

LSTM Group Race Equality Advisory Panel (REAP)

Terms of Reference February 2021

1. Addressing inequity across the globe is a central tenet of LSTM Group's work. We must also spend time and effort in determining and addressing internal inequities within the group, whenever and wherever they arise.
2. As part of LSTM Group's commitment to understanding both internal and external barriers faced by Black, Asian and Minoritized Ethnic (BAME) colleagues and students within the LSTM Group, the Management Committee (MC) has committed to the establishment of a Race Equality Advisory Panel, according to the following Terms of Reference.
3. Institutional racism is defined as: 'The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people' (Macpherson, 1999).
4. The REAP has been established in order to address institutional racism wherever it exists, and group members must share a commitment to anti-racist practice within the LSTM Group.
5. The REAP exists to provide evidence-based advice and recommendations to the Equality & Diversity (E&D) Committee and Management Committee in support of the development of strategy, policy and action related to race equality within the LSTM Group.

Such advice and recommendations will particularly focus on:

- a. identifying and making evidence-based recommendations to remove or reduce barriers at key milestone points in the colleague or student journey (i.e from initial engagement, onboarding, and eventual exit)
 - b. removing barriers to progression
 - c. fostering a culture of inclusivity.
6. Scope of the REAP:

- a. The REAP will consider structural and organisational barriers to inclusion for BAME staff and students at LSTM Group globally,
- b. UK colleagues to the extent that they are also impacted by similar issues may also be included as in scope.
- c. Students and staff within the UK and globally are within the scope of this Advisory Panel, as are recent leavers, where exit data and/or contact information has been made available.
- d. The potential disproportionate impact of the Covid-19 pandemic on BAME staff and students is within the scope of the REAP.
- e. Partner organisations or collaborators are not within the scope of the REAP.
- f. The history of the founding of LSTM, connections to colonialism, and exploration of how LSTM benefited from this practice are not within the scope of the REAP, and will be addressed via a separate group.
- g. Work on Decolonising the Curriculum is outside of the scope of the REAP, and will be developed via a separate group.

7. The REAP will:

- a. Identify and commission an external consultant to review processes and procedures, and facilitate focus group discussions with relevant groups, and provide a report to the REAP within a specified timeframe.
- b. Determine appropriate terminology for use in race-related work, relevant to our global remit and with stakeholder consultation.
- c. Develop an internal engagement strategy to ensure that a broad range of views are engaged in the development of the action plan.
- d. The REAP will receive the findings of the commissioned consultant, and develop a report and an action plan to address specific issues identified for consideration and approval by Management Committee
- e. Engage with other Diversity and Inclusion workstrands (eg. Athena SWAN) to ensure actions are aligned.
- f. Provide a safe confidential environment for candid and robust discussion about relevant issues, without detracting from action.
- g. Work in a way that supports the lived experience and emotional labour of REAP Members and BAME colleagues, and without overburdening BAME colleagues or students.

- h. The REAP will meet at least monthly for 6 months, and complete with a final report to the E&D Committee and Management Committee by October 2021.
 - i. In conjunction with the E&D Committee, the REAP will determine milestones within the six months for reporting and communicating progress both within the governance structure and as part of internal communications to the wider School.
 - j. After the report has been delivered to E&D Committee and Management Committee, and on the basis of its recommendations, a decision will be made as to whether to continue with the REAP in its current form, or to reconstitute as a different entity.
8. The REAP will develop an action plan to champion Race Equality by:
- a. Leading on Race Equality work across LSTM Group, collaborating and utilising internal knowledge and external research to determine suitable activity within the LSTM Group context, to address barriers to inclusion identified in the External Consultant's report.
 - b. Developing progressive measures and actions to take to ensure that LSTM Group is at the forefront of race equality work.
 - c. Producing a report, including a series of recommendations, that will be presented to E&D Committee and ultimately the Management Committee for approval and incorporation into the Inclusion Strategy.
9. The External Consultant will:
- a. Report to and attend the REAP as required
 - b. Provide an objective review of policies and processes, in line with the requirements of the REAP (to be determined in collaboration with the external consultant), and explore the 'lived' experience within LSTM Group via a range of focus groups with relevant staff, students and leavers.
 - c. Prepare a report of findings for the consideration of the REAP.
10. The E&D Committee will:
- a. Have oversight of the work of the REAP, and receive regular updates on progress.
 - b. Receive a copy of the final REAP Report and make recommendations to Management Committee.

- c. Ensure that, wherever possible, recommendations from the REAP are embedded into the School Inclusion Strategy and action plan.
- d. Commit to actively engaging in actions promoting race equality as identified within the action plan, and monitoring progress against them.

11. Management Committee will:

- a. Ensure that the REAP is adequately supported and resourced to do this work effectively and meet the needs of LSTM.
- b. Ensure that members are provided adequate time within their workload to commit to the work of the REAP.
- c. Receive and openly consider the final report of the REAP, and work to embed the recommendations within the wider work of the School.

12. Membership:

- a. Membership will be a broad reflection of the diversity of roles and seniority across the organisation.
- b. The REAP will utilise internal expertise and knowledge in investigating potential issues and developing recommendations.
- c. Members will be expected to commit 10 hours a month to REAP-related activity, with the agreement of their line managers.
- d. The REAP will be constituted as follows:

Chair	TBC
Senior BAME Network Sponsor	Charles Ameh
SMG Representative	Hilary Ranson
BAME Staff Network Representative	Rinki Deb
Global South Representatives	Charles Wondji; Kondwani Jambo
Board of Trustees Representative	TBC
HR Representative	Sam Airey
Inclusion, Diversity & Engagement Manager	Sophie Black
Education Department Representative	Michael Lurie
Professional Services Representative	Helen McCormack
IVCC Representative	Mathias Mondy
Student Representative	Abdullahi Muhammad

Observer	Joseph Okebe
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