venue with office space on Gouger Street in the city of Adelaide. The central location is easily accessible by public transport for our staff, artists and workshop participants. The MakeSpace rehearsal and performance venue has been used for our workshops, rehearsals, developments, residencies and as a Fringe venue.

## **RESPONDING TO COVID-19**

COVID-19 has caused a global sociological shift, in which many people have reevaluated their work-life balance. ActNow has been no exception to this rule, with the pandemic creating a more focused commitment on health and wellbeing, as prioritised in this strategic plan. ActNow Theatre will actively work towards reducing overtime worked by staff, by ensuring that appropriate resources are allocated to each project, and that the company doesn't take on more than it is resourced to do.

Since the pandemic, ActNow Theatre has adapted by shifting or creating programs online, forging new avenues to reach audiences (eg. Decameron 2.0, Virtual Intimacy). ActNow's repertoire programs (Like Me Like You, Responding to Racism), have multiple casts who have been trained to present each work, which provides a safeguard against unexpected illness causing cancellations of performances. ActNow Theatre continues to follow all government guidelines and restrictions to ensure the safety of its staff, artists and audiences.

## **DIGITAL STRATEGY**

ActNow was a successful recipient of Australia Council's Digital Strategist in Residence program, resulting in ActNow creating its first Digital Strategy. ActNow's Digital Strategy is aimed at using digital systems to increase operational efficiency. This has resulted in ActNow's operations being integrated into one system, using Notion software. Furthermore, ActNow is scoping and developing ways to present interactive forum theatre to audiences online, as well as creating a new section of the ActNow website, which will include educational resources on social justice issues.

ActNow's most toured work, Tackling Racism, previously known as Responding to Racism, is in the process of being converted into an interactive digital show that can be accessed by schools and students online, which will give the work greater access and reach to regional and national audiences.

## **ENVIRONMENTAL SUSTAINABILITY**

In line with ActNow's mission to decolonise our practices, ActNow prioritises environmentally conscious and sustainable practices, such as:

- Ensuring toured works that require more than one standard vehicle are carbon offset
- Using recycled or digital materials in production designs, to reduce consumption and waste
- Switching to digital in our operations and composting to reduce office waste
- Creating interactive digital performance works, enabling broader reach to audiences and chances for international collaboration, without leaving a large carbon footprint.

ActNow is committed to environmental sustainability and throughout 2024-28 we will be developing and implementing an Environmental Sustainability Plan and aim to create works that will address the climate crisis.



## UNITED NATIONS 17 SUSTAINABLE DEVELOPMENT GOALS

ActNow acknowledges and supports the United Nations 17 Sustainable Development Goals (SDGs). The SDGs were adopted in 2015 and are the result of 193 countries coming together to address the greatest challenges our planet faces as we head towards 2030.

ActNow acknowledges the SDGs that most closely align with our own goals, purpose, and mission, including:

- **SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**
- **SDG 10 - Reduce inequality within and among countries**
- **SDG 13 - Take urgent action to combat climate change and its impacts**
- **SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

Within each of the 17 Goals are numerous targets that provide greater detail and seek to expand on the overall aim of each Goal itself. We have identified the following targets as being directly aligned with ActNow's mandate:

- **Target 4.7 - By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development**
- **Target 11.4 - Strengthen efforts to protect and safeguard the world's cultural and natural heritage**
- **Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning**

By considering these SDGs and targets when implementing our mission and processes, ActNow is joining forces with business, arts, academic, and government advocates from across the globe committed to eliminating bias and bigotry and making the world and environment a far more equitable place.





# AWARDS & NOMINATIONS

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## WINNER

2022 PAC Australia Impact Award

## WINNER

2021 Ruby Awards for 'Best Work or Event Outside a Festival, shared with State Theatre Company SA

## FINALIST

2021 Ruby Awards for Collaboration

## WINNER

2021 Governor's Multicultural Arts and Culture Award

## WINNER

2018 Australia Council Kirk Robson Award - Community Arts and Cultural Development (Edwin Kemp Attrill)

## FINALIST

2018 Ruby Awards - Outstanding Contribution by an Organisation or Group

## FINALIST

2017 & 2018 National Human Rights Awards - Racism. It Stops With Me Award

## FINALIST

2016 SA Health Awards - Research/Education in Patient and Consumer Safety

## FINALIST

2016 Ruby Awards - Community Impact Under \$100,000

## WINNER

2015 South Australian Governors Award - Multiculturalism in the Youth Organisation Category

# 2024 - 2028 ACTIVITIES OVERVIEW

ACTNOW WORKS	2024	2025	2026	2027	2028
Jumu'ah (Friday Prayers)	Tour (VIC)				
Tackling Racism in the Workplace	On-demand				
Like Me Like You	Tour (regional SA)	Tour (metro)	Tour (regional SA)	Tour (metro)	Tour (regional SA)
Floods of Fire - Adelaide Festival	Presentation				
Rough House (Cirkidz collaboration)	Development	Premiere			
Jumu'ah (Friday Prayers) - Digital	Development	Digital Launch			
Here and There - Digital	Development	“	Digital Launch	Sold to schools online	“
Tackling Racism - Digital	Development	“	Digital Launch	Sold to schools online	“
Climate refugee work (international collaboration with NIE)	Development	“	“	Premiere	
METAMOR4SIS (Soul Lounge collaboration)	Development	“	“	“	Premiere

OTHER MEDIA	2024	2025	2026	2027	2028
'Working with our Diverse and Inter-sectional Communities' - Educational website	Launch	Available free on-line and updated annually	“	“	“
Like Me Like You Children's book + online sales	Development	Launch	Online sales	“	“
Like Me Like You (Music video)	Launch	Available online	“	“	“
'Working With Our Communities': Biennial report:	Written and sent to industry peers		Updated and sent to industry peers		Updated and sent to industry peers



<b>PROGRAMS SUPPORTING KEY COMMUNITIES</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
First Nations Arts Pathways Program	4 Day workshop	“	“	“	“
Cultural Leaders Program		8-10 Cultural Leaders		8-10 Cultural Leaders	
Theatre of the Global Majority Program	Ongoing program	“	“	“	“
Queer Theatre Program	Ongoing program	“	“	“	“
Disabled Theatre Makers Program	Development	Launch			
Muslim Artist Peer Group	Online and in person monthly gatherings	“	“	“	“
First Nations Board Internship	1 board intern				
MakeSpace Adelaide Fringe Residency (funded by the Adelaide Fringe)	1 MakeSpace Adelaide Fringe resident artist	“	“	“	“
MakeSpace Residencies		3 MakeSpace Resident artists		3 MakeSpace Resident artists	
Platform Program	1 show supported		1 show supported		! show supported
ActNow Extras Program	Bespoke one-off workshops offered	“	“	“	“

<b>NEW POLICY DEVELOPMENT</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
ActNow Access Plan	Launch				
ActNow Environmental Sustainability Plan	Development	Launch			
ActNow Reconciliation Action Plan (RAP)	Development	Launch			

# TESTIMONIALS

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I was the Associate Director at ActNow! This role allowed me to combine my love of Arts, Community work and social justice in a profound way. It is a model that gave me space to develop as an artist with the support of the organisation, while also developing skills in arts administration and production which have broadened my opportunities beyond my time at ActNow.”

**- Manal Younus**

From first-timers to veterans, ActNow’s ability to aid performers embody their capabilities and potential, all the while conveying significant messages through their productions, is commendable. Working with ActNow has encouraged me to go further and reach higher with my dream, and given me a deeper appreciation for theatre.”

**- Rami Saaid**

“The residency has given me the time and space to reconnect with my roots - my language - and an opportunity to travel home to the country of my people to do research on my own lineage.”

**- Kyron Weetra**

“Thank you to everyone who helped to make the days as memorable and insightful as they were.”

**- Arts Pathway Program participant**

“Everything is more than I expected, it’s just joyful, the people around, the instructors... It’s everything I thought it was going to be and more... I didn’t know what I was going to be getting myself into... But I am enjoying every moment.”

**- Workshop Participant**

“It was above and beyond - the best you could ever imagine to achieve as a community art group!”

**- Participant**

“Amazing! I thoroughly enjoyed every moment of this experience. It has been so incredible to connect, collaborate and work with so many talented people.”

**- Participant**

‘I’ve been working in corrections for over 20 years and I’ve been to countless cultural competency trainings. This is the best one I’ve ever been to.’

**- Participant**

“It was quite emotional hearing the students furnish articulate and caring solutions about the issue of racism and I was reminded that a racist attitude is a learned viewpoint rather than an inherent characteristic.”

**- Theatre Travels**



# 2023 - 2026 GOALS OVERVIEW

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## **GOAL 1 | DEMOCRATISE AND DECOLONISE OUR WORLD**

- Goal 1.1 Create social change
- Goal 1.2 Develop and champion artistic expression of our priority communities
- Goal 1.3 Engage audiences and communities in South Australia and beyond
- Goal 1.4 Provide equitable access to our work and resources
- Goal 1.5 Amplify our impact through marketing and new media

## **GOAL 2 | DEMOCRATISE AND DECOLONISE OUR WORK**

- Goal 2.1 Prioritise Reconciliation
- Goal 2.2 Prioritise environmental sustainability
- Goal 2.3 Prioritise the wellbeing staff, artists, participants and audiences
- Goal 2.4 Prioritise excellence of artistic process, grounded in CACD practice

## **GOAL 3 | DEMOCRATISE AND DECOLONISE OUR FUTURE**

- Goal 3.1 Grow sustainably
- Goal 3.2 Develop cultural leadership from our priority communities
- Goal 3.3 Consolidate our place in the global conversation around CACD practice

# GOAL 1.1

# DEMOCRATISE AND DECOLONISE OUR WORLD

## Create Social Change

Target	KPI	2025	2026	2027	2028
Present performance work that is geared towards creating social change	% of works geared towards social change	100%	100%	100%	100%
	% of works created in consultation with stakeholder community groups and expert non-arts organisations, using CACD practices	100%	100%	100%	100%
Consult with our key communities to evaluate the success of ActNow programs and determine their future direction	# of scoping and evaluation events held with First Nations communities	1	1	1	1
	# of scoping and evaluation events held with POC communities	1	1	1	1
	# of scoping and evaluation events held with Queer communities	1	1	1	1
	# of scoping and evaluation events held with Disabled communities and/or organisations focused on disability	1	1	1	1
	# Total of participants attending scoping and evaluation events	36	36	40	40
	Develop tools, methodologies and procedures with partners to measure ActNow's social impact on communities and audiences	✓	✓	✓	✓
	Evaluation completed at the end of all programs and artistic projects, to gather feedback from artists, participants, partners and stakeholders.	✓	✓	✓	✓
	Evaluation and feedback analysed by ActNow staff to improve and inform future practices and programming	✓	✓	✓	✓
Maintain staff and board that are representative of ActNow's key communities	% of First Nations, POC, Queer, disabled staff	70%	70%	70%	70%
	% of First Nations, POC, Queer, disabled board members	70%	70%	70%	70%
Provide educational resources to the public about how to work safely with marginalised communities	ActNow's Education Website available to the general public and includes free educational resources	✓	✓	✓	✓

# GOAL 1.2

# DEMOCRATISE AND DECOLONISE OUR WORLD

## Develop and champion artistic expression of our priority communities

Target	KPI	2025	2026	2027	2028
Deliver programs for the empowerment and artistic development of our priority communities. Programs include ongoing workshops series, intensive workshop programs, MakeSpace Residencies, and Cultural Leaders Program	# of programs for Aboriginal and/or Torres Strait Islander people	2+	2+	2+	2+
	# of programs for CALD POC people	2+	2+	2+	2+
	# of programs for LGBTQIA+ people	2+	2+	2+	2+
	# of programs for Disabled people		1	1+	1+
	# of Intersectional programs for multiple communities including First Nations, CALD, LGBTQIA+, Disabled people.	2+	2+	2+	2+
	# of MakeSpace artist Residencies	3		4	
Support the artistic leadership of artists from ActNow's priority communities	All projects are designed and led by artists from ActNow's priority communities	✓	✓	✓	✓
Provide employment to artists from our priority communities	% of FN, POC, LGBTQIA and/or Disabled artists employed in leading artistic roles on projects	90%	90%	90%	90%
	% of FN, POC, LGBTQIA and/or Disabled artists employed on each project	70%<	70%<	70%<	70%<
Provide career development opportunities to artists from ActNow's priority communities beyond ActNow's programs	Upskilling and mentorship opportunities offered to our priority communities	✓	✓	✓	✓
	Connect artists from ActNow's communities to other arts organisations for employment opportunities	✓	✓	✓	✓
Support independent work by artists from ActNow's priority communities (subject to funding)	One independent project led by an artist from ActNow's communities supported with producing and administrative in-kind support, via ActNow's Platform Program		✓		✓

# GOAL 1.3

# DEMOCRATISE AND DECOLONISE OUR WORLD

## Engage audiences and communities in South Australia and beyond

Target	KPI	2025	2026	2027	2028
Produce a consistent output of new work, subject to project funding	Submit project funding grant applications for the premiere of 1 new live or digital work each year	✓	✓	✓	✓
	Submit project funding grant applications for the creative development of at least 2 project each year	✓	✓	✓	✓
Present work to metro, outer-metro and regional communities	# of performances and workshops for schools, workplaces and other community spaces	30	30	30	30
	# of performances and workshops in regional communities	3	3	3	3
	Total # of performances and workshops	30	30	30	30
	Total # of audiences	2500	2500	2500	2500
	Scope opportunities for regional engagement	✓	✓	✓	✓
Publish ActNow works and resources digitally, providing greater access to audiences	# of ActNow repertoire works presented online	2	2	3	3
	Digital Resources released	✓	✓	✓	✓
Collaborate with international CACD individuals/organisations on digital platforms	# of new works being scoped or in development with international CACD individuals or organisations	2	2	1	1
	# of new works in collaboration with international CACD individuals/organisations premiered	-	-	1	1

# GOAL 1.4

# DEMOCRATISE AND DECOLONISE OUR WORLD

Provide equitable access to our work and resources

Target	KPI	2025	2026	2027	2028
Ensure ActNow's workshop programs are accessible to participants from our priority communities	% of workshop programs offered free-of-cost to participants	100%	100%	100%	100%
	# of individual participants accessing workshops	40	40	40	40
Provide accessible space to our artists, staff, workshop participants and partners	# of days MakeSpace venue hire given in kind	50	60	70	70
Increase access to our work	% of ActNow works with Access to Arts Accessibility Plans implemented	100%	100%	100%	100%
	% of new works with Accessibility Coordinators employed to design, plan and implement Accessibility Plans	100%	100%	100%	100%
	Development and Implementation of ActNow's Accessibility Plan, ensuring greater access to ActNow for staff, artists, participants and general public	✓	✓	✓	✓
Increase digital access to our online content for people with access requirements	% of website and social media content meeting WCAG accessibility guidelines	100%	100%	100%	100%
	% of digital works checked against WCAG accessibility guidelines	100%	100%	100%	100%

# GOAL 1.5

# DEMOCRATISE AND DECOLONISE OUR WORLD

Amplify our impact through marketing and new media

Target	KPI	2025	2026	2027	2028
Capture and share the success of Act-Now programs using media and digital platforms	# of ActNow website visits	16,000	16,500	16500	16500
	# of accumulated followers and subscribers on ActNow's social media platforms	6,100	6,500	6700	6900
	# of external promotional media capturing success of programs and/or participants	2	2	2	2
	# of media requests and interviews of ActNow staff	1-2	1-2	1-2	1-2
	# of press releases sent to media	2<	2<	2	2
	# of ActNow email newsletters sent to subscribers	12	12	12	12
	# of testimonials from priority community members who have participated in our programs	9	9	10	10



## GOAL 2.1

# DEMOCRATISE AND DECOLONISE OUR WORK

### Prioritise Reconciliation

Target	KPI	2025	2026	2027	2028
Ensure Welcomes to Country and Acknowledgements of Country take place, to respect First Nations people as the traditional custodians of the lands on which we work	% of rehearsal or development periods commencing with a Welcome to Country, conducted by a Traditional Owner/s or Custodian/s on the Country on which the project is taking place.	100%	100%	100%	100%
	% of meetings or gatherings beginning with an Acknowledgement of Country	100%	100%	100%	100%
Practice Reconciliation on an organisational level	Implement ActNow's Reconciliation Action Plan (to be completed in 2026)	✓	✓	✓	✓
Consultation with ActNow's Aboriginal and Torres Strait Islander Advisory Group / Board	# of meetings with ActNow's Aboriginal and Torres Strait Islander Advisory Group / Board	Scoping	5	5	5
Meaningful engagements with Aboriginal and Torres Strait Islander culture by ActNow's staff and board	# of educational workshops on First Nations culture, history or language made available to ActNow staff and board	2	2	2	2
	Each staff meeting includes learning one new Kaurna word	✓	✓	✓	✓

## GOAL 2.2

# DEMOCRATISE AND DECOLONISE OUR WORK

### Prioritise environmental sustainability

Target	KPI	2025	2026	2027	2028
Create an ActNow work addressing the climate crisis	Develop and present an ActNow work about the climate crisis for premiere in 2027	✓	✓	✓	
Reduce the carbon footprint of our work	% of ActNow production designs that are digital, recycled, recyclable or biodegradable	60%	65%	65%	70%
	% of printed marketing materials	< 5%	< 5%	< 5%	< 5%
	% of digital marketing materials	95%>	95% >	95%>	95% >
Sustainably share ActNow's work with local, regional, and international audiences	Touring or travel requiring more than one standard vehicle is carbon offset	✓	✓	✓	✓
	% of ActNow tours with net-zero carbon offset	70%	80%	80%	80%
	Continue to explore digital collaboration with international and/or interstate organisations	✓	✓	✓	✓
Implement ActNow's Environmental Sustainability Plan in line with United Nations' 17 Sustainable Development Goals, to be created in 2024	Environmental Sustainability Plan implemented	✓	✓	✓	✓

## GOAL 2.3

# DEMOCRATISE AND DECOLONISE OUR WORK

Proritise the wellbeing of staff, artists, participants and audiences

Target	KPI	2025	2026	2027	2028
Provide safe spaces in which participants of our workshops and development programs can excel	% of programs coordinated by people who identify with the community it targets	100%	100%	100%	100%
	# of surveys made available for workshop participants to provide anonymous feedback	2	2	2	2
	# of First Nations Wellbeing Coordinators employed for the Arts Pathway Program	2	2	2	2
Provide safe spaces in which artists employed in our projects can excel	# of surveys made available for artists to provide anonymous feedback to ActNow	2	2	2	2
	Include a Wellbeing Induction in all artist inductions	✓	✓	✓	✓
Provide a safe, fair and equitable space in which ActNow staff can excel	% of ActNow's operational systems online, enabling staff to work from home	95%	95%	100%	100%
	% variation of annual income between highest and lowest paid staff members	20%	20%	20%	20%
	# of performance reviews with each staff member	2	2	2	2
	Provide quarterly wellbeing days to staff, led by a professional mental health practitioner	✓	✓	✓	✓
Reduce the overtime worked by ActNow staff	Ave # of hours worked overtime by ActNow staff per month	5	5	5	5
	# of accumulated leave hours per employee	< 100	< 100	< 100	< 100
Regularly review ActNow's policies that ensure the safety and wellbeing of staff, artists, participants and audiences	ActNow Theatre policies are all current or under review	✓	✓	✓	✓

## GOAL 2.4

# DEMOCRATISE AND DECOLONISE OUR WORK

Prioritise excellence of artistic process, grounded in CACD practice

Target	KPI	2025	2026	2027	2028
Ensure ActNow projects receive appropriate development and rehearsal time	# of weeks of creative development held for each new project	6	6	6	6
	# of weeks rehearsal for each new work	5	5	5	5
Partner with arts and non-arts organisations to enrich and inform ActNow work	# of partnerships with arts organisations	3+	3+	3+	3+
	# of partnerships with non-arts organisations	3+	3+	3+	3+
	# of partnerships with educational institutions	1+	1+	1+	1+
Ensure consultation with and representation of relevant communities takes place on each project	All projects created with consultation and representation from relevant communities	✓	✓	✓	✓

# GOAL 3.1

# DEMOCRATISE AND DECOLONISE OUR FUTURE

## Operate sustainably

Target	KPI	2025	2026	2027	2028
Increase organisational funding to better cover core costs, including salaries, rent and utilities	% of core operational costs covered by organisational funding	80% <	80% <	80% <	80% <
Ensure projects are adequately funded	Evaluate extent to which projects are adequately resourced	✓	✓	✓	✓
Review and monitor organisational capacity, according to output	Review delivery plan in response to organisational change	✓	✓	✓	✓
	Review and refine roles and responsibilities of each staff member	✓		✓	
Use digital platforms to increase efficiency of operations	Implement ActNow Theatre's Digital Strategy	✓	✓	✓	✓
	Ensure Digital Strategy is up to date	✓	✓	✓	✓
Diversify ActNow's revenue and organisational support	Sell merchandise (tote bags, tshirts, badges, books, posters), on-line resources and digital works on ActNow's website	✓	✓	✓	✓
	Build and grow an ActNow's donor circle	✓	✓	✓	✓
	Promote ActNow's MakeSpace venue as a rehearsal space for hire on digital platforms	✓	✓	✓	✓
	Promote ActNow's service-for-hire workshops on digital platforms	✓	✓	✓	✓
	Scope new partnership opportunities that will provide ActNow with further financial and in-kind support	✓	✓	✓	✓
	Seek diversified funding opportunities from government and business grants outside of Arts South Australia	✓	✓	✓	✓

## GOAL 3.2

# DEMOCRATISE AND DECOLONISE OUR FUTURE

Develop cultural leadership from our priority communities

Target	KPI	2025	2026	2027	2028
Develop emerging cultural leaders from our priority communities	Provide ActNow's Cultural Leadership Program to emerging cultural leaders from our priority communities, subject to funding	✓	✓	✓	✓
	# of participants in Cultural Leadership Program, subject to funding	10		10	
Develop cultural leadership within ActNow's staff	Invite staff to all programming and strategy discussions	✓	✓	✓	✓
	# of external training and development programs offered to staff	3+	3+	3+	3+
Consider progression routes towards Board membership and employment within our program planning	Board and employment progression routes factored into program planning	✓	✓	✓	✓

## GOAL 3.3

# DEMOCRATISE AND DECOLONISE OUR FUTURE

Consolidate our place in the global conversation about CACD practice

Target	KPI	2025	2026	2027	2028
Be part of the global conversation about CACD practice	# of partnerships with national and international CACD organisations	2+	2+	2+	2+
	# of contributions by staff to conferences, key notes, etc	1-2	1-2	1-2	1-2
Create and share reports outlining key findings from our evaluation of working with our priority communities	Evaluation reports shared with industry peers	✓		✓	