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Foreword

The University of Dundee is fully committed to the principles of promoting race equality for all staff, students and others associated with the University (e.g. visitors and contractors). These principles will be core to the University’s Corporate Vision, Aims, Objectives Strategies and Plans. We will build an inclusive and supportive institutional culture that will ensure good practice for all members of the University community, irrespective of their background. Our commitment is embodied in the University’s Charter, which states:

No test related to sex, race, colour or religion and political belief shall be imposed on any person in order to entitle him or her to be admitted as a member, teacher or student of the University or to hold office therein or to graduate thereat or to hold any advantage or privilege thereof.

The University acknowledges that it is the responsibility of every member of the community to ensure that they promote the aims and values of race equality through the implementation of this Policy and its associated Action Plan.

I am happy, therefore, to commend Dundee University’s Race Equality Policy and Action Plan.

Signed:…………………………………………….. Principal
(Sir Alan Langlands)
1. Introduction

1.1 The University of Dundee, with a population of over 12000 students and 3500 staff, is one of Scotland’s leading Universities with an international reputation of excellence in providing a diverse portfolio of undergraduate and postgraduate courses and an excellent record in Teaching Quality and Research Assessment Exercises (RAE).

1.2 The University of Dundee is a major employer in the region, attracting staff and students from local, national and international backgrounds. The institution is therefore committed to maintaining a multicultural environment in which all staff and students are treated fairly and equitably.

1.3 This Race Equality Policy is one of many policies and procedures, which the University has in place to support its commitment to an institutional Equality and Diversity strategy.

1.4 This Policy document sets out how the University of Dundee intends to meet its statutory obligation to satisfy the requirements of the General and Specific Duties of the Race Relations Amendment Act 2000 (RRAA).

1.5 The University is committed to equality for all, irrespective of sex, colour, ethnic origin, disability, marital status, religious or political beliefs, trade union membership, sexual orientation or other irrelevant distinction.

1.6 The University embraces diversity among staff and students by encouraging all individuals to realise their full potential and contribute as fully as possible to the University community. The University aims to create conditions whereby the treatment of students, staff and applicants for employment or study, is on the basis of their relative merits, abilities and potential.

1.7 In its commitment to promoting equality and diversity, the University will endeavour to work collaboratively with the local community and external organisations to eliminate racism in its functions and structures while continuing to foster positive changes in behaviour and attitudes. It will also ensure that due regard is given to race equality in all the University’s race equality relevant functions.

2. Background

2.1 The Race Relations Act 1976, as amended by the Race Relations Amendment Act 2000 (RRAA), places an obligatory General Duty on all higher education institutions to promote race equality throughout its operations and activities. The RRAA was the legislative response to the Macpherson report on the Stephen Lawrence enquiry that highlighted the issue of institutional racism, which is defined as:

“The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people. It persists because of the failure of the organisation openly and adequately to recognise and address its existence and causes by policy, example and leadership. Without recognition and action to eliminate such racism it can prevail as part of the ethos or culture of the organisation”. (para 6.34 Macpherson Report)

2.2 The RRAA places a statutory duty which requires public authorities to:

- Eliminate unlawful racial discrimination
- Promote Equality of Opportunity
- Promote good relations between people of different racial groups

2.3 In order to meet its obligations under the General Duty of the RRAA, the University needs to fulfil the Specific Duties which are:

- Prepare a written statement of its Race Equality Policy promoting racial equality:
- Assess the impact of its policies, functions, strategies, practices and procedures, on students and staff from different racial groups.
• Monitor by reference to those racial groups, the admission and progress of students and the recruitment and career progress of staff and
• Make arrangements for publishing the above and
• Publish annually the results of assessment and monitoring

2.4 The University acknowledges a commitment to tackling racism and discrimination by taking proactive steps to promote race equality and race relations by meeting the obligations stipulated under the General and Specific Duties. The University acknowledges that some people may unconsciously or unwittingly discriminate and will tackle and challenge any behaviour which may act as a barrier to some individuals and groups.

3. Relevant functions

3.1 According to the CRE Statutory Code of Practice, functions mean “the full range of a public authority’s duties and powers” while policies mean “the formal and informal decisions about how the public authority carries out its duties and uses its powers” (CRE Statutory Code of Practice). The RRAA applies to all those of our functions that have relevance to race equality, particularly those that directly affect staff and students.

3.2 While we consider all of the following functions to be race equality relevant, we aim to prioritise particular functions and policies which will be considered to be highly relevant, through a process of consultation and monitoring. Some of the following functions will be prioritised and actioned in the first year of the Action Plan, while others will be actioned or prioritised in proportion to their relevance:

3.3 The areas, strategies, functions, processes and procedures that will need to be assessed for race equality relevance and acted on accordingly, will include, among others:

- Governance, leadership and management

Students

- Teaching and learning including curriculum design and delivery
- Widening participation and access
- Student complaints, disciplinary and appeals procedures
- Student mentoring systems
- Student guidance and support services
- Students association
- Work placements
- Home or international status issues
- Student assessment and achievement
- Student transfers and drop-outs

Staff

- Permanent, temporary or fixed term appointments
- Dignity at work – bullying and harassment policy
- Staff recruitment, selection, training, career development and progression
- Review and promotion procedures
- Staff grievance and disciplinary processes
- Visitors (public and lecturers)
- Trade unions
- Research
- Procurement and outsourcing
- Quality assurance
- Positive action initiatives
- Partnerships and community links
- Marketing and press relations

4. Leadership, Management, Governance and Responsibilities

4.1 In order to move forward with the University’s commitment and vision, the University Court and those in Management and leadership positions are required by the RRAA to be proactive in tackling unlawful racial discrimination, promoting equality of opportunity and good relations between persons of different racial groups.
4.2 The Policy and Action Plan set out the responsibilities of all staff, students and other stakeholders.

4.3 The University Court has ultimate responsibility for:

- Ensuring that the institution complies with the statutory requirements of the Act, meeting its General and Specific Duties.
- Ensuring that the Race Equality Policy, procedures and Action Plan are followed

4.4 The Principal is responsible for:

- Giving a consistent and high profile lead on issues that involve race equality

4.5 The University Secretary is responsible for:

- The promotion and strategic support of the policy both inside and outside the University.
- Ensuring that race equality needs are at the core of Corporate Planning and Strategy implementation
- Ensuring that managers fulfil their role in delivering the Race Equality Policy and that procedures are followed.

4.6 Deans/Directors/Managers and Heads of Department are responsible for:

- Ensuring that the Policy and Action Plan in their areas, are put into practice
- Ensuring that their staff operate within the Race Equality Policy
- Giving a consistent lead on the mainstreaming of race equality requirements within all their race equality relevant functions.
- Taking responsibility for ensuring that appropriate action is taken, whenever complaints of unlawful discrimination are raised, either by the staff or students, in their department(s).
- Encouraging, supporting and enabling all their staff and students, to reach their full potential.
- Making sure that all staff know their responsibilities and receive support, training and appropriate information in order to carry out their activities.
- Take appropriate action with staff or students who are acting in breach of the Race Equality Policy and procedures.

4.7 The Equality and Diversity Working Group (EDWG) (a sub-committee of the Human Resources Committee) is responsible for:

- The continuing development and the implementation of the policy
- The Race Equality Policy is published, promoted, continually assessed, reviewed, revised and the results published, on an annual basis, to all staff, students and the community external to the University.
- Everyone within the University community is given appropriate support to enable them to implement the requirements of the Race equality within their function, whatever that function may be.
- Ensuring that appropriate supportive and/or training strategies are commissioned and implemented accordingly

4.8 The Equality and Diversity Officer, in practice, is responsible for:

- Promoting, advancing and co-ordinating equality and diversity initiatives across the University for both staff and students according to legislative requirements and best practice.
- Contributing to strategy and developing annual action plans for equality and diversity objectives.
- To produce reports to appropriate committees, annual report to the University Court outlining achievements.
- To update existing policies and develop new policies according to legislative requirements.
- Co-ordinating the activities of Harassment and Bullying contact advisors.
- Progressing action on the Race Equality Policy and Action Plan

4.9 All Teaching Staff, including Part-Time or visiting lecturers are responsible for;

- Ensuring that the curriculum materials, assessments and teaching methods that they use are underpinned by the General Duty requirements, whenever reasonably practicable.
- Ensuring that classroom values and assessments promote equality of opportunity and good race relations.

4.10 All other employees of the University are responsible for:

- Supporting and upholding the implementation of the Race Equality Policy and Action Plan.
- Availing themselves for training.
- Promoting race equality and good race relations and for not discriminating against anyone on any basis.

4.11 All Students are:

- To ensure that their behaviour promotes positive relationships between people of different racial groups.
- To ensure that they follow the University’s Race Equality Policy

4.12 Contractors and service providers are:

- Required to comply with the statutory requirements of the RRAA, as stated in this Policy. It is a requirement of the General Duty, that when institutions procure the services of other providers, where those services are race equality relevant, the institution, through the Procurement Department remains responsible for meeting the RRAA requirements of those services.

4.13 All members of the public, visiting or engaging with the University, are:

- Required to comply with the University’s Race Equality Policy.

5. Communication and Consultation

5.1 The University recognises the need to have structures in place that will enable it to effectively communicate with staff and students from all racial groups at all levels within the University, and to consult with those groups, where appropriate, to assess the possible impact that any policies and practices have or will have, on race equality within the University.

5.2 The consultation process will be ongoing and the University will use a range of methods such as surveys, questionnaires in staff and student publications and on the website to consult and communicate with staff and students from all racial and ethnic backgrounds.

5.3 All the stages of implementation and review of this Policy is currently achieved through the EDWG whose current membership consists of the University Secretary, Director of Human Resources, Director of Student Support Services, Head of Student Support Services, Head of Disability Services, the Student Association President and the Equality and Diversity Officer. This membership of the Group will be reviewed annually and monitored on its effectiveness.

5.4 To further support the EDWG, the University will set up and support any appropriate Task Groups e.g Race Action Groups or Forums to accomplish the aims and objectives of the Policy and Action Plan

5.5 Communication and consultation strategies will be ongoing monitored and reviewed for effectiveness in achieving race equality relevant aims and outcomes, with all staff, particularly those of Black and Minority Ethnic (BME) backgrounds.
5.6 Communication and consultation strategies will ensure that relevant sections of the policy are communicated widely and effectively in the University, through the following:

- Student Association handbooks
- Student handbook and induction packs
- Staff handbook and induction packs
- The University website
- The Staff unions
- Copies being issued to all contractors, outside service providers and all those working in partnership with the University, particularly in functions deemed to be highly race equality relevant.

5.7 Any requests for availability of the policy in other languages or different formats will be dealt with on merit.

6. Training

6.1 Guidance, support and training will be provided to all members of academic and non-academic staff at all levels, including senior management to ensure that the University’s commitment to race equality is understood and achieved.

6.2 In addition to the Communication and Consultation strategies with students, on race equality, the University is considering introducing modules on Equality and Diversity as part of the Teaching and Learning curriculum.

7. Monitoring

7.1 Monitoring will be carried out at a number of levels to assess, review and take appropriate action as a result of the impact of the Policy. Information gathered from the monitoring process will be used in the continuous implementation and maintenance of the University’s Race Equality Policy and Action Plan.

7.2 Students

7.3 The following student areas will be monitored, by racial group, department, national or international status:

- Application, Admission, Progress and Achievement
- Transfer and drop out rates
- Disciplinary, Grievance and Complaints
- Work Placements

7.2 Staff

7.2.1 The University will monitor the following aspects of employment practice, by racial group, national/international status and by Department and Faculty.

- Applications, shortlisted applicants, appointments and support
- Staffing by grade, length of service and part-time/full-time/fixed-term contract status
- Taking up of training and development opportunities
- Internal promotions/progressions
- Disciplinary, Grievances and Complaints
- Leaving reasons i.e. Dismissals, Resignations, Redundancies and Retirements

7.3 Results of student and staff monitoring will focus on whether particular policies are having a disproportionate impact on students or staff from particular racial groups.

7.4 Data relating to the monitoring of staff and students will be co-ordinated by the Equality and Diversity Officer, which will be published annually and recommendations made to inform and influence institutional practice.

8. Assessing and reviewing

The Equality and Diversity Officer, will, in consultation with the EDWG, use information obtained from the process of monitoring to assess the effectiveness of the University’s policies in tackling race discrimination and promoting good race relations.

The Race Equality Policy will be reviewed on an annual basis as part of the overall review process.
Policies and practices have been revised where necessary, including in particular the Dignity at Work and Study Policy in consultation with the Trade Unions and Human Resources.

However this is an ongoing process, and all policies and procedures will be reviewed as per the RRAA requirements, in order to ensure that they do not adversely affect the ethnic minority staff and students.

9. Publishing and Reporting

9.1 The Race Equality Policy will be issued to all existing and new members of staff and included in staff induction training.

9.2 Copies of the Policy will be made available to existing and new students upon registration at the University.

9.3 The Race Equality Policy will be published as a distinct Policy document on the University website.

9.4 Impact assessment and progress reports on the implementation of the Policy and Action Plan will be circulated by the Equality and Diversity Officer to the EDWG, Human Resources Committee, the University Court and will also be made widely available on the University’s intranet.

10. Racial incidents and breaches of the Policy

10.1 At present there is a very low incidence of reported racial harassment or discrimination. Nevertheless, the University recognizes that the number of reported cases does not necessarily capture the full picture of University life. We remain committed to creating a supportive environment and ensuring that we have appropriate mechanisms in place so that people who feel they have been affected can come forward with confidence that their complaint will be handled sensitively.

10.2 Complaints about racial discrimination against staff or student are taken seriously and could, on full investigation under the Grievance and Dignity at Work and Study Policy, provide grounds for disciplinary action that may lead to dismissal or expulsion from the University.

10.3 In addition to any penalties imposed by the University, individuals may also be subject to criminal and/or civil proceedings.

11. Maintaining the Policy

The Policy and Action Plan will be reviewed annually by the Equality and Diversity Officer in consultation with the EDWG and with the wider University.

In order to support this agenda, the University has input considerable resources, e.g. the appointment of the Equality and Diversity Officer to progress the development and implementation of Policies and Plans and has allocated specific financial resources to undertake equality and diversity activities.

The existing structure and current level of resources allocated to this area will be kept under review.
RACE EQUALITY ACTION PLAN

Under the first Specific Duty, the Race Equality Policy is required to state how the University will ensure that institutional practice is implemented in such a way that it meets the requirements of the General Duty.

Set out below is a plan for meeting the commitments set out in the University’s Race Equality Policy. The Equality and Diversity Working Group has developed this Action Plan, which forms part of the University’s Equality and Diversity strategy, and is the body responsible for its implementation, monitoring, review and publishing.

COMMITMENTS

The University is committed to:

• Actively tackling racial discrimination, and promoting equal opportunities and good race relations;
• Encouraging, supporting and helping all students and staff to reach their potential;
• Working with other institutions, local communities, and others to tackle racial discrimination and to encourage and promote good practice in achieving race equality; and
• Ensuring that the Race Equality policy and its procedures are mainstreamed within institutional practice.

The following Action Plan is intended to deliver those commitments
<table>
<thead>
<tr>
<th>Area/specific task</th>
<th>Action/development</th>
<th>Success criteria/indicators</th>
<th>Lead Responsibility</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Leadership, Management, Governance and Responsibilities</strong></td>
<td></td>
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<tr>
<td>Senior Leadership support for Policy and Action Plan implementation</td>
<td>Principal ensures that the University institutional practice implementation complies with the RRAA General Duty requirements. Maintain overview of the implementation of the Race Equality Policy and Action Plan. Promotion and strategic support of the policy both inside and outside the University.</td>
<td>All Senior Management, Court and other University Committee Members clearly understand what their responsibilities and accountabilities are in ensuring the successful implementation of the Policy and Action Plan. Race equality is mainstreamed in Corporate Planning and Strategy Implementation.</td>
<td>University Court, University Secretary, Senior Management Team (SMT) and EDWG</td>
<td>To start October 2005</td>
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<tr>
<td></td>
<td>The Principal will ensure the progressive high profile promotion and support for the mainstreaming of race equality within institutional practice, based on the Policy and Action Plan requirements.</td>
<td>The University’s Vision, Aims, Objectives and Corporate Strategies and Plans mainstream race equality and fulfil the General Duty requirements on institutional practice.</td>
<td>Principal, University Secretary, EDWG, SMT, Managers, Deans and Directors</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Deans/Directors/Managers and Heads of Department</td>
<td>Deputy Principal Vice Chancellors, Heads of Departments, Deans, Directors and other Senior Managers take proactive action, as required by the General Duty, in ensuring that their roles and responsibilities are informed by the requirements of the Race Equality Policy and Action Plan.</td>
<td>Race equality relevant policies, processes, procedures are implemented in a manner that meets the RAA requirements. Senior management are aware of their requirements under the Race Equality Policy and Action Plan and positively and pro-actively implement them. Senior Management takes a lead role in supporting all the staff and students in their Departments, as required by the RRAA.</td>
<td>Heads of Department, Deans, Directors and other Senior Managers, EDWG</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Equality and Diversity Working Group</td>
<td>Review and identify the EDWG’s membership, and terms of reference, responsibilities and accountabilities, as required by the RRAA. Monitor the E&amp;D Officer’s work Agree the revised Race Equality Policy and Action Plan, publish, promote, monitor its implementation, review and</td>
<td>E&amp;D Group active in, informing and influencing, all the agreed race equality relevant institutional practice action areas. Policy and Action Plan revised and published. Policy and Action Plan implementation is monitored, reviewed and continually assessed for effectiveness.</td>
<td>University Secretary, Director of HR, Senior Management, E&amp;D Officer, All Staff and Student Groups, Trade Unions, Committee and Court Members</td>
<td>October 2005 and ongoing</td>
</tr>
</tbody>
</table>
| The Equality and Diversity Officer | The Equality and Diversity Officer is responsible for preparing and progressing the revised Race Equality Policy and Action Plan according to the requirements of RRAA. They also revise the Dignity at Work and Study Policy and guidelines. | \[
\text{Prepare and progress revised Race Equality Policy and Action Plan according to the requirements of RRAA.}
\]
| Revise Race Equality Policy and Action Plan | The officer is responsible for redrafting the Race Equality Policy and action plan to reflect feedback from the SHEFC evaluation and assessment exercise. | \[
\text{Redraft Race Equality Policy and action plan to reflect feedback from the SHEFC evaluation and assessment exercise.}
\]
| Race Equality Relevant Functions | The officer ensures that all those involved with implementing institutional practice and the Race Equality Policy and Action Plan, through the basic race equality awareness training, understand why all institutional functions have to be qualified for race equality relevance. | \[
\text{List all functions, processes, practices, procedures, policies, whether written or not, formal or not (collectively referred to as institutional functions) first, so that they can all be qualified for race equality relevance.}
\]
<table>
<thead>
<tr>
<th>Area/specific task</th>
<th>Action/development</th>
<th>Success criteria/indicators</th>
<th>Lead Responsibility</th>
<th>Timescale</th>
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<tbody>
<tr>
<td><strong>2. Communication and Consultation</strong></td>
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<tr>
<td>Implementation, continuous development and review of the Race Equality Policy</td>
<td>Consult with all staff, students, Unions, other interested parties (eg local community groups) using the range of consultation methods identified below on the contents of this policy and possible revisions. Consultation to particularly target those groups of staff and students who are likely to suffer unlawful discriminatory practice and those groups of staff and students who are involved within those institutional functions deemed to be race equality relevant. Set up and implement University-wide Strategies to establish particular needs and issues under the Policy requirements, of staff, student and other parties involved so that they may be addressed effectively, from a mainstream practice point of view.</td>
<td>Awareness of revised policy requirements raised amongst staff students and other interested and/or target groups, both within and outside the University. All staff and students and appropriate local community groups are given the opportunity to feedback, inform and influence, the revised policy and action plan. Policy and action plan are used to mainstream race equality into institutional functioning. The needs of all those involved are established and addressed effectively. Continuing Communication and Consultation Strategies established to ensure effective and mainstream the implementation of race equality policy and action plan requirements.</td>
<td>EDWG and Officer, Heads of Department, Senior Managers, Unions, Black and Minority Ethnic (BME) Group Representatives, Student Association and other Student Group Reps. Staff Group Representatives, Staff Union Representatives</td>
<td>June 2005 onwards</td>
</tr>
</tbody>
</table>

This will be an ongoing annual process that is part of policy and action plan implementation, monitoring, review and publishing.

| Set up or further develop and support, BME staff and student race equality based focus groups | Select student and staff group, particularly BME staff and students, for groups to discuss current institutional practice based on policies, procedures, processes, functions and issues of concern and importance. Eg around recruitment and selection, staff development and training, admissions procedures and student progression, complaints and grievance procedures Employ services of external consultants when necessary | Feedback obtained on current practice, policies and procedures and on issues of concern and importance. Institutional practice informed and influenced in addressing any issues of detriment being caused to any student or staff groups, by the way practice is being implemented. Formal BME Focus Groups established and supported as part of a race equality based institutional practice. | EDWG and Officer, Heads of Departments, Senior Managers, Union Reps and Student Group Reps. External consultant | October 2005 and ongoing as part of RRAA based mainstream institutional practice |
### Set up or further develop and support, BME staff and student race equality based focus groups

Consider how communication and consultation strategies could be built into current monitoring and impact assessment mechanisms (e.g. module assessments, staff and student satisfaction surveys, annual course reviews, staff development reports) and consider alternative and/or additional methodologies (e.g. questionnaires in staff and student magazines, on the web and any other suitable media).

Evidence available that Race Equality is embedded into current monitoring and impact assessment strategies and that new methodologies are being used to identify needs and issues of detriment, where appropriate.

Human Resources, Communication Department, Heads of Department, Staff and Student Group Reps. Student Support and Staff Development Manager, E&D Working Group.

July 2005 and ongoing

### 3. Training

#### Race Equality awareness and training for all staff

Ensure all staff, new, academic and non-academic are provided with a copy of the race equality policy and accompanying action plan and undergo the agreed introduction session on race equality training, as part of their induction and race equality relevant development.

All new staff are aware of the policy requirements on their functions and understand the importance of race equality and the weight given to it by the University. All new staff are aware of what further mainstream race equality relevant support and development will be available.

EDWG, E&D Officer, with support from Deans, Directors and line managers

Current and ongoing

#### Race Equality awareness and training for all staff and members of Court

Inform all staff involved that race equality training will be part of staff training and development strategies currently being provided within the University and will be based on:

- The needs of implementing the policy and action plan requirements, on an ongoing basis
- The outcomes of communication and consultation strategies with all staff involved in all the institutional race equality relevant functions.

Race Equality training is embedded with mainstream training and staff development framework of the University.

HR, Staff Development Manager, Heads of Department, EDWG and E&D Officer, Line Managers of staff working within all institutional race equality relevant functions.

October 2005 and ongoing
| Access to race equality training and staff development | Monitor take up of race equality based staff development training by ethnic group, function, department, grade and when last attended. If imbalances are identified, provision to be reviewed and training strategies informed and influenced accordingly. | Appropriate race equality based access to, and take up of, staff development and training, is identified and its effectiveness, relative to the RRAA requirements, determined and action taken. | HR Managers in conjunction with EDWG, E&D Officer, Heads of Department, Staff Development Manager, Union Reps. | October 2005 and ongoing |

### 4. Monitoring and Impact Assessment– staff

| Review the monitoring data that is currently available | Review the monitoring and impact assessment data and findings that are currently available and how they are collected, stored and used, relative to the requirements of the RRAA in the following areas:  
- Applications, shortlisted applicants, appointments and support  
- Staffing by grade, length of service and part-time/full-time/fixed term contract status  
- Taking up of training and development opportunities | Appropriate and “fit-for-purpose” data, both quantitative and qualitative, is available to inform and influence institutional practice accordingly. Policies, practice and ways of functioning are addressed appropriately when found to be causing detriment to any racial group. All race equality relevant functions to do with staff, are impact assessed required by the RRAA. Staff training needs, in data collection and impact assessment, are identified and its effectiveness, relative to the RRAA requirements, determined and action taken. | EDWG, E&D Officer, Heads of Department, BME Staff Groups, HR Director | July 2005 |
<table>
<thead>
<tr>
<th>Under-representation of BME groups within the workforce</th>
<th>Review of current institutional status of who is employed and where, by racial group. Positive Action initiatives considered, relative to RRAA requirements for tackling under representation, eg through mentoring schemes, employment skills workshops within the local community, advertising targeted at black and ethnic minority groups, on both a national and international basis. Representation on the University’s Committees, including the Court and will need to be reviewed, monitored and impact assessed for race equality needs to be clearly established. The Equality and Diversity Working Group and the post of Equality and Diversity Officer are two of the most vital tools that the University has regarding ensuring the implementation of the RRAA requirements on institutional practice. These will need to be reviewed and race equality-proofed, as a matter of urgency to ensure that the decision making processes are informed and influenced in an RRAA manner.</th>
<th>Monitor to ensure that representation is in line with ethnic mix in Dundee and Tayside. Links established with monitoring and impact assessment findings supporting the best institutional response. Representation on the University’s main decision making Groups and Committees is as widely inclusive of other racial groups (particularly those likely to suffer institutional racism) as is reasonably practicably possible, under the RRAA requirements. Mainstream decisions are informed and made on a race equality basis. Direct and continuous dialogue and debate on issues affecting BME Staff and Students within the University.</th>
<th>HR Director, EDWG and Officer, Unions, BME Staff Groups and Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publishing of results of monitoring</td>
<td>Report annually, via the Race Equality implementation Report that is linked to all the areas of the University’s race equality relevant practice on all staff issues, the results of monitoring and impact assessment, carried out throughout the University’s practice.</td>
<td>Annual Report Published through all the agreed and relevant media, both in and outside the University. All those involved with the University are kept informed of how policy and action plan implementation is informing and influencing institutional staff recruitment and career progression strategies.</td>
<td>Director of HR, EDWG, E&amp;D Officer, various Departments and Units, Union Reps. BME Staff Group Reps</td>
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<td></td>
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<td>Commence in June 2005 and on an annual basis</td>
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### 5. Monitoring and Impact Assessment – students

<table>
<thead>
<tr>
<th>Review of data</th>
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</table>
| Review what monitoring and impact assessment data is available, for the following areas of student provision, and how it is collected, stored and used:  
  • Application, Admission, Progress and Achievement  
  • Transfer and drop out rates  
  • Disciplinary, Grievance and Complaints  
  • Work Placements  
  • Accommodation particularly in relation to international students, students of different denominations or groups with particular needs.  

Where gaps exist and any detriment is identified, put mechanisms in place, for obtaining data that can better inform Corporate decision making processes as required by the RRAA. | Appropriate and actionable data, both qualitative and quantitative is available at University Departmental, Unit and general service provision level, monitored and impact assessed by racial group, type of course and national or international status, of all students. | Academic Registrar, EDWG and Officer, BME Student Groups, Student Union, Student Support Groups | November 2005 |

<table>
<thead>
<tr>
<th>Admissions and access</th>
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<tbody>
<tr>
<td>To improve the percentage of the total student body from ethnic minority backgrounds. To set benchmarks in the context of the University’s Widening Participation Strategy.</td>
<td>Representation improved where appropriate. Institutional functioning is reflective of HEFCE and RRAA requirements.</td>
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<tr>
<th>Curriculum</th>
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<tr>
<td>The development of an Equality and Diversity focused inclusive curriculum</td>
<td>Curriculum reflects the diversity of all the communities and not just those currently studying at the University</td>
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<td>Achievement and assessment</td>
<td>Set up a working group to develop a policy and code of practice in the implementation and assessment of Teaching and Learning styles, based on monitoring and impact assessment data on the Teaching and Learning function.</td>
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<td>Launch and publicise the revised and agreed complaints policies, processes and procedures</td>
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<td>Decide the best categories to monitor how all complaints are dealt with, for example by racial group of the alleged victim, perpetrator, findings of investigations, action taken to inform and influence practice. Monitor fairness of application of procedure across all racial groups involved in complaints</td>
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6. Recruitment & Selection

Under-representation of BME groups within the workforce

<p>| Review of current institutional status of who is employed and where, by racial group. Positive Action initiatives considered, relative to RRAA requirements for tackling under representation, eg through mentoring schemes, employment skills workshops within the local community, advertising targeted at black and ethnic minority groups, on both a national and international basis. Representation on the University’s Committees, including the Court and will need to be reviewed, monitored and impact assessed for race equality needs to be clearly established. The equality and Diversity Working Group and the Post of Equality and Diversity are two of the most vital tools that the University has regarding ensuring the implementation of the RRAA | Increased numbers of staff from black and ethnic minority groups are applying for, and obtaining employment at the University. Links established with monitoring and impact assessment findings supporting the best institutional response. Representation on the University’s main decision making Groups and Committees is as widely inclusive of other racial groups (particularly those likely to suffer institutional racism) as is reasonably practicably possible, under the RRAA requirements. Mainstream decisions are informed and made on a race equality basis. | HR Director, EDWG and Officer, Unions, BME Staff Groups and Students | To start November 2005 |
| <strong>Recruitment and selection panels</strong> | requirements on institutional practice. These will need to be reviewed and race equality-proofed, as a matter of urgency to ensure that the decision making processes are informed and influenced in an RRAA manner. | Direct and continuous dialogue and debate on issues affecting BME Staff and Students within the University. | EDWG and Officer, HR Managers, Deans and Directors | Ongoing |
| <strong>Community Links and external relations</strong> | Review current links and partnership working with black and ethnic minority community groups. Address any gaps identified in this work initiative. | Greater interaction and involvement of BME groups inside and outside the University. | BME community contributions relatively and relevantly inform and influence the work of the EDWG and Officer, making it more race equality based, as required under the RRAA’s General and Specific Duties. | EDWG and Officer, identified and agreed Community Group participation | Ongoing |
|  | The E&amp;D Group ensures that the University establishes links with appropriate bodies and groups in the community and assist in the development of positive attitudes towards race equality and in challenging all forms of racism that may occur within the University and outside, in the community. |  |  |  |
|  | Representatives of black and ethnic minority groups are invited to contribute to the decision making processes of the E&amp;D WG and Officer through communication and consultation, monitoring and impact assessment strategies. |  |  |  |
|  | University supports community initiatives such as Black History Month, and other identified and agreed initiatives. If necessary and where appropriate, some information published by the University, will be made available in forms and languages that are appropriate to different community groups. | University is visibly supporting and getting involved in issues and events that matter to and involve the community. |  | October 2005 |</p>
<table>
<thead>
<tr>
<th>Partnership activities</th>
<th>Development of an agreed partnership protocol that secures the commitment of partners to operate within the University’s race equality policy and the principles it seeks to advance by implementing them.</th>
<th>Protocol for Partnership Working in place</th>
<th>Director of HR, EDWG and Officer. Heads of Department that will be involved.</th>
<th>October 2005 onwards</th>
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<tbody>
<tr>
<td>Contractors and suppliers</td>
<td>Contracting and outsourcing procedures to include a provision that contractors must accept the statutory requirements to actively promote race equality within the procured functions and services, as required for all the functions that are race equality relevant. The Procurement Unit will build the requirements of the General and Specific Duties into all those of its functions that are deemed to be race equality relevant. Impact assessing and monitoring all services delivered on a contractually agreed basis, to ensure that any unlawfully discriminatory practice is dealt with according to the policy requirements.</td>
<td>Requirements always assured in all contractual agreements. Procurement Department aware of all its responsibilities, accountabilities and liabilities under the RRAA requirements. Support needs for all staff involved, established and provided accordingly, as part of mainstream institutional implementation of good race equality based practice.</td>
<td>Director of Procurement, EDWG and Officer</td>
<td>October 2005</td>
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<td>Racial incidents and Breaches of Policy</td>
<td>Identify and review all current institutional policies and procedures used for dealing with all racist complaints. Based on all the RRAA requirements. Ensure clear links between the complaints procedures and all race equality relevant functions. Ensure the effectiveness of the procedures by consulting on them with all those staff and students who will need to use them and/or implement them. Launch and publicise the reviewed and agreed complaints procedures to all staff and students within all the race equality relevant functions.</td>
<td>All current procedures are reviewed based on the RRAA requirements. All potential users are consulted and enabled to give feedback on the effectiveness of the procedures cultivating their faith in the use of the procedures for dealing with racist incidents. Revised procedures are publicized and linked with all the race equality relevant functions of the University to ensure that all racist complaints are dealt with. Procedures contribute to monitoring data, by racial group of perpetrator and victim</td>
<td>EDWG and Officer, All BME Staff and Student Groups, All those who deal with racist complaints, Student Support Services, Heads of Department. Student Union Reps. Staff Union Reps</td>
<td>October 2005</td>
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<td>Keep the results of implementing the Policy and Resource needs are considered and</td>
<td>Resource needs are considered and</td>
<td>EDWG and Officer, Finance</td>
<td>October 2005</td>
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<td>Maintaining the Policy and Resources</td>
<td>Action Plan under review and ensure that resource implications are addressed accordingly.</td>
<td>addressed appropriately to ensure the effective ongoing implementation of the policy and action plan.</td>
<td>Department</td>
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