

## REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD165

**Title:** PricewaterhouseCoopers Open Mind video for equalities & diversity training

### Executive Summary:

The HR&OD business plan outlines the Unit's priorities for the next two years. One key milestone is to improve workforce representation through a new workforce equalities task force and a number of new projects.

A key next step towards delivering this milestone is procuring the PricewaterhouseCoopers (PwC) inclusive behaviours video to facilitate conversations between managers and their teams on issues of equality and inclusion. The video is a unique product in the suite of equalities training available on the market and has received excellent feedback, therefore would be a suitable training addition towards equality and diversity training at the GLA.

### Decision:

That the Assistant Director of Human Resources & Organisational Development approves:

- Expenditure of up to £15,000 for the procurement of the PwC Open Mind video covering a two year licence period from April 2014 to March 2016; and
- A related exemption from the GLA Contracts and Funding Code requirement to seek three or more written quotes/call off required services from an accessible framework.

### 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 HR&OD

**Signature:**

**Date:** 17 April 2014

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

London's diversity is its biggest asset. It is important that the GLA's workforce reflects that diversity. As set out in the GLA's workforce report, the organisation is already quite diverse and representative of the London population, with 23% of staff coming from Black and Minority Ethnic (BAME) backgrounds, 51% of staff being female and 4% identifying themselves as disabled. The GLA aspires to have a workforce that is representative at all levels and to attract and retain the broadest range of staff. The Human Resources and Organisational Development team (HR&OD) leads efforts to identify and address under-representation through its workforce equalities taskforce and action plan.

The taskforce has identified the following as key priorities for the organisation to focus on:

- Governance of workforce equalities
- Recruitment of diverse workforce
- Representation at all levels of the organisation
- Ensuring accurate equalities monitoring data is in place
- Parity of employee satisfaction between diversity groups

To support these objectives, HR&OD have already undertaken spot checks of the recruitment process to ensure that it is fair to Black and Minority Ethnic (BAME) staff, and updated the Recruitment and Selection and Dignity at Work courses. The team would like to supplement the existing training offer on aspects of equalities in the workplace by adding the PwC Open Mind video to its suite of training options. The Open Mind video helps staff reflect on their behaviour and bring to light instances of unconscious bias towards key equalities groups.

The PwC Open Mind video is the only resource currently on the market that has been identified as being appropriate to the equalities and diversity training needs of the GLA, as they are not too specific, are based on nuanced, real life situations and examples, and highlight individuals' responsibility in challenging assumptions they have of other people. The intention is to use it as a resource during team awaydays to encourage managers and staff to consider equalities and diversity issues in an open and inclusive way.

#### **2. Objectives and expected outcomes**

The PwC 'Open Mind' video is designed to make individuals aware of the impact of bias on their relationships and interactions, acknowledge situations where they could be more open to difference and motivate them to take action to be more inclusive. The video is made up of five 10 minute scenarios and it will be used by Directors and ADs to facilitate discussion on inclusive leadership. This will support dignity and inclusion training as part of induction and as part of the management development strategy. The staff survey identified this as an area for improvement, with 45% agreeing that the decisions and behaviours of senior managers are fair and inclusive.

HR&OD anticipate a number of benefits to rolling out the Open Mind video to its staff through facilitated sessions led by Assistant Directors and Heads of Unit:

- Better self-awareness for staff on equalities and inclusion issues in the workplace leading to a happier, more cohesive and motivated workforce
- Improved recruitment processes due to managers being more aware of the unconscious bias factors at play when carrying out interviews

In the longer term, we aim to create an organisation which is more diverse and representative of London thanks to its open and transparent recruitment practices and its inclusive working environment.

The video will also be made available to the wider GLA group for use over the two year licence period. This is the contractual option that PwC offer, and it enables us to ensure roll out of the product and associated learning to all staff over a manageable timetable.

### **3. Other considerations**

#### ***a) Key risks and issues***

The GLA acknowledges that diversity is an asset to an organisation and that it has a responsibility to take action to make its working environment, staff and policies as inclusive as possible. The risk lies in not taking action on this issue.

This ADD seeks permission to be exempted from the GLA's Contracts and Funding Code by way of directly procuring the PwC Open Mind video, rather than going through a competitive process. HR&OD have explored different products on the market, and the PwC video is a unique equalities and diversity training tool currently on the market. PwC had identified a gap in the types of materials available for equalities training, and commissioned the development of this product. The video provides a subtle and nuanced approach to dealing with equalities and diversity issues, and is quite unlike any other existing product. This makes it particularly suitable for GLA staff, who already have a good level of understanding around equalities issues, and who need a product which will provide them with fresh insights and perspectives to deliver a level of training appropriate to their roles and the function of the GLA.

HR&OD also investigated a range of online and face-to-face courses to fulfil the GLA's equalities training requirement, but these were found to be pitched at the wrong level. They also did not provide value for money compared to the PwC video. An additional benefit of the PwC product is that the license will also cover the GLA Group for a wider roll-out.

#### ***b) Links to Mayoral strategies and priorities***

The Mayor is committed to tackling inequality; improving life chances, and removing barriers that prevent people from reaching their full potential, as set out in his Equal Life Chances for All framework. One of the objectives within the document is to 'achieve a workforce across the GLA group which reflects London's diversity'.

#### ***c) Impact assessments and consultations***

The equalities task force comprises senior managers from the GLA, staff representatives and Unison members, and is chaired by the Assistant Director of Human Resources and Organisational Development. As such, it taps into a number of staff networks, which have provided positive feedback on the aims of the taskforce and its objectives, including that of providing more training options on equality and diversity issues.

### **4. Financial comments**

Approval is being sought to procure PricewaterhouseCoopers LLP's Open Mind Video to improve workforce representation at the Greater London Authority.

The total estimated cost is up to a maximum of £15,000 covering a two year licence period from April 2014 to March 2016 and will be funded from the Corporate and Learning Development 2014/15 budget, held within the Human Resources and Organisational Development Unit.

All appropriate budget adjustments will be made.

Any changes to this proposal, including budgetary implications will be subject to further approval via the Authority's decision-making process.

Human Resources and Organisational Development are reminded to ensure that all the proposed expenditure complies with the Authority's Financial Regulations and the Contracts & Funding Code. In addition officers are advised to liaise with the legal, procurement and finance teams as appropriate in relation to the procurement of goods and services for the above mentioned contract.

## 5. Legal comments

The foregoing sections of this report indicate that:

- the decisions requested of the Assistant Director (in accordance with the GLA's Contracts and Funding Code) fall within the GLA's statutory powers to do such things considered to further or which are facilitative of, or conducive or incidental to the promotion of social improvement in Greater London.
- 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.

All services required will be procured by Transport for London Procurement (who will determine the detail of the procurement strategy to be adopted) in accordance with the GLA's Contracts and Funding Code. Officers must liaise with Transport for London Procurement in this regard.

Officers shall ensure that they liaise with legal Services in the preparation and execution of all contracts for services being procured.

Section 3 of the Contracts and Funding Code ("the Code") requires the GLA to seek 3 or more written quotes in respect of the services required or call-off the services from an accessible framework. However, the Assistant Director may approve an exemption from this requirement under section 5 of the Code upon certain specified grounds. One of those grounds is where no other supplier is able to undertake the services. Officers have indicated in this report that this ground applies and that the proposed contract also affords value for money. On this basis, the Assistant Director may approve the proposed exemption if satisfied with the content of this report.

## 6. Planned delivery approach and next steps

Once the video is procured, HR&OD will work with Assistant Directors and Heads of Unit to design facilitated sessions incorporating the Open Mind video for staff.

<b>Activity</b>	<b>Timeline</b>
Procurement of services	March 2014
Start of service	April 2014
Rollout of video to all staff via facilitated sessions	April 2014 – March 2016
Video included in induction materials for new staff	April 2014 – March 2016
End of contract	March 2016

### **Appendices and supporting papers:**

PwC Open Mind information sheet

Single source justification

**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 to confirm the following (✓)

**Drafting officer:**

Sandy Pacek has drafted this report in accordance with GLA procedures and confirms that the Finance and Legal teams have commented on this proposal as required, and this decision reflects their comments.

✓

**HEAD OF GOVERNANCE AND RESILIENCE:**

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

**Signature:**

**Date:**