

MAYOR OF LONDON

Greater London Authority (GLA) Ethnicity Pay Gap Action Plan

December 2019

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What is the GLA Ethnicity Pay Gap 2019?

In March 2018 the GLA was one of the first organisations to publish their ethnicity pay gap. The GLA is fully determined to tackle inequality in any form and publishing the ethnicity pay gap supports that aim. The GLA ethnicity pay gap shows the difference between the average hourly pay of ethnic minorities and White British people in the organisation, expressed as a percentage. As of 31 March 2019, the GLA had a median ethnicity pay gap of 11.06% and a mean ethnicity pay gap of 18.40%.

The analysis of workforce, pay and promotions data, including detailed recruitment data is important in understanding any issues relating to the representation of black, Asian and minority ethnic (BAME) employees and associated pay issues. Every six months the GLA presents workforce reports to the London Assembly's Oversight Committee which are scrutinised and then published on the London.gov.uk website.

Why we have an Action Plan

Just as we have done on gender, we want to take steps to address the ethnicity pay gap hence developing an action plan. The [Diversity and Inclusion Action Standard](#) - a performance framework on workforce diversity developed by the GLA Group organisations and used to drive and measure their progress in this area - makes clear the importance of a clear action plan to eliminate pay gaps between different groups.

The plan has been developed in collaboration with the BAME staff network, Unison, GLA staff and other stakeholders. It has been agreed by the Mayor's Office and has been endorsed by the Diversity and Inclusion Management Board which is led by the Chief Officer and oversees all internal workforce diversity activity.

What progress have we made?

The latest pay gap analysis indicates that our focus must remain on **diversifying our senior management team, ensuring that our workforce reflects the diversity of London - at all levels.**

We continue to deliver on a number of initiatives that are contributing to closing the ethnicity pay gap. These include:

- Launching a positive action talent programme for BAME staff
- Rolling out Inclusive GLA – a whole organisation learning programme to equip staff with the capacity to reduce the effect of any potential bias on all decision making within the organisation
- Working with specialist diversity recruitment search firms to recruit to senior roles
- Meeting the GLA's commitment to offer at least 50% of programme places to BAME colleagues on Our Time – Future Leaders, a GLA Group talent development programme for women

There are more things we want to do in 2019 and we will work in partnership with the Corporate Management Team, Diversity and Inclusion Management Board (with its representatives from all GLA Directorates, Staff Networks, the Mayor's Office and Unison) and the Human Resources & Organisational Development (HR&OD) to close the ethnicity pay gap. HR&OD will work closely with the BAME Staff Network to support this work. The GLA has seven staff Networks: BAME Staff Network, Staff Network for Disability, EU Staff Network, LGBT+ Network, Women's Network, Carers and Parents Network, and Christian Network.

A more detailed progress overview can be seen in the following table.

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	D&I Action Standard	Action	Owner	Progress	Timeframe
1	Diversity Foundations	Chief Officer acts as Diversity Sponsor with organisational 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.	Chief Officer, CMT	The Chief Officer, Mary Harpley is the GLA D&I champion.	Throughout the life of this plan
2		All Senior Management Team (SMT) members to have an annual appraisal objective on diversity, specific to their role, for which they	HR&OD and CMT	The Chief Officer has held 1:1 meetings with all Executive Directors and Assistant Directors, to agree 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. Progress against these objectives will be monitored through the 2019/20 performance appraisal process.	Objectives were set in November 2018 for review through the 2019-2020

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		are accountable. Progress to be reported to the Diversity and Inclusion Management Board.			performance cycle
3	Workforce Transparency	Introduce workforce aspirational objectives for under representation of BAME staff at organisational, Grade 10 and above, and Senior Management Team levels.	HR&OD	<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 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>	By Mar 2020

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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	<p>The GLA has ensured that diverse panels have been appointed for large scale recruitment, for example recent Housing and Land recruitment.</p> <p>Work is underway to review and embed this and is factored into the HR&OD 2019 work programme.</p> <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>	By Mar 2020
5		All interview panels to be gender and ethnically diverse, trained in best practice in recruitment, including countering discrimination and unconscious bias.	HR&OD	<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>The GLA's policy on ensuring interview panels are gender and ethnically diverse will be updated from late autumn 2019 as part of the GLA's 'root and branch' review of policies.</p>	By Mar 2020

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				<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>	
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	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.	In place - ongoing and monitoring
7		Review the GLA's competency-based recruitment framework – and strengthen skills-based and contextual elements to the	HR&OD	<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 in the application process instead of the GLA's current competency based application process.</p> <p>Evaluation of these approaches are underway.</p>	Mar 2020

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		recruitment process.		We will review our existing Recruitment Policy from late autumn as part of the GLA's 'root and branch' review of all policies.	
8		Widen the use of specialist BAME recruitment search firms to roles at Grade 10 and above.	HR&OD	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. 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. We will now work with procurement colleagues to create a recruitment firm framework that allows us to access these types of firms going forward.	In place - ongoing and monitoring
9	Career Development and Reward	Work with the BAME network and external specialists to understand the latest research and evidence in relation to positive action programmes for	HR&OD	The current GLA priority is to deliver the talent management pilot programme for BAME staff (please see Action 10). 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.	

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		<p>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 potentially the GLA Group.</p>	HR&OD		
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	<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 has been launched in Autumn 2019.</p> <p>This is a pilot programme – this pilot will be evaluated with a view to rolling out across the GLA more widely.</p>	Winter 2019 for the launch of the pilot programme. Evaluation by March 2020.

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11		Analyse acting up and honorarium-payments by ethnicity, review the associated processes and provide greater transparency in the application of policy and processes.	SMT Task and Finish Group Assistant Directors/Directors	<p>Analysis of recognition payments has been conducted and the Chief Officer has introduced in early 2019 a central review process for all recognition 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>Work is also scheduled for Winter 2019 to review the policy relating to recognition payments, for example, through setting clear guidelines to managers on recognition bonuses and allowances. Diversity will be a key focus of this work.</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>Ongoing.</p> <p>A review of the existing policy relating to recognition payments is taking place.</p> <p>This review of discretionary payments is closely linked to the wider review of Pay and Grading and so will be progressed as part of this. The aim will be to have new guidance/policy in place by March 2020.</p>
12		Ensure all unsuccessful internal candidates	HR&OD	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.	Mar 2020

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		<p>at interview receive:</p> <ul style="list-style-type: none"> • Feedback (written where requested) agreed by the 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. • Line managers if appropriate to assist with addressing any key issues through the performance and career development process 		<p>All internal unsuccessful candidates are emailed a letter of regret which explains how they can request feedback from the interview panel.</p>	

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		<ul style="list-style-type: none"> Unsuccessful candidates will be encouraged to access a 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	<p>There continues to be proportionate take up of the GLA's training programmes by BAME staff.</p> <p>See also Actions 9 & 10 above.</p> <p>The GLA has commissioned further monitoring of staff promotions to respond to this action.</p>	Dec 2019

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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	<p>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/roles/</p>	Mar 2020
15	Inclusive Culture: GLA BAME Network	Work collaboratively with the GLA BAME Network and support its development and work with the wider GLA Group to promote the network.	HR&OD/BAME Network	<p>The network has been instrumental in developing the first BAME pay gap action plan.</p> <p>The BAME Network, alongside other GLA Networks, has representation on the GLA's 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> <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</p>	Ongoing

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				<p>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>	
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	<p>The Chief Officer routinely meets the co-chairs, as does HR&OD.</p> <p>The BAME Network is regularly consulted on GLA HR policies and processes.</p> <p>The BAME Network is also represented on the working group for the GLA's Talent Management Programme pilot.</p>	In place and ongoing
17		Work with the BAME Network to build confidence in and promote the staff survey.	HR&OD/BAME Network	The Internal Comms team has 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 which was conducted in November 2019.	In November 2019 and ongoing

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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 and encourage good practice.	HR&OD/BAME Network	This is a new action and forms part of the 2019 HR&OD work programme.	Mar 2020