

Danish Actors' Association

2022 Vision and focus areas





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Photos: Henning Hjorth



WHY DO WE NEED A VISION AND STRATEGY?

The most outstanding artists and their association

Our members are actors, dancers, choreographers, musical performers and opera singers. They are among the best in their profession, and they make a significant contribution to the advancement of the Danish public's enlightenment and welfare. Our association, the Danish Actors' Association, plays a natural supporting role in this respect.

Our members operate in a labour market that is challenged by current trends. This requires a labour union that proactively works for appropriate working conditions and is always available to provide advice and support to its members.

That is what we in the Danish Actors' Association (DSF) do today and what we will continue to do in the future. Therefore, the Board of Directors has prepared an ambitious vision and designated a number of focus areas in order to make the association's vision a reality.

Our association is comprised of approximately 2,200 members and includes close to 100 percent of Danish actors, dancers, choreographers, musical performers and opera singers. They are performers, typically on stage, in film or on TV, but also any other place where you will find an audience.

Why is a strategy needed?

In 2016, DSF carried out a member survey. The responses showed that our members are very satisfied with and loyal to the association. Our financial position is also good. Today, the association is in a situation where we do not necessarily need to

implement radical changes in order to maintain the high degree of organisation. However, the member survey highlighted that we can further improve our members' satisfaction and loyalty by focusing on the association's representation of our shared interests, image, values and community. We have taken this into account in the strategy.

Our ambitious strategy

The strategy consists of a vision, the i.e. where and what we will ideally be as an association in 2022, which sets the course for DSF's development towards 2022. This is accompanied by a number of focus areas, all of which will help us move towards that vision. The focus areas set the framework for our efforts and our annual work plans.

The vision briefly outlines the kind of association we will be - and be seen as - in 2022, where we will continue to have an extremely high degree of organisation and highly satisfied members. The focus areas establish the kind of work we will do to make the vision a reality.

We have high ambitions, and the strategy is the guiding principle in our work in the Board of Directors and for the secretariat's work up to 2022.

Best regards,

The Danish Actors' Association Board of Directors

April 2017



DSF'S 2022 VISION

*We strive for rich and diverse arts and culture that benefits all of society.
We ensure good working conditions for our members so that they can contribute
in the best way possible.*

We will make the vision a reality by focusing on the five areas that will have the greatest impact.

Five focus areas

A general note about our focus areas:

Each area has a brief and concise headline. This is followed by a short outline of the status quo and background for the focus area; a preamble of sorts.

We then lay out in bullet points what the focus area entails. These points are italicised to reflect their importance, and establish where exactly we see ourselves in 2022. We round off each focus area with examples of what the board means with regards to the focus area.

Going forward, the board and secretariat will rely on the five focus areas to determine strategically important initiatives and prepare corresponding concrete annual work plans. We will use the focus areas to prioritise what is important in our efforts to ensure good working conditions for our members.

The five areas are:

- We put art at the top of the agenda
- We ensure fair compensation and employment conditions for all our members
- We protect artists' rights
- We cultivate new work areas
- We promote solidarity

Each of these areas are elaborated upon in the following pages.





WE PUT ART AT THE TOP OF THE AGENDA

Culture and art can be found everywhere, and everyone partakes in and enjoys culture and art on a daily basis. Our members contribute to this.

We are striving for rich and diverse arts and culture across the whole of Denmark for the benefit of the public and our members.

We set the tone by seizing every opportunity to highlight the societal utility value of our art and the importance of proper working conditions for its creators and practitioners.

We continue to strive for a high standard in our members' quality of work and for our members to receive recognition for their work. We shall continue to take pride in our profession.

What we mean by this focus area includes the following:

That we are proactive and persistent in public discourse, and that the board/president and secretariat are in constant dialogue with relevant politicians.

That we are striving for quality, expertise and integrity in the further education and training of our members.

That everyone in the association, i.e. members, elected representatives and the secretariat, know and communicate to others our core narrative about why art is the most important thing to safeguard in our culture, history and democracy.

That we feel we have the right to laud our colleagues and projects, films and performances when they are successful, each in their own way, and the courage to do so publicly. We laud our colleagues who achieve international acclaim and are excited about their success.





WE ENSURE FAIR COMPENSATION AND WORKING CONDITIONS FOR ALL OUR MEMBERS

The Danish labour market is changing rapidly. This requires flexibility and cooperation with all the social partners. Many of our members' working lives are therefore comprised of several and very different components. That is why:

We strive for the best possible compensation and working conditions for all our members.

We will propose visionary and constructive solutions.

We strive for equal treatment in the labour market and encourage an open debate on discrimination.

We recognise the very different and particular conditions our members work under, and we bring up these conditions in our representation of our members' shared interests vis-à-vis politicians.

We show that our association offers support to anyone regardless of whether they are an employed wage-earner, freelancer, unemployed or a project initiator.

What we mean by this focus area includes the following:

In our view, the concepts of compensation and working conditions cover traditional conditions such as remuneration and work hours, but also maternity/paternity leave, taxes, unemployment insurance, pension, insurance, etc., as well as discrimination based on gender, age, race, origin and sexuality.

That we are in continuous dialogue with employers and relevant member groups, particularly in the context of collective bargaining. We invite our members to debates about their conditions with a view to collecting information and launching initiatives to support them and improve their conditions. We are present in the field when conflicts are about to escalate.

That we are proactive in determining a better approach to the new labour market, gathering information, getting an overview and participating in the development of new solutions.

That we establish groups of non-traditionally-employed members, e.g. self-employed, freelancers and initiative-takers for information gathering purposes. We are mindful of the particular conditions that self-employed members are subject to, and we will to the greatest extent possible work to improve their conditions.

That we are open, welcoming and as accommodating as possible in relation to dialogue with employers (both traditional and non-traditional employers such as agents, casting directors, etc.) with a view to contributing to growth in the use of art in Danish society.

We take a structured approach to equal treatment, why discrimination occurs and how it can be avoided. We ensure close communication between the board, the equal treatment committee and secretariat.





WE PROTECT ARTISTS' RIGHTS

Media consumption is changing rapidly. We currently live in a world of new and old media, and digital media is becoming increasingly important. Industry actors and markets are expanding. At the same time, pressure from both politicians and consumers is greater than it has ever been. Everyone wants to be able to see everything, everywhere. That is why:

We are the leading voice in the public debate about artists' rights.

We are working towards a basic understanding among the public that our members naturally have the right to a fair and real compensation for the works in which they have participated.

We are working to ensure that our members are fairly compensated for the use of the works in which they have participated.

We think ahead and innovatively and, together with other artists' organisations, invest in initiatives that can help secure our members' rights revenue, also in the digital age.

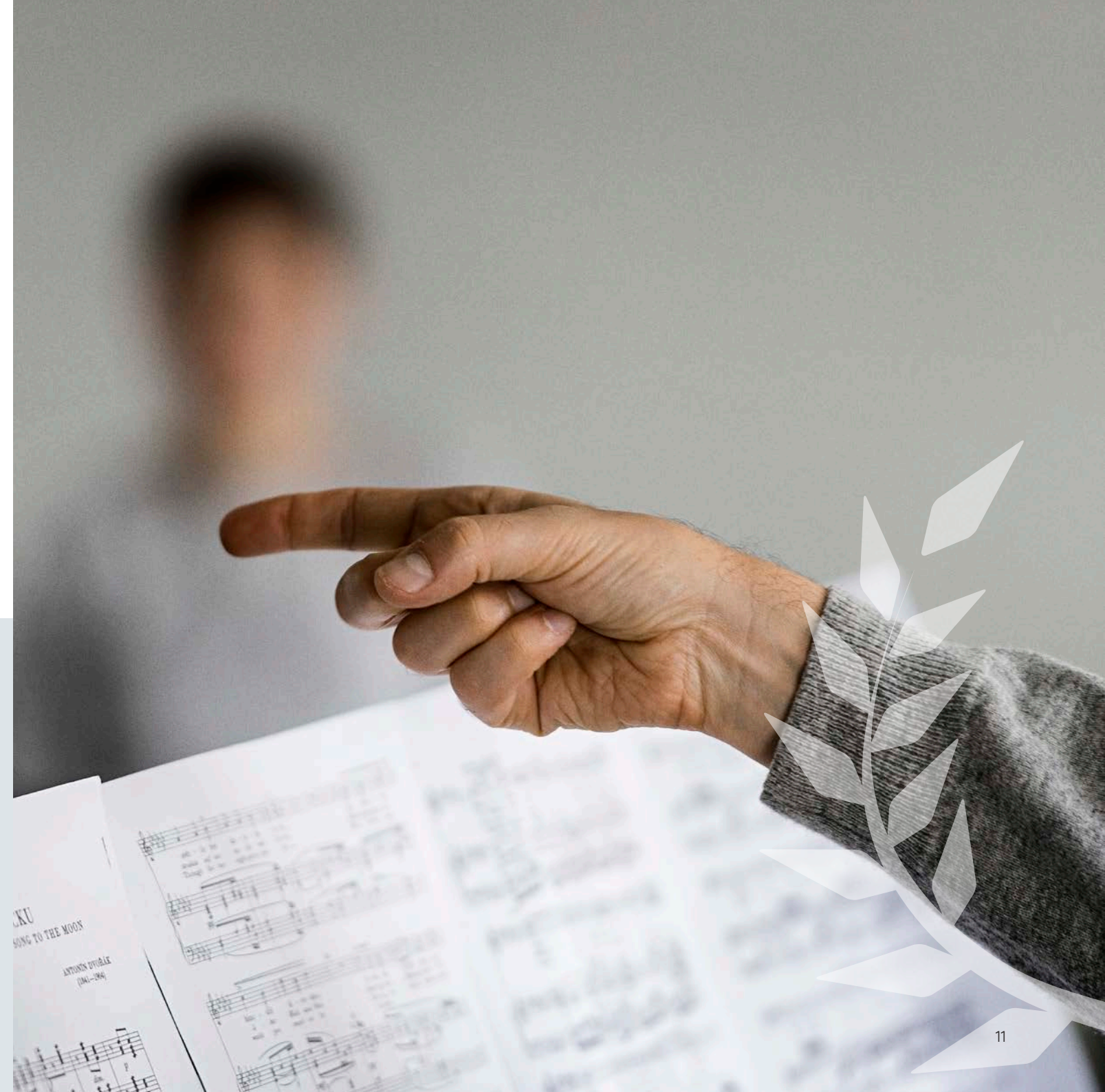
What we mean by this focus area includes the following:

That we are proactive in finding better ways to approach these new challenges. We gather inspiration and information, summarise challenges and participate in the development of new solutions. In the future, DSF will be experts in new solutions.

That we are active in the international bodies of actors' associations and rights management organisations, and we are lobbying our views both nationally and internationally. We make an active effort to develop strategic partnerships.

That we are open to expanding rights with a view to giving everyone access to our art, but only under conditions that are fair to our members.

That we continue to focus on national and international political efforts to protect artists' rights and remain actively involved in the existing and future strategic partnerships such as Filmex, CopyDan and Create Denmark.





WE CULTIVATE NEW WORK AREAS

Many of our members work in other areas than dramatic art, film and TV, and there is a lot of creativity in how and where their competences are used. That is why:

We are the first to be aware of where our competences can result in (new) value and where there are opportunities for new types of jobs.

We highlight and increase recognition of the unique competences our members possess.

We help our members put their own competences into words, support them and give input in relation to where and how they can use their competences.

We ensure - with other actors if/when necessary - that our members can access relevant opportunities to upgrade their competences related to our field.

What we mean by this focus area includes the following:

That our members must be able to feel the benefit of being in close dialogue with DSF when they come across/receive a new opportunity, which we encourage.

That we share success stories such as when we help one of our members create a new job for him/herself. We talk about our special competences that are utility-oriented and create value on both a personal as well as financial level, in both the public and private sector, and we highlight examples of this.

That we highlight that our members' competences can be used in the labour market in roles beyond those they traditionally work in.

That we seek out new opportunities and raise awareness about them.





WE PROMOTE SOLIDARITY

A social and professional community is absolutely indispensable to creating close relationships and mutual inspiration, partly to bring the association closer to its members but also to bring its members closer together. We are comprised of different occupational groups with different work areas and working lives, but who share many similarities and challenges. That is why:

We strive to ensure that our members feel as though they belong in this association.

We create the best possible framework for involvement, engagement, interaction and community.

We will in particular provide a framework for personal - physical - meetings between colleagues and across occupational groups and work areas, including professional and social gatherings on an informal everyday basis as well as special occasions.

We are present on the same platforms as our members and communicate via the channels (digital and physical) they use and get their information from.

We take advantage of the value inherent in the fact that there is more that binds the association's members together than what separates them.

What we mean by this focus area includes the following:

That we use physical meetings to bring the association closer to its members to the greatest extent possible and across all of Denmark. We are also present and visible at major public events, e.g. 1 May, festivals (including pride festivals) and people's meetings.

That we are careful in our selection of digital channels and use a targeted approach. That we test new opportunities to achieve and ensure close ties with as many of our members as possible. That we are reachable on the selected channels.

That we share our experiences across the board and use them for the benefit of our members and the development of our organisation. That we come together over thematic topics and not solely individual groups' challenges.

That we use our members' diversity in a constructive manner.

That we will consider making changes to DSF's organisational structure in order to better be able to tackle shared challenges across our diverse membership, getting inspiration from sources such as our sister organisations in Denmark and abroad.

That we look into the need and opportunities for changing our name from the Danish Actors' Association to one that reflects the interests of all our types of members.

That we are an association, a cooperative community that is utilised and in which the members have expectations of one another, where the members make demands of the board and the board makes demands of the members.





How was the strategy developed?

The strategy was developed by a working group under the Danish Actors' Association's Board of Directors. During the process, the board, staff and a number of non-executive members were involved and had the opportunity to provide input.

Helle Staberg, Consultant and owner of STABERG relations management, organised and facilitated the process as well as summarised the discussions and prepared the strategy paper.

The working group

The working group consisted of the following individuals:

President Katja Holm, Vice President Benjamin Boe Rasmussen, Board Member Andrea Deres, Board Member Anne Voigt Christiansen, Board Member Søren Bang Jensen, Board Member Peder Holm Johansen, General Secretary Anna-Katrine Olsen, Deputy Secretary General Kim Hansen and Head of Communications Charlotte Kiberg.



Dansk Skuespillerforbund

Tagensvej 85, 3. sal
2200 København N
Telefon: 33 24 22 00