

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

Strategic Equality Plan

2020 - 2025

Mae fersiwn Gymraeg o'r ddogfen hon ar gael.

A Welsh language version of this document is available.

This document can be made available in different formats upon request.

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ABBREVIATIONS

EDC	Equality & Diversity Committee
EIAs	Equality Impact Assessments
HEFCW	Higher Education Funding Council for Wales
LGBTQ*	Lesbian, Gay, Bisexual, Trans, Queer/Questioning and any other gender identities or sexual orientations that differ from heterosexual
RWCMD	Royal Welsh College of Music & Drama
SEP	Strategic Equality Plan
SU	Student Union

FOREWORD BY THE PRINCIPAL

“Education is the most powerful weapon which you can use to change the world” – wise words of Nelson Mandela, who understood the importance of change better than most of us.

Learning through the performing arts is at the very core of our mission. As creative professionals, we yearn to learn about and connect with the world in all its diversities because this lies at the heart of brilliant storytelling.

The College is a space for everyone, and our community must therefore always keep working together to strengthen inclusivity as a driving force. We want to nurture a culture which not only respects differences but goes much further. We want to embrace those differences in ways that bring people together and spark new creative opportunities and artistic excellence.

With our strong industry links, we are also part of a creative and cultural ecosystem which is facing real challenge as it tries to address equality issues – from barriers to creative opportunities to questions of who ‘owns’ culture. We all have a responsibility to work together to influence positive change across the arts.

This is a challenging point in the journey. When issues are fundamental, there are rarely quick fixes. But encouragingly, we are being called to pay real attention to our values and the kind of world we want to build going forward. For us as a College, it means listening to concerns and addressing them with real action.

Our Strategic Equality Plan includes all protected characteristics and spans our strategic thinking across our plans. Its Action Plan also links with another distinct set of actions we are taking to stamp out racism. Every action listed has timelines and accountability clearly spelled out and we will report on our progress in each.

There is important work to do to achieve our goals. We are blessed to have a community of generous people who want to help us get this right, and are prepared to take the time to work on it with us. I’d like to take the opportunity to thank them for their honesty and to encourage them to stay with us on this journey ahead. Together, we can make the change we all want to see.

Professor Helena Gaunt
Principal

INTRODUCTION

The Royal Welsh College of Music and Drama's Strategic Equality Plan provides a clear framework for promoting equality and diversity and embedding the requirements of the Equality Act 2010 within the workings of the College. Building upon the work carried out during the lifespan of the previous plan, this Strategic Equality Plan identifies key priorities for achieving improved equality outcomes in a targeted and consistent way. It covers the period between 1st August 2020 and 31st March 2025.

About RWCMD

The Royal Welsh College of Music & Drama is the National Conservatoire of Wales. It contributes to the cultural identity of Cardiff and Wales and attracts some of the most gifted students from around the world. We provide specialist practical and performance-based training in music and drama and compete alongside an international peer group of conservatoires and specialist arts colleges for the best students globally, enabling students to enter and influence the world of music, theatre and related professions.

Artistic Voice

The College educates some of the most talented students from around the world, aiming to give them not just the technical and craft skills they'll need to succeed at the top levels of the profession, but also to help them to develop their individual artistic 'voice'.

Creative Diversity

The College's events calendar encompasses over 300 public performances every year including orchestral concerts, recitals, drama, opera and musical theatre. The creative diversity of the College ensures a stimulating environment and broad experience for students of all disciplines.

Pushing Boundaries

Our dedicated teachers have a wealth of professional and industry experience and the College collaborates with a number of high-profile arts organisations, including Welsh National Opera, BBC NOW, visiting artists and directors, to ensure that the unique vocational nature of our training programmes reflect the current practices and conditions of the professional world.

The College is constantly pushing boundaries with innovative and exciting programmes of study tailored to the demands of contemporary arts and creative industries. The focus is on the future and we take immense pride in the world-class talent of our students.

This Strategic Equality Plan sets out a series of Strategic Equality Objectives for the next five years. While these Strategic Objectives cover the whole College, a detailed implementation plan has been produced to provide the detail of how, and when, specific actions under each objective will be undertaken. These action plans will be reviewed on a yearly basis and will be subject to scrutiny through the yearly Strategic Equality Plan Annual Reports.

Our Vision & Mission

Our vision is to inspire and change lives, connect and transform communities through the arts.

Our mission is to offer pioneering, immersive professional education in music and drama, which empowers the next generations of outstanding creative practitioners, and nurtures an inclusive and international artistic community.

Our work stimulates and champions the powerful flow between:

- exceptional performance & opportunities for all to participate in the arts
- the deep craft and heritage of artistic traditions & making new work
- the cultural specificity of our nation & a global stage

...through all we do, and through the impact of our highly skilled graduates on the creative industries, we represent Wales as a distinctive cultural and creative force across the globe.

Our Core Values

Expert: AND Inclusive:	
Deep craft specialism Industry focused, working in partnership, learning on the job with industry expectations Prepared for lifelong employment	Local and global: Wales in dialogue with nations across the world Championing diverse individual pathways within the RWCMD community A culture of mutual respect
Contemporary: AND Collaborative:	
Traditions and existing repertoire serving new work: staying relevant Now and next: always looking to the future Curious, inquiring, embracing the unknown; risk-taking and space to fail being integral to artistry	Mining the creative potential of ensemble Bringing a rich range of disciplines into dialogue and exchange A community of professionals (students as young professionals; teachers who learn, learners who teach)
Resourceful: AND Responsible:	
Creative problem-solvers; individually and collectively looking for results greater than the sum of the parts Practical, rooted, determined and gritty: ready to put in the hard graft A culture of high support, high challenge	Responsible: Engaged in the bigger picture; outward looking; globally connected; aware Broadening horizons and possibilities Open to the big challenges, and critically self- aware

The Strategic Equality Plan outlines the key equality priority areas in line with achieving the College's vision, mission and core values.

RWCMD Strategy

The College's 10 year vision and 5 year Strategy (2020 to 2025) outlines our ambition, built on five pillars:

1. Future-focused and industry-led training with outstanding student experience; delivered by world-class staff in an inclusive community
2. A pioneering public programme (performance, participation, learning), providing transformative experiences for diverse communities across Wales
3. A global position as the national conservatoire of Wales, catalyzing exchange between diverse cultures and the creative power of a small nation
4. An integrated research and enterprise environment incubating new work and innovating for the arts
5. A sustainable model across revenue and business practices, to deliver a flourishing organization and reimagine a conservatoire paradigm.

This Strategic Equality Plan sits with all five strategic pillars, supporting strategic direction and embedding equality considerations into the key goals and targets. The Strategic Equality Objectives subsequently link directly to the overarching priority areas set out within the strategy.

Each action contained within the Equality Action Plan highlights a clear link to strategic targets through specifying the strategic target it relates to. This demonstrates that the actions contained within the Equality Action Plans are not separate pieces of work, but are part of core business and contribute towards the overarching KPIs and strategic direction of the institution.

Alignment of Equality to other Strategic responsibilities

The SEP also links into the Prevent Protocol, developed in response to the Prevent Duty. The College's approach to compliance with the Government's Prevent Duty Guidance is based on the principles of free speech, engagement, inclusion and safeguarding. It is consistent with our overall commitment to equality and diversity.

The Counter-Terrorism and Security Act 2015 requires the College to have "due regard to the need to prevent people from being drawn into terrorism" and this is understood as mitigating the risk not only of violent extremism but also of expressions of "non-violent extremism, which can create an atmosphere conducive to terrorism and can popularise views which terrorists exploit". This builds on our Equality & Diversity Policy Statement and Dignity at Work/Study Policies by reinforcing the protection of staff and students from behaviour which can result in the creation of an intimidating and hostile working or studying environment.

Our Freedom of Speech Code of Practice recognises that the ability of all members to query the positions and views of others and put forward radical ideas that may sometimes be controversial is central to the concept of an academic community. At the same time, it acknowledges that freedom of speech must be within the law and that in the exchange of opinions everyone must treat others fairly and with dignity and respect. This applies not only to those who may be critical of certain groups but also to the way in which members of such groups respond to criticism.

The University of South Wales' Freedom of Speech Code of Practice, the Prevent Protocol and the External Speakers/Events Policy have been subject to an Equality Impact Assessment.

Welsh language issues are not covered by the Equality Act, but are addressed in the College's Welsh Language Scheme and the Welsh Language Standards (No.3) Regulations 2016 under the Welsh Language (Wales) Measure 2011. Welsh language matters are regularly considered alongside the equality agenda and discussed in tandem with the protected characteristics, particularly when undertaking Equality Impact Assessments. The principle of treating the Welsh language on a basis of equality continues to be developed and implemented across the Group in every aspect of administrative and academic provision.

RWCMD LEADERSHIP AND GOVERNANCE

Board of Directors

The formal responsibility for ensuring the RWCMD meets the requirements of the Equality Act lies with the RWCMD Board of Directors.

Equality Champions

Accountability for the delivery of this SEP and the management of the equality and diversity agenda is the responsibility of the Director of Academic Administration and Student Experience. Each action outlined in the Equality Action Plan is individually sponsored by a named member of the Senior Management team, who are responsible for ensuring delivery.

Equality and Diversity Committee

The Director of Academic Administration & Student Experience chairs the Equality & Diversity Committee, which meets termly and has representation from all academic and professional support departments and the Students' Union. The Committee provides the strategic direction of the equality agenda and has overarching responsibility for the planning, development and review of the Strategic Equality Plan. Each member of the Committee will act as Equality Champions and clearly communicate this at every opportunity.

Strategic Equality Plan Development

To develop the Strategic Equality Plan for 2020-2025, Equality Strategy Group focus groups were held during January, February and March 2020. Initially arranged with the EDC and other internal champions, sessions were also arranged with Community groups. All focus group meetings were arranged and facilitated by Uzo Iwobi, the College's International Chair for Diversity and Equality, and Jon Luxton, Policy Advisor to Welsh Government.

The EDC developed the Action Plan in subsequent meetings held during May 2020, agreeing to take ownership for the delivery of tangible action. Draft versions of this document and the Action Plan were then shared with all staff and students of the College in August and early September 2020, with an opportunity to respond or suggest additions. The Senior Management Team received the final versions in September 2020 and publication on the College web-site for 1st October 2020. The College's Board of Directors received the documents for Ratification at their October 2020 meeting, which also included an Equality and Diversity focussed Away Day.

The documentation was also shared with external stakeholders who had expressed interest in the College's work and ambition in this area, including representatives from: BECTU, BLM Cardiff, LGBT Community, Trans Community, Crossing Borders, Music and Heritage, Chinese in Wales Association, Unique Transgender Network North Wales, BAME Youth Cardiff, race Council Cymru, National Theatre Wales, Sibufit - Urdang Conservatoire, Chinese in Wales Association, Nigerians in Wales Association, Welsh Government.

The review and Critical Friending of this document, and the accompanying Action Plan, by Race Council Cymru and Uzo Iwobi was fundamental and greatly appreciated by all.

FAIRNESS AND EQUALITY POLICY STATEMENT

The Royal Welsh College of Music and Drama is committed to mainstreaming equality and diversity throughout all its activities, as well as meeting the general and specific duties imposed on it through the legislation. This policy statement builds upon the College's vision and strategic pillars.

This policy statement outlines our commitment to ensure that every job applicant, course applicant, student, employee, visitor or contractor should be treated fairly and this protection is extended based on association and perception to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, or sexual orientation. The College wishes to promote and sustain a culture where mutual trust and respect are the foundation for working relationships while at work or at study.

The promotion of equality and diversity is a duty and a challenge to everyone, whether student, employee, director, or any person or organisation which provides services for, or in partnership with, the College. In practical terms this means that everyone must treat others fairly and with dignity and respect. The College will address any issues of discrimination or inappropriate practice and will foster staff awareness through a programme of staff development and student induction. All staff and students are actively encouraged to challenge and report any incidents of discrimination. All aspects of student or staff life are governed by this statement.

[Our overall commitment to Equality and Diversity](#)

The Royal Welsh College of Music and Drama will:

- Work to create an environment that is inclusive and where an individual's personal characteristics do not create barriers for them in any aspect of their work or study;
- Expect all staff, students and visitors to treat each other with dignity and respect;
- Expect committees and other working groups to have due regard to the diversity of their membership and to consider the impact of their decisions on those with protected characteristics;
- Expect all staff and students to be aware of equality issues and take responsibility for their actions both individually and collectively;
- Ensure that all of our learning and teaching provision is accessible and inclusive;
- Not tolerate behaviour which results in the creation of an intimidating and hostile working or study environment;
- Ensure that all policies, procedures and strategies reflect our commitment to equality;

THE EQUALITY ACT

Protected Characteristics

The RWCMD is fully committed to adhering to the Equality Act 2010 and meeting the requirements of the general and specific duties. This SEP covers all protected characteristics in the Equality Act:

- Age (including younger and older people)
- Gender reassignment (people who have or wish to change their gender, this doesn't have to involve a medical process)
- Disability (physical, mental or sensory impairment which affects a person's ability to carry out day-to-day activities, including a wide range of impairments, such as: cancer, HIV, diabetes and depression and other mental health conditions)
- Marriage & civil partnership (people who are married or in a Civil Partnership)
- Pregnancy & maternity (maternity refers to up to 26 weeks after giving birth, or when a woman returns from maternity leave in a work context)
- Race (colour, nationality, ethnic or national origin, including Gypsies & Travellers)
- Religion or belief (religion, religious or philosophical beliefs, including lack of religion or belief such as Humanism and Agnostics)
- Sex (male / female)
- Sexual orientation (person's sexual orientation towards people of the same sex, opposite sex or of either sex)

In addition, RWCMD will recognise the right to one's innermost concept of self as male, female, a blend of both or neither, how individuals perceive themselves and what they call themselves, acknowledging that gender identity can be the same or different from sex assigned at birth.

The General Duty

As a public authority, the College has a legal obligation to meet the General Duty (set out in section 149 of the Equality Act 2010) through ensuring that we have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

Having 'due regard' to these three aims of the general duty means that the College must:

- remove or minimise disadvantage suffered by students, staff and visitors due to their protected characteristics;
- take steps to meet the needs of staff, students and visitors from protected groups where these are different from the needs of other people;
- encourage students, staff and visitors from protected characteristic groups to participate in public life or in other College activities where their participation is disproportionately low.

THE SPECIFIC DUTIES & RWCMD

In addition to the general duty, the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 set out a series of 'specific duties' the RWCMD must comply with. The specific duties, and RWCMD's response to these, are set out below.

Equality Objectives

Develop & publish equality objectives to meet the general duty every four years.

The Strategic Equality Objectives are set out within the next section of this Plan. The objectives have been developed based upon:

- consultation and engagement with staff, students and voluntary sector equality organisations;
- institutional equalities data relating to staff and students;
- relevant institutional equality information;
- comparator information from our peer group.

The objectives represent eight broad priority areas, each impacting upon multiple protected characteristics. All protected characteristics are covered through the College's Strategic Equality Objectives, with the accompanying action plan indicating which protected characteristic each action relates to.

Engagement

Involve and consult people representative of one or more protected characteristic in the setting of equality objectives and the preparing and reviewing of the Strategic Equality Plan.

Engagement has taken place with stakeholders representatives from a range of protected characteristic groups during the development of the SEP.

Assessment of Impact

Assess the likely impact of proposed or reviewed policies and practices on our ability to comply with the general duty, monitor the impact and publish the assessment where they show a substantial impact.

The College has EIA forms and guidance in place and the process requires the assessor to ensure that consultation with relevant stakeholders is undertaken. This involves engaging with staff, students, Union representatives and external stakeholders, when relevant. Steps have been taken to mainstream EIAs into decision making at the College, with a mandatory requirement for all College papers requiring a decision from the Board of Directors, Senior Management Team or Committees to have an accompanying EIA. Further work will be undertaken to embed EIAs into decision making, with refreshed training and guidance to be developed and delivered.

Equality Information

Ensure that the College periodically identifies relevant information it holds, and identifies and collects information that it does not hold. Consider what relevant equality information is held when deciding upon equality objectives.

The College will publish a detailed report of the staff and student equalities data it collects, and does not collect, on a yearly basis through the SEP Annual Reports and published on our website.

In line with the statutory duty, the Strategic Equality Objectives have been informed by relevant equalities information held by the institutions and external research. A summary of the relevant information used is below:

- Employment Information Reports;
- Student Equalities Data Reports;
- Student equalities data on representation, continuation and achievement;
- Equal Pay Reviews

Extracts of relevant information and engagement outcomes are evidenced within the action plans to demonstrate why we have chosen specific actions under each Strategic Equality Objective.

Employment Information

Collect and publish 'Employment Information' by the 31st March each year. Consider having an equality objective to address the causes of any pay differences related to protected characteristics. Identify, collect and publish information about pay differences. Publish a gender pay action plan.

The College will produce and publish the required Employment Information by 31st March each year as part of the Strategic Equality Plan Annual Reports. This information will be used to monitor progress towards achieving the relevant Strategic Equality Objectives. The Action Plan acts as the Gender Pay Action Plan, as required by this statutory duty. The Equal Pay Reviews will relate to all PCs for which there is satisfactory levels of staff data held and will examine the causes of any pay differences located. Each Equal Pay Review will result in the production of an Equal Pay Action Plan that will be implemented and monitored on a regular basis.

Staff Training

Promote knowledge and understanding of the general duty and specific duties amongst our employees. Use performance assessment procedures to identify and address training needs of employees in relation to the duties.

Knowledge and understanding of the Equality Act is currently promoted to staff as a mandatory part of induction for all new starters. Annual briefings to all full-time staff are held and student E&D training is run at the commencement of each academic year for all new students as part of our registration programme.

Accessibility

Take steps to ensure that any document or information we are required to publish is done so in a form that is accessible to people from protected characteristics.

We will build upon the work undertaken during the 2016-2020 SEP to further develop accessibility through this renewed SEP. The steps that will be taken to meet this priority are identified within the action plan.

Annual Reporting

Produce and publish an Annual Report by 31st March each year that complies with the requirements of the annual reporting duty.

In line with the statutory duty, Strategic Equality Plan Annual Reports will be produced and will be published by the 31st March each year. The first Annual Reports for this Strategic Equality Plan will be published on the College web-site by the 31st March 2021; this will outline the progress made during the period 1st April 2020 to 31st March 2021.

Monitoring and Publishing the Strategic Equality Plan

Publish arrangements to monitor progress on meeting equality objectives and the effectiveness of the steps we are taking to meet those objectives.

The SEP, Strategic Equality Objectives, Equality Action Plans, Employment Information and relevant equalities information will be published on the College website. Although the College will be formally reporting progress against the SEP on an annual basis, monitoring implementation of the action plan and progress towards achieving the Strategic Equality Objectives will be an ongoing process, monitored through:

- Accountability for the Implementation of the Strategic Equality Objectives will be that of the Senior Management Team
- Chaired by a member of the Senior Management Team, delivery of the SEP Action Plan and annual reporting against targets will be the responsibility of the Equality and Diversity Committee. 'Progress against agreed actions' will be a standing item on each agenda, ensuring actions undertaken in relation to the SEP from all EDC representatives is reported termly.

OUR STRATEGIC EQUALITY OBJECTIVES

The key purpose of us agreeing these equality objectives is for us to drive better outcomes for people with protected characteristics. In setting these objectives, we considered all feedback from the consultation process. This evidence was used to determine the most pertinent equality issues and has shaped the priorities that have been set through the objectives.

These objectives aim to remove barriers, promote equality of opportunity, promote good relations and improve performance. We recognise that achieving these objectives is a long-term goal which will require concerted proactive and on-going action in order to evidence change.

The Equality Action Plan details the specific actions that will be undertaken to fulfil each objective. They also highlight how progress against the objectives will be measured and evidenced against each protected characteristic and how they assist the College in delivering its 10-year vision and 5 year Strategic Plan.

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

By identifying specific targets annually through our Equality Action Plans, we will:

- promote a culture which welcomes and celebrates diversity and the benefits it brings to academic life and the success of the College;
- ensure that the College has a culture and environment in which staff and students can be themselves and, through commitment, achieve their true potential;
- promote fairness, inclusive language, positive attitudes and valuing equality and diversity;
- encourage greater diversity of representation at all levels, including the Board of Directors and Senior leadership, ensuring they understand the needs and perspectives of protected groups;
- proactively integrate equality into all areas of our business, strategies & operational plans;
- ensure that all new and revised policies and practices are Equality Impact Assessed;
- be proactive in challenging and calling out discrimination;
- promote our systems to deal with complaints of harassment or discrimination;
- openly and transparently, report back on action taken;
- raise awareness of the responsibilities of our staff and students under the Equality Act.

2 | COLLABORATION, COMMUNICATION AND PUBLIC ENGAGEMENT | To ensure that engagement takes place with staff, student, audiences, community and voluntary sector groups from protected characteristics through collaboration, communication and consultation.

By identifying specific targets annually through our Equality Action Plans, we will:

- ensure consultation and proactive engagement with staff and students from diverse groups takes place in the development and monitoring of equality initiatives;
- provide opportunities to consult with and gather feedback from staff and students in the development and review of our policies and practices;
- ensure that we proactively respond to the feedback we gather from staff and students;
- raise the profile and visibility of equality and diversity initiatives across the College;
- promote and celebrating equality and diversity within our social and events calendars;
- through our printed and online materials, promote a community of widening access, participation and inclusivity;
- host or facilitate the use of our venues by others;
- ensure the development of our public programme is representational, including through our visiting artists programme and our choice of repertoire.

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 all students to actively engage and to realise their full potential.

By identifying specific targets annually through our Equality Action Plans, we will:

- ensure we attract diverse students, including students from non-traditional backgrounds and underrepresented groups;
- partake in specific external projects which look to increase diversity of those from diverse backgrounds in the arts and education;
- embed equality and diversity in the development and review of our academic portfolio;
- build diversity and equality in our student productions and performances;
- create a high-quality experience for all students and actively engage and respond to students from different protected groups;
- report specifically on the impact/changes made as a consequence of student feedback;
- monitor the progression, achievement and employability of students from protected groups;
- build a network of graduates and alumni members as role models for future generations.

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.

By identifying specific targets annually through our Equality Action Plans, we will:

- ensure our emerging People Plan has Equality and Diversity issues at its core;
- align all new and revised staff policies and practices with equality principles by ensuring they are all equality impact assessed;
- ensure the proportion of staff from protected groups at all grades reflect fair and transparent recruitment and progression processes;
- ensure the staff appraisal system evaluates training and development needs;
- ensure the annual review encompasses staff recruitment, and retention statistics;
- provide support for employees from protected groups;
- ensure a programme of annual equality training is available for all staff;
- to make compulsory equality training for full-time and permanent staff;
- provide training for staff involved in the recruitment of staff or students;
- provide customer care training to our venues and performance staff;
- provide appropriate provision of development opportunities for staff at all levels.

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

By identifying specific targets annually through our Equality Action Plans, we will:

- ensure buildings are accessible for all;
- ensure communication and information is accessible to all;
- ensure our courses, participation, learning and teaching resources, and curriculum development are accessible to all;
- develop our range of accessible performances, including through the use of technology;
- develop a transport plan which looks to advise on accessing our venues;
- ensure our estates and capital development plans have accessibility at their core;
- ensure analysis of the needs of those with protected characteristics is included in our Audience Survey.

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 of people from diverse groups are removed.

By identifying specific targets annually through our Equality Action Plans, we will:

- promote greater participation in professional practice by those from protected groups;
- celebrate scholarly activity, learning and teaching and professional practice which specifically looks to address inequality;
- celebrate and develop the reach and impact of our innovative, new work and that which is generated from within our own community;
- use inclusive principles in the development of policy and academic strategic development;
- address the inequalities in research careers and outcomes, paying particular attention to inequalities related to gender;
- ensure the Research Committee approves, monitors and reports on the ethical considerations of academic work undertaken by our staff and students.

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.

By identifying specific targets annually through our Equality Action Plans, we will:

- identify, collect and publish information about pay differences every three years;
- incorporate analysis of pay relating to all protected characteristics for which there is sufficient staff data held into the Equal Pay Reviews;
- act to increase protected characteristic employee data where it is not reported;
- participate fully in the Group's Equal Pay Action Plans, including actions to address the causes of any pay differences related to protected characteristics;
- comply with all aspects of the specific duty on pay differences within the Equality Act.

8 | DATA COLLECTION AND MONITORING | To enhance the collection, analysis and monitoring of equalities data and relevant equalities information.

By identifying specific targets annually through our Equality Action Plans, we will:

- promote a culture in which our stakeholders are confident to disclose equality information;
- ensure we increase employee disclosure rates of equality information in order to develop a more comprehensive understanding of our workforce and its needs;
- produce and publish yearly staff and student equalities monitoring reports;
- enhance the analysis and use of student equalities data;
- invest in our ability to collect and report data accurately and with tangible outcomes;
- ensure we use a robust evidence base to develop and monitor equality initiatives.

CONTACT DETAILS

For further information or to provide feedback on the Royal Welsh College of Music and Drama's Strategic Equality Plan, please contact:

Name	Brian Weir
Job Title	Director of Academic Administration & Student Experience
Address	Royal Welsh College of Music and Drama Castle Grounds Cathays Park Cardiff CF10 3ER
Telephone	029 2034 2854
Email	studentservices@rwcmd.ac.uk