**Anti-racism learning offer - Camden Council – Tender Brief**

**Context**

Camden Council has made a commitment to becoming a truly inclusive organisation in all its forms. We want to be an organisation where staff feel able to bring their whole selves to work regardless of their background, identity or culture.

Over the past two years we have been doing lots of work to become a truly inclusive organisation and recent events around the world, including the death of George Floyd and our understanding of the disproportionate impact of Covid-19, have highlighted that we need to go further with our commitment and our actions to create positive change.

As part of our work on inclusion, we have developed a Race Equality Action (REA) Plan together with our staff which sets out several actions to tackle the issues faced by individuals from a Black, Asian and Other Ethnic backgrounds within Camden.

The plan sets out over 30 actions which we commit to take, to tackle the structural and systemic organisational barriers that prevent our Black staff, Asian staff and staff of other non-white ethnicities from accessing opportunities equally and ensure that staff will not be disadvantaged due to their ethnicity.

Since June 2020 we have been consulting with staff in our organisation, in different ways, to gain insights into the experiences, thoughts and ideas of our workforce and the REA Plan reflects the feedback gained from these discussions. The actions set out in the plan have been developed based on insights from:

* research into our people processes and the barriers to development and progression faced by staff from Black, Asian and Other Ethnic groups
* discussions with our internal staff network, the Camden Black Workers Group
* employee surveys
* feedback from focus groups with Black, Asian and Other Ethnic staff
* staff inclusion forums

Developing an anti-racism learning offer is one action identified in the REA Plan and our aim is to create an organisation-wide learning programme to enable all staff to understand and actively challenge racism in all its forms.

We know that a training offer alone will not be enough to solve the inequalities that exist within our organisation however, we also recognise that as part of our commitment to become more inclusive we need to create an organisation where staff feel safe, feel able to identify, understand and have the skills to tackle racism.

**Approach**

* As part of the Race Equality Action Plan, we need a learning and development approach that educates, builds understanding and informs the structural changes required to combat systemic racism
* We need to create the psychological safety for everyone to be able to learn, reflect and act on their knowledge
* The approach will support ally-ship, understanding what it means to be anti-racist and challenging all forms of racism

**What we are looking to develop**

We are looking to work in partnership with a provider, or a group of providers, to design and deliver an anti-racism learning offer for staff working in Camden Council. We are looking for the provider(s) we collaborate with to be experts in the field of diversity and inclusion with a specific focus on race equality.

**Focus areas**

Based on the feedback, we believe the learning programme should cover the following areas:

* **Understanding the impact of racism** - Better understand racism and its prevalence, more so the impact racism is having in the workplace. Understanding privileges, in all its forms, and how this consciously/unconsciously influences our structures and systems.
* **Being an active bystander** – Knowing how to speak up or take steps to intervene when witnessing racism in the workplace (including microaggressions)
* **Allyship** – What it means to be an active ally. An ally is someone who takes conscious steps to actively promote and aspire to advance individuals from Black, Asian and Minority Ethnic backgrounds.
* **Creating psychologically safe spaces in the workplace** - for individuals to have conversations about race and be able to share their thoughts and views without the fear of repercussions whether that be with their manager, leaders or colleagues.

**The brief**

Develop a written proposal that seeks to support all Camden employees to develop the knowledge to understand and identify racism in all its forms and develop the skills to show up as an ally and to actively challenge racism.

**Requirements**

The learning programme must:

* Be applicable to all staff at different levels within the organisation as the learning offer will be for managers and staff
* Seek to educate staff on how to be actively anti-racist using practical examples that staff can apply to the workplace
* Describe the format for delivery
* Include a train the trainer function, enabling the organisation to develop the capacity and capability to deliver this training in-house on an on-going basis

We have funding available for up to seven working days of development across the whole programme. This time will be for the provider(s) to consult with the key stakeholders in the organisation, understand the context for delivery and integrate their learning into the design of the learning offer.

For example, there are a number of practice approaches in the organisation (e.g. Systemic Practice, What Matters Coaching, and Resilient Families) where work is already underway to put more focus on how frontline practitioners are anti-racist in their practice with our citizens. Providers will be expected to ensure there is consistency across various offers. This programme needs to understand and compliment this work.

**Scope of the lots**

To provide some flexibility we have separated the tender into parts (Lots). Our intention is to work with no more than three organisations in total across all Lots. Organisations may choose to form a consortium and submit one proposal. If this approach is taken the consortium will be considered as one ‘organisation’.

These are the Lots that we will be awarding for this tender including the budget for each of them:

|  |  |
| --- | --- |
| Proposal for delivery separated into Lots | Pricing range |
| **Lot Number: 1**  **Education – large information giving/learning sessions for 4500 + staff (60+ sessions):**  Our expectation is that the provider(s) we commission will deliver the bulk of these sessions, but we are also open to proposals where in Camden staff are trained to deliver a proportion of the sessions.  Although we will work in partnership with provider(s) to finalise the content of this session, please provide an outline of the key topics that you believe would have the most impact on staff.  Each learning session should be no longer than half a day with a maximum of 75 participants per session and should factor in virtual delivery and delivery to those staff who do not have IT equipment (approximately 600-700 staff). | **Up to £30,000** |
| **Lot Number: 2**  **Train the trainer programme ​6-12 trainers​**  The training would likely take the form of a 2 or 3-day training session and must up-skill staff with the capability to understand the content and deliver reflection sessions. It may also include building trainer skills to deliver the Education sessions.  We are open to suggestions about how we do this, and our expectation is that we will work with provider(s) to recruit trainers. In your proposal, outline the proposed method you will use to ensure we develop internal staff to deliver this. The cohort of trainers is likely to have a mix of facilitation experience.  We also want to see how you will support trainers to embed their practice, including jointly delivered sessions and information on any tools/resources you use to support trainer development. | **Up to £6,000** |
| **Lot Number: 3**  **Reflection sessions for smaller groups 4500+ staff (400+ sessions)** ​  We expect our in-house trainers to be delivering the majority of these sessions. Providers will be asked to co-deliver approximately 10-15% of the of reflection sessions, with in-house trainers (who will deliver the remaining sessions). This co-delivery will help to build trainers facilitation skills and their confidence to deliver future sessions.  Our current expectation is that these sessions will go into detail on some of the key themes covered in the education sessions. Drawing out reflections and supporting staff to think about what action they can take – personally or to impact system/policy changes – that will support Camden to become anti-racist.  All staff will be required to attend at least one reflective session to reflect on the learning shared during the Education session. Provider(s) should factor in virtual delivery and to those staff who do not have IT equipment (approximately 600-700 staff).  There will be a maximum of 12 participants per session and managers and staff will be asked to join separate sessions. | **Up to £20,000** |
| **Lot Number: 4**  **Manager support​ 600+ manager (50 sessions)**  Maximum of ​15 managers per session. Provider(s) will be expected to deliver a minimum of 50% of all sessions and Camden staff will be trained to deliver the remainder.  These sessions will focus more on how managers - across the system – can bring anti-racist practice to their work. This will include their role as line managers but also their ability to apply their knowledge of anti-racism to bring about systemic change.  Our expectation is that managers will attend a Manager support session in addition to an Education session and at least one reflection session. | **Up to £30,000** |
| **Lot Number: 5**  **Evaluation and impact**  We welcome suggestions/ideas for how we measure the impact of this programme. Some of the outcomes we would like to measure include:   * Number of staff who engage with the learning offer * Whether understanding of racism and its impact in the workplace has increased as a result of the learning offer * Whether staff feel more able to actively challenge racism in the workplace and outside * Have staff been able to apply their learning to their job or way of working, if so, how   Providers may choose to collate this insight in different ways including via, surveys, focus groups etc. We are open to receiving alternative suggestions.  Our intention is that the outcomes of this assessment will help inform the overall evaluation of the actions set out in the Race Equality Action Plan. | **Up to £7,000** |

**Criteria for tender and evaluation**

The award criteria will be as follows

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **High Level Award Criteria** | | | | | | |
| Criterion | | Percentage weighting | | Method for testing | | |
| **Quality** | | 100% | | Stage 1:   1. Proposal via Quality Criteria Submission Form (Appendix 1)   Stage 2:   1. Interview 2. Taster sessions | | |
|  | | | | | | |
|  | **Percentage weighting** | | **Method for testing** | | | |
| Stage 1 | | Stage 2 | |
| **Quality area** |  | | Proposal | | Interview | Taster sessions |
| Approach to development and collaboration | 20% | | **10%** | | **5%** | **5%** |
| Knowledge and capability | 30% | | **5%** | | **15%** | **10%** |
| Diversity and inclusion | 10% | | **10%** | |  |  |
| Bid proposal for each lot  (each lot will be assessed separately) | 40% | | **20%** | | **20%** |  |

The evaluation panel will use the following scoring key when scoring each quality Award Criterion:

|  |  |  |
| --- | --- | --- |
| **QUALITY SCORING CRITERIA** | | |
| **Score** | **Description** | **Definition** |
| 0 | No response | No response or response completely fails to address the question, or the response is considered generally irrelevant to question |
| 1 | Poor | The response contains some major weaknesses or omissions that would impact delivery of the requirements of the question |
| 2 | Weak | Response is incomplete or contains minor weaknesses or has omissions that may impact on delivery of the requirements of the question |
| 3 | Good | The response meets all requirements of the question |
| 4 | Strong | The response exceeds the requirements of the question, is clear and presents strengths in key areas, with no material weaknesses or omissions |
| 5 | Excellent | The response exceeds requirements of the question in all areas, demonstrates significant strengths and significant added value |

The score out of 5 will be converted to a weighted score. For example, ‘Diversity and Inclusion’ is worth 10% at stage 1. If a response was scored 4 (for a ‘Strong’ response) the weighted score would be:

Weighting x (Response Score ÷ 5) = 10% x (4 ÷ 5) = 8%

Our expectation is that we will shortlist bidders at Stage 1 of testing and we intend to use the responses submitted via the Quality Criteria Submission Form (Appendix 1) to evaluate bids. We intend to shortlist a minimum of 4-6 organisations for a virtual interview and taster session. Bidders will be informed of this decision by Friday 8th January and those who are successfully shortlisted to Stage 2 will be invited to complete an interview and taster session in the week commencing 25th January 2021 (dates to be confirmed).

In the quality criteria submission form bidders will be expected to indicate the cost and timescales associated with their proposals. All bids will be evaluated based on the quality; however, we are keen to explore the costs and timescales associated for the design and the delivery of each lot recognising that this will differ by organisation and their capacity to deliver the work. We expect these to fall within the timescales and pricing ranges set out in this brief.

**Following the appointment of the provider(s), we expect the project to follow these timescales**

February:

* Development and design of the learning offer in collaboration with insights from key stakeholders
* Development and design of the train the trainer programme
* Test and trail of content with staff groups

March-December:

* Organisational wide delivery of learning offer
* Delivery of train the trainer programme
* Building in-house skills and capability to deliver learning offer

**Scale**

We are looking for this offer to be delivered across the organisation, to all Camden’s staff. An approximation of employee numbers is provided below:

|  |  |
| --- | --- |
| Employee group | Numbers |
| Total Staff (including managers) | 4267 |
| Managers | 850 (approx.) |

**Further Information**

**Soft Market Test**

Leading up to the launch of this tender we delivered a virtual soft market test on Wednesday 11th November where we consulted with eighteen specialists in the field of diversity and inclusion.

See Appendix 2a for the slide deck shared with attendees and Appendix 2b for a summary of the session.

**Camden Council’s workforce**

For more information about the Council’s workforce see Appendix 3 for the Annual HR Update 2020. This annual report provides an analysis of the Council’s workforce profile and an overview of work undertaken during 2019/20. Key areas covered include workforce inclusion, resourcing, future talent, pay and reward, organisational development, health and safety, and an update on our resident workforce in Appendix A of this report.

The report also includes an overview of the impact of Covid-19 in each area, the steps taken as part of our organisational response and how this has led to reimagining the future of work going forward.

**Procurement process**

The evaluation process for this tender will be carried out in three stages to ensure the provider(s) selected for this work meet the relevant criteria.

* Stage 1: this involves a round of shortlisting based on the information the bidders have supplied in their formal brief, answers to the quality questions and pricing schedule.
* Stage 2: the bidders will be invited to a virtual interview to assess whether they meet the eligible criteria. Bidders will be expected to deliver a virtual taster session demonstrating a version of the content proposed by the provider in their initial brief to a panel of staff members from across the organisation. Bidders will be paid for this time.

It is our intention to carry out this evaluation process by beginning of February and we expect to award the contract following completion of all stages. Providers should be available to begin the development of the learning offer in February.

**For submission**

In line with the information that has been shared as part of this tender, please submit the following document via email by **12 noon on Monday 4th January 2021**:

1. The Quality Criteria Submission Form (Appendix 1)

If you have any questions about this tender or the documents supplied please contact the Learning and Development Team at [learning@camden.gov.uk](mailto:learning@camden.gov.uk)