

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2709

Building a Fairer City Programme consultancy to improve outputs of the programme

Executive summary:

Approval is sought for the commission and expenditure of up to £20,000, for an individual, or a suitable organisation, to review the year-one progress of the Building a Fairer City programme; and develop an advocacy and communications strategy, and an updated theory of change, for years two and three. This will ensure effective outreach and buy-in for the programme and provide a strategic framework for the programme's development and success.

Decision:

That the Interim Assistant Director of Communities and Social Policy approves expenditure of up to £20,000 for a consultant to develop an advocacy and communications strategy; and produce an updated theory of change for years two and three of the programme.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

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: Navprit Rai

Position: Interim Assistant Director,
Communities and Social Policy

Signature:



Date:

11/03/2024

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Building a Fairer City (BFC) programme is the [London Partnership Board](#) (LPB) plan to tackle structural inequalities in London. The disproportionate impact of the pandemic, the cost-of-living crisis and other events have led to the Mayor of London and the LPB producing a [cross-sectoral action plan](#). The plan is a voluntary framework to create a more consistent approach to addressing inequality in London, in partnership with its key sectors. The plan was produced in recognition of the significant work already happening across London to address inequalities, with a view to building upon this further. The plan is intended to augment existing work and help to shift the dial on structural inequalities.
- 1.2. The London Recovery Board published 'Building a Fairer London' in 2022, which set out the actions that Recovery Board partners can take to address structural inequalities in London. This was taken on by the London Partnership Board once the London Recovery Board was ended.
- 1.3. This work follows on from previous decision DD2593.
- 1.4. This decision document authorises expenditure to take forward further work to implement the BFC action plan.

2. Objectives and expected outcomes:

Overarching objective:

- 2.1. We seek a qualified and experienced individual or organisation to:
 - review progress of the BFC programme
 - develop an advocacy and communications strategy whose main focus is enhancing the programme's effectiveness – ensuring it remains aligned with its goals, and brings in the right stakeholders to deliver as effectively as possible
 - update the BFC programme theory of change (TOC) to reflect this updated approach. This TOC is a comprehensive framework that outlines the causal pathways through which the programme's activities lead to the programmes desired outcomes. This task is anticipated to be a significant undertaking, involving an in-depth exploration of strategic elements and potential challenges. It will encompass not only shaping the overall framework, but also navigating detailed aspects such as the programme's interventions, outcomes and metrics.

Expected outcomes:

- 2.2. This work will produce:
 - a comprehensive and actionable set of recommendations and strategies that will guide the future direction of the BFC programme
 - an updated TOC, and an influencing and communications strategy, that will collectively contribute to the programme's effectiveness, ensuring it remains responsive to its goals
 - a plan of engagement with key stakeholders enabling the successful delivery of the programme; the consultant's work is aimed at providing the GLA with a clear roadmap for advancing the BFC programme.

Delivery methods

- 2.3. The consultant will bring specialised skills for a comprehensive review and strategic planning. Their role is to provide a clear roadmap for advancing the BFC programme. Post-consultancy, the internal team will use the consultant's insights, plan and updated TOC to seamlessly continue and progress the programme.
- 2.4. We are currently in a period of review following year one of the programme (a pilot year). We require expert support with refining the approach for years two and three.
- 2.5. We require an individual that will: work with us to review the progress, successes and challenges of year one of the programme; and use these insights to develop a clear implementation, influencing and communications strategy for the remaining two years.
- 2.6. This commission will also require the contractor to update our existing TOC for the programme.
- 2.7. We intend for the contractor to have specific expertise in areas including programme delivery; lobbying and influencing; communication; social change; or other relevant fields that can contribute to refining the programme. We also expect the contractor to have experience in similar projects, allowing them to propose effective strategies for achieving the goals of the BFC programme.
- 2.8. Regarding strategic planning, this will involve working with the GLA Equalities team to set clear objectives and desired outcomes; defining key performance indicators; and developing a roadmap for implementation. The strategic planning will ensure the programme is well structured and aligns with the priorities of the BFC Action Plan.
- 2.9. This work will require desk research and engagement with a few key stakeholders, and regular meetings with the GLA Equalities team.
- 2.10. The anticipated cost is £20k for the activities described in sections 2.1 and 2.2. This is based on a maximum hourly rate of £38.50, working with us for eight hours a day, five days a week.
- 2.11. The delivery partner will be selected via a competitive tender exercise.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, the Mayor and 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
 - foster good relations between people who share a relevant protected characteristic and those who do not.

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.

- 3.2. The equalities comments specifically related to this decision are as follows:

- **Positive impacts:** The decision to review and refine the BFC programme aligns with the commitment to addressing structural inequalities in London. The anticipated outcomes, including a comprehensive set of recommendations, aim to positively impact individuals across diverse communities by fostering a fairer and more inclusive city. It especially aims to positively impact those with protected characteristics including older Londoners, ethnic minority Londoners, and disabled Londoners.
- **Negative impacts mitigation:** To mitigate potential negative impacts, the decision emphasises a commitment to engage with key stakeholders, ensuring that this work considers the needs of a broad cross-section of communities. The equality considerations are integral to the strategic planning process, aiming to address any unintended adverse effects on protected characteristics. Potential impacts could include risking the exclusion of certain communities from the decision-making process, leading to a lack of diverse perspectives. Additionally, the risk of unforeseen negative consequences on protected characteristics due to insufficient consideration in the planning phase. There is also the possibility of resistance or opposition from certain communities if their needs and concerns are not adequately addressed.
- **Accessibility and inclusivity:** The decision emphasises the importance of engaging with a qualified individual or organisation with expertise in social justice, communication and other relevant fields. This approach ensures that the consultant's work is inclusive; and considers the diverse perspectives and needs of individuals with protected characteristics.
- **Cost considerations:** The anticipated £20k cost for the commissioned activities has been carefully reviewed and assessed in relation to the potential positive impacts on equality and diversity within the context of the BFC programme.
- **Stakeholder engagement:** Regular meetings with the GLA Equalities team and key stakeholders demonstrate a commitment to ongoing engagement. This approach aims to incorporate diverse viewpoints and experiences, ensuring that the refined strategy remains responsive to the goals of the BFC programme.
- The anticipated outcomes of this work in improving delivery of the BFC programme emphasise a commitment to fostering a fairer and more inclusive city for all residents of London.

4. Other considerations

- 4.1. In addressing key risks and issues, linking to Mayoral strategies and priorities, and conducting consultations and impact assessments, the decision-making process has taken into account various factors, ensuring compliance with the GLA requirements under GDPR and considerations for health and safeguarding where relevant. Below are specific points covering these considerations.
- 4.2. The decision acknowledges the potential risks and issues associated with the review and refinement of the BFC programme. These include, but are not limited to:

Risk description	Inherent score	Mitigations	Target score
Effectiveness of the proposed strategies	1 (low)	Regularly review and adapt strategies based on feedback and evolving circumstances.	1 (low)
Stakeholder engagement and collaboration	1 (low)	Develop a robust engagement plan, conduct regular feedback sessions, and establish clear communication channels. Address concerns promptly.	1 (low)

Resource constraints impacting delivery	1 (low)	Conduct a thorough resource assessment, implement efficient resource, and explore potential additional support.	1 (low)
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- 4.3. The decision is aligned with the overarching Mayoral strategies and priorities, particularly those addressing structural inequalities in London (the Equality, Diversity and Inclusion Strategy, and the Health Inequalities Strategy). The BFC programme supports the Mayor's commitment to creating a more consistent and comprehensive approach to tackling inequality in partnership with key sectors.
- 4.4. The decision includes an assessment of potential impacts, both positive and negative, on individuals with protected characteristics. This aligns with the GLA's public sector equality duty. Data protection measures in compliance with GDPR have also been considered and integrated into the decision-making process.
- 4.5. The decision-making process adheres to the guidelines outlined in the GLA's decision-making framework, ensuring transparency, accountability, and adherence to legal and ethical standards.
- 4.6. There are no conflicts of interest to note from any of those involved in the drafting or clearance of this form, ensuring a fair and transparent tender process for the selection of the external consultant for the BFC programme.

5. Financial comments

- 5.1. This decision seeks approval from the Assistant Director of Communities and Social Policy for expenditure of up to £20,000, to commission an individual or organisation to review the Building a Fairer City (BFC) programme's year-one progress; and develop an influencing and communications strategy, and an updated theory of change (TOC), for years two and three.
- 5.2. The expenditure is to be funded from the EDI Implementation Budget, which is a programme budget.
- 5.3. The expenditure is affordable within the budget for 2024-25 subject to final approval as part of the Mayor's budget-setting process.

6. Planned delivery approach and next steps

- 6.1. Project milestones and deliverables are itemised in the timetable below. These will be reviewed and agreed upon with the delivery partner.

Key milestone	Description of milestone	Deadline (2024)
Contract commencement		April
Review of year 1 Progress	Conduct a comprehensive assessment of the progress, successes, and challenges of Year 1 of the Building a Fairer City (BFC) programme through engagement with key stakeholders.	May
Communication approach evaluation	Reviewing and developing a forward plan for the BFC programme communication approach.	May
Development advocacy and communications strategy	Develop a tailored advocacy and communication strategy that resonates with target stakeholders and enhances the programme's effectiveness.	June
Drafting updated TOC	Following consultation and review of the programme, draft an updated TOC reflecting the refined approach.	June

Strategic planning session	Engage in strategic planning sessions with the GLA Equalities team to set clear objectives, define key performance indicators, and develop a roadmap for implementation.	Weekly
Service end		June

Appendices and supporting papers:

[Building a Fairer City ITI](#)

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:

Kiran Moritz has drafted this report in accordance with GLA procedures and confirms the following:

✓

Corporate Investment Board

A summary of this decision was reviewed by the Corporate Investment Board on 11 March 2024.

✓

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

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

Signature:

Anna Buscholt

Date:

11/03/2024