

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2261

Title: Procurement of Unconscious Bias Learning for GLA, MOPAC and OPDC Staff

Executive Summary:

This decision seeks approval for expenditure on a programme of unconscious bias learning for all GLA, Mayor's Office for Policing and Crime (MOPAC), and Old Oak and Park Royal Development Corporation (OPDC) employees. The programme will incorporate a range of learning methods including:

- 1 to 1 coaching and consultancy for senior leaders aimed at supporting cultural change
- Face to face workshops for managers and teams
- E-learning for all GLA, MOPAC and OPDC staff to reinforce face to face workshops

Unconscious bias learning is designed to raise awareness about the role that unconscious thought plays in decision-making and the practical strategies that staff at all levels can employ to limit the impact that bias can have on decision-making of any kind.

Earlier this year, unconscious bias learning was provided for the Mayoral, Corporate and Senior Management Teams. That learning is now complete and the intention is to make this learning available to all staff.

This work supports delivery of the objectives set out in the Mayor's Equality, Diversity and Inclusion Strategy, *Inclusive London*.

Decision:

That the Executive Director of Resources approves:

Revenue expenditure of up to £135,000 on external services to deliver unconscious bias learning for all GLA, MOPAC and OPDC staff – to be reflected in a range of learning methods including:

- 1 to 1 coaching and consultancy for senior leaders aimed at supporting cultural change
- Face to face workshops for managers and teams
- E-learning for all staff to reinforce face to face workshops

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: Martin Clarke

Position: Executive Director of Resources

Signature:

Date:

30.07.18

TOM MIDDLETON ON BEHALF OF MARTIN CLARKE

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 Unconscious bias learning seeks to raise awareness about the role that unconscious thought plays in decision-making and methods to limit its impact. 98% of brain activity is unconscious, leaving only 2% cognitive capacity for increasingly stretched and pressured decision makers working in an information heavy and fast paced environment¹.
- 1.2 Stereotypes which act as cognitive shortcuts can be increasingly relied on for decision-making - unconsciously - leading to inefficiency at best and at worst harmful decision-making resulting in discrimination either in employment or policy making. Group-decision-making – where members are alike in terms of personal characteristics and/or thought – is even more vulnerable to unconscious bias. Individual members of a group can feel less responsibility for a collective decision with which everyone else appears to agree.² However, bias in decision-making is not an inevitable outcome. Greater self-awareness of individual bias can enable people to act, challenge themselves and make more accurate decisions.
- 1.3 The GLA currently has no stand-alone course on unconscious bias. Both the *Dignity and Inclusion* and *Recruitment and Selection* training courses make reference to the concept and the *Recruitment and Selection* course in particular provides further reading on the topic. However, in both of these courses there isn't the time and space to cover and explore the topic in-depth. This learning opportunity will facilitate space for all staff to reflect on and identify how we collectively provide a more inclusive working environment across the GLA.
- 1.4 The Mayor's Office requested unconscious bias learning for the Mayor and all his appointees. As part of this work, unconscious bias learning was commissioned for the political and executive leadership within the GLA including all members of the Mayoral Team, Corporate and Senior Management Teams. 6 group sessions and a 1:1 session were provided by an external provider. As a result of this programme the Mayor requested that this learning be provided to all staff.
- 1.5 Following delivery of this programme, a review of the delivery highlighted a number of observations and recommendations, and feedback from both CMT and the Diversity and Inclusion Management Board highlighted their want to widen access to face to face learning for more staff beyond managers.
- 1.6 The Equality and Human Rights Commission (EHRC), recently published research on the effectiveness of unconscious bias training programmes. The report highlights the importance of:
 - Interactive content which raises awareness of both theoretical concepts and practical strategies participants can use to reduce bias
 - Clarity of learning objectives and the capacity to measure the effectiveness of any training
 - Ensuring that unconscious bias learning itself is only one part of a wider strategy to achieve long-term organisational change
- 1.7 The Mayor's Equality, Diversity and Inclusion Strategy, *Inclusive London*, makes clear his ambition to lead by example as an inclusive employer. The GLA Group have developed a Diversity and Inclusion Action Standard, in consultation with external experts – to provide a benchmarking tool for GLA Group organisations to use to measure their performance in this area and as a stretch for further improvements. Both the strategy and the standard provide important organisational context and framework in which to base an unconscious bias programme. Unconscious bias workshops as part of

¹ Stephen Frost and Danny Kalman, *Inclusive Talent Management: How Business Can Thrive in an Age of Diversity*, Kogan Page, 2016

² Stephen Frost and Danny Kalman, *Inclusive Talent Management: How Business Can Thrive in an Age of Diversity*, Kogan Page, 2016

this programme will assist teams across the GLA with their role to put the *Inclusive London* strategy into practice by promoting inclusive policy making and workplace cultures.

- 1.8 The design and development of this work will be procured from an external provider via competition managed by TfL procurement. The procurement process will also encompass the requirements to deliver unconscious bias learning to Mayor's Office for Policing and Crime (MOPAC) and Old Oak and Park Royal Development Corporation (OPDC) staff. MOPAC and OPDC will cover the costs of the learning they use through their shared service agreements with the GLA. The work will comprise of:

- Provision of 1 to 1 coaching and consultancy for senior leaders aimed at supporting cultural change
- Design and development of face to face workshops for managers and teams
- Provision of e-learning for all GLA, MOPAC and OPDC staff to reinforce face to face workshops

- 1.9 The estimated costs are set out in Part 2. The costs set out in Part 2 do not include the following:

- Project and contract management of the training programme (on behalf of the GLA, MOPAC and OPDC) to the point of evaluation will be covered within existing resources at no additional cost to the GLA.
- Any costs within MOPAC and OPDC to support and input to the development of the training programme.
- Room bookings or other venue costs – this will be met within GLA estate.

2. Objectives and expected outcomes

- 2.1 This initiative aims to:

- Ensure that all GLA, MOPAC and OPDC staff have received unconscious bias learning according to their role
- Raise awareness among all GLA, MOPAC and OPDC staff about the nature of unconscious bias and how it impairs decision-making – both in relation to policy and employment
- Highlight strategies to mitigate unconscious bias – at both an individual and institutional level
- Demonstrate organisational leadership on diversity and inclusion

3 Equality comments

- 3.1 Under Section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:

- Eliminate unlawful discrimination, harassment and victimisation; and
- Advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.

- 3.2 The Mayor's vision includes a fairer and more inclusive city where all people feel welcome and able to fulfil their potential. The Mayor also wants to see a GLA workforce which is representative of London's communities at all levels of the organisation. Avoiding unconscious bias in all GLA policy and workforce activities is key to achieving these ambitions and are therefore key drivers behind this initiative.

- 3.3 As of 31 March 2018, women, BAME and disabled staff are underrepresented at senior leadership levels in the organisation. The percentage of female senior staff is 45%, the percentage of BAME senior staff is 12% and the percentage of senior staff that have self-declared as disabled is 3%.
- 3.4 The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity is 24% which is below the economically active London population of 36%. The percentage of female staff is 56% as at 31 March 2018. This is greater than the economically active London population which is 46%. The percentage of disabled staff is 5%, which is somewhat less than the economically active London population at 12%.
- 3.5 We believe that unconscious bias learning will contribute to improving policy development and implementation for Londoners and to a more diverse GLA workforce over time.

4 Other considerations

4.1 Key risks and issues – These include:

- a. Insufficient take up – the expectation is that all GLA, MOPAC and OPDC staff receive unconscious bias learning so this will need to be managed to ensure that this happens.
- b. This learning does not align with other learning and development programmes, for example leadership and management development programmes. Work is in hand to mitigate this.
- c. Aspects of Inclusive London are not delivered. Governance and monitoring arrangements are in place to ensure delivery. For example, the Diversity and Inclusion Management Board will oversee all workforce equality, diversity and inclusion work so that the desired results are achieved.

4.2 Links to Mayoral strategies and priorities – This initiative has direct links with Inclusive London, the Mayor's equality, diversity and inclusion strategy which articulates the vision and initiatives to create a more equal and integrated city that work for all Londoners. Unconscious bias learning will support delivery of Inclusive London.

5 Financial comments

- 5.1 This decision seeks approval to spend up to £135,000 to procure a learning programming for all staff to manage unconscious bias according to their role. The cost will be managed within the existing 2018-19 training budget.

6 Legal comments

6.1 The foregoing sections of this report indicate that:

- 6.1.1 the decisions requested of the Executive Director concern the exercise of the GLA's general powers, falling within the statutory powers of the GLA to do such things as may be considered to be facilitative of or conducive or incidental to the discharge of the GLA's principle purposes; and
- 6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
- 6.1.2.1 Pay due regard to the principle that there should be equality of opportunity for all people;

6.1.2.2 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; and

6.1.2.3 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 (race, disability, gender, age, sexual orientation, religion) 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 Section 9 of the Code requires the GLA to seek a call-off from a suitable framework where possible or, if not, to undertake a formal tender process to procure such services in relation to all contracts for goods or services with a value above £10,000 before the commencement of the required services. GLA officers should ensure that MOPAC and OPDC are properly consulted to ensure the final contract meets the requirements of all prospective service users.

7. Planned delivery approach and next steps

| Activity | Timeline |
|---|--|
| Procurement of contract [for externally delivered projects] | By end of September 2018 |
| Announcement [if applicable] | N/A |
| Delivery Start Date [for project proposals] | December 2018 |
| Final evaluation start and finish (self/external) [delete as applicable]: | |
| Delivery End Date [for project proposals] | 1:1 Sessions: December 2018- June 2019 Interactive Workshops: December 2018- June 2021 |
| Project Closure: [for project proposals] | |

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) 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 either be published within one working day after approval or on the defer date.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? YES**

If YES, for what reason:

For commercial reasons – so that providers' tenders are not informed by our estimated costs

Until what date: 1 April 2019.

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – YES

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Hamida Ali / Christine Forde have drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Charmaine De Souza 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:

The Corporate Investment Board reviewed this proposal on 30 July 2018.

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature



Date

30.07.18

TOM MIDDLETON ON BEHALF OF MARTIN CLARKE