

## REQUEST FOR DIRECTOR DECISION – DD2673

### Title: Infrastructure equality, diversity and inclusion programme: primary schools outreach

#### Executive summary

The Infrastructure team seeks approval to spend £70,000 on the continued delivery of its equality, diversity and inclusion (EDI) work programme. An initial £20,000 will fund a mapping exercise to establish the number and type of career development and schools outreach activities currently under way across the Mayor's [London Infrastructure Group](#) (LIG) organisations and the GLA Group. This will inform the next phase of work, for which £50,000 is allocated, to develop a schools-outreach curriculum that highlights careers in the infrastructure sector to children from a young age. This is designed to be delivered by LIG member organisations, and to complement their existing schools outreach programmes, while mainstreaming the approach and reaching more young people.

These projects support the Mayor's objectives (as set out in his EDI Strategy) of working with partner organisations to improve EDI across the infrastructure sector. They also deliver on key pledges agreed by the Mayor and his LIG to improve EDI across the infrastructure sector.

#### Decision:

That the Executive Director for Good Growth approves the expenditure of £70,000, allocated as:

- £20,000 on a mapping exercise to establish the number and type of career development and schools outreach activities currently under way across LIG organisations and the GLA Group
- £50,000 on the development of a curriculum that can be adopted by LIG member organisations to complement their existing schools outreach activities, with a focus on raising awareness of the wide range of careers in the sector and their importance.

#### AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

**Name:** Philip Graham

**Position:** Executive Director, Good Growth

**Signature:**



**Date:**

04/12/2023

## **PART I – NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. In 2020, the Mayor of London and his London Infrastructure Group (LIG) commissioned research into the key barriers to employing and retaining talent from across London's diverse population. In response to the findings, the LIG and the GLA made four pledges, all of which seek to improve equality, diversity and inclusion (EDI) across the sector. These are to:
  - develop and facilitate a network of professionals committed to improving EDI in the infrastructure sector
  - reach every primary school in London to highlight potential careers in the infrastructure sector – promoting the sector more widely and highlighting pathways into the sector for underrepresented groups from an early age
  - facilitate reverse mentoring – either internal or cross-company – with a diverse range of employees and senior leaders to increase retention and facilitate a more inclusive culture
  - collect consistent, high-quality data on EDI across the infrastructure sector.
- 1.2. In 2021, working with the Workforce Integration Network and several LIG member organisations, the GLA appointed Education for Employers to deliver an outreach programme to primary school pupils in years five and six. The resulting Building Future London programme surpassed its objectives – with 50 volunteers (including many from LIG organisations) reaching 3,451 pupils in 31 schools across London.
- 1.3. The Building Future London programme demonstrated the following:
  - There is appetite from schools and pupils for greater learning about what careers in the infrastructure sector can look like; and how they link to important and topical real-life issues that pupils relate to.
  - Seeing a diverse range of voices talk about their experiences in the sector can have a positive impact on children who might not previously have thought a career in the sector was available, or attractive, to them.
  - There is benefit in talking about careers in the sector overall; and for organisations across the LIG to develop an approach that can serve them collectively.
- 1.4. Given the success of the programme, and the continued importance of ensuring a diverse talent pipeline for the infrastructure sector, the views of EDI and HR specialists in LIG member organisations were sought about how the joint GLA-LIG EDI forum could add most value.
- 1.5. Many LIG partners already run successful school outreach programmes (including at primary-school level), covering topics including safety, building eco-conscious behaviours, and their organisation's work. However, these programmes do not include a focus on EDI. It is therefore proposed to use the learning from Building Future London to develop resources that complement existing outreach schemes across the LIG, with a focus on highlighting future careers in the infrastructure sector.
- 1.6. The GLA will work with LIG partners to commission a curriculum showcasing careers from across the infrastructure sector to children from a young age. It will support existing efforts to ensure a diverse talent pipeline that can meet the needs of the infrastructure sector and the demands of a net-zero future.

1.7. The work will:

- include a mapping exercise to understand the number and type of outreach activities currently taking place across LIG organisations
- identify synergies and opportunities for collaboration
- produce a curriculum that showcases careers in the infrastructure sector overall, and meets collective objectives
- include practical expertise and support (where needed) in how to deliver school outreach programmes
- result in a resource that can be easily adopted and integrated into existing outreach programs across LIG organisations.

1.8. The stages of work to deliver across the objectives are as follows:

- Phase 1 – mapping exercise: £20,000 will fund specialist consultancy support to map the number and type of career development and schools outreach activities currently under way across LIG organisations and the GLA Group. This is to inform the next phase of curriculum development, to ensure all opportunities for synergies and alignment are identified early in the process and, crucially, to avoid any duplication.
- Phase 2 – curriculum development: £50,000 is allocated to appoint a specialist consultancy to develop a schools-outreach curriculum that highlights careers in the infrastructure sector to children from a young age. This is designed to be delivered by members of the LIG and complement their existing outreach programmes. Suppliers will be asked to demonstrate how they will deliver lesson plans and materials that can be easily integrated into LIG members' current school outreach programmes. This integration approach should substantially increase the number of pupils served compared to the GLA undertaking delivery of a separate careers-based programme in isolation.

1.9. The GLA Infrastructure team will work closely with LIG organisations via the GLA-LIG EDI forum and a project-specific steering group to ensure that the procurement is designed to meet the needs of partners across the group and reflects their priorities.

## 2. Objectives and expected outcomes

- 2.1. Supporting organisations to highlight careers in the infrastructure sector from a young age delivers on the EDI pledge agreed by the Mayor and the LIG. This is to 'reach every primary school in London to highlight potential careers in the infrastructure sector' through promoting the sector more widely, and highlighting pathways into the sector for underrepresented groups from an early age.
- 2.2. The objective of this project is to improve the diversity of the talent pipeline in the infrastructure and construction sector. The programme will help by: showcasing, to students and parents, the different roles and role models in the sector; challenging stereotypes and preconceptions, from a young age, about who can work in these roles; and ultimately making careers in the sector more attractive.
- 2.3. The evaluation of the Building Future London programme delivered in 2021-22 found that bringing diverse volunteers into the classroom had helped to inspire and influence both the children and their teachers. It helped them to engage with employers they had not engaged with before and broadened their horizons. The report recommended that more diverse role models from a wide variety of backgrounds should visit London schools. It also highlighted the scope to continue to disseminate interesting policies and practices and to help tackle the impact of children's social and cultural backgrounds on their future career aspirations, for which there is strong evidence in the literature.

## Key figures and quotes from the Building Future London Evaluation report

### Impact of the programme as reported by the teachers and educators that took part:

- 92 per cent agreed that their pupils had broadened their horizons and learned about new jobs they did not know about before.
- 84 per cent claimed that their pupils had learned there are lots of jobs available to them when they grow up.
- 61 per cent agreed that their pupils understood that learning at school is good for future opportunities; and that there are lots of jobs that use science and maths.
- 100 per cent agreed that the children had an opportunity to listen to and learn from others.

### Quotes:

*"It blew my mind that some of these roles exist ... I mean, it shouldn't because obviously these things are complex, but I never thought about it that way!" – Student*

*"The activities made children think on a wider scale about their impact in the world for the future. When we had someone visit, she engaged with the children and explained her role very well and encouraged them all to start exploring what options they may want to consider for a future job. The Building Future London competition was an opportunity for our pupils to consider how the world around them is changing and advancing; this made them look to the future. In addition, the two industries were ones the children did not know much about, therefore this encouraged them to research to understand what these industries are, why they are important, the typical roles involved and what a new future role could be." – Teacher/educator*

*"I was able to roleplay with them by inviting them to consider the built environment that is closest to them and the kind of things we could do to improve it." – Volunteer from the construction industry.*

- 2.4. The development of the infrastructure schools-outreach curriculum will provide a flexible resource for LIG organisations to use in their own schools outreach. It will provide a new focus on highlighting careers in infrastructure; and showcasing diverse role models to ensure all children feel a career in the infrastructure and construction sectors is an option for them. We expect to see the positive results discussed above scaled up through the delivery of this curriculum by industry partners, as part of their existing and extensive outreach activities.

## 3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, the Mayor and the GLA are subject to the public sector equality duty and must have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and foster good relations between people who share a relevant protected characteristic and those who do not.
- 3.2. The "protected characteristics" are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage/civil partnership status. The duty involves having appropriate regard to these matters as they apply in the circumstances, including having regard to the need to: remove or minimise any disadvantage suffered by those who share or is connected to a protected characteristic; take steps to meet the different needs of such people; encourage them to participate in public life or in any other activity where their participation is disproportionately low. This can involve treating people with a protected characteristic more favourably than those without one.
- 3.3. This work supports the Mayor's sixth equality objective, to 'remove the barriers preventing children and young Londoners from realising their potential now and in later life'. This schools outreach

programme, delivered as part of joint GLA-LIG EDI work programme, seeks to challenge preconceptions about careers in the infrastructure and construction sector, and highlight the opportunities that are open to all children in London, by showcasing diverse role models working in the sector today.

- 3.4. It also supports several other strategic objectives in the Mayor's EDI strategy. These are shown in the table below.

<i>A great place to grow up</i>		
17.	To work with London businesses, boroughs and the voluntary sector to create more opportunities for young people to gain work experience and wider career and employment opportunities, especially in the STEM, digital, cultural and creative sectors.	The development of a schools-outreach curriculum highlighting careers in the infrastructure and construction sector (which include STEM jobs) by members of the LIG will help highlight careers in the sector to young Londoners.
<i>A great place to work and do business</i>		
18.	To work with boroughs, education and skills providers, businesses, and voluntary and community groups to help increase the number and diversity of people gaining the skills they need. This includes progression through further/higher-level learning and training, and higher-level and degree apprenticeships, and into higher-skilled work.	The project is being delivered in collaboration with industry via members of the LIG to draw a greater diversity of young people into the infrastructure sector and ensure a diverse pipeline of talent to meet the future needs of the sector.
19.	To work with employers, education and skills providers, and voluntary and community organisations so that as many Londoners as possible can participate in, and benefit from, employment opportunities in London. This includes providing employability and skills support for those who are disadvantaged in London's skills, enterprise and jobs market.	By showcasing diverse role models in the infrastructure sector today, the delivery of a schools-outreach curriculum will challenge preconceptions and open up more young Londoners' (and their parents') minds to the option of a career in the infrastructure sector.
21.	To work with skills and training providers, as well as employers, to help increase the diversity of the workforces in vital sectors in London. These include digital, construction, creative and the built environment.	The programme will help to ensure there is a diverse talent pipeline in the infrastructure and construction sectors, which are vital in meeting future needs and delivering net zero.

- 3.5. The GLA Infrastructure team is working collaboratively with EDI and HR specialists from LIG organisations to deliver this work. This ensures that it not only delivers on the Mayor's objectives, but also aligns with wider industry efforts to improve EDI in the sector, and results in practical and tangible tools that can be deployed by the sector themselves.
- 3.6. Through the procurement process, the team has set out EDI criteria to ensure the supplier appointed demonstrates company commitment to EDI.

#### 4. Other considerations

4.1 The key risks and issues are set out in the table below:

Risk	Mitigation/response	Probability	Impact	Overall
Curriculum is not taken up by LIG organisations in their outreach programmes	The GLA will work with LIG organisations to ensure that the curriculum meets their needs; and that they are active in shaping the end product. The GLA will require the supplier to have demonstrated experience in delivering similar work, and in helping organisations use their materials effectively.	Low	Medium	
Pairing this curriculum with existing LIG organisation outreach could result in less effective role-modelling of infrastructure careers by diverse professionals (as compared to a programme delivered with a sole focus on EDI)	Using the unique nature of the GLA-LIG EDI working group, a strong recruitment process and careful selection of volunteers from across the group will ensure they are as diverse as possible. Additionally, the GLA and the supplier will demonstrate how feedback from teachers, the school and pupils has been integrated into the new curriculum.	Low	Low	
Lack of feedback and ongoing learning about the effectiveness of the programme	Suppliers will be required to demonstrate how they can incorporate feedback mechanisms into the curriculum, so that partners can review and amend their outreach activities as they progress.	Low	Medium	

#### *Links to Mayoral strategies*

4.2 The project links with several Mayoral strategies, as outlined in the table below.

Strategy	Links
London Recovery Mission – A Green New Deal	<ul style="list-style-type: none"> <li>Engage with asset owners in London to influence the building and maintaining of green infrastructure, such as district heating networks and sustainable urban drainage systems.</li> <li>Support the creation of new jobs and skills in London's green economy.</li> </ul>
Economic Development Strategy	<ul style="list-style-type: none"> <li>Ensure that London remains a world leader in planning and delivering new infrastructure, as well as maintaining existing infrastructure and promoting positive perceptions of the city internationally.</li> </ul>
The Mayor's EDI Strategy	<ul style="list-style-type: none"> <li>Work with partner organisations to improve EDI across the infrastructure sector.</li> </ul>

#### *Conflicts of interest*

4.3 There are no conflicts of interest to note for any of the officers involved in the drafting or clearance of this decision form.

## 5. Financial comments

- 5.1 Approval is sought for the expenditure of £70,000 to fund two projects as part of the infrastructure EDI work programme. £20,000 is allocated to a mapping exercise of existing career development and schools outreach activities across the LIG and GLA Group. The remaining £50,000 is allocated towards the development of a stand-alone schools-outreach curriculum highlighting careers in the infrastructure sector. This will complement existing outreach activities undertaken across the LIG.
- 5.2 This expenditure will be funded from the approved 2023-24 budget for Infrastructure Investment/Policy.
- 5.3 All expenditure will be incurred by 31 March 2024.

## 6. Legal comments

- 6.1 The foregoing sections of this report indicate that the decisions requested of the Executive Director for Good Growth (the “Executive Director”) concern the exercise of the Authority’s general powers and fall within the Authority’s statutory power to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of social development in Greater London and in formulating the proposals in respect of which a decision is sought officers have complied with the Authority’s related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
  - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
  - consult with appropriate bodies.
- 6.2 In taking the decisions requested, the Executive Director must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Executive Director should have particular regard to section 3 (above) of this report.
- 6.3 This decision form seeks approval for the allocation of budget for the procurement of services. Officers are reminded to comply with the requirements of the Contracts and Funding Code, when they undertake the procurements. Furthermore, officers are reminded to ensure that an appropriate contract be put in place between the GLA and the relevant service provider(s), before the services commence.

## 7. Planned delivery approach and next steps

Activity	Timeline
<b>Mapping exercise</b>	
Begin procurement	December 2023
Appoint supplier	January 2024
Final report from supplier and project close	February 2024
<b>Curriculum development</b>	
Begin procurement	December 2023

Appoint supplier	January 2024
Supplier to conduct stakeholder engagement (including with LIG EDI specialists and project-steering group) and develop curriculum	January – March 2024
Final curriculum and implementation guidance from supplier	Beginning of March 2024
Supplier available on an ad hoc basis for guidance on delivering the curriculum	Throughout March 2024
Delivery phase (carried out by LIG organisations)	March 2024 – February 2025

**Appendices and supporting papers:**

None



## Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

## Part 1 – Deferral

**Is the publication of Part 1 of this approval to be deferred? NO**

## Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**

## ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

### Drafting officer:

Emma Ross has drafted this report in accordance with GLA procedures and confirms the following:

✓

### Assistant Director/Head of Service:

Elliot Treharne has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

### Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

### Corporate Investment Board

A summary of this decision was reviewed by the Corporate Investment Board on 4 December 2023.

✓

## INTERIM CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature:**



**Date:**

04/12/2023