

Race Equality Policy

1 Background and Purpose

1.1 The Race Relations (Amendment) Act (RR(A)A), 2000 amends the Race Relations Act, 1976 Act by placing a positive *general duty* on public bodies to promote racial equality. This means that HEIs, in all their identified relevant functions, need to:

- Eliminate racial discrimination;
- Promote equality of opportunity;
- Promote good race relations between people of different racial groups.

In addition, HEIs have under the legislation *specific duties*:

- The production of a race equality policy and action plan (Specific duty 3 (1));
- The policy and plan should include measures to assess the impact of all institutional policies (Specific duty 4 (a));
- The policy and plan should include measures to monitor admission and progress of students, on the one hand, and monitor the recruitment and career progress of staff, on the other hand (Specific duty 4 (b));
- Both the race equality policy and action plan, and the results of annual reviews on progress, should be published (Specific duties 4 (c) and 5).

1.2 UCN's Race and Ethnicity Policy, launched in 1995, did not ensure that race issues were effectively and fully mainstreamed. In addition, the subsequent attempt to subsume race issues within a revised equal opportunities policy was not able to demonstrate satisfactorily that the institution was meeting the general and specific duties of the RR(A)A. This race equality policy, and the accompanying action plan, are designed to be fully compliant with the RR(A)A. They are fully in tune with the values of the institution as enshrined in its mission and are congruent with UCN's Strategic Plan.

1.3 The University College has a longstanding commitment to equal opportunities. This has entailed, inter alia, the promulgation of an equal opportunities policy, and associated policies including a harassment policy, a grievance policy and conflict resolution procedures, and the establishment of an executive working group to monitor developments and advise the Rector. Both the equal opportunities policy and the Equal Opportunities Working Group (EOWG) are well embedded features of the University College. The current equal opportunities policy statement was reviewed by the EOWG in 2002. Over 100

individuals, including staff and students, contributed feedback and detailed comment on a revised statement through the use of an interactive web based questionnaire. This statement is currently subject to further review in the light of the feedback received.

1.4 The revised statement was originally designed to incorporate UCN's race equality policy. Subsequent reflection and consultation with key stakeholders indicated, however, that subsuming race issues under the umbrella of equal opportunities does not enable the institution to demonstrate satisfactorily that it is meeting the general and specific duties of the Race Relations (Amendment) Act. In the light of this, the University College set up a Race Equality Advisory Group (REAG) in February 2003. Chaired by the Chair of the EOWG, it includes a member of the Directorate, the Director of Access and Educational Partnerships, the Director of Human Resources, the Director of Student Services, the President of the Student Union, and a cross section of staff, including union representatives, representing the diversity of the institution. The staff and students include members from minority ethnic communities. While REAG's remit in the first instance was to play a leading role in the formulation of a revised race equality policy and action plan, it will continue to play a key role in the monitoring and review process.

1.5 REAG's work has been informed, inter alia, by the following:

- A review of the 1995 race and ethnicity policy;
- An analysis of monitoring data relating to staff recruitment for the past four years conducted in 2001-02 and considered by the EOWG;
- Two overviews of statistical data relating to staff and students undertaken in 2001-02 and commissioned by the Head of Human Resources;
- Two staff workshops on institutional racism and an ongoing research study exploring minority ethnic staff and student perceptions of UCN;
- The UCN Staff Attitudes Survey, 2002;
- A review of both executive and committee arrangements relating to equality and diversity issues;
- A review of the current Human Resources and Widening Participation strategies, given their centrality to specific duty 4b under the RR(A)A;
- Representation at pertinent conferences, including the ones organised by Neil Stewart Associates, on 18 April, 2002; Leeds University on 3 July, 2002 (where 2 members of UCN presented papers) and Infolog on 10 February, 2003;
- Key guidance documents produced by the CRE and ECU as well as Leeds University's *Building the Anti-Racist HEI: A Toolkit*.

1.6 The development of the race equality policy and accompanying action plan by REAG has entailed consultation with staff from minority ethnic communities and members of the local REC. As part of a wider consultation process, the policy has been placed on the institution's web-site and representatives from minority ethnic communities are being invited to give feedback. In addition, UCN is a member of the local Multi-Agency Group against Racist Attacks and

Harassment (MAGRAH) and will seek feedback on its policy from this group. UCN plans to review its policy by the beginning of 2004 in the light of more extensive consultation.

- 1.7 The Directorate has considered an earlier draft of this race equality policy and accepted REAG's recommendations for revising the executive and committee arrangements relating to, equality and diversity issues generally, and race issues specifically. Under the new arrangements to be implemented in 2003, the EOWG will be reconstituted as a joint committee of both Senate and the Governing Council and re-launched as the Equality and Diversity Committee; the REAG, incorporating representatives from minority ethnic communities, will report to this new committee; and two Equality and Diversity officers, one relating to staff and one to students, will be appointed to take forward work on implementing and monitoring the revised policy and action plan. In these and other ways, UCN plans to ensure that equality and diversity issues generally, and race issues in particular, are given renewed impetus and are appropriately mainstreamed.

2 Organisational scope

This policy applies across the whole of UCN. All members of the University College must abide by this policy, and any failure to comply may result in disciplinary action. In addition, all visitors to UCN and those contacted to work at, or for, the University College are expected to comply with the policy.

3 Definitions

Ethnic monitoring: the process of collecting and analysing information about people's ethnic backgrounds to discover whether all groups are fairly represented.

Organisational racism: organisational practices which, however unintentionally, entail disadvantages for members of minority ethnic communities. This concept is not dissimilar in meaning to that of *indirect discrimination* outlawed in the Race Relations Act (RRA), 1976.

Positive action: action permitted by the RRA to meet the special needs of people from particular ethnic groups in relation to their training, education or welfare. This concept must not be confused with that of *positive discrimination*, which is not permitted under the RRA.

4 Race Equality Policy Statement

- 4.1 University College Northampton's mission includes a commitment to '*promote the values of a tolerant and democratic society*'. This commitment informs the institution's overall equal opportunities policy and its embodiment in a specific race equality policy.

4.2 The Policy Statement

University College Northampton (UCN) believes that it must be proactive in promoting race equality. In line with the general duty

enshrined in the Race Relations (Amendment) Act, the institution is committed to a wide ranging action plan to tackle racial discrimination, to create genuine equality of opportunity and promote good race relations. In realising these commitments, UCN expresses its opposition to all forms of racism and its intention to take positive action in promoting racial equality and justice.

4.3 This policy statement and the race equality policy detailed below is informed by a number of key principles:

- Discrimination, whether direct or indirect, that is based on a person's colour, ethnicity, religion or national origin, or any other irrelevant distinction, is both unjust and a waste of human resources;
- All individuals have a right to be treated fairly, with dignity and respect. Since communal affiliations are often central to people's identities, fair treatment entails acknowledging cultural diversity and respecting cultural differences;
- The promotion of true equality of opportunity and the treatment of people with due regard to respect for differences requires ethnic monitoring, target setting and the development of programmes of positive action. Such programmes need to be regularly reviewed and revised when needed;
- Notwithstanding its achievements in widening participation and furthering equal opportunities, UCN acknowledges that as a community it may still reflect patterns of inequality that are widespread in society at large. The institution therefore recognises that the creation of a truly inclusive community, where cultural diversity is positively valued and racism in all its forms is eliminated, will entail considerable and ongoing work, and require a wide ranging action plan that entails the active engagement of all sections of the community, including both staff and students.

4.4 In order to meet the general duty enshrined in the RR(A)A, REAG identified the key functions and activities of the University college to ensure that the promotion of racial equality becomes central to the way the institution works. While the race equality policy and action plan apply to all the functions and activities of the University College, they have particular pertinence to those areas of activity that directly affect staff and students. The main priorities initially therefore relate to student admissions and progress; teaching, learning and assessment; provision and access to support services; and staff recruitment, selection and career progression. These areas have already been identified, under the screening process (see 4.13) as requiring equality impact assessments.

4.5 Key responsibilities

Key responsibilities for implementing the race equality policy and action plan, in relation to the identified functions and activities of the University College, are summarised below and, in more detail, in the appendix.

- 4.6** The Governing Council of the University College is ultimately responsible for ensuring compliance with the requirements of the Race Relations (Amendment) Act 2000 and will receive an annual progress report on implementation of the race equality policy and its associated plan.
- 4.7** The Rector has responsibility for ensuring: the implementation and review of the policy and associated action plan; that staff are aware of their responsibilities and accountabilities under the policy; and that any breaches of the policy are dealt with appropriately. Currently the Rector delegates the management and co-ordination of this responsibility to the Pro-Rector (Academic)
- 4.8** Under the new organisational structure to be implemented in 2003, a joint committee of Senate and the Governing Council, the Equality and Diversity Committee (EDC) will have a remit to advise the Rector, the Senate and the Governing Council on strategic policy development and implementation. A Race Equality Advisory Group (REAG), which has already been established and will in future include representatives from minority ethnic communities external to UCN, will report to the Equality and Diversity Committee and have a distinct remit to inform, monitor and review policy and practice relating to the specific requirements of the RR(A)A.
- 4.9** In practice, the work of both the EDC and REAG will be facilitated and supported by two Equality and Diversity Officers (Staff and Students) who will comprise an Equality and Diversity Unit and report to the Director of Access and Educational Partnerships. As well as supporting the pro-active implementation of the University College's equality and diversity policies and action plans, including the race equality policy and associated action plan, the Equality and Diversity Officers will be responsible for preparing annual monitoring reports and reports for Senate and Governing Council and other appropriate committees on progress in implementing the action plan(s).
- 4.10** The University College also recognises that it has a responsibility to ensure that the requirements of the RR(A)A are implemented through partnership and procurement arrangements. In relationship to formal partnership activities with public, private and voluntary sector organisations, the University College will ensure not only that partners are fully aware of the University College's policy, but that partner organisations also have in place appropriate policies and where appropriate are able to meet the general duties of the RR(A)A. In relation to procurement, the University College will seek to develop good practice in communicating the values, standards and expectations it has of suppliers with regard to race equality.
- 4.11** All Heads of School and Heads of Department have direct responsibilities for promoting race equality and good race relations. These include ensuring that: any issues of racial discrimination and/or breaches of the policy are dealt with through appropriate University College procedures; the provision of staff development and training in relation to equality and diversity; and the inclusion within annual reviews and development plans of specific objectives relating to race equality. In addition, the Academic Registrar, along with the Directors of Human Resources, Student Services, and Access and Educational

Partnerships have particular responsibilities in mainstreaming race equality objectives into policies and functions within their spheres of responsibility.

4.12 All members of staff have a personal responsibility for promoting race equality and good race relations through their work and for behaving consistently with the University College's equality and diversity policy. Compliance with the race equality policy entails: a requirement that they do not act in a racially discriminatory manner or condone racist behaviour on the part of students or other staff, and participation in appropriate training to ensure that they are able to fulfil these responsibilities. Academic staff have, in addition, particular responsibilities for ensuring that curriculum design and delivery support the University College's race equality policy.

4.13 The University College will take seriously any claims of discrimination or harassment and also any instances of non-adherence to the RR(A)A and the University's Race Equality Policy by its staff, students or visitors. Those who believe that they have suffered discrimination, harassment or victimisation should raise the matter through the University College's complaints or grievance procedures. Any instance of breach of the Race Equality Policy will be investigated and where appropriate will be considered under the respective disciplinary procedures for staff and students. With regard to any breach of the policy by visitors, the University College will take appropriate action in relation to the nature of the incident.

4.14 Assessing the impact of policies (Specific duty 4a Assessing the impact of all institutional policies)

University College Northampton seeks to ensure that its policies and procedures are inclusive and that students and staff from all ethnic backgrounds are equally satisfied with the University College and have confidence in its commitment to promote race equality and good race relations. To this end, the University College will regularly review policies and procedures to assess their impact on students and staff from different ethnic groups, and will build consideration of race equality into its strategic planning and review processes at Institutional, School and Departmental level. Explicit attention to race equality objectives will form part of all Institutional, School and Departmental strategic plans.

4.15 Assessing the impact of policies and procedures will be achieved through an inclusive and interactive process of:

- Screening policies and procedures in consultation with members from different ethnic communities;
- Subsequent equality impact assessments.

The University College will undertake to complete the initial screening procedure within six months of submitting this race equality policy and associated action plan. The purpose of screening is to identify those policies and procedures that are likely to have a significant impact on race equality so that greatest resources can be devoted to these policies and procedures. The University College has recently adopted a common format for the formulation

of policies and identified a schedule for reviewing them. As part of this review process, the University College will review each policy in relation to the following criteria:

- Is there any evidence of higher or lower participation or uptake by different ethnic groups?
- Is there any evidence that different ethnic groups have different needs, experiences, issues and priorities?
- Is there an opportunity to promote race equality or good race relations better by altering policy or practice, or working with others in the wider community?
- Is there any evidence from consultations with members from minority ethnic communities or from research that particular policies create problems for specific ethnic groups?

If the answer to any of these questions is positive, then consideration will be given as to whether the policy will be subject to an equality impact assessment procedure. The screening process will identify priorities for equality impact assessments and lead to a timetable for conducting equality impact assessments. Both the screening process and subsequent equality impact assessments will generate ongoing action plans.

4.16 The University College recognises that ethnic monitoring is vital both for the screening process and subsequent equality impact assessments. Within one year, the University College will complete an assessment of the extent and quality of its baseline data and of existing monitoring arrangements within each of the University College's functional areas. Existing monitoring data on staff recruitment and selection, and student admissions and retention are already informing reviews of the University College's staff recruitment and widening participation policies, respectively. The University College recognises, however, that assessing the impact of its institutional policies and procedures necessitates as a minimum: measures to improve the response rate on ethnic monitoring forms; systematic monitoring of both staff and student progress; analysis by ethnicity of the results of staff and student satisfaction surveys; and the monitoring of complaints and appeals on a three year cycle. The University College also recognises that imperative to an effective assessment of its institutional policies and procedures is consultation with groups of staff and students from minority ethnic groups, and with groups and representatives from minority ethnic community organisations. REAG will promote good practice in both the use of data and consultation strategies.

4.17 Admissions, Access and Widening Participation (Specific duty 4b
Monitoring admission, recruitment and progress of students)

University College Northampton is committed to the principles of fair access and widening participation. This commitment means that it is particularly concerned to increase the successful participation in higher education of students with low previous educational qualifications or no family history of participation in higher education, those from lower socio-economic groups and

those from black and Asian communities. This commitment is incorporated in the University College's strategy for widening participation and its student admissions policies. Against this background, the University College strives to recruit a student population that reflects its multicultural and cosmopolitan values, and to ensure that there are no barriers to access on the basis of ethnic identity. The University College also aims to support all students to achieve their full potential, and will ensure that its teaching, learning and assessment policies support this aim.

4.18 To enable the University College to fulfil its aims in relation to students, the University College has screened its policies in this area and will monitor student applications, admissions, progression, awards and first destinations by ethnic group on an annual basis. Data will be analysed and used to:

- identify actual and potential inequalities or unfair practices;
- inform planning and decision making processes at institutional, School and Departmental levels;
- facilitate the setting of targets and the establishment of specific action plans;
- review the impact of policies in tackling racial discrimination and promoting race equality and good race relations.

An annual monitoring report will be presented by the Equality and Diversity Committee to Senate and the Governing Council, and a digest of monitoring outcomes will be published on the UCN web site.

4.19 Staff recruitment, training and development (Specific duty 4b Monitoring admission, recruitment and progress of staff)

University College Northampton is committed to the principles of equality of opportunity and respect for cultural diversity. This commitment means that it is particularly concerned to ensure that staff are selected, developed and promoted on the basis of merit, and that at the same time positive action is taken to facilitate the creation of a more ethnically diverse workforce. Within this overarching commitment, the University College strives to establish a staff profile that more closely matches the proportion of people from minority ethnic communities in relevant UK and regional catchments areas and more closely mirrors the proportion of minority ethnic students at UCN. To this end, the University College will seek to ensure that there are no barriers to applicants or employees on the basis of ethnic identity. The University College also aims to support all staff to achieve their potential, and will ensure that its human resources and staff development policies enable this to happen.

4.20 To enable the University College to fulfil its aims in relation to staff, the University College has screened its policies in this area and will monitor staff

applications, shortlists, appointments, promotions and staff development and training on an annual basis. Data will be analysed and used to:

- identify any practices that may be discriminatory, either directly or indirectly;
- inform planning processes at institutional, school and department levels;
- facilitate the establishment of targets and specific action plans;
- review the impact of policies in tackling racial discrimination, creating genuine equality of opportunity and promoting good race relations.

The Equality and Diversity Committee will present an annual monitoring report to Senate and the Governing Council, and a digest of monitoring outcomes will be published on the UCN web-site.

4.21 UCN recognises that it needs to provide appropriate support to enable its Council members, staff and students to act in accordance with the Race Equality Policy. This includes:

- Providing information on race relations legislation and the implications for University College policies, practices and individual responsibilities
- Ensuring that specific training and guidance is provided to those responsible for carrying out specific functions e.g. staff recruitment and selection, student admissions etc.
- Providing guidance for all staff and students on how to deal with allegations of racist incidents and breaches of the Race Equality Policy
- Ensuring that all managers are supported in implementing the Race Equality Policy and making appropriate use of monitoring information.
- Reviewing training events and staff development to ensure they embrace the values and principles of the Race Equality Policy

Publishing Arrangements and Review (Specific duties 4c & 5 Publishing arrangements)

University College Northampton is committed to putting its race equality policy into practice, and to meeting the general and specific duties of the RR(A)A. It recognises that these are challenging objectives, and that their achievement will require strong leadership, training of governors and staff at all levels, consultation with internal and external communities together with regular assessment of action and progress. The race equality policy and action plan will be published on the University College web-site. The policy will be reviewed every three years, with an interim review in December 2003, and the action plan updated annually. The University College will also make available via its web-site:

- a digest of annual monitoring statistics;
- an annual report from the Equality and Diversity Committee on progress against its action plan and targets.

In addition, the University College will ensure that annual monitoring reports and statistics are communicated to relevant internal and external stakeholders, including managers and minority ethnic staff and students.

5 References

The relevant legislation is the Race Relations (Amendment) Act, 2000. This legislation amended the Race Relations Act, 1976.

6 Approval processes

This policy was accepted by the Race Equality Advisory Group on May 27, 2003. It was considered by the Governance, Administration and Employment Committee on behalf of the Governing Council on May 19, 2003 and will be considered by Senate on June 4, 2003. The policy will subsequently be presented for the formal approval of the Governing Council on July 2, 2003 and Senate on July 9, 2003

The policy will be monitored and reviewed by the Equality and Diversity Committee on behalf of Senate and the Governing Council.

The management of the policy is the responsibility of the Pro-Rector (Academic).

The policy is due for review at three yearly intervals

An interim review of this policy will be carried out in December 2003.

7 Implementation and Review

See accompanying document

AP/ May27, 2003
Revised 05.09.03

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
1 Governance and Management			
<ul style="list-style-type: none"> ▪ Ensure that all existing and new Governors and Senior Managers (incl. HoS and HoD) are aware of their responsibilities under the RRAA ▪ Consider how the representation of minority ethnic people on the Governing Council and Senate could be increased and monitored ▪ Revise the terms of reference and membership of the Equal Opportunities Executive Working Group and reconstitute it as the Equality and Diversity Committee (EDC) ▪ Establish terms of reference and membership of a Race Equality Advisory Group to inform planning & monitor activity at UCN (including external community reps and Northampton REC) ▪ Appoint two Diversity Officers to specifically oversee the implementation of the policy and action plan across UCN as required by the RRAA ▪ Ensure equal opportunity targets in strategic plan and annual operating statement incorporate race equality targets ▪ Screen all key policies for potential impact on race equality ▪ Provide specific race equality training to be encompassed within an organization wide diversity training programme ▪ Ensure that staff across the institution are aware of their specific responsibilities under the RRAA 	<ul style="list-style-type: none"> ▪ Pro- Rector (Resources) ▪ Pro-Rector (Resources), Academic Registrar ▪ Rector ▪ Rector ▪ Rector ▪ Rector ▪ Pro-Rector (Resources) ▪ Director HR/ Head CESD ▪ Heads of School/ Department 	<ul style="list-style-type: none"> By Dec 2003 By July 2004 By Sept 2003 By Sept 2003 By Sept 2003 By Sept 2003 For 2003/4 Plan By Jan 2004 Ongoing By Jan 2004 	<ul style="list-style-type: none"> ▪ Evaluate induction, awareness raising/training ▪ Annual Report on E&D ▪ Annual Report on E&D ▪ EDC ▪ EDC ▪ Staff survey

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
2 Consultation and Communication			
<ul style="list-style-type: none"> ▪ Undertake systematic consultation on the Race Equality Policy and Action Plan with staff, students, trade union and other representatives, together with external minority ethnic groups and organisations. ▪ Ensure that links with minority ethnic individuals, groups and organisations are components of business link and community liaison activities ▪ Develop strategies for seeking the views and needs of staff and students from different minority ethnic groups ▪ Ensure all applicants for admission to programmes (taught and research), applicants for employment and contractors for the provision of goods and services are aware of the Race Equality Policy ▪ Review systems for reporting, recording and monitoring racist incidents (students and staff) ▪ Produce a cultural awareness leaflet / booklet for staff. 	<ul style="list-style-type: none"> ▪ Diversity Officers ▪ Deputy Rector ▪ Director HR + Academic Registrar + Director SS ▪ Academic Registrar + Director of HR, Financial Director ▪ Diversity Officers ▪ Diversity Officers 	<ul style="list-style-type: none"> By December 2003 Ongoing Ongoing By Sep 2003 By Jan 2004 By Sept 2004 	<ul style="list-style-type: none"> ▪ Report to REAG ▪ Annual progress reports to EDC ▪ Reports to EDC ▪ Director of HR + Head of Admissions ▪ Report to REAG/EDC ▪ EDC

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
3 Staff Recruitment, Selection and Progression			
<ul style="list-style-type: none"> ▪ Review and develop all existing HR policies and procedures, including those relating to the recruitment, selection, appointment, promotion and progression of staff, and assess their impact to eliminate racial discrimination and promote equality of opportunity. ▪ Analyse historic recruitment and selection data to establish current position about the numbers and grades of minority ethnic staff employed by School/Department, and identify areas for development ▪ Research methods of increasing applications from minority ethnic applicants and consult with community groups to establish positive action strategies where appropriate ▪ Provide appropriate training for all staff (academic and administrative) involved in recruitment and selection processes to ensure understanding of responsibilities under RRAA 	<ul style="list-style-type: none"> ▪ HR Director ▪ HR Director ▪ HR Director ▪ HR Director 	<ul style="list-style-type: none"> By Sept 2004 By Jan 2004 By Sept 2004 Ongoing 	<ul style="list-style-type: none"> ▪ Monitoring data on staff recruitment, selection and promotion ▪ Reports to EDC ▪ Report to REAG/EDC ▪ Monitoring data on staff recruitment and selection

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
4 Staff Monitoring			
<ul style="list-style-type: none"> ▪ Identify how staff grievance, disciplinary and conflict resolution procedures can be monitored by ethnic group and results published ▪ Ensure use of ethnic group categories on staff record systems and associated application proforma are consistent with best practice externally ▪ Develop guidance and train HR staff to collect ethnic monitoring data and take appropriate action in relation to non-response ▪ Include results of staff recruitment, selection and promotion monitoring by ethnic group in all Annual Reports at Departmental and School level ▪ Develop arrangements for publishing results of monitoring ▪ Analyse monitoring data to identify patterns of under-representation and to inform action ▪ Develop guidance for HR Team, Heads of School and Heads of Department in use of monitoring data 	<ul style="list-style-type: none"> ▪ HR Director ▪ HR Director ▪ HR Director ▪ HR Director/ Head of IPU ▪ Pro-Rector (Academic) ▪ HR Director, Heads of School/Department + Diversity Officer (Staff) ▪ Diversity Officer (Staff) 	<ul style="list-style-type: none"> By Jan 2005 By Sept 2003 By Jan 2004 For 2004/5 By Jan 2004 Annually By Jan 2004 	<ul style="list-style-type: none"> ▪ Report to EDC ▪ Report to EDC ▪ Evaluate training ▪ Reports to EDC ▪ EDC Report ▪ EDC Report ▪ EDC Report

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
5 Student Admissions			
<ul style="list-style-type: none"> ▪ Ensure that institutional and course related publications are representative and inclusive of minority ethnic groups ▪ Provide appropriate training for all staff (academic and administrative) involved in admissions to ensure understanding of responsibilities under RRAA ▪ Review Admissions and WP Policies to ensure full account is taken of the RRAA ▪ Ensure outreach activity is inclusive of minority ethnic communities ▪ Provide guidance and support for UCN Schools in addressing race equality issues in recruitment and admissions 	<ul style="list-style-type: none"> ▪ Director of Marketing ▪ Chair Admissions Committee ▪ Chair Admissions Committee ▪ Director of Access and Educational Partnerships ▪ Chair Admissions Committee and EDC 	<ul style="list-style-type: none"> Ongoing Ongoing By April 2004 By April 2004 By April 2004 	<ul style="list-style-type: none"> ▪ REAG to evaluate sample annually ▪ Monitoring + evaluation of training ▪ Monitoring data on student admissions ▪ WP monitoring activity ▪ Monitoring data on student admissions

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
6 Student Admissions Monitoring			
<ul style="list-style-type: none"> ▪ Monitor applications, offers and enrolments at level of course, School and Institution by ethnic group ▪ Ensure use of ethnic group categories on student record systems and associated application/ enrolment proforma are consistent with the best practice externally ▪ Develop guidance and train enrolment staff to collect data and take appropriate action in relation to non-response ▪ Include results of admissions monitoring by ethnic group in all Annual Reports at course/programme and School level ▪ Develop appropriate monitoring reports at School and institutional level ▪ Develop arrangements for publishing results of monitoring ▪ Analyse monitoring data to identify patterns of under-representation and to inform action ▪ Develop guidance for programme teams in use of monitoring data 	<ul style="list-style-type: none"> ▪ Academic Registrar + Head of IPU ▪ Academic Registrar + Head of IPU ▪ Academic Registrar ▪ Head of IPU and Pro-Rector (Academic) ▪ Head of IPU ▪ Pro-Rector (Academic) ▪ Heads of School and Diversity Officer (Students) ▪ Chair EDC 	<ul style="list-style-type: none"> Ongoing By September 2003 By September 2003 + ongoing For 2003/4 For 2003/4 By Jan 2004 Annually By September 2004 	<ul style="list-style-type: none"> ▪ Audit and Review Committee audit of annual reports ▪ EDC Report ▪ Evaluate training ▪ Audit and Review Committee ▪ EDC to receive outputs ▪ EDC Report ▪ EDC Report ▪ EDC Report

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
7 Teaching, Learning and Assessment			
<ul style="list-style-type: none"> ▪ Review the Learning & Teaching Strategy to ensure full account is taken of the RRAA, drawing on guidance provided by HEFCE and teaching quality enhancement agencies ▪ Ensure appropriate race equality awareness training for staff is built into induction 	<ul style="list-style-type: none"> ▪ Head CESD ▪ Director HR and Heads of School 	<ul style="list-style-type: none"> By April 2004 For 2003/4 	<ul style="list-style-type: none"> ▪ EDC ▪ Monitoring + evaluation of training
8 Student Progression and Achievement			
<ul style="list-style-type: none"> ▪ Monitor progression/continuation and non-continuation for each year at level of course, School and Institution by ethnic group, differentiating between withdrawal and failure ▪ Monitor qualifications and class of degree (+ equiv for other awards) at level of Course, School and Institution by ethnic group ▪ Analyse monitoring data to identify patterns of under-representation and to inform action ▪ Develop arrangements for publishing results of monitoring ▪ Identify how academic appeals can be monitored by ethnic group and results published ▪ Identify how student complaints and disciplinary action can be monitored by ethnic group and results published 	<ul style="list-style-type: none"> ▪ Academic Registrar and Head of IPU ▪ Academic Registrar and Head of IPU ▪ Heads of School and Diversity Officer (Students) ▪ Pro-Rector (Academic) ▪ Academic Registrar ▪ Academic Registrar 	<ul style="list-style-type: none"> For 2003/4 and ongoing For 2003/4 and ongoing Ongoing By January 2004 By Sept 2004 By Sept 2004 	<ul style="list-style-type: none"> ▪ EDC Report ▪ EDC Report ▪ EDC Report ▪ Report to EDC ▪ Report to REAG ▪ Report to REAG

Action	Lead Responsibility	Timescale	Monitoring + Evaluation
9 Provision of Student Services			
<ul style="list-style-type: none"> ▪ Develop arrangements for monitoring use of Student Services ▪ Review current arrangements for work experience and placements to ensure take account of RRAA ▪ Review how well career guidance meets the needs of students of different ethnic groups ▪ Review facilities for students (and staff) of different religious backgrounds ▪ Review how well catering meets dietary needs of students of different ethnic groups 	<ul style="list-style-type: none"> ▪ Director of SS ▪ Head of ECGS and Employability Group ▪ Head of ECGS ▪ Director of SS ▪ Director of Facilities 	<ul style="list-style-type: none"> By July 2004 By April 2004 By April 2004 By Sept 2003 By January 2004 	<ul style="list-style-type: none"> ▪ Annual Report of SS ▪ Report to REAG ▪ Report to REAG ▪ Annual Report of SS ▪ Report to REAG

10 Procurement			
<ul style="list-style-type: none"> ▪ Review University College policy in relation to contracts and purchasing to ensure responsibilities in relation to RRAA are made explicit ▪ Develop good practice in managing race equality issues in relation to procurement and service delivery 	<ul style="list-style-type: none"> ▪ Director of Finance ▪ Director of Finance 	<ul style="list-style-type: none"> By Dec 2003 By Dec 2003 	<ul style="list-style-type: none"> ▪ Annual Report FS ▪ Annual Report FS

This action Plan will be initially reviewed following internal and external consultation by December 2003. Thereafter it will be reviewed annually by the EO Group (revised) and a progress report on implementation will be provided to Senate and the Governing Council.

AP/MS May 27, 2003

**UNIVERSITY COLLEGE NORTHAMPTON
RACE EQUALITY POLICY**

APPENDIX: Relevant Functions/Activities - Responsibilities

The University College has a wide range of functions. An initial assessment of the relative priority of these functions for the Race Equality Policy and Action Plan is set out below, together with designated responsibility for action and review.

Function/Activity	Priority	Responsibility
Compliance with requirements of race relations legislation	High	Governing Council
Implementation and review of policy and associated action plan	High	Rector
Strategic Plan and Annual Operating Statement	High	Directorate
Committee membership	Medium	Directorate
Human Resources Strategy	High	Directorate + Director of HR
Teaching and Learning Strategy	High	Directorate + Head of CESD
Widening Participation Strategy	High	Directorate + Director of Access and Educational Partnerships
Research and Knowledge Transfer Strategy	Low	Dean of the Graduate School
Programme approval, monitoring and review	Medium	Chair of AQSC
Student recruitment and admissions	High	Academic Registrar + Heads of School + Director Access and Educational Partnerships
Student progression and retention	Medium	Heads of School/ Director Access + Educational Partnerships
Assessment of students	Medium	Academic Registrar + Heads of School
Placement learning	Medium	Chair APMC + Heads of School
Learning Resource provision	Low	Head of Learning Resources
ITC provision	Low	Head of ITS
Collaborative provision	Medium	Director of Access + Educational Partnerships
Careers education, information and guidance	Medium	Head of ECGS
Marketing / promotional materials and events	High	Head of Corporate Affairs and Marketing
Academic appeals + complaints	Medium	Academic Registrar
Student Services	High	Director of Student Services
Financial Support	Medium	Director of Student Services
Timetable	Low	Director of Facilities
Services to overseas students	Medium	Head of International Office

Religious Provision Students' Union services	High Medium	Director of Student Services Directorate + Student Union Executive
Staff recruitment and progression Staff training	High High	Director of Human Resources Heads of School/Department + Head of CESD
Student residences	Low	Director of Facilities
Building services	Low	Director of Facilities
Catering	Low	Director of Facilities
Transport	Low	Director of Facilities
Community liaison activities	High	Directorate
Business liaison activities	Medium	Heads of School + Head of Business Bridge

AP/MS/May 27,2003