

DIVERSITY ARTS AUSTRALIA ANNUAL REPORT 2024



IN COMMUNITY



DiversityArts
Australia

ACKNOWLEDGEMENT OF COUNTRY

Diversity Arts Australia acknowledges the First Peoples of these lands, pays respects to Elders past and present, and recognises that sovereignty has never been ceded. We cannot address migration and race in Australia without contextualising it within the colonisation and dispossession of Aboriginal and Torres Strait Islander people. We seek to be guided in all our work by First Peoples' leadership, recognising the immense value that First Nations artists and cultural workers create within the arts and cultural landscape.

**Always was, always will be,
Aboriginal land.**

About Diversity Arts Australia

Diversity Arts Australia (DARTS) is the national voice for ethnocultural and migrant racial equity in the creative sector. Our work is underpinned by a human-rights ethic, social justice principles, and the belief that a diverse spectrum of creative expression and participation is fundamental to a democratic, inclusive and sustainable creative sector and society. We conduct research, share information and knowledge, produce events, provide training, consultancy and mentorships and commission new works to tell empowering and provoking stories.

DARTS began life in 2001 as Kultour, an initiative established through the Australia Council for the Arts (aka Creative Australia) to increase the profile of culturally and linguistically diverse (CaLD) artists by touring them nationally. Kultour began to shift and sharpen its focus to higher-level strategic support and advocacy. By 2016, Kultour moved from Melbourne to Western Sydney and shortly afterwards became Diversity Arts Australia. Between 2016-2019, DARTS adopted a new strategic approach to building relationships, partnerships and alliances with the cultural sectors to work towards greater racial equity within the sector. In 2016, we focused on Reinvigorating Our Vision. In 2017, we worked on Listening to the Sector. In 2018, it was Collaborative Connections, in 2019, Leadership and Support, in 2020, Equity in Action, in 2021 Sustainable Systems Change, in 2022 it was Reimagining Resilient Futures: Beyond Covid and in 2023 our focus was on Empowering Creative Communities.

Our Vision

A creative sector empowered by Australia's cultural and linguistic diversity.

Our Purpose

Diversity Arts is here to transform our creative sectors by foregrounding culturally and linguistically diverse arts and cultural work, championing leadership that better reflects our communities, and changing the way institutions engage with diversity.

© Diversity Arts Australia

Diversity Arts Australia
8 Victoria Road, Parramatta NSW 2150
Diversityarts.org.au
CreativeEquityToolkit.org

IN 2024, WE DELIVERED:

A review in numbers

53,080



**DIRECT
AUDIENCES**

65+



**ORGANISATIONS
& COMPANIES
PARTICIPATED
IN OUR
CAPACITY
BUILDING
PROGRAMS**

274



**SEMINARS,
TRAINING
SESSIONS AND
MASTERCLASSES
PRESENTED**

100+



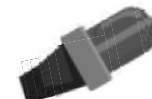
**CREATIVES
COMMISSIONED
AND EMPLOYED**

188



**CREATIVES
PARTICIPATED
IN LEADERSHIP
& PROFESSIONAL
DEVELOPMENT
PROGRAMS**

70



**REVIEWS,
ARTICLES AND
INTERVIEWS
PUBLISHED**

200+



**ORGANISATIONS
PARTICIPATED
IN OUR TALKS,
EVENTS AND
TRAINING**

6



**REPORTS,
BOOKS AND
PUBLICATIONS
LAUNCHED**

SOCIAL MEDIA OVERVIEW

FOLLOWERS/SUBSCRIBERS

18,483

**Combined
followers/subscribers**
across all social media
platforms

5,701

**Facebook
followers**

4,875

**Instagram
followers**

4,095

**LinkedIn
followers**

3,481

**X
followers**

2,622

**DARTS Newsletter
Subscribers**

2,568

Creative Equity Toolkit

114,741

Combined Website Visits
39,976 (CET) +
74,765 (DARTS)

REACH/IMPRESSIONS

498,204

combined reach across
social media platforms

50,000

**X
impressions**

179,619

**Facebook
reach**

154,931

**Instagram
impressions**

113,654

**LinkedIn
impressions**

VIEWS

119,083

YouTube views



IN COMMUNITY: CHAIR AND CEO REFLECTIONS

In 2024, Diversity Arts Australia focused on working in community to deliver programs that strengthened creative exchange, leadership and cultural safety across the sector.

In a period of tensions and shifting policy and funding priorities, our commitment to cultural equity has continued to guide everything we do. It shapes the way we collaborate, create and advocate for lasting change across the sector.

Our programs, partnerships and advocacy amplified the voices of artists and communities who are too often excluded from decision-making. We worked with organisations, governments and institutions to build their capacity, delivering training, and providing frameworks and resources that help make equity, inclusion and anti-racism part of everyday practice in the creative sectors. And we supported employment and leadership pathways for culturally and racially marginalised creatives.

Highlights included the intergenerational mentorship program InterGenerate; the launch of the Shifting the Balance Leadership Program; and the collective learning and solidarity built through Anti-Racism and the Arts. These initiatives provided professional development to individuals, while also addressing structural and systemic barriers. Our research, training and policy work

contributed to change across the wider creative sectors. With more than 270 seminars, workshops and masterclasses delivered, and over 100 creative works commissioned over the year, the reach of this work has been significant. Yet numbers tell only part of the story. The changes that creatives and organisations are making towards cultural safety, representation and justice speak to futures still taking shape.

In 2024, we introduced a new Strategic Plan and Business Plan that set a clear roadmap for the next phase of DARTS' evolution. These plans strengthen our capacity to deliver impact, deepen sector partnerships and ensure our internal systems reflect the equity and care we champion externally. We were also proud to receive confirmation of four-year core funding from Creative Australia as a national service organisation for 2025–2028. This renewed investment affirms the value and necessity of our work in driving systemic equity across the sector.

This work is only possible through community: the artists and creatives we serve, our partners and funders who make it possible, and the DARTS team and Board whose care and hard work sustain our vision. The momentum built this year lays the foundation for deeper, long-term change, work that continues, always, in community.

Cecilia Anthony
Chairperson

Lena Nahlous
CEO & Executive Producer

IN COMMUNITY YEAR IN REVIEW

In 2024, Diversity Arts Australia (DARTS) delivered leadership initiatives, mentorships, workshops, seminars, research, advocacy, commissioned works and capacity-building programs. These aimed to elevate cultural and linguistic diversity in the arts and build sustainable pathways for underrepresented groups, especially culturally and racially marginalised communities.

Highlights include:

CEO Lena Nahlous received the **2024 Arts and Culture Medal in honour of Carla Zampatti** at the NSW Premier's Multicultural Community Medal Awards.

Delivered **StoryCasters 2.0**, mentoring 100+ emerging CaLD content producers.

Final two **Governance Conversations sessions** with Creative Australia drew 117 participants.

InterGenerate collaboration with Sydney Opera House supported knowledge exchange across generations of artists.

Imagine Talks continued, with over 140 participants joining in to hear discussions about racial equity and cultural transformation.

Anti-Racism & the Arts Masterclasses delivered to 27 core participants.

Shifting the Balance of Leadership program supported 20 mid-career leaders.

The Dream Collective provided safe space networking and mentoring sessions for 78 First Nations and CaLD women in the arts.

Fair Play training delivered to Sydney Theatre Company and Orchestra program with 197 participants.

Creative Cultural Diversity Network (CCDN) review initiated, with 50 direct consultations undertaken.

Policy submissions included the **2024-25 Federal Budget and the National Not-for-Profit Sector Development Blueprint** (NFP Blueprint).



CEO Lena Nahlous (awarded the Arts & Culture Medal) alongside other NSW Premier's Multicultural Community Awards winners. (Photo credit: Multicultural NSW / Salty Dingo)

CREATING CONTENT + PLATFORMS

Championing and amplifying the exceptional talent of diverse creatives, DARTS commissions new content tethered to our producing platforms to influence and direct its distribution and broaden potential audiences. We source and commission content through our programs, providing opportunities for creative development, collaboration, skills development, and mentoring.

CREATIVE EQUITY TOOLKIT

The CET continued as a flagship resource for equity in the arts. CET supports institutional change through practical, action-based guidance and is central to DARTS' sector impact.

Developed in partnership with the British Council and supported by Garuwa, 2024 saw:

- **200+ new resources** added
- a **new Leadership topic area** launched with seven actions
- CET aligned with **new training modules and presentations**
- monthly newsletters (**41% average open rate**)
- international audience from **Canada, UK, USA, Philippines** and more
- **new iconography developed** for the CET website
- **global project highlights** featured in the new "Creative Equity in Action" section of the Creative Equity Toolkit

FIND OUT MORE:

creativeequitytoolkit.org



CREATING CONTENT + PLATFORMS

IMAGINE PROJECT: CASE STUDIES AND TALKS

The Imagine Case Studies project builds on the Creative Equity Toolkit and complements The Pacesetters Creative Archives, documenting and sharing examples of leading practice in cultural equity across the arts and screen sectors. Since 2021, over 40 artists, academics and writers have been commissioned to develop the case studies, which have been published via the Creative Equity Toolkit and promoted through ongoing marketing and communications campaigns.

To date, over 70 case studies have been collected with a further two planned via a new partnership with the Canada Council and Toronto Metropolitan University.

Imagine Australia

Launched in 2021, Imagine Australia showcases 21 case studies highlighting best practice in diversity, equity and inclusion across the arts and screen sectors nationally.

FIND OUT MORE:

diversityarts.org.au/imagine_project

Imagine Around the World

In partnership with the British Council, this international stream highlights 40 case studies from across the Global South, spotlighting equity-driven innovation in countries including Brazil, Colombia, Egypt, Ethiopia, Indonesia, Jordan, Malaysia, Nigeria, Palestine, Peru, Philippines, Singapore, Sri Lanka, Tanzania and the UK.

FIND OUT MORE:

diversityarts.org.au/imagine-around-the-world

Imagine First Nations

Led by Dr Genevieve Grieves from Garuwa, this stream focuses on culturally grounded First Nations-led equity practices. The project included a review and update of First Nations content on the Creative Equity Toolkit and the development of 13 new First Nations case studies.

FIND OUT MORE:

diversityarts.org.au/imagine-project-first-nations-led-case-studies/

Anti-racism: Empowering Change Through Art & Culture



Lisa Anderson BLACK CULTURAL ARCHIVES, UK	Kristian Cordero SAYAGE MIND BOOKSHOP & KAMARIN ART GALLERY, PH	Dr Görkem Acaroğlu METANOIA THEATRE, AU	Dr Sukhmani Khorana MODERATOR, UNSW, AU
---	---	---	---

creativeequitytoolkit.org **IMAGINE AROUND THE WORLD**

CREATING CONTENT + PLATFORMS

IMAGINE PROJECT: CASE STUDIES AND TALKS cont.

Three Imagine Talks to spotlight the case studies were delivered in 2024, with hundreds of people engaging in the live talks and with the recordings:

Empowering Change Through Art and Culture

Featuring speakers from Australia (Metanoia Theatre), the Philippines (The Savage Mind Bookshop) and the UK (Black Cultural Archives).

ACCESS THE TALK

diversityarts.org.au/recording-anti-racism-empowering-change-through-art-and-culture

Transforming Communities

Spotlighted work from Fekat Circus (Ethiopia), Orchestra Al-Nour Wal Amal (Egypt) and ActNow Theatre (Australia).

ACCESS THE TALK

diversityarts.org.au/imagine-talk-2-transforming-communities-recording/

Cultural Preservation and Representation Conversation between Dahlia Publishing (UK), Dinamo (Peru), 'It's About Time' Museum (Sri Lanka) and ACT Bilingual Story Time (Australia).

ACCESS THE TALK

diversityarts.org.au/imagine-talk-3-cultural-preservation-and-representation-recording

PARTNERS AND FUNDERS:

British Council, Creative Australia, Create NSW, Garuwa, Canada Council for the Arts and the Toronto Metropolitan University.

“Each speaker had a different focus but spoke with compelling lived experience.”
– Participant feedback

Imagine Talk 2: Transforming Communities

Wanyika Mshila
MODERATOR, AU

Dereje Dange
FEKAT CIRCUS, ETHIOPIA

Azza Guergues
JOURNALIST, EGYPT

Yasmin Gurreeboo
ACTNOW THEATRE, AU

creativeequitytoolkit.org

IMAGINE AROUND THE WORLD

CREATING CONTENT + PLATFORMS

THE COLOUR CYCLE PODCAST (SEASON 7)

Our podcast continues to offer practical, thought-provoking and engaging conversations that educate, inform and inspire the sector.

Although scheduled for release in January 2025, production for Season 7 of The Colour Cycle took place throughout 2024. The new season, *Where We Are Now*, explores stories of creativity, resilience and social change, spotlighting women in hip hop, radical care

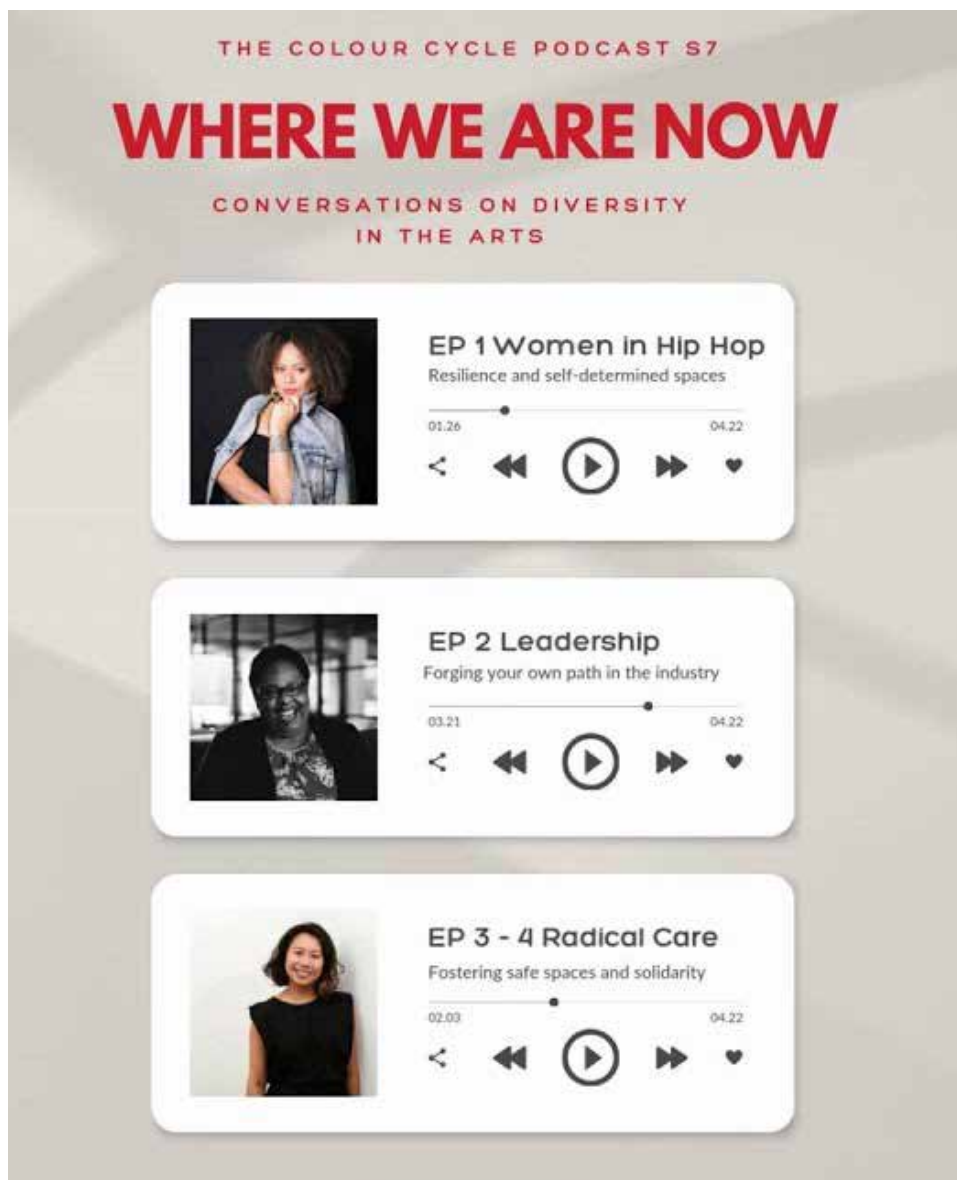
in the arts, and the transformative impact of diverse leadership across Australia and the UK.

PARTNERS AND FUNDERS

British Council Australia, Renaissance One, Creative Australia and Create NSW.

TUNE INTO THE PODCAST

diversityarts.org.au/project/the-colour-cycle



CREATING CONTENT + PLATFORMS

INTERGENERATE: INTERGENERATIONAL ARTIST MENTORSHIP

InterGenerate brought together established and early-career artists from underrepresented culturally diverse and migrant backgrounds in a mentorship-exchange model. Designed to foster dialogue, knowledge sharing and critical reflection, the program supported emerging artists to develop new visual, dance and multidisciplinary works while acknowledging the labour and legacy of older artists.



Led by Paschal Daantos Berry and Carielyn Tunion, the nine-month program paired mentors **Lindy Lee, Khaled Sabsabi** and **Anandavalli** with mentees through creative exchange, studio visits and deep cultural dialogue. The program culminated in a powerful showcase at the Sydney Opera House's Centre for Creativity in August 2024, featuring performances, talks and exhibitions that reflected the artists' heritage, experimentation and collaboration.

Audience feedback reflected the program's strong impact, with **89% agreeing that it deepened understanding of the challenges faced by CaLD artists** and fostered a powerful sense of community. One participant described the experience as "an honest, raw and open exchange of personal experiences unlike any artistic environment I have felt to date."

StoryCasters participant and event reviewer Karen Leong described InterGenerate as "a moving display of talent and heritage... a meaningful and sound landscape for Australia's next generation of diverse artists to seize centre stage."



Featured works included Sufi-inspired classical Indian dance by Lingalayam Dancers under Anandavalli's guidance, restorative textile-based practice by Angie Pai developed with mentor Lindy Lee and cultural journals and visual works by members of An.Other Collective, supported by Khaled Sabsabi.



CREATING CONTENT + PLATFORMS

INTERGENERATE: INTERGENERATIONAL ARTIST MENTORSHIP



“It was a privilege to experience InterGenerate live in action... a truly inspirational initiative fostering connections between artists from culturally diverse and migrant communities.”

Mia Zahra, Executive Manager, Anti-Discrimination NSW

“The camaraderie forged with other artists and mentors through shared moments of vulnerability and creative exploration was unforgettable.”

Masayu Nailah Masagos, mentee

“Truly honoured to have been mentored by one of the greats. Here’s to a lifetime of exploration and continuous learning.”

Vina Purwantoro, mentee

A new benchmark for mentoring.”

Attendee feedback

FUNDERS AND PARTNERS:

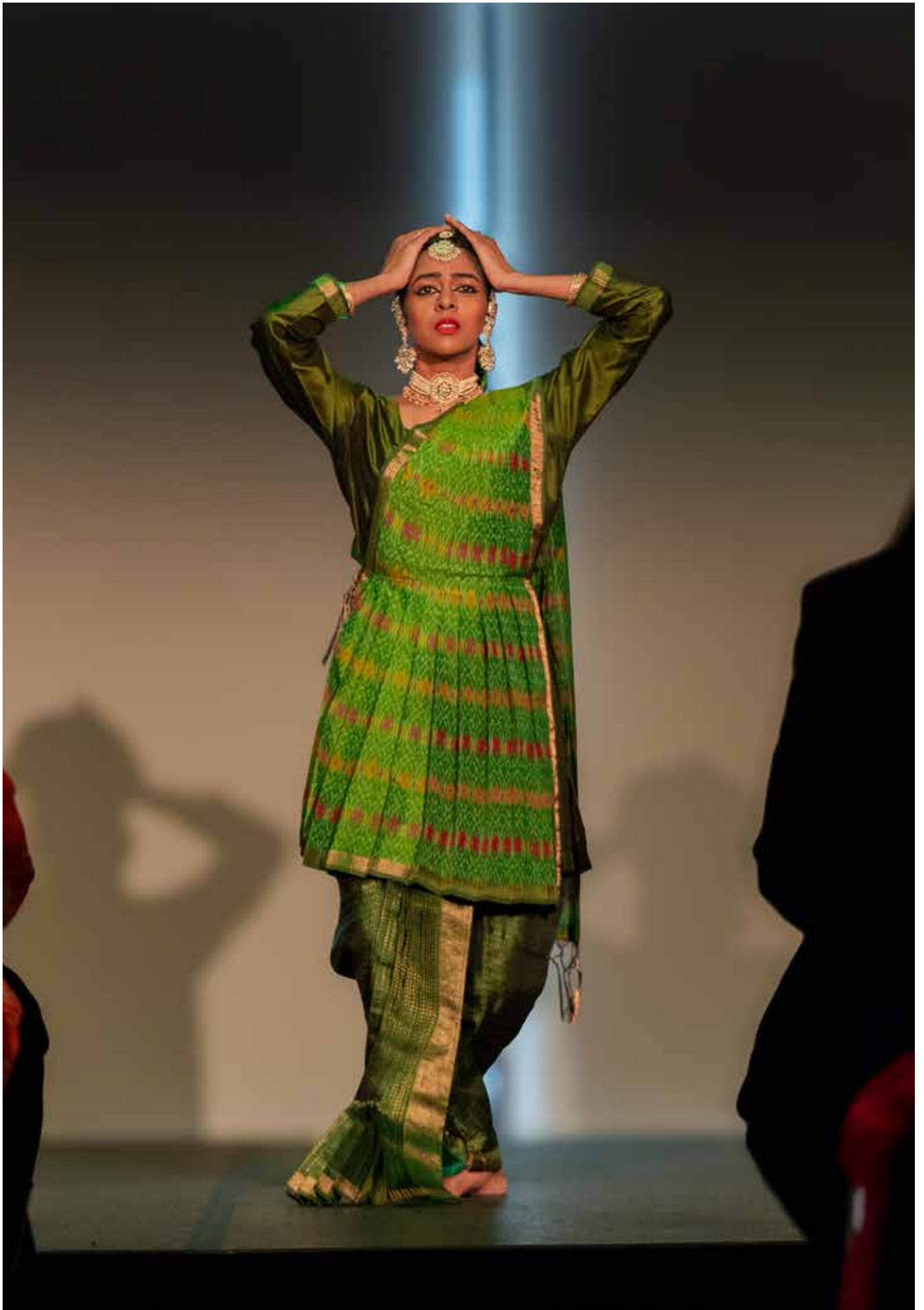
Creative Australia, Create NSW, City of Sydney, Sydney Opera House, Arts and Cultural Exchange

FIND OUT MORE:

diversityarts.org.au/project/intergenerate



Attendees at InterGenerate: The Presentation. From left: Lingalayam Dancers Aditi Manoharan, Vineetha Menon and Dhanya Karthikieyan with mentor Anandavalli; Francisca Peña (DARTS Treasurer), Annette Shun Wah, Lena Nahlous (DARTS CEO), Paschal Berry (Project Producer). Photo credit: Justine Da Jose



InterGenerate: The Presentation. Photo credit: Justine Da Jose

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT

CREATIVE EQUITY AT WORK – NEW ONLINE TRAINING

In 2024, development continued on Creative Equity at Work, a new online, on-demand training initiative that expands access to cultural equity education across the arts and creative industries. Building on the foundations of the successful Fair Play program, this accessible, self-paced series supports individuals and organisations in embedding equity, inclusion and anti-racism practices. Shaped and co-designed with input from diverse artists, creatives and cultural sector stakeholders, the training prioritises justice, equity, cultural safety, intersectionality and lived experience.

In 2024, core modules were developed and pilot-tested with over 40 creatives and 10 arts organisations. Feedback highlighted the clarity, relevance and usability of the content—particularly its accessible language, interactive features and engaging visual design.

The project was made possible through project funding from the City of Sydney and core funding from Creative Australia and Create NSW.

2024 Highlights

- New modules co-designed and tested with creative sector input.
- Content designed for flexibility, accessibility and cultural safety.
- Pilots completed with 10+ arts organisations and 40+ individuals.



Volunteer Acknowledgement: Sherryl Reddy

In 2024, we were very fortunate to have the support of Sherryl Reddy as our Volunteer Impact Manager and Online Training Lead. Sherryl played a pivotal role in the development of Creative Equity at Work, leading the transition of our Fair Play in-person training into an accessible online program. She brought exceptional insight, professionalism and care to this work, contributing her time and expertise on top of an already demanding professional workload.

“Sherryl’s intelligence, generosity and strategic approach have been invaluable. Her work on the Creative Equity at Work program has strengthened not only Diversity Arts but the wider creative sector by making our training more accessible and sustainable. She brought clarity, intelligence and generosity to every stage of the project, and her contribution continues to shape how we deliver this work.”

Lena Nahlous, CEO, Diversity Arts Australia

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT

RIPPLE: DISABILITY + CULTURALLY DIVERSE INTERNSHIP PROGRAM - PLANNING FOR 2025

Ripple is a professional development and internship initiative supporting d/Deaf and disabled emerging creatives from culturally diverse backgrounds. Led by Accessible Arts in partnership with Diversity Arts Australia (DARTS), the program provides paid internships, mentorship and pathways into the arts and creative industries. In 2024, planning commenced for the third iteration of Ripple, to be delivered in 2025.



STORYCASTERS: SUPPORTING YOUNG AND EMERGING CREATIVES

In 2024, StoryCasters continued to empower young and emerging creatives from culturally and linguistically diverse backgrounds through hands-on training, mentorship and professional pathways in media, content production and storytelling.

StoryCasters 2.0, engaged over 100 participants across writing and criticism, photojournalism, podcasting, theatre-making, media masterclass series. Led by Program Manager Simone Amelia Jordan, participants took part in 24 training sessions, four media masterclasses, industry excursions to SBS News and Hachette Australia, and 2 networking events with Media Diversity Australia.



StoryCasters 2.0 cohort. Photo credit: Anna Hay.

A partnership with MC NSW, a big part of the project was to produce content for the launch of relaunch of their youth magazine, The New Point

Throughout the program, participants published stories with Artshub, Aniko Press and prepared work for Multicultural NSW's New Point Magazine. They presented their final works at a graduation showcase held at Arts & Cultural Exchange, Parramatta. Highlights included conversations and workshops with prominent journalists and editors such as Antoinette Lattouf, Rayane Tamer, Rashell Habib, and Lillian Saleh, offering rare insights into Australian media from diverse perspectives.

FUNDERS AND PARTNERS:

Multicultural NSW, Creative Australia, Create NSW, Media Diversity Australia, Sweatshop Literacy Movement, Arts & Cultural Exchange, Phoenix Eye Productions.

READ

storycasters.net

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT



ANTI-RACISM & THE ARTS: CAMPAIGN AND MASTERCLASSES

This campaign and training program builds anti-racism capacity across the creative sector. In 2024, 27 culturally diverse participants completed anti-racism training delivered in partnership with TAFE NSW, led by Dr Paula Abood and Gary Paramanathan.

Alongside the training, we collaborated with the Project Reference Group and Masterclass participants to shape the campaign and its educational materials. Development work included creating a dedicated resource hub (antiracism.art), an online Racial Literacy Quiz/module, and commissioning artist Judy Kuo to produce campaign artworks and illustrations. The campaign's educational content, website, launch event and visual identity will be launched in 2025.

For a full list of Project Reference Group members and Masterclass participants, see the Acknowledgements section.

FUNDERS AND PARTNERS:

NSW Government – Premier's and Cabinet Office, TAFE NSW, Creative Australia, Create NSW, City of Sydney, Sydney Opera House, Arts and Cultural Exchange, Anti-Discrimination NSW, Australian Human Rights Commission, Curious Works, Democracy in Colour, Settlement Services International, We are Studios.

FIND OUT MORE:

Anti-Racism & The Arts
Antiracism.art

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT



Shifting the Balance of Leadership Program 2024 cohort with TAFE NSW and Diversity Arts Australia staff.
Photo credit: Benjamin Tiger La.

SHIFTING THE BALANCE LEADERS

Shifting the Balance Leaders is a new program for arts and creative sector leaders seeking to strengthen their leadership practice, expand networks and explore new ideas and collaborations.

Delivered in partnership with TAFE NSW, the program is tailored to people from underrepresented Culturally and Linguistically Diverse (CaLD) and Culturally and Racially Marginalised (CaRM) backgrounds in NSW's arts and cultural sectors. It targets mid-career professionals with more than five years of experience, including artistic directors, curators, senior producers, CEOs, managers and others in decision-making roles who are committed to equity and social change.

Stage 1: Training and Masterclasses (2024)

In 2024, **20 arts leaders** completed **two TAFE NSW leadership micro-credentials**, achieving a 100% completion rate. Training and masterclasses with subject-matter experts, mentoring and networking opportunities strengthened participants' leadership

capability, sector knowledge and professional pathways. Participants were from Western Sydney, regional NSW and Greater Sydney.

Stage 2: Fellowships and Professional Development (commencing 2025)

Planning began in 2024 for the program's second stage, which includes **fellowships, mentorships, industry excursions, further training and self-directed leadership projects**. Graduates from Stage 1 will be awarded fellowships to design and implement their own professional development initiatives in 2025. The program will be opened to a wider groups of leaders via industry days, talks and excursions.

For a list of 2024 participants, see the **Acknowledgements** section.

PARTNERS AND FUNDERS:

TAFE NSW, Create NSW, Creative Australia, City of Sydney, City of Parramatta.

FIND OUT MORE:

Shifting the Balance

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT

THE DREAM COLLECTIVE

Launched in September 2024 by author and media professional, Simone Amelia Jordan, and supported by Diversity Arts Australia, this monthly Sydney-based series has created safe networking and informal mentoring spaces for 114 First Nations and culturally diverse women working across arts, media and entertainment. Three events took place in September, October and November at Aedge Hotel, Surry Hills NSW, with a total of 114 attendees.

There are plans for the series to continue in 2025 with a Vision Board Workshop, bi-monthly virtual sessions for regional and inter-state attendees and more events in collaboration with DARTS.

FIND OUT MORE:

[Dream Collective](#)



Dream Collective 2024 cohort. Photo credit: Stephen Meza.

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT

FAIR PLAY: EQUITY, INCLUSION AND THE CREATIVE INDUSTRIES

Fair Play is Diversity Arts Australia's flagship equity, diversity and inclusion capacity-building program for the arts, screen and creative sectors.

In 2024, Fair Play program continued to support the creative industries by focusing on equity, diversity, accessibility capacity building through in-depth workshops and training on cultural safety, anti-racism, access and systemic change.

In 2024, DARTS delivered the Fair Play program training to Sydney Theatre Company and Orchestra Victoria.

Most of the focus in 2024 was in converting/ translating the in person training into online, on-demand, self-paced training into the Creative Equity at Work program (see Creative Equity at Work).

"I became aware of differences in terminology used to discuss racism, so I am better equipped to have future discussions regarding racism both in society and in the workplace."

"I think [Fair Play] is incredibly important to understand the real world we live in, and to increase my literacy in that area."

"Exceptional clarity without trying to remove the difficulty of race discussions"

FIND OUT MORE:

Fair Play Project

Training: <https://diversityarts.org.au/training>



Photo credit: Multicultural NSW / Salty Dingo)

TRAINING, CAPACITY BUILDING + PROFESSIONAL DEVELOPMENT

GOVERNANCE CONVERSATIONS: TRANSFORMING ARTS LEADERSHIP

“Immeasurably useful for my confidence... Thank you.” — Participant feedback

In partnership with Creative Australia, we delivered six Governance Conversations between August 2023 and March 2024, addressing critical issues in arts governance. The sessions were chaired by Diversity Arts Australia CEO, Lena Nahlous and produced by Dr Gökem Acaroğlu.

The final two webinars explored:

Impact and Stakeholder Governance

This session explored how governance can help organisations to balance internal priorities with stakeholder expectations, manage conflicts, maintain integrity and align diverse values to achieve social and ethical impact.

Speakers:

Mindy Leow (Director of Impact and Growth, B Lab Australia and Aotearoa NZ) and Elaine Chia (former Executive Director of Adelaide Festival and CEO of Sydney City Recital Hall).

Regenerative Practices and Climate Justice

This session explored how governance can lead climate action, integrate regenerative thinking and drive sustainable futures.

Speakers:

Pippa Bailey (independent producer and climate justice advocate) and James Arvanitakis (Director, Forrest Research Foundation).

These sessions built on earlier topics including board diversity and cultural safety, succession planning, First Nations governance and managing stakeholder conflict.

The total Attendance across all 6 sessions was a total of 1,322 live participants.

ACCESS THE SESSIONS:

creative.gov.au/resources/governance-hub (hosted by Creative Australia)

FIND OUT MORE:

Fair Play Project
diversityarts.org.au/training



Governance Conversation 6 Speakers: Lena Nahlous, Pippa Bailey & James Arvanitakis.

ADVOCACY AND INFLUENCE

GOVERNANCE CONVERSATIONS: TRANSFORMING ARTS LEADERSHIP

Policy and Advocacy Submissions:

As a leading national voice for ethno-cultural and migrant racial equity in the arts, cultural and creative sectors, our submissions are informed by our work with thousands of artists and creative workers via our programs, talks, events, collective advocacy and research. Our advocacy work also draws guidance from collaboration with various national peak and grassroots organisations in the arts, screen, and creative sectors.

National Not-For-Profit Sector Development Blueprint Submission (January 2024)

DARTS made a formal submission to the Department of Social Services in support of the Australian Government's plans to develop a sector-led not-for-profit (NFP) blueprint. Our submission included a series of proposals aimed at enhancing the NFP sector's capacity to reconnect and support Australian communities, from improving data capabilities to strengthening governance and leadership.

2024-25 Federal Pre-Budget Submission (January 2024)

Aimed at ensuring that the arts, screen and creative sectors are representative of the whole Australian community, DARTS' submission to the Treasury called for a longer-term, targeted investment from the federal government to build CaLD capacity in the arts, screen and creative sectors. DARTS also continued to advocate for equity-tested funding proposing that at least 40 per cent of all funding allocated be earmarked for CaLD artists and creatives, CaLD-led organisations and other organisations that support CaLD creatives.

FAIR PLAY REGIONAL VICTORIA SYMPOSIUM (BENDIGO)

Following the successful Fair Play Regional Victoria Symposium held in Bendigo in late 2023, we produced a series of short videos to share key discussions and insights from the event.

ACCESS THE VIDEOS:

https://www.youtube.com/playlist?list=PL0j1ixk_-J8oOxhjW3uWwNthP9UWI8ylr



ADVOCACY AND INFLUENCE

CREATIVE CULTURAL DIVERSITY NETWORK (CCDN)

DARTS continued its long-standing collective advocacy on issues impacting creative workers and organisations via the Creative Cultural Diversity Network (CCDN). In the first half of 2024, we hosted four online roundtables bringing together creatives from all over the country.

In August 2024, DARTS paused CCDN's regular roundtables to conduct a review. Activities included:

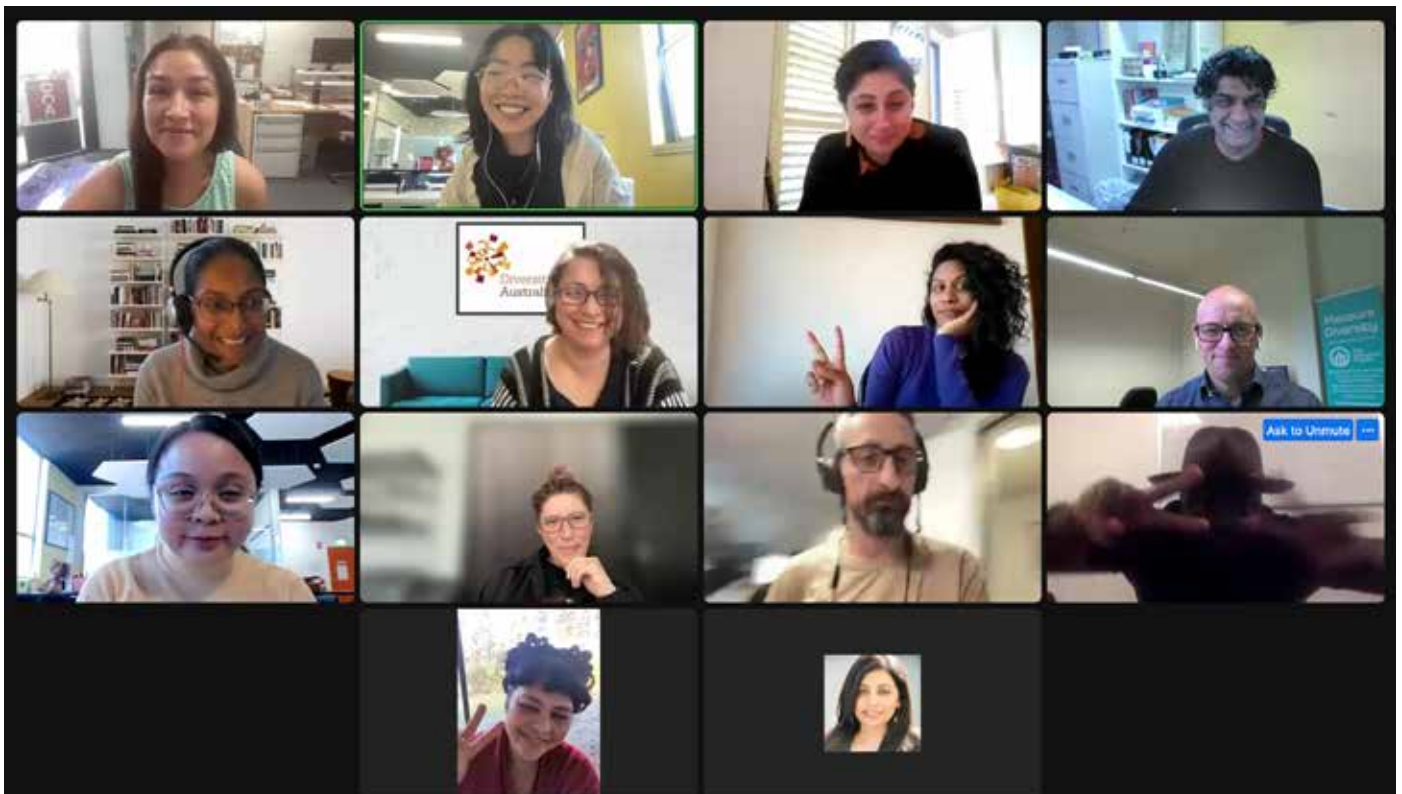
- 50 direct consultations via one-on-one interviews, focus groups, and an online survey
- * Sector-wide feedback to shape future CCDN strategy
- * Review report due in early 2025

Feedback from review participants has been essential to guide the CCDN's focus and structure going forward:

"[The CCDN] made me feel seen... It created a safe space to come together." **Interviewee**

"[One of] the values of this network is that we can learn from each other. So, like, yeah, we've been in this meeting for 49 min. And I've already learnt lots of good things." **Focus Group participant**

"I think to be in spaces that are safe, to have similar stories and experiences of being in the sector is really important, and that's why (...) sometimes it's important to just have spaces to brainstorm and think and share ideas. And sometimes, if these ideas can become tools for advocacy, that's a pretty good thing. But it's not always necessary." **Interviewee**



Creative Cultural Diversity Network meeting participants

RESEARCH + CONSULTATION

DARTS is a leading organisation in creative sector equity research. We collect quantitative and qualitative data through all programs and communication platforms and produce reports, podcasts and digital resources to share findings, facilitate conversations and drive change. Our 2024 activities included:

SHIFTING THE BALANCE 2.0: FIRST NATIONS AND CULTURALLY DIVERSE LEADERSHIP WITHIN AUSTRALIA'S ARTS, SCREEN AND CREATIVE SECTORS.

We began research for Shifting the Balance 2.0, a follow-up to our landmark 2019 report. The research scope has been expanded to include a First Nations focus, in partnership with the University of Technology's Jumbunna Institute. This research has also expanded to include a new qualitative component—interviews and yarning circles—and a review of over 2,900 leadership roles in the creative sector.

CREATIVE EQUITY TOOLKIT (CET): GLOBAL AND NATIONAL RESEARCH

The Creative Equity Toolkit (CET), developed in partnership with the British Council, is an online platform that shares research, case studies, leading practice, templates and interactive resources to support cultural equity in arts and creative organisations across Australia, the UK and the world. Launched in 2020, the Toolkit has grown to more than 2,500 subscribers and continues to attract a global audience. In 2024, more than 200 resources were added to the site, and the newsletters achieved an average open rate of 41%, with readership across Australia, the United States, the United Kingdom and Canada.

Major work in 2024 included the launch of a new Leadership topic area. This addition complements DARTS' broader leadership research and aligns with the Shifting the Balance Leaders Program and our equity training. It provides practical tools for building inclusive and representative leadership across the creative industries.

We also introduced the 'Creative Equity in Action' series, spotlighting projects from around the world that are advancing equity in the arts.

Since 2021, the Toolkit has produced a series of 70 case studies under the Imagine banner: Imagine Around the World (Global South research), Imagine Australia (national CaLD case studies) and Imagine First Nations, led by Garuwa and Shifting Ground. These projects continued through 2024 via the Imagine Talks series and a collaboration with the Canada Council for the Arts to develop two new Canadian case studies.

The CET continues to inform and strengthen DARTS' wider work, underpinning our training programs, Anti-Racism and the Arts campaign, and policy advocacy.

For more on the CET and Imagine projects, see *Creating Content + Platforms* (pp. xx-xx)

FIND OUT MORE:

CreativeEquityToolkit.org
diversityarts.org.au/project/diversity-toolkit

FAIR PLAY REFLECTIONS REPORT

Building on the Fair Play program, which has undertaken deep equity work with more than 50 organisations, this report shares insights and qualitative data gathered from Fair Play programs and symposia since 2019. The report is currently in development and is scheduled for launch in February 2026 at the Wheeler Centre.

PARTNERSHIPS + INFRASTRUCTURE

Strong, reciprocal partnerships and robust infrastructure remain central to our work and long-term sustainability. These principles underpin all DARTS programs and internal operations.

PARTNERSHIPS

In 2024, we continued to build and strengthen partnerships that expanded our reach across research, program delivery, systems change and advocacy. See

We also advanced our Digital Engagement Strategy and built on revenue and fundraising strategies developed with WAUC and Wendy Brooks & Partners. Our work continued to be guided by Diversity Arts' Justice, Equity, Diversity and Inclusion Plan.

INFRASTRUCTURE

We continued to develop digital infrastructure, including websites and shareable resources, that strengthen sector-wide equity, inclusion and anti-racism. Internally, we refined systems across administration, communications, planning, technology and training to sustain our team and embed accessible, trauma-informed practices.

In 2024, we introduced a new **Strategic Plan and Business Plan**, establishing clear priorities and a long-term roadmap to guide our organisational growth and impact.

TRAINING AND PROFESSIONAL DEVELOPMENT

Staff and board members undertook governance and sector training, reinforcing our commitment to continual learning and organisational resilience. In recent years, staff have also completed a range of professional development programs, including the Black Dog Institute's Mental Health Training, Mental Health First Aid, the Aboriginal and Torres Strait Islander Studies Core Cultural Learning program, and disability inclusion training.



DARTS Planning Day

ACKNOWLEDGEMENTS

Thank you to all of our partners, funders and community collaborators. Without your support, this work would not be possible.

FUNDERS AND SUPPORTERS

Key Funding Partners (2024)

Creative Australia
Multicultural NSW
Create NSW
Equity Trustees (Barbara Jane Auld Trust, Alec Veit Trust, C D Donehue Fund)
City of Sydney
NSW Premier's Department
British Council Australia
City of Parramatta
Sydney Opera House
Canada Council for the Arts

Partners and Collaborators:

TAFE NSW
Arts and Cultural Exchange
Accessible Arts
Media Diversity Australia
Garuwa
Shifting Ground
Jumbunna Institute for Indigenous Education & Research
Sweatshop Literacy Movement
Anti-Discrimination NSW
Australian Human Rights Commission
Settlement Services International
Democracy in Colour
CuriousWorks

PROGRAM PARTICIPANTS AND REFERENCE GROUPS

Anti-Racism and the Arts Project Reference Group Members:

Dr Paula Abood, Senior Education Officer – Multicultural Engagement, TAFE NSW

Emmanuel Asante, Artist and Board Member, We Are Studios
Dr Rosalie Atie, Director, National Anti-Racism Strategy, Australian Human Rights Commission
Raphael Brasil, Arts & Culture Producer, Settlement Services International
Jenny Cao, Digital Communications Coordinator, Democracy in Colour
Nadyat El Gawley, Radio Producer and Podcaster
Joannie Lee, Community Organiser, Democracy in Colour
Moones Mansoubi, Manager – Youth, Women & Communities, Settlement Services International
Zarlasht Sarwari, Community Engagement Officer, Anti-Discrimination NSW (thank you also to Gillian Stokie who also contributed)
Morlai Kamara, Community Engagement Officer, Anti-Discrimination NSW
Adol Takpiny, Community Engagement Officer, Anti-Discrimination NSW
Kiriaki Zakinthinos, CEO, CuriousWorks

Anti-Racism and The Arts Masterclass Participants:

Adrian Mouhajer, Dr Alexia Derbas, Alissar Seyla, Angie Pai, Arfa Khan, Athésia Music, Egan Sun-Bin, Emmanuel Asante, Jayanto Tan, Jonathan Chan, Leo Chau, Madison Connors, Marisa Pasicznik Ross, Nadia Di Martino, Nancy Diaz, Natasha Yayoi Marich,

R. Ramos, Sara Mir, Shasha Gong, Swaroopa Unni, Thirangie Jayatilake, Tia Mavanie and Yuki Kawakami.

Shifting the Balance of Leadership Program Participants:

Ali Mahmoud Ibrahim, Athésia Music, Belinda Jombwe, Maria 'Coti' Cibils, Jonathan Chan, Danielle Tuwai, Juan Guillermo Robayo Gomez, Laura Luna, Lucia Nguyen, Lusi Austin, Marian Abboud, Maissa Alameddine, Moones Mansoubi, Neel Banerjee, Oumi Karenga-Hewitt, Nicole Pingon, Piumi Widjesundara, Talia Smith, Vanessa Andres and Yuki Kawakami.

StoryCasters Core Participants: Writing:

Samantha Haran. Mia Shouha, Magdalene Konneh, Lina Ali. Kian Farzam, Karen Leong. Joannie Lee, Danny Yazdani, Cherry Zheng & Anushri Sood

Podcasting:

Nina Williams, Jhames Montemayor, Abhishek Gurjar, Abhranil Hazra and Maybelline San Juan

Photojournalism:

Wendy Chen, Stephanie Mora, Pratha Nagpal, Miwa Blumer, Michelle Elias, Gum Guo, Gabriela Rocha, Benjamin Tiger La & Adrian Mouhajer

ACKNOWLEDGEMENTS

Our People

Thank you to our board, staff, contractors and collaborators

BOARD MEMBERS

Cecilia Anthony

Chair of Board; Chair,
Governance Subcommittee

Francisca Peña, CPA

Treasurer; Chair, Financial
Subcommittee

Anthony Peluso

Deputy Chair; Member,
Governance Subcommittee

Professor Karen Soldatic

Director; Member,
Fundraising and Growth
Subcommittee; co-Chair,
Equity Action Planning
Subcommittee

Ade Djajamihardja

Director; Co-Chair,
Equity Action Planning
Subcommittee

Phebe Chan

Chair, Fundraising and
Growth Subcommittee

FIND OUT MORE:

[diversityarts.org.au/about/
meet-our-board](https://diversityarts.org.au/about/meet-our-board)

CORE TEAM

Lena Nahlous

CEO and Executive Producer

Joanne Cooper

Administration Manager and
Executive Assistant to CEO

Glaiza Perez

Digital Engagement and
Communications Manager

Kevin Bathman

Producer - Strategic Projects

Carielyn Tunion

Creative Producer - Projects
and Campaigns

Dr Rohini Balram

Research, Education and
Policy Manager

Simone Amelia Jordan

-Project Producer - Special
Initiatives

Dr Ivy Vuong

Content Producer and
Research Associate

Carolina Triana Cuéllar

Research and Policy
Associate

Sonia Mehrmand

Producer and Training
Consultant

Ayesha Mahmud

Research Assistant

Sherryl Reddy

Volunteer Impact Manager
and Online Training Lead

CONTRACTORS

Dr Gökem Acaroğlu

Lead Training Consultant
(Fair Play); Producer
(Imagine Talks and
Governance Conversations)

Aneeta Menon

Senior Learning Specialist,
Wordology

Tiani Chillemi

Marketing and
Communications Specialist,
Pubblico

**Madlen Toumbourou
and Bonnie Young**

Business Development
and Growth Consultants
at Madlen Toumbourou
Consulting

Nadyat El Gawley

Podcast Producer

Paschal Daantos Berry

Creative Director,
InterGenerate

Gary Paramanathan

Educator/ trainer

Dr Paula Abood

Lead Trainer/ Creative
Producer/ Educator

Judy Kuo

Artist and Illustrator

Ben Hoh

Designer, Studio Thing

Suzy Monzer

Research Assistant

Margaret Mayhew

Accessibility Consultant

Morwena Collett

Accessibility Consultant

We would like to thank all
of our contractors for their
contributions, including
those not listed here.

