

Strategic Equality Plan 2022-2025

national
museum
wales
amgueddfa
cymru

big pit
national
coal
museum
amgueddfa
lofaol
cymru

national
roman legion
museum
amgueddfa
lleng rufeinig
cymru

national
slate
museum
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Amgueddfa
Genedlaethol
y Glannau
STORI DIWYDIANT A
BLAENGAREDD CYMRU

National
Waterfront
Museum
WALES' STORY OF
INDUSTRY & INNOVATION



national
wool
museum
amgueddfa
wlan
cymru

Introduction

At Amgueddfa Cymru – National Museum Wales we are fully committed to delivering the general duties in the Equality Act, and those duties specific to Wales, but we endeavour to go beyond compliance.

Amgueddfa Cymru belongs to everyone. A key commitment in our new organisational strategy, Amgueddfa Cymru 2030, is to 'Make sure everyone is represented', in our workforce, our Trustees, as decision makers, visitors, creators, participants and audience members.

Our Strategic Equality Plan (2022-2025) reinforces this commitment, setting out **what** we will do to eliminate any form of discrimination, provide equality of opportunity and foster good relations in all aspects of our work and, critically, **how** we will do this.

There is a pressing need to act. The Widening Engagement Report (<https://museum.wales/aims/vision-commitments-and-values/widening-engagement-research/>), which we jointly commissioned with Arts Council of Wales, starkly exposes the need for us to radically change how we think and do things, if we are to truly reflect the diverse communities we represent. We have already moved forward with this, outlining our ambitions and how these will be achieved in the Widening Engagement Action Plan (<https://museum.wales/aims/vision-commitments-and-values/widening-engagement-action-plan/>). This plan was jointly developed and published with Arts Council of Wales.

Our Strategic Equality Plan and Widening Engagement Action Plan go hand in hand, with the content of the action plan firmly embedded in our strategic objectives. Both plans focus on our commitments to remove barriers currently preventing protected groups and those facing social-economic disadvantage from accessing arts, heritage, culture and our workforce. For consistency, both plans run concurrently over the same period – 2022-2025.

Although not listed as a protected characteristic in the Equality Act, Welsh language rights are protected by the Welsh Language Standards, as set out by the Welsh Government under Section 44 of the Welsh Language (Wales) Measure 2011. We are committed to complying with the Welsh Language Standards, as described in our Welsh Language Policy, and report on compliance annually (see www.museum.wales/thewelshlanguage). In line with the Widening Engagement Action Plan, in 2022/23 we will establish methods of working jointly on Equalities and the Welsh Language, including on internal governance and reporting structures.

The Widening Engagement Reports focused on specific communities. We recognise the interconnected nature of all those who face discrimination or disadvantage, and our intention is to undertake further work focusing on communities facing disadvantage.

Widening and deepening engagement with these communities right across Wales is a key objective within our Strategic Equalities Plan.

We are for example also working on a set of commitments to our LGBTQ+ audiences/users, partners and staff, which will take account of Welsh Government's forthcoming LGBTQ+ Action Plan for Wales. These commitments will be incorporated into our Strategic Equality Plan in 2022.

The wider policy context in Wales has also shaped the development of our Strategic Equality Plan, including the Socio-Economic Duty Wales and the Well-being of Future Generations (Wales) Act 2015. We are also committed to supporting the Welsh Government's Programme of Government 2021-2026 (<https://gov.wales/programme-government>) and the priorities of the Cooperation Agreement between the Government and Plaid Cymru (<https://gov.wales/co-operation-agreement-2021>).

Our Strategic Equality Plan and the relevant objective/s will be reviewed following the publication of the Welsh Government LGBTQ+ and Race Equality Action Plans (Anti Racist Wales). It will also be further developed in 2022-23 as we incorporate our Welsh Language Action Plan. We are committed to embrace the actions within our organisation.

Finally, our Board of Trustees fully support our commitment to achieving the outcomes outlined in our Strategic Equality Plan over its three-year duration. A monitoring group will be set up to measure the progress we're making against each of our objectives throughout this period.

Objective 1:

We will recruit and retain staff and volunteers to be representative of the population of Wales.

| | Action | Key milestones |
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| 1 | Review and revise HR recruitment policies to address under representation within our organisation. | <ul style="list-style-type: none">▪ Identify and implement changes needed to the recruitment policy, guidance, advertising, application and selection methods.▪ Implement innovative cross-sector approaches to recruitment in collaboration with the Wales Public Equality Partnership.▪ Implement the new recruitment system, which hides all details of gender, age etc. during sifting. |
| 2 | In collaboration with community partners further develop representation in volunteering and placement programmes. | <ul style="list-style-type: none">▪ Develop new roles for placements and volunteering with partners in line with Investors in Volunteering.▪ Establish policy and procedures for placements, including Welsh language opportunities. |
| 3 | Review and revise HR employee and people engagement policies and processes to ensure workplaces are safe and inclusive environments. | <ul style="list-style-type: none">▪ Develop employee support systems, to include a focus on career development and progression.▪ Incorporate a section on micro-aggressions in key HR policies.▪ Undertake a wider review of HR policies. |
| 4 | Establish specialist engagement roles to lead initiatives and provide that represent the population of Wales. | <ul style="list-style-type: none">▪ Define appropriate roles and the specialist skills needed for Equality & Diversity Management.▪ Appoint community focused roles in Public Programmes areas including Exhibitions, Learning and Events.▪ Appoint role to lead on Decolonizing within Collections and Research.▪ Explore opportunity for Agent of Change role at a Senior Level. |

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| | | <ul style="list-style-type: none"> Produce JDs, business cases etc. for recruiting leaders who can support initiatives both internally and externally. |
| 5 | Further embed training that supports the development of compassionate leadership, which champions the Welsh language, anti-racism, anti-ableism and zero tolerance. This includes Board, Council and Senior Team Members. | <ul style="list-style-type: none"> Roll out leadership programme for senior leaders and aspiring leaders to include what it means to lead in a bilingual, anti-racist and anti-ableist country. Develop champions training, including for Board members, to support specific areas, particularly anti-racism, anti-ableism and zero tolerance, and continue to expand on these subject areas to develop a full suite focused on protected characteristics (including language rights). |
| 6 | Provide mandatory training for all staff to ensure they have the right skills and understanding of good diversity practice in the workplace. | <ul style="list-style-type: none"> Pilot a comprehensive training programme to include anti-racism, anti-ableism, unconscious bias, leading in a bilingual country, championing the Welsh language and Cymraeg 2050. Develop and provide specialized community engagement training to those working in this area, including supporting guidelines. Continue to develop and deliver Welsh language programmes, interpretations and services. |
| 7 | Expand accessible routes for employment to those from diverse communities in Wales. | <ul style="list-style-type: none"> Develop further remunerated placements, apprenticeships and non-traditional routes into the heritage sector. Establish and develop mentoring schemes. |
| 8 | Assess the impact of our policies, procedures and actions on our objective to be representative of communities in Wales. | <ul style="list-style-type: none"> Establish a baseline of our diversity and language profile and develop measures to monitor progress that enable us to evaluate and report on where we have seen improvement and benchmark externally. Use technology to gather data from staff e.g., record language choice/level (Welsh/English/BSL) and community languages spoken on CIPHRnet. |

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| | | <ul style="list-style-type: none"> Further develop the use of our Welsh language and Policy Forming guidelines and assessment tools and investigate using the model for other areas of equalities. |
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Objective 2:

Support all employees and volunteers to achieve their personal and professional ambitions and remove the barriers to them achieving these.

| | Action | Key milestones |
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| 1 | Develop employee support systems, to include a focus on career development and progression and support mechanisms to remove the barriers to progression. | <ul style="list-style-type: none"> Support employee skills assessments and ensure skills gaps are met through the delivery of training and development opportunities Through engagement with staff from culturally diverse, D/deaf and disabled communities and those facing social-economic disadvantage, barriers are identified, and actions are taken to remove them. Line managers are aware of how best to use the Performance Management Process to address development needs and to identify future talent and successors. A 'Buddy' employee support system is introduced and good practice for potential mentors established. Networks are developed for under-represented employee groups such as a Women's and LGBTQ+. Employees are upskilled through the Government-funded further education training and qualification schemes. Continue to support Welsh language learning for staff and expand to include volunteers and Amgueddfa Cymru Producers. |

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| 2 | Ensure the training strategy is accessible and meets the needs of D/deaf and disabled staff, volunteers and those with caring responsibilities | <ul style="list-style-type: none"> ▪ Deliver basic BSL and Deaf Awareness courses for staff and volunteers to have an introductory level understanding for welcoming visitors and staff, with a view to exploring digital or visual options for easy reference. ▪ Training opportunities are made accessible to all, by offering physical and digital platforms, available in Welsh, English and BSL. ▪ Ensure all training providers are aligned with our values. ▪ Develop the policy on flexible and hybrid working to support all staff. |
| 3 | Further embed the contribution of the Amgueddfa Cymru Producers into our work to increase representation of young people in policy development and decision making. | <ul style="list-style-type: none"> ▪ Continue to create paid opportunities for the Amgueddfa Cymru Producers, in line with the Hands-on Heritage Action Plan supported by the National Lottery Heritage Fund. ▪ Develop a business plan to support the Amgueddfa Cymru Producers post National Heritage Lottery Funding as detailed in Learning and Public Programme Strategy. |

Objective 3:

Ensure that everyone has equal opportunity to participate in and access our services.

| | Action | Key Milestones |
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| 1 | Establish and embed best practice standards for user and visitor experience. | <ul style="list-style-type: none"> ▪ Collaboratively with Arts Council of Wales, commission a piece of work to create best practice standards focused on accessibility levels to our museums, and standards for staff to improve the visitor experience and take forward the recommendations. |
| 2 | Continue to incorporate BSL into all new programmes | <ul style="list-style-type: none"> ▪ BSL pilots delivered with new Events Programmes ▪ New events programmes are accessible in BSL. ▪ BSL adopted as third language. |

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| 3 | Make cultural resources accessible | <ul style="list-style-type: none"> ▪ Continue to provide physical and digital accessible cultural resources with use of easy read and large print versions. ▪ Continue to review all new publications to ensure messaging is inclusive and includes all equality strands. ▪ Work with culturally and ethnically diverse communities to plan the use of community languages alongside Welsh, BSL and English. |
| 4 | Monitor the demographic profile of our visitors and measure progress across all under-represented communities. | <ul style="list-style-type: none"> ▪ Use the data from the audit to identify and target specific under-represented communities. |
| 5 | Deliver marketing materials that recognise and celebrate anti-racist practice and inclusivity. | <ul style="list-style-type: none"> ▪ Launch new Brand ▪ Collaborate with community organisations to develop and improve awareness and understanding of Amgueddfa Cymru ▪ Communication methods developed with community organisations and local networks |

Objective 4:

Ensure equality is embedded into the procurement process and is managed throughout delivery.

| | Action | Key Milestones |
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| 1 | Equality and diversity (including anti-racism and anti-ableism) are built into the ways third-party services are procured where appropriate and proportionate to the contract in question. | <ul style="list-style-type: none"> ▪ Develop a set of procurement principles, which address equality and inclusion, the Welsh language and other languages, anti-racist and anti-ableist approaches. ▪ Train and support staff in the approach and share principles with the wider sector. ▪ Implement innovative cross-sector approaches to procurement in collaboration with the Wales Public Equality Partnership. |

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| 2 | Ensure social outcomes are included in our procurement procedures where social value can be obtained. | <ul style="list-style-type: none"> ▪ Create an annual action plan linking future procurement with social issues and produce an annual report detailing where social value has been attained. ▪ Ensure that the procurement procedures are open to all, boosting the social value of what is being delivered and providing opportunities to all. |
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Objective 5:

We recognise our unique role in representing and celebrating the histories and creativity of Wales’s diverse communities.

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| 1 | Adopt Cultural Democracy by decolonising international and national collections. | <ul style="list-style-type: none"> ▪ A collections strategy is developed with greater diversity of collecting, a new focus on acquisition and commissioning. ▪ Ensure more diverse representation on advisory committees relating to acquisition. ▪ Work acquired through commissions with artists with lived experiences |
| 2 | Co-produce cultural programmes, including events and exhibitions, with culturally and diverse, D/deaf and disabled, social-economic disadvantaged and LGBTQ+ communities. | <ul style="list-style-type: none"> ▪ Develop frameworks to contract community organisations to lead and co-produce programmes. ▪ Produce a three-year plan for changing displays and exhibitions across all seven museums working with creative practitioners with lived experience, as detailed in the Learning and Public Programmes Strategy. ▪ Co-produced community events as detailed in the Learning and Public Programme Strategy. |
| 3 | Develop new inclusive and anti-racist resources and programmes for schools | <ul style="list-style-type: none"> ▪ Work with creative practitioners with lived experience to develop school-based activities and resources for Cynefin that help explain the diverse cultural heritage and landscape of Wales, including the Welsh Language. |

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| | as part of the new Curriculum for Wales. | (See the Learning and Public Programme Strategy for detail on our Programme for Schools) |
| 4 | In Collaboration with Arts Council of Wales establish methods to monitor and oversee the delivery of the Widening Engagement Action Plan. | <ul style="list-style-type: none"> • Establish a Task Force with a network of partners to monitor progress against the Actions set and advise on policy developments. • Establish a D/deaf and Disability led task & finish group to take forward standards for visitors as outlined in the Richie Turner Associates report. • Continue to support the Fusion network, established through the Welsh Government's Fusion programme and local authorities across Wales. |

Objective 6:

Ensure that strategic leadership is accountable and that governance arrangements are in place, ensuring standards are high and consistent across all areas of responsibility.

| | Action | Key Milestones |
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| 1 | Increase representation on our Board and increase youth voice on the Board. | <ul style="list-style-type: none"> ▪ Support the development of a three-year recruitment plan with Welsh Government and the review of the process and remuneration. ▪ Deliver recruitment plan with Welsh Government. |

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| 2 | <p>Equalities objectives are at the core of our annual and long-term strategic plans</p> | <ul style="list-style-type: none"> ▪ Board and SET to deliver Equalities Action Plan (informed by the recommendation and including Welsh Government’s Race Equality and LGBTQ+ Action Plans). ▪ Equalities Objectives set and published. ▪ Build steps into each new policy and service to address the barriers experienced by people facing socio-economic disadvantage. ▪ Establish Equalities and Welsh Language Advisory group and review internal monitoring and governance arrangements. ▪ Review Equalities and Welsh Language actions in light of 2021 Census results (expected by 2023). |
| 3 | <p>Senior Teams take responsibility for the delivery of the Widening Engagement Action Plan and align with Welsh Government Action Plans as published.</p> | <ul style="list-style-type: none"> ▪ Review and report on Widening Engagement Action Plan to Board. ▪ Evaluation tool and matrix developed to measure success of the Action Plan and inform future development. ▪ Board and Arts Council joint meetings to review progress and future actions. ▪ Publish videos/comms to share progress made and actions to be developed. ▪ Plans further developed in response to the publication of Welsh Government’s Race Equality Action Plan and LGBTQ + Plan. |

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| 4 | Senior Teams take responsibility for the delivery of the Strategic Equality Plan | <ul style="list-style-type: none"> ▪ Monitor performance of the Equality Action Plan Objectives through reporting to MLT quarterly. |
| 5 | Set up appropriate Staff networks to consider policy development on equality matters. | <ul style="list-style-type: none"> ▪ Staff engagement on equality matters is embedded within policy development, supporting inclusivity ▪ Review and adapt existing groups/networks to ensure they remain fit for purpose |
| 6 | Ensure we are transparent in our progress on Equality and Diversity. | <p>Ensure our website holds information on:</p> <ul style="list-style-type: none"> • Widening Engagement Action Plan • Strategic Equality Plan • Gender Pay Gap Report • Our Equality Impact Assessment Process • The Annual Equality Report • Information on our partner organisations and how we are working together • Positive action measures when commissioning work. • Welsh Language Policy, compliance and reporting |

Objective 7:

Continue to reduce the pay gap between men and women.

| | Action | Key Milestones |
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| 1 | Continue to collect workforce information as required by the Public Sector Equality Duty in Wales and the Equality Act 2010 (Gender Pay Gap Reporting) and draw comparisons with appropriate benchmarking. | Appropriate benchmarking is undertaken on an annual basis. |

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| 2 | Produce an action plan to work towards the elimination of any gender pay gap via a review of our recruitment and retention strategies. | <ul style="list-style-type: none"> ▪ Monitor progress made on our action plan aimed at eliminating any pay gaps and increasing the diversity of our workforce. |
| 3 | Further embed the Equality Impact Assessment process into all aspects our work | <ul style="list-style-type: none"> ▪ All managers responsible for policy development are trained in the process and ensure that all planned activities consider the needs of those with protected characteristics and/ or those facing socio-economic disadvantage. |