

The Race Action Plan

This is our time for action

2021-2026



UNIVERSITY OF
GREENWICH
LONDON | KENT

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Foreword from the Chancellor

“ Racism is ugly and racism hurts. The battle against it is never going to be an easy one. But I want every member of our community to feel safe addressing the issue of racism and for the University of Greenwich to be a world leader in this area.

As we drive this plan forward, we are playing our part in building a better world and by embracing a common humanity we can unlock the potential in each of us. We are what we are because of others, stronger and richer when we act together.”

Lord Paul Boateng
Chancellor, University of Greenwich



Foreword from the Vice-Chancellor

Last summer the world saw a huge outcry following the George Floyd killing in the USA. As a university community we stood in solidarity with our black students, staff and alumni and we promised to take action against racism.

Since then, I have appointed two EDI Advisors with a specific focus on race working directly with me. Throughout the last year, they have met hundreds of staff and students and heard about the varied experiences people of different ethnicities have had across our university. They have bravely shared those stories with others, including our senior team, in order to raise awareness of the challenges that people are facing. These experiences and these stories have informed the work that they do and have shaped the development of our new detailed plan of action aiming to address those issues.

This plan sets out how we will do more to achieve systemic and long-lasting change for our students and staff. It is split into six different sections covering data and insights, leadership and accountability, culture and behaviour, policies, practices, and procedures, student journey, and our commitment to be recognised by the Race

Equality Charter Mark. Our plan is focussed, it is practical, it has timelines, and most importantly it enables us to measure our progress. As we move forward, we will know how and where we are making progress against the standards and objectives that we set ourselves.

We know that this work is important, but we also know that it is not going to be easy. In the course of implementing this action plan, we will need every single member of our community to come together and to take a stand for racial justice and equality.

I believe that our university can and will be a world leader in taking action against racism. And I would like to encourage everyone to do their part.



Professor Jane Harrington
Vice-Chancellor



Professor Jane Harrington
Vice-Chancellor

Foreword from the EDI Race Advisors

In 2021, we launched the principal objectives of our EDI Race Action Plan (RAP) as part of our ongoing commitment to eliminate structural, institutional and systemic racism within our university. The plan set out concrete measures to increase the representation, progression and success of BAME students and staff, to create a diverse and culturally inclusive university community.

The RAP shows our commitment to combat racism within our university community and beyond. Our priority is to make the university a welcoming and inclusive place where everyone, including our BAME staff and students, can work, study and achieve their ultimate ambitions.

Through the review and enhancement of data captured, to increase our understanding of the BAME institutional community, we aim to go further holding our leaders accountable and promote longterm cultural change. This will be instrumental in advancing race equity and improve representation, progression and success, for our BAME staff.

We will also work to ensure that our policies, practices and procedures, are fit for purpose in relation to addressing racial inequality and to improve our staff and student journey. Fulfilment of these objectives bring us closer to the attainment of the Race Equality Charter (REC) endorsement and our commitment to the underlying principles.

Our university aspires to be anti-racist from the point of student and staff recruitment and throughout their time with the university. It is not enough to say that we want to be anti-racist.

We are now calling for action as this is our time for change. Together we can help make the University of Greenwich the best modern university, where our values of inclusivity, collaboration and impact, are at the heart of everything we do. To enable our stakeholders to follow our progress, work towards the RAP will be published via a live dashboard.

We are proud to have a Vice Chancellor, Professor Jane Harrington, who is publicly addressing the challenges of race equality at the university. Jane has demonstrated commitment by creating a new strategy aligned with the required changes. We will work with our senior managers, to lead by example, progress their understanding of BAME issues and how to tackle them. This is more than face value, bringing depth to our knowledge and showing integrity when dealing with these issues through clear measurable KPIs. Hence, creating a place where all staff are proud to work with each other equally, with increasing diversity among our senior leadership team.

“ We would like to take this opportunity to thank our BAME Staff Network members who shared their stories and lived experiences of racism, in the hope of addressing these issues within our university. We assure you that the University of Greenwich will continue to listen and take action to break down the structural barriers you face. Together, we will establish a sustainable university community that is inclusive and treats every individual fairly, irrespective of their ethnicity or skin colour.”

Dr Myrtle Emmanuel & Jas Seehra-Pearce
EDI Race Advisors, University of Greenwich



Dr Myrtle Emmanuel



Jas Seehra-Pearce

57%
of our new students come from a **Black, Asian and minority ethnic background**

Office for Student access and participation data, 2021



Introduction: The Race Action Plan

The university's new strategy, This is Our Time 2030¹, demonstrates commitment to change. This strategy focuses inclusivity at the heart of what we do, ensuring that positive action to tackle racism is taken. Across the higher education sector similar challenges are faced when addressing racial inequality and its impact on BAME students and staff. For example, BAME students are less likely to leave university with a good honours degree and progress into a suitable graduate role. The BAME Awarding Gap² illustrates a difference between the number of white UK students awarded a first class or 2:1 degree compared to BAME UK students. It is our ambition to close this gap.

BAME staff are underrepresented at senior levels across Higher Education Institutions (HEIs), which is not representative of our student populations. These staff also experience higher levels of discrimination at work, negatively impacting their wellbeing, morale, career progression and retention.

Additionally, the ethnicity pay gap³ directly affects sense of belonging and ultimately impacts staff retention. We are cognisant that these issues are symptomatic of institutional racism. Therefore, we are committed to breaking this cycle and embedding inclusivity into our policies, processes and practices.

The RAP was co-created by the EDI Race Advisors, senior leaders, BAME staff and students, including our allies across the university. Targeted actions have been developed to improve the representation, progression and success, of BAME staff and students.

We call for cultural and behavioural change within our university community as we strive to become trailblazers for race equality.



Data Capture, Analytics and Insight

Quantitative data will be used to evaluate, chart and measure progress towards our aims. Qualitative data will be harvested in relation to understanding culture and providing reflective insights in relation to interventions.

Data outputs will then be used to inform our actions and priorities. A dashboard hosting regular updates will enable data transparency, to inform our community and monitor progress.

Our objectives:

- To understand BAME staff and student lived experiences across their full university life cycle.
- To use evidence-based practice to inform and develop targeted actions and interventions.
- To ensure that the university's interventions have the desired effect.

We will:

Identify and agree what data will be collected to support analysis (when, why, how often).

- Publish the ethnicity pay gap and produce an action plan to address the issues identified.
- Create an interactive and accessible dashboard presenting the agreed data.
- Develop evaluation measures for all activities and act on the results.
- Use the quantitative and qualitative data, to create a regular progress report to be presented at the Vice-Chancellor's Group (VCG).
- Ensure academic staff have access to data on BAME students' average stage grade to act as a predictor of final academic classification.
- Provide students and staff with monthly updates of the RAP progress.
- Disaggregate data for BAME student groups, with mechanisms to tailor support for discrete cohorts.
- Investigate and address underrepresentation of BAME Honorary degree holders, Honorary Fellows and Visiting Honorary Lecturers and Professors.

“ The University of Greenwich is committed to ensuring staff and students work in an environment which celebrates diversity, challenges inequality and nurtures an inclusive and diverse community that ensures equality of opportunity for all its members. Data collection and analysis is critical to this aim and assists in the understanding of the current challenges and opportunities in terms of equality, diversity and inclusivity across the university. Reliable, transparent data collected for statistical analysis allows us to ensure appropriate data driven decisions can be made. It is an important component to identifying inequality and the actions required to address these issues.”

Gail Brindley
Director of Human Resources



Governance, Leadership and Accountability

Inclusive leadership and accountability is an essential element to our cultural change. Establishing sustainable interventions will enable our leaders to confidently tackle issues around racism and embed inclusivity within all work streams. Through transparent collaborative work and regular reporting mechanisms, our institutional leaders will be informed to enable effective decision making.

Our objectives:

- To embed Equality, Diversity and Inclusion throughout all our structures, processes and behaviours.
- To ensure progress is made and staff are held accountable via performance measures.
- To understand the role of institutional history.
- To show visible support and champion BAME initiatives.



We will:

- Consult with BAME students and staff in relation to the inclusion of race within the university's strategies.
- Set an expectation that tackling racism is a priority across the University.
- Hold senior teams across the university accountable for tackling racism.
- Review and discuss data summary reports and action plan progress, bi-annually with the VCG.
- Engage with at least two BAME initiatives per year.
- Commit to increasing representation of BAME staff in senior teams institutionally.
- Create a fast-track BAME leadership development programme to increase representation across the university.
- Support progress towards the Race Equality Charter mark.
- Commission an investigation into institutional links to transatlantic slavery.
- Identify and agree appropriate training for Leadership Forum members.

“ I am really proud that the new ‘This is our Time’ University Strategy sets out our ambition and focus to be an inclusive community and ensure equality and fairness for all. Implementing this Race Action Plan will bring us one step closer to that goal. As governors, we will be holding the university to account and ensuring that progress is being made on this important strategic priority, as it is our time to unite and become a leader in this area.”

Bronwyn Hill CBE
Chair, University of Greenwich Governing Body

“ The great strength of this University is the impact it has on people’s lives. Our staff and our students through the knowledge and experience we co-create, influence and shape communities, both near and far. That strength comes from us all, and that recognition should pervade all aspects of the institution. I am committed to championing BAME initiatives and ensuring that EDI is a key driver at the heart of the Faculty of Engineering and Science.”

Professor Peter Griffiths
Pro Vice Chancellor,
Faculty of Engineering & Science



Culture, Behaviour and Change

To foster cultural change, we need to appreciate our differences and celebrate each other. We also need to understand and learn from the lived experiences of our BAME staff and students.

We will increase sense of belongingness by challenging existing legacy cultures and by promoting an inclusive and equitable community.

Our objectives:

- To embed the strategic priority of 'Inclusivity & Culture' as a foundation for work for everyone and everything we do at the University of Greenwich.
- To create a culture where we all feel valued and opportunities are equal.
- To ensure that the university is a genuinely anti-racist organisation that serves the needs of its students and actively seeks to remove injustice and barriers to success.

We will:

- Develop and launch a staff and student 'Anti-Racist pledge'.
- Visibly celebrate BAME staff and students.
- Run on-campus campaigns to raise awareness of racial harassment with internal stakeholders.
- Celebrate Black History 365 (locally, nationally, and globally) all year round.
- Introduce BAME Ignite Seminars for staff and students.
- Identify and deliver anti-racist EDI-related training to be provided for all staff and students across the University.
- Define the role of BAME Champions with the BAME Staff Network (BSN).
- Recruit and train BAME Champions to support BAME staff.
- Establish and implement student and staff 'Call it Out' anti-racist initiative.

“ The Race Action Plan represents an important commitment by the University to tackle the issue of racial inequality by delivering a clear strategy for accountability, transparency and tangible actions. The plan’s key principle of ‘Culture and Behaviour’ is a marker of this cultural change. This principle provides an institutional space to recognise and celebrate the successes, achievements, and progression of BAME staff and students.”

Professor Tracey Reynolds
Faculty Liberal Arts and Sciences

“ It Is important now, more than ever, that we embody the university’s values and in doing so help transform the culture of the organisation to one where everyone feels that they belong and have a voice. It is fantastic to see this enshrined in one of the key principles of the Race Action Plan which sets out how the institution intends to shift the conversation around culture and behaviour in ways that are accessible and meaningful for all.”

Professor Mark O’Thomas
Pro Vice Chancellor,
Faculty Liberal Arts and Sciences



Policies, Practices and Procedures

To ensure that our policies are fit for purpose, we will need to review our practices and procedures to make them transparent, inclusive and unbiased. All recommended policy changes will be aligned with the Equality Act 2010. By developing and promoting our policies, we will re-establish trust within the BAME community and clearly signpost the support available.

Our first step will be to review and consider HR policies to explore how the content, including language and terminology, feature and impact BAME staff.

Our objectives:

- Staff and students have a clear understanding of what constitutes racism and the university's response.
- To ensure that the university's policies, practices and procedures, support all staff to succeed equally.
- To ensure that procedures for managing racial harassment and other race-related complaints are fit for purpose.
- To enhance the inclusivity of HR policies, to ensure institutional guiding documentation is free from discriminatory bias and supports the development of BAME representation at senior management levels.
- To address racial inequality issues within the University.
- To build the trust and confidence within our staff and students, to enable them to speak up.

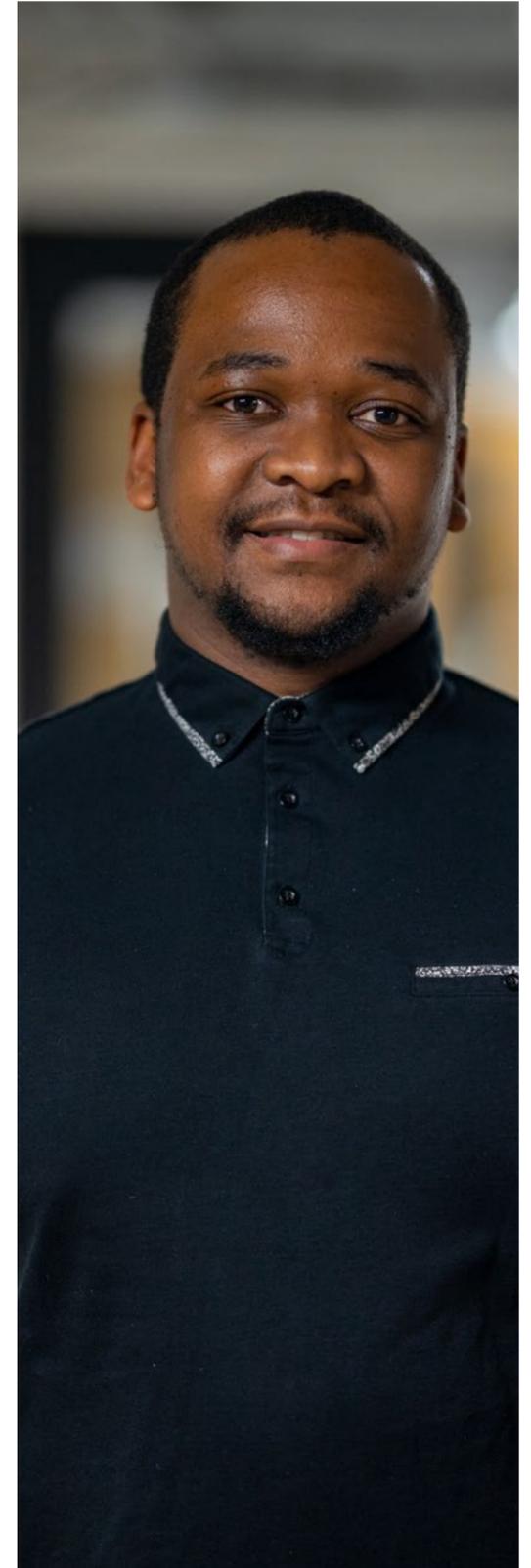
We will:

- Define racism terminology and create a common understanding of racial harassment.
- Develop institutional guidance and policy, raising awareness of and managing microaggressions.
- Review and update HR policies and practices to understand possible biases.
- Use positive action measures, such as targeted recruitment, sponsorship, mentoring, development programmes, specific and time-limited quotas, and targeted advertising, to increase senior level BAME representation.
- Introduce sponsorship programme for aspiring BAME staff.
- Create 'Safe Space' drop-in sessions for BAME staff and students as part of the 'Report & Support' scheme.
- Create safe-space for white staff and students to discuss and address race issues.
- Involve BAME staff and student representatives in the promotion of the 'Report & Support' scheme.

“ Achieving the objectives set out in Principle 4 of the EDI Race Action Plan is integral to the University strategy where inclusivity is a priority. Our values and behaviours are conducive to a community where there is no place for discrimination and is one of our attributes that underpins our ability to attract, retain and support high quality students and staff from diverse racial backgrounds.

However, we cannot fully expect that policies will support staff and students, it is us as a community who will support the policies to achieve the objectives proposed in the Race Action Plan. Hence, the importance of getting policies right with the involvement of all stakeholders in our institution.”

Dr Sandhiran Patchay
Associate Professor,
Faculty of Education,
Health and Human Sciences



BAME Student Journey

Our aim is to offer our BAME students first class teaching and support. We will work with faculties to create a community where they feel welcomed and valued. We want to develop an environment conducive to their study, help them gain life skills and enrich their student journey. To achieve this we will work to develop and enhance the student journey, full cycle, from entry into employment.

The university is committed to actively taking positive action to ensure student success. Through our strategic objective, Education Without Boundaries, we will empower our BAME students to use their lived experience to stand out in their chosen vocation in the workplaces of tomorrow.

Our key objectives:

- To ensure that all students are welcomed as part of the university community and that retention and support activities extend across their university experience and beyond.
- To work in partnership with Greenwich Students Union (GSU) and to collaborate on enhancing the 'student voice'.
- To allow BAME students to enhance and value their identity and increase engagement within their social communities.
- To close the awarding gap that exists between white and BAME students, as required by the Office of Students Access and Participation Plan.
- To enhance the experience of BAME students and to ensure that any barriers to academic excellence are removed.
- To enhance BAME student employability.

We will:

- Ensure higher visibility of BAME student and staff representation in student recruitment activities.
- Develop pre-arrival and mid-university transition activities to ensure that BAME students have everything they need to enrol, study and making learning accessible.
- Increase the postgraduate academic community.
- Create Safe Spaces for BAME students to explore their identity with other students.
- No BAME Awarding gap by 2030.
- All-faculty decolonisation of curriculum, co-created with BAME students and alumni.
- Create funding the BAME Postdoctoral Research Fellowships to study the legacy of trans-Atlantic slavery, trade and empire.
- Bring students and local businesses together in professional settings to discuss topics centered on racial bias and strengths-based recruitment techniques.
- Develop an alumni mentoring scheme to support current BAME students.

“For BAME students it is incredibly important that we are mindful of the differential experiences they will have moving through the education system, and wider society. As an institution we have the power and responsibility to create a space that challenges the norms of wider society so that our students have at least one area of life that may feel less oppressive and will empower them.”

Zoë Campbell,
GSU Officer,
Greenwich Students' Union



Race Equality Charter

The University will apply for the Race Equality Charter mark. Obtaining charter mark status will resonate with stakeholders, publicly demonstrating the university's commitment to anti-racism and cultural change. Through progression towards the objectives of the Race Action Plan, we will first achieve the Bronze Charter Mark. By evidencing our learning and the success of targeted interventions, we will then move towards silver accreditation.

Our key objective is:

- To publicly commit to the Race Equality Charter principles and achieve Race Equality Charter status.

We will

- Run an audit/gap analysis of what needs to be done to achieve a bronze charter mark.
- Progress project mapping, through review and planning cycles, with an all-university steering group.
- Identify tasks, timelines and responsibilities to ensure a successful submission.
- Submit the institution's intention of applying for the bronze Race Equality Charter accreditation.
- Make the submission for bronze accreditation.

“ The Race Equality Charter acts as a touchstone for the university community to assess itself, it’s activities and its relationships with its stakeholders on the issue of racial justice. It is only a document and therefore does not represent the final point on the journey but more the beginning of steps towards examining itself and assessing its actions, to assure equity in treatment, behaviour and opportunities to its BAME staff, students and wider stakeholders. The document will act as a mirror to reflect the commitment of our university to “doing the right thing”.

Dr Sterling Rauseo
Lecturer, Faculty of Business
and member of the BAME Staff Network

Professor Javier Bonet
Deputy Vice-Chancellor

Professor Jane Roscoe
Deputy Vice-Chancellor

Peter Taylor
Chief Operating Officer

Louise Watson
Chief Finance Officer

Professor Mark O'Thomas
Pro Vice-Chancellor, Faculty of Liberal Arts
and Sciences

Professor Derek Moore
Pro Vice-Chancellor, Faculty of Education,
Health and Human Sciences

Professor Leigh Doster
Pro Vice-Chancellor & Executive Dean
of Greenwich Business School

Gail Brindley
Director of Human Resources

Chris Shelley
Director of Student and Academic Services

Heidi King
Director of Communications and Recruitment

Dr Simon Lewis
Director of Planning and Statistics

Paul Butler
Director of Information and Library Services

Chris Forster
Director of Estates and Facilities

Professor Peter Griffiths
Pro Vice-Chancellor
Faculty of Engineering and Science

Professor Andrew Westby
Director of NRI Research & Deputy PVC

Professor Rosana Pacella
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Human Sciences & Director Institute for
Lifecourse Development



