

GLA Ethnicity Pay Gap Action Plan 2019 Progress report

This report provides a detailed update on our progress against the 2019 Ethnicity Pay Gap Action Plan.

Overall of the 18 actions in our 2019 plan, 8 have been completed and removed from the plan as they are now firmly established and embedded in our ways of working. Five actions have been updated and expanded for inclusion in our 2020 plan to provide further stretch. A further three actions in relation to recruitment practice, have been retained or replaced to ensure continued focus on this important area. We have carried forward two actions relating to talent management relating to programmes of work that were delayed due to Covid 19. We have also added 15 new actions to our 2020 plan to ensure we continue to drive progress on race equality.

Highlights of progress over the last year include

- Increase in the representation of Black, Asian and Minority Ethnic staff of 3% in a single financial year to 30% of all staff, which is the highest percentage for the GLA to date. Overall there are 27% more BAME staff in the GLA than a year ago.
- The representation of Black, Asian and Minority Ethnic senior staff (defined as at Grade 12 and above) also increased by 1% to 14%.
- Trialling different approaches to recruitment including using outreach and open day activities and steps to increase the ethnic diversity of applicants. The number of external BAME applicants has increased from 37% to 42%, shortlisted applicants increased from 29% to 37% and the number of external recruitment appointments from BAME groups increased

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from 32% to 39%. These improvements are extremely positive, they are the highest figures across all stages since reporting started in 2010.

- Launched a positive action talent programme for Black, Asian and Minority Ethnic staff. The aim of the programme was to identify high-potential Black, Asian and minority Ethnic Staff in the organisation and provide insights into strengths and development areas. A programme of bespoke development is underway to support the development of this cohort in line with succession needs. 86% of participants are Black, Asian and Minority Ethnic Women.
- Running a second cohort of *Our Time*, the GLA Group's sponsorship programme, pairing highly talented women with champions at a senior management level to facilitate the progression of more women into senior management roles. For this second cohort, 50% of places were reserved for Black, Asian and Minority Ethnic Women, disabled applicants were guaranteed an interview and lesbian, bi, and trans women encouraged to apply. 53% of participants are Black, Asian and Minority Ethnic Women, 15% disabled and 15% LGBTQ.
- Rolling out *Inclusive GLA*, an organisation-wide conversation about unconscious bias and how we can mitigate its impact.
- Continuing to work closely with all staff networks, including the Black, Asian and Minority Ethnic Network and Unison

The table below shows our achievements against the 2019 actions, and where actions have been carried forward to the 2020 plan.

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	D&I Action Standard	Action	Owner	Timeframe	Progress against 2019 Plan
1	Diversity Foundations	Chief Officer acts as Diversity Sponsor with organisational	Chief Officer, CMT	Throughout the life of this plan	This action has been achieved and embedded in our ways of working.

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		<p>accountability for diversity and performance against any workforce aspirational objectives. All Corporate Management Team (CMT) members to sponsor a different area of equality and diversity both internally and externally.</p>			<p>The Chief Officer, Mary Harpley is the GLA D&I champion.</p> <p>Mary leads the Diversity and Inclusion Management Board which oversees all internal workforce diversity activity. She also holds CMT and SMT to account for performance against their diversity objectives</p> <p>All staff networks have both Mayoral and Executive sponsors.</p> <p>Guidance for Staff Networks was agreed by the Diversity and Inclusion Management Board in June 2020 and sets out the role description for Chairs, Vice-Chairs, Mayoral and Executive Sponsors.</p>
2		<p>All SMT members to have an annual appraisal objective on</p>	<p>HR&OD and CMT</p>	<p>Objectives were set in November 2018 for review</p>	<p>This action has been achieved and embedded in our ways of working.</p> <p>The Chief Officer has held 1:1 meetings with all Executive Directors and Assistant Directors, to agree</p>

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		<p>diversity, specific to their role, for which they are accountable. Progress to be reported to the Diversity and Inclusion Management Board.</p>		<p>through the 2019-2020 performance cycle</p>	<p>specific objectives that contribute to the Inclusive London workforce diversity objectives and address the issues specific to their business unit – linked to the Diversity and Inclusion Action Plan.</p> <p>These objectives have been carried forward to the 2020 appraisal period as objectives for the current year.</p> <p>As was the case in 2019, the Chief Officer will meet 1:1 with SLT to discuss their D&I objectives</p> <p>New actions (Action 4) have been added to the 2020 plan to provide further stretch.</p>
3	Workforce Transparency	<p>Introduce workforce aspirational objectives for under representation of BAME staff at organisational, Grade 10 and above, and Senior Management Team levels.</p>	HR&OD	By Mar 2020	<p>We continue to make progress against this action.</p> <p>Corporate Health Performance Indicators, with targets for representation of BAME staff, are monitored by CMT quarterly.</p> <p>Analysis of BAME workforce, pay and recruitment data is monitored routinely by CMT and the GLA presents workforce reports to the London Assembly's Oversight Committee on a six-monthly basis for scrutiny.</p> <p>Unit heads are responsible for reviewing representation at a local level and have developed</p>

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				<p>unit diversity action plans to improve representation. SMT members have also been set diversity objectives to be assessed through the performance appraisal process.</p> <p>Aspirational targets will be reviewed yearly.</p> <p>The representation of Black, Asian and Minority Ethnic staff:</p> <ul style="list-style-type: none">• At all staff level has increased by 3% during the financial year 2019-2 to a record population of 30% of all staff• At G12+ has increased by 1%• At SLT level has decreased by 3% to 13% <p>The Workforce Report, published on 14 July 2020, reports on the representation of Black Asian and minority ethnic staff, disaggregated by overall ethnic group and by grade and salary group</p> <p>This action has been updated for 2020 to provide further stretch (Action 5 2020 plan)</p>
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4	Recruitment	Develop a pool of GLA BAME staff trained specifically to participate in interviews at any level. Work with the GLA Group to maximise the pool of BAME interviewers.	HR&OD	Complete	<p>This action has been achieved.</p> <p>The GLA has trialled different approaches to recruitment including using outreach and open day activities and steps to increase the ethnic diversity of applicants.</p> <p>The number of external BAME applicants has increased from 37% to 42%, shortlisted applicants increased from 29% to 37% and the number of external recruitment appointments from BAME groups increased from 32% to 39%, as at 31 March 2020. These improvements are extremely positive, they are the highest figures across all stages since reporting started in 2010.</p> <p>The GLA has ensured that diverse panels have been appointed for large scale recruitment, for example recent Housing and Land recruitment where they ensured:</p> <ul style="list-style-type: none"> • Applications were made by CV and covering letter • All panellists were trained • Drop-in Q&A sessions were held with the Workforce Equality, Diversity and Inclusion Manager • At least 2 interview panellists shared a protected characteristic • Weekly diversity reporting of recruitment campaign data <p>Work is underway to review and embed this learning.</p>
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					<p>Currently there are 420 staff trained, 24% of which are BAME and which is broadly representative of the GLA's current BAME workforce profile. This pool of trained staff includes 43 senior level managers (Grade 12 or above), 23% of which are BAME.</p> <p>This action has been updated for 2020 to provide further stretch and oversight (Action 8 and 9 2020 plan)</p>
5		All interview panels to be gender and ethnically diverse, trained in best practice in recruitment, including countering discrimination and unconscious bias.	HR&OD	By Mar 2020	<p>Recruitment and Selection training is mandatory for everyone sitting on panels and this includes countering discrimination and unconscious bias. This learning is reinforced through the Inclusive GLA workshops.</p> <p>Reminders that interview panels should be diverse are sent to hiring managers as part of recruitment guidance.</p> <p>As at March 2019 32% of our external appointments were BAME, which is an increase of nine percentage points since March 2018.</p> <p>The GLA will continue to monitor the outcome of appointments to measure the effectiveness of diverse panels.</p> <p>The GLA's policy on ensuring interview panels are gender and ethnically diverse is due to be reviewed as part of the GLA's 'root and branch' review of policies</p>

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					This action has been updated for 2020 to provide further stretch and oversight (Action 8 and 9 2020 plan)
6		HR&OD to proactively work with hiring managers in all senior recruitment campaigns, to help ensure diverse candidate pools, with the aim of having balanced shortlists.	HR&OD	In place - ongoing and monitoring	<p>We continue to make progress against this action.</p> <p>The GLA has increased its use of specialist search agencies for recruiting senior level roles with the aim of improving the number of BAME candidates invited to interview and appointed.</p> <p>This action has been retained for 2020 it needs to be further embedded.</p>
7		Review the GLA's competency-based recruitment framework – and strengthen skills-based and contextual elements to the	HR&OD	Mar 2020	<p>Progress has been made in trialling new approaches to recruitment, for example by piloting Cohort recruitment in DEE, Housing and Land, CSP and HR. We have also trialled the use of a CV and personal statement, and simplified application form template.</p> <p>Data reported in the Workforce Report for 2019-20 demonstrates improvements in the recruitment of Black, Asian and Minority Ethnic applicants both externally and internally (across all recruitment). In both cases, BAME applicants are more likely to be appointed compared to the last financial year:</p>

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		recruitment process.			<ul style="list-style-type: none"> • External BAME applicants made up 42% of applicants, 37% of interviewees and 39% of appointments • Internal BAME applicants made up 42% of applicants, 39% of interviewees and 36% of appointments <p>We will review our existing Recruitment Policy as part of the GLA's 'root and branch' review of all policies. There is no longer a commitment to review the competency framework.</p> <p>This action has been replaced for 2020 by Action 11 in the 2020 plan.</p>
8		<p>Widen the use of specialist BAME recruitment search firms to roles at Grade 10 and above.</p> <p>HRSLT Owner: Patrick Alleyne / Andrew Baxter</p>	HR&OD	In place - ongoing and monitoring	<p>This action has been achieved and embedded in our ways of working.</p> <p>We have used specialist recruitment firms to support us to widen our reach in terms of attracting talent through reaching out to new networks and through promotions on social media.</p> <p>We targeted our approach by identifying vacancies where we have previously had difficulty in attracting diverse candidate pools. This has been successful and allowed us to attract and appoint candidates who are diverse both in terms of protected characteristics and also background and experience.</p> <p>We work with procurement colleagues to access these types of firms where required.</p>

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					This action has been replaced for 2020 by Action 11 in the 2020 plan.
9	Career Development and Reward	<p>Work with the BAME network and external specialists to understand the latest research and evidence in relation to positive action programmes for BAME staff in relation to sponsorship programmes.</p> <p>Use this evidence-based approach to design and launch a scheme open to GLA staff and</p>	HR&OD		<p>This work is underway</p> <p>The current GLA priority is to deliver the talent management pilot programme for BAME staff (please see Action 10). This programme has been delayed due to Covid 19 and the timescale has been updated.</p> <p>Work will then commence to review the latest research and evidence in relation to positive action sponsorship programmes for BAME staff, in order to design a scheme.</p> <p>This action has been carried forward to 2020 plan with an updated timescale (Action 16 2020 plan)</p>

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		potentially the GLA Group.			
10		Review and strengthen succession planning and talent management processes which together will lead to an effective career development process for senior roles.	HR&OD	Winter 2019 for the launch of the pilot programme. Evaluation by March 2020.	<p>A programme of work has been initiated, linked to the Chief Officer's Transformation Programme, to establish talent management in the GLA, with a focus on BAME staff. This follows research and evidence on best-practice from external specialists.</p> <p>A new pilot positive action programme for talented BAME staff was started in Autumn 2019.</p> <p>The programme has three key objectives:</p> <ul style="list-style-type: none"> • Identify key roles in the organisation within grades 10-13 • Identify 15 high-potential members of staff from a Black, Asian or minority ethnic background • Succession development planning – providing the 15 participants with a Leadership Journey Plan to aid their progression <p>This programme has been delayed due to Covid 19 This action has been carried forward to 2020 plan with an updated timescale (Action 16 2020 plan)</p>
11		Analyse acting up and honorarium-payments by ethnicity, review	SMT Task and Finish Group Assistant Directors/Directors	Complete	<p>This action has been achieved and embedded in our ways of working.</p> <p>Analysis of recognition payments has been conducted and the Chief Officer has introduced in early 2019 a central review process for all recognition</p>

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		<p>the associated processes and provide greater transparency in the application of policy and processes.</p>			<p>payment requests to ensure greater rigour and consistency in their application. This has brought greater oversight of the process by the Corporate Management Team.</p> <p>The policy relating to recognition payments has been reviewed.</p> <p>The Secondment Policy has also been reviewed. Acting up honoraria and additional payments are now overseen by the Establishment Control Meeting and will continue to be monitored through the Workforce Report data</p> <p>This policy review is part of the wider review into pay and grading, which forms part of the Chief Officer's Transformation programme.</p> <p>A new action has been added to the 2020 plan to monitor Payments by ethnicity (Action 18 2020 plan)</p>
12		<p>Ensure all unsuccessful internal candidates at interview receive:</p> <ul style="list-style-type: none"> • Feedback (written where requested) agreed by the 	HR&OD	Ongoing	<p>The GLA currently sends all internal unsuccessful candidates advice on joining the mentoring scheme, the career coaching offer available at the GLA and other L&OD support.</p> <p>All internal unsuccessful candidates are emailed a letter of regret which explains how they can request feedback from the interview panel.</p> <p>The Recruitment Policy establishes this as business as usual practice. Support is also available to managers with having difficult conversations, in</p>

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		<p>recruitment panel and provided by the recruiting manager. Resourcing manager to have KPI to ensure that feedback is provided when requested to all internal candidates.</p> <ul style="list-style-type: none"> • Line managers if appropriate to assist with addressing any key issues through the performance and career development process • Unsuccessful candidates will be encouraged to access a 			<p>particular how to give unsuccessful candidates interview feedback.</p> <p>This action has been retained following consultation feedback from staff that their experience does not reflect the policy position (Action 19 2020 plan).</p>
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		coach and/or mentor who is familiar with the GLA's recruitment/competency-based framework system			
13		Continue providing leadership and management development programmes to establish a talent pipeline for leaders and managers of the future. Monitor resulting promotions and other impact on career development.	HR&OD	Complete	<p>This action has been achieved and embedded in our ways of working.</p> <p>There continues to be proportionate take up of the GLA's training programmes by BAME staff.</p> <p>As was the position in March 2019, the take up of training for BAME staff is proportionate at 30% of staff and 29% of training completed.</p> <p>The percentage of internal BAME appointments to GLA roles is also very positive at 36% compared to 30% BAME representation within the workforce.</p> <p>The GLA will commission further monitoring of staff promotions.</p> <p>This action has been replaced for 2020 by Action 20 in the 2020 plan on monitoring promotion rates</p>

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14		Work with SMT to profile staff career journeys, with a focus on GLA staff from the BAME community to support career development and attraction.	HR&OD	Mar 2020	<p>This action has been partly achieved We have launched new pages on London.gov profiling the career journeys of senior staff.</p> <p>https://www.london.gov.uk/people/senior-staff</p> <p>Our recent recruitment campaign for Housing and Land used a microsite to support the attraction of diverse candidates. It highlighted profiles of GLA staff from the BAME community.</p> <p>https://www.buildhomesforlondoners.co.uk/meet-our-people/</p> <p>This action has been amended for 2020 in response to feedback from the Black Asian and Minority Ethnic Staff Network to have greater focus on internal progression (Action 21 2020 plan)</p>
15	Inclusive Culture: GLA BAME Network	Work collaboratively with the GLA BAME Network and support its development and work with the wider GLA Group and more externally to	HR&OD/BAME Network	Ongoing	<p>The network was instrumental in developing the first BAME pay gap action plan.</p> <p>The BAME Network, alongside other GLA Staff Networks, has representation on the Diversity and Inclusion Management Board.</p> <p>The GLA supports all Staff Networks by providing a budget for Network activity and by explicitly inviting Networks to input into consultations on policy and other organisational decisions.</p>

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		promote the network.		<p>A forum has been set up for all GLA Network Co-Chairs to meet with EDI officers, facilitated by EDI officers. The aim of this is to provide a formal monthly meeting where Network Chairs can raise themes or concerns to EDI officers and to support collaboration between GLA Networks. The HR&OD team and the BAME Staff Network will continue to develop closer working relationships to support this work.</p> <p>The GLA hosted BITC's BAME Network Chair's Masterclass Event on 31 October 2019, which was attended by the Chairs of BAME Networks from across the public and private sector.</p> <p>The BAME Network has renewed its committee and held a series of successful events internally including:</p> <ul style="list-style-type: none">• First BAME Network Lounge Bar: Barbershop and Chill, including a 'Trim and Talk' Panel discussion• Featuring leaders from Black, Asian and minority ethnic backgrounds to share their stories• Explainer and Discussion on the GLA's ethnicity pay gap <p>The BAME Network has also conducted a survey of its members, highlighting a series of issues including</p>
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					<p>the key issues relating to progression and the experience of its members of racial discrimination.</p> <p>Following the Black Lives Matter movement in response to the death of George Floyd, the Network has played a key role in supporting Black staff and working with CMT on how the organisation reflects and responds to structural racism within the organisation. It has been instrumental in establishing a new Race Equity Action Group which will drive progress against the Ethnicity Pay Gap Action Plan</p> <p>This Action has been amended and expanded for 2020 in consultation with the Network (Action 22)</p>
16		Work with the BAME Network to understand BAME staff experiences and perceptions of progression, to inform work on talent development.	HR&OD/BAME Network	In place and ongoing	<p>The Chief Officer routinely meets the co-chairs, as does HR&OD through our staff networks forum.</p> <p>The BAME Network is regularly consulted on GLA HR policies and processes.</p> <p>The BAME Network is represented on the working group for the GLA's Talent Management Programme pilot.</p> <p>The BAME Network conducted a survey with their members to understand the experiences of BAME staff within the organisation which highlighted</p>

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					<p>progression as a key priority and experiences of racial discrimination.</p> <p>The GLA has also worked with the BAME Network to analyse the views of BAME staff through the corporate 2019 Staff Survey.</p> <p>This Action has been amended and expanded for 2020 in consultation with the Network (Action 22)</p>
17		<p>Work with the BAME Network to build confidence in and promote the staff survey.</p>	<p>HR&OD/BAME Network</p>	<p>Complete</p>	<p>This action has been completed and embedded in our ways of working.</p> <p>The Internal Comms team consulted staff Network chairs, including the BAME Network, giving the Network the opportunity to provide feedback and ask questions ahead of the corporate staff survey conducted in November 2019.</p> <p>The survey had a 98% response rate. 24% of respondents were BAME, and 14% chose not to declare their ethnicity. The response rate gives confidence that the survey is representative</p> <p>Following the survey detailed demographic analysis has been conducted and shared with the Network</p>

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					and Diversity and Inclusion Management Board. The GLA has also worked with the BAME Network to analyse the views of BAME staff identify any action that needs to be taken.
18		Use the GLA's commitment to BITC's (Business In The Community) Race at Work Charter to benchmark the GLA's inclusion work for BAME staff to encourage good practice.	HR&OD/BAME Network	Mar 2020	<p>This action has been achieved and embedded in our ways of working. The GLA became a signatory of the Race at Work Charter when it was launched in October 2018. The GLA took part in the Race at Work Charter Survey in 2019 and 2020. The Charter sets out 5 key commitments:</p> <ul style="list-style-type: none"> • Appointing an executive sponsor for race • Capturing ethnicity data and publicising progress • Commitment at Board level to zero tolerance of harassment and bullying • Making clear that supporting equality in the workplace is the responsibility of all leaders and managers • Taking action that supports minority ethnic career progression <p>The GLA is also working with BITC on piloting a 'Let's Talk About Race' session with the Senior Leadership Team.</p>

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					This action has been updated for 2020 to reflect the GLA's Good Work Standard in response to the consultation feedback (Action 23 2020 plan)
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