

# METRO Charity Invitation to Tender

## Race Equity Training Delivery

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## Introduction

This invitation to tender welcomes external providers to submit a proposal for the design and delivery of training for METRO Staff and Volunteers. The delivery of these Race equity sessions will form phase 2 of the training component of METRO's ambition to further develop existing work previously carried at the charity. It follows on from initial work done internally with that of an external provider, allowing us to continue to create an anti-racist culture and working practices.

This is an invitation to individuals and organisations to submit proposals for the development and delivery of the planned next stage of Race Equity training. The proposed sessions will be for staff and volunteers who have, to date, not undergone previous METRO race equity training and to facilitate racial affinity groups to increase the racial literacy of those who work at METRO. Each proposal will be considered on its merits, how it proposes to achieve set outcomes and its ability to meet and anticipate METRO's requirements and desire to continue to enact a lasting, multi-faceted organisational cultural change.

Although cost is a key consideration, it is not the determining factor on which a proposal will be chosen. More weighting will be given to proposals that demonstrate experience, knowledge, training and development skills and an ability to meet METRO's individual needs. This decision process includes a shortlisting process and possible consultation meeting to clarify information in a submitted proposal followed by an interview by a panel of key staff from across the charity.

## Training Objective

### METRO Charity overview

METRO Charity is a diversity organisation with approximately 90 staff members and 70 volunteers and trustees that engages with a very diverse client base across 5 domains: Sexual and Reproductive Health, HIV, Mental Health and Wellbeing, Community, and Youth.

As a charity, METRO's vision is for a world where diversity is celebrated, difference respected and valued, and where optimum health and wellbeing for all is a collective goal. This is achieved through working collaboratively with our staff, volunteers, users, partners and supporters to make a difference to people's lives, champion equality, nurture aspiration, embrace difference and challenge others to do so.

We promote health and wellbeing through our transformative services to anyone experiencing issues relating to sexuality, gender, equality, diversity and identity, and use our unique insight from these services and our diverse heritage to influence decision makers and effect positive change.



In response to several highly publicised events that exposed the continued impact of systemic racism, existing health inequalities and the current cost of living crisis, METRO initiated actions to develop its ethos and desire to operate as an anti-racist charity. We are committed to recognising and confronting inequalities and discrimination within the organisation, and to act. We strongly believe we have a responsibility to ensure that all staff, volunteers and service users are supported with equity and that any disparities based on race and ethnicity are eliminated. One of the agreed commitments is to develop and implement a sustained and responsive Race Equity training programme for staff, trustees and volunteers.

### Overarching aim

METRO engaged the services of external consultants and commenced an initial process of discovery, consultation with staff and delivery of Race Equity training with the Trustees, senior and middle managers. This initial discovery phase was completed over the past 12 months to better appreciate and map the depth and impact of the historical, current and potential future discriminatory practices, bias, and experiences of racialised staff at METRO. This phase aimed to build a foundation point for our anti-racist journey. The outcomes of the beginning of the process have been summarised in an interim report and recommendations. The interim report is available on the METRO website; [Race Audit Report | METRO Charity](#) .

### Next phase intention

The aim of the next phase is to continue building on the initial work and ensure all staff and volunteers are supported in developing their awareness of the dynamics of racism and how it plays out systemically, individually and within our organisation. It is imperative that any proposed Race Equity training allows the organisation to continue to holistically create an anti-racist culture and approach in line with METRO's mission, vision and values. METRO is clear in its responsibility to ensure a continued and supportive approach to address race equity and disparities within the organisation. METRO considers it fundamental to acknowledge and address the impact of race inequality, particularly the intersections of race, sexuality, gender, disability and wellbeing.

### Initial race equity action plan

In the summer of 2020, METRO implemented a Race Equality Action Plan (REAP) that arose from pan-organisational consultations. The REAP included a range of recommendations, some of which are relevant to a training expectation.

- METRO has a responsibility to ensure that all its staff, volunteers and service users are supported with equity and that any disparities based on race and ethnicity are eliminated, and this Action Plan is the first step towards this collective goal. METRO also has a responsibility to ensure that racialised staff and volunteers have



confidence that any issues of race inequality or disparity are being genuinely addressed.

- Develop and deliver a training agenda on issues related to: History of racism, unconscious bias, anti-racism, White privilege
- Developing forums for the ongoing discussion of race and intersectionality

It is anticipated that the next phase of Race Equity training will support recommendations by staff groups and those set out in this REAP. It is also anticipated it will respond to additional recommendations that arose through the completion of the initial discovery phase of the race equity work done by the external consultants. This next phase aims to support the growing cultural shift that has been initiated and to offer opportunities for staff and volunteers to reflect, engage, build ownership of and be empowered by this change. The training offer proposed should be anticipatory, where possible, and sensitive to the needs of the staff and volunteers. The overarching role of any race equity training delivered at METRO is that it responds appropriately to needs, and concerns, and that the wellbeing of staff and volunteers, are considered paramount.

## Outcomes required by METRO

Please note, it isn't essential that racialised team members engage with any of these required outcomes, unless they individually determine they wish to do so. METRO recognises there is potential to cause further harm throughout this essential process of change for the organisation, and as such there is no requirement for these staff to participate, but rather they are kept informed of what is being offered and that their attendance should remain a personal choice.

### Race equity training initiated

This procurement process follows the initial work carried out by external consultants in 2022 where race equity training was delivered to the Board of Trustees, senior managers, other managers and a few coordinators that oversee some staff or volunteers. This discovery phase and initial training culminated in a structured and supportive release of an Interim Race audit report to all staff and volunteers in March 2023.

### Required next training sessions

Initial race equity training for staff who have previously not attended sessions at METRO during the first phase of this project. This will predominately be front-line staff and volunteers. It is anticipated that this is a group of approximately 60 staff and 60 volunteers. This group would also be mixed in terms of race, understanding and role level from across the charity. The varying needs of attendees should be anticipated in terms of content delivery so that sessions cater for all levels of understanding and awareness of race equity.



## Additional facilitation of racial affinity groups

METRO requires the management and facilitation of smaller staff groups based on racial affinity. These groups are desired to further the learning experiences, both existing and gained from race equity training.

Efforts should be made to reflect on the impact for attendees that the race and ethnicity of facilitators may have, and attempts made to match the make-up of the groups where possible. Facilitators should ensure racialised staff feel both supported, safe and welcome to engage in their chosen group. METRO is strongly encouraging of an intersectional approach, and the diversity of intersecting identities beyond race and ethnicity across staff should also be a consideration.

Additionally, although POC staff are encouraged to take part in the race affinity work, the content of sessions may need to vary greatly from other affinity groups. For all groups there should remain an element of support and building safe spaces for effective learning to be possible.

The outcome of the proposed racial affinity groups is a continuation of the learning gained from training. By running affinity groups based on race and facilitated by trainers the intention is to offer peer learning in a supportive space that allows staff to continue their learning process to further METRO's endeavour to become anti-racist. Following on from race equity training staff would benefit from smaller, self-defined race affinity groups that encourage peer-to-peer learning, developing individual racial literacy and supportive of the needs of racialised staff, volunteers and service users. The number and content of sessions should be agreed by the group's participants, although facilitators should manage the groups, guide the learning experience and make suggestions for potential content and discussion points. It is anticipated that for initial group sessions, this will be more heavily facilitator led, but as the group grows in confidence, they should work towards becoming peer-led and self-sustaining.

## Content, structure and delivery of proposals

On completion of the procurement process the chosen trainer/s delivering the Race Equity training will need to support their proposed approach by creating a delivery plan to be agreed on in consultation with key individuals at METRO. It should cover training content, structure and delivery, and be outcomes focused. Delivery decisions such as these will be agreed through a collaborative process and will require continued communication with identified individuals to ensure training content meets the needs of staff and volunteers and is able to be completed within a clear time frame. Delivery plans should consider attendee numbers for each session, in-person, online and hybrid delivery requirements and the need to offer some sessions out of regular work hours for volunteers. Additional meetings will be



required to be included in the delivery plan to include points for review and feedback to ensure the training continues to meet the learning outcomes agreed.

Careful consideration of the final training content agreed is required to ensure the Race equity training is embedded as part of METRO practice, policies and procedures ensuring a robust, sustainable approach that supports METRO's intention to continue to foster a cultural shift. It is recommended that a preliminary proposed delivery plan be included as part of any tender for this work and that it would include consideration of structure, approach and additional time required for the design, preparation, collaboration and delivery process. The proposed delivery plan should be costed against outcomes.

The wellbeing of staff and volunteers is a high priority, so this should be a key factor in any submitted proposal and how this will be anticipated and addressed should be clearly explained. This may include how training groups are structured and preparation for how distress of attendees, both during or outside of a training session, can be mitigated. It is vital that staff and volunteers continue to feel their workplace is a safe environment where they are valued and don't feel judged or experience discrimination. Should discrimination occur, they feel able to communicate this, be supported appropriately and be confident in the response. METRO recognises there is inevitable discomfort when engaging in processes when working towards becoming an anti-racist organisation and as such, expect this to be considered and responded to in all training proposals.

The following are some content suggestions for consideration in terms of sessions that may be delivered. This list is neither complete nor compulsory for inclusion in the training proposal being offered, but rather suggestions for consideration.

- History of racism and anti-racism education
- Systemic and structural racism
- Race equity and disparities, health and wellbeing inequalities
- Encouraging anti-racist approaches in an organisation
- Being anti-racist, working in an anti-racist organisation
- Unconscious bias
- White privilege and White fragility
- Embedding intersectional approaches
- Consideration of class, faith and culture in working with clients – culturally specific support
- Addressing language use and micro-aggressions
- Being active allies
- Case studies from other similar charities that have completed anti-racism work



In making the final decision, the trainer or organisation isn't required to cover all areas of the content as partnerships or delivery of different content areas by different parties will also be considered.

As METRO, staff work in varied sites, the location of sessions needs to be a consideration. Our 2 main offices are based in Woolwich and Lewisham. In addition, the trainers will need to work with the Training and Development manager to oversee IT needs, attendance, communication, rooms and resources requirements and proposed training dates.

## Following the awarding of the project

### Training administration

It is proposed that METRO would like to start the delivery of training session by May and end this part of the process by August 2023. The availability of facilitators to complete this work within the time frame will be considered as part of the shortlisting process.

Submissions should clearly set out an anticipated delivery plan for sessions, which will be considered, but beyond the awarding of the tender the finalised number, frequency and types of sessions delivered over that agreed time period will remain with METRO Charity.

Following an initial consultation, it is anticipated that sessions will be delivered either in person at METRO's offices, hybrid or online for staff members and within regular working hours. It is recognised that different training arrangements may be required for volunteers. The composition of attendees for each session should be taken into consideration to ensure the needs of the groups are met. Attention should be paid to the length of sessions and or how proposed sessions will flow and fit with each other to form part of a wider strategic framework for the entire organisation.

As sessions may be distressing for some, please consider how this can be mitigated. METRO Charity considers the wellbeing of all staff to be a high priority.

It is essential that all sessions include evaluation and feedback opportunities. This should be designed by the trainer in consultation with and approved by METRO Charity. Attendance records should be maintained, and any observations made in training sessions communicated with the Training and Development Manager in a debrief meeting.

This proposed training and approach is outcomes-based, and consideration for how this will be evidenced is essential. A process that measures and evaluates the impact of the training could be included. Regular opportunities for review should be in place in the final agreed training delivery plan. All information gathered from reviews, feedback, evaluations, training session observations, attendance and any additional data should be communicated to the Training and Development Manager.





A final report with future recommendations would be requested to assist in determining how to take the process forward and support our organisation to continue to develop a sustainable approach to race equity for METRO. The format of this final report can be determined by the trainer; however, METRO is strongly encouraging of the use of more accessible formats, particularly visual, including film/video. It may be helpful to discuss options with the METRO's Director of External Affairs.

During the project, any requests or questions by trainers should be directed to the Training and Development Manager.

## Submission requirements

Any requests for additional information, clarification or to further discuss any of the points from this invitation to tender process to provide this training can be directed to:

**Training and Development Manager.** [shari.norman@metrocharity.org.uk](mailto:shari.norman@metrocharity.org.uk)

Please email submissions detailing your proposed approach to the delivery of Race Equity training for METRO Charity in writing to:

[recruitment@metrocharity.org.uk](mailto:recruitment@metrocharity.org.uk) by **9am Tuesday 11 April 2023**. Following submission, a shortlisting process will follow, and it is anticipated that interviews will be held in the week beginning **17 April 2023**. Please inform us if you will be unavailable for interview in this week.

METRO Charity will conduct the shortlisting and interview process by a panel from across the organisation and may require additional information or an explanation of your proposal during interviews to make the best decision. It isn't essential to meet the trainers during the interviews. It would assist the shortlisting process if information about intended trainers or facilitators is included in your submission.

### Proposal content

Your submission can be as detailed as you choose but **must include:**

- A clear proposed timeline for delivery
- Key actions with suggested dates
- Training budget, including a breakdown of all costs by output not by input
- Number, frequency and types of sessions
- Proposed training sessions with brief content/outcomes suggested
- Proposed outline for racial affinity group facilitation
- Potential overall learning objectives and outcomes
- Number of sessions and how the delivery and costings will cover all staff and volunteers



- Contingencies for engaging attendance from 85% of the approximately 80 attendees
- Experience and knowledge of proposed trainers. Including knowledge of academic research in relation to race and EDI in the workplace and how this will be incorporated into the training.
- Indication of any previous delivery experience in line with the content in your proposal, with feedback, testimonials or references. Include 2 references in your submission.

If your submission offers to deliver the proposed work in part or in partnership, please be explicit as to which are your respective areas of expertise, delivery and if any content areas need to or will be sourced from other trainers or organisations. This will not negatively impact you in METRO's consideration of your submission as it is anticipated that there may be a need for expertise to be accessed from a range of areas to ensure a more comprehensive approach.

#### Outcomes expected to be achieved by proposals

Submissions will be scored against a framework of criteria that demonstrates its ability to take into consideration and work within the parameters of METRO's time frame, expectations and required outcomes.

#### Scoring submissions

All submissions will be considered and graded in the following areas:

- Achievement of the Outcomes and agreed criteria
- Cost for delivery
- Experience, skills and knowledge of trainers/facilitators
- Overall concept for the proposed training
- How well the proposal meets METRO's specific needs in relation to (a) staff and the resulting competencies and (b) the impact this work will have on the staff's ability to meet the needs of METRO service users.

Submissions should include 2 references from previous organisations where similar work has been delivered and feedback from attendees that demonstrates an ability to meet similar criteria.

## Decision process

METRO's award decision will be made on the basis of cost and quality of each proposal submitted. Each proposal will be assessed via scoring how the submission meets set criteria and at interview stage.

Proposals submitted will be assessed, scored and short listed by the following criteria.



## Submission criteria

Key theme	What we are looking for	Weighting
Cost for delivery	<ul style="list-style-type: none"> <li>• Realistic proposal costs</li> <li>• Considerations made for additional costs – travel, prep and administration including meetings, report</li> <li>• Costs dependant on outputs rather than inputs</li> </ul>	30%
Experience and training skills, knowledge	<ul style="list-style-type: none"> <li>• Appropriately skilled and experienced trainers/facilitators</li> <li>• Ability to cover all proposed sessions – preference is in person delivery but some online/hybrid may be required</li> <li>• Clear demonstration of awareness of intersectional approaches, equalities and diversity</li> <li>• Skill in holding safe spaces, offering appropriate support and experience/knowledge of mental health and managing trauma in sessions</li> <li>• Flexible approaches</li> <li>• Awareness of a varied audience and ability to respond to attendee needs – including those who are neurodivergent, disabled</li> </ul>	15%
Proposal concept	<ul style="list-style-type: none"> <li>• Demonstrates experience and success in delivering similar work</li> <li>• Understanding of the nuances of charity work and structures reflected in the proposal</li> <li>• Proposal demonstrates a complete concept as a discrete piece of work that is following on from initial work and will be easily followed by other endeavours in this area to be done at METRO in the future</li> <li>• Clearly addresses the outcomes set out in the invitation to tender</li> <li>• Clearly shows how the communication between METRO and the trainers/facilitators will be maintained</li> </ul>	30%
Capacity	<ul style="list-style-type: none"> <li>• Demonstrates an awareness of METRO timescales and ability to meet these needs</li> <li>• Clear plan of how these outcomes will be achieved in the timelines</li> </ul>	10%
Understanding of needs	<ul style="list-style-type: none"> <li>• Clear plan of how to work with staff and volunteers</li> <li>• Demonstrates an understanding of the differing needs of volunteers</li> <li>• Innovative ideas and approaches</li> <li>• Clear links to the priorities, values and approaches of METRO</li> </ul>	10%



Credibility of delivery	<ul style="list-style-type: none"> <li>Examples of where similar work has been delivered and feedback from attendees that demonstrates an ability to meet similar criteria</li> </ul>	5%
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### Submission scoring grid

Score	
0	There is no response to this area evident in the proposal
1	An attempt has been made to address, but does not meet requirements or does not cover most essential points
2	The proposal partially meets requirements and covers some essential points
3	The proposal meets the requirement outcomes, covers all essential points
4	The proposal exceeds requirements, covers more than the desired essential points and demonstrates a clear awareness of METRO's needs for this piece of work
5	The proposal will add significant value, covers more than the essential points, giving clear thorough examples and references, shows insightful awareness of the needs of METRO and has illustrated how value will be added