

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2593

Title: Implementing Building a Fairer City plan – a communities of practice approach

Executive summary:

Approval is being sought for expenditure of £115,000. £90,000 to support implementation of 'Building a Fairer London', the London Recovery Board Structural Inequalities Action Plan, through a 'communities of practice' approach and a further £25,000 to prioritise work on structural racism, a key action in the plan.

These resources will be used to develop an approach to supporting the delivery of Building a Fairer London that reflects the Recovery Board's operating model of voluntary collaboration to achieve shared goals and keeps partners' collective focus on the goals contained within the plan.

Support will bring people together to share learning, explore challenges, identify funding opportunities, develop best practice, encourage collaboration and celebrate successes.

Decision:

That the Executive Director of Communities and Skills approves: expenditure of £115,000 to support implementation of 'Building a Fairer London', the London Recovery Board's Structural Inequalities Action Plan, through a 'communities of practice' approach and focussed work in relation to actions in the Plan.

This request seeks that approval to spend the funds on implementation and promotional engagement activities, including as set out in paragraphs 1.3 to 1.7, below.

AUTHORISING DIRECTOR

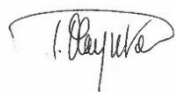
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Tunde Olayinka

Position: Executive Director,
Communities and Skills

Signature:



Date: 30/08/2022

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 London Recovery Board partners published 'Building a Fairer London', which sets out the actions that Recovery Board partners can take to address structural inequalities in London. To support the implementation of this programme, the GLA is commissioning support to help facilitate a number of communities of practice as well as provide additional input and support to partners. A communities-of-practice approach reflects the Recovery Board's operating model of voluntary collaboration to achieve the shared goals of Building a Fairer London.
- 1.2 DD2550 previously secured approval expenditure of £100,000 for a set of activities to promote the Mayor's priorities to create a fairer, more equal city. This included £60,000 that provided support for the development of an action plan for the London Recovery Board to address structural inequalities through the London Recovery Programme.
- 1.3 The plan focuses on four key priorities where change is needed most: living standards; equality in the labour market; equity in public services; and civil society strength. The actions contained within the plan are ones that organisations can take as employers, service providers and influencers, in order to make targeted progress on entrenched inequalities affecting Londoners.
- 1.4 The GLA has committed to supporting the implementation of the plan through four communities of practice – one for each of the action plan's four priority areas. These communities of practice will bring organisations/partners to together to focus on an area of concern, in this case structural inequalities in London. Through a community of practice, members learn from each other about how to tackle the issues, with a goal of gaining knowledge and greater insight through interaction. Through peer learning, members are provided with a safe space to develop professional excellence, and identify areas that may need more collective attention.
- 1.5 This approach keeps partners' collective focus on the goals of the plan. It also brings people and partners together to share learning, discover new thinking, explore what they are finding difficult, remove barriers/blockages, develop best practice, encourage collaboration and celebrate successes. Organisations are asked to report back annually on progress made against the plan's 14 actions. The communities of practice will help identify ways in which progress can be demonstrated.
- 1.6 Each section of the action plan requires different professional expertise so we propose four different communities of practice, covering: labour market inequalities; financial hardship and living standards; equity in public services; and civil society strength. Some partners, particularly large organisations, may be involved in all four areas, but others may participate in only one.
- 1.7 Understanding the root cause of structural inequalities is particularly important if interventions are to be well designed. This is an area where communities of practice can be particularly valuable. A champion will be appointed each year to lead the direction of each of the four communities of practice, working in conjunction with the successfully appointed consultancy agency/organisation.

2. Objectives and expected outcomes

- 2.1 Objective – Following its launch in May 2022, to drive forward the implementation of Building a Fairer London through the delivery of a programme of support for partners, hosting four communities of practice twice a year, providing complimentary peer support through group learning opportunities, and reporting on progress annually, so that there is measurable progress against the four priority areas.
- 2.2. Potential outcomes to be tracked – A series of metrics to measure progress each year could be developed between the appointed consultant and the City Intelligence Unit. Following discussions with City Intelligence Unit it is suggested that *potential* outcomes/indicators can be developed across the four priority areas. For example:
- ‘Measurable progress in workforce diversity metrics for participating organisations’ (Labour market inequality).
 - ‘Number of participating organisations reaching ‘excellence’ level for the ‘fair pay and conditions pillar of the Mayor’s Good Work Standard’ (Financial hardship and living standards).
 - ‘Levels of trust/confidence in relevant institutions’ or ‘vaccination rates for specific communities’ (Equity in public services).
 - ‘Proportion of funding allocated to different equity led groups by public bodies’ (Civil Society Strength).
- 2.3 Outputs – The appointed consultant will be expected to complete specific tasks/deliverables including to:
- develop and deliver a communities of practice programme for each of the four priority areas
 - develop and deliver group peer learning opportunities that provide support to organisations to increase understanding of structural inequalities/racism, or in monitoring the outcomes associated with addressing those specific problems and challenges. This will be measured by case studies provided by consultant
 - develop an evaluation framework including metrics to measure progress annually
 - attend governance meetings with the chair of the LRB Equalities Subgroup as agreed to allow continuous evaluation of the success of the programme
 - prepare and deliver update reports, including a annual progress report to the LRB.

3. Equality comments

- 3.1 Building a Fairer London, the structural inequalities action plan for London, will respond to almost every protected group as defined and protected under the Equality Act 2010, as most were impacted disproportionately by the COVID-19 pandemic. The plan responds to five vision statements setting out what Black and minoritised Londoners; Deaf and disabled Londoners; LGBTQ+ Londoners; older Londoners; and women and girls want to see in London’s recovery. These vision statements were co-produced with communities across London, facilitated by community engagement partners and GLA staff.

- 3.2 The actions have also been developed through engagement with Recovery Board partners and a wide range of other stakeholders. They have been designed to complement the action plans of the nine London Recovery Missions and other pan-London initiatives.
- 3.3 We intend to continue engaging with, and directly involving, the engagement partners that the GLA worked with to develop the vision statements. These engagement partners represent the views of Black and minoritised Londoners; Deaf and disabled Londoners; LGBTQ+ Londoners; older Londoners; and women and girls.
- 3.4 A copy of the action plan and vision statements are located [here](#).

4 Other considerations

4.1 Risks and issues

Risk	Impact	Mitigation
<u>Accountability</u> Adoption of the action plan and enacting all 14 actions is voluntary and delegated to each partner organisation.	Without a series of guiding measures, which could act as indicators as to whether inequalities across the priority areas are reducing, adoption could result in little change to entrenched inequalities across the four priority areas.	Working with the GLA Central Intelligence Unit, it is proposed that a communities-of-practice approach is implemented to consider and agree the specific measures and metrics that the Board can use to track progress in each of the four priority areas.
<u>Attribution</u> The Action Plan asks each of the London Recovery Board partners to make a sustained effort to tackle structural inequalities that blight Londoners' lives.	Without a focused, sustained and coordinated partner approach to implementation of the action plan, organisations may: fail to identify groups of Londoners for whom more focused attention is needed; lose out on the benefits of shared learning and expertise; stagnate; or lose focus. This could result in little or no meaningful change to entrenched inequalities across the four priority areas.	A communities-of-practice approach to supporting implementation of this plan is recommended because it is an effective way for organisations to work together to tackle challenging topics. A champion will be appointed for each of the four priority areas to maintain focus and drive this work forward.
<u>Securing commitment</u> We fail to secure the commitment of 100 partner organisations to adopt the action plan.	The GLA cannot achieve this alone. Failing to secure 100 organisations will impede overall progress, and ultimately impact those communities most impacted by the inequalities	Officers in various GLA policy teams that have strong working relationships with organisations whose work is focused under each of the four priority areas will promote the benefits of the

	exacerbated by the pandemic.	plan for Londoners with their key stakeholder contacts.
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- 4.2 A governance process will also be implemented and overseen by a sub-group of the Recovery Board, with a secretariat function provided by the GLA.
- 4.3 The approval sought is also in line with the Mayor's priorities for London, in particular his ambition to 'create a fairer city, with a mission to tackle deprivation, inequality and discrimination, celebrating our rich diversity and rooting out health inequality'.
- 4.4 There are no conflicts of interest to note for anyone involved in the drafting or clearance of the form.

5 Financial comments

- 5.1 Approval is sought for expenditure of £115,000. This is funded through the 2022-23 Equalities, Diversity & Inclusion budget together with funds that were carried forward in previous years. In line with current practice, the carry forward will only be drawn down at the point that the 2022-23 budget has been exhausted.

6 Legal comments

- 6.1 The foregoing sections of this report indicate that the decisions requested of the 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 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 director should have particular regard to section 3 (above) of this report.
- 6.3 The officers have requested the approval of a £115,000 budget for the 'Building a Fairer London' project. The officers are reminded of the need to comply with the Authority's Contracts and

Funding Code, when undertaking procurements or distributing funding in furtherance of the said project.

7 Planned delivery approach and next steps

Activity	Timeline
Prepare tender and target potential consultants	July 2022
Issue invitation to tender	August 2022
Shortlist and appoint successful applicant	September 2022
Induct successful applicant	September/October 2022
Communities-of-practice activities for each priority begin	October 2022
Communities-of-practice meetings (round 2)	March 2023
Annual review and report to the London Recovery Board	April 2023

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 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

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:

Rob Downey has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Tom Rahilly 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 30 August 2022

✓

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature



Date

30/8/22