

National Dance Company Wales Third Strategic Equality Plan (SEP3) 2022 - 2025

Foreword

For all of us in dance, as in the wider cultural sector, this is a time of dynamic and urgent change.

We are committed to a policy of equality of opportunity and have implemented a number of new initiatives outlined in this Strategy. We are also embedding these values (Connected, Curious, Courageous, Generous) in how we behave as an employer and how we work in partnership with other organisations.

Our previous Strategic Equality Plan 2 (SEP 2) 2021-2024 set out our determination to reduce inequality in both our organisation and in society. As a result, we have:

- diversified the Board and staff team
- connected with new artists from a broader range of backgrounds than before
- adopted new, more accessible practices in our performances and productions
- undertaken audience development activities to ensure our audiences and participants represent the population of Wales more closely.

Whilst we have made progress, we are committed to further and more ambitious transformation. Cultural, and specifically dance organisations have excluded people as staff, artists, audiences and collaborators, exacerbating and reinforcing inequality in our society. Cultural organisations have protected their privileged positions. Dance makers, artists, staff, audiences and others have not reflected the diversity of society in which we live. This plan aims to take us on the next step towards equity for all in our society, so that we can truly reflect the diversity of experience and identity in Wales today.

This plan outlines our strategy for that change. SEP3 was formally adopted by the board on 28 April 2022 and sets out how we will build on our previous equality and diversity scheme and our arrangements for meeting both our legislative and ethical duties.

Name of Chair
Jane McCloskey



Name of CEO

Paul Kaynes



Introduction

This Strategic Equality Plan has been updated to demonstrate NDCWales' commitment to meeting the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, which came into force in 2011. It also demonstrates links to other legislation and regulations covering Welsh Language and Human Rights issues and supports 6 of the 7 aims under the Welsh Government's Well-being of Future Generations (Wales) Act 2015. The Company has a separate Welsh Language Policy which is signed off by the board annually.

We believe that social justice, equality, and fairness are at the core of everything we do at National Dance Company Wales. We recognise that there needs to be a cultural shift for us to make meaningful change, and we will be outlining these commitments in our Cultural Contract with the Arts Council of Wales when the requirements of that programme are clear. It will involve us consulting others to help us highlight areas where we need to make these changes to progress. We want to be positive role models for the people we work with, creating a confident environment where equality and representation can be seen in all the work we produce.

We are committed to achieving greater equality as an employer as well as ensuring that **everyone** in Wales has equal opportunities to access dance. NDCWales will seek to ensure that no one receives less favourable treatment because on the grounds of race, sexuality, gender, age.

To achieve this plan NDCWales will need to work in collaboration with cultural organisations, Arts Council of Wales and other partners to ensure relevant and appropriate data is collected and shared. This plan will be regularly reviewed by the board and Senior Leadership Team and updated with progress every 6 months. It is intended as a living, dynamic plan which guides our activities, records learning, successes, and challenges, and finds new solutions as we continue our journey to become an equitable organisation.

An overview of NDCWales

Our vision is for a Wales where dance is part of everyone's life, and that we are celebrated as a nation passionate about dance and dancing.

The Company presents its work in different formats and contexts across Wales and around the world. We believe greater diversity is achieved when embedded into organisational culture and values. Employees and board members should reflect the society in which we exist, and carefully consider the impact on diversity and equality with each decision they make. We are aspiring to achieve a wholesale shift; we want everyone to be passionate and committed to diversifying the organisation and the world of dance and take action to remove the barriers in doing so.

The Equality Act 2010

The introduction of Equality Act 2010 had two main purposes: to harmonise discrimination law and to strengthen the existing law to support progress on equality. Public sector bodies in Wales have two core responsibilities under the Act. Firstly, in providing services to the public and/or in exercising public functions, we must not discriminate against, harass or victimise any individual with a 'protected characteristic' whether this be direct or indirect. Secondly, the Act introduced a single general public sector equality duty to replace the race, disability and gender equality duties. This duty came into force in April 2011, and it aims to ensure consistency across all the equality strands. Like the public authorities NDCWales are committed to work towards common goals to:

- eliminate discrimination, harassment, and victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and those who do not
- foster good relations between people who share a relevant protected characteristic and people who do not.

NDCWales’ objectives, actions, and timeline

Our equality objectives highlight areas of inequality in what we provide, how we deliver and how we recruit. The equality objectives contain actions to achieve specific, measurable outcomes to reduce inequalities across each of the protected characteristics. Our new objectives will help us eliminate discrimination, advance equality of opportunity and foster good relations between communities. We will appoint an equality champion amongst our staff and board – whose job it is to raise awareness of the needs of people with protected characteristics.

Key Achievements from SEP 2 (2020-2022)

- **Mental Health First Aid Training** attended by Operations Director, Communications Director and Engagement Producer
- Introduction of two new **Dance for Parkinson’s hubs** in North Wales
- **BSL and audio versions** created as standard for all recruitment packs and adverts
- **BSL interpreted performances** and events in Cardiff and elsewhere
- **BSL training session** for dancers and some staff
- **Welsh simultaneous translation and BSL interpretation** provided at the Open Space online event
- Social media promotion of **#TimetoTalk day** - a campaign to get our audiences and stakeholders talking about their mental health
- Collaborating with artists from **diverse backgrounds** in partnership, to produce 14 Plethu/Weave short films
- **Mental health resources** provided for the Company via Teams
- All print created in **large print and high contrast**
- **Captions for all video content** created as standard
- Workshops created with **seated and standing participants in mind**
- **Introduction of dark mode** on the website to help those with poor sight and struggling with screen time
- **Improving access of the Dance House**, renewing and moving signage

The SEP 3 Objective (2022-2025)

AGE

In our engagement work, we seek to work with older people (55+) and younger people (under 22) to provide meaningful experiences for people to dance themselves and discover ways into dance. The programme supports wellbeing and health outcomes, exploring creativity and aiding learning. In our performance work, we reach significant numbers of younger and older audiences, and according to the 2021/22 e-survey of attenders the group which is under-represented are aged 16-34, and this is our priority in audience development.

Current Situation	What	How	By When/ Lead Responsibility
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<p>Older people's provision being delivered through Dance for Parkinson's project. Two South and two North Wales Groups are running (Cardiff, Blackwood, Wrexham and Bangor)</p>	<p>Increase participation of older people by 50% overall</p>	<p>Evaluate and review programme to maximise reach and impact - considering venues, partner orgs, long-term sustainability</p> <p>Connect to arts and health sector for promotion and awareness</p>	<p>By March 2023/ Engagement Producer</p>
<p>A South Wales Associates group of 21 members meeting weekly term time</p> <p>Discover Dance programme accompanies touring work for 7-11-year old's</p> <p>7 Dance Ambassadors covering 7 Welsh Venues. A range of workshops for young people are offered</p>	<p>Increase participation of younger people by 25%</p> <p>Enhance existing Associates provision to meet evolving training needs</p> <p>More schools in the most economically deprived areas of Wales participate in dance or engage with us through live or digital means</p>	<p>Establish and monitor evolved Associates programme of 22 members, now known as Young Associates (14-21 years). Monitor content and relevance and support mental and physical wellbeing of Young Associates.</p> <p>Pilot New Young Associates hub in North Wales, in 22-23. Establish group on an ongoing basis 23-25 for 15 dancers (14-21yrs)</p> <p>Diversify Discover Dance programmes to include younger audiences (4-7yrs) across Wales; considering appropriateness of work presented</p> <p>Increase and diversify the range of school groups we work with through our Dance Ambassadors programme, working collaboratively with our priority venues.</p> <p>Support development of performance work created especially for young people</p>	<p>By March 2024 / Engagement Producer</p> <p>By March 2024 / Artistic Director</p>
<p>Equal Opportunity forms being circulated for all projects and data collated</p>	<p>Diversify age range of the dancers and artists for specific projects</p>	<p>Capture base data</p> <p>Recruit a greater diversity age range of dancers and artists for R&D and Laboratori</p>	<p>By August 2022/ Operations Director</p> <p>Year on year / Artistic</p>

		Commission work created by people of a variety of ages	Director
Reaching a broad age range of people in some venues. In some areas this diversity is less broad	Increase attendance of our performances by those aged 16-34	<p>Consider the way we promote our work, and how this could connect with those aged 16-34</p> <p>Consider the content of our performances, and how this could better connect with those aged 16-34</p> <p>Analyse audience data from those venues where we are reaching a broad age range</p> <p>Consider touring strategy and target locations in relation to data</p>	Year on Year / Executive Producer and Artistic Director
	7 GOALS OF WBFG	A More Equal Wales, A Wales of Vibrant Culture, A Prosperous Wales & A Healthier Wales: A greater diversity of ages in the people who take part in and employed in dance	

DISABILITY

As an organisation we're seeking to become more aware of 'ableism' and the pernicious effects of exclusion this can have on Deaf and disabled people as staff, artists, audiences and collaborators. We will also ensure the Dance House is accessible and safe for Deaf and disabled people – whether as audiences, employees or contractors - and we will review and monitor our practices to comply with any changes to wider legislation, specifically the Equality Act 2010, including making reasonable amendments to the infrastructure of the building where necessary.

Current Situation	What	How	By When/ Lead Responsibility
A number of performances, both live and digital are BSL interpreted &/or captioned each year	Extend interpreted and accessible performances (BSL, audio described, relaxed performances etc.) into all touring, increasing to 4 interpreted performances per year and	<p>Dedicated access budget to enable additional interpreted performances; additional and new forms of marketing and promotion to target relevant audiences</p> <p>Commit to creating promotional information in more accessible</p>	<p>Year on year/ Engagement Producer</p> <p>May 22/ Communications</p>

<p>First audio described performance taking place in April 2022 at Sherman Theatre. Relaxed performance to take place at Dance House in May 2022 working with a local special school</p> <p>Access budget increased from £500 to £5,000 pa</p> <p>All recruitment documents have been made available in BSL, audio and large print</p>	<p>committing to relaxed performances. See Business Plan chapter ‘All Kinds of People’</p>	<p>formats, such as Easy read and adopting Plain English standards</p> <p>Ensure all digital output is captioned. All digital marketing for BSL performances is BSL supported</p>	<p>Director</p> <p>Year on year/ Marketing Campaigns Manager</p>
<p>Disabled artists commissioned to create digital work during 21/22</p>	<p>Make inclusive dance performances. See Business Plan chapter ‘Artistic Vision and Plan’</p>	<p>At least one major project commissioned involving disabled artists</p> <p>Ensure that auditioning and interview processes are open to people with disability and ensure projects include disabled performers</p> <p>Develop creative project with disabled non-professional performers, in the mold of ‘Reflections’ film, with Dance for Parkinson’s dancers</p> <p>Ensuring all stories/images/marketing messages about the Company’s work are inclusive</p> <p>Adopting the National Companies’ Diversity Leadership programme recommendations when published leading to a wholesale change in recruitment and collaboration amongst cultural organisations</p>	<p>By April 2023/ Artistic Director & Executive Producer</p> <p>Ongoing/ Artistic Director</p> <p>By end of 2024/ Artistic Director</p> <p>Year on year/ Communications Director</p> <p>By December 2022/ Chief Executive</p>

Dance House adjustments delayed due to Covid-19	Improving access to the Dance House for disabled people	Making changes to signage and way-marking for Dance House with visual impairment and physical disabilities and/or neuro divergence in line with accessibility guidelines Investigate feasibility of physical improvements to Dance House to improve accessibility for Deaf and disabled people	By April 2023 / Operations Director
Some training for staff and dancers delivered e.g. Deaf and dementia awareness	End 'ableism' in the organisation via a programme of awareness training and development	Training courses for whole organisation Greater levels of working with disabled artists and audiences/participants Recruitment changes to increase the proportion of people in the organisation who are Deaf and disabled from 26% to 32.5% by 2024	By end of 2022/ Operations Director Ongoing/ Artistic Director 2024/ Chief Executive
	7 GOALS OF WBFG	A More Equal Wales, A Wales of Vibrant Culture & A Globally Responsible Wales: A greater diversity of people involved in making and enjoying dance, making a positive contribution to people's wellbeing	

GENDER IDENTITY AND EXPRESSION

Current Situation	What	How	By When/ Lead Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Improve recruitment processes and Company policies to reflect the needs of those who do not identify with the sex assigned at birth	Ensure inclusive language is used and seek advice where needed to foster an inclusive and safe working environment	Year on year/ Operations Director

<p>More inclusive and ongoing training plan being developed. Specific training to be organised in 2022/23</p> <p>Some temporary signage adjustments, such as gender-neutral toilets and dressing rooms made to Dance House areas, further changes to be included in the 22/23 budget</p> <p>Changes made to the way accommodation is booked and dressing rooms allocated</p> <p>Staff encouraged to add pronouns to email signatures.</p> <p>Values enshrined in new recruitment campaigns. Full suite of documents to be revisited summer 2022.</p>	<p>Reflect inclusion of people who do not identify with the sex assigned at birth</p>	<p>Arrange Company training (Stonewall) to have a better understanding of language and actions to ensure we are as inclusive as possible</p> <p>Plan long term physical adjustments to the Dance House</p> <p>Revisit values to ensure that the needs of the protected characteristic are enshrined and embedded into all Company and activity planning</p>	<p>By September 2022/ Operations Director</p> <p>By April 2024/ Operations Director</p> <p>By October 2022/ Operations Director</p>
<p>7 GOALS OF WBFG</p>		<p>A More Equal Wales, More Cohesive Communities & A Healthier Wales: Creating an open, tolerant, and safe environment and culture at work for people who do not identify with the gender assigned to them at birth</p>	

MARRIAGE & CIVIL PARTNERSHIP

Current Situation	What	How	By When/ Lead
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			Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Ensuring benefits given to couples regardless of gender	Ensure that recruitment materials continue to make Family Friendly policies clear. Flexible working from day one Company policies and staff handbook have all been updated	Year on Year / Operations Director Year on Year / Operations Director
	7 GOALS OF WBFG	A Healthier & More Equal Wales: Creating an open, tolerant, and safe environment and culture at work	

PREGNANCY & MATERNITY

Current Situation	What	How	By When/ Lead Responsibility
Recruitment pack and information has been updated and recent campaigns more targeted	Ensure everyone is protected against discrimination on the grounds of pregnancy and related leave. Refer to separate policies for more detailed information.	Actively advertise willingness to make reasonable adjustments to workplace/roles to meet specific people's needs. Flexible working from day one Company policies and staff handbook have all been updated to ensure compliance and ensure that the needs of the Protected Characteristic are enshrined in values	Year on Year / Operations Director Year on Year / Operations Director
	7 GOALS OF WBFG	A Healthier & More Equal Wales: Being actively supportive of people who are pregnant and undertaking maternity leave	

RACE

This section of the plan relates to people of the global majority: African Diaspora people; South, East, and South East Asian diaspora people; Middle East and North African people, and other ethnically diverse people. In other words, people who experience racism.

There has been a greater focus on recruiting staff, dancers and trustees from diverse backgrounds (currently 15% of workforce). The proportion of our audience who are African Diaspora people, South, East, and South East Asian diaspora people, Middle East and North African people, and other ethnically diverse people has increased from 3% three years ago to 9% for 21/22. Around 5% of Wales' and 15.8% of Cardiff's population is from the global majority. Continuing to increase our audience base will happen only if we create change in how we work, in the work we present, and the extent to which we can become an actively anti-racist organisation.

Current Situation	What	How	By When/ Lead Responsibility
The proportion of our audiences from the global majority has increased 3% to 9% for 21/22 mainly due to areas toured to	Continue to increase Wales audiences/participants from the global majority groups identified under this section. See relevant chapter of Business Plan	Marketing focus on targeting global majority audiences in specific multi-cultural towns and cities in Wales and wider UK touring Achieve long-term audience development through running projects specifically targeting under-represented groups in multi-cultural towns and cities in Wales	By March 2024/ Communications Director By March 2022/ Engagement Producer
There has been growth in global majority staff and Board members over the past 3 years, and 15% of the total workforce is now from the global majority. This has been achieved through active targeting and recruitment, and ensuring that messaging and programmes reflect communities targeted	Achieve 20%* of employees from global majority groups identified within 3 years *This reflects the current percentage of Cardiff population (2020) who are part of the global majority, but this will change, and the Company goal is to reflect the changing percentage	Ensure a diverse shortlist for all jobs/recruitment opportunities by regularly undertaking Executive searches which target global majority candidates. Take positive action to ensure the most diverse candidate list possible Adopting the National Companies' Diversity Leadership programme recommendations when published in May 2022 leading to a wholesale change in recruitment and collaboration amongst cultural organisations Continue to offer all staff and board involved in recruitment anti-racism training and training in fair recruitment and selection. Investigate training and ensuring continuous learning	Year on year/ Operations Director By December 2022/ Chief Executive Year on year/ Operations Director
New trustees were recruited in 2021, including those who are from a global	Increase from 10% (1 trustee) to 30% (3 trustees) from one of the groups	Ensure a diverse board shortlist by undertaking Executive Search which targets global majority candidates. Take positive action to ensure the	By September 2023/ Chair of board

majority background. We are likely to achieve our 30% target in 2023	identified on board	most diverse candidate list possible Commit to next board recruitment including a global majority candidate	By September 2023/ Chair of board
Dance team diversifying their technique gradually, the speed of which has been hampered by Covid and not having dancers physically in the studio	Physicalise our commitment to diversity and embrace different cultural forms by committing to 6 weeks per year of teaching from different dance styles other than ballet and contemporary	Increase teaching Commit to one week of each different style for instance/including the following: African, Indian Classical, Butoh, Street dance, Flamenco, Cuban	By March 2023/ Artistic Director By March 2023/ Artistic Director
Diversifying the team enables us to represent contemporary Wales more fully and effectively. This is mainly in relation to the dance team, where there is greater turnover which has allowed greater representation from the global majority in the team	Maintain visible diversity of Company employees, especially dancers	Ensure we seek out opportunities to communicate the diversity of the Company	Year on year/ Communications Director
	7 GOALS OF WBFG	A More Equal Wales, More Cohesive Communities & A Wales of a Vibrant Culture: Ensuring that a greater proportion of our staff, board and audiences/participants are from a diverse background	

RELIGION & BELIEF (& non-belief)

Current Situation	What	How	By When/ Lead Responsibility
Documents updated	Create an environment and culture	Company policies and staff handbook have all been updated to ensure	Year on Year/

	which is sensitive to people's religion and beliefs	that everyone feels safe to practice their religious beliefs in an inclusive environment	Operations Director
	7 GOALS OF WBFG	More Cohesive Communities & A Healthier Wales: A society where mental wellbeing is maximised and choices and behaviours are understood	

SEX

The Company has a good gender balance across trustees and staff (see appendix) although it needs to remain vigilant regarding comparative pay for all gender identities. Our audience, like many dance companies, predominantly identify as female. 100% of people attending our programme of work for gifted and talented young dancers identify as female. This underlines the ongoing stigma associated with dance for those not identifying as female in Wales, which has some work to do to catch up with the rest of the UK where dance programmes for those not identifying as female are better developed. These changes will take time to achieve, meaning that the targets set for inclusion in participation are lower than 50%, but are considered realistic as the sector needs to institute significant change.

Current Situation	What	How	By When/ Lead Responsibility
	Ensure equal pay for all gender identities	Undertake annual 'gender pay gap' calculations and report to board	By April 2023/ Operations Director
2022/23 work curated as one programme rather than individual projects to achieve fairer representation	Achieve equality of opportunity for all gender identities to lead work and have more representation	Awareness of gender identity is embedded in curation of work and programming	Year on year / Artistic Director
0% of our current Associates group identify as a gender other than female.	Achieve equality of opportunity for all gender identities to take part in dance at all levels	Targeted activity for Young Associates Auditions and Young Associates group for 22-23. Review promotional materials to ensure that all imagery and copy ensures appeal to all gender identities. Seek out opportunities to place stories/images/marketing messages	By 2025 Engagement Producer Marketing Campaigns Manager Communications

		about the contribution of dancers who identify as other than female in the Company	Director
<p>Online audience statistics 21/22:</p> <p>YouTube: 18–34-year old's are 50% of the audience, even gender split. 90% of viewers are not subscribed</p> <p>Facebook: 25-44 years 50%, 74% female, UK, Spain, Italy, USA, Germany, Greece, France, Portugal</p> <p>Instagram: followers are 75% female 67% 18-34 same countries as FB</p> <p>Twitter: doesn't give out audience analytics</p> <p>66% of visitors to the website in 21/22 were recorded as female, a change of around 1% from 20/21</p>	<p>Platforms do not allow for reporting on all gender identities so targets must remain around engaging more online users who identify as male</p>	<p>Review promotional materials to ensure that all imagery and copy ensures appeal to all gender identities</p> <p>Dancer profiles to give insight into the different personalities and training journeys of those identifying other than female</p>	<p>Ongoing Marketing Campaigns Manager</p> <p>By January 2023 Communications Director</p>
	7 GOALS OF WBFG	More Cohesive Communities, A Prosperous Wales & A More Equal Wales: A skilled and well-educated and equal population because of a greater opportunity to play a full part in the cultural life of Wales	

SEXUAL ORIENTATION

The company's LGBTQ+ staff base is increasing, raising the profile of the high proportion of LGBTQ+ staff could offer positive role models and a positive environment to support LGBTQ+ participation in dance amongst the wider population.

Current Situation	What	How	By When/ Lead
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			Responsibility
<p>Researching signing up as a Diversity Champion</p> <p>No engagement activity started</p> <p>Researching appropriate messaging to be champions for our LGBTQ+ communities.</p>	<p>Support LGBTQ+ people who want to dance and watch dance across Wales</p>	<p>Sign up to become a Stonewall Diversity Champion (or similar) to promote lesbian, gay, bisexual, and transgender equality in the workplace</p> <p>Explore new digital learning programme and physical workshop provision focused on gender identity and LGBTQ+ communities</p> <p>Seek out opportunities to place stories/images/marketing messages about the Company's diverse work/audiences</p>	<p>By December 2022/ Operations Director</p> <p>By March 2023/ Engagement Producer</p> <p>Year on year/ Communications Director</p>
	<p>7 GOALS OF WBFG</p>	<p>More Cohesive Communities, a Wales of Vibrant Culture & A More Equal Wales: Leading to a safe and well-connected society by engaging with dance</p>	

APPENDIX I - Profile of employees and trustees

GENDER	April 2022 %	23/24 %	24/25 %
Man	37	39	40
Woman	56	53	48
Transgender		4	8
Other preferred description			4
Prefer not to say	7	4	
SEXUAL ORIENTATION	April 2022 %	23/24 %	24/25 %
Bisexual	4	8	10
Homosexual	22	24	26
Heterosexual	63	61	57
Other	7	7	7
Prefer not to say	4		
DISABILITY	April 2022 %	23/24 %	24/25 %
Yes	26	30	32.5
No	67	66	63.5
Prefer not to say	7	4	4
ETHNIC BACKGROUND	April 2022 %	23/24 %	24/25 %
Asian	4		
Black other	7		
Mixed/ multiple ethnic groups	4		
White Welsh	33	32	32
White British	37	33	30
White European	15	15	13
Arab			
Other ethnic group		20	25
Prefer not to say			
AGE	April 2022 %	23/24 %	24/25 %
16-25	7	10	14
26-34	37	31	27
35-44	30	30	28
45-49	7	10	12

50+	19	19	19
Prefer not to say			
RELIGION & BELIEF	April 2022 %	23/24 %	24/25 %
Atheist	56	51	45
Buddhist	4	4	5
Christian	22	22	22
Hindu		4	5
Jewish		4	5
Muslim		4	5
Sikh		4	5
Any other religion or belief		4	5
Prefer not to say	18	3	3