

Equality, diversity, and inclusion (EDI) strategy

2021–2025



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Introduction

Ravensbourne University London has a vision is to **‘inspire a highly diverse range of people, valuable to and valued by the world beyond the university’**.

To achieve this vision, we will be built around access, inclusion and diversity; and we will strengthen our diversity and capability.

Underpinning the university community’s actions will be our shared behaviours and we will cultivate an environment where everyone can flourish and where individuals are enabled to work and create to their fullest potential, celebrating the range of talents, qualities and cultures of those who form our community.

Throughout our work we will seek to ensure:

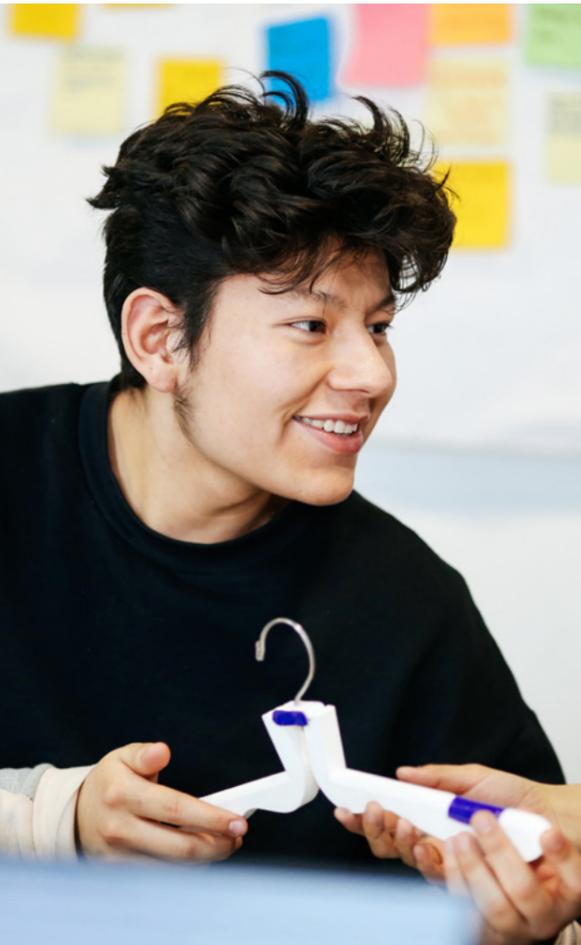
- Social mobility (ensuring our courses change the lives of our diverse student body, maximise their potential and attainment and provide an experience which enables them to succeed in their chosen career, no matter their background);
- Social justice (being conspicuously committed to equality, diversity and inclusion and standing against all forms of injustice and discriminatory behaviour); and
- Social cohesion (fostering good relations between those who share a protected characteristic and those that do not and enabling our community to be ambassadors for Ravensbourne and active citizens).

Strategic aims and initiatives

To achieve our vision, the university will deliver the following strategic aims and initiatives:

1. A transformative student experience, which enables success in their lives and careers

Our educational offerings will match the needs of different people (and those they work with) at different stages of their lives and careers. We will foster a culture of connection and collaboration with our students — and help them connect with each other — throughout their time at Ravensbourne and in their lives beyond.



2. A university built around access, inclusion and diversity

We will be an exemplar for social mobility, inclusion and equality of opportunity in both higher education and the creative industries, ensuring that every member of our community is able to succeed, regardless of their background. We will ensure that:

- The pathways to a Ravensbourne education are open and accessible to all those with the potential to benefit from our offer
- We promote the culture, mindsets and structures that enable every member of our community to feel included and to flourish and succeed at Ravensbourne and beyond
- We actively work to develop our staff and student populations to reflect and embrace the diversity required for Ravensbourne to thrive.

3. Strengthen the diversity and capability of our staff and students

Celebrate, maintain and improve the diversity profile of our staff and students, striving to reflect the diversity in our communities through our recruitment and our continued commitment to our access and participation plan and to the Race Equality Charter. Evolve and improve our EDI policies, governance structures, training, action plans and reporting to ensure we are fostering an inclusive learning environment where all students and staff have equal opportunities to participate, grow and succeed throughout their time at Ravensbourne. Strengthen our staff support, development and retention processes

and continue to recruit staff members who will reflect and enhance our institutional culture of diversity and inclusion. Cultivate an accessible digital first culture among our staff and students by embracing and adopting new technology-led academic models and teaching methods. Ensure our professional services are equipped to support the delivery of both our academic vision and an excellent student experience. Improve our internal capability and capacity to deliver the innovation and services that will attract and retain key partners and enhance our academic profile.



Policy into practice

In order to ensure our approach is effective and that we are achieving our vision, we will:

- Base decision-making on a well-founded evidence base, including quantitative and qualitative data, sector best-practice and consultation
- Ensure there is accountability, at all levels of the University, for delivery of the strategy and for living the agreed behaviours of our community
- Communicate our values, intentions and actions in a clear and accessible way
- Monitor and review our progress.



Objectives	Key Actions	Measures	Key audience	Owner/Contributor
<p>We will value partnerships with our students and work collaboratively across the key aspects of the student journey to continually improve success and assure their wellbeing</p>	<p>Implementation of ‘Student voice framework’ to improve the Ravensbourne educational experience together by working in partnership with students to resolve issues and share best practice.</p> <ul style="list-style-type: none"> • CoGen meetings • Module evaluation in Canvas • Internal programme level surveys • External feedback – NSS, PTES • Student voice committee meetings <p>RSU representation on Access and Participation Plan (APP) Steering Group & APP Operational Group, as well as implement project groups – staff and students as co-creators and co-collaborators</p>	<p>Ravensbourne University London Student Survey & National Student Survey student feedback: the student experience to be rated overall positively, with no underperformance in any specific group (e.g. ethnicity, disability, sexual orientation, sex, age)</p> <p>Achievement of our Access and Participation Plan (APP) Success targets for continuation, completion and attainment</p>	<p>STUDENTS</p>	<p>Owner Dean</p> <p>Contributor(s)</p> <ul style="list-style-type: none"> • Director of Learning and Teaching • Access and Participation Plan Manager

Objectives	Key Actions	Measures	Key audience	Owner/Contributor
<p>We will continue to celebrate, support and promote the diversity of our students through inclusive practice in, and access to, all of our teaching, learning and assessment activities and high quality critical and applied knowledge exchange & research, ensuring clear linkages to teaching activities that enhances our student's success on course and their employability. We will actively broaden our recruitment and outreach activities to further diversify our student population and support widening participation and access.</p>	<p>Delivery of Access and Participation Plan (APP) intervention strategies to close gaps on Access, Success and Progression of students from underrepresented and disadvantaged groups.</p>	<p>Graduate outcome survey: 75% of graduates will be in highly skilled employment with no underperformance in any specific group (e.g. ethnicity, disability, sexual orientation, sex, age)</p> <p>Achievement of our APP targets for Access, Success and Progression.</p> <p>Student Success: From application (UG and PG) to admission; to retention (UG year 1 to year 2); to student success (proportion of students with a good UG degree) there will be no more than a (target amount awaiting signing off of APP) between groups (e.g. ethnicity, disability, sexual orientation, sex, age)</p>	<p>STUDENTS</p>	<p>Owner Dean</p> <p>Contributor(s)</p> <ul style="list-style-type: none"> • Director of Learning and Teaching • Director of Innovation Industry and Enterprise • Access and Participation Plan Manager

Objectives	Key Actions	Measures	Key audience	Owner/Contributor
<p>Achieve the annual targets of our Access and Participation Plan (APP)</p>	<p>Access and Participation Plan (APP) Project groups and priorities for 2024/25 include:</p> <ol style="list-style-type: none"> 1. Widening Access through IAG programme 2. Review of institutional processes to support the student journey of APP learners 3. Review of financial support packages for APP students 4. Inclusive curriculum development 5. Assistive technology & AI driven study skills for mentoring – planning for 25/26 delivery 6. Learning analytics to track & support students from APP target groups 7. Enhanced transition support – planning for 25/26 delivery 8. Student Diversity Forum 9. Enhanced careers IAG for APP target groups 	<p>Access and Participation Plan (APP) Annual Monitoring</p> <p>APP objectives 2025-2029:</p> <ol style="list-style-type: none"> 1. Increase recruitment to UG courses for IMD Q1 learners (socioeconomic disadvantage) 2. Increase recruitment to UG courses for ABCS Q1 learners (multiple indications of disadvantage) 3. Increase percentage of ABMO (Asian Black Mixed Other) students who continue their studies 4. Increase completion rate for students who declare a disability, including neurodivergent students and those with declared mental health conditions 5. Close awarding gap for ABMO students getting a 'good' degree outcome (2.1 or above) 6. Increase the percentage of ABMO students who progress into further study or 'good' graduate employment. 	<p>STUDENTS</p>	<p>Owner Access and Participation Plan Manager</p>

Objectives	Key Actions	Measures	Key audience	Owner/Contributor
Develop an inclusive curriculum where the diversity of the student body is reflected in the curriculum	Inclusive curriculum development project	Validations, review and ongoing module and learning experience developments	STUDENTS and STAFF	Owner Director of Learning and Teaching Contributor(s) PGCert Course Leader
Create a community calendar and marketing plan to celebrate key moments in the year		Calendar created	STUDENTS and STAFF	Owner Chief Operating Officer Contributor(s) Head of Communications and Content
Further embed inclusive staff recruitment practices	Implement mandatory training for panel chairs Develop and promote guidance on reasonable adjustments during the staff recruitment process Develop a bank of selection criteria/questions to support best practice in inclusive staff recruitment	Percentage Panel Chairs trained Staff diversity profile EDI data at all points of staff recruitment candidate journey	STAFF	Owner Director of People and Culture Contributor(s) <ul style="list-style-type: none"> • Head of HR Operations • Resourcing Partner

Objectives	Key Actions	Measures	Key audience	Owner/Contributor
Further develop the Learning and Development Programme of staff and manager learning in relation to EDI and Wellbeing	<p>Continue Neurodiversity, Unconscious Bias, and Anti-Racism and Allyship training delivery</p> <p>Deliver Disability Awareness training</p> <p>Consider other learning areas based on staff need and feedback</p>	<p>Percentage of staff trained</p> <p>Staff survey and other feedback</p>	STAFF	<p>Owner Director of People and Culture</p> <p>Contributor(s) Head of Learning and Organisational Development</p>
Support Positive action development programmes for underrepresented groups	<p>Continue to support staff involvement with Aurora and Diversifying Leadership or equivalent relevant programmes</p> <p>Develop Aspiring Managers Programme</p>	<p>Diversity data at leadership level</p> <p>Internal progression measures</p>	STAFF	<p>Owner Director of People and Culture</p> <p>Contributor(s) Head of Learning and Organisational Development</p>
Increase diversity of staff at Executive level in line with 30% Club diversity targets		Ravensbourne Executive team to be over 30% women, including at least one person of colour	STAFF	<p>Owner Vice-Chancellor</p>
Recruit an EDI Lead post to drive staff EDI activities	On appointment, the EDI Lead post to drive forward EDI focused initiatives and interventions, including support to establish staff diversity networks.	<p>EDI Lead in post by December 2024</p> <p>Engagement levels in events and initiatives</p>	STAFF	<p>Owner Director of People and Culture</p> <p>Contributor(s) Head of Learning and Organisational Development</p>

Objectives	Key Actions	Measures	Key audience	Owner/Contributor
Maintain diversity of the Board of Governors in line with 30% Club diversity targets		Ravensbourne's Board of Governors to be over 30% women, including at least one person of colour	GOVERNANCE	Owner Chair of Board of Governors
Embed EDI reporting across the university's reports	Report templates assess against EDI characteristics		GOVERNANCE	Owner University Secretary/ Governance Lead

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