

# Waltham Forest: Addressing our Ethnicity Pay Gap

## SPECIFICATION FOR CONSULTANCY SERVICES

### 1. Introduction

Waltham Forest is a diverse and exciting North East London Borough, rich in culture, heritage and creativity. Approximately 69% of our 280,000 residents are from a minority ethnic background and nearly 20% are from black ethnic groups.

The power of our community saw Waltham Forest crowned the first ever London Borough of Culture in 2019. Throughout the year, our residents and staff volunteered, told their stories and heard the stories of others, they expressed their individual and collective identities. Our year was a celebration of everyone that lives here and its legacy will continue to inspire the journey towards cohesion and opportunity for all.

Waltham Forest is a place where, on the whole, people feel they belong and are actively supporting one another, but as the 12<sup>th</sup> most deprived borough in London we know there is much more to do to bring about genuine equality and opportunity for all. Through our Life Chances programme, we are already addressing some of the barriers our residents can face and in early 2020 we held the world's first Citizens Assembly on tackling hate, where residents from all backgrounds worked closely to develop proposals to ensure everyone here can feel welcome and able to thrive.

We also have a duty as an employer and as an organisation we employ approximately 2650 people, of whom around 1200 are borough residents and 1484 are from BAME backgrounds.

We have a mean ethnicity pay gap of 15%. This is largely caused by BAME groups being overrepresented in the lowest pay quartiles. We are therefore developing an Ethnicity Pay Gap strategy.

**We are looking to commission a partner who will work collaboratively with council staff to explore the reasons and lived experiences behind our ethnicity pay gap and co-design a set of recommendations to address it.**

## 2. Strategic Context

In June 2019, our first [gender pay gap](#) strategy was published. It was developed in collaboration with staff and set out a series of actions required in the first year that aimed to improve the working experience of women employed by Waltham Forest Council. It recognised that while the structural make up of the Council meant that the pay gap itself would take much longer to reduce, front line staff were significantly impacted and some basic practises and standards needed improving or implementing in order to drive change.

Staff also agreed that a key action required to help tackle our gender pay gap strategy was to develop a separate strategy to tackle our ethnicity pay gap.

The tragic murder of George Floyd in May and the subsequent Black Lives Matter protests brings into stark focus the importance of making sure what we do makes lasting and real change. We have a pressing duty to address any inequalities and unconscious bias that may be impacting our BAME members of staff at work. We also have a duty as a major employer in Waltham Forest, to ensure all our residents can access opportunities to work for and train with us.

We will be running a staff survey that seeks to understand what barriers to progression, inclusion and equality exist in this organisation. A detailed analysis of all the data we have available is being carried out and we anticipate will show the main quantitative factors behind our pay gap. Our BAME staff network is growing and will play a key role in all initiatives related to race equality at work such as our mentoring and reverse mentoring scheme. Most recently they have been involved in the selection of a training provider to deliver mandatory sessions for all managers on unconscious bias and how it can impact their decisions and relationships at work.

Behind all of this, as a local authority, we are completely reassessing how and where our workforce operates in a post-Covid world. The ongoing pandemic impacts operations in a major way but it also impacts how we develop and engage our staff, how we recruit and train, and how we support good health and wellbeing. Any strategies involving staff will need to consider the changed and ever-changing working environment that now exists.

## 3. Project Scope

We are seeking a provider who can look at all the data and findings behind our ethnicity pay gap and empower our staff to decide how the organisation should address them. Whether this is done via focus groups, hackathons, workshops or assemblies, we want to see our staff enabled to make informed and inspired choices about what action needs to be taken in tackling our ethnicity pay gap and improving the working experience for our BAME employees.

The successful provider will be experts in diversity, equality and collaborative design. They will be knowledgeable of innovative practise in the field and have a track record of inspiring positive, impactful action. They will be experienced facilitators of emotive and sensitive

discussions, able to put all participants at ease with one another and create safe, respectful spaces.

Following the process of developing recommendations with staff there is potential to broaden the successful provider's scope to the production of the final strategy. Expectations and costs would be agreed at the time.

## 4. Deliverables

Deliverable	Expectations
<b>1. Exploration sessions with staff on any key findings/evidence from our in-house data analysis and staff survey</b>	<ul style="list-style-type: none"> <li>Any content shared with staff to be presented accessibly and creatively</li> <li>Safe and confidential spaces are provided for staff to share their experiences, concerns and ideas for change</li> <li>Discussions to be focused and facilitated sensitively</li> <li>Where necessary, session/s to be tailored to the topic of discussion or the staff groups participating</li> <li>Staff to be representative and/or stakeholders in the topic of discussion</li> </ul>
<b>2. Report of any further findings/evidence found from Deliverable 1</b>	<ul style="list-style-type: none"> <li>Confidentiality of staff members to be protected</li> <li>Presented concisely and thematically where possible</li> <li>Finalised in time to inform the development of recommendations with staff</li> </ul>
<b>3. Recommendations development/design activities with staff</b>	<ul style="list-style-type: none"> <li>Informed and driven by key findings from Council research and deliverables 1 and 2</li> <li>Creative and innovative methods and tools should be used to enable the development of impactful, informed and inspired recommendations</li> <li>Safe and confidential spaces are provided for staff to share their ideas and concerns</li> <li>Staff engaged must be largely representative of those impacted by the pay gap</li> <li>The Council's BAME staff network must be engaged</li> <li>Non-BAME staff should also be well engaged to ensure the recommendations are understood and owned by the whole workforce</li> <li>Staff at all levels should be enabled and inspired to collaborate in the development of the recommendations</li> </ul>

	<ul style="list-style-type: none"> <li>• Trade union representatives should be consulted during this process</li> </ul>
<b>4. A set of clear recommendations on how the organisation should tackle the ethnicity pay gap</b>	<ul style="list-style-type: none"> <li>• They must have been built on findings from all research carried out by the Council and the provider</li> <li>• Recommendations must be co-designed and agreed by staff</li> <li>• They must be achievable with clarity on accountability</li> </ul>

Our contract will set out that all content and materials created through the commission will be the intellectual property of the London Borough of Waltham Forest (excluding any materials that are already the intellectual property of the provider).

## 5. Project Management and Ways of Working

The review will be sponsored at the highest levels of the council. As such, the providers should anticipate delivering in a highly responsive and iterative manner. The provider will be expected to consider and build this into quoted costs for delivery.

We may require the provider to engage with and present directly to our Management Board, attending regular meetings at the Council.

The work will be sponsored by the Strategic Director of Corporate Development acting as the project SRO.

We expect a highly collaborative approach, working closely with the provider throughout the duration of the project. In particular, we require the provider to work collaboratively with workforce and our Corporate Development department.

The provider will be responsible for all aspects of delivery, but the Council will engage to support with introductions to staff, providing access to information, arranging meetings and making internal governance arrangements, and other tasks that will ensure the smooth running of the project. A member of Council staff will be the internal 'lead' on the project and will act as the main point of liaison between the provider and Council throughout.

A project kick-off meeting will outline and agree project management expectations. As a minimum we expect the provider to provide updates on progress to the internal 'lead' for the project once a week, as well as immediately highlighting any challenges or risks to delivery if they arise.

## 6. Budget

The council has budgeted £15k for this project.

## 7. Timeline

The project will commence at pace from September with all deliverables completed by mid-October. The timetable for commissioning is set out below:

Activity	Deadline
Specification issued	20 <sup>th</sup> July 2020
Deadline for questions	2nd August 2020
Deadline for Council to provide answers	5 <sup>th</sup> August 2020
Deadline for submission of tenders/quotes	9 <sup>th</sup> August 2020
Proposed Interview Date	w/c 17 <sup>th</sup> August 2020
Project kick off meeting	w/c 24 <sup>th</sup> August 2020

## 8. Instructions and Evaluation Criteria

- Providers wishing to quote for this work should submit written responses via ProContract by no later than **23:59 on Sunday 9<sup>th</sup> August 2020**.
- Providers should limit their responses to six pages of A4 (12 sides) including any diagrams and appendices, plus a further page of A4 (two sides) for CVs. Information outside of these limits will not be considered.

Following evaluation of written responses, a maximum of three providers will be shortlisted and invited to interview.

Responses will be assessed using the criteria set out below:

### Quality (70%)

- Approach (20%)
  - Please describe the approach you would take to delivering this assignment, drawing on your experience of delivering previous assignments of relevance.
  - Please pay particular attention to how you would ensure the recommendations are co-designed with staff are driven by data and insight and rooted in our specific context.
- Ideas and innovation (20%)
  - Please describe how you would bring new ideas, fresh thinking and innovation to the delivery of this assignment, drawing on your experience of doing so for similar assignments elsewhere.
  - Please describe how you would work with the council to select the innovations and new ideas it would be most beneficial to prioritise.
- Delivery methodology and milestones (15%)
  - Please provide a high-level delivery plan for the duration of the assignment, including key milestones and decision points.
  - Please set out the key issues and risks you expect to encounter, and how you will ensure these are appropriately managed and mitigated.

- Delivery team (15%)
  - Please provide details of the all the individuals you would allocate to delivery of this project.
  - Please explain how the team's collective qualifications, skills and experience will ensure this assignment is successfully delivered.

Price (30%)

- Please provide a breakdown of your costs, including the number of days you expect each member of your team to spend on this assignment and, for each individual, their cost per day. Note: all prices are to be exclusive of VAT and inclusive of all other costs, including travel and expenses.

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