

## EDI Strategy Action Plan: Year 1 2022/23

This Corporate Action Plan captures in one place our corporate priorities on EDI for 2022 – 2023. It consolidates actions that are informed by the Independent Review of Ethnic Minority Experiences at the GLA (referred to as The Equal Group report in the plan below), the Goss Consultancy Report (Workplace Adjustments Review), and priorities from the 2021 GLA Pay Gap Action Plan. It will also be reviewed against the GLA's 2022 Staff Survey findings.

**This action plan will be reviewed and updated on a monthly basis. Last updated: 28 FEBRUARY 2023**

**Strategic aim 1: Develop collective and individual accountability on equality, diversity, and inclusion. All staff work towards these goals, and we hold each other to account**

	What action are we taking?	Lead Accountability	What are the timelines?	How are we measuring progress?	R A G 1	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
<b>Enabling objective: Establish organisational values that enable our ambitions and objectives on equality, diversity, and inclusion</b>							
1.1	Reaffirm the EDI Vision: Publish an EDI Statement for the organisation	CMT	By mid-Jun 2022	As described below against individual actions which collectively deliver progress on the vision.	<b>G</b>	<b>Done.</b> Published June 2022.	The Equal Group Report
1.2	Reaffirm the EDI Vision: Refresh Organisation's Values	CMT	By Dec 2022	CMT to monitor	<b>A</b>	<b>In progress.</b> Values work led by CMT	The Equal Group Report
1.3	Agree a dedicated budget for EDI to deliver against the Strategy and Action Plan's priorities for 22-23	CMT	By end Jul 2022	Monitoring expenditure against budget on a quarterly basis.	<b>G</b>	<b>Done.</b> Mayoral Decision Form agreed.	The Equal Group Report

<sup>1</sup> Green = on track/completed; Amber = further action needed; Red = not started/ risk to progress

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	RAG1	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
1.4	Develop an understanding of intersectionality within the GLA through a deeper analysis of workforce data	CMT	By Dec 2022	Development of intersectional actions within EDI Team.	R	<b>To commence</b> , work in progress on data requirements via Shared Service.	The Equal Group Report, Race Equity Action Group (REAG), Staff Network feedback
<b>Enabling objective: Build confidence in our capacity to hold each other to account</b>							
1.5	Deliver regular internal communications to support the Inclusion Programme to raise awareness of activity to deliver the strategy, progress being made and showcase good practice	Inclusion Prog Steering Group	Immediate and ongoing	Staff feedback, Staff survey results	G	<b>On track.</b> Regular updates in Core Brief /intranet. Comms campaign delivered on disability.	Staff feedback REAG The Equal Group Report
1.6	Establish a single programme to consolidate all internal EDI workforce activity, including the 42 recommendations of The Equal Group	CMT	By end Apr 2022	Monitored through programme governance and Diversity & Inclusion Management Board (DIMB)	G	<b>Done</b>	CMT The Equal Group Report
1.7	Ensure appropriate organisational governance arrangements are in place which facilitate accountability, scrutiny, challenge, and feedback including using evidence-led dip-sampling to verify assurance of consistent policy implementation	Inclusion Prog Steering Group	By end Apr 2022	Monitored through programme governance and DIMB	G	<b>On track.</b> Autumn 22 challenge sessions completed. Four of eight spring challenge sessions completed. Continual challenge and feedback through DIMB, JCC, staff networks, REAG and Our Moment.	CMT direction

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	RAG 1	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
1.8	Monitor workforce diversity targets measured against the working-age population of London	CMT	Every 6 months	Workforce report publication	G	<b>In progress.</b> Corporate performance framework quarterly reporting. September Workforce Report figures GLA staff & (London working age): <ul style="list-style-type: none"> <li>• BAME 34% (40%)</li> <li>• Disabled 7% (17%)</li> <li>• Female 62% (49%)</li> </ul>	Pay Gap priority action
<b>Enabling objective: Build on our practice on setting clear objectives on equality, diversity, and inclusion - and hold staff and managers to account against these objectives.</b>							
1.9	Investigate and resolve all complaints of discrimination, ensuring there are well understood mechanisms to raise complaint.	HR &OD Business Partners	Immediate and ongoing	Confidence / culture measured through staff feedback and Staff Survey results	G	<b>On track.</b> Casework centralised in the People Function	The Equal Group Report Staff survey
1.10	Ensure Leaders and managers are embedding their leadership objectives by leading by example and challenging discriminatory, ableist or racist language, attitudes, and micro-aggressions.	Senior Leadership Team	Immediate and ongoing	Confidence and culture measured through staff feedback and Staff Survey results	A	<b>In progress.</b> Under review at challenge sessions. Our Moment sessions provide feedback. Expectations reiterated at Leadership Forum	The Equal Group Report Goss Report
1.11	Set EDI objectives for all staff which clearly set out expectations for leaders, managers, and all other staff. The objectives must be included in performance reviews.	Line Managers	By mid-Jun 2022	Directorate EDI Essential Record. Line Mgrs. review via Performance review and 1-1 process.	G	<b>Done.</b> EDI Essential. Under review at challenge sessions..	The Equal Group Report

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	RAG1	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
1.12	Evaluate the dedicated resources available to supporting improvement on EDI in each Directorate through Directorate EDI Working Groups	CMT	By end Jul 2022	Directorate EDI Essentials Record. Re-establishment of Directorate EDI Working Groups Production of Directorate EDI Action Plans	R	<b>In progress.</b> Additional resource pending, budget agreed, recruitment to commence March 23.	The Equal Group Report
1.13	Assure that all Directorates are delivering against core EDI Essentials	CMT	By end Jul 2022	Confirmation of EDI essential delivery, Re-establishment of Directorate EDI Working Groups	G	<b>On track.</b> Under review at challenge sessions.	Inclusion Programme Steering Group EDI Team
1.14	Define a set of actions in response to the staff survey 2022	Inclusion Prog Steering Group	By Sep 2022	Development of EDI Corporate Action Plan, staff feedback, pulse survey.	A	<b>In progress.</b> Autumn challenge sessions probed Directorate level response. Further action on analysis of results in progress.	CMT direction
1.15	Produce new Directorate EDI Action Plans, reflecting the Corporate EDI Action Plan and responding to local EDI challenges at a Directorate / Unit level	Executive Directors	By end Sep 2022	Inclusion Prog Steering Group and DIMB to review.	G	<b>On track</b> All plans submitted, feedback from EDI team provided. Plans reviewed by Diversity and Inclusion Management Board in Dec 22. Delivery under review at challenge sessions.	Inclusion Programme Steering Group EDI Team

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	RAG1	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
1.16	Ensure Line Managers are actively supported by dedicated and monitored resource in relevant business functions to deliver a smooth, timely and effective adjustments process.	HR Business Partners	By Dec 2022	Feedback from HR BPs and Line Managers, time taken to implement adjustments, Staff Network feedback	G	<b>On track</b> New guidance pack and briefings rolled out with relevant business roles reconfirmed.	Goss Report
1.17	Define and set clear expectations, role responsibilities and timescales for the delivery of workplace adjustments, including line managers, HROD, TG and FM, and monitor regularly.	HR&OD, EDI Team	October 2022	Staff feedback on adjustments process, both disabled staff and stakeholders, time taken to implement adjustments, satisfaction with process, staff survey feedback	A	<b>In progress</b> (cont. from 1.16) Dedicated case worker lead on adjustments in People Function. People Board monitor. Interdependency with Occupation Health review (see #2.24) impacts deadline.	Goss Report

**Strategic aim 2: Grow a genuinely inclusive working culture which fosters a sense of belonging. This is one where everyone feels safe, and where everyone can be themselves, give their best work and progress their career**

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
<b>Enabling objective: Increase our understanding of the diversity and lived experience of our staff. This will enable us to support a genuinely safe, open, and welcoming working environment where everyone feels they belong.</b>							
2.1	All managers to utilise performance development reviews to encourage dialogue about health and wellbeing – including prompts regarding adjustments or specific support for health and disability related issues.	Line Managers	Immediate and ongoing	Staff survey results, EDI essentials assurance, training feedback	<b>G</b>	<b>On track.</b> Under review at challenge sessions. Inclusive conversations guidance and briefings delivered.	Goss Report
2.2	Increase attendance for Let's Talk About Race by increasing capacity and frequency of sessions, encouraging more volunteer facilitators.	Directorate Leadership Teams	By mid-Jul 2022	Directorate EDI Essentials Record. Attendance data monitored by CMT monthly. Number of sessions delivered.	<b>G</b>	<b>On track.</b> Completion figures reviewed monthly, 77% for end October. Targeted conversations on non-attendance: Executive Directors held to account at challenge sessions. Awaiting updated completions data.	CMT direction
2.3	Increase completion for disability equality eLearning for all staff at GLA.	Directorate Leadership Teams	Sep 2022	eLearning completion data and learning feedback. Target completion rate of 50% by March 2023.	<b>A</b>	<b>In progress.</b> Chief Officer required all Snr Managers (G12+) to complete by 2 Dec 22. Completion data pending. Completion a pre-requisite for disability equality training (see 2.4) for	Disability Pay Gap priority action

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
						managers: roll out will result in increased completions.	
2.4	Develop and implement the second phase of facilitated disability training for all GLA managers, focusing on disability inclusive line management practice and a barrier-removal approach.	EDI Team	Sep 2022	Training completion data, learning feedback and number of sessions delivered. Target to reach 90% of managers by 2025.	G	<b>On track.</b> Dates scheduled for Jan – Mar 23, communicated to staff early December.	Disability Pay Gap priority action
2.5	Run an internal campaign focusing on disability awareness, equality, inclusive working practice and adjustment provision, including storytelling and a focus on neurodiversity.	EDI Team and Staff Networks	Sep – Dec 2022	Monitoring changes in staff diversity data following the campaign. Number of attendees at events and Staff Network feedback	G	<b>Done.</b> Campaign Nov – Dec 22. Keynote speech by Diane Lightfoot, Business Disability Forum, to GLA Leadership Forum shared on <a href="#">intranet</a> (100+ views). Further action in 2023 to build on this.	Disability Pay Gap priority action
2.6	Map the GLA's learning offer in relation to EDI and provide recommendations for future roll-out.	EDI Team / HR&OD	Oct 2022	Training feedback, Staff Network feedback	A	<b>In progress</b> Onboarding of provider underway.	HR&OD Priority
2.7	Recommission and provide ongoing emotional support to Black, Black mixed race and Asian staff, including 1:1 therapy, coaching and further support	EDI Team	Oct 2022	Feedback from participant surveys and Staff Survey results. Data regarding usage of the support and	A	<b>In progress.</b> Extension in place with current provider to cover recommissioning period. Procurement completed, onboarding of new provider in progress.	Staff feedback

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
				monitoring of any SLA targets.			
2.8	Develop and implement a new Impact Mentoring offer, focussing on Black, Asian, and Minority Ethnic and Disabled staff.	EDI Team	Oct 2022	Feedback from participants and progression of participants	R	<b>Not started.</b> Transition to People Function impacted capacity for development within timelines. To carry into Q1 of 23/24.	Pay Gap Action Plan
2.9	Undertake a range of measures to generate greater accuracy and comprehensiveness of employee data – in particular, disability and caring responsibilities – and improve staff confidence in sharing information.	HR and EDI Team	Oct – Dec 2022	Directorate EDI Essentials Record. Staff diversity data and Staff Survey data. Achieve an 80% disclosure rate for caring / parenting responsibilities	A	<b>In progress.</b> EDI Essential and EDI directorate action planning to include action. Reviewing MyHR questions on disability with TfL. Further comms planned to encourage data sharing.	Pay Gap priority actions Goss Report
2.10	Respond to Leonard Cheshire's recommendations from the Inclusive Practice Project to support staff to communicate and host meetings/events inclusively	Equality & Fairness Team	By Dec 2022	Staff Network feedback, Staff survey results	A	<b>In progress.</b> update shared with Inclusion Programme Steering Group 24 Jan. Implementation plan integrated into Inclusion Programme plan for Jan -Mar 2023. Guidance being finalised.	Equality & Fairness Team
2.11	Respond to the British Deaf Association's recommendations following the BSL Charter audit to deliver the Mayor's commitment to BSL Charter internally	Equality & Fairness Team	By Dec 2022	Staff Network feedback, Staff survey results	A	<b>In progress:</b> update shared with Inclusion Programme Steering Group 24 Jan.	Mayor's EDI Strategy

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
						Discussion ongoing with BDA.	
2.12	Consider 'Staying Well Plans' or 'Work, health, and well-being promotion plans'	HR&OD	By Dec 2022	Feedback re. implementation of Workplace Adjustment passports, Staff Network feedback	<b>G</b>	<b>Done.</b> Inclusion Programme Steering group agreed to revise language in workplace adjustment passport, rather than create new document. Language now updated. Further work needed in 23/24 on wellbeing interdependencies.	Goss Report
2.13	Provide guidance and briefings for all GLA colleagues on inclusive working practices within induction and through refresher training.	HR&OD	By Mar 2023	Induction / training feedback, Staff Network feedback, Staff survey results	<b>A</b>	<b>In progress.</b> Corporate Induction refreshed content on EDI. Guidance drafted on inclusive onboarding.	Goss Report
<b>Enabling objective: Share our experience and learn from others to inform the action we take.</b>							
2.14	Support Networks to provide ongoing conversations regarding violence against women and the creation of safe spaces.	EDI Team	Ongoing to March 2023	Staff Network feedback	<b>G</b>	<b>On track.</b> Responds to request from Women's Network. For example, Workforce EDI Team facilitated a women's safety tour of City Hall to respond to concerns raised.	Gender Pay Gap priority action
2.15	Identify and deliver key LGBTQ+ priorities following Stonewall benchmarking and staff survey results, in advance of submitting to the Stonewall Index in Autumn 2023.	EDI Team & Staff Network	Ongoing to March 2023	Staff Network feedback, Staff survey results and impact on	<b>G</b>	<b>On track.</b> EDI Team meeting regularly with Stonewall and LGBTQ+ Network.	Stonewall Workplace Equality Index

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
				Stonewall WEI ranking.			
2.16	Provide additional support and resource to the Staff Network for Disability to enable the Network to have more impact	CMT	Ongoing	Staff Network feedback and engagement	A	<b>In progress.</b> Ongoing support from EDI Team and Executive Sponsor. Network Leadership Team provided with PurpleSpace membership to Mar 23. Coaching available through ENEI. Support with establishment of sub-groups, including Neurodiversity, and campaign around International Day of Persons with Disabilities.	Goss Report
2.17	Establish the 'Our Moment Forum' to provide a safe space for all staff to share experiences.	Inclusion Prog Steering Group	By end Jul 2022	Feedback from attendees	G	<b>In place.</b> Monthly sessions established.	The Equal Group Report
2.18	Re-establish regular mechanisms for collaboration with Staff Networks, UNISON, and the Race Equity Action Group to ensure that staff voice is a central feature of the organisation's development on EDI and its performance measurement	HR&OD / EDI Team	Oct 2022	Internal comms regarding EDI progress, revision of REAG Terms of Reference and revision of Staff Network Guidance	G	<b>In place.</b> Regular routines in place between EDI Team / Unison / all staff networks. Regular engagement with REAG and JCC.	EDI Strategy
2.19	Re-establish forum for collaboration with GLA Group organisations and other partners	HR&OD	Oct - Dec 2022	Internal comms regarding EDI	R	Further action required to re-establish an EDI	EDI Strategy

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
	on a regular basis to share our progress and learn from others to improve our performance			progress and sharing best practice and new GLA Group forum Terms of Reference		specific GLA Group space. GLA Group Collaboration Team agreed to lead.	
2.20	Review internal HR system questions during transition to Shared Services to ensure data monitoring aligns with best practice	HR&OD	Oct 2022	Changes in rates of staff diversity data and staff feedback regarding transition to Shared Services	G	<b>On track.</b>	Disability Confident, Stonewall recommendation
<b>Enabling objective: Develop policy that supports an inclusive culture, underpinned by best practice; and ensure its consistent implementation.</b>							
2.21	Commit to undertake external benchmarking on a regular basis to ensure we are progressing and embedding and learning from best practice. This includes, committing to Disability Confident Level 2, participating in Stonewall's Workplace Equality Index and BITC's charters.	EDI Team	Ongoing	External benchmarking feedback, development of EDI Action Plan	G	<b>On track.</b> Working towards Level 2 Disability Confident and committed to participating in 2023 Stonewall Workplace Equality Index. EDI Team to complete review of Disability Confident progress following EDI Challenge sessions, report to People Board and Diversity and Inclusion Management Board.	EDI Team

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
2.22	Embed new Menopause eLearning to support the implementation of the Menopause Policy	Directorate Leadership Teams	Ongoing to March 2023	eLearning completion data and eLearning feedback	A	<b>In progress</b> Further communications required to roll out eLearning (March 23)	Gender Pay Gap priority action
2.23	Review and implement a revised Workplace Policy, Process and Passport to remove barriers for staff and ensure a consistent experience across the organisation.	HR&OD	July 2022	Staff Network feedback, leave usage data Directorate EDI Essentials record	G	<b>On track.</b> Review of policy complete, and review of Occupational Health service underway. Confirmation of policy timeline to follow. Passport template reviewed and re-published. Intranet content and FAQs to be updated.	Goss Report Disability Pay Gap priority action
2.24	Review and reconfigure GLA's Occupational Health provision to adopt a social model barrier-removal approach and remove emphasis on 'medical fitness'. Consider a rebrand to 'Employee Health' to support his messaging.	HR&OD	Oct 2022	Staff Network feedback and SLA target monitoring	A	<b>In progress.</b> Working with TfL Head of Health and Wellbeing to review provision and agree short, medium and long-term improvements. Service Level Agreement to be agreed.	Staff feedback, Goss Report and Disability Pay Gap priority action
2.25	Deliver briefings to all line managers regarding the GLA's Workplace Adjustment policy, process, and passport.	HR&OD	By Mar 2023	Staff feedback, Staff Network feedback Directorate EDI Essentials record	G	<b>On track.</b> See #1.16/1.17: Briefings delivered by HR Business Partners. CMT monitoring session delivery / completion.	Goss Report

	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 2023	What is the action in response to?
2.26	Create and manage a single, centralised budget for workplace adjustments that positions the provision of adjustments as an investment in corporate diversity, individual performance, and employee engagement.	HR&OD	By Mar 2023	Budget monitoring	G	<b>On track.</b> Additional funding agreed in budget. People Board monitoring process.	Goss Report
2.27	Undertake a review of leave policies including an approach to fertility treatment to support working families	HR&OD	By March 2023	Staff Network feedback, leave usage data and caring and parenting responsibility data	A	<b>Not started.</b> Dependent on new resources in the People function.	Gender Pay Gap priority action

### Strategic aim 3: Build a workforce that reflects London's diversity across all directorates and at senior levels

#	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 23	What is the action in response to?
<b>Enabling objective: Ensure an inclusive recruitment policy and process - reviewing our approach to recruitment, including our policy and processes, to ensure that equality, diversity and inclusion are an integral feature throughout.</b>							
3.1	Remind all staff about the use of anonymous application sifting and ensure 100% diverse recruitment panels	Directorate Leadership Teams	By end Mar 2022	Directorate EDI Essentials Record. SLT provide assurance to EDs	<b>G</b>	<b>Done.</b> Compliance under review at Challenge sessions.	The Equal Group Report
3.2	Introduce new oversight of acting up and other short-term opportunities at all levels, ensuring all these opportunities are open and proposed appointments, with rationale, are discussed with Executive Directors before decisions made	Directorate Leadership Teams	April 2022	Directorate EDI Essentials Record. Diversity data on acting-up	<b>G</b>	<b>Done.</b> Compliance under review at Challenge sessions.	The Equal Group Report CMT Direction
3.3	Establish a working-group, led by SLT members, to explore best practice on inclusive recruitment across the GLA, and present recommendations for short- and medium-term action.	SLT	To report by end May 2022	Inclusion Prog Steering Group monitoring	<b>G</b>	<b>Done.</b> Recommendations presented to Steering Group in May: informed the inclusive recruitment guidance issued in July.	The Equal Group Report
3.4	Establish a working-group, led by SLT members, to explore the barriers to progression that the current GLA Competency Framework creates. Presenting recommendations for short-term changes.	SLT	To report by end May 2022	Inclusion Prog Steering Group monitoring	<b>G</b>	<b>Done.</b> Recommendations presented to Steering Group in May: language revised. (see #3.7)	The Equal Group Report
3.5	Support hiring managers with inclusive recruitment practices through providing written guidance and a verbal briefing, drawing on the recommendations of the SLT Working Group on Inclusive recruitment.	HR&OD – Recruitment	Jun-Jul 2022	Monitor numbers of managers attending briefings /issued	<b>G</b>	<b>On track.</b> Inclusive Recruitment guidance produced, focused on live recruitment. 220+ hiring managers attended	SLT Working Group recommendations

#	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	RAG	Status/Commentary Updated FEBRUARY 23	What is the action in response to?
				with written guidance		mandatory briefing sessions.	
3.6	Review and update the corporate Recruitment and Selection Training to make sure there is additional focus on inclusive recruitment practices, and ensure all hiring managers receive training	HR&OD – Recruitment	By Summer 2022	Production of updated training offer, monitor the number of managers that have completed the training	A	<b>In progress.</b> Additional dates secured with current provider to manage transition to new contract.	The Equal Group Report
3.7	Implement changes to the Competency Framework following recommendations of the SLT Working Group: a. review wording to make it more inclusive and accessible, remove negative indicators, simplify introduction. b. add a values framework to the Competency Framework.	Competency Framework SLT Working Group	By end Sep 2022	Inclusion Prog Steering Group monitoring. Feedback on impact.	G	<b>Done.</b> Language updated, EDI embedded, guidance to support use drafted. HRBPs briefed DLTs. Republished on intranet.	SLT working Group recommendations
3.8	Embed robust feedback processes following internal application that allows for challenge	Directorate Leadership Teams	October 2022	Directorate EDI Essentials Record. Workforce diversity data, Staff Network feedback.	A	<b>In progress.</b> Reviewed at autumn challenge sessions. Further guidance on challenge to follow. Checking staff experience at Our Moment forum.	The Equal Group Report Pay Gap priority action
3.9	Review the onboarding process to ensure it focuses on welcoming new employees, conveys the value of diversity and inclusion and that the GLA will remove barriers for staff wherever possible.	HR&OD	By January 2023	Staff feedback	A	<b>In progress.</b> New onboarding pack and guidance drafted by SLT working group. Corporate Induction sessions refreshed content on EDI	Goss Report

#	What action are we taking?	Lead Accountability	What are the timelines ?	How are we measuring progress?	R A G	Status/Commentary Updated FEBRUARY 23	What is the action in response to?
						and delivered by ED and AD.	
<b>Enabling objective: Invest in our staff by nurturing their development.</b>							
3.10	Ensure Senior Leaders know their Black, Asian, and Minority Ethnic staff and understand their career history together with their ambitions for progression.	SLT	Immediate	Black, Asian, and Minority Ethnic staff report back that they have had career conversations with Senior Leaders	<b>G</b>	<b>On track.</b> Autumn and Spring Challenge sessions mechanism for assurance.	The Equal Group Report CMT direction
3.11	Establish a working-group led by SLT members, to address any barriers to development for staff at Grades 2/3, and present short to medium term actions.	SLT	To report by end May 2022	Recommendations presented at the end of May 2022 to Inclusion Programme Steering Group	<b>G</b>	<b>Done.</b> Recommendations presented to Steering Group in May: next steps agreed – see action #3.12 below.	The Equal Group Report CMT Direction
3.12	Implement measures to address the barriers to development for staff at grades 2/3, drawing on findings of the SLT Working Group: a. Understand the current skills and development aspirations of staff at G2/3 b. Offer externally facilitated career conversations for interested G2/3 staff c. Build understanding and recognition of G2/3 roles in the organisation	a. Line Mgrs. b. HR&OD c. SLT Working Group	a. By end Jul 2022 b. From Jul 2022 c. Sep-Dec 2022	a. Annual performance review conversations b. Reporting from the provider c. Feedback from G2/3 staff	<b>G</b>	<b>On track.</b> Phase 1 support completed (a and b). Part c underway. Phase 2 agreed by Steering Group 17 Jan 23.	SLT Working Group
3.13	Further investigate barriers to career progression for disabled staff and propose actions to address	EDI Team	Oct 2022	Feedback from Staff Networks, Pay Gap data	<b>R</b>	<b>Not started.</b> Priority for Jan – Mar 2023. Engagement plan agreed: survey and	Staff Network feedback Disability Pay Gap

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						sessions with stakeholders to take place from March.	
<b>Enabling objective: Increase the diversity of our senior leadership, with a focus on G10 and above.</b>							
3.14	Introduce new oversight of appointments at Grades 10+ to prevent recruitment progressing if shortlists are not sufficiently diverse.	Executive Directors	Immediate	Directorate EDI Essentials Record. Diversity data at application, interview, and appointment to be discussed with CMT	G	<b>Done.</b> Compliance under review at challenge sessions.	The Equal Group Report CMT direction
3.15	All proposed appointments to be discussed with the Executive Director before final decisions are made and candidates informed.	Executive Directors	Immediate	Diversity data at application, interview, and appointment to be discussed with CMT	G	<b>In place.</b> Compliance under review at challenge sessions.	The Equal Group Report CMT direction
3.16	Establish a working-group, led by SLT members, to explore appropriate positive action with clear guidance for appointments at Grade 10 and above and present recommendations for short- and medium-term action	SLT	To report by end May 2022	Recommendations presented at the end of May 2022 to Inclusion Programme Steering Group	G	<b>Done.</b> Recommendations presented to Steering Group in May and informed inclusive recruitment guidance, and to inform Talent programme scoping.	The Equal Group Report CMT direction
3.17	Scope a targeted development programme to under-represented groups of staff - with a focus on Black, Asian and minority ethnic, and disabled staff	HR&OD Talent Lead	Jan - Mar 2023	Workforce diversity data, engagement with staff networks	A	<b>In progress.</b> Commenced work to scope corporate talent development and career	The Equal Group Report Ethnicity pay

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				and Lived Experience Forum		acceleration programmes, starting with foundational work on leadership, then detailed work on accelerated talent programmes, where at least 50% of places will be ringfenced for Black, Asian and Ethnic Minority staff, and disabled staff. Tender out for procurement with provider expected to be in place by April 2023.	gap priority action
<b>Enabling objective: Eliminate pay gaps between different groups of staff</b>							
3.18	Calculate, analyse, and publish the GLA's pay gap annually in relation to ethnicity, disability, and gender, ensuring plans are in place to reduce and eliminate pay gaps.	HR&OD / EDI Team	Nov 2022	Tracking GLA performance each year and comparative performance with GLA Group organisations and ONS data for London	A	<b>In progress.</b>	Pay Gap Action Plan

**Sources:**

1. [The Equal Group Report](#)
2. [GLA Pay Gap Action Plan 2021](#)
3. [Goss Consultancy Report – Workplace Adjustments Review](#)