Equality, diversity, and inclusion (EDI) strategy

2021–2025

Ravensbourne
University London

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.
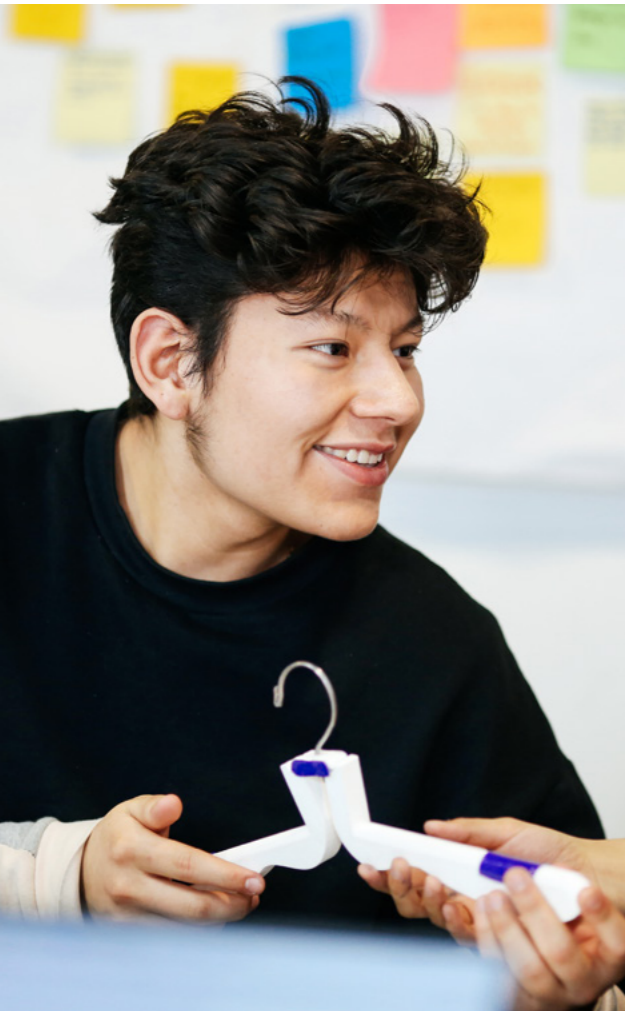
2. A university built around access, inclusion and diversity

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.

Appendix A – EDI action plan

The specific actions the university will take to achieve its vision include:

For students				
The KPI (to be achieved by 2026)	**Measurement**	**Reporting**	**Relevant strategic goal(s)**	**Owner/Contributor**
1 Students rate their overall satisfaction at Ravensbourne at 4.2/5, with no less than 4 on any programme or by any specific group (e.g. ethnicity, disability, sexual orientation, sex, age)	Unit student feedback	At the end of each set of modules (whether academic year or termly)	• Transformative student experience • Deliver a pioneering educational offering • A university built around access, inclusion and diversity	Prof. Simon Robertshaw Deputy Vice Chancellor
2 75% of graduates will be in highly skilled employment	Graduate outcome survey	Annually (on the publication of the graduate outcomes survey results)	• Transformative student experience • An integral contributor to communities and societies • Deliver a pioneering educational offering	Prof. Simon Robertshaw Deputy Vice Chancellor Emma Shailer Director of Student Recruitment and Success
3 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 10% differential between groups (e.g. ethnicity, disability, sexual orientation, sex, age)	Admissions, retention and success data	• **Application to admission –** multiple re-porting during recruitment cycle • **Retention –** once per annum, but with increasing capability for forecasting • **Success –** once per annum, but with increasing capability for forecasting	• Transformative student experience • Deliver a pioneering educational offering • A university built around access, inclusion and diversity • Embrace digital technologies • A university built around access, inclusion and diversity	Prof. Simon Robertshaw Deputy Vice Chancellor Emma Shailer Director of Student Recruitment and Success
4 Achieve the targets in the APP	APP Annual Monitoring		• Transformative Student Experience • Deliver a pioneering educational offering • A University built around access, inclusion and diversity • Strengthen our diversity and capability	

For staff				
The KPI (to be achieved by 2026)	**Measurement**	**Reporting**	**Relevant strategic goal(s)**	**Owner/Contributor**
5 To implement inclusive recruitment practices	• New recruitment system • Inclusivity training • Staff demographics	Annually (on the staff demographic)	• Strengthen our diversity and capability • Deliver a pioneering educational offering • Embrace digital technologies • A university built around access, inclusion and diversity	Margaret Bird Director of Human Resources
6 Achieve Athena Swan (AS) accreditation	AS achieved	Achievement of the AS	• Strengthen our diversity and capability • A university built around access, inclusion and diversity	Margaret Bird Director of Human Resources
7 Achieve Stonewall Diversity Champion status	SD achieved	Achievement of the SD	• Strengthen our diversity and capability • A University built around access, inclusion and diversity	Margaret B

Appendix A – EDI action plan continued

The specific actions the university will take to achieve its vision include:

For governors/governance

The KPI (to be achieved by 2026)		Measurement	Reporting	Relevant strategic goal(s)	Owner/Contributor
8	Appoint a lead governor for EDI	Appointment made	Skills matrix	• Strengthen our diversity and capability • A university built around access, inclusion and diversity	Christopher Costigan Compliance Officer
9	Enter the 30% club	30% club achieved	Skills matrix	• Strengthen our diversity and capability • A university built around access, inclusion and diversity	Christopher Costigan Compliance Officer
10	Develop a terms of reference (ToR) for the EDI committee and an EDI strategy against which progress can be assessed	ToR / Strategy	At each EDI meeting	• Strengthen our diversity and capability • A university built around access, inclusion and diversity	Christopher Costigan Compliance Officer
11	Embed EDI reporting across the university's reports		Report templates assess against EDI characteristics	• Strengthen our diversity and capability • Deliver a pioneering educational offering • A University built around access, inclusion and diversity	Christopher C

For the community

The KPI (to be achieved by 2026)		Measurement	Reporting	Relevant strategic goal(s)	Owner/ (Contributor)
12	Create an environment in which all students, staff and governors feel valued and respected	Community code of conduct	Complaints/ disciplinary statistics	• Strengthen our diversity and capability	Christopher Costigan Compliance Officer
13	Achieve the Race Equality Charter (REC)	REC achieved	Against the Race Action Plan and on achievement of the REC	• Strengthen our diversity and capability • A university built around access, inclusion and diversity	Margaret Bird Director of Human Resources
14	Create a community calendar and marketing plan to celebrate key moments in the year	Calendar created	Annual report to EDI on marketing activity	• Strengthen our diversity and capability	Emma Shailer Director of Student Recruitment and Success
15	Develop an inclusive curriculum where the diversity of the student body is reflected in the curriculum	Validations	Student feedback	• Transformative student experience • Deliver a pioneering educational offering • A university built around access, inclusion and diversity	Prof. Simon Robertshaw Deputy Vice Chancellor

**Ravensbourne
University London**
6 Penrose Way
Greenwich Peninsula
London
SE10 0EW
United Kingdom

ravensbourne.ac.uk
hello@rave.ac.uk
+44 20 3040 3500

@RavensbourneUK