**VOLUME 2:**

###### Specification

###### of requirements

###### The Development and Provision of a

###### Building a Fairer City Implementation Programme for the London Recovery Board (LRB)

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# ORGANISATION OVERVIEW

**Greater London Authority (GLA)**

The Greater London Authority (GLA) was established by the GLA Act 1999. The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor – the Mayor of London – and a separately elected Assembly – the London Assembly. The Mayor has an executive role, making decision on behalf of the GLA, and the Assembly has a scrutiny role. The GLA is based at City Hall, **Kamal Chunchie Way, London, E16 1ZE.**

[**https://www.london.gov.uk/what-we-do**](https://www.london.gov.uk/what-we-do)

**The London Recovery Board (LRB)**

The London Recovery Board brings together leaders from across the capital, working together to agree a set of actions that will help London’s citizens recover from the impacts of the worst global pandemic in a century.

Long-standing, socially embedded inequalities made many people’s experience of COVID-19, and life afterwards, significantly worse. This has strengthened the LRB’s resolve to improve the lives better of those who now face even greater challenges to getting fairer opportunities, whether in jobs and education, homes or healthcare, and in accessing public services.

The board is chaired jointly by the Mayor of London, Sadiq Khan, and the Chair of London Councils, Councillor Georgia Gould. London Recovery Board members are drawn from London’s government, businesses and public bodies, education, the NHS, trade unions and the police.

The London Recovery Board is committed to putting in place changes and actions that will secure lasting recovery from the impacts of COVID-19, with targeted support to those most disproportionately affected by the pandemic.

[**https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board**](https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board)

# INTRODUCTION

The Greater London Authority (GLA) wishes to commission an external partner(s) – (the commissioned partner[[1]](#footnote-2)) to design and deliver an Implementation Programme, including organisational support, which is anticipated to run over three years. This tender relates to year one (or the first 12 months) only.

This programme will support organisations to understand, adopt and implement actions in the London Recovery Board’s Structural Inequalities Action Plan, ‘Building a Fairer City’. It will also support these organisations to develop and take forward initiatives to tackle structural inequality and racism.

Many Londoners experienced – and many continue to live with – some of the impacts of the COVID-19 pandemic, including mental and physical ill-health issues, social isolation, financial loss, unemployment or disrupted education.

Those who were hit the hardest were Londoners already familiar with hardship and unequal living standards. Those who could least afford to lose were the ones who lost the most. Black, Asian and other ethnic minority Londoners, Deaf and disabled Londoners, LGBTQ+ Londoners, older Londoners and women all face inequalities that worsened during the pandemic. For these communities, it is not only a story of two years of disproportionate struggle, but also an intergenerational history of perpetuated injustice. Vision statements outlining how the pandemic impacted each of these communities can be accessed here [**https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board**](https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board)

Covid-19 laid bare and exacerbated those inequalities. As we continue to emerge from the pandemic, the Mayor and the London Recovery Board want to ensure we build a fairer city for all, through policies and actions that combat inequality, discrimination and racism.

In June 2021, the London Recovery Board assigned a sub-group of its members to co-produce, in partnership with representative bodies of communities, a candid and realistic vision for addressing structural inequalities within London. Together they have forged a plan entitled, ‘Building a Fairer City’, that hones-in on four key priorities where change is needed most: living standards; equality in the labour market; equity in public services; and civil society strength.

Within these four priorities are 14 key actions, and our mission now is to promote these across London and ask organisations from the private, public and not-for-profit sector, what they can do to take those actions off the page and turn them into tangible reality. Building a Fairer City, and the supporting community vision statements can be accessed via this link [**https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board**](https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/london-recovery-board)

It is the Recovery Board’s vision to establish a coalition of the willing - a body of partner organisations inspired and united by the common cause of challenging structural inequality. Many of the actions in Building a Fairer City are far from easy fixes. The entrenched, long-standing perceptions and practices that underpin inequalities and injustices need long-term work to be eradicated. This plan we have focuses on solutions and actions that lie within organisations not outside.

**3. THE IMPLEMENTATION PROGRAMME**

The implementation programme will support organisations (members of the London Recovery Board and its partners) to build on the work that has taken place across London since the start of the pandemic (and well before this) to embed good practice and foster organisational understanding of structural inequality and racism in order to shift the dial on inequality in London as part of recovery.

Based around the four priorities set out in Building a Fairer City, this programme will provide expert support to bring partners together around a small group of more specific and tightly defined problems or challenges. The commissioned partner is expected to provide support to organisations in understanding the drivers of these issues, evidence about approaches that will work in addressing them, how to implement change and monitoring the outcomes associated with addressing those specific problems and challenges.

Through the programme, organisations will be supported to better understand the impacts of structural inequality/racism and to assist them to develop policies, programmes and initiatives that tackle structural inequality/racism and address actions against the four priority areas in the plan:

* Labour market inequality
* Financial hardship and living standards
* Equity in public services
* Civil society strength

# 3.1 FORMAT

The first phase of the programme will be delivered over a 12-month period, with the delivery of the programme to be designed by the Commissioned Partner and responsive to the needs of the cohort.

The overall objective for the implementation programme is to:*Support organisations in the London Recovery Board partnership to collectively drive forward actions identified in the Plan, promoting shared ownership across the sectors and rooting in the voice of communities and equalities experts. Identify and gather measures to demonstrate impact.*

There are five key aspects to the programme:

Support partner organisations to understand structural inequality and racism

* + - 1. Support partner organisations to take forward actions from the in Building a Fairer City action plan and deliver the Plan’s four priorities
      2. Measure impact
      3. Engage and involve the community sector
      4. Share learning more widely

**In more detail:**

1. Support partner organisations to understand structural inequality and racism

The commissioned partner will develop and deliver a package of support, which is modelled on the learning cycle of reflecting, planning and doing, and meets the needs of identified organisations wherever they are at on their journey to address structural inequality/racism.

***Please explain in your application how you propose to develop a package of support***

1. Support partner organisations to take forward actions from the in Building a Fairer City action plan

As part of the package of support, the commissioned partner would provide expert equalities advice to organisations in order to assist them in progressing actions in the plan. This could be achieved in a variety of ways, for example, expert-led sessions and/or working with community led organisations. It is proposed that this support is focused on a sub-set of common issues and problems that are shared across a number of different partners of the London Recovery programme.

***Please explain in your application how you propose to support partner agencies including how you would go about identifying and agreeing priority areas, as well as the form that this support would take. Submissions should set out the number of different issues you would expect to be able to address and how you would go about bringing in new, expert insight to help partners address entrenched problems.***

* 1. Measure impact:

The commissioned partner will collect qualitative and quantitative data on activities, outputs and impact of the Building a Fairer City Plan. Your submission should set out proposals on the way in which this could operate given the range of organisations, of different sizes and capacities, across the London Recovery Partnership. Work will be required with the GLA to determine data that may be collected by organisations that can demonstrate impact. This will depend on the feasibility of data collection. For example, some organisations will not be able to currently provide disability pay gap data. The commissioned partner will also be asked to track qualitative outputs, such as activities undertaken and the experiences of Londoner’s impacted by actions in the plan. This information will be collated by the commissioned partner, alongside work that the GLA is doing on city-wide measure with its with its City Intelligence Unit, to form an annual report. The commissioned partner will also support an annual discussion on impact at a relevant meeting of Recovery partners. ***See Appendix 1 below*** for additional information about how we envisage our approach to measuring success working.

***Please explain in your application how you propose to collect this data to help measure impact.***

* 1. Engage and involve the community sector

The commissioned partner will engage community-based equity-led organisations to participate in this work and to act as a critical friend in work to develop approaches and progressing the actions set out in the plan. A proportion of the £90K budget allocated to this programme should be set aside to adequately renumerate the community and/or voluntary sectors for their expertise.

***Please explain in your application how you propose to involve community organisations***

(5) Share learning more widely

In delivering this work, the commissioned partner will be asked to convene group forums along the Plan’s priority areas: labour market inequality, financial hardship and living standards, equity in public services and civil society strength. Each forum would focus on specific challenges within that priority, which partners agree are the most useful areas of collective consideration and discussion. These forums could be used, for example, to:

* Explore the evidence relating to a particular priority, action or barrier, helping to identify the change needed to make progress in addressing structural inequality and racism in London.
* Hold focused review sessions directly relating to a specific action
* Share best practice and arrange peer support
* Explore and plan organisational support needs
* Ask an expert discussions and Q&A with sectoral or community sector agencies

***Please explain in your application how you propose to share learning via several forums.***

# SCOPE

By supporting organisations to understand the impact of structural inequality/racism and to implement actions that align with Building a Fairer City, the following outcomes are expected:

* Increased understanding and awareness of the impact of structural inequality/racism on Londoners when developing services, programmes, policy and practice
* Organisations will be able to clearly demonstrate the action that they have taken that aligns with the priorities and actions in Building a Fairer City.
* The ability to implement actions that tackle structural inequality/racism over years two and three of the Implementation programme
* Produce an annual report of impact based on agreed metrics and outputs
* Organisations have developed effective mechanisms to engage with the voluntary and community sector

***Please explain in your application how you intend to measure outcome success***

# DELIVERABLES

The Greater London Authority would like the following essential services to be delivered:

|  |  |
| --- | --- |
| **Services** | **Description** |
| Inception and planning | The provider should be available to attend an inception and planning meeting with the GLA/LRB in November 2022. |
| Design and format | The Implementation Programme should be designed to achieve the objectives set out above. We expect the programme will be delivered through a series of in-person/digital group sessions running between December 2022 / January 2023 and October 2023 (Year 1), but are open to innovative formats |
| Core Programme Element | The provider should build into the programme the following elements.   * Pre-engagement with organisations to identify and prioritise engagement needs * The provision of expert input and insight into the challenges associated with delivering the Plan’s four priorities and how they may be overcome. * Group learning sessions for organisations to develop initiatives that align with Building a Fairer City * Create and curate ongoing networking opportunities for participants (in person, online spaces etc.). The commissioned partner will be responsible for ensuring any opportunities are fully accessible for Deaf and disabled participants. * Clear mechanisms to capture and reflect on learning – supporting collaborative ways of working (blogs, social media, presentations) * Develop a framework to measure impact |
| Engagement with the Greater London Authority | The provider should hold regular update meetings with the GLA/LRB. The frequency and format for these will be agreed during the inception and planning meeting. They will be responsible for keeping the GLA/LRB Recovery Programme Team informed and updated on project activity, this includes escalating any risks and issues in good time with appropriate mitigating actions. |
| End of programme report | The provider should produce a full report that addresses the objectives set out above and includes: a summary of the sessions and case studies on how participating organisations have developed and strengthened their approach to tackling structural inequality/racism.  This report should be produced in an easily digestible format and presented in both Word and Power Point. We may ask the provider to present the final report in person to the GLA/LRB and partners. |

1. **PROGRAMME TIMETABLE**

The timetable below sets out key programme milestones.

|  |  |
| --- | --- |
| **Activity** | **Timeframe** |
| Commissioned partner inception meeting and start date | December 2022 |
| Successful organisations informed following application process | December 2022 |
| Design and content of final implementation programme agreed | December 2022 |
| Start of implementation programme | End December 2022/ Early January 2022 |
| Implementation programme complete (Year 1) | November 2023 |
| Completion of draft final report | November 2023 |
| Completion of final report | November 2023 |

The commissioned partner will:

* Be responsible for keeping the GLA/LRB programme team informed and updated on project activity. This includes escalating any risk and issues in good time with appropriate mitigating actions.
* Be responsible for adhering to the project scope, objectives and timeline agreed at the outset of project. Delays or slippage should be communicated to the GLA/LRB programme team in good time and any subsequent activities or action to be taken should be at no additional cost to the Greater London Authority.
* Maintain regular communication with the GLA/LRB programme team. Communications will be conducted predominantly through email and face to face/virtual meetings. The commissioned partner will be expected to respond to emails within 3 working days. The commissioned partner will be expected to attend project review meetings (frequency to be agreed at the start of the project) and any changes to dates should be discussed ahead of time.

All report(s) should be submitted to the GLA/LRB in a clear and readable format. It should be delivered within the project deadline unless otherwise agreed with the GLA/LRB programme team.

Failure to meet the above services will result in a performance review. The purpose of the review will be to identify causes of failure.

Specific measures and targets will be agreed at contract mobilisation.

# ROLES AND RESPONSIBILITIES

The GLA will:

* Support the commissioned partner to connect with the participating organisations.
* Provide limited expert officer input from the GLA’s Equality and Fairness Team
* Connect the commissioned partner with any organisations that can provide additional support or training to the participating organisations
* Provide a platform for information sharing with wider stakeholders through the London Recovery Board

The successful commissioned partner(s) will:

* Set out a clear format and scope of work for the design and delivery of the Implementation programme.
* Meet all essential requirements described in the Format and Scope of Services and Deliverables in Sections 3, 4 and 5 above.
* Participate in an inception meeting once the contract has been mobilised.
* Meet all key milestones agreed with the GLA or agree any extensions with the GLA well in advance of deadlines.

Both parties will:

* Identify a named individual to act as the Contract Manager who shall co-ordinate with the services provided, monitor the quality of the service provision, and liaise with the other party.
* Participate in regular quality assurance to monitor contract performance and ensure that the agreements outlined within the contract are maintained.

# 7 BUDGET

The budget for the requirement of these services is up to **£90,000** excluding VAT**.** A proportion of the budget allocated to this programme should be set aside to financially compensate the community and/or voluntary sectors for their expertise.

# SUBMISSION REQUIREMENTS

Your submission will be no longer than 6 sides of A4, including response to technical criteria below. A page is 500 words on an average of font size 12, Font Arial. This limit excludes any diagrams, Gantt Charts etc.

Risk log should be major risks only and no word/page count.

Through the evaluation criteria questions, your submission should also address the five key aspects posed in section 3.1 of this tender document, which are:

* Support participating organisations to understand structural inequality and racism
* Support partner agencies to translate learning into action - developing and implementing plans to address 4 or more of the 14 actions contained in Building a Fairer City
* Measure impact
* Engage and involve the community sector
* Share learning more widely

We recognise that this programme may require the expertise and skills of more than one organisation. Therefore, we welcome consortium bids with one named lead organisation.

# 9 EVALUATING THE RESPONSES

Your total submission should be no more than 6 x A4 sides (excluding case studies and CVs).

Bids will be scored according to the following weighted criteria:

Evaluation Criteria

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| This section is to provide transparency on how the Authority will evaluate the Bidder’s submission. | | | | | | |
| **Technical** | | | | | | |
| The Bidder’s technical submission **must not** exceed **6** sides of A4. | | | | | | |
| **Evaluation Criteria** | | | | **Weighting (Total 100%)** | | |
| **1** | | **Methodology and Approach / Service Delivery:**  Provide:   * 1. **Engagement** * Your engagement plan, including effective engagement mechanisms, identifying suggested individuals, community groups and organisations you propose to contact.   1. **Evaluation** * Your monitoring and evaluation plan, including suggested metrics, and how you will turn learning into action/impact   1. **Learning** * Your approach to the provision of expert support, group peer support and learning opportunities that support both learning and challenge   1. **Risk** * A clear project plan including any project risks and how you would mitigate them. | | | **35%** |
| **2** | | 1. **Resources:**   Provide:   * An overview of the resources that you will utilise in providing this requirement; this may include: staff description or CVs, an organogram of management structure, and/or materials required.  1. **Relevant past work**   Provide:   * An overview of relevant past work, highlighting expertise in supporting organisations to tackle structural inequalities/racism and experience of mainstreaming equalities across different sectors providing context. | | | **35%** |
| **3** | | **Programme:**  Provide:   * A basic timeline of the activities mentioned running from the service commencement date to the end date. * An account of how you would work to flex your approach within the quick turnaround time and keep GLA informed and involved in the work as it progresses. | | | **10%** |
| **4** | | **Conflicts of Interest:**   * Provide any details (if any) of actual or potential conflicts of Interests that would arise were you to be appointed, and details of how these conflicts would be mitigated. This is in the Volume 1- at the end of the document. | | | **Discretionary**  **Pass/Fail** |
| **Commercial** | | | | | | |
| **Evaluation Criteria** | | | **Weighting** | | | |
| **6** | **Price:**  Please provide:   * A price for the tender, shown as a total sum figure. * A cost breakdown for the work showing separately any: * expenses * costs of any sub-contracting work in engaging and involving the community sector * Daily rate costs (should any additional time be needed we would use the same contracted rate) | | **20%** | | | |

**Scoring Criteria**

The evaluators will score the weighted sections of the Bidder’s submission against the criteria detailed below. Note: **Any Technical question** that receives a **score of 0** will result in the Bidder’s proposal being automatically **rejected** from the tender process.

|  |  |
| --- | --- |
| **Weighted Technical questions will be scored using the following scale:** | **Linear Score** |
| Outstanding – Exceptional demonstration by the Bidder of the relevant ability, understanding, experience, skills, and resources & quality measures required to provide the supplies/ services. Response identifies factors that will offer potential added value and continuous improvement, with evidence to support the response | 4  (Max Score Available) |
| Good – Above average demonstration by the Bidder of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added value, with evidence to support the response | 3 |
| Meet the Requirement – Demonstration by the Bidder of the relevant ability, understanding, experience, skills, resources & quality measures required to provide the supplies / services, with little or no evidence to support the response. | 2 |
| Poor – Some minor reservations of the Bidder’s relevant ability, understanding, experience, skills, and resource & quality measures required to provide the commissioned partners / services, with little or no evidence to support the response. | 1 |
| Unacceptable – The response does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Bidder has the ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response. | 0 |

To calculate the technical weighting the formula is

|  |  |  |
| --- | --- | --- |
| Linear Score Awarded (E.g. “3”) | x | Relevant weightage (eg. 35%) |
| Maximum Score Available (E.g. “4”) |

**The Commercial**

It will be scored using an inverse price proportioning approach. The maximum weighting of 20% will be awarded to the lowest cost proposed. All other offers will receive points in an inverse proportion to the lowest cost. The formula used to work out commercial scoring is shown below:

|  |  |  |
| --- | --- | --- |
| Lowest submitted commercial submission | x | 20% |
| Bidders submitted commercial submission |

Responses will be evaluated based on written submissions. You and members of your project team may also be required to attend an interview. If interviews are required these will take place during the evaluation period. If invited to interview, please let us know if you have any access requirements.

**Appendix 1 – Building Fairer City – Our approach to measuring impact**

Over the course of the summer, we have worked with partners to identify the support that would effectively support the implementation of the plan. Partners indicated the value of expert insight and, if possible, expressed a desire for support tailored to the needs of their specific organisation. They indicated that there were already sufficient networks and opportunities for sharing existing practice, and that this should take a lower priority for the implementation programme.

We are therefore seeking an organisation to provide expert support focused on a small number of agreed problems and be delivered in various formats – for example expert-led sessions. Work will take place with recovery partners to identify and prioritise the problems to focus on. The expert support provided will assist in understanding drivers of structural inequalities and approaches to developing initiatives or programmes to address these in line with the plan’s actions. Community engagement to make progress on actions will be central.

**London- wide quantitative impact measures**

To support implementation of the plan, the GLA City Intelligence Unit is working to identify a set of quantitative metrics across each of the plan’s 14 actions which organisations could use to assess the impact of their actions, and the impact made in tackling structural inequality London. At a meeting of the Structural Inequalities Subgroup on 30 September 2022 it was agreed that metrics would be broken down into three levels or categories:

1. *Outcome or quantitative measures which are outcome focused.*

This set of quantitative metrics would be developed by the commissioned partner in conjunction with the GLA’s City Intelligence Unit during programme development and delivery to better understand the impact of actions taken by partner agencies, across the four priority areas, and collated and form one strand of the year end annual report. We propose the following measures to provide an overall picture on structural inequalities relating to the four priority areas of the plan:

Labour Market Inequality

Measure 1) Narrowing Employment Gaps – Gender, Ethnicity, Disability

Measure 2) Narrowing Pay Gaps – Gender Pay Gap, Ethnicity Pay Gap, Disability Pay Gap

Financial Hardship and Living Standards

Measure 3) Proportion of Londoners experiencing financial hardship (GLA Polling by You Gov)

Measure 4) Economic Fairness Measures (living standards and population in poverty)

Equity in Public Services

Measure 5) Institutional trust – State of London polling5

Measure 6) Experience of unfair treatment (2021-22 survey published on Friday 30 September 2022)

Civil Society Strength

Measure 7) Civic Strength Index (Financial resources domain)

1. *London wide experiential metrics based on the lived experience/impact*

This set of metrics are to be developed by the commissioned partner in conjunction with the GLA City Intelligence Unit, base lined against existing data sets, to better understand how the implementation of the Building a Fairer City Structural Inequalities Action Plan is impacting/improving the lives of Londoners.  Londoners feedback about the impact of the plan on the day to day lives will form a measure of success and potentially influence policy making across the city. This approach may require some additional polling of Londoners to provide evidence and insight into public opinion and impact, in order to support effective and impactful policy making and the development of strategies and programmes of work. It has yet to be agreed how this polling would be coordinated or funded. Results would be collated and form the second strand of the year end annual report. We would also require the commissioned partner to collect a series of case studies throughout the first year of implementation that document impact from Londoner’s perspectives.

1. *Metrics that can be attributable to LRB recovery actions*

This set of metrics would be developed by the commissioned partner in conjunction with the GLA’s City Intelligence Unit to ensure that the actions taken to combat structural inequalities/racism across all four priority areas chime with the wider vision for the city’s recovery. The aims of the London Recovery Board are to:

* Reverse the pattern of rising unemployment and lost economic growth caused by the

economic scarring of COVID-19

* Support our communities, including those most impacted by the virus
* Help young people to flourish with access to support and opportunities
* Narrow social, economic and health inequalities
* Accelerate delivery of a cleaner, greener London.

Results would be collated and form the third strand of the year end annual report.

There are several outside influences that will need to be considered when the final set of metrics are being developed, not least the rapidly rising cost of living/inflation and increased financial hardship/poverty levels and compounded discrimination etc.

Once an outline annual report with propsed metrics is drafted the GLA will again reach out to engagement partners who worked with us on the Vision Statements (i.e., the Ubele Initiative, Women’s Resource Centre, LGBT+ Consortium, Age UK and Inclusion London) to sense check this approach and to ask if these are the correct metrics for those most impacted by structural inequality/racism.

1. The commissioned partner is an organisation (s) that is awarded a contract under the associated invitation to tender to deliver the GLA/LRB implementation plan, support organisations to develop actions that align with Building a Fairer City, and evaluate impact. [↑](#footnote-ref-2)