

# Task	Assigned To	Success Criteria	End Date	Status
1.1 Chief Executive Group (CEG) development on race equality and EDI leadership.	CEO	Each member of CEG holds a formal objective on race equality or EDI, to drive progress and accountability through executive management	31/07/2023	Complete
1.2 Publish overview race action plan	Director of EDI	A version of Advance HE's race action plan is published live on Advance HE's website	31/07/2024	Complete
2.1 Development of a race action plan 'dashboard', regularly reported, monthly to CEG and annually to EDI Committee.	Director of EDI	Dashboard is updated and discussed at CEG and annually scrutinised by EDI Committee.	28/07/2023	Complete
2.2 Review RAG and establish implementation group and aligned working groups, with refreshed membership, including enhanced CEG representation.	CEO	RAG implementation group, and working groups established	31/01/2023	Complete
2.3 Continued critical evaluation of the action plan and engagement with Black, Asian and minority ethnic staff	Director of EDI	Focus groups held and data reported to RAG, to inform revisions and update to the action plan.	31/07/2024	In Progress
2.3.1 Use data from 2023 EES survey: complete				
2.3.2 Re-run focus groups based on insights from EES analysis: (January 2024 – March 2024)				
2.4 Revise and update action plan in 2024, re-publish a new action plan in 2026.	Director of EDI	Updated action plan in 2024, and a new action plan published in 2026.	31/03/2026	In Progress
3.1 Evaluate and take steps (including actions 4.1-4.3) to improve employee representation by race for Advance HE by 2024.	COO	Black, Asian and minority ethnic staff comprise 16% of Advance HE's staff body. Advance HE should reach at least 17% by 2026.	31/07/2024	In Progress
3.2 Annually update and review staff ethnicity and board diversity, and adjust initiatives if not delivering expected change or impact on representation, recruitment or progression.	COO	Organisational KPI is reported and reviewed as part of the Board dashboard	27/01/2023	Complete
3.3 Board and SAG groups that show underrepresentation take proportionate positive steps to address this in recruitment and selection of members	Company Secretary	All Board and SAG groups are in line with at least the sector staff benchmark by 2024.	26/07/2024	In Progress
4.1 Capture regular data on staff recruitment and demographics, with a focus on lowering rates of 'unknown' responses. Data should inform the refreshed recruitment process at 4.2.	COO	New data system in place and reported to RAG to consider implications and actions.	01/07/2023	Complete
4.2 Refresh the recruitment processes to support positive action in attraction, shortlisting, and feedback processes for Black, Asian, minority ethnic candidates, including: review job descriptions and application form; review and revise line manager training to support inclusive recruitment; introduce and pilot racially diverse interview panels; capture reasons for not shortlisting candidates, and use data to adapt processes	COO	Data shows broad parity in the recruitment process and minority ethnic candidates aren't likely facing barriers or discrimination at application, shortlisting, interview or appointment.	01/04/2024	Complete
4.3 Demographic data and representation will be annually monitored across directorates, bands and contract types, and reviewed against Advance HE's KPIs and benchmarks. Track racial representation amongst senior leadership and report this on the RAG dashboard to RAG, CEG and EDI Committee.	COO	Annual demographic report covering the organisation as a whole, directorates, bands, contract types, CEG and senior management, is reviewed by RAG and reflected in the development of the action plan.	31/07/2026	In Progress
4.4 A pay gap analysis will be undertaken again in 2023/24, once the new pay structure has fully embedded.	COO	Pay gap analysis delivered and reviewed by RAG and reflected in the development of the action plan.	01/07/2024	Complete
4.5 Develop and review data on training and L&D offer and uptake by ethnicity - consider proportionality of more targeted interventions, such as an offer for Black, Asian and minority ethnic staff to complement Aurora	COO	Revised data systems are rolled out with the new L&D offer which enables analysis by ethnicity. Develop and review data on training and L&D offer and uptake by ethnicity	01/07/2023	Complete
4.6 Clarify career progression routes, developmental pathways and promotions processes available to staff under the new systems, in order to support the retention and success of all staff, including Black, Asian and minority ethnic staff.	COO	Black, Asian and minority ethnic staff access training at the same rates and report the same experience as the organisation as a whole.	01/10/2024	Complete
4.7 Line manager training needs to equip Advance HE's COO managers to follow agreed policies and respond and address incidents of racial harassment effectively.	COO	Line managers are offered training to facilitate open dialogue and conversations about race and inclusion with teams in a safe and compassionate space. Black, Asian and minority ethnic staff are not reporting widespread instances of racial harassment.	01/10/2023	Complete
4.8 Co-create and develop an organisational competency framework which explicitly addresses behavioural expectations in relation to race equality and inclusion and allyship.	COO	Staff demonstrate increased understanding of inclusive practice	01/01/2024	Complete
4.9 Review the Anti-harassment and Bullying Policies and reporting mechanisms with a diversity and race equality lens and provide communication to ensure all staff understand their rights and responsibilities under the policy.	COO	Staff are aware of where and how to access the policy, evidenced by responses to staff survey. Line managers understand their responsibilities and expectations in line with the policy.	01/07/2024	Complete
4.10 Review the process for exit interviews, and collect and review data concerning staff turnover within Advance HE, with data disaggregated by ethnicity and gender. Actions, 4.6 should be informed by this analysis. Identify any patterns or trends by ethnicity to support further development.	COO	Analysis from exit interviews and response will show proportionate actions have been taken to address issues raised by Black, Asian and minority ethnic staff.	31/07/2025	In Progress
4.11 To collect and review data concerning grievances and disciplinaries within Advance HE, disaggregated by ethnicity and gender. Actions, 4.7-4.9 should be informed by this analysis.	COO	Reports on grievances and disciplinaries is reported to RAG for review and consideration in relation to the action plan. Long term, there should be no racial disparity in data, though the short-term focus should be collecting and using as accurate data as possible.	01/07/2023	Complete

5.1	Create practice sharing and discussion opportunities around EDI and race work, including more opportunities for involvement across the organisation	Director of EDI	Practice sharing and feedback opportunities created and shared across Advance HE.	31/07/2026 Just Started
5.2	Deliver a pilot supervision programme for senior external facing EDI related staff.	Director of EDI	Deliver a pilot supervision programme for senior external facing EDI related staff.	29/09/2023 Complete
5.3	Consider member and sector stakeholders in the next full resubmission of the race action plan.	CEO	Reflected in 2026 action plan.	31/03/2026 Not Started