

The Race Action Plan

2021-2026

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1. DATA CAPTURE, ANALYTICS and INSIGHT

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
1.1	Identify and agree what quantitative data will be collected to support analysis (when, why, how often).	To understand Black, Asian and Minority Ethnic (BAME) staff and student lived experiences across their full university lifecycle. To use evidence-based practice to inform and develop targeted actions and interventions. To ensure that university's interventions have the desired effect.	PD, PAS		Ongoing	Data used to inform decisions relating to race is clear and robust.	✓	✓
1.2	Identify and agree what qualitative data will be collected to support analysis (when, why, how often).		PD, PAS		Completed by 2022		✓	✓
1.3	Publish ethnicity pay gap and produce an action plan to address the issues identified.		EDI, PD		Completed by 2022	The data is published and used.	✓	
1.4	Create an interactive and accessible dashboard presenting the agreed data.		PD, EDI, ILS, PAS	✓	Ongoing, launch 2022	The dashboard will be operative and regularly used by key stakeholders.	✓	



1. DATA CAPTURE, ANALYTICS and INSIGHT

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
1.5	Develop evaluation measures for all activities and act on the results.	<p>To understand Black, Asian and Minority Ethnic (BAME) staff and student lived experiences across their full university lifecycle.</p> <p>To use evidence-based practice to inform and develop targeted actions and interventions.</p> <p>To ensure that university's interventions have the desired effect.</p>	PD, PAS, SAS		Ongoing	Targeted action in place for BAME staff and students across the university.	✓	✓
1.6	Use the quantitative and qualitative data, to create a regular progress report to be presented at the Vice-Chancellor's Group (VCG).		PD, PAS, RAG		Ongoing		✓	✓
1.7	Ensure academic staff have access to data on BAME students' average stage grade to act as a predictor of final academic classification.		PAS		Ongoing		✓	
1.8	Provide students and staff with monthly updates of the Race Action-Plan progress.		M&ER, VC	✓	Ongoing	Students and staff and trust the process are aware of the progress being made.	✓	✓
1.9	Disaggregate data for 'BAME' student groups, with mechanisms to tailor support for discrete cohorts.		PAS, SAS, AF		Ongoing	Targeted action in place for BAME students across the university.		✓
1.10	Investigate and address underrepresentation of BAME Honorary degree holders, Honorary Fellows and Visiting Honorary Lecturers and Professors		PD, RAG		Completed by 2023	aligns with institutional population demographics. BAME representation for Honorary posts.	✓	



2. GOVERNANCE, LEADERSHIP and ACCOUNTABILITY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
2.1	Consult with BAME students and staff in relation to the inclusion of race within the people and EDI - within insitutional sub-strategies.	<p>To embed Equality, Diversity and Inclusion throughout all our structures, processes and behaviours.</p> <p>To ensure progress is made and staff are held accountable via performance measures.</p> <p>To understand the role of institutional history.</p> <p>To show visible support and champion BAME initiatives, for example by attending BAME initiatives, BAME network, allyship and sponsorship.</p>	VCG		Launch 2023, ongoing	<p>All staff are proud to work with each other equally.</p> <p>Agreed KPI's in relation to race are met year on year.</p> <p>Leadership teams at all levels are more diverse.</p> <p>Successful submission for the Race Equality Charter Mark.</p>	✓	✓
2.2	Set an expectation that tackling racism is a priority across the University		VC, VCG		Launch 2022, ongoing		✓	✓
2.3	Hold senior teams across the university accountable for tackling racism.		VCG		Launch 2022, ongoing		✓	
2.4	Review and discuss data summary reports and action plan progress bi-annually with the VCG		VC		Launch 2022, ongoing		✓	



2. GOVERNANCE, LEADERSHIP and ACCOUNTABILITY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
2.5	Engage with at least two BAME initiatives per year.	To embed EDI throughout all our structures, processes, and behaviours. To ensure progress is made and staff are held accountable via performance measures.	LF, VCG		Launch 2022, ongoing	All staff are proud to work with each other equally. Agreed KPI's in relation to race are met year on year. Leadership teams at all levels are more diverse. Successful submission for the charter mark.	✓	✓
2.6	Commit to increasing representation of BAME staff in senior teams institutionally.	To understand the role of institutional history. To enhance visibility and champion BAME initiatives, for example by attending BAME initiatives, BAME network, allyship and sponsorship.	PD, VCG		Launch 2022, ongoing		✓	
2.7	Create a fast-track BAME leadership development programme to increase representation across the university.		DVC/PD		Launch 2022, ongoing		✓	
2.8	Support towards the Race Equality Charter.		VCG		Launch 2022, ongoing		✓	
2.9	Commission staff to explore institutional links to slavery.		VCG		Complete 2023		✓	
2.10	Identify and the agree appropriate areas of training for Leadership Forum to attend.		VCG & PD		Complete 2023		✓	



3. CULTURE, BEHAVIOUR and CHANGE

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
3.1	Develop and launch a staff and student 'Anti-Racist pledge'.	<p>To embed the strategic priority of 'Inclusivity & Culture' as a foundation for work for everyone and everything we do at the University of Greenwich.</p> <p>To create a culture where we all feel valued and opportunities are equal.</p> <p>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.</p>	RAG, VCG, GSU	✓	Launch 2022	100 handprints and signature pledges for the Charter.	✓	✓
3.2	Visibly celebrate BAME staff and students.		M&ER		Launched 2021, ongoing	There is an increased visibility of BAME student and alumni success.	✓	✓
3.3	Run on-campus campaigns to raise awareness of racial harassment with internal stakeholders.		M&ER	✓	Launch 2022, ongoing	All students and staff understand and champion diversity and feel a sense of belonging to UoG.	✓	✓
3.4	Celebrate Black History 365 (locally, nationally, and globally) all year round.		BSN	✓	Launched 2021, ongoing	At least one BHM event per month for BHM 365.	✓	✓
3.5	Introduce BAME Ignite Seminars for staff and students.		GSU, RAG, AF, BSN	✓	Completed by 2024	Over 50% positive measured via surveys.	✓	✓



3. CULTURE, BEHAVIOUR and CHANGE

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
3.6	Identify and deliver Race-related training to be provided for all staff and students across the University.	To embed our strategic priority of 'Inclusivity & Culture' as a foundation for work for everyone and everything we do at the University of Greenwich.	PD, SAS	✓	Launch 2022, ongoing	All staff colleagues have equal opportunity to succeed.	✓	✓
3.7	Define the role of BAME Champions within BAME Staff Network (BSN).	To create a culture where everyone feels 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.	EDI, BSN		Launch 2022, ongoing	Ten Champions recruited and trained in 2021/22 with a view to increasing to 50 Champions by 2026.	✓	✓
3.8	Recruit and train BAME Champions to support BAME staff.		AFD	✓	Launch 2022, ongoing			
3.9	Establish and implement student and staff 'Call it Out' anti-racist initiative.		BSN, EDI, GSU		Launch 2023, ongoing			



4. POLICIES, PRACTICES and PROCEDURES

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience	
							Staff	Stud.
4.1	Define racism, terminology and create a common understanding of racial harassment.	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.	PVC FLAS		Completed	Terminology agreed and used.	✓	✓
4.2	Develop institutional guidance and policy, raising awareness of and managing microaggressions.	To ensure that procedures for managing racial harassment and other race-related complaints are fit for purpose.	BSN, GSU, HR, EDI		Launch 2022, ongoing	Policy developed and signed off by key stakeholders.	✓	✓
4.3	Review and update HR policies and practices to understand possible biases.	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.	PD		Launch 2022, ongoing	Increased confidence in the policies and processes and referral systems supporting BAME staff and student race related issues.	✓	
4.4	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.		PD		Launch 2022, ongoing	Attract BAME talent and increase BAME staff recruitment.	✓	
4.5	Introduce sponsorship programme for aspiring BAME staff.		DVC, PD		Launch 2023, ongoing	Increase BAME representation by 10 percentage points every year to 2025.	✓	



4. POLICIES, PRACTICES and PROCEDURES

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
4.6	Create 'Safe Space' drop-in sessions for BAME staff and students as part of the 'Report & Support' scheme.	To address racial inequality issues within the University. To build the trust of staff and students to speak up with confidence.	RAG, SAS		Launched 2021, ongoing.	BAME staff and students feel confident to speak up and call out racism.	✓	✓
4.7	Create safe-space for white staff and students to discuss and address race issues.		RAG, SAS, BSN		Launched 2021, ongoing.	White staff and students are confident in discussing and addressing race related issues.	✓	✓
4.8	Involve BAME staff and student representatives in the promotion of the 'Report & Support' scheme		RAG, SAS, GSU, BSN		Launched 2022, ongoing.	'Report and Support' scheme is developed and fit for purpose for BAME university committee.	✓	✓



5. BAME STUDENT JOURNEY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
5.1	Ensure higher visibility of BAME student and staff representation at Student recruitment activities.	To address issues highlighted and fulfil targets agreed within the Access and Participation Plan 2020-2025.	M&ER		Launched 2021, ongoing	Increased BAME staff and student representation for recruitment.	✓	✓
5.2	Increase the annual entry rate of hard-to-reach BAME individuals (i.e., Disabled, Care Leavers and those from areas of low higher education participation).		A&P, UKSR		Launched 2021, ongoing	Increased BAME PG students by 10% by 2025		✓
5.3	Develop pre-arrival and mid-university transition activities to ensure that BAME students have everything they need to enrol, study and making learning accessible.	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.	SET		Launched 2021, ongoing	Increased BAME student retention		✓
5.4	To address the lack of digital resources for BAME students.	To address digital poverty for BAME students by signposting and making relevant resources available (laptops, dongles, electronic books and other equipment).	ILS, SET		Launched 2021, ongoing	Increased retention and progression among BAME students.		✓



5. BAME STUDENT JOURNEY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
5.5	Studentships and Scholarships made available and aimed at protected characteristics, including exclusive offering for BAME students.	To increase funding available for UG, PG & PhD BAME students.	VCG, A&P, UKSR		Launch 2023, ongoing	Increased application for studentships and scholarships from BAME students.		✓
5.6	Increase the BAME PG academic community.			✓	Launch 2023, ongoing	Sustainable growth of the BAME academic community.		✓
5.7	Increase with targeted funding the uptake of PhD studentships from BAME students.			✓	Launch 2023, ongoing	Increased studentships-scholarships awarded to BAME students.		✓
5.8	Creation of Safe Spaces for BAME students to explore their identity with other students.	To work in partnership with 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.	GSU: University-wide		Planned Launch 2023, ongoing	Increased sense of belonging along with increased engagement with Safe Spaces and social communities.		✓



5. BAME STUDENT JOURNEY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
5.9	Develop a university-wide action framework for monitoring student outcomes and ensuring that any obstacles impinging on the academic experience of BAME students are identified, addressed, and removed.	To close the awarding gap that exists between white and BAME students, as required by the Office of Students and Access Participation Plan. To enhance the experience of BAME students and to ensure that any barriers to academic excellence are removed.	BAG, GSU, PAS		Launch 2021, ongoing	No awarding gap by 2030 and evidence of acceleration in the diminution of the gap Outcome profiles for BAME students in-line with the best performers within our sector quadrant Mechanisms to identify and support potential high-flyers at the 2:2/2:1 boundary and to coach them towards success.	✓	✓
5.10	Embedding the BAME Awarding Gap framework and practices within the continuing business of the university and ensuring that the provision for excellent student outcomes for all students are aligned to the university strategy.				Launch 2021, ongoing			
5.11	All-faculty decolonisation of curriculum with co-creation via BAME students and alumni.		GSU, AF, SAS		Launch 2021, ongoing	Decolonised curriculum evidenced across all departments/faculties.	✓	✓
5.12	Design, develop and introduce a module on Black and racial studies for all staff and students to learn about the history of race, contributions of international migration including hidden and erased contributions of BAME people in the UK.	To raise awareness and enable the transfer of knowledge throughout the university, and its stakeholders.			Launch 2024, ongoing	Black and Racial Studies module is designed and made available to all staff and students.	✓	✓
5.13	Create funding for the BAME Postdoctoral Research Fellowships to study the legacy of trans-Atlantic slavery, trade and empire.		DVC, RAG, BSN		Launch 2023, ongoing	Improved BAME academic representation.	✓	



5. BAME STUDENT JOURNEY

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience	
							Staff	Stud.
5.14	Utilise and analyse current data to enhance BAME engagement.	Increase uptake of BAME students on extracurricular/employability and related consultation events.. Increase uptake of BAME internship and mentoring programmes.	RAG, E&CS		Launched 2021, ongoing	Improved BAME graduate employment outcomes. Increase BAME uptake 30% within 12 months. Increase of BAME student engagement in extracurricular/employability activities by 70% over five years. Increased uptake of BAME student internship and mentoring programmes (70%) over five years.		✓
5.15	Undertake focus groups interviews with students and personal tutors to gain a better understanding of student non-engagement.				Launch 2022, ongoing			✓
5.16	Bring students and local businesses together in professional settings to discuss topics centered on racial bias and strengths-based recruitment techniques.				Launch 2022, ongoing			✓
5.17	Develop an alumni mentoring scheme to support current BAME students.	To reduce the BAME awarding gap and enhance BAME student employability.	SAS, E&CS		Launch 2022, ongoing	Sustainable mentoring programme growth, reduced BAME awarding gap, increased percentage of BAME students progressing into appropriate graduate roles.		✓



6. RACE EQUALITY CHARTER

Ref	Action	Objective	Responsibility	Specific Resource	Timescale Status	Measure of success	Audience Staff	Stud.
6.1	Run an audit/gap analysis of what needs to be done to achieve a bronze charter mark.	To publicly commit to the Race Equality Charter principles and achieve Race Equality Charter status.	RAG		Complete 2022	Race Equality Charter accreditation achieved, bronze status	✓	✓
6.2	Recruit a Project Manager & Project Officer to implement both the Race Action Plan and Race Equality Charter application.				Completed		✓	✓
6.3	Progress project mapping, through review and planning cycles, with an all-university steering group.				Launch 2022, complete 2023		✓	✓
6.4	Identify tasks, timelines and responsibilities to ensure successful a submission can be made.				Complete 2022		✓	✓
6.5	Submit institutional intention of applying for the bronze Race Equality Charter accreditation.				Complete 2022		✓	✓
6.6	Final submission for bronze accreditation.				Complete 2025		✓	✓

N.B. Updates and progression towards the objectives outlined will be published quarterly on RAP Progress Template from Autumn 2023.



Glossary of acronyms referenced, throughout:

AF/AFD - All Faculties/All Faculties and Directorates

A&P - Access and Participation

BAG - BAME Awarding Gap, Steering Group

BSN - BAME Staff Network

C&ES - Careers and Employability Services

DVC - Deputy Vice-Chancellor

EDI - Equality, Diversity and Inclusion, Steering Group Committee

FLAS - Faculty of Liberal Arts and Sciences

GLT - Greenwich Learning and Teaching

GSU - Greenwich Students' Union

ILS - IT and Library Services

LF - Leadership Forum

M&ER - Marketing and External Relations

PAS - Planning and Statistics

PD - People Directorate

PVC - Pro Vice-Chancellor

RAG - Race Advisory Group

SAS - Student and Academic Services

SET - Student Engagement Team

UKSR - UK Student Recruitment

VC - Vice-Chancellor

VCG - Vice Chancellor's Group



