

# SERVICES & INITIATIVES

ACEN

AFRICAN CARIBBEAN  
EDUCATION NETWORK



ADDRESSING INEQUALITY AND RACIAL JUSTICE  
BY IMPROVING BLACK UNDERREPRESENTATION  
AND EXPERIENCES IN INFLUENTIAL EDUCATION  
AND WORKPLACE ENVIRONMENTS

ACEN consultants and trainers draw on a network of Black educators, researchers, industry professionals and parents who bring a wealth of academic, pedagogical, professional and lived experience to their services.

All of our training is research-informed and delivered by consultants, teachers and researchers who have expertise in a specific aspect of anti-racism.

We have extensive knowledge of all school sectors, including independent & grammar, and we continue to work with a growing number of schools to help them on the journey to building a robust and long-lasting, anti-racism infrastructure that facilitates cultural change and delivers racial equality for all in their school communities.

We are motivated by the desire for a change and more inclusive futures for Black children, and indeed all children in education.

For more information about our services, please contact [shola@aceducationnetwork.com](mailto:shola@aceducationnetwork.com)

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# RECOMMENDED PROCESS

Anti-racism is a continual process that needs to be considered strategically to ensure long-lasting and culture-wide change. To facilitate this, ACEN recommends the formulation of a specific anti-racism roadmap that is designed based on the data provided in Phase 1. The roadmap will not only inform the work that happens in Phases 3 and 4, but it will also determine the priority.

## PHASE 1

### DATA GATHERING

- Stakeholder listening sessions
- Audit – A whole school protected characteristics and inclusion survey

## PHASE 2

### PLANNING

- Planning for anti-racism: Bespoke roadmap creation
- Benchmarking and quality assurance

## PHASE 3

### IMPLEMENTATION

- Recruitment review & implementation
- SLT & staff training (Governor training also advised)
- Policy creation and review & implementation
- Admissions review & implementation
- Curriculum review & implementation

## PHASE 4

### EMBEDDING & CONTINUAL ENGAGEMENT

- Student workshops
- Parent workshops
- Equity initiative creation and/or partnerships
- Quality assurance against benchmarks
  
- Anti-racism charter\*
- Anti-racist leaders circle\*
- Black student affinity/safe spaces\*

\* ACEN-specific initiatives - All launching 2023

# ROADMAP CONSULTANCY

A comprehensive, bespoke service to build and embed your school's anti-racism infrastructure as part of a wider strategic plan. This will include all of our training modules and provide schools with the support, expert advice, and services you need to become leaders in anti-racist education and community building. The service helps schools project-manage their anti-racism initiatives including identifying objectives and metrics alongside the implementation of policy and strategy.

This can include:

- Auditing
- Recruitment
- Admissions
- Teaching and learning modules
- Supra-curricular programme management
- Development of policy & protocols
- Data collection and monitoring
- Communications and community building
- Managing the physical environment



# INDIVIDUAL CONSULTANCY SERVICES

## HR & RECRUITMENT

Our HR & Recruitment consultancy services are designed to help schools ensure that the adoption of all practices and processes foster an environment that results in equitable outcomes for all.

We can support HR departments by offering assistance in the following areas:

- Recruitment touchpoint audit
- Audit and review of recruitment process and practices, including metrics
- Audit and review of areas prohibitive to/or adversely affecting Black/minority ethnic staff
- Review of recruitment supporting documentation - job descriptions, person specifications, adverts, etc
- Candidate CV screening and shortlisting
- Interviewing audit
- Audit and analysis of how external candidates are interviewed
- Analysis of any training shortfalls required for those conducting interviews
- Interview feedback on both the candidate and interviewer(s)
- Interviewing services
- Candidate feedback
- Employee feedback sessions (for existing employees)
- Collecting diversity data and utilising that data to provide insights in areas such as recruitment, career development, salaries, and mentoring services
- Staff retention and development

## HR TRAINING MODULE

### **Diverse recruitment: From advertising to onboarding**

This module targeted at heads of subject, HR professionals & school leaders will help schools better understand how to attract, recruit, and retain the best minority talent in the sector.

- Why diversify your department?
- Cultural add versus cultural fit
- Practical strategies for de-biased recruitment
- Onboarding your new hires
- Creating high-retention rate environments



## AD HOC & RETAINED CONSULTANCY

We offer a retained consultancy service that can be used in a multitude of ways. Either, for schools keen to embark on an anti-racism journey but unsure of where to start, or for schools that have already undertaken some work such as an initial audit and are now in need of assistance to implement initiatives, especially, where lived experience in their SLT may be an issue.

These can be procured with the engagement of a single consultant, or by a team of consultants based on the areas of work needing guidance and/or support.

In some instances, it may prove valuable to have a consultant come in on a frequent basis and act as an outsourced member of staff. In other cases, schools may simply wish to have someone they can consult with on a regular basis.

Our retained consultancy packages include a free 30-minute consultation and set hours to be used in areas identified by the school and/or ACEN.

Popular areas in which these hours are used include:

1. Roadmap formulation
2. Objective setting
3. Policy review
4. SLT conversations
5. Working group guidance and conversations
6. Parent & student group conversations
7. Incident-based advisory/mediation



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## CURRICULUM SERVICES

Some modules are designed and delivered in conjunction with 'The Black Curriculum'

This service is tailored toward Heads of subject and teachers within specific subject areas or faculties.

Our trainers are academics and teaching professionals who can help departments ensure their curricula and pedagogies are inclusive, representative, and diverse.

This does not always mean changing what is taught, instead, we can help teachers and HoD's reframe what they teach in ways that attend to equity and issues of erasure, absence, and editing that have shaped our knowledge.

We draw on our network of experts in academia, teaching, and industry to provide you with applicable guidance in subjects ranging from Music and Art to English, History, Philosophy, Politics, and Science.

The curriculum service includes:

- The rationale for diverse curricula
- Identifying new texts/syllabuses
- Skilling up your staff: teacher training on specific modules, texts, or courses
- Identifying damaging/outdated books
- Diverse and inclusive literature recommendations
- The curriculum and cultural memory
- Decolonising the existing syllabus

This service can be tailored for all students from YR to Y13.

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## ADMISSIONS & OUTREACH

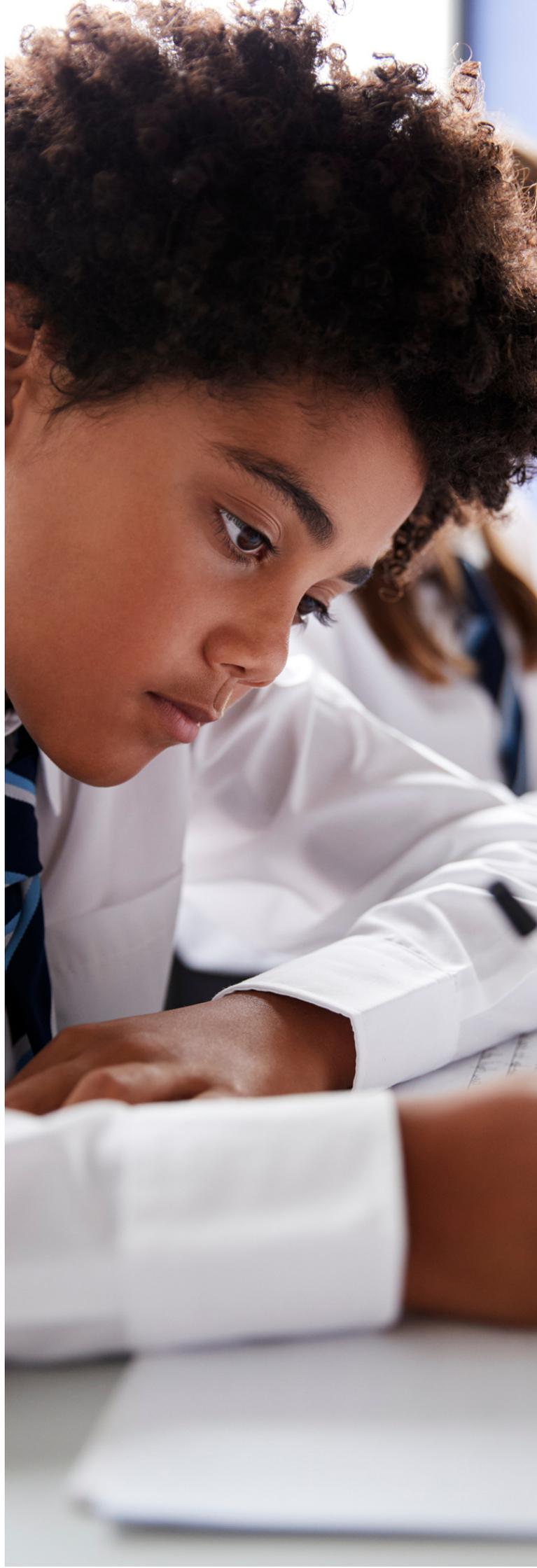
We help schools identify barriers to diverse admissions by reviewing factors and processes that can contribute to this.

We can provide full support for all staff and teachers involved in the admissions process to include (as requested) but not limited to the following areas:

- Why diversity in the pupil body matters
- How to de-bias your admissions process
- The admissions test
- Ensuring equitable outcomes in the interview process
- Admissions interview attendance
- Marketing and outreach

We also help to identify barriers that might be restricting diverse applications by way of a touchpoint review, which includes conducting an objective audit that reviews your:

- Website
- Application process
- Admissions brochure/material
- Social media
- Physical spaces



# TRAINING

## ALL STAFF

### ANTI-RACIST TRAINING FOR GOVERNORS, SLT, TEACHING AND SUPPORT STAFF

We have designed a series of training workshops based on the challenges most present across the sector, and based on the continual feedback that we get from teachers, parents, students, and schools themselves.

The three in-person sessions can be procured as a package to be delivered over three Insets, which will include the complementary, recorded introduction on the rationale for anti-racism.

Alternatively, training can be procured on a single session basis. On request, content can also be merged to meet your school's individual needs.

<b>The rationale for anti-racism</b>	<ol style="list-style-type: none"> <li>1. Anti-racism for everybody</li> <li>2. What is the history?</li> <li>3. Anti-racism, social justice and legacy</li> <li>4. Anti-racism as a safeguarding issue</li> <li>5. Anti-racism under the Equalities Act</li> <li>6. The business case</li> <li>7. Attending to all stakeholders</li> <li>8. What are individual, organisational and sector responsibilities?</li> </ol>	<b>30 Mins</b>
<b>Format</b>	Recorded presentation	
<b>Learning objectives</b>	<ol style="list-style-type: none"> <li>1. To understand the rationale for anti-racism within your school setting</li> <li>2. To understand the rationale for anti-racism within the education sector</li> <li>3. To understand organisational and individual responsibilities and actions</li> </ol>	

<p><b>Let's Just Talk about Race:</b></p> <p><b>Towards Racial Literacy, Confidence, and Competence</b></p>	<ol style="list-style-type: none"> <li>1. Racial literacy - introduction to terminology. How to end awkwardness.</li> <li>2. Asking questions</li> <li>3. Acquiring racial literacy and racial competency</li> <li>4. Understanding common microaggressions, their histories and their impacts.</li> <li>5. Facilitating informed conversations about race and racism</li> </ol>	<p>90-120 mins</p> <p>As specified by school</p>
<p><b>Format</b></p>	<p>Presentation and open forum/workshops</p>	
<p><b>Learning objectives</b></p>	<ol style="list-style-type: none"> <li>1. To acquire vocabulary for talking about race</li> <li>2. To recognise and challenge racist incidents in the classroom</li> <li>3. To gain confidence discussing the harm that students experience in relation to race</li> </ol>	

<p><b>Anti-racism in action:</b></p> <p><b>Reflecting on bias</b></p>	<ol style="list-style-type: none"> <li>1. The role of teachers</li> <li>2. Combating bias</li> <li>3. Cultural humility</li> <li>4. The pupil context - anti-racism for all</li> <li>5. A deep dive into unconscious bias</li> </ol>	<p>90-120 mins</p> <p>As specified by school</p>
<p><b>Format</b></p>	<p>Presentation and open forum/workshops</p>	
<p><b>Learning objectives</b></p>	<ol style="list-style-type: none"> <li>1. To reflect on anti-racist pedagogies</li> <li>2. To reflect on the impact of bias in learning environments</li> <li>3. To tackle unconscious bias and contribute to an inclusive school environment</li> <li>4. To understand the role of teachers as advocates from an anti-racist perspective</li> </ol>	

<p><b>Anti-racism in action:</b></p> <p><b>Anti-racist pedagogy</b></p>	<ol style="list-style-type: none"> <li>1.Theory, structure, and the practice of racism embedded in history and academic disciplines</li> <li>2.Anti-racist methodologies in the classroom</li> <li>3.Empowering students and creating an inclusive community</li> <li>4.Fostering critical thinking in students</li> <li>5.Critical self-reflection</li> </ol>	<p>90-120 mins</p> <p>As specified by school</p>
<p><b>Format</b></p>	<p>Presentation, workshop &amp; case studies</p>	
<p><b>Learning objectives</b></p>	<ol style="list-style-type: none"> <li>1.To gain a stronger understanding of why anti-racism remains central to pedagogy</li> <li>2.To learn a range of strategies to ensure students of all ethnicities feel safe and confident talking about race</li> <li>3.To gain a deeper understanding of why inclusive representation is important</li> </ol>	

<p><b>Follow up safe space discussions</b></p>	<ol style="list-style-type: none"> <li>1.Free flow session to ask questions in a safe space</li> <li>2.Available post-training based on any questions/thoughts arising from previous content</li> <li>3.Available after the full suite of 3 training sessions has been delivered to address any new sector challenges as identified by ACEN, or any school-based requirements as directed.</li> </ol>	<p>60 mins</p>
<p><b>Format</b></p>	<p>Presentation, workshop &amp; case studies</p>	
<p><b>Learning objectives</b></p>	<ol style="list-style-type: none"> <li>1.To allow anti-racist champions and leaders to revisit their learning, actions and initiatives</li> <li>2.To engage in continuous conversation and support the behaviour and cultural shifts required for the systems change needed to embed anti-racism approaches.</li> </ol>	

# TRAINING

## SLT & GOVERNORS

<p><b>How to plan the anti-racism journey in your school</b></p>	<ol style="list-style-type: none"> <li>1.The rationale for an anti-racist roadmap</li> <li>2.The roadmap as a strategy document</li> <li>3.Intro to each area of the roadmap</li> <li>4. Understanding data</li> <li>5.How to order</li> <li>6.How to measure</li> <li>7.The benefits</li> </ol>	<p>120 Mins</p>
<p><b>Format</b></p>	<p>Presentation and workshop</p>	
<p><b>Learning objectives</b></p>	<ol style="list-style-type: none"> <li>1.To understand how a roadmap can be used as a strategic document</li> <li>2.To understand how a roadmap can influence school-wide culture change and buy-in</li> <li>3.To have awareness of the fundamental elements required to deliver tangible outcomes from the roadmap</li> <li>4.To consider a research-led approach to developing a roadmap</li> </ol>	

# ANTI-RACIST LEADERS CIRCLE

In this sector-wide initiative, ACEN will facilitate 2-hour, termly, online discussion circles.

Launching in 2023, these sessions are for all DE&I and safeguarding leads, and will facilitate cross-school learning, open discussion, problem-solving, and anti-racism best practice.

The focus of each session will be communicated in advance and led by a subject expert. The expert will open with a presentation and the remainder of the session will be discussion-based.

Based on feedback received, an additional session will be run annually, specifically targeted toward senior leaders and governors.

**For more information please contact [aisha@aceducationnetwork.com](mailto:aisha@aceducationnetwork.com)**



# STUDENT WORKSHOPS

<p><b>Understanding racism, the ways we can internalise it and adopting healthy mechanisms to communicate in difficult situations</b></p> <p><b>For Black students in years 8 - 13</b></p>	<p>These 1.5 hour safe spaces, procured as individual sessions or fortnightly in termly blocks, will provide a therapeutic safe space for Black students to articulate their concerns, anxieties and/or simply speak about their experiences as distinct minorities in these spaces, and in society more widely. Facilitators will provide set activities, and/or allow for free flow of conversation. Acting as a conduit using the critical lens of lived experience, facilitators can translate and communicate (with permission from students) some of these experiences to schools in a meaningful, recommendation-based way. These sessions can either be run inside schools or, across schools on arrangement where the population of Black students is particularly small.</p>
<p><b>Anti-racist student workshops</b></p> <p><b>For all students in years 6, 7 &amp; 8</b></p> <p>In conjunction with Every Future Foundation</p>	<p>Delivered over 3 sessions (1.5 hours per session), these workshops are small enough to allow breakout activities, debates, and learning games as follows:</p> <p>Part 1 = Introduction to racism</p> <ul style="list-style-type: none"> <li>• Introduction to the 3 levels of racism, personal racism, institutional racism, and internal racism</li> <li>• Acting activities to analyse how racism can show up in day-to-day life</li> <li>• Introduction to terms such as colourism, texturism and Assimilation</li> <li>• Debates on how diversity benefits everyone</li> </ul> <p>Part 2 = Exploring histories and combating stereotypes</p> <ul style="list-style-type: none"> <li>• Exploring untold stories in British history</li> <li>• Exploring the dangers of not understanding our history</li> <li>• The cycle of oppression</li> <li>• Dispelling myths</li> </ul> <p>Part 3 = Combatting racism for a better world</p> <ul style="list-style-type: none"> <li>• Exploring activism and positive role models</li> <li>• The importance of self-belief</li> <li>• The importance of allyship</li> <li>• Exploring and presenting ideas to combat racism for a better future</li> </ul>

**Understanding the historical Black experience within the UK and applying that to the anti-racist movements of today**

**For students in years 10-13**

This session will help all students to understand and contextualise the history behind current anti-racist movements within the UK by looking at themes such as migration, race-based propaganda, equality vs equity, guilt vs shame, and practical allyship.

Delivered as a one-off interactive presentation, students will be introduced to these historical issues over an hour. A workshop will follow (co-designed with the school and/or current students) which will explore relevant, race-based discrimination and microaggressions so themes such as allyship, critical thinking, and appropriate behaviour can be explored on a school level.

The 1-hour presentation will cover

- The history of slavery and colonialism, the part they played in the industrial revolution and the wealth of the West today
- The history of race and other forms of discrimination-based propaganda and why it has been used.
- The history of major migration groups to the UK
- Experiences on arrival - exploring areas such as housing, employment and schooling
- Tracking those experiences into unequal outcomes today in areas such as health, education, employment, and group economics
- Understanding equity vs equality
- Practical tools we can adopt to undo some of the incorrect messages we've been given - on a macro and micro level
- Allyship, listening & learning

The 1.5-hour focus group will cover

- How this history has manifested in some of the most common beliefs and biases we see today
- Overt, covert and microaggression experiences among peers

The focus groups will be a mix of common language, overt and microaggression-based experiences that can be informed by staff, students, and/or those that ACEN facilitators commonly come across as informed by students across the sector, both inside & outside of the school environment.



# ABOUT US

**'Addressing inequity and racial justice by improving Black underrepresentation and experiences in influential education and workplace environments'**

ACEN, founded in 2019, originated as a small informal group of parents with Black children educated in the independent and grammar school sectors, concerned by untenable issues of racism that they faced as notable minorities within these spaces. We rapidly grew to include a student and teacher network, and we now have a membership spanning as far as Scotland!

Empowered by the 2020 Black Lives Matter movement and imbued with the knowledge that the experience of Black students today mirrored that of many parents' decades before, ACEN expanded its remit beyond that of a network to include specialist anti-racism services and equity-based initiatives. We have done this by combining our lived experience, the information we continue to receive from students, parents, and teachers, as well as our career-based knowledge. All of our work is research-informed and vitally, takes into account the feedback that schools continue to share with us.

In the past, our focus has solely been on independent & grammar schools, however, with racial equity via systems change at the heart of what we do, we are expanding our focus to include all top academic institutions. Primarily, because these are the spaces where Black students are typically underrepresented, which then contributes to proportionally low numbers of Black students attending top universities. This subsequently impacts Black underrepresentation in spaces where political, economic, and culturally influential decisions are made, which in turn impacts the various structural deficits faced by the wider Black community.



ACEN inaugural anti-racism conference at Dulwich College Sept 2021

From left to right – Lola Bejide - ACEN | Dr. Shola Apena Rogers - ACEN | Professor David Olusoga | Aisha Sanusi - ACEN | Amber Wager - ACEN | Marcial Boo – CEO of the Equality and Human Rights Commission and ACEN Advisor | Lord Simon Woolley of Operation Black Vote, 2020 Chair of the Governments Race Disparity Unit, Cambridge and ACEN Patron | Leah Morris - ACEN

# TEAM



**Aisha Sanusi**  
Director



**Dr Shola Apena Rogers**  
Director



**Leah Morris**  
Diverse HR &  
Recruitment Specialist



**Dr Malcolm Cocks**  
Consultant & Chair of the  
Black Teacher Network  
Chair



**Serena DeCordova**  
ACEN School &  
Safeguarding Manager



**Amber Wager**  
Network & Operations  
Manager



**Lólá Béjidé**  
Anti-Racism Consultant



**Justice Aina**  
Online & Research  
Manager

## CONTACTS

### TRAINING & CONSULTANCY

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