

GREATER **LONDON** AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2261

Title: Attraction Strategy and Brand Potential

Executive Summary:

This decision form seeks approval for expenditure to pay an external firm or individual to identify recommendations in relation to our recruitment processes, brand and strategy that will help ensure the GLA's workforce reflects London's diversity at all levels.

We expect the research paper to provide detailed recommendations as to how we can:

1. Maximise our brand to potential employees and clarify our Employee Value Proposition
2. Create a broad and inclusive attraction strategy
3. Bench mark to effectively monitor performance
4. Review GLA's existing data sources; and
5. Demonstrate what success looks like.

Decision:

That the Assistant Director of HR&OD approves:

Expenditure of up to £25,000 on external services to undertake research and provide the GLA with a report recommending changes to the GLA's recruitment practices so as to support the Mayor's ambition that City Hall's workforce reflects London's diversity.


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: Charmaine DeSouza
(MARTIN CLARKE)

Position: Assistant Director - HR&OD

Signature: 

Date: 28.8.18

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Mayor is committed to diversity at City Hall and strives to recruit exceptional people that represent all Londoners. To promote City Hall as an open and inclusive place to work and to raise awareness about the benefits of working at the GLA to those who may not traditionally see City Hall as a place they want to work.
- 1.2. London's diversity is its biggest asset and we strive to ensure our workforce reflects London's diversity at all levels. While our workforce report shows over 50% female representation throughout the recruitment process, from initial application to final appointment and we are proud of this achievement. However, this is not the case in other equality areas and we want to know how we can address this.
- 1.3. The number of external BAME applicants has increased to 36% and the number of applicants shortlisted is at its highest (27%) since reporting started in 2010. However, the external appointment figures in relation to BAME groups has not improved from the last reporting period with appointments remaining at 23%.
- 1.4. We are seeking an external firm or individual to provide independent expert advice in a specialised area to a team that has a continued high work load and unable to devote the required time to this project.
- 1.5. The cost of the research report is expected to be up to £25,000 based on our knowledge of the market. There may be subsequent work commissioned depending upon the outcome of the recommendation paper.

2. Objectives and expected outcomes

- 2.1. The final product is a detailed research paper that addresses this recruitment problem. The paper should provide recommendations with enough information to decide if, when, and how we should take the recommendation(s) forward (for example: clear next steps; cost implications; timeframes; and best practice examples). This paper should address how we:
 - Maximise our brand to potential employees (including how we compare to other organisations); and
 - Look at our current recruitment process and create a broad and inclusive attraction strategy to address any gaps. This should include:
 - What we are doing well and what action we need to take on areas we need to improve on;
 - Bench marking to effectively monitor performance (how do we compare to other organisations, looking at this by industry, sector job role, and exploring best practice);
 - Review GLA's existing data sources (including our online candidate journey and understanding this by under representative departments/job types) and recommend required action; and
 - The strategy should make recommendations on what can be done in the short, medium and longer term so that we have a clear plan of action.

3. Equality comments

- 3.1. This work will directly contribute to our public sector Equality Duty (PSED to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
- 3.2. This work will review our recruitment practices and current recruitment brand to help us ensure our workforce reflects London's diversity at all levels and take into account the action plan to close the Ethnicity Pay Gap

4. Other considerations

Risks and Issues

- 4.1. Risk that provider who is on the framework is unable to deliver our requirements (either within budget or in time) and competitive procurement process is required that will increase timeline and budget.
- 4.2. Recommendations of the provider are unfeasible (prohibitively expensive or too resource intensive to deliver internally).
- 4.3. To mitigate this risk, we have identified several providers who would be able to carry out this work and an existing framework agreement giving us multiple routes to market.

Links to Mayoral strategies and priorities

- 4.4. This work supports the Mayor in delivering his vision of a 'fair and equal city'.
- 4.5. The procurement will support the GLA Group Diversity and Inclusion Action Standard to ensure the GLA family can: achieve a truly diverse workforce reflective of London; and, develop inclusive cultures in which all groups can flourish.

Consultations and impact assessments, including data protection (as per the GLA's requirements under GDPR), health and safeguarding where relevant.

- 4.6. The chosen provider will be asked to align and consider existing work in this area, such as the GLA's Group Diversity and Inclusion Action Standard and LGBT action plan, among other key internal documents. They will also be made aware of a number of staff networks who we could want to involve in this piece of work to provide their views on the current barriers to external candidates.
- 4.7. Data protect and new GDPR guidelines will be complied with by the provider when sharing data.

5. Financial comments

- 5.1. Approval is being sought for expenditure of up to £25,000 to undertake research and provide a report recommending changes to the GLA's recruitment practices.
- 5.2. The expenditure will be funded from the 2018/19 Contingency budget as approved by the Executive Director of Resources.

6. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract	13 -24 August
Announcement	27 August
Delivery Start Date	3 September
Main milestones – Draft Recommendation Report	5 October
Main milestones – Final Recommendation Report	19 October
Project Closure:	19 October

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 either be published 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

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 - Sensitive information

Only the facts or advice that would be exempt from disclosure under 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:

Bradley Few has drafted this report in accordance with GLA procedures and confirms the following:

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on the 20 August 2018.

HEAD OF FINANCE AND GOVERNANCE:

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

Signature



Date

20-08-18