ROYAL WELSH COLLEGE
OF MUSIC & DRAMA
COLEG BRENHINOL
CERDD A DRAMA CYMRU

Equality Action Plan

to 31st March 2021

Contents

KEY	
TERM/ACRONYM	DEFINITION
Athena SWAN	Charter for gender equality, representation and progression in HE
CLTEC	College Learning Teaching and Enhancement Committee
CQAC	College Quality Assurance Committee
CUK	Conservatoires UK
EDI	Equality, Diversity and Inclusivity
EDIC	Equality, Diversity and Inclusivity Committee
EIA	Equality Impact Assessment
FDS	Federation of Drama Schools
HE	Higher Education
HEFCW	Higher Education Funding Council of Wales
REF	Research Excellence Framework
SEP	Strategic Equality Plan
SMT	Senior Management Team

KEY	
SMT Named Sponsor	Job title
Helena Gaunt	Principal
Mark Davies	Director of Finance & Resources
Brian Weir	Director of Academic Administration & Student Experience
Sean Crowley	Director of Drama
Tim Rhys-Evans	Director of Music
Jonathan Munby	Director of Performance (Drama)
Kevin Price	Director of Performance (Music)
Lucy Stout	Director of Development
Kate Stokes-Davies	Director of External Affairs

OBJECTIVE 1 | CULTURE AND GOVERNANCE

To promote dignity, respect, inclusion and fairness within the college community and embed equality into the decision making of the college.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
1.1	**Diversify Board of Directors and Committee membership to demonstrate equality of representation**	• Complete a Board of Directors and committee representation Audit to address underrepresentation (Helena Gaunt) • Ensure each College academic committee has a membership of at least three protected characteristics (Brian Weir)	December 2020 September 2021	SMT/ Academic Board SMT/ Academic Board
1.2	**Embed effective interface or support and accountability from the EDIC to other college committees**	• Align our SEP objectives to all College strategies, including the emerging Academic Strategy (Helena Gaunt) • Specifically ensure the EDIC includes externality (through the profession and our alumni) and those who identify with protected characteristics (Brian Weir)	September 2021 September 2021	SMT/ Academic Board EDIC
1.3	**Ensure Equality Impact Assessments are completed across all policy development and organisational decisions**	• Implement an effective EIA mechanism across all policy developments and organisational decisions, ensuring compliance across all committees and meetings (Helena Gaunt) • Add EDI matters as standing agenda items to all college committees and meetings, including Course Boards (Brian Weir)	December 2020 September 2020	SMT SMT
1.4	**Develop a stronger framework for students as partners, with particular reference to SEP objectives**	• Enhance student representation on all committees, including artistic programming (Brian Weir) • Recruit/select and train student representatives on SEP objectives, developing institutional knowledge of the College's ethos and ambition (Brian Weir)	March 2021 March 2021	SMT CLTEC

OBJECTIVE 2 | COLLABORATION, COMMUNICATION AND PUBLIC ENGAGEMENT

Ensure engagement takes place with staff, student, audiences and local voluntary sector groups from protected characteristics through collaboration, communication and consultation

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
2.1	**Articulate and monitor EDI objectives across additional College events, including commercial hires, and projects curated by those with protected characteristics**	• Articulate plans for a targeted approach to promoting an increasingly diverse range of college events, including the curating of projects from those with protected characteristics (Kate Stokes Davies) • Ensure students and staff from protected characteristics are regularly consulted considering the commercial activity of the college through a specific working group (Kate Stokes Davies)	March 2021 December 2020	SMT SMT
2.2	**Articulate and monitor EDI objectives across all outreach activity**	• Work directly with students in Pre-College to enhance opportunities, and engage and support those with protected characteristics (Helena Gaunt) • Continue our relationship with First Campus and develop further creative projects to engage targeted groups (KS2-4 children, young people from care backgrounds and those without Level 4 qualifications) (Kate Stokes Davies) • Commit to targeted plans to diversify those engaging with outreach activity (Jonathan Munby and Kevin Price)	September 2021 September 2020 September 2021	Pre-College Pre-College Academic Board
2.3	**Embed EDI objectives within our public engagement strategy, and encompass awareness and support of national campaigns**	• Commit to encouraging educational opportunities for all, and evidence it in our External Affairs Strategy (Kate Stokes Davies) • Calendarise and publicly announce our support of national campaigns and arrange a social calendar which represents our diverse community (Kate Stokes Davies)	March 2021 September 2021	SMT/ Academic Board Creative Programming

OBJECTIVE 3 | DIVERSITY OF STUDENT BODY AND EXPERIENCE

To Attract, select and retain a diverse range of students to study at the College and create an environment that encourages and supports students to actively engage and realise their full potential.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
3.1	**Clearly articulate student recruitment targets relating to SEP objectives, with support to achieve them**	• Agree a strategy to realise ring-fenced talent scholarships and bursary support for students with protected characteristics, and from low income backgrounds (Lucy Stout) • Review student recruitment accessibility to establish what barriers exist for those from protected characteristics (Tim Rhys Evans and Sean Crowley) • Explore Welsh domiciled recruitment targets for the most deprived and marginalised groups in Wales (Tim Rhys Evans and Sean Crowley) • Set and report on progressive targets to increase the diversity of our student community, with outreach and engagement plans for each degree programme (Kate Stokes Davies)	December 2020 March 2021 March 2021 March 2021	SMT CLTEC CLTEC CQAC/ Academic Board/ SMT
3.2	**Guarantee that SEP objectives are articulated and monitored across the college's academic programme development**	• Ensure each degree programmes support and connect students across each protected characteristic to ensure a seamless student experience (Jonathan Mundy and Kevin Price) • Implement EDI objectives into all academic portfolio development and annual monitoring, ensuring they are considered as core learning in syllabus reviews (Brian Weir) • Impact assess every (re)validation and, further, guarantee that every course framework includes diverse content (Tim Rhys Evans and Sean Crowley)	September 2020 December 2020 September 2021	SMT Academic Board Academic Board

3.3	**Take systematic steps towards a fully inclusive learning environment, both in College and Cardiff**	• In partnership with the Students' Union and others, arrange awareness raising days on EDI issues for students (Brian Weir)	September 2020	Student Services
		• Launch an enhanced two-week induction for all new students, including focused sessions on EDI (Helena Gaunt)	September 2020	Student Services
		• Increase the diversity of professional support within Student Services to support students of colour (Brian Weir)	December 2020	Student Services
		• Arrange Student Services campaigns dedicated to supporting the transition and integration of new students of protected characteristics to the college and Cardiff (Brian Weir)	December 2020	Student Services
		• Develop support networks for students across protected characteristics, with regular open-door presence in the college and collaboration with other Students' Union Liberation Societies (Brian Weir)	December 2020	Student Services
3.4	**Supporting student progression across degree programmes and through pre-college**	• Extend the student hardship fund to strengthen the College's ability to reduce financial inequality (Lucy Stout)	September 2020	SMT
		• Adopt a communication plan to inform, encourage and support students to raise issues, formally or informally (Brian Weir)	December 2020	Student Services
		• Implement a 'Dignity at Study' policy aligned to SEP objectives (Brian Weir)	September 2021	SMT
		• Establish effective progression routes for those with protected characteristics on Pre-College programmes to join the College (Jonathan Munby and Kevin Price)	September 2021	Pre-College

OBJECTIVE 4 | ATTRACTING, RETAINING AND DEVELOPING STAFF

To attract, retain and develop a diverse range of people to work for the College and to enable them to have access to open and transparent career development and progression.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
4.1	**Embed SEP objectives throughout our People Plan**	• Update the current 'Dignity at Work' policy to include comprehensive support for themes of EDI (Mark Davies)	September 2021	SMT
4.2	**Ensure a comprehensive engagement strategy to attract staff with protected characteristics**	• Focus the 2020 autumn staff development day on EDI awareness and training, and launch a new curated learning resource hub (Helena Gaunt) • Embed at least one member of staff (a person of colour) within Drama and Music with responsibility for pastoral support and curriculum content in their respective departments (Helena Gaunt) • Review all staff recruitment processes and set appropriate targets for increasing diversity and progression (Mark Davies)	September 2020 March 2021 March 2021	SMT SMT/ Academic Board SMT
4.3	**Ensure our professional development and career progression frameworks and networks support our SEP objectives**	• Identify and promote development opportunities/schemes for staff from protected characteristics (Mark Davies) • Establish support network groups for staff from each protected characteristic (Brian Weir)	September 2020 December 2020	SMT EDIC
4.4	**Deliver Comprehensive training for staff**	• Develop a training programme for all staff to be further educated on themes of EDI. (Helena Gaunt) • Form Subgroups referring to areas of work that require specific training (e.g. recruitment, student progression) (Mark Davies) • Complete a pilot of the enhanced programme (Helena Gaunt)	December 2020 March 2021 September 2021	SMT SMT SMT

OBJECTIVE 5 |ACCESSIBILITY

To ensure College buildings and infrastructure reflect the diverse needs of our communities and provide accessible and inclusive working and learning environments.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
5.1	**Facilities audit**	• Publish a facilities audit, with recommendations (Mark Davies) • Increase in gender neutral toilet provision (Mark Davies) • Introduction of religious prayer spaces (Mark Davies)	September 2021 September 2021 September 2021	Estates/SMT SMT SMT
5.2	**Mental Accessibility review**	• Publish a mental accessibility review (Brian Weir)	September 2021	SMT
5.3	**Targets for accessible performances**	• Commit to provide one Richard Burton Company show per run as an accessible performance (Kate Stokes Davies) • Assess the purchasing of captioning equipment for further provision (Kate Stokes Davies) • Ensure all public-facing publicity resources are accessible for all audiences (Kate Stokes Davies)	March 2021 March 2021 March 2021	SMT SMT SMT/ Academic Board
5.4	**Online and public-facing resources**	• Audit our online learning resources, ensuring they are easily accessible for all users (Brian Weir)	September 2021	SMT/ CLTEC

OBJECTIVE 6 | INCLUSIVITY IN PROFESSIONAL PRACTICE

To develop an inclusive approach to research, whereby the involvement of people from protected characteristic groups is promoted and barriers to the participation removed.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
6.1	**Embed SEP objectives within a research and innovation strategy, including staff engagement and progression through research, ethics policy, REF and HEFCW Innovation**	• Embed SEP objectives within our new Research Strategy (Helena Gaunt) • Ensure ethical consideration in the planning of all research activity, and if appropriate ethically approved (Helena Gaunt) • Ensure the college's REF submission highlights themes of EDI (Helena Gaunt)	September 2020 September 2020 July 2021	Research Committee Research Committee Research Committee
6.2	**Athena SWAN**	• Assess the viability for college to engage with Athena SWAN (Helena Gaunt)	July 2021	Research Committee
6.3	**Engage with a more diverse range of visiting lecturers/performers/artists**	• Ensure the Creative Programming Strategy embeds themes of EDI (Kate Stokes Davies)	September 2021	SMT
6.4	**Engage with sector organisations promote EDI themes**	• Establish and further develop collaborative partnerships across CUK, FDS and industry bodies nationally and internationally to share best practice (Helena Gaunt)	September 2021	SMT

OBJECTIVE 7 | EQUAL PAY

To undertake Equal Pay Reviews as a part of the USW Group every three years and implement the actions arising from the resulting Equal Pay Action Plans.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	ACCOUNTABILITY
7.1	**Undertake and publish a comprehensive Equal Pay Review**	• Outline a timeline for when an Equal Pay Review will take place and agree the need for annual monitoring (Mark Davies)	September 2020	SMT
7.2	**Adopt and implement a specific Gender Action Plan resulting from the Review**	• Publish A Gender Action Plan (Mark Davies)	September 2021	SMT
7.3	**Develop effective data collation methods relating to Staff Pay**	• Communication clearly to staff and encouraging openness of reporting (Mark Davies and Brian Weir)	September 2021	SMT

OBJECTIVE 8 | DATA COLLECTION AND MONITORING

To enhance the collection, analysis and monitoring of equalities data and relevant equalities information.

REF	ACTION	KEY MILESTONES (SPONSOR)	TIME SCALE	RESPONSIBILITY
8.1	**Systematic monitoring of student data**	• Collect accurate data on the recruitment, progression and achievement of students and consequentially agree targeted action	September 2021	LTEC
8.2	**Systematic analysis of audience data**	• Publish audience survey data with targeted action across all SEP objectives (Kate Stokes Davies)	September 2021	SMT
8.3	**Systematic monitoring of staff data**	• Launch, review and publish finding and resulting action plan from a new all staff survey addressing SEP objectives (Mark Davies)	September 2021	SMT