



Nottingham Trent
University

Race Equality Action Plan

2020 – 21

Vice Chancellor's Statement



I have been asked by a number of colleagues about my priorities for this academic year. I suspect they think I will say Covid-19, Covid-19, and Covid-19. They are partially right. They are Covid-19, race equality at NTU, and our anticipation of and response to the forthcoming White Paper on Higher Technical Education and skills.

The resurgence of the Black Lives Matter movement following the murder of George Floyd meant I received the most powerful and persuasive communications from colleagues and students that I have read during my time at NTU. They articulated experiences of NTU – and of wider society – that made me question my own response, and that of the University, to racial inequality, discrimination and harassment. I had already agreed to co-chair – with Professor Nahem Yousaf – the Race Equality Charter (REC) Self-Assessment Team; more details of the REC are included in what follows. However, focusing on long-term analysis and actions as we pursued REC accreditation did not seem sufficient. NTU needed something more immediate.

The result is this plan. It has been developed following conversations with Black, Asian, South Asian, and other ethnically and culturally diverse members of NTU's student and colleague community, our University Executive and Leadership Teams, and our Board of Governors. It contains commitments to actions during this term - indeed some are already in motion. For example, with the support of NTU colleagues from across the institution, the Race, Ethnicity and Cultural Heritage (REACH) network and our Nottingham Trent Students' Union (NTSU) partners, we have been able to offer 52 separate celebratory and educational events during Black History Month. This is a positive start to our Black History Month 365 (BHM365) programme currently being designed ready for implementation in the first half of 2021.

This plan is not the final word on what we will do. Our work on putting together the programme to support our submission for REC accreditation will continue. But it is the first step in our journey to ensure that colleagues and students never feel they have to write to the Vice-Chancellor of NTU in the same terms again.

I would like to thank all those who have shared their insights and their wisdom as this plan has been put together. Please do keep sharing your perspective.

Best Wishes

Edward

Executive Summary

1. Become an anti-racist institution

By providing education

- We have made a firm commitment to improve knowledge and confidence to talk about race increasing current survey perception scores from the third quartile to the top quartile by October 2021.
- The University Executive Team has completed an 8-hour programme regarding White Privilege & Anti-racism.
- We are developing an NTU online White Privilege and Anti-racism module for colleagues and students.
- We have created a weekly space to have 'Conversations about Race'.
- We have created online resources for self-guided learning.
- We are promoting Black History education all year round (Black History Month 365).

2. Improve the representation of Black, Asian, and Minority Ethnic employees within NTU's senior roles

By providing focus

- We have made a firm commitment to improve representation and have set a specific Key Performance Indicator to improve Black, Asian/South Asian or as another ethnically diverse minority representation within NTU's leadership from its current level of 12.9% to 20% by 2025.
- For 2020-21 we have made the VC Mentoring Scheme strategically focussed, offered to Associate Professors who identify as Black, Asian/South Asian or as another ethnically diverse minority.
- We are undertaking a review of the Academic Promotions process to improve and remove any unintended barriers.

3. Empowering and enabling Black, Asian, and Minority Ethnic students to grow, shape, and influence NTU

By providing stimulus

- We have made a firm commitment to increase the cohort of the Black Leadership Programme from 40 to 150 for the next academic year.
- Develop the Black Leadership Programme, to enable students to engage and influence NTU in providing an improved student experience for those who identify as Black; Black African, Black Caribbean or Black Mixed Heritage.
- Working with our NTSU partners to create feedback and engagement channels.

4. Embedding change, continual organisational listening and learning dialogue

By providing opportunity

- We meet termly with the REACH network to continue to listen, learn and build confidence and trust.
- We are investing and developing an Allyship programme for all colleagues.

5. Decolonising the curriculum

By providing space

- Starting a dialogue and taking the first step is to help colleagues shift perspective on privilege as a grounding for subsequent action on the curriculum.



How to find out more about race equality at NTU

Here are three channels to access further information and to find out how to get involved in NTU's race equality work:

- Email: equality@ntu.ac.uk
- Colleagues can visit the [Equality, Diversity and Inclusion Team's information pages](#).
- Students can contact and engage directly with your [NTSU Equality and Diversity Officers 2020/21](#).

1. Objective: Become an anti-racist institution

Rationale: Feedback and data evidence institutional systems and processes do not support anti-racist practice or culture.

Short-Term Actions	Medium-Term Actions	Purpose	Lead
University Executive Team White Privilege & Anti-racism training		To provide clear and demonstrable leadership and commitment to the race equality agenda.	Vice Chancellor and University Executive Team
University Leadership Team White Privilege & Anti-racism training		Cascade the knowledge and development with the next levels of University leadership – interfacing University leadership with its role to grow and nurture racially and ethnically diverse talent.	University Leadership Team & Organisational Development
Board of Governors White Privilege & Anti-racism training		To support the Board of Governors in its role to Govern through an anti-racism lens.	Governance & Organisational Development
a) Student and b) employee welcome information: <ul style="list-style-type: none"> Zero tolerance information; Respect@NTU; Hate crime reporting. 		To increase messaging to raise visibility and awareness across the NTU employee and student community.	a) Students – Centre for Student Community Engagement b) Employees – Human Resources
Weekly ‘Conversations about Race’ and Digital self-education tool kit of resources		To increase awareness, support confidence and to normalise the need to talk about ‘race’ within daily conversations and understand the impact within society and the need for change.	Equality, Diversity & Inclusion Team
Invite and provide training opportunities for colleagues from Black, Asian/South Asian or another ethnically diverse minority community to become panel members and support NTU recruitment interviews, inclusive of senior roles.	Advance to other ‘people processes’ i.e. disciplinary and grievance panels.	To respond to direct feedback received from our Race, Ethnicity and Cultural Heritage (REACH) network that the panels that support our ‘people processes’ lack racial and ethnic representation.	Human Resources Team
	Student as positive citizen online module.	Provide NTU students with personal development support to ensure positive citizens and culture.	Centre for Student Community Engagement



Short-Term Actions	Medium-Term Actions	Purpose	Lead
	Review of end to end process, and associated services and provision, in respect of receiving and investigating of all complaints e.g. complaint officer training, supportive services for students and colleagues raising a complaint, and data reporting (overall, creating supported space for students and colleagues to raise concerns).	To explore and better understand the barriers experienced by Black, Asian/South Asian or as another ethnically diverse minority students in relation to raising an issue or complaint, and the associated processes and services – and how to remove the inherent barriers in terms of access, confidence and trust inclusive of the employees role within the system.	Directorate
	Online anti-racist and privilege modules: A) Student audience B) Employee audience	To provide training and increase awareness amongst NTU’s community in support of NTU becoming an anti-racist institution.	Equality, Diversity & Inclusion Team
Black History Month October 2020 – NTU co-ordinated approach	Black History Month 365 (BHM365)	Embedded an ongoing all year-round programme within NTU that celebrates, engages and supports learning of history and the richness of diversity and culture.	Executive Dean for Culture – supported by Equality, Diversity & Inclusion Team, REACH and Marketing.

2. Objective: Improve the representation of Black, Asian/South Asian and other ethnically diverse identities within NTU's senior roles

Rationale: Feedback and data evidence that lack of diversity within senior roles is a barrier to race equality and impacts our BAME community's sense of belonging and desire to stay.

Short-Term Actions	Medium-Term Actions	Purpose	Lead
Vice Chancellor's Mentoring Scheme - Associate Professors who are Black, Asian/South Asian or other ethnically diverse identities - alongside review and reform of academic promotions process.	Extend mentoring programme to include Deputy Vice Chancellors and Chief Operating Officer & Registrar.	To initially focus upon Associate Professors to support the advancement to Professorial roles. The scheme will extend to support diverse talent at all key levels.	Organisational Development/ Human Resources
Identify recruitment agencies to partner and support how we access a diverse candidate pool when recruiting for senior roles.	Commission when senior roles become available and review results.	To diversify the candidate pool in order to improve the potential of recruiting a diverse candidate.	Human Resources
Identify new co-opted members for NTU's Board of Governors via our NTU Alumni and associated stakeholder groups.		To improve the racial and ethnic representation in short term and create a potential pipeline for future full Board positions.	Vice Chancellor & Governance
Conduct a testing pilot for anonymous recruitment (Professional Services)	Evaluate and scale-up where applicable.	To help reduce the potential bias within recruitment process.	Human Resources
	Develop a model for an Extended University Executive Team Diversity Board (where diversity is defined widely) to be in place during 2020/21 academic year.	To create a potential pipeline for progression through exposure to the culture and environment of senior leadership. To influence, through diversity of representation, lens of the Vice Chancellor and University Executive Team's perspective. To provide the opportunity for mentoring.	Directorate
	Develop a model that enables a diverse racial and ethnic talent development pipeline across NTU for critical areas of underrepresented grades/roles.	Local level activity to nurture talent for pipeline progression; interface with University Leadership Team anti-racist and privilege session.	University Leadership Team & Organisational Development

Short-Term Actions	Medium-Term Actions	Purpose	Lead
	Diverse racial and ethnic Postgraduate Researcher development pipeline into Early Career Academic positions.	To create a clearly supported route into the Academy to create a pipeline from early career to mid-career and onwards.	Deputy Vice Chancellor for Research & Innovation Doctoral School

3. Objective: Empowering and enabling BAME students to grow at, shape, and influence NTU.

Rationale: Feedback and data evidence that there is a lack of opportunities for BAME students to help influence and shape the environment; this becomes a barrier to their sense of belonging and desire to stay. There are valuable mutually beneficial opportunities for NTU to co-create with BAME students to make improvements that will provide longer term benefits for the NTU culture and environment.

Short Term Actions	Medium-Term Actions	Purpose	Lead
Black Leadership Programme incorporating the learning from the 2020 pilot.	Run the second cohort of the refreshed Black Leadership Programme.	Black Leadership Programme to increase cohort size and potentially be broadened to ensure other BAME communities are engaged to ensure richer diversity within cohorts and wider benefits for all students. Provide development opportunities for leadership skills. Engage and influence NTU in providing an improved BAME student experience.	Directorate

4. Objective: Embedding change, continual organisational listening and learning dialogue

Rationale: This is a need for continued organisational listening, and readiness to where applicable respond through a reflective lens.

Short-Term Actions	Medium-Term Actions	Purpose	Lead
Vice Chancellor and University Executive Team listening sessions.		To continue to listen, learn and build confidence and trust.	Vice Chancellor supported by the Equality, Diversity & Inclusion Team

Short-Term Actions	Medium-Term Actions	Purpose	Lead
	Allyship programme	To support colleagues in their understanding of how to exercise allyship and assist the embedding of race equality at NTU.	Equality, Diversity & Inclusion Team

5. Objective: Decolonising the curriculum

Rationale: Decolonisation of the curriculum is a complex undertaking in that it implies a profound reconceptualization of the status of knowledge and is indivisible from decolonisation of structures.

Short-Term Actions	Medium-Term Actions	Purpose	Lead
The first step is to help colleagues shift perspective on privilege, as a grounding for subsequent action on the curriculum.	Through the Trent Institute for Teaching and Learning (TILT), engage staff and students in defining curriculum decolonisation at NTU.	To reach a shared understanding of 'decolonisation', at least as a working concept, as a core activity and a foundation for educational development. It will be followed by support for scholarship for colleagues to conceptualise this in their subject, and to develop the curriculum in normal timeframes for course review.	Interim Pro-Vice Chancellor for Education

If you have any comments or feedback that you would like to share about this plan or indeed want to know more about NTU's race equality work please contact equality@ntu.ac.uk