

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2116

Title: A Diversity Standard for the GLA Group

Executive Summary:

This decision form sets out the proposal to procure external consultants to design a bespoke Diversity Standard for the GLA Group. The purpose of the Diversity Standard is to ensure both consistency of approach through a common set of practices and policies and to map where the various GLA Group organisations are against these agreed practices.

This supports the Mayor's ambition for the GLA Group to lead by example and ensure that the employment and procurement practices of the whole of the GLA Group are exemplary, with the highest standards for fair pay, good working conditions and workforce equality.

Decision:

That the Assistant Director of HR&OD approves:

1. expenditure of £12,600 to procure the services of EWGroup to design and deliver the bespoke Diversity Standard for the GLA Group; and
2. an exemption from the requirements of the GLA's Contracts and Funding Code to seek three or more written quotations for goods or services between £10,000 and £150,000.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT:

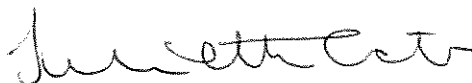
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Juliette Carter

Position: Assistant Director of HR&OD

Signature:



Date:

22/5/17

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 The Mayor wants to lead by example by ensuring that the employment and procurement practices of the whole of the GLA Group are exemplary, with the highest standards for fair pay, good working conditions and workforce equality.
- 1.2 An initial workshop in October 2016 with GLA Group HR leads demonstrated that while a lot of good work and good practice was already in place to address workforce representation and embed inclusive cultures, the organisations in the GLA Group were at different levels of maturity on their Diversity and Inclusion practices, and further work was needed to agree a common set of practices and standards
- 1.3 In order to design a set of common standards, it is proposed to work with an external consultant.

Exemption from the GLA Contracts and Funding Code

- 1.4 This ADD seeks an Exemption from the GLA Contracts and Funding Code (the Code) in order to appoint Equality Works Group (EWG) to design a bespoke set of common standards, to be known as the GLA Group Diversity Standard. This exemption is based on EWG's previous involvement working with the GLA Group in October 2016 to map diversity and inclusion practices and produce a road map to set out the direction of travel to 2020. This previous work cannot be separated from the new project, it is a direct continuation.
- 1.5 As set out in the Single Source Justification, were the GLA to run a competitive exercise amongst alternative providers, no other supplier would have the knowledge and relationships that EWG have now built up from the first piece of work. Resourcing another competitive process would severely impact on the timings of this second phase of work.
- 1.6 EWG will work with us to develop a bespoke Diversity Standard for the GLA Group, tailored to our needs and aligned with standards that we are promoting elsewhere (for example through the Mayor's Business Compact).
- 1.7 Designing a bespoke Standard brings with it the benefits of ensuring the criteria prioritise delivery of the Mayor's ambitions, and we have a tool which is fit for purpose for all organisations in the GLA Group

2. Objectives and expected outcomes

- 2.1 The Standard is likely to include a set of basic level / compulsory criteria and a set of stretching expectations. A reporting mechanism for auditing, reporting and monitoring of the Standard will also be developed. The Mayor's Office will drive forward and monitor progress against the Standard with Commissioner level colleagues.
- 2.2 In implementing a Diversity Standard for the GLA Group, we are looking to:
 - Embed a consistent approach to equalities and D&I across the bodies in the GLA group
 - Improve the level of maturity across the group
 - Support social integration and social mobility

- Lead by example in the field of D&I
- 2.3 The results of the initial assessment of the group will provide a baseline to measure against. Success will be measured by:
- Year on year improvement in the level of attainment against the Diversity Standard
 - Year on year improvement in the representation of the GLA groups' workforce so that it reflects that of the economically active population of London
- 2.4 This work supports the delivery of the Mayor's pledges on: economic fairness; creating a fairer and more equal city; challenging inequality and promoting tolerance; and addressing the gender pay gap.

3 Equality comments

- 3.1 The adoption of a Diversity Standard for the GLA group has equality objectives at the heart of its goals, as set out in Section 2 above.
- 3.2 The Diversity Standard will ensure that the GLA group organisations have a common and consistent approach to promoting workforce diversity across the protected characteristics and embedding inclusive workplace cultures.
- 3.3 The Standard will also allow organisations to measure progress through an agreed annual auditing process which will enable better informed decision making on the success of interventions and where best to focus effort.

4 Other considerations

A) Key risks and issues

- A supporting process for auditing, reporting and monitoring of the Standard will need to be agreed, in addition to a governance structure.

B) links to Mayoral strategies and priorities

- In *A City for All Londoners*, the Mayor sets out his vision for a fairer more equal city and his ambition to drive up workplace standards by for example conducting gender pay audits to help reduce and eliminate the pay gap between men and women.
- The Mayor is also committed to a programme of work to promote Economic Fairness, with a key pledge to 'Lead by example' as an exemplary employer.
- The draft GLA Group Diversity and Inclusion Vision includes 'An Inclusive Employer' as a Priority Outcome and sets out a range of actions to achieve this, including to identify and share good practice and clear standards in workforce diversity and inclusion across the group.
- The Gender Pay Action Plan contains a suite of actions that seek to address the gender pay gap and support women's career progression.

c) Impact assessments and consultations.

- An internal GLA working group and a GLA Group advisory group will inform and guide the development of the Standard.

5 Financial comments

5.1 Approval is being sought for expenditure of £12,600. This will be funded from the 2017-18 Human Resources Budget.

6 Legal Comments

6.1 Sections 1 to 4 of this report indicate that:

6.1.1 the decision requested of the Assistant Director, in accordance with the GLA's Contracts and Funding Code (the "Code"), falls within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the discharge of its general functions; 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:

- 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; and
- consult with appropriate bodies.

6.2 Section 9 of the Code requires the GLA to seek three or more written quotations in respect of the services required or call off the services required from an accessible framework. However, the Assistant Director may approve an exemption from this requirement under section 10 of the Code upon certain specified grounds. One of those grounds is where the supplier has had previous involvement in a specific current project or continuation of existing work that cannot be separated from the new work. Officers have indicated in this report that this ground applies, and that the proposed contract affords value for money.

On this basis the Assistant Director may approve the proposed exemption if satisfied with the content of this report.

7. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract [for externally delivered projects]	May 2017
Announcement [if applicable]	n/a
Delivery Start Date [for project proposals]	May 2017
Main milestones	
- MO sign off draft standard	May 2017
- Peer Review with GLA group	June 2017
- Final Design	July 2017
Final evaluation start and finish (self/external) [delete as applicable]:	
Delivery End Date [for project proposals]	
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? NO

If YES, for what reason:

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

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 – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer:

Ruth Morgan has drafted this report in accordance with GLA procedures and confirms that the Finance and –if relevant- Legal teams have commented on this proposal as required, and this decision reflects their comments.

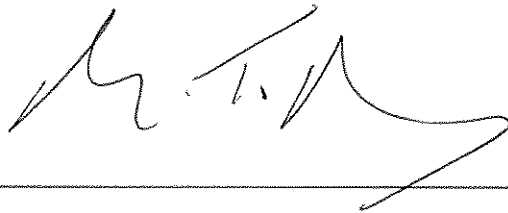
Corporate Investment Board:

The Corporate Investment Board reviewed this proposal on 22 May 2017.

HEAD OF FINANCE AND GOVERNANCE:

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

Signature:



Date:

22.05.17

