

## **La Mama's Ethical Decision-Making Policy**

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### **Purpose**

La Mama's Ethical Decision-Making Policy serves as a framework for key decision-making processes. This policy aims to provide practical guidance to La Mama, its board, executive and staff in reducing conflicts, addressing dilemmas and identifying ethical courses of action on behalf of the organisation. It reinforces the organisation's mission, goals, principles and strategic objectives, ensuring they are embedded in an ethically sound decision-making framework.

### **Scope**

This Ethical Decision-Making Policy applies holistically to La Mama from governance through to all artistic activities, events and operations. This policy is applicable to all board members and employees who are expected to familiarise themselves with its principles and apply them in all decision-making, planning and goal-setting responsibilities.

### **Principles and criteria**

#### **Organisational sustainability**

- Our governance practices will help ensure sound financial management, and accountability to stakeholders.
- We will comply with all relevant laws, regulations and industry standards.
- We will proactively identify and manage risks that may impact the organisation's operations, reputation or stakeholders.
- We will not engage in actions that may jeopardise the organisation's operations, reputation, or the interests of our stakeholders.

#### **Accessibility**

- We will proactively seek to make all organisation activities and programming accessible for individuals.
- We will not discriminate against or exclude individuals based on disabilities or any other characteristics that might hinder their access to our organisation's activities or programming.

#### **Diversity and inclusion**

- We will actively foster and support diversity and inclusion.
- We will not engage in actions that discriminate against individuals based on their backgrounds, characteristics or identities, or compromise their safety.

### **Artistic integrity**

- We will prioritise the protection of intellectual property rights, including Indigenous Cultural and Intellectual Property, and uphold artistic integrity.
- We will not engage in activities that compromise intellectual property rights or undermine artistic integrity.

### **Community empowerment**

- We will collaborate with our artist communities to amplify their voices and enhance positive impacts and outcomes.
- We will not engage in activities that ignore or diminish the voices of our communities or hinder their collaboration in our activities.

### **Social responsibility**

- We will seek partnerships with organisations and sponsorships that align with our ethical values and support our mission.
- We will not partner with or accept sponsorship from companies that have a proven track record of ethical misconduct.

### **Transparency and accountability**

- We will maintain open, honest and transparent communication with stakeholders, providing regular updates on our activities and decision-making.
- We will not engage in deceptive or non-transparent communication with stakeholders, and we will not withhold relevant updates on our activities and decision-making processes.

### **Climate and environment responsibility**

- We will ensure our organisation and activities minimise their impact on the environment.
- We will collaborate with partners that prioritise climate and environmental actions.
- We will not partner with or accept sponsorship from companies invested in fossil fuels.

### **Respect for First Nations peoples and cultures**

- We will proactively strive to ensure cultural safety for all First Nations peoples.
- We will not engage in actions that compromise cultural safety for First Nations peoples or disrespect their cultures.
- We will adhere to the Creative Australia [Protocols for Using First Nations Cultural and Intellectual Property in the Arts](#).

### **Data privacy and protection**

- We will safeguard the privacy of stakeholder data and information, following best practices in data protection.
- We will not use systems or participate in cyber activity that puts the organisation and our stakeholders at risk or vulnerable.

### **Fair and safe working conditions**

- We will provide fair and safe working conditions for all employees, ensuring fair wages, reasonable working hours and a safe work environment.
- We will not subject employees to unfair wages, unreasonable working hours, or unsafe working conditions.
- We will encourage safe and fair working conditions for the independent artists working at La Mama and support their remuneration as best we can.

### Decision-making process

To effectively address ethical dilemmas, La Mama will undertake the following steps.

#### Step 1: Identify and understand

- **Analyse the nature of the dilemma or issue requiring a decision:** When faced with an ethical dilemma or decision, the board and CEO will analyse the specific situation, its implications and the values at stake.
- **Evaluate potential negative effects or unequal benefits:** We will carefully consider the potential consequences of each available option, assessing whether any option could result in harm to La Mama or its stakeholders or disproportionately benefit certain stakeholders.
- **Assess the availability and completeness of information:** We will attempt to ensure that decision-makers have access to accurate and comprehensive information relevant to the ethical dilemma to make well-informed choices.
- **Identify relevant stakeholders and their concerns:** We will recognise and involve all relevant stakeholders who may be impacted by the decision. Understanding their perspectives and concerns is crucial in ethical decision-making.
- **Encourage the generation of creative options through consultation:** Our decision-makers will foster an environment that encourages open communication and diverse perspectives.
- **Explore different options and avenues for resolution:** Instead of rushing into a decision, we will explore multiple options and alternative solutions to identify the most ethical and suitable course of action.

#### Step 2: Evaluate

The ethical decision-making principles and criteria will be used for all decisions made on behalf of the organisation, including all board members and management. Depending on the scale and nature of the ethical issue, La Mama may include representatives from key staff, artists, community members, key stakeholders, and experts from relevant fields in our evaluation of the ethical issue.

We will assess each option against the following evaluation criteria:

- Respect for individuals, principles and values.
- Fair treatment of people involved.
- Greatest overall good and harm reduction.
- Alignment with the La Mama's purpose.
- Consideration of stakeholders' relationships, concerns and feelings.

#### Step 3: Test and refine

We will compare different options and scenarios, including any identified consequences based on the evaluation criteria above. We will:

- Consider external perspectives and potential outcomes.
- Determine the best option that addresses the situation and stakeholder concerns.

#### Step 4: Take action

Following assessment of decisions options and avenues for resolution using the decision-making criteria, La Mama will enact the decision through the following phases.

1. **Implementation:** Once the decision is made, La Mama will put the preferred option into action. This may require strategic facilitation by the board and management to support a cohesive 'voice'. This may be needed to mitigate risk and navigate multiple stakeholders and areas of sensitivity, and to support stronger organisational governance and oversight.
2. **Monitoring:** During the implementation phase, La Mama will actively monitor the outcomes and effects of the decision. This will be done by gathering feedback from stakeholders involved in or affected by the decision, as well as collection of data where applicable. This may include tracking attendance, measuring audience satisfaction, and assessing impact on the community.
3. **Further action and adjustments:** Through the monitoring process, La Mama may take further action or make adjustments to ensure the ongoing effectiveness or positive effects of the decision made.

## Step 5: Reflect

Following enactment of the decision, La Mama will undertake the following process to reflect on the decision and its implications.

1. **Reflection:** After the defined period of implementation, the organisation will conduct a structured review session involving key stakeholders, such as board members, management, artists and community members. During this session, they will discuss the results, successes, challenges and any unforeseen consequences that emerged from the decision.
2. **Lessons learned:** Through the reflection process, the organisation will identify valuable lessons learned from the decision-making experience by analysing what worked well and what could be improved for future decision-making processes.
3. **Areas for improvement:** Based on the insights gained during the reflection, the organisation may identify specific areas where improvements can be made. This could involve refining processes, adjusting strategies, or addressing shortcomings to enhance future decision-making outcomes.

## Breaches or misconduct

La Mama has clear expectations that the above principals will be adhered to and consequences for breaches of the above principles are outlined in our Safe Space Policy. We have established procedures for reporting and addressing ethical concerns or misconduct within the organisation. Appropriate measures, including disciplinary actions, if necessary, are in place to address breaches and ensure accountability and integrity.

## Policy evaluation

La Mama is committed to regularly evaluating the effectiveness of this Ethical Decision-Making Policy. We actively monitor compliance with the policy's principles and procedures. Feedback from stakeholders is actively sought and considered to gather diverse perspectives and make adjustments as needed. Continuous evaluation and improvement are integral to our ethical decision-making processes.

<b>Roles and responsibility</b>	
<i>Artists working at La Mama</i>	Consider La Mama’s ethical decision-making policy in independent operations
<i>Staff, Volunteers</i>	Implement ethical decision-making policy in operations
<i>CEO</i>	Oversee and coordinate updating of ethical decision-making policy in operations
<i>CEO</i>	Engage Board of Management in ethical decision-making policy for specific circumstances where a risk of personal injury to any person, reputational harm to La Mama or perceived harm to one or more of La Mama’s existing stakeholders or the nature of a sponsor or amount of sponsorship, regardless of the actual risk to La Mama’s principles of artistic freedom.
<i>Board of Management</i>	Oversee and implement ethical decision-making policy for all governance, strategy and all risk management.

This section outlines the responsibilities of the Board, management and staff in regards to the policy as well as who is responsible for developing, maintaining, monitoring and implementing the policy.

### **Interacting policies and information**

Include other policies, documents or legislation. Hyperlinks are acceptable and may need updating from time to time.

- La Mama’s Safe Space Policy
- La Mama’s Risk Assessment Framework
- La Mama’s Artist and Audience: Freedom, Responsibility, Safety and Care Statement