

MAYOR OF LONDON

GLA Workforce Report

Workforce data report, 1 April to 30 September 2022



LONDONASSEMBLY

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Abbreviations

Code	Directorate
AS	Assembly Secretariat
CO	Chief Officer
C&S	Communities and Skills
GG	Good Growth
H&L	Housing and Land
MO	Mayor's Office
Res	Resources
S&C	Strategy and Communications

Data sources

References to the working-age population of London (aged 16-64) are taken from: ONS Annual Population Survey 2021

Ethnic group	% of working-age population
White	60%
Black, Asian and Minority Ethnic	40%
Mixed/multiple ethnic groups	4%
Asian/Asian British	20%
Black/African/Caribbean/Black British	11%
Other ethnic group	6%

Gender	% of working-age population
Male	50.5%
Female	49.5%

Disability	% of working-age population
Disabled	17%

GLA Establishment (posts) and Headcount (employees)

Within the GLA we use the following definitions when reporting on and describing our workforce:

Establishment – refers to the funded posts against which we assign individual employees. Funding may be from core GLA sources, or from external bodies linked to specific programmes.

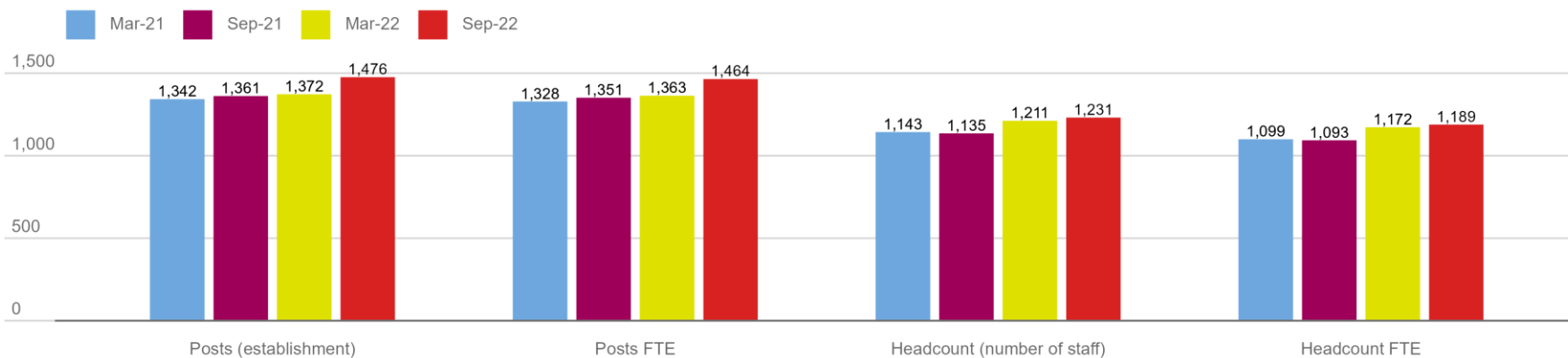
Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full time equivalent terms (FTE). Posts may be fixed-term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment). They may also be occupied by an inward secondee from another organisation.

Headcount – headcount records the employees either as actual numbers (a count of the number of employees) or in full time equivalent terms, reflecting the number of hours that they work. An employee might be fixed term; i.e. with a defined end date of their contract, or permanent with no defined end date.

Full-Time Equivalent (FTE) – records the proportion of the standard full-time working week that a post is established for, or that the individual occupant works for. For example, a post required for only half of the standard working week would be 0.5 FTE.

As at 30 September 2022 the GLA had an establishment of **1,464 FTE** (comprising 1,476 individual posts).

GLA Establishment and Headcount



Establishment

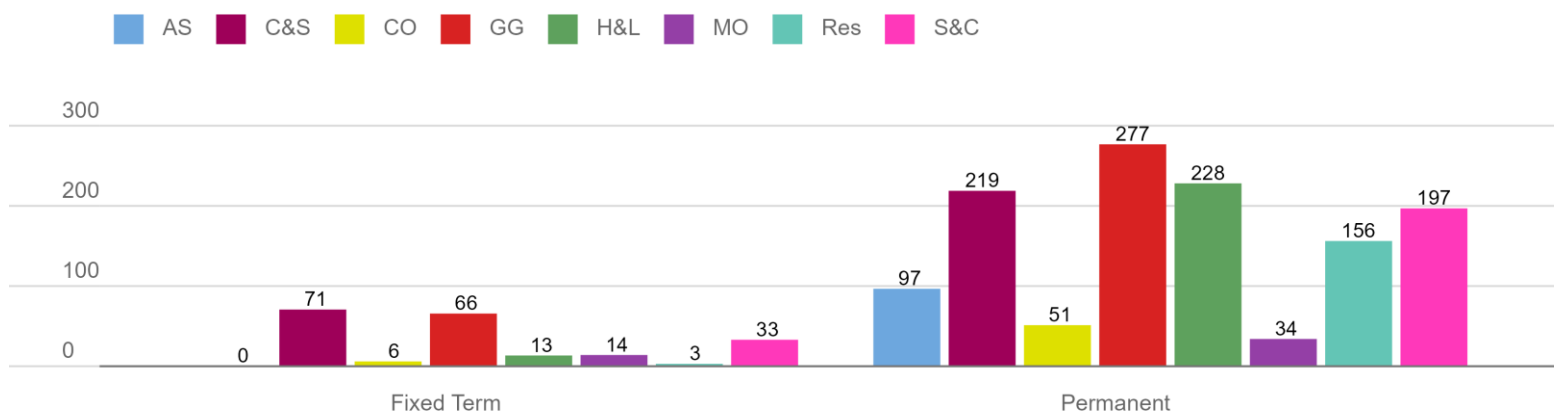
This section provides an overview of the GLA establishment for the period of this report; that is, the funded posts against which we assign GLA employees.

We show this information in two ways; the FTE (the number of equivalent full-time posts) and the total number of posts (a simple count of the posts).

GLA Establishment – permanent and fixed term posts FTE by Directorate

As at 30 September 2022, the overall percentage of fixed-term posts within the GLA posts establishment is 14%. The tables below provide the breakdown of fixed-term and permanent posts (establishment) by directorate by full time equivalent (FTE).

Establishment: Fixed Term and Permanent posts by FTE



Directorate	Fixed term post FTE	Permanent post FTE	Fixed term as % of total posts
AS	0	97	0%
C&S	71	219	24%
CO	6	51	10%
GG	66	277	19%
H&L	13	228	6%
MO	14	34	29%
Res	3	156	2%
S&C	33	197	14%
Total	206	1259	14%

GLA Establishment – agency workers as at 19 September 2022

There were 92 agency workers in the GLA on 19 September. This is the latest data available due to the transition to our new shared service arrangements.

Of these, 75% were covering established posts; i.e. providing cover directly for a post that is vacant and held on the establishment. 25% were not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as ‘off establishment’ in the table below.

Number of agency staff held against established posts or off establishment as at 19 September 2022

Directorate	Funded via established post	Not funded via staff establishment	Total	% held against established posts	% off establishment
Assembly Secretariat	3	0	3	100%	0%
Chief Officer	4	7	11	36%	64%
Communities and Skills	13	3	16	81%	19%
Good Growth	21	10	31	68%	32%
Housing & Land	7	0	7	100%	0%
Mayor's Office	1	0	1	100%	0%
Resources	9	0	9	100%	0%
Strategy & Communications	11	3	14	79%	21%
Grand Total	69	23	92	75%	25%

Headcount

This section provides an overview of the GLA's headcount; i.e. our employees, who are held against posts on our establishment.

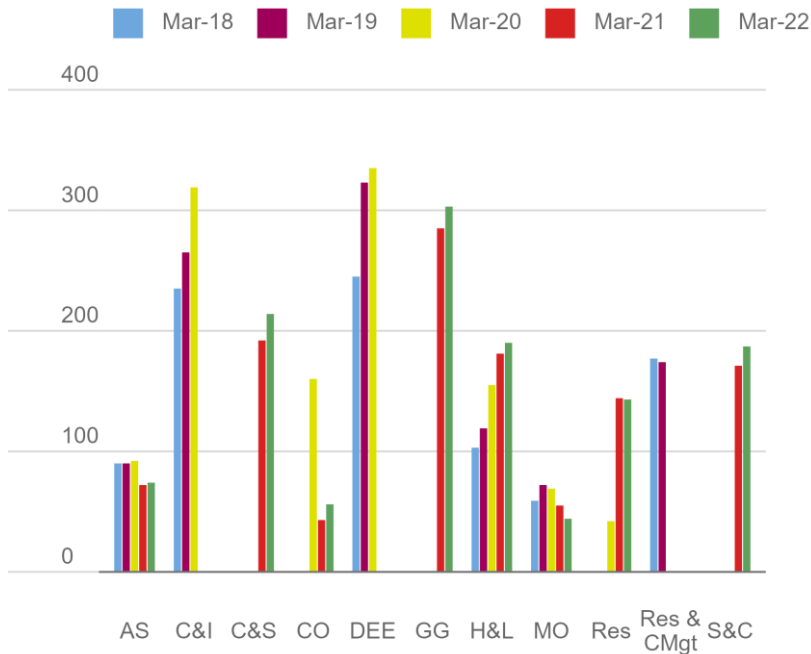
This means that the information in this section is sometimes shown in terms of the count of our number of employees as well as, or instead of, by FTE.

Headcount

The total headcount (i.e. our number of employees) as at 30 September 2022 is **1,189 FTE**. This is made up of 1,231 individual employees. This figure excludes agency workers and inward secondees.

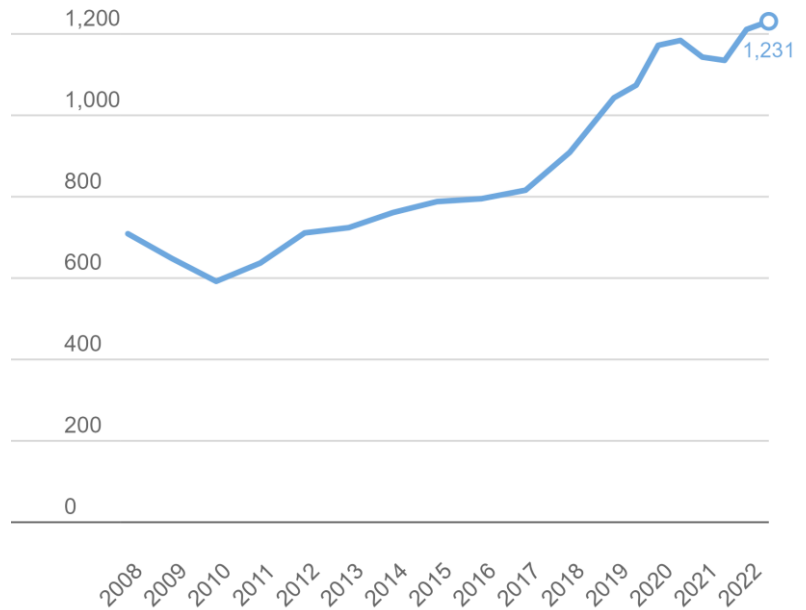
The chart below shows the headcount from March 2018 to September 2022. The new GLA structure is reflected from the September 2020 profile.

Staffing profile by directorate, 2018 to 2022



Note: Count of employees, not FTE.

GLA staff, 2008 to 2022

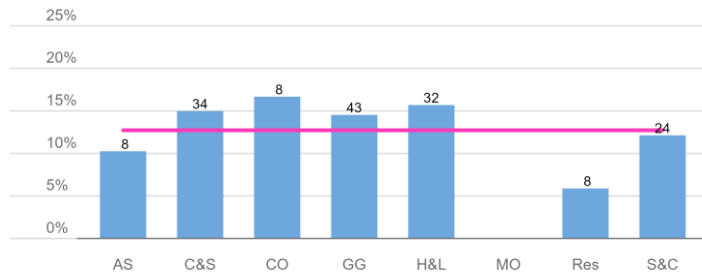


Note: Count of permanent and fixed-term employees (excluding agency, inward secondees and consultants), not FTE.

Part-time staff analysis

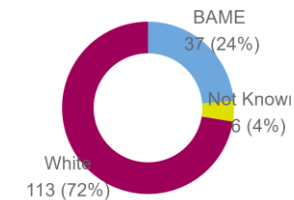
Part-time staff are defined as anyone contracted to work fewer than 37 hours per week. As part of our diversity work, the GLA is open to requests for part-time working and job sharing. There are **111.60 FTE** staff working part-time with the actual headcount being 155 (12.6%). On average, part-time staff work 25.53 hours per week. Of the 155 staff, 130 are female (equivalent to 83% of part-time workers against a GLA population of 62% female). There are 37 Black, Asian and minority ethnic (BAME) part-time staff representing 24% of the part-time population compared to the GLA overall profile of 34% BAME. Within the GLA, working part-time is not a barrier to being appointed to a senior role, with the highest number of part-time staff earning between £50k and £60k. Twenty-four part-time staff fall into the senior staff category i.e. earn £70k or more per year.

Part-time staff by Directorate (by % and number)



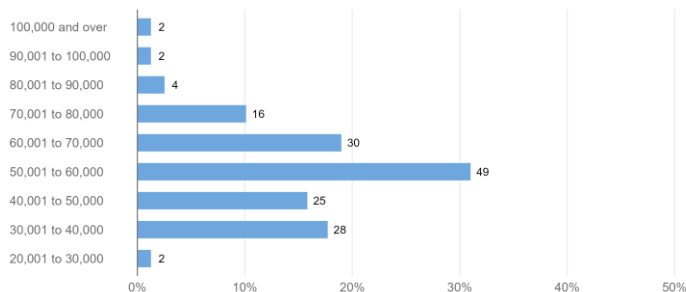
Note: Share of permanent and fixed-term employees. GLA overall share in pink.

Part-time staff by ethnicity



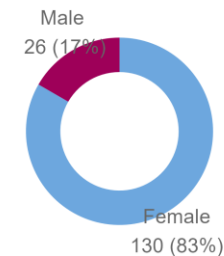
Note: Share of permanent and fixed-term employees.

Part-time staff by salary grouping using FTE salary (by % and number)



Note: Share of permanent and fixed-term employees.

Part-time staff by gender

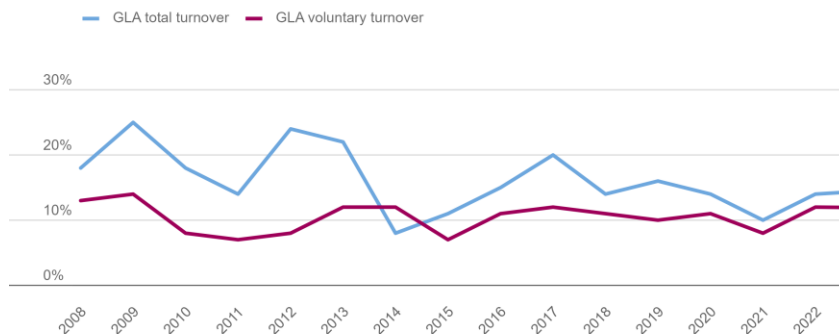


Note: Share of permanent and fixed-term employees.

Turnover

The overall turnover figure for the GLA is currently 14%. Turnover is based on an annual calculation over a 12-month rolling period. There were 174 individual leavers from the GLA during the 12 months to 30 September 2022. Good Growth (44), Strategy and Communications (33), and Communities and Skills (33) had the highest numbers of leavers with the Mayor's Office (4) having the lowest number.

Turnover



Note: Share of leavers over average headcount in 12-month period.

Reasons for leaving

	Reason	Number	Share of headcount
Voluntary	Resignation	138	11.0%
	Resignation - Personal	1	0.1%
	Voluntary redundancy	5	0.4%
	Other reason	2	0.2%
Involuntary	End of fixed-term contract	17	1.4%
	End of agency contract	1	0.1%
	Failed probation	1	0.1%
	Redundancy – compulsory	5	0.4%
	Retirement	4	0.3%
Total		174	14.1%

Salary breakdown

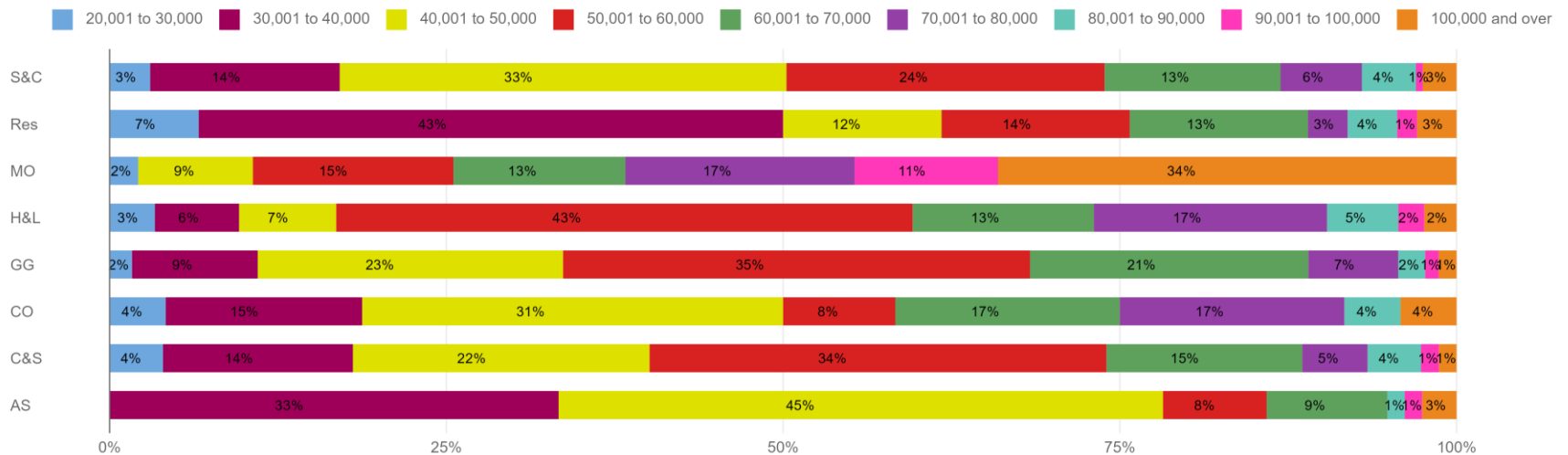
This section provides an overview of the salaries paid to GLA employees

Staffing profile: salary overview by percentages

The average salary in the GLA as at 30 September 2022 is £56k. 50% of the staffing population earn between £40k and £60k, whilst 66% of the total staffing population earn between £30k and £60k. Senior staff account for 16%, i.e. earning over £70k. The pay ratio between the highest-paid and the lowest-paid is 7:1 (excluding apprentices). The ratio between the highest-paid employees and the average salary is 4:1. The ratio of female staff to male staff is 62:38; when looking at median salaries, both women and men earn £52,008 per annum.

The graph below shows the proportion of salary bands within each directorate, expressed as a percentage. This is shown in percentage terms, as to show by number of employees would result in the potential identification of individual employees due to the very small numbers in some categories.

Salary breakdown by directorate (%)

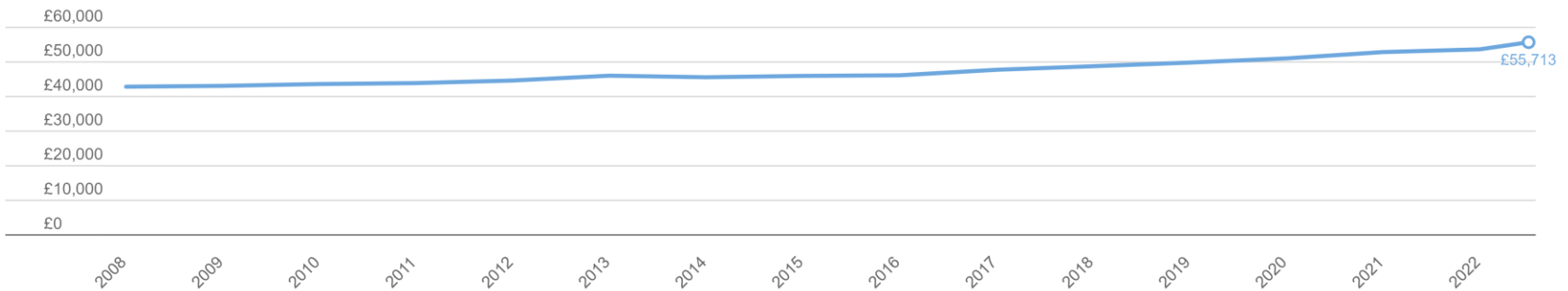


Note: Share of permanent and fixed-term employees.

Staffing Profile: salary overview

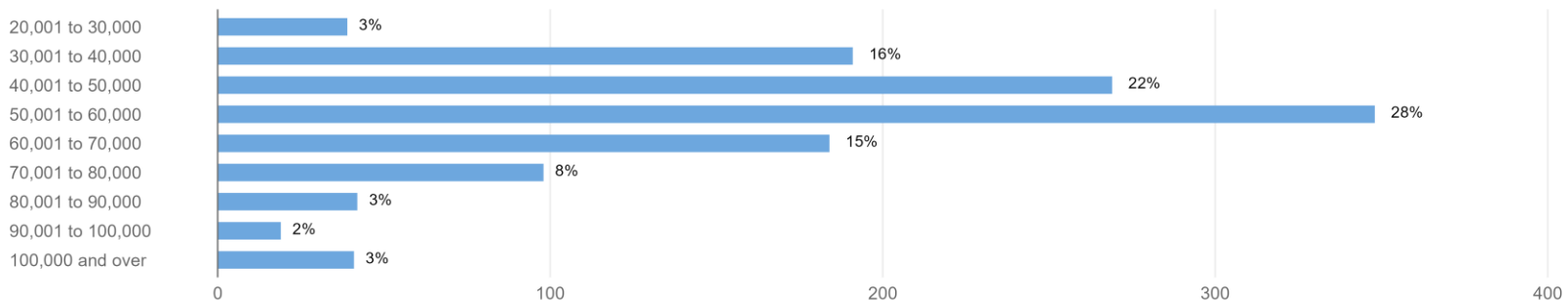
The average salary in the GLA now stands at £55,713 per annum. This is reported on the basis of FTE salaries, in order to align with requirements for pay gap reporting, which are similarly based on FTE salaries. The annual rise seen in the graph below is due to progression within grades and the cost of living increases which are negotiated and agreed as part of any annual pay award.

Average salary 2008 - 2022



Note: Based on average full-time-equivalent salaries.

Number and share of staff by salary band



Note: Share of permanent and fixed-term employees.

Demographic breakdown

This section provides an overview of the demographic make up of our workforce.

As this information relates to individuals, this means that the data is shown as a count of the total number of employees within each category, rather than by FTE.

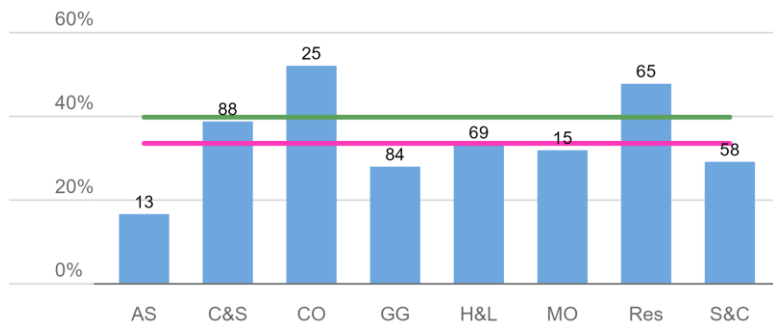
Ethnicity overview

As at 30 September 2022 the number of Black, Asian and minority ethnic (BAME) employees has increased to 417; this is shown in terms of the count of employees declaring ethnicity as Black, Asian or Minority Ethnic. The current number of Black, Asian and Minority Ethnic staff represents 34% of the workforce; this remains below London’s working-age population (40%). We have a declared ethnicity for 94% of employees with 6% choosing not to declare.

Of the 417 Black, Asian and Minority Ethnic staff, 174 are Asian or Asian British; and 154 are Black or Black British. Together, these two ethnic groups account for 79% of the Black, Asian and Minority Ethnic staffing population. The directorates with the highest proportion of Black, Asian and Minority Ethnic staff are the Chief Officer’s directorate (52%) and the Resources directorate (48%). The Assembly Secretariat has the lowest level of ethnic diversity across the organisation with 17% of its staff from Black, Asian and Minority Ethnic backgrounds.

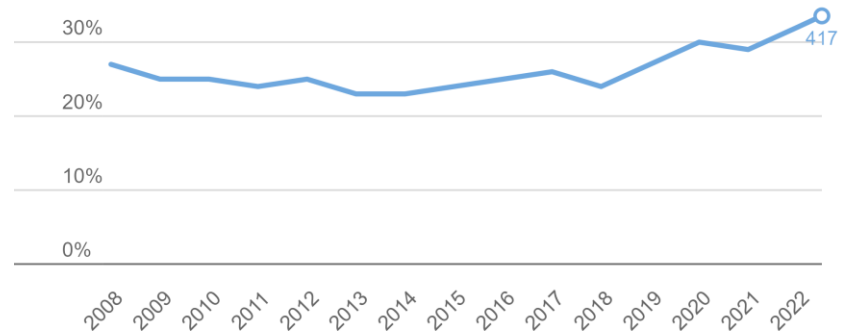
28% of leavers in the year ending 30 September were from a Black, Asian or Minority Ethnic background. This is slightly lower than the current Black, Asian and Minority Ethnic staffing population.

BAME staff by directorate (% and number) compared to GLA BAME average and London’s working age population



Note: Share of permanent and fixed-term employees. GLA average share in pink, population share in green.

BAME staff 2008 to 2022 (% plotted on graph and staff number shown for Sep-2022)

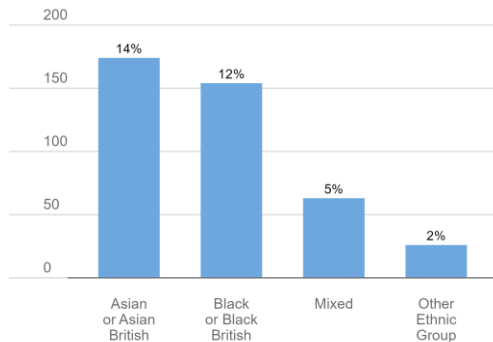


Note: Share of permanent and fixed-term employees.

Black, Asian and Minority Ethnic (BAME) breakdown

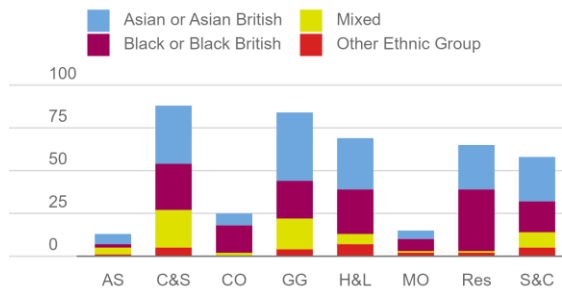
The graphs below give an overview of the ethnicity breakdown of our workforce, by grade, salary band, and directorate. This relates to individual members of staff (headcount) as opposed to FTE numbers.

BAME staff by ethnic origin



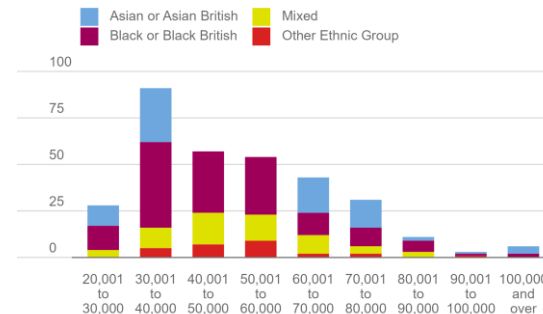
Note: Share of permanent and fixed-term employees.

BAME staff by directorate and ethnic origin



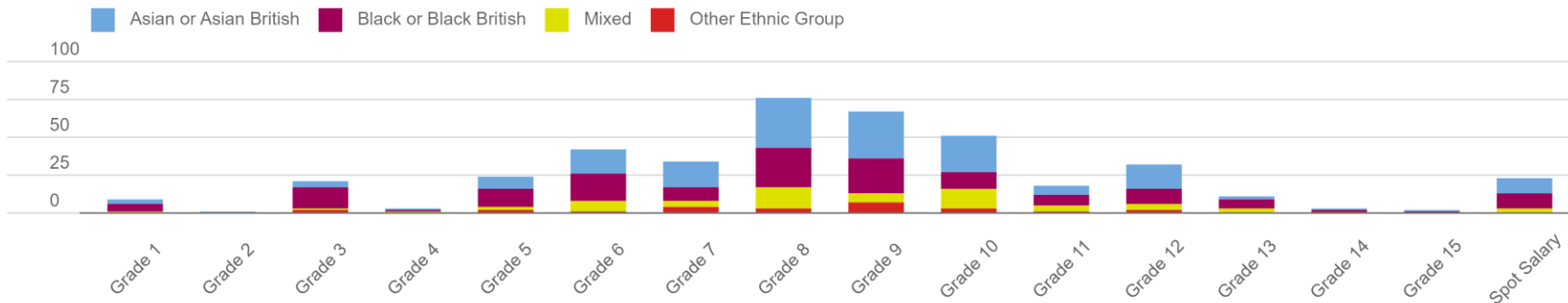
Note: Includes permanent and fixed-term employees.

BAME staff by salary grouping and ethnic origin



Note: Includes permanent and fixed-term employees.

Staff by grade and ethnic origin



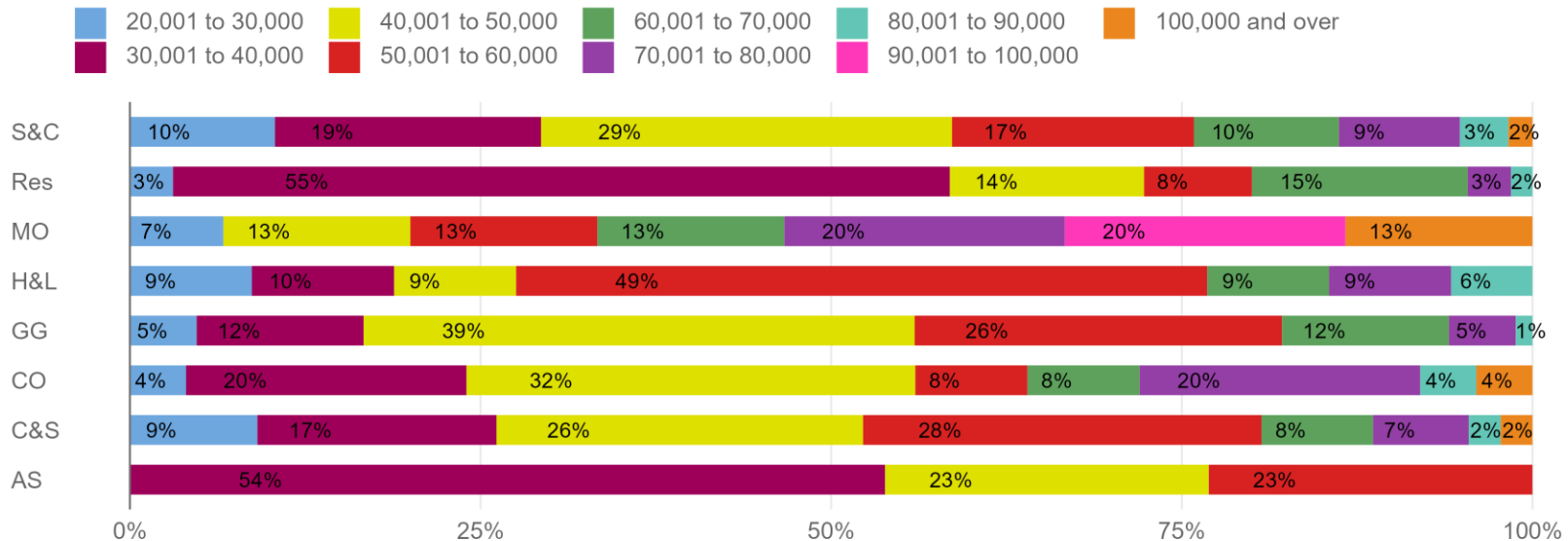
Note: Includes employees within grade schedule only.

Black, Asian and minority ethnic (BAME) salary breakdown

As at 30 September 10% of GLA's Senior Leadership team are from a Black, Asian and Minority Ethnic background. The Senior Leadership team is made up of Executive Directors, Assistant Directors and Heads of Service.

There is a significant level of under-representation for Black, Asian and Minority Ethnic staff at senior level in the GLA with 12% earning above £70k which broadly corresponds with grade 12 and above, compared to the overall profile for the GLA of 16%.

Share of BAME staff in salary band by directorate



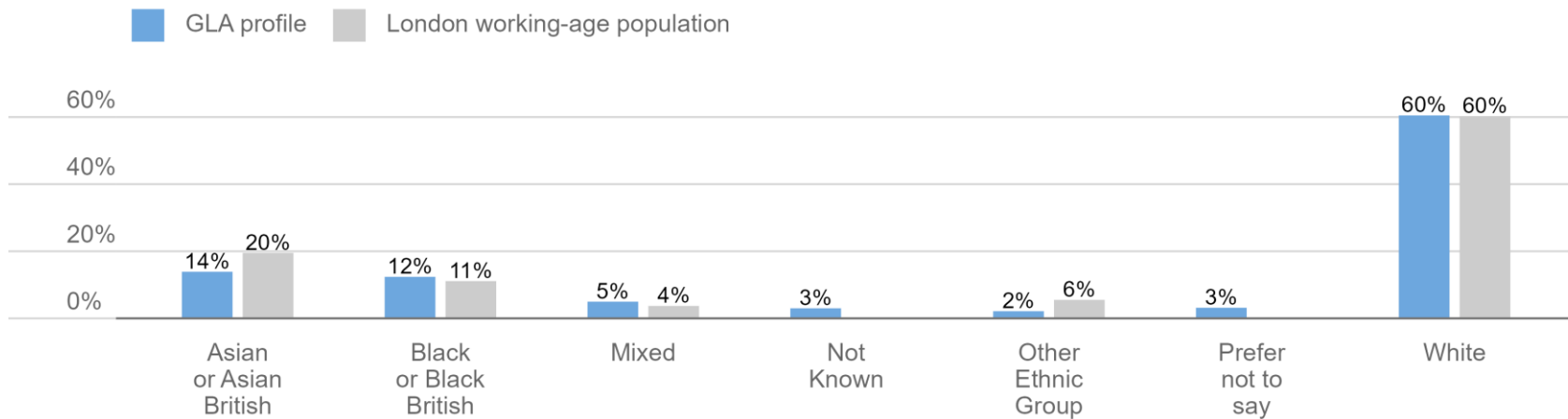
Note: Includes permanent and fixed-term employees.

Ethnic background compared to London's working-age population

The chart below compares the proportion of GLA staff from different ethnic groups with the profile of London's population aged 16-64 years. This helps to understand representation of different ethnic groups within the GLA. It shows, for example, that the proportion of GLA staff from a Black or Black British background is slightly above the average for London's working age population (12% vs. 11%). By contrast, the proportion of GLA staff from an Asian or Asian British background (14%) is lower than the London average (20%).

While this gives an indication of how the GLA is performing in terms of recruiting and retaining staff, data on ethnicity pay gaps provides further important information to measure performance. The latest GLA ethnicity pay gap reporting can be found in the previous workforce report [here](#). This analysis will be updated again for the workforce report due in March 2023.

Profile of GLA staff by ethnic background compared to London's working age population



Note: Share of permanent and fixed-term employees. London data based on APS.

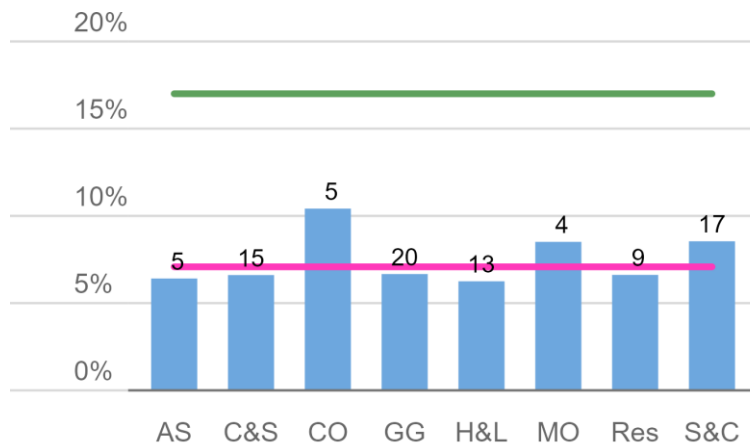
Disabled staff overview

88 staff in the GLA declared a disability as at September 2022. This equates to 7% of GLA staff which exceeds the position in March 2019 of 5% and March 2021 of 6%.

Despite this progress, the representation of disabled staff in the GLA remains significantly lower than that of London's working-age population (17%).

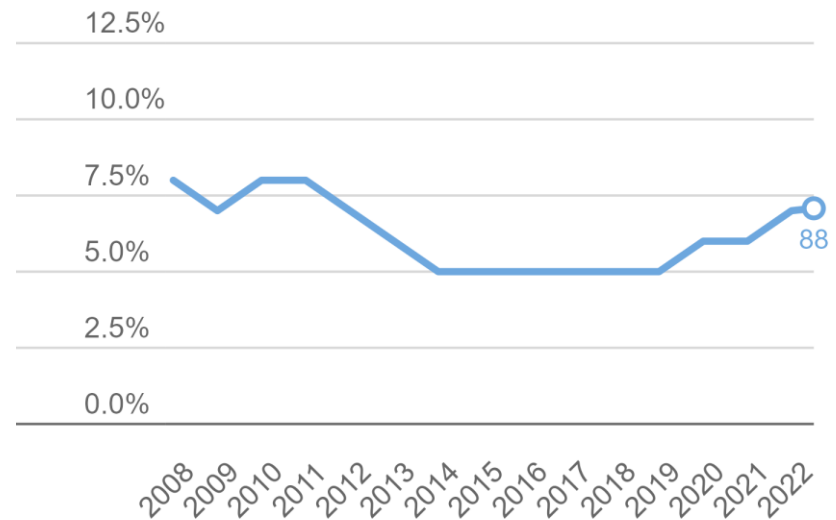
Further information on disability pay gaps was provided for this first time in the previous [workforce report](#).

Disabled staff by directorate (%) compared to GLA disabled average and London's working age population



Note: Share of permanent and fixed-term employees. GLA ave in pink, population share in green.

**Disabled staff 2008-22
(% plotted on graph and staff number shown Sep-2022)**



Note: Share of permanent and fixed-term employees

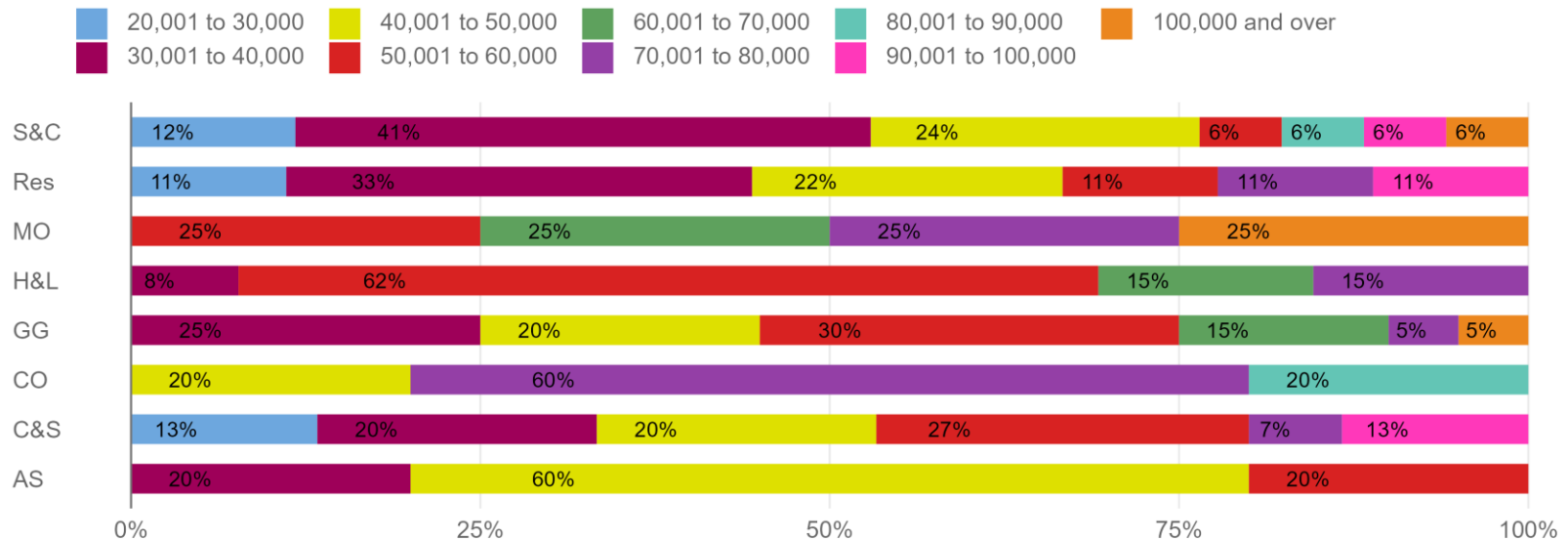
Disabled staff salary breakdown

As of September 2022 13% of GLA’s Senior Leadership team have declared a disability.

20% of disabled staff earn £70k or more that is equivalent to grade 12 and above, with 74% of disabled staff earning between £30k and £60k per annum.

With the GLA’s average salary currently £55,713 per annum the data shows that 31% of disabled staff are earning above the GLA’s average salary.

Disabled staff by directorate and salary band



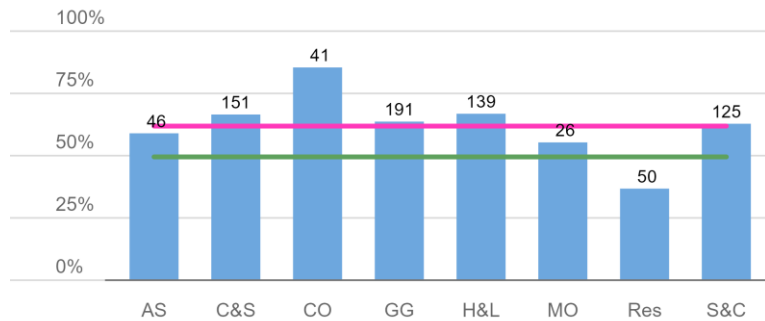
Note: Includes permanent and fixed-term employees.

Gender overview

62% of GLA staff are female, corresponding to 769 staff, with most female staff working in Good Growth (191) and Communities and Skills (151). The number of female staff overall has increased from 734 in March 2022.

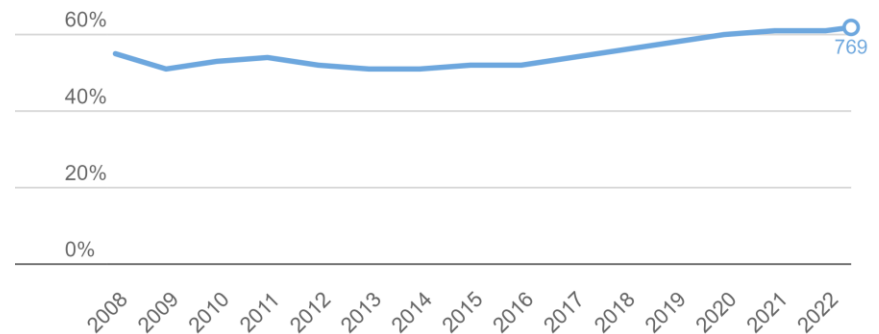
The GLA performs well when compared to the London's working-age population which stands at 49.5%.

Female staff by directorate (% and number) compared to GLA female average and London's working age population



Note: Share of permanent and fixed-term employees. GLA average share in pink, population share in green.

Female staff 2008-2022 (% plotted on graph and staff number shown for Sep-2022)



Note: Share of permanent and fixed-term employees

Gender identity: The GLA recognises that gender identity is not limited to the categories of male and female and that some colleagues may not identify within this gender binary. The GLA welcomes and values colleagues of all gender identities. The GLA has enabled some monitoring of non-binary identity, and is progressing further improvements in this area. The data we currently have is withheld from publication in this report for confidentiality reasons. The GLA recognises non-binary identities through the use of gender-neutral language throughout its HR policies and communications and by working closely with the LGBTQ+ Staff Network group.

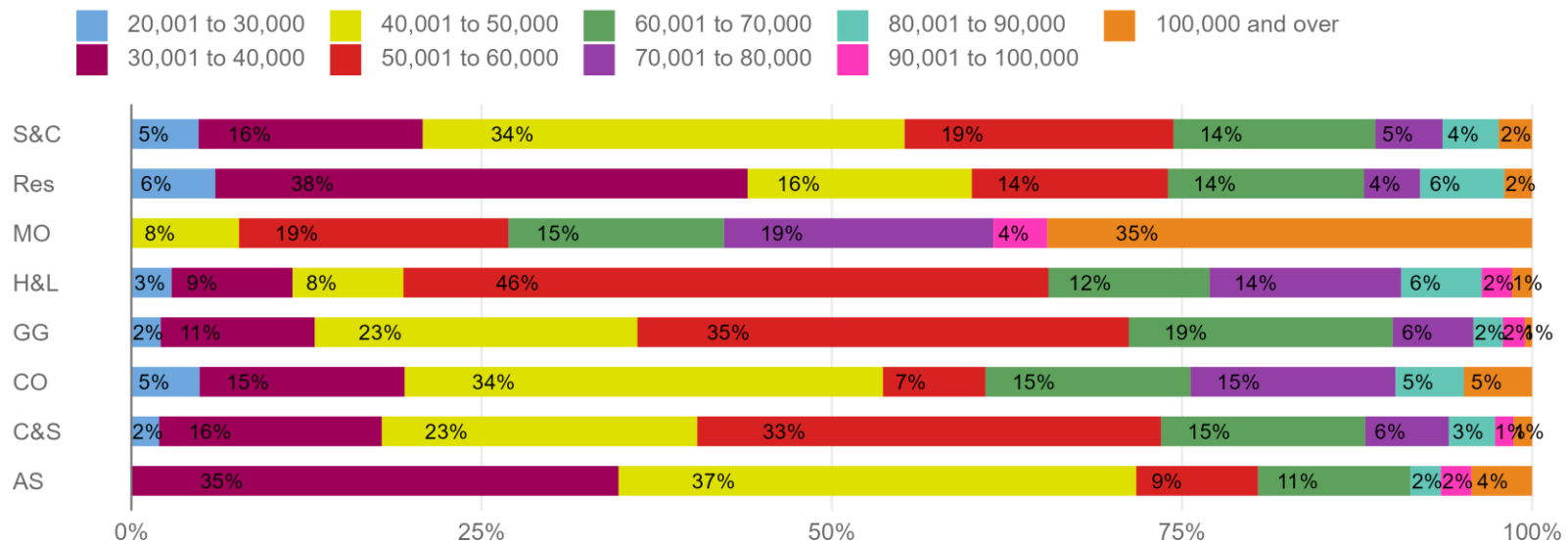
Gender salary breakdown

58% of senior staff (i.e. those at grade 12 and above) are female, staff in this group earn over £70k per year.

67% of all female staff earn between £30k and £60k, with the highest concentration earning between £50k and £60k (29%).

As at 30 September 2022, female staff are slightly under-represented in the Senior Leadership team (58%) compared to the GLA's overall profile of 62%. The percentage of female staff in the Senior Leadership team exceeds the working-age population of 49.5%.

Female staff by directorate and salary band

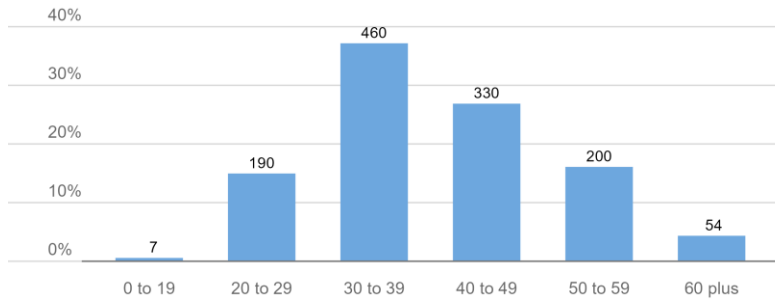


Note: Includes permanent and fixed-term employees.

Age overview

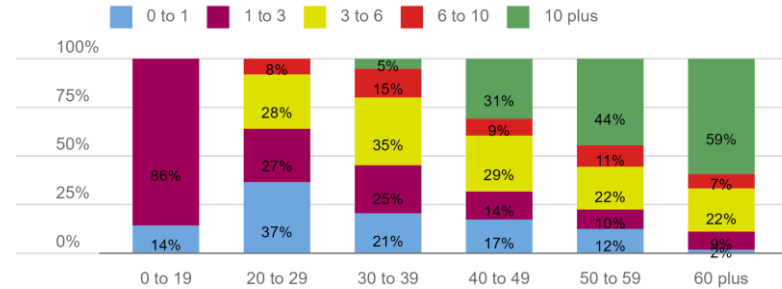
The average age of GLA employees was 41 as of 30 September 2022. 37% of the staffing population fall in the 30 – 39 age group. The next biggest group are in the 40 – 49 category, accounting for 27% of the total staffing population. Of those aged 50-59, 44% have ten or more years of service.

Staff breakdown by age (% and number)



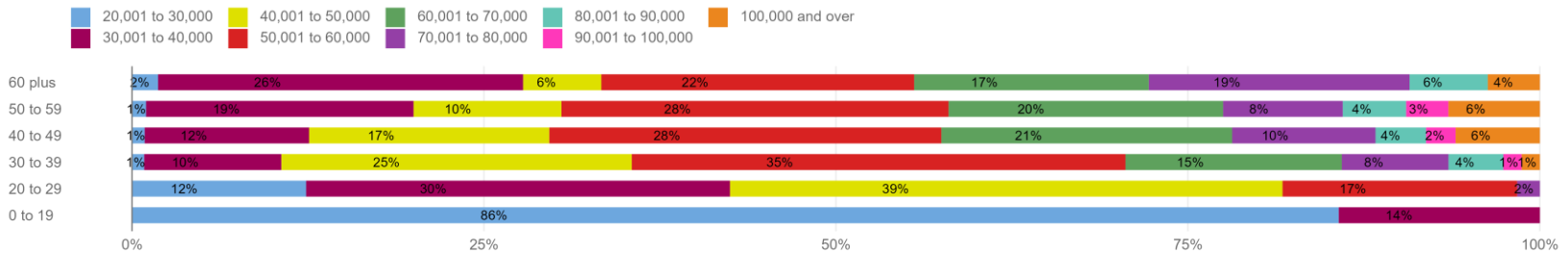
Note: Share of permanent and fixed-term employees.

Staff length of service by age band



Note: Includes permanent and fixed-term employees.

Salary breakdown by age (%)



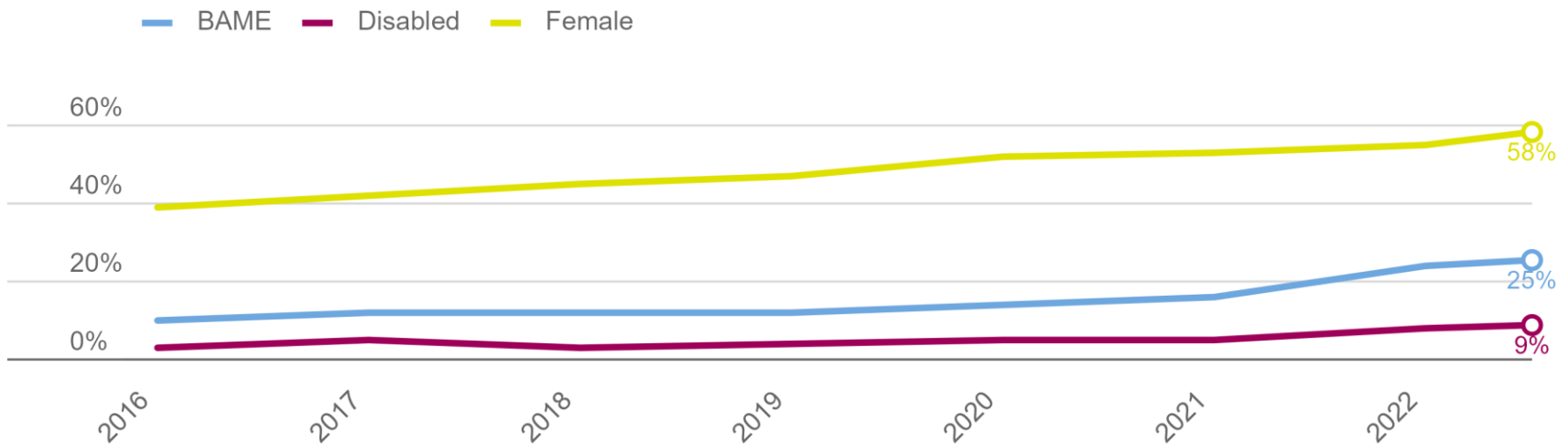
Note: Includes permanent and fixed-term employees.

Senior staff (G12 and above) by gender, ethnicity and disability

There are 168 individual staff in this category (earning £70k or above), of which 58% declare as female, 25% as BAME, and 9% as disabled. This means the first two groups are under-represented when compared to the GLA overall profiles (62% women, 34% BAME and 7% disabled).

When looking at the trend for senior staff since 2016, there has been an increase in representation for females, BAME and disabled staff year-on-year which is in keeping with the GLA's aim to improve representation. However, there is still work to be done to deliver a workforce representative of the working-age population in London for disability and ethnicity.

Senior staff 2016 to 2022

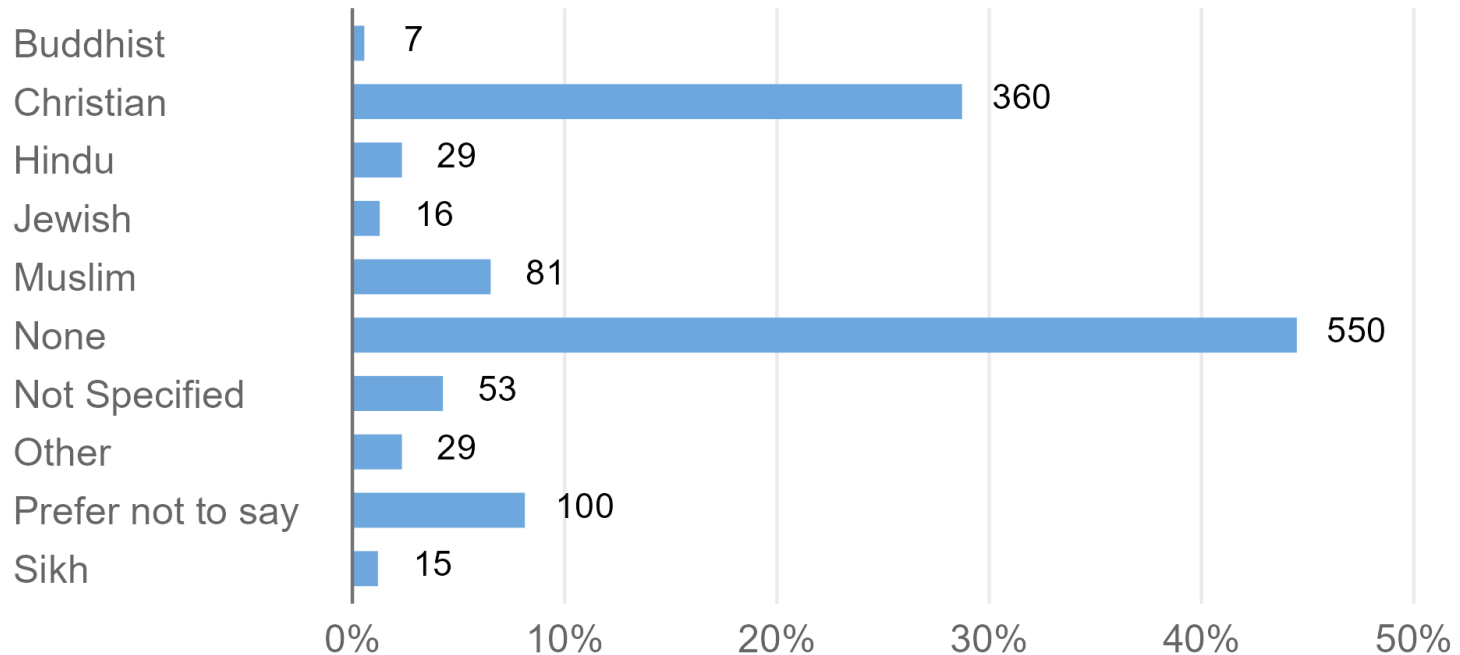


Note: Share of permanent and fixed-term employees

Faith

Faith (by % and number)

45% of staff have declared they have no faith; 28% report as Christian; and 14% either prefer not to say or do not specifying a faith.

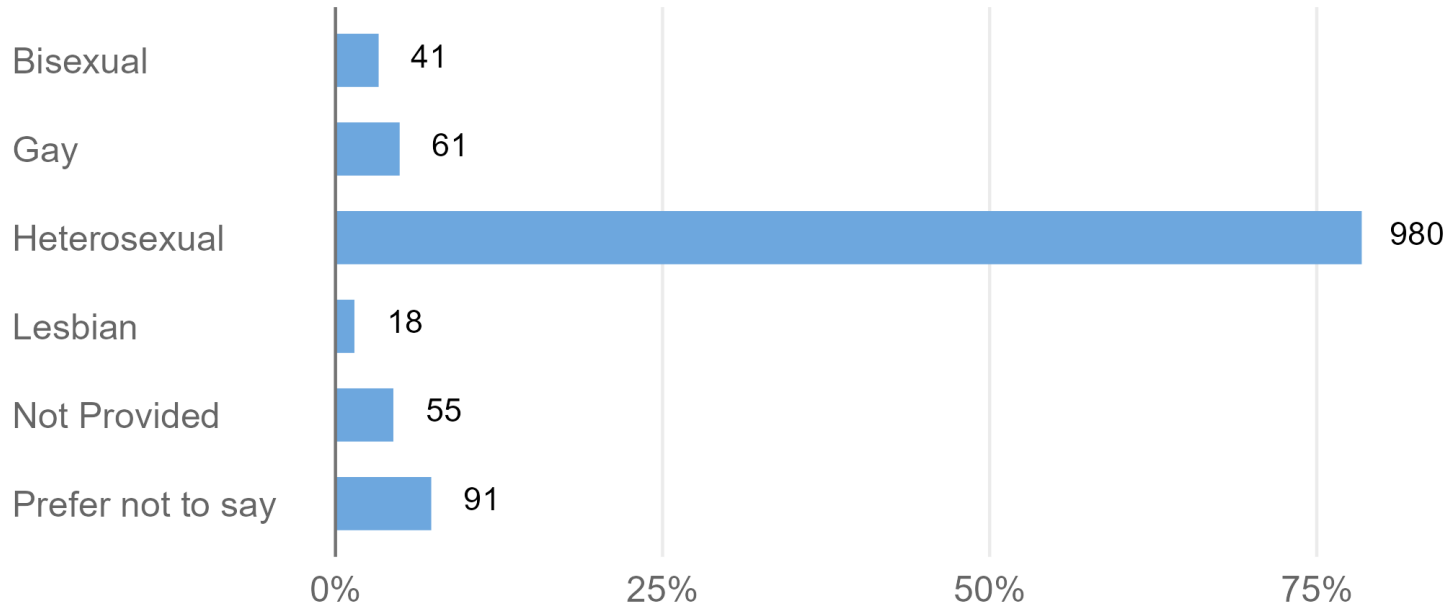


Note: Share of permanent and fixed-term employees.

Sexual orientation

Sexual orientation (by % and number)

10% of staff have self-declared a sexual orientation that is bisexual, gay or lesbian compared to 78% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.



Note: Share of permanent and fixed-term employees.

Additional payments: recognition payments by gender, ethnicity and disability

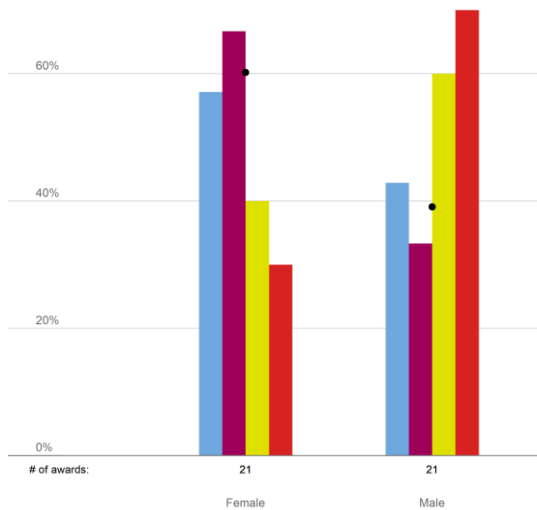
Staff who produce exceptional work can be recognised for this by means of a one-off payment. For the period April-August 2022, 42 payments were made. 50% of these were given to female staff, which is below the female share of the overall staffing population at 62%. 40% were given to Black, Asian and Minority Ethnic staff which is higher than the share of the overall staffing population at 34%. 5% of payments were awarded to staff with a disability, slightly lower than the share of the overall staff population of 7%. The average payment for females was £805 and males £1,002.

Recognition payments by number of staff by gender, ethnicity and disability

Distribution of recognition pay awards by sex

Share of payments (#) by amount, GLA financial year 2022/23

£ 350 £ 700 £1,000 £1,500 Workforce %



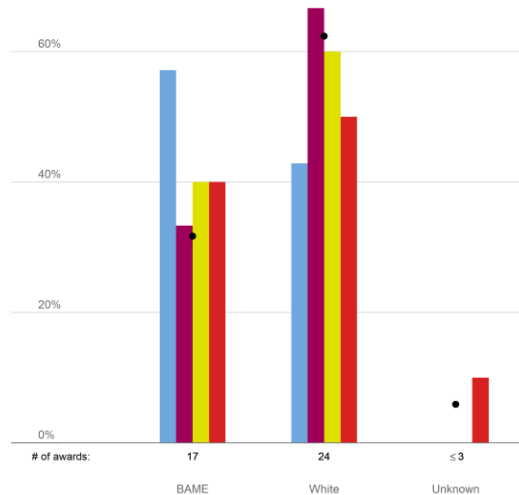
Note: Does not show one-off pay amounts or groups without pay awards. Assumes workforce is same in 2022/23 as in 2021/22.

Source: GLA HR data.

Distribution of recognition pay awards by ethnicity group

Share of payments (#) by amount, GLA financial year 2022/23

£ 350 £ 700 £1,000 £1,500 Workforce %



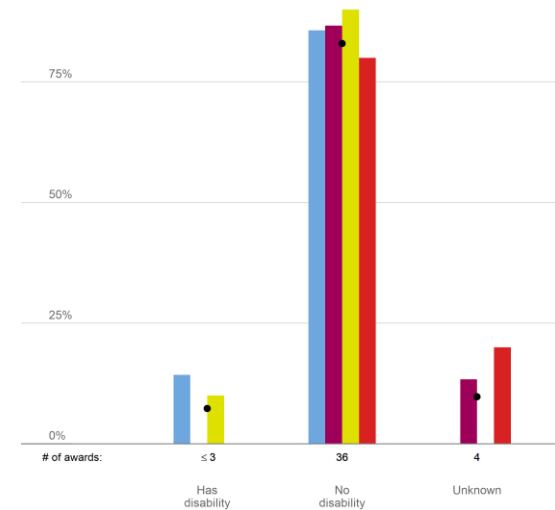
Note: Does not show one-off pay amounts or groups without pay awards. Assumes workforce is same in 2022/23 as in 2021/22.

Source: GLA HR data.

Distribution of recognition pay awards by disability

Share of payments (#) by amount, GLA financial year 2022/23

£ 350 £ 700 £1,000 £1,500 Workforce %



Note: Does not show one-off pay amounts or groups without pay awards. Assumes workforce is same in 2022/23 as in 2021/22.

Source: GLA HR data.

Recruitment

This section provides an overview of the amount of activity undertaken, and number of appointments made by the recruitment team.

This means that this information is shown as a count of total numbers of appointments/campaigns, rather than by FTE.

Recruitment

This report provides a snapshot of recruitment broken down by selected demographics for the current reporting period (April to September 2022).

When reporting recruitment data all numbers are whole numbers representing individual applicants, shortlisted and appointed candidates.

In the current reporting period (April to September 2022) there were a total of 224 appointments. 49 appointments were made from the existing workforce, with 175 external appointments.

Recruitment: ethnicity

For this reporting period (April to September 2022) over half (57%) of external applicants were from BAME groups. This was in line with the proportion of external candidates who were shortlisted for interview (57% from BAME groups). Candidates from BAME groups also made up half (50%) of the external candidates appointed during this period.

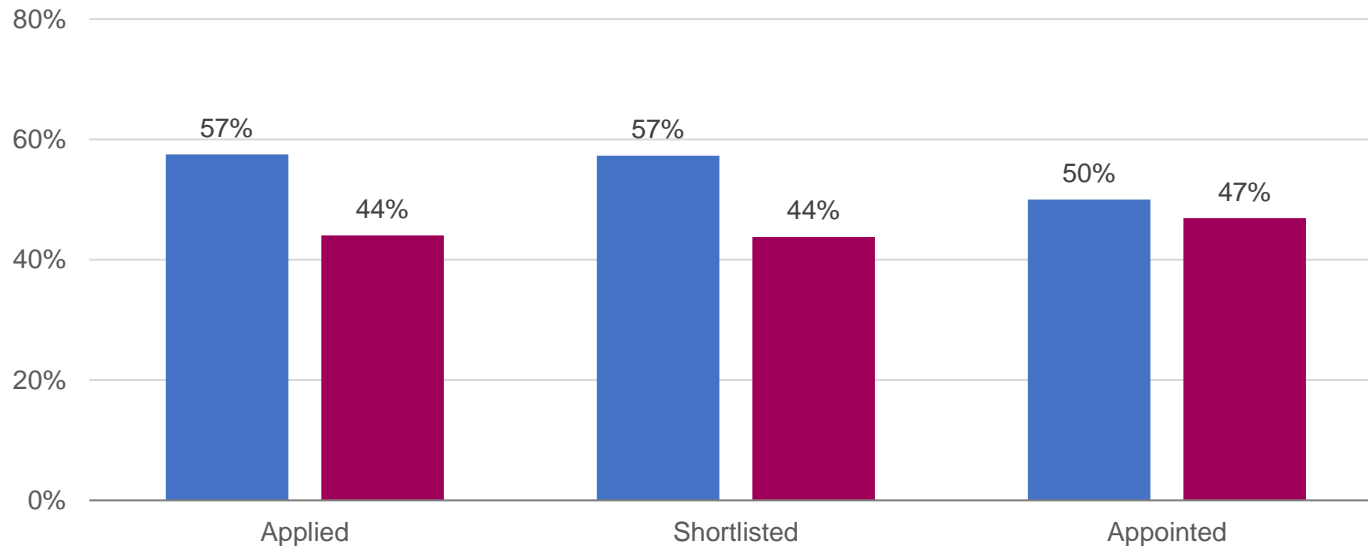
The proportion of internal applicants from BAME groups was 44%. Candidates from BAME groups also accounted for 44% of the internal applicants shortlisted for interview and 47% of the internal candidates appointed.

In the current reporting period, a total of 23 external appointments were made at Grade 12 or above (salary £70,241 or above). Of these appointments, 13 were from BAME groups and female.

BAME candidates, April to Sept 2022

Proportion of candidates from ethnic minorities (excl. white minorities) by recruitment stage

■ External ■ Internal



Note: ethnicity totals include 'prefer not to say'.

Recruitment: gender

For this reporting period (April to September 2022) females made up 57% of both the external and internal candidates who applied for roles.

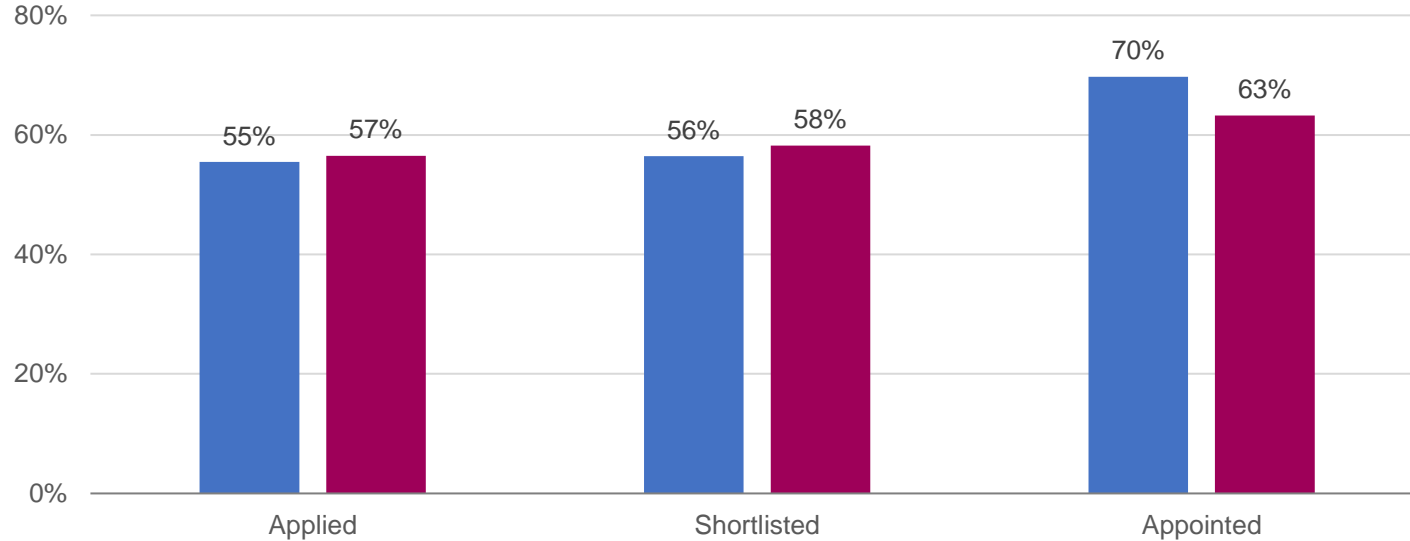
Female candidates accounted for 58% of the external candidates who were shortlisted for interview and 71% of those who were appointed.

Female candidates accounted for 59% of the internal candidates who were shortlisted for interview and 65% of those who were appointed.

Female candidates, April to Sept 2022

Proportion of female candidates by recruitment stage

■ External ■ Internal



Note: gender totals include 'other' and 'prefer not to say'.

Recruitment: disability

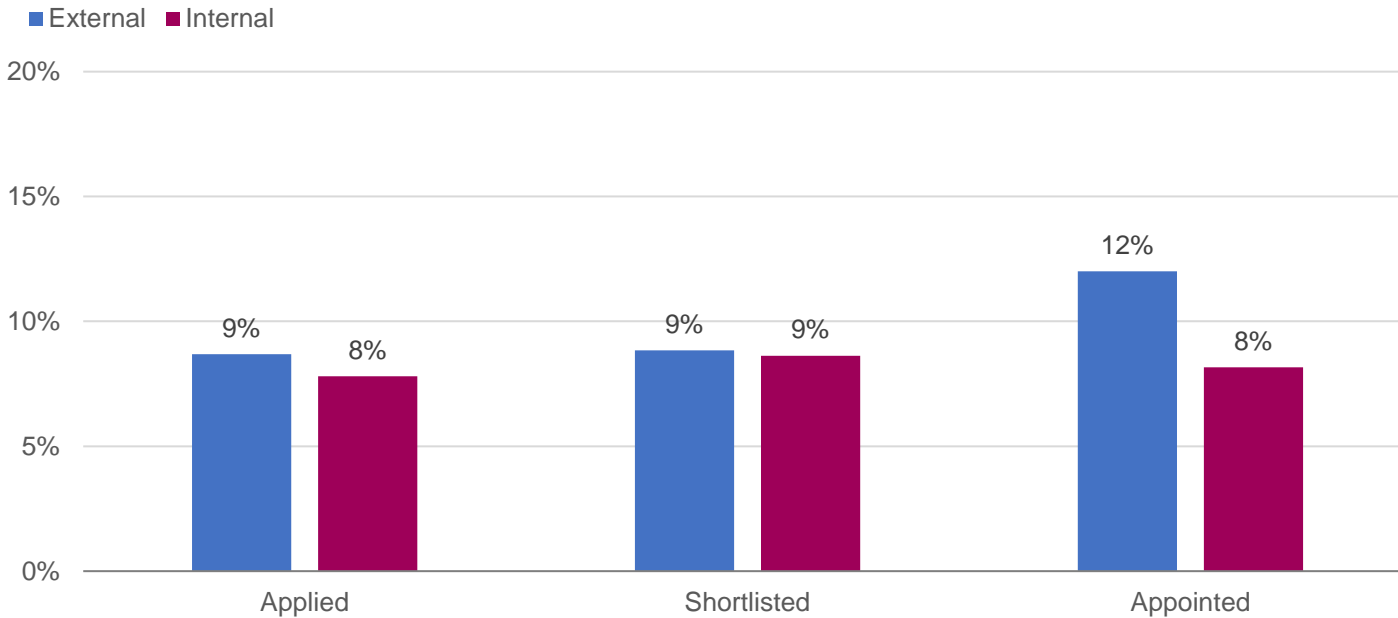
For this reporting period (April to September 2022) disabled people accounted for 9% of the external candidates who applied for roles and 8% of internal applicants.

Disabled people accounted for 9% of the external candidates who were shortlisted for interview and 12% of those who were appointed.

Disabled people also accounted for 9% of the internal candidates who were shortlisted for interview and 9% of the internal candidates who were appointed.

Disabled candidates, April to Sept 2022

Proportion of disabled candidates by recruitment stage



Learning & Development

This section provides an overview of the key learning and development activity undertaken within the reporting period.

Learning and development: overview of activity

The GLA Learning and Development service promotes a structured approach to learning and offers a range of tools to help staff reflect on their development needs, seek feedback and plan their development. This is supported by a comprehensive learning programme including:

- induction and mandatory training
- professional development modules
- mentoring schemes
- accredited management development programmes
- qualification sponsorship
- career development support.



From November 2022, the learning and development service is being delivered through the shared HR service. The Capability and Leadership Team will work with the TfL Learning and Development Team to plan, commission and continually improve the learning programme.

We are working with TfL colleagues to recommission and review the management and leadership development offer for roll out in 2023.

Embedding digital learning options

We continue to grow our digital learning officer to make learning quick and easy to access on-demand. We have been offering webinars to help staff navigate around the learning portals which we launched in May 2022:

- **iCareer Coach** – a digital platform containing on demand career assessments, aptitude tests, a profile builder, videos, podcasts and an interview simulator, to manage and develop staff careers.
- **Watch and Go** – a range of short videos and podcasts covering four main themes: Personal Effectiveness, Communication and Teamwork, Managing Performance and Productivity and Culture & Wellbeing.

We have registered over 500 users across the two above platforms in the period up to 30 September. The webinars were well attended, with 60-90 attendees at each of the lunchtime sessions.

Ezone

With the move to the shared service and increased collaboration with TfL, we are further expanding the range of e-learning modules available to GLA colleagues, including 90 titles available as part of the move to ezone. Ezone hosts the mandatory e-learning modules previously hosted on LearnUpon system.

Learning and development: Apprenticeships and Kickstart

The GLA is committed to high quality apprenticeship programmes which support people into professional work. We currently have 32 apprentices on the GLA apprenticeship programmes:

- 21 Business Administrator (Level 3) apprentices, three of which are employed by MOPAC and the OPDC.
- Nine Associate Project Manager apprentices (Level 4)
- Two apprentices in Finance: Assistant accountant (Level 3) and Professional Accounting technician (Level 4)

Business administration 2021 intake

Our BA apprentices started their contracts in September 2021 and have recently been focusing on the completion of their apprenticeship qualifications and securing follow-on employment.

We have provided a programme of career development support to all Business Administration apprentices to help them prepare for the next steps in their career. This consists of career development workshops and 1:1 career advice on the topics such as career planning, CV writing, interview preparation. Additional skills development sessions such as presentation skills have also been scheduled.

We are currently planning to recruit the new cohort of business administration and project management apprentices in early 2023.

Kickstart

In support of the Mayor's commitment to help young people into employment following the pandemic, we hosted five Kickstart Trainees at the GLA. The Trainees, who were paid the London Living Wage, completed their six-month placement in September 2022. They gained administrative work experience, and employability skills training and support to gain future employment. Kickstart is a government-funded scheme to help young people aged 16-24, who are at risk of long-term unemployment, into work.

Equality, Diversity, Inclusion, Culture and Wellbeing

This section provides an overview of the key EDI, Culture and Wellbeing activity undertaken within the reporting period.

Equality, diversity, inclusion, culture and wellbeing

Inclusion Programme

The GLA has established an Inclusion Programme following the publication of The Equal Group's report *Independent Review of Ethnic Minority Experiences at the GLA* and in response to the *GLA Workplace Adjustments Review* by the Goss Consultancy into GLA policy and practice on workplace adjustments. The programme consolidates all workforce EDI activity within the organisation and sets a clear vision alongside a three-year workforce EDI strategy *We Belong Here* on how the GLA will work towards its ambitions. **In 2022-23, race equality and disability equality are corporate and equivalent priorities within the strategy.** The programme is overseen by the Inclusion Programme Steering Group made up of the Chief Officer, the Executive Director for Strategy & Communications, and the Assistant Director, People Function. The Steering Group is supported by a dedicated programme manager and the EDI and Culture Team within the People Function.

Resources and Budget

The Inclusion Programme has conducted a review of the resources invested in workforce EDI activity. The creation of the new People Function has resulted in a doubling of the people resource dedicated to workforce EDI activity – growing from two to four roles with the lead role is now a member of the People Function Senior Leadership Team. Significant new funding has been allowed for in the draft 2023-24 GLA budget.

Workforce EDI Strategy – *We Belong Here*

The GLA took a series of immediate steps in response to the *Independent Review* including ensuring mandatory diverse recruitment panels, introducing CMT oversight of appointments at G10 and above, establishing working groups led by Assistant Directors focused on the competency framework, inclusive recruitment, action to increase representation at G10 and above, and G2/3 progression, and ensuring that all staff and all managers have an EDI performance objective. The Chief Officer published a clear policy statement on EDI and a new three-year workforce EDI strategy was developed to support that vision which was shared with staff for consultation and finalised in July. The strategy has three clear strategic objectives to:

1. Develop collective and individual accountability on equality, diversity and inclusion. All staff work towards these goals and we hold each other to account.
2. Grow a genuinely inclusive working culture that 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.
3. Establish a workforce that reflects London's diversity across all directorates and at senior level.

Equality, diversity, inclusion, culture and wellbeing

Inclusion Programme contd.

***We Belong Here* implementation**

A corporate action plan has been developed to identify, drive and measure activity during 2022-23. Based on what we know through quantitative and qualitative data, race equality and disability equality are corporate and equivalent priorities. Progress in the last four months has been focused on putting in place key infrastructure – including a clear policy statement, strategy, establishing the EDI Essentials, and establishing the Our Moment Forum. Work underway includes an internal communications campaign to raise awareness of disability, a review of the Occupational Health service, recommissioning bespoke emotional support for Black and Black Mixed-Race staff and to extend that provision to Asian and Asian Mixed-Race staff, and delivering *Inclusive Conversations* sessions to raise managers' awareness of the workplace adjustment policy. Directorates have developed EDI action plans which set out how they are delivering the EDI Essentials and the corporate action plan and responding to challenges local to the directorate.

Accountability

Developing greater individual and collective accountability in equality, diversity and inclusion is one of three strategic objectives in the workforce EDI strategy, *We Belong Here*. Executive Directors were asked to provide a self-assessment against what we are describing as EDI Essentials – 11 priority actions which represent a minimum level of activity against the new EDI strategy and which assist the organisation to evaluate consistency of policy application. Executive Directors have been called to attend directorate-level challenge sessions with the Inclusion Programme Steering Group to test the validity of the assurance provided through their EDI Essentials returns. All staff and managers are required to have an EDI related objective to ensure that the responsibility to achieve the GLA's ambitions on EDI can be realised because everyone is playing a part.

Genuinely inclusive culture

Developing a genuinely inclusive working culture is the second strategic objective in the strategy. Significant work is ongoing to engage staff with this work across the organisation – both to raise awareness and to ensure that all staff are playing their respective roles. Regular updates on the Inclusion Programme feature in *Core Brief*, the Corporate Management Team's weekly communications to all staff, and an intranet page on the Inclusion Programme houses all of the documentation set out here, together with monthly progress updates. The Our Moment Forum is a new space for staff to meet with the Chief Officer to allow her to hear from staff whether the range of activity in this area is making a difference to their experience in the organisation. An internal communications campaign to raise awareness of disability equality is being planned to coincide with the run up to the UN International Day of Persons with Disabilities on 3 December.

Equality, diversity, inclusion, culture and wellbeing

Inclusion Programme contd.

Representation

Achieving a workforce which reflects the diversity of London across the organisation and at all levels is the third strategic objective set out in the strategy. Activity over the last 4 months to reform and improve recruitment practice has included:

- A review of the Competency Framework by the Senior Leadership Team-led working group
- Supplementary guidance for hiring managers on inclusive recruitment, supported by mandatory inclusive recruitment briefings attended by over 175 managers prior to recruitment processes progressing
- Mandatory diverse recruitment panels (gender and ethnically balanced)
- Executive Director oversight of recruitment to roles at Grade 10 and above – including at shortlist and appointment stage
- Corporate Management Team scrutiny of diversity of appointments to roles at Grade 10 and above through the Establishment Control Meeting process

Data analysis and engagement with staff through Unison and Staff Networks highlights that in addition to under-representation (of Black, Asian and Minority Ethnic staff and Disabled staff in particular) overall, representation at senior levels is a pressing concern and this is being addressed with Executive Directors through the Challenge sessions. An SLT-led working group focused on the development of staff at Grades 2 and 3, in particular colleagues working in our Security function, has resulted in bespoke one-to-one career coaching for interested staff.

Performance and Success Measurement

The Inclusion Programme Steering Group drive progress against the strategy. The new People Board Performance against the strategy is currently measured against several axes:

- The Corporate Performance Framework features 9 performance indicators tracking representation (including at G10 and above and at SLT levels), monitoring turnover by diversity, application of diverse recruitment panels and completion of *Let's Talk About Race*
- Our Moment sessions are an opportunity for CMT colleagues to test the impact of workforce EDI activity with staff across the organisation
- Workforce data highlights the representation of staff by equality monitoring categories which can highlight progress by individual group horizontally and vertically
- Staff survey data provides feedback from staff, which can be analysed by equality monitoring categories, to understand the views of staff and whether there are differentials in experience by diversity

Equality, Diversity and Inclusion

Diversity and inclusion-related benchmarking

The GLA is an active participant in the following external diversity related benchmarks which set standards and measure organisations on their performance against those standards of inclusion:

BITC Race at Work Survey

The GLA took part in the BITC Race at Work survey in 2021, the results of which were shared earlier this year and continue to be discussed at weekly 'Let's Talk About Race' sessions with staff. Following the publication of the *Independent Review* into experiences of Black, Asian and Minority Ethnic staff at the GLA, the results of this survey and the subsequent recommendations have been consolidated into the GLA's new EDI Strategy, *We Belong Here*. Both race and disability equality have been named corporate priorities for 2022-23.

Stonewall Workplace Equality Index

As a member of Stonewall's Diversity Champions programme, the GLA continues to work with Stonewall to progress LGBTQ+ issues within the workplace and benchmark against best practice. In February 2022, the GLA was ranked 30th in the Top 100 employers; achieving 3rd place in the public sector and receiving a Gold award. Since this announcement, the GLA have been working with staff and the wider GLA Group to implement recommendations relating to learning and development, data collection and procurement. The GLA has also been working in partnership with the LGBTQ+ Network to roll out further Trans Awareness training across the organisation. The LGBTQ+ Network continues to highlight the importance of safe spaces for staff – hosting sessions for bi, pan and trans colleagues to share experiences. In order to make progress against Stonewall's recommendations, the GLA is committed to submitting to the Workplace Equality Index again in Autumn 2023.

Disability Confident

The GLA is a Level 1 Disability Confident 'Committed' employer and we continue to aspire to achieve Level 2 of the benchmark. To continue progressing, and make the GLA a more disability-inclusive place to work, we have undertaken the following actions:

- Became members of the **Business Disability Forum** in April.
- Made disability one of our **corporate priorities** in our new EDI Strategy, *We Belong Here*, and corresponding action plan.
- Made conversations on Workplace Adjustment Passports one of our 'EDI Essentials' upon which we hold Senior Leaders to account.
- Revised the **Workplace Adjustment Policy**, in collaboration with the Staff Network for Disability, following feedback.
- Started a review of our **Occupational Health** provision.
- Delivered 7 pilot sessions of **Disability equality and inclusive workplace training** – seeking to provide managers with the knowledge, skills and confidence they need to remove barriers for disabled staff, and more confidently have conversations about inclusive working. This offer will be rolled out to all managers from December 2022.

Equality, Diversity and Inclusion

Supporting Staff Networks

Our Staff Network Groups are an important source of support to colleagues and help make our organisation a better place to work. The Networks play an important role in supporting staff, as well as supporting the GLA to become a more inclusive and anti-racist organisation. All Staff Networks supported the development of the organisation’s new EDI Strategy, **We Belong Here**. In May 2022, all GLA Staff Networks celebrated **National Day of Staff Networks** – participating in a panel discussion in City Hall on this year’s theme “Viable, Visible, Voices”. The new Staff Networks Guidance was also published – creating greater support for Staff Network Leadership Teams and reaffirming roles. In July 2022, the GLA hosted its first **EDI Forum Away Day** – an opportunity for all Staff Networks to consider opportunities for intersectional collaboration and expand their reach across the organisation.

- **All-In**, the GLA's allies initiative, supported the Networks to highlight key issues impacting staff including helping to shape our new Our Moment forum sessions, highlighting staff experience, and facilitated outings to encourage staff to engage in EDI conversations.
- The **Carers and Parents Network** hosted a series of themed drop-ins to support staff. These included topics such as carers and dependency leave, parenting teenagers, making the GLA a caring responsibility and ‘drop off’/‘pick-up’ friendly organisation, part-time experiences and job sharing.
- **The Christian Network** continued to support members through faith sharing and events for staff, including a Summer Picnic across both offices for all Networks.
- The **EU and International Network** expanded their remit to better support international staff. They co-hosted an event marking 10 years of the Hostile Environment
- Our **LGBTQ+ Network** continued to roll out an important programme of trans-awareness training, participated in London Pride and hosted safe spaces for bi, pan and trans colleagues to share their experiences.
- The **Race Equity Network** have been working alongside Black Thrive to deliver successful group coaching sessions, marked Windrush Day in partnership with the TfL Race Network and collaborated with the Muslim Staff Group to celebrate Eid at City Hall.
- The **Staff Network for Disability** have continued to work alongside HR to revise the GLA’s new Workplace Adjustment Policy and Process and hosted an event to mark Sickle Cell Awareness and encourage blood donation across GLA.
- The **Wellbeing Network** continued to host a range of lunchtime sessions on a wide range of wellbeing topics, including male cancers, financial wellbeing and a talk from Jonny Benjamin MBE.
- The **Women’s Network** have been developing a new intersectional focus for their events and objectives. They launched their new ‘Women Winning’ campaign and a new programme for social interest groups.

All Networks are provided with funding and work regularly with both an Executive and Mayoral Sponsor to achieve their goals.

Wellbeing

As a result of the establishment of the People Function, Wellbeing is now the responsibility of the EDI and Culture Team within the People Function which has enhanced people resources.

The table below sets out the current wellbeing priorities:

Themes	Feedback from Wellbeing Champions supports the following approaches:
Wellbeing Strategy refresh	<ul style="list-style-type: none"> • Strategy under review in the context of emergence from the pandemic and the impact of growing cost of living
Mental Health Advocacy	<ul style="list-style-type: none"> • Roll out further training for GLA colleagues to become Mental Health Advocates • Develop a peer support network advocates to support them in their new roles
Financial Wellbeing and cost of living	<ul style="list-style-type: none"> • We acknowledge that financial wellbeing has become increasingly important over recent months • Three bespoke financial wellbeing seminars have been delivered since April