

University of Worcester's Race Equality Action Plan (REAP)				
Action	Update as at February 2009	Future developments	Lead	Time scale
<i>The general and specific duties</i>				
1. The strategic plan will place the principles of equality of opportunity at the core of its activities	The plan adopted for 2007-12 sets out a clear commitment to diversity and inclusion. This is made clear to all applicants for study and employment, and to external partners.	There is likely to be consultation on a revised plan in the next academic year.	Vice Chancellor and Board of Governors	by academic year 2010/11
2. Mainstreaming equality, including racial equality, in all its policies and procedures	Equality Impact Assessment methodology has been agreed and is being applied in the core areas. All policies and procedures have been identified and priorities set for undertaking EIAs.	Many key policies are due for revision in the light of implementation of a new approach to staff development and EIAs will be undertaken on these.	Policy 'owners'	on-going
3. Further developing the culture and ethos within the organisation which values diversity and promotes equality of opportunity	This is a central value within the strategic plan and is implemented through all the key activities within the student and staff 'lifecycle'.	An internal communications strategy is being developed and will support this action. The expertise of the Communications and Development team will be sought to help with raising the profile of the REAP and the subsequent single equalities scheme.	Members of Executive Management Board (EMB); Students' Union;	on-going
4. The implementation of its Equality Opportunities Policy and supporting Action Plan	Revisions have been made to the overall 'diversity and equality' policy in recent years to reflect changes to the University's scope, mission and vision and to meet new legal requirements. Implementation has been through the relevant action plans that support each strand.	The single equalities scheme (SES) will provide an opportunity to review progress under all the separate strands. The SES will be subject to extensive consultation within the University and externally.	The members of EMB with key responsibilities in these areas - to include Registrar, Directors of Personnel/Quality and Learning Development/ Physical Resources; Heads of Registry Services/Student Services/	subject to legislative requirements, but no later than 1.9.10
5. The setting and achievement of targets to achieve equality, including racial equality	There have been significant improvements in the quality and quantity of information collected relating to diversity and inclusion, within the University and externally. This has assisted with setting and measuring targets within the plan. Overall, the population of both the student and staff body has become more diverse (both are now 8%) during the life of the REAP; the diversity of the region (Herefordshire and Worcestershire) has increased slightly, with Worcester at circa 5%.	Further improvements will be made to the provision and analysis of data. This will enable departments to measure and own diversity and equality issues within the institutional planning and performance systems.	Registry Services and Personnel Department.	on-going

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6. To prepare and maintain a written Race Equality Policy (REP) that will be discharged through the Equality Committee	This was adopted by the institution and approved by the Governors in May 2003. The Equality Committee was renamed in 2005 to be the 'Diversity and Equality Committee' and annual reports of progress have been made to the committee.	The REP and the REAP will be revised in the light of the new public duties to be include in the Single Equalities Act due in Spring 2009.	Relevant members of EMB whose portfolios have a direct impact	subject to legislative requirements, but no later than 1.9.10
7. To assess the impact of policies, including the Race Equality Policy, on staff and students from different ethnic groups	See 2 above. Other mechanisms used have included focus groups for specific issues, e.g. dignity at work and study.	This will continue to be monitored within the SES framework. The improvements to data collection and analysis reported under 5, above will contribute to this activity.	see 5	on-going
8. Monitor applications, admissions, achievement and progress of students and recruitment and development of staff from different groups	This process has been in place in relation to admissions for students and staff recruitment.	Information about student achievement is now available and will form part of annual monitoring for academic departments. Equal pay analysis of the processes for staff promotion is on-going and will extend to other employment aspects in due course.	Registry Services and Personnel Department.	on-going
9. Set out arrangements for publishing the Race Equality Policy and the results of impact assessments and monitoring.	Reports on progress have been made to the DEC, and to the JCC and Personnel Committee of the Board of Governors. Reports are published on the shared O drive.	Reports on the REAP will be incorporated within the new SES reporting processes in future. See 3 above for plans to develop enhanced communication processes that will include greater use of web-based media.	Relevant members of EMB whose portfolios have a direct impact	on-going
The Student experience				
10. Through the widening participation strategy increase the proportion of students from different ethnic backgrounds who apply to study at the University in relation to the local and national contexts.	This has been an area of major development and inter-departmental co-operation. Examples include schools liaison, external careers events, open and visit days, Aim Higher, LLN. The ethnic diversity of the student body has increased from 5% in 2001/02 to over 8% in 2007/08 (17% for HE in the UK). The prospectus and the website have been revised to improve the information through text and images, with the aim of increasing accessibility for all sections of society. An internal Recruitment Strategy Group has reviewed all elements of recruitment and improvements made.	A review of the overall strategy for schools and colleges engagement is underway in order to identify future priorities, and to review resources for this activity. Aim Higher will be reviewed, the LLN also. Improved data will be sought from UCAS to aid the monitoring of applicants by ethnic background. The expansion of the University onto new sites in the city, and the development/revision of academic programmes will increase the appeal of the University to a wider range of people.	Director of Regional Engagement with support from others on EMB.	the revised strategy for schools engagement agreed during 2009/10
11. To ensure that the University admissions process produces a diverse student body across a wide range of subject areas, at least proportionate to the regional community.	The admissions criteria for many courses has been revised and in some cases increased; admissions procedures now include interviews for more programmes. The % of students from ethnic backgrounds registering to study has increased, see 10 above.	We will develop further the training provided to academic and other staff who are involved in the selection of students, to ensure that staff are trained in racial equality and are sensitive to issues surrounding race, ethnicity, religion and cultural differences	Registry Services, Personnel Department with academic departments.	on-going

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12. Monitor the progression and reasons for withdrawal of students of different ethnic groups, at module and award level	Improvements to the data collection, analysis and reporting systems have been implemented in the last two years and this information is available at module level. Retention has been subject to increased activity through Student Services and groups 'at risk' identified and special programmes arranged. Induction has been revised in the light of this review to forge a close link between individual student and the academic staff.	Retention and progression will continue to be areas of high investment for the University and the SES will address these in more detail. The aim is to improve overall retention and progression, and to ensure that students from ethnic minority backgrounds remain and progress in the same proportion as those from 'white' backgrounds. This is recognised as a complex area where the impact of ethnicity may be interlinked with other diversity strands such as age, gender and disability	Registry and Student Services, with Director of Quality and Educational Development.	on-going
13. Review, and amend as necessary, the management and procedures for dealing with of any incidents of racism or harassment	Incidents with the potential for a racial dimension have been handled promptly and effectively by Student Services, Security and Students' Union. There has been increased investment in campus and community liaison through new appointments and improved communication with students living on site and in off- campus accommodation.	Induction for students will continue to address community cohesion as a major theme. There are new procedures for dealing with student 'disciplinary matters' and any that have potential racial elements will be dealt with appropriately. Revised procedures for dignity at work and study are being developed and the network of initial advisers will identify those who specialise in racial issues.	Student Services, Security, Personnel Department for initial advisers	on-going
14. Monitor the number, progress and resolution of student grievances by ethnicity, gender and disability	The matters that are raised and resolved informally are not currently monitored. Those that are handled in the formal stages are reported to the newly formed 'Student Experience Committee' where monitoring is also reported.	The Student Experience Committee will continue to develop this role.	Registry and Student Services	on-going
15. In partnership with the Students Union, conduct a regular survey of the use of the student welfare and guidance services by type of student and nature of query	The recent appointments of the Student Experience Officer, a small team of development workers, an additional financial advisor plus a new appointee in the Students' Union have added expertise to this area of provision. These appointments have been made to address the level of support required by students, based on the demand in previous years.	This action forms part of the retention strategy mentioned above and will be monitored carefully. Further action will include the appointment of a Chaplain to provide advice on matters of religious belief.	see 12 above	on-going

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16. Track student destination on completion of programmes into employment and maintain links with alumni	The survey of destination for graduates has continued and shows an encouraging trend for UW graduates. The role of Alumni relations is being addressed through the appointment of a specialist post.	The impact of the economic 'slow down' is predicted to have a significant impact on graduates across all diversity stands. The factors that lead to enhanced 'employability' for graduates are being reviewed through a special project and new placement schemes are being devised as part of academic programmes. A new 'intern' scheme for recent graduates will be open to all and will aim to attract a representative proportion of those from minority ethnic backgrounds.	relevant members of EMB whose portfolios have a direct impact	on-going
The Learning environment				
17. The learning, teaching and assessment (LTA) strategy supports a diverse student body and changes in pedagogical approaches take into account diversity issues.	The strategy was revised in 2007 after a process of consultation. The main aim of the strategy is to 'maintain a high level of academic and personal support for all students which takes full account of the diverse and changing nature of the student body'. Progress to date includes the appointment of a National Teaching Fellow in the area of diversity, projects within a HEFCE funded CETL, extension of e-learning into all programmes	The LTA strategy will be subject to review and extensive consultation within the University. Information from annual monitoring activities relating to student progression and achievement will be used to inform this review. Information from the National Student Survey (NSS) is a another rich source of feedback and analysis for each diversity strand will be undertaken. New types of learning environments will include extending the use of placements and work based learning; this will require guidance for staff and students on dealing with diversity issues off-site.	EMB members and Head of Institutes; Head of ADP Unit	on-going
18. Learning support services provided through Information and Learning Services and Student Services are accessible and relevant to a diverse student body.	Services have been subject to feedback, revision and investment in the form of staff development and new technology.	This will continue to be a high priority for development within the SES.	Director of ILS and Head of Student Services	on-going
19. The QA framework for programme development including those in partner organisations will ensure that diversity issues are addressed.	New programme validation requirements have been developed and implemented. The annual monitoring process of programmes of study has been enhanced through improved information about student progression and there is now greater clarity about where action needs to be focussed.	This will continue to be a high priority for development within the SES. The NSS feedback will help to support this activity.	Director of Quality Enhancement; Head of Quality; Heads of Institutes	on-going

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The Staff Experience				
20. To increase the number and % of applicants and appointees from ethnic minority groups; people to view the university as a place of work that values diversity. To publish the data relating to monitoring of applicants. To employ a representative proportion of people from diverse ethnic backgrounds across a range of occupational groups.	The % of applicants has risen each year of the REAP and now is at 15% of all applications. The increase in the % of those applying for support staff posts is noteworthy as this was very low at the start. Selection methods have been extended and reviewed for relevance to the type of post. Training in recruitment and selection is mandatory for all who are involved in appointments. The % of appointees from ethnic backgrounds has also increased during the life of the REAP and the overall staff population is now 8% from ethnic minorities.	The city centre campus developments and the expansion of the University will help to raise the visibility and attract a wider range of applicants for employment. Enhanced publicity and information will be developed about the careers within HE generally, and specifically at the University of Worcester, attendance at careers fairs and other employment-related events will also assist in this process. We will continue to monitor the selection process at every stage and re-train selectors after 3 years.	Personnel team with Heads of Departments	on-going
21. The key personnel policies are subject to review and impact assessment. New policies are developed with equality issues as paramount.	see 2 above	see 2 above	Head of Personnel and team	on-going
22. The Staff Appraisal Scheme is relevant and appropriate for people of all ethnic groups and occupational groups; the participation in staff development activity is equitable across all ethnic groups.	The scheme has been subject to review on several occasions during the life of the REAP, based on consultation with staff. The staff development policy has also been reviewed and the principles of equity set down clearly.	Future changes to appraisal and to staff development policy will be required when the CPD framework is implemented	CPD steering group	during 2009/10.
23. The remuneration policy will reward people from ethnic minority backgrounds in the same proportion as those from other backgrounds.	There has been annual monitoring of the rewards and promotion schemes for all staff and a full equal pay review in underway. Different forms of reward have been introduced to provide greater opportunity for all to consider making an application. The data shows that those from ethnic minorities have made applications and received awards in the same proportion as those from other backgrounds.	This work will continue as the remuneration strategy develops. Regular reports will be made to the relevant bodies.	Head of Personnel and trades union representatives	on-going
24. There will be on going review of the activity levels for people of all ethnic minority groups in relation to sickness absence; disability disclosure; formal grievances; performance issues; disciplinary action and dismissals.	The monitoring to date shows that levels for staff from ethnic minorities is comparable with the average for all other groups.	This work will continue to be monitored. The development of 'wellbeing' as an approach to improving health at work will address the needs of ethnic minority staff specifically.	Head of Personnel	on-going
25. The management and procedures for dealing with of any incidents of racism or harassment will be fairly applied	There have been no reports of incidents of racism during the period of the current REAP. The network of initial advisers has been expanded and refresher training provided.	There will be a revised set of procedures for dealing with dignity at work, with appropriate staff development as part of the implementation of these.	Personnel team with other relevant heads of services	on-going

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26. Reasons for leaving to be monitored through exit interviews to include normal and early retirements	Level of turnover for staff from ethnic minorities is comparable with the average for all other groups and the reasons shown no trends or patterns.	This will continue and reasons will be monitored and reported to the relevant groups.		on-going
The external environment				
27. The University will continue to play a significant and increasing role in promoting Racial Equality in the region and in serving the academic and vocational needs of its constituents.	Relationships with community leaders and groups have developed during the life of the REAP through a variety of mechanisms. Staff have been part of the WREC, and the Annual Diversity Event has brought many diverse groups together. Research has been conducted by academic staff on aspects of racial integration in the region.	The University has joined a regional diversity forum and established links with the newly formed Equality and Human Rights Commission, in the West Midlands. Nationally there are close links with other HEIs through the Higher Education Equal Opportunities Network and with the Equality Challenge Unit for HE. These links are important for sharing good practice and keeping abreast with new law.	on-going	
28. Increased participation in a range of university based activities from all sections of the local community.	A Community Prospectus is available and accessible to local community and venue hire is now widely publicised. The Community Forum meets regularly and includes people from the locality.	The development of the city centre campus and the WLHC will provide an opportunity for other types of event that will be of interest to the local community.	on going	
29. Staff and students are encouraged to take part in community based activities.	The students within the University take an active role in many community based activities arranged through the Students' Union and other avenues. There are active networks for members of staff with local organisations.	This will continue to be a significant aspect for the University in the future and will form a strand within the news SES.	on going	
30. The multi-cultural perspective within the University will increase by means of; the number of applications from overseas; the balance in the student exchange programme	The International Centre was established in June 2003 to be the focus for this activity. Recruitment Officers for South Asia and for Europe have been appointed and this has resulted in greater coverage in both regions and more opportunities for meaningful partnership and internationalisation of the campus. There have been overseas visits from academic staff in order to achieve more collaboration in some countries.	There is a draft strategy to increase the 'internationalisation' of the University; there will be an action plan to deliver this strategy.	during 2009/2010 and on-going	

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Research and consultancy				
31. The RAE Code of Practice on Equality and Diversity will be implemented.	The RAE submission adopted the guidance in full.	Future research activity will be encouraged and supported for all staff through various mechanisms including research and project leave awards.	on-going	
32. Training for supervisors of research students will include awareness of race equality and diversity, ensuring that staff are trained in racial equality issues and are sensitive to issues surrounding ethnicity, religious and cultural differences.	Training has been provided for research supervisors and has included diversity issues.	This work will continue to develop alongside the appointment of people who can supervise at higher degree level.	on-going	
33. Opportunities to engage in research will be an expectation of all academic staff.	Research activity has been reported through the RDAP application and it is concluded that there is sufficient to meet the criteria for RDAP.	A review of research strategy and policy will follow the outcome of the RDAP application.	during 2010/2011	
Estates, purchasing, contracting and other services				
34. Catering, accommodation and sports services are sensitive to the needs of different ethnic groups - students, staff and other users	A new catering contractor has been appointed and the range of food has been extended; there are frequent surveys of customer satisfaction. The accommodation service has revised the allocation policy for students in university managed accommodation. The sports services have provided dedicated sessions for groups where racial and religious beliefs required segregated activities.	Student accommodation issues will be subject to further review with the increase in the number of residences over the next few years. Guidance has been developed for HE by ECU on student accommodation issues and diversity and this will be used to audit our policies. The allocations policy will be kept under review. Sports facilities are also to be enhanced and the SES will make recommendations about these.	during the period 2009 - 2011	
35. All staff are aware of and sensitive towards cultural differences	Staff development sessions have taken place with a range of services to explore the need for cultural awareness	Staff development to support the SES will be identified and be included as part of the CPD framework for all staff.	during 2009/2010 and on-going	
36. Suppliers and contractors will meet the RRAA requirements.	The procurement process includes scrutiny of suppliers diversity policies and practices.	We will continue to monitor suppliers for compliance, and for examples of good practice.	on-going	