

# Integrated Gender Pay and Ethnicity Pay Gap Action Plan 2018-19



	Action	Measure	Diversity workstream
<b>Recruitment and Retention</b>			
1.	Review job titles that are used in all posts at point of recruitment to ensure that they are gender neutral with the aim of attracting more females into senior roles.	Review and assess applications for each role by gender followed by the gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral job titles.	Gender Pay
2.	Review all role profiles at point of recruitment to check qualifications are still relevant and necessary for the role – are we attracting a balanced mix of candidates in terms of Gender and Ethnicity?	Evaluate whether change (where relevant) to qualifications has attracted a different candidate profile and assess gender/BAME split of applicants interviewed and appointed.	Gender Pay Ethnicity Pay
3.	Continue to use Kat Matfield's gender decoded to ensure that the language used in all recruitment campaign advertising is appealing to both male and female candidates.	Review and assess applications for each role by gender followed by gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral wording.	Gender Pay
4.	Ensure that all employees have undertaken unconscious bias training as part of the wider Equality and Inclusion training requirement.	All recruiting managers will have undertaken training. Provide quarterly report/analysis to EMT on appointments; i.e. why preferred candidate was chosen.	Gender Pay Ethnicity Pay

5.	Use flexible and part time working as a way to attract candidates at recruitment stage, including case studies on LLDC website of current staff benefiting from flexible working options.	Monitor number of applicants who request flexible working options at application stage and number of candidates that are appointed to flexible working/job-share roles.	Gender Pay Ethnicity Pay
6.	Introduce blind applications with new ATS system (trial beforehand) to avoid unconscious bias	Monitor and evaluate the gender split of applicants shortlisted, assessing if there is any change to previous trends.	Gender Pay Ethnicity Pay
7.	<p>Line managers are to be encouraged to hire more roles as part time (where appropriate), flexible and/or job share. HR will check and challenge line managers when needing to recruit on a full time basis to identify if a job share/flexible option can be advertised or if not what the reasons for not providing flexible options are.</p> <p>HR forms to be amended so that HR can discuss at pre-advert stage if role is suitable for flexible working/job share.</p>	Record and monitor reasons/justification for roles not being advertised as flexible/job share. Challenge with Managers/Directors and take appropriate action to remedy.	Gender Pay
8.	Assess where we are advertising roles, and if appropriate change advertising methods, with the aim of attracting more female/BAME candidates to the adverts for senior roles. (e.g. Timewise, Mumsnet, Local Facebook groups – increase use of social media)	Report on split of female/male/BAME appointments from different advertising methods (quarterly)	Gender Pay Ethnicity Pay
9.	Ensure there is a gender/BAME (where possible) mix on all panels with HR as observer/participant for each interview panel	Report on panel make-up (quarterly) alongside analysis of appointed candidates.	Gender Pay Ethnicity Pay

10.	Work with Regeneration Team colleagues to engage with local communities to promote LLDC as an employer	Increase in female/BAME candidates/appointed staff from local area	Gender Pay Ethnicity Pay
11.	<p>Review Website - Is our website representative of what we are trying to achieve – i.e. do the images and words demonstrate our commitment to D&amp;I</p> <p>Diversity section to be added to ‘LLDC as an Employer’ on website – with statement and Board Sponsor wording + info on what we are doing</p> <p>Look at logos on website – have we got “Inclusive Employers” on there etc.</p>	Monitor and evaluate profile of applicants applying for and being appointed to roles	Gender Pay Ethnicity Pay
12.	Implementation of the Speakers BAME Toolkit Challenge	Monitor and evaluate profile of applicants applying for and being appointed to roles	Ethnicity Pay
<b>Leadership and Development</b>			
1.	Provide training, guidance and advice for line managers on the effective management of flexible and part time workers. Introduce Agile working to the organisation.	All recruiting managers will have undertaken training.	Gender Pay Ethnicity Pay
2.	Provision of Inclusion Leadership training for all staff Band 7 and above	All senior managers will have undertaken training. Provide quarterly report/analysis to EMT on appointments/progression/reward	Gender Pay Ethnicity Pay

3.	Promote secondment, work shadowing and other career progression opportunities both internally and externally (and within the GLA family) to provide development for individuals.	Increase in female staff being promoted (or having the opportunity to be) into more senior roles when a vacancy arises across the GLA family.	Gender Pay
4.	Work with the wider GLA family to promote women's networks to female employees at LLDC.	Monitor number of opportunities arising from Women's network groups and record the benefits and impact on development and/or promotion opportunities	Gender Pay
5.	Promote Women's leadership events (external) to females in senior roles and female staff wishing to develop leadership skills	Monitor number of opportunities arising from CPD events and record the benefits and impact on development and/or promotion opportunities	Gender Pay
6.	Consider how the use of the Apprenticeship Levy can be used to further develop careers in management and leadership for women and BAME candidates	Monitor Levy spend and analyse outcome/impact on career progression for females/BAME staff across the organisation.	Gender Pay Ethnicity Pay
7.	Review the data from the employee engagement survey on female staff experience to identify and address any issues	Satisfaction levels are at least equal to that of male staff members	Gender Pay

8.	Implementation of Women's Sponsorship Programme at LLDC with additional supporting events and workshops to promote Women in Leadership	Evaluation of participant experience on programme and take up of events	Gender Pay Ethnicity Pay
9.	Introduce a workshop for staff returning from long term leave (after a period of maternity/shared parental leave, secondment or sabbatical) on adapting back to the workplace, identifying transferable skills gained during the period of leave, renewing relationships with stakeholders, managing well-being and career planning.	Feedback and take up of workshops	Gender Pay
10.	All senior managers (band 7 and above) will have a specific Diversity Objective for 18/19 to help address the Gender and Ethnicity Pay Gaps	Review of objectives in relation to change in pay gaps	Gender Pay Ethnicity Pay
11.	Deliver a series of 'Women in Leadership' talks throughout summer focusing on addressing some of the barriers to progression	Evaluation of events and take up of workshops	Gender Pay