

Subject: Workforce Report for 2019-2020

Report to: GLA Oversight Committee

Report of: Chief Officer

Date: 21 July 2020

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2019 to 31 March 2020.

2. Recommendation

2.1 **That the Committee notes the report.**

3. Background

3.1 This report covers the year ending 31 March 2020 and is compared with the year ending 31 March 2019.

3.2 This cover report provides the headlines on the in-depth data report which covers 7 key workforce dimensions: workforce numbers – establishment and headcount; staffing demographic profile; recruitment; learning and development; diversity and inclusion; staff survey results and priority areas for action and lastly the GLA Covid 19 response to staff between March and July of this year.

3.3 The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development (CIPD) Health and Well-Being Survey 2020, Xpert HR Labour Turnover Rates 2019, and the ONS Annual Population Survey January – December 2019.

3.4 In accordance with section 6 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation details of all fixed term posts created in the period 1 October 2019 to 31 March 2020 are shown in Appendix 1. The Chief Officer has approved the creation of 32 fixed term posts in this period. All posts approved and listed below have an identified funding source.

3.5 The Chief Officer has approved the regrading of 12 posts in the six months from 1 October 2019 to 31 March 2020. The details of these posts are set out in Appendix 2.

4. Headlines

4.1 The main data and accompanying analysis are included in the slides that complement this cover report, however there are some headlines that the Committee will want to note:

- **Establishment (Slides 4):** Post numbers stand at 1308 as at 31 March 2020 which is a small increase (+3) on the position as at 31 March 2019 which was 1305. This reflects a tight management of the creation of all new posts and fixed term extensions which is part of the new governance arrangements introduced by the Chief Officer in 2019.
- **Permanent v Fixed Term Posts (Slide 5):** Action has been taken both in 2019/20 and then again in the 2020/21 budget to convert fixed term posts to permanent if they met relevant criteria. Fixed term posts now make up 13% of all posts which is a decrease of 7 % over the last 12 months thus giving more security to staff who were in roles where the work was ongoing. Fixed term roles will be created only where the work is truly fixed term in nature.
- **Building a diverse and inclusive workforce:**
 - **Increasing BAME diversity in the GLA:** Whilst there is still more work to be done, there have been some significant successes. The **BAME workforce population (Slide 13)** in the GLA now stands at 30% which is the highest recorded in the GLA, although is still lower than the economically active population of London which stands at 36%. Our data on attracting BAME talent has shown a significant improvement (Slide 34). We are now attracting external BAME talent, shortlisting BAME talent and appointing BAME talent in levels above the economically active levels of London. **These are highest numbers since 2010.** The data on internal BAME talent mirrors this and this year marks the first time that the GLA has met or exceeded the benchmark of London's economically active population for both **internal and external appointments and reversed the trend we were seeing in previous years.** Given the spotlight on the issues of structural racism and discrimination faced by Black citizens and staff we have for the first time disaggregated the data to show a breakdown of our profile of workers against specific ethnic minority groups (Slide 16). This shows we are broadly in line with the Black/Black British economically active population in London, but the lack of senior Black staff means **we have a pay gap** for this ethnic group (Slide 49).
 - **Stonewall Workplace Equality Index:** A significant improvement was made this year in the GLA placing on this index; we moved into the top 100 organisations with a ranking of 22 which reflects the sustained work on this agenda over the last period and the excellent work of the LGBTQ+ Staff Network on range of interventions. There will be more that we will want to do in the next 12 months, but this is a significant improvement from previous years. (Slide 52)
 - **Disability:** There is still much work to do to increase the representation of staff who have disabilities, our current profile has increase by 1% to 6% but still far short of the 12% profile in London. Work is ongoing to achieve Disability Confident Level 2 and will be a priority in the next period. (Slide 52)
- **Additional Payments:** Much work has been done to bring fairness and transparency to additional payments that staff receive, and the policy has been revised and updated (Slide 26) so that we can impact the pay gaps that exist for both gender and ethnicity in relation to this type of reward. (Slide 26)

- **Talent Attraction:** There has been a significant and sustained increase in performance of the recruitment team over the 12 months. “Street to seat” times have been shortened with 90% of all vacancies advertised within 10 days. Self-service functionality has been turned on to allow candidates to book interview slots and application forms streamlined to make it easier for candidates to set out their experience and evidence. (Slide 40). This has enabled us to attract more diverse talent (see above).
- **Learning and Development:** Highlights include a new learning management system to allow staff to access e-learning and new modules on Cyber Security which are particularly important given the impact of Covid on working arrangements for staff. (Slide 41)
- **Equality, Diversity and Inclusion:** Significant investment has been made to roll out the Inclusive GLA programme to all teams and this will continue. Senior Managers have undertaken one-to-one Diversity Coaching and 360 feedback to focus on how they can be Inclusive Leaders. The “staff voice” has been strengthened via our Staff Networks and new guidance has been agreed to cover their protected time for network activity; advice to Chairs on their roles and a commitment on how we will engage with them (Slide 54). All staff will need to include a Diversity and Inclusion objective for the 2020/21 reporting year which complements the objective that Directors, Assistant Directors and Heads of Service already have.
- **2019 Staff Survey:** The survey was conducted in late 2019 and saw a response rate of 98% and an engagement index of 77% which is the same as the last survey in 2017. More work is needed to eradicate the prevalence of Bullying and Harassment and this needs to complement the priority areas identified which were Wellbeing; Work Environment and Resources and Learning and Development. Covid 19 has had an impact on our ability to progress actions on this, but we have used this data to inform our response to staff during the pandemic. (Slide 58)
- **Covid 19 - Our response to Staff:** The GLA have: provided financial support to staff to set up home office equipment to keep them working safely, together with 1-1 calls to all those who declare a need for a workplace adjustment; offered a programme of learning to support mental health; moved learning events to remote platforms and run a pulse survey to understand how people are feeling which we hope to repeat. A learning programme has been put in place to support staff in their use of Microsoft Teams, enabling them to connect and collaborate more easily and efficiently. New starters have been given equipment and induction events have moved to virtual meetings. Overall there has been positive feedback from staff on the response and further interventions will be designed as we move into the next phase of how the pandemic is being managed – particularly with plans to make our buildings Covid secure.

Financial Implications

- 5.1 There are no financial implications for the GLA arising from this report.

6. Legal Implications

- 6.1 The Committee has the power to do what is recommended in this report.

List of appendices to this report:

Appendix 1 - Workforce Report – An annual digest of employment data and statistics for the year ending 31 March 2020.

Local Government (Access to Information) Act 1985

List of Background Papers: None

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Fixed term posts created, October 2019 to March 2020

Directorate	No. of fixed term posts created	No. funded externally
Chief Officer's	4	
Communities and Intelligence	4	1
Development Enterprise and Environment	17	15*
Housing and Land	5	4
Mayor's Office		2

Directorate	Unit	Position	Date Agreed	End Date	Funding Source	Specific funding
Chief Officer	Corporate Management Team Support	Senior Executive Support Officer	17/10/2019	30/06/2021	GLA	
Chief Officer	Human Resources and Organisational Development	HR Systems Assistant	20/10/2019	19/04/2021	GLA	
Chief Officer	Facilities Management	Assistant Facilities Officer - Amenities	06/03/2020	05/06/2020	GLA	FM staffing
Chief Officer		Executive Director Strategy and Communications	13/10/2019	31/05/2021	GLA	Transformation Programme
Communities and Intelligence	Communities and Social Policy	Partnership Coordinator CII	17/03/2020	31/03/2022	GLA	Social Integration Programme
Communities and Intelligence	Team London	Major Sports Events Business Manager	03/12/2019	31/10/2021	GLA	Major Sports Events Programme
Communities and Intelligence	External Relations	Senior Manager Events and Commercial Partnerships	03/12/2019	30/09/2020	GLA	
Communities and Intelligence	Strategy Intelligence and Analysis	Communications Manager	21/11/2019	30/04/2021	External	European Commission - H2020 Sharing Cities

Directorate	Unit	Position	Date Agreed	End Date	Funding Source	Specific funding
Development Enterprise & Environment	Environment	Project Officer	14/11/2019	31/12/2021	GLA	Air Quality Programme budget
Development Enterprise & Environment	European Programme Management	Head of Media Elections	01/11/2019	30/06/2020	GLA	Elections Budget
Development Enterprise & Environment	Regeneration and Economic Development	Project Manager	24/12/2019	28/02/2022	External	ERDF
Development Enterprise & Environment	Regeneration and Economic Development	Senior Project Officer Good Growth by Design	17/03/2020	31/03/2021	Combination	Growth Deal Funding / Planning Income and GLA GGBD Programme budget
Development Enterprise & Environment	Regeneration and Economic Development	Technology Programme Delivery Officer	17/10/2019	31/03/2021	External	LEAP Funding
Development Enterprise & Environment	Regeneration and Economic Development	Senior Project Officer	17/03/2020	31/03/2022	External	Growth Deal Funding

Directorate	Unit	Position	Date Agreed	End Date	Funding Source	Specific funding
Development Enterprise & Environment	Regeneration and Economic Development	Senior Project Officer	17/03/2020	31/03/2022	External	Growth Deal Funding
Development Enterprise & Environment	Regeneration and Economic Development	Senior Project Officer	17/03/2020	31/03/2022	External	Growth Deal Funding
Development Enterprise & Environment	Regeneration and Economic Development	Senior Project Officer	24/12/2019	28/02/2022	External	ERDF

Directorate	Unit	Position	Date Agreed	End Date	Funding Source	Specific funding
Development Enterprise & Environment	Skills and Employment	Senior Project Officer	17/03/2020	31/12/2023	External	European Social Fund (ESF)
Development Enterprise & Environment	Skills and Employment	Senior Project Officer	16/01/2020	15/03/2024	External	European Social Fund (ESF)
Development Enterprise & Environment	Skills and Employment	Programmes Officer Reporting and Analysis	17/03/2020	31/12/2023	External	European Social Fund (ESF)
Development Enterprise & Environment	Skills and Employment	Programmes Officer Reporting and Analysis	16/01/2020	15/03/2024	External	European Social Fund (ESF)
Development Enterprise & Environment	Transport	Infrastructure Data and Innovation Lead	24/03/2020	01/04/2020	External	Lane Rental Income
Development Enterprise & Environment	Transport	LUAR Senior Technical Officer	17/03/2020	31/03/2021	External	Cabinet Office
Development Enterprise & Environment	Transport	LUAR Project Manager	17/03/2020	31/03/2021	External	Cabinet Office
Development Enterprise & Environment	Transport	LUAR Project Officer	17/03/2020	31/03/2021	External	Cabinet Office

Directorate	Unit	Position	Date Agreed	End Date	Funding Source Specific funding	
Housing and Land	Programme, Policy and Services	Senior Policy and Project Officer Rough Sleeping and Migration	17/10/2019	14/10/2021	External	MHCLG
Housing and Land	Programme, Policy and Services	Grenfell Inquiry Coordination Officer	16/01/2020	31/07/2021	GLA	H&L Salary underspends
Housing and Land	Programme, Policy and Services	Senior Project Officer Community Led Housing	17/10/2019	16/09/2021	External	MHCLG
Housing and Land	Programme, Policy and Services	Project Officer Private Rented Sector	17/10/2019	16/09/2021	External	MHCLG
Housing and Land	Programme, Policy and Services	Project Officer Rough Sleeping and Migration	17/10/2019	30/09/2021	External	MHCLG
Mayor's Office	Mayoral Support Team	Deputy to the Mayoral Director, Communications	20/03/2020	22/03/2021	External	Covid-19 response
Mayor's Office	Mayoral Support Team	Senior Digital Communications Officer	20/03/2020	31/03/2021	External	Covid-19 response

Posts re-graded between October 2019 to March 2020

Directorate	Team	Job Title	Current Grade	Proposed Grade	New post / Re-evaluation	Job Evaluation Outcome
Mayor's Office	Mayor's Office	Mayoral Research and Stakeholder Relations Officer	7	9	Re- evaluation	9
Chief Officer's	HR&OD	HR Systems Officer	8	9	Re- evaluation	9
Dev Ent and Env	Infrastructure	Infrastructure Data and Innovation Lead	9	11	Re- evaluation	11
Dev Ent and Env	Transport, Infrastructure and Connectivity	Head of Infrastructure	10	13	Re- evaluation	13
Strategy & Communications	Major Support Events	Senior Manager Major Sports Events	8	9	Re-evaluation	13
Strategy & Communications	External Relations	Major Sports Event Manager	8	9	Re- evaluation	8

Directorate	Team	Job Title	Current Grade	Proposed Grade	New post / Re-evaluation	Job Evaluation Outcome
Communities & Intelligence	External Relations	Euro 2020 Project Manager	10	11	Re- evaluation	11
Good Growth	Regeneration and Economic Development	Senior Manager, Enterprise	12	13	Re- evaluation	13
Assembly Secretariat	Assembly Communications	Digital Video Producer (Digital Media Producer)	2	5	Re-evaluation	5
Chief Officer	Finance and Governance	Assistant Director Group Finance	15	15	Re-evaluation	15
Chief Officer	Finance and Governance	Assistant Director Group Finance and Performance	15	15	Re-evaluation	15
Chief Officer	Finance and Governance	Chief Finance Officer	14	14 or 15	Re-evaluation	15

MAYOR OF LONDON

GLA Workforce Report

Workforce data and statistics for the year ending 31 March 2020



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Legend

To enable comparisons with March 2019 the data in this report is based on the GLA structure before the Chief Officer's restructure which formally took effect on 6 January 2020. Future reports will be based on the new structure.

Code	Directorate
AS	Assembly Secretariat
CO	Chief Officer
DEE	Development, Enterprise & Environment
H&L	Housing & Land
C&I	Communities & Intelligence
MO	Mayor's Office
Res	Resources

Data Sources

References to the economically active population of London are taken from: ONS Annual Population Survey January – December 2019

Ethnic group	% of economically active
White	64%
BAME	36%
Mixed / Multiple ethnic groups	3%
Asian / Asian British	16%
Black / African / Caribbean / Black British	11%
Other ethnic group.	6%

Gender	% of economically active
Male	54%
Female	46%

Disability	% of economically active
Disabled	12%

GLA Establishment and Headcount

As at 31 March 2019 the GLA had an establishment of 1305 posts with there being 1308 posts as at 31 March 2020. The changes in the establishment take into account all posts created and deleted since April 2019. As set out in the last Workforce Report the GLA HR System has been reconfigured to now show the full-time equivalent number of posts.

For the period ending March 2020, the full-time equivalent number of positions is 1290 FTE. The difference between the total number of positions and FTE positions is a result of some positions being less than full-time; for example, a half-time position would show one position but only 0.5 FTE.

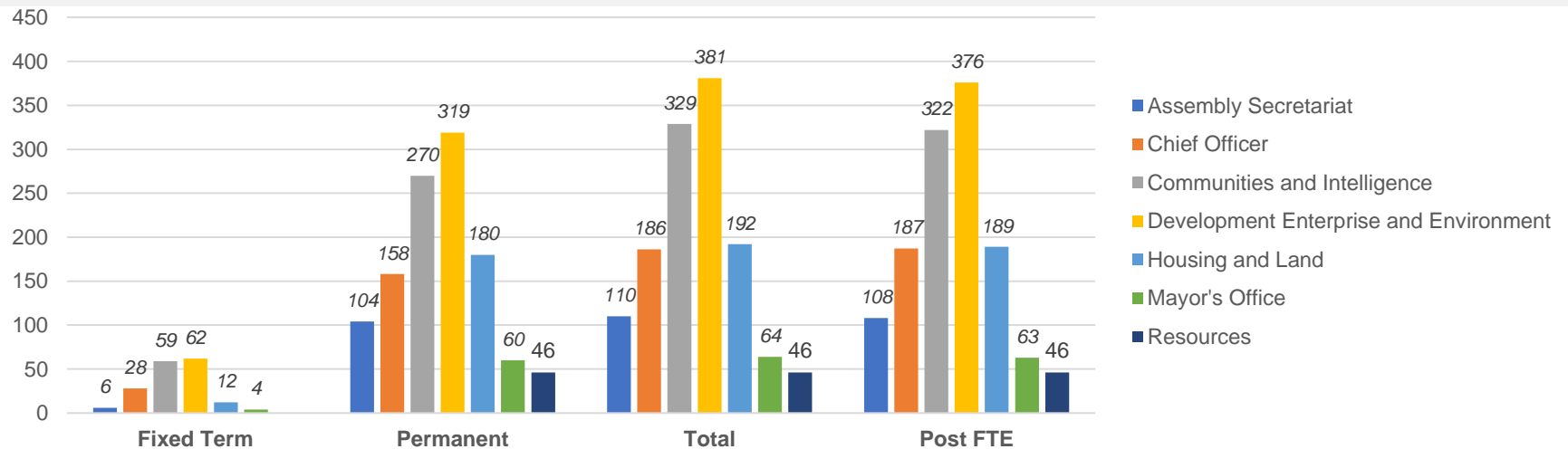
GLA Establishment and Headcount



GLA Establishment – permanent and fixed term posts

As a result of actions taken via the 2019/20 and 2020/21 budget rounds to convert a number of fixed term posts to permanent posts the overall figure for fixed term posts for the GLA now stands at 13%. A total of 54 posts were converted during 2019/20 which the GLAOC were consulted on 8 April 2019 and 1 July 2019 and a further 34 for 2020/21 which GLAOC reviewed on 17 March 2020. The figure of 13% of all posts being fixed term takes into account those posts agreed for conversion for 2020/21.

Establishment: Fixed Term and Permanent posts

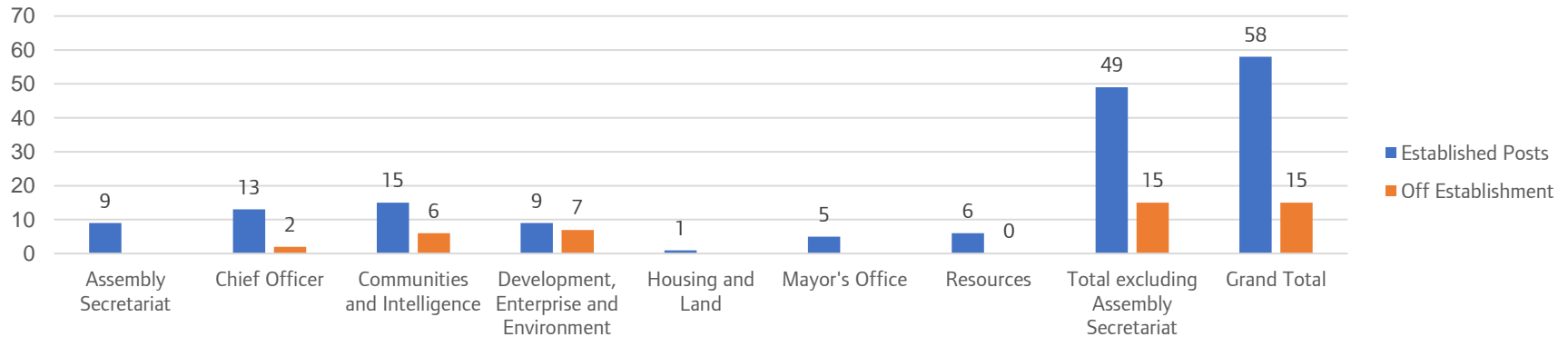


Directorate	Fixed Term	Permanent	Total	% of Fixed Term Posts
Assembly Secretariat	6	104	110	5%
Chief Officer	28	158	186	15%
Communities and Intelligence	59	270	329	18%
Development Enterprise and Environment	62	319	381	16%
Housing and Land	12	180	192	6%
Mayor's Office	4	60	64	6%
Resources	0	46	46	0%
Total	171	1137	1308	13%

GLA Establishment – Agency Workers as at 31 March 2020

There were 73 Agency Workers in the GLA on 31 March including 9 in the Assembly Secretariat. Of these 79% were covering established posts and 21% supernumerary. Agency Workers accounted for approx. the equivalent of 6% of all workers in the GLA. With 58 Agency Workers held against established posts 4% of the posts as at 31 March 2020 are occupied by Agency Workers. Through careful management and improvements in Recruitment performance over the last twelve months the number of Agency Workers in the GLA has declined from 91 in March 2019 (8 of which were in the Assembly Secretariat). There has been a reduction in 20% of Agency Workers over the last twelve months.

Number of Agency Staff held against established posts or off establishment as at 31 March 2020



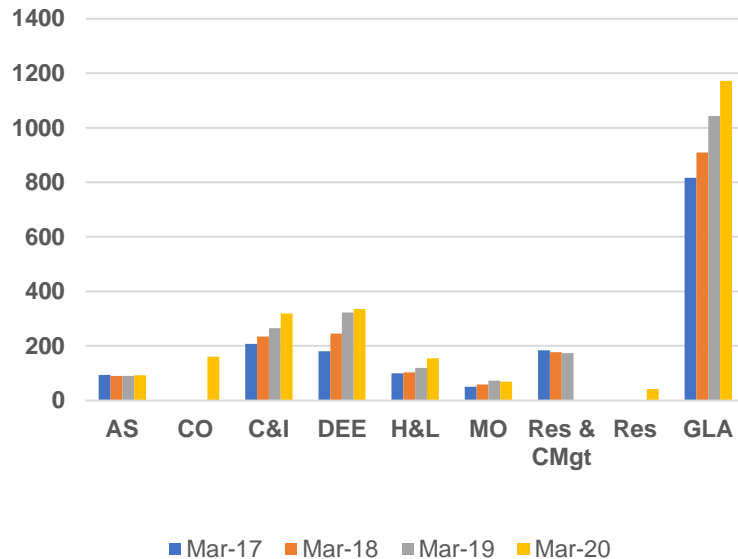
Directorate	Established Posts	Off Establishment	Total	Held against Established post	% Off Establishment
Assembly Secretariat	9		9	100%	0%
Chief Officer	13	2	15	87%	13%
Communities and Intelligence	15	6	21	71%	29%
Development, Enterprise and Environment	9	7	16	56%	44%
Housing and Land	1		1	100%	0%
Mayor's Office	5		5	100%	0%
Resources	6	0	6	100%	0%
Total excluding Assembly Secretariat	49	15	64	77%	23%
Grand Total	58	15	73	79%	21%

Staffing Profile: overview of staff numbers

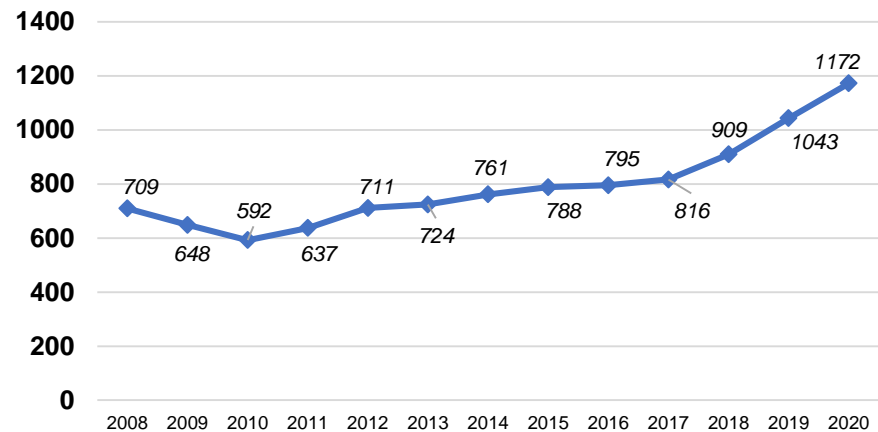
The total staffing numbers as at 31 March 2020 are 1172 representing a 12% increase since March 19 when the staffing population was 1043.

The overall growth since the year ending March 2016 is 377 staff (795 in March 2016 to 1172 in March 2020) reflecting the rise in powers and responsibilities of the GLA particularly in **skills, housing and health**. 67% of the growth in headcount i.e. 253 posts are externally funded.

Staffing profile by directorate 2017, 2018, 2019 and 2020



GLA staff 2008 to 2020*



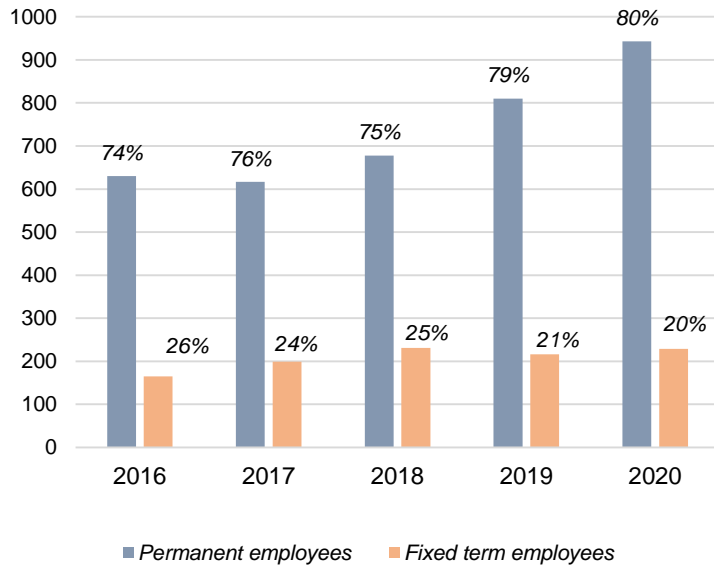
*This data shows permanent and fixed term employees only it does not include agency staff, consultants or inward secondees

Staffing Profile: overview of contract type

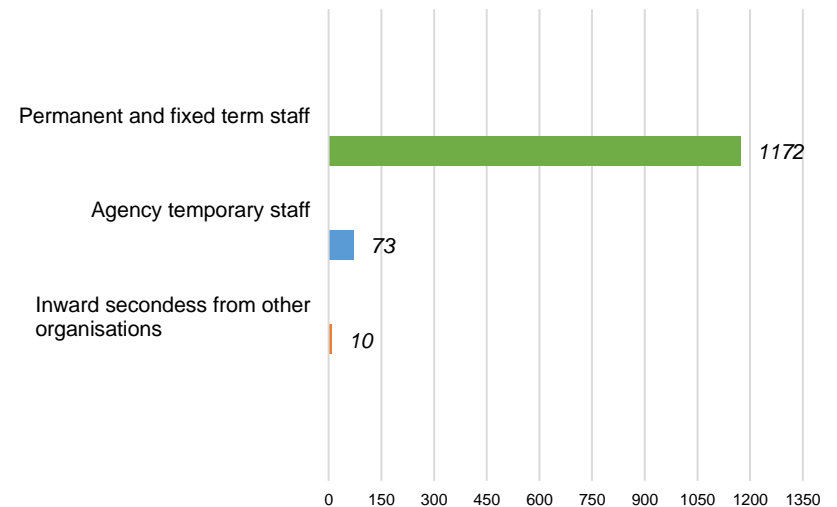
The current ratio of permanent employees to fixed term employees is 4:1 in contrast to back in March 2017 when the ratio was 3.1.

This represents a steady improvement and means that more GLA staff have certainty over their futures as a result of being engaged on a permanent contract.

Staffing profile by contract type 2016 to 2020 with numbers and % breakdown



GLA staff and workers as at 31 March 2020



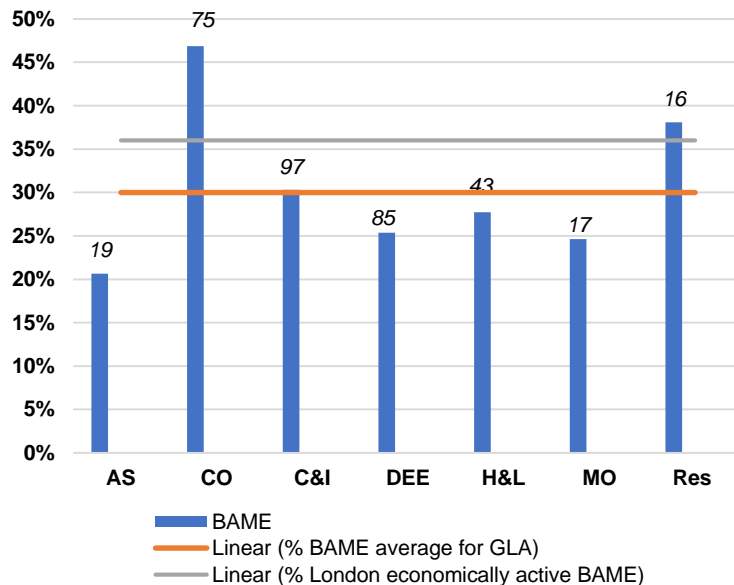
Staffing Profile: BAME overview

As at 31 March 2020 the number of Black, Asian and Minority Ethnic (BAME) ethnicity employees has increased from 277 in March 2019 to 352. The current number of BAME staff represents 30% of the workforce, and while this remains below London's economically active population (36%), it is the highest percentage for the GLA to date. Overall there are 27% more BAME staff in the GLA than a year ago.

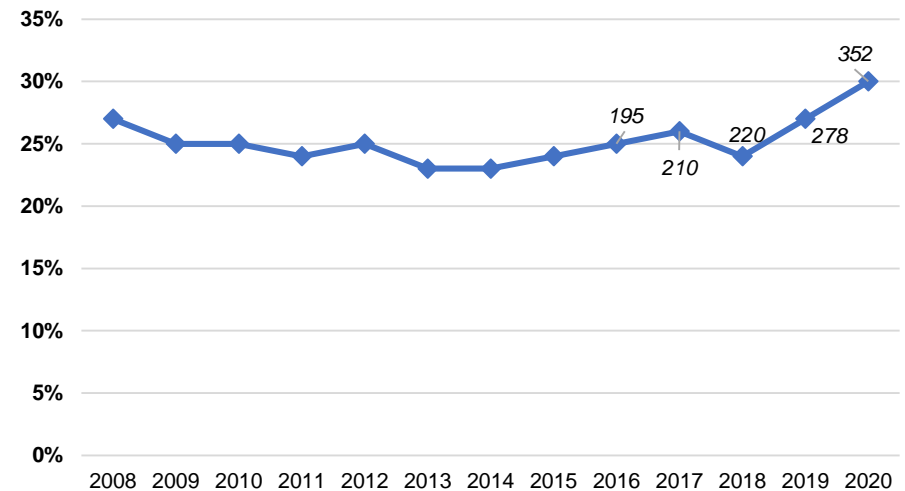
Of the 352 BAME staff, 133 are Asian or Asian British with 137 being Black or Black British with these two ethnic groups accounting for 77% of the BAME staffing population. BAME staff working in the Chief Officer's directorate stands at 47%. The Assembly Secretariat continues to have the lowest level of ethnic diversity across the organisation with 21% of its staff from the BAME community.

30% of leavers in the year ending 31 March were from a BAME background, in line with their proportion of the staff population as a whole.

BAME staff by directorate (% and number)

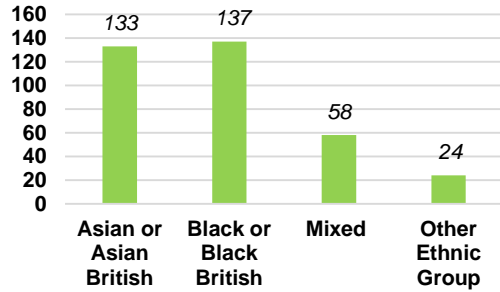


BAME staff 2008 to 2020
(% plotted on graph and staff number shown for 2016-2020)

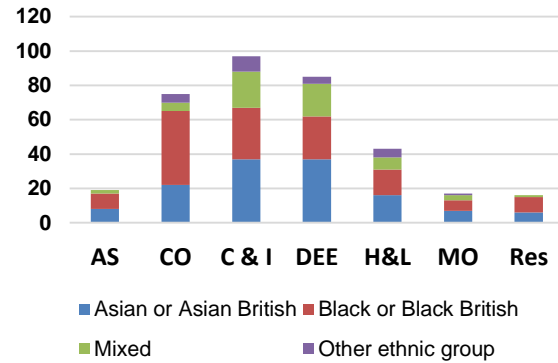


Staffing Profile: BAME breakdown

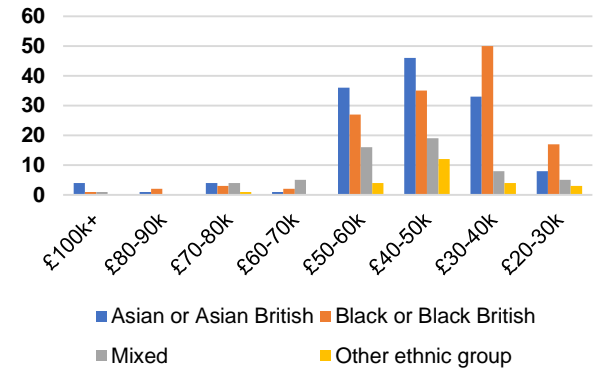
BAME staff by ethnic origin



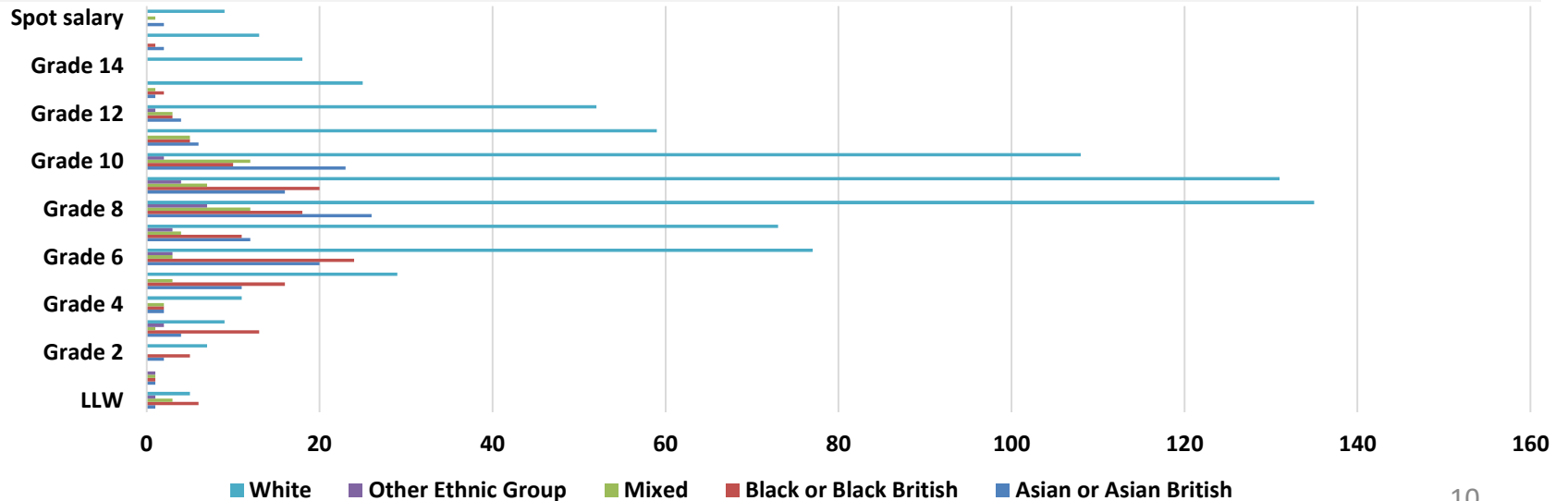
BAME staff by Directorate and ethnic origin



BAME staff by Salary Grouping and ethnic origin



Staff by grade and ethnic origin



Staffing Profile: BAME salary breakdown

This year, we report on the diversity of the GLA's Senior Leadership Team. 13% of members are from a BAME background.

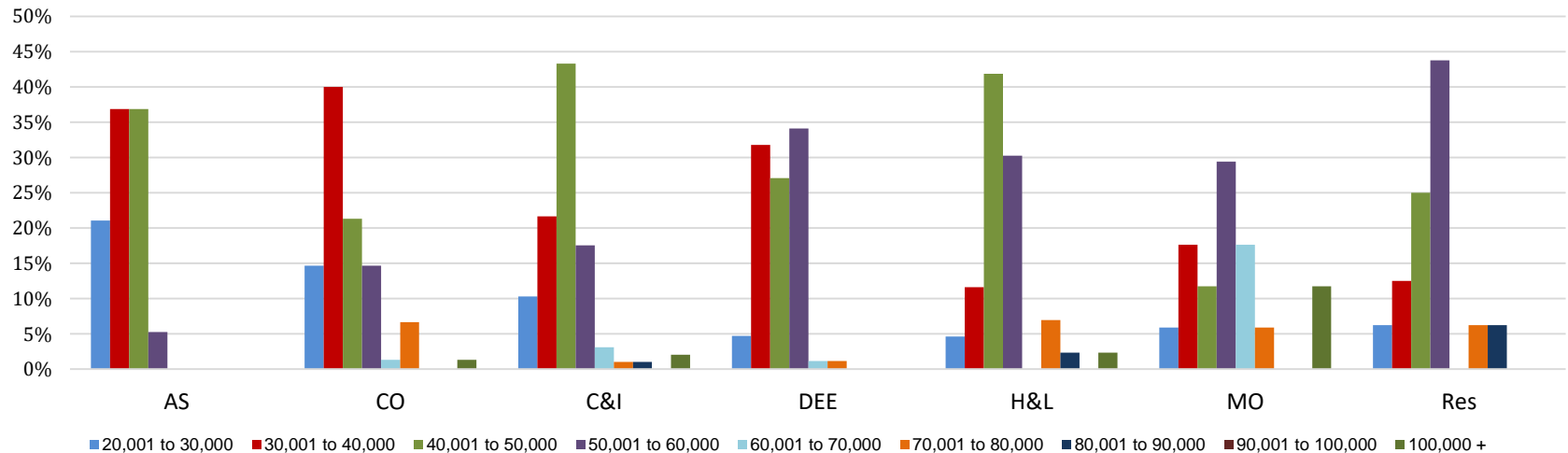
30% of BAME staff overall are paid in the £40 – 50k salary bracket in line with their proportion of the staff population as a whole.

In this salary range both Housing and Land (42%) and Communities and Intelligence (43%) exceed the overall BAME profile.

BAME staff are under represented at senior levels with only 7% earning above £70k which broadly corresponds with grade 12 and above.

Please see slide 51 which reference positive action programmes aimed at addressing inequality in representation of BAME in senior roles.

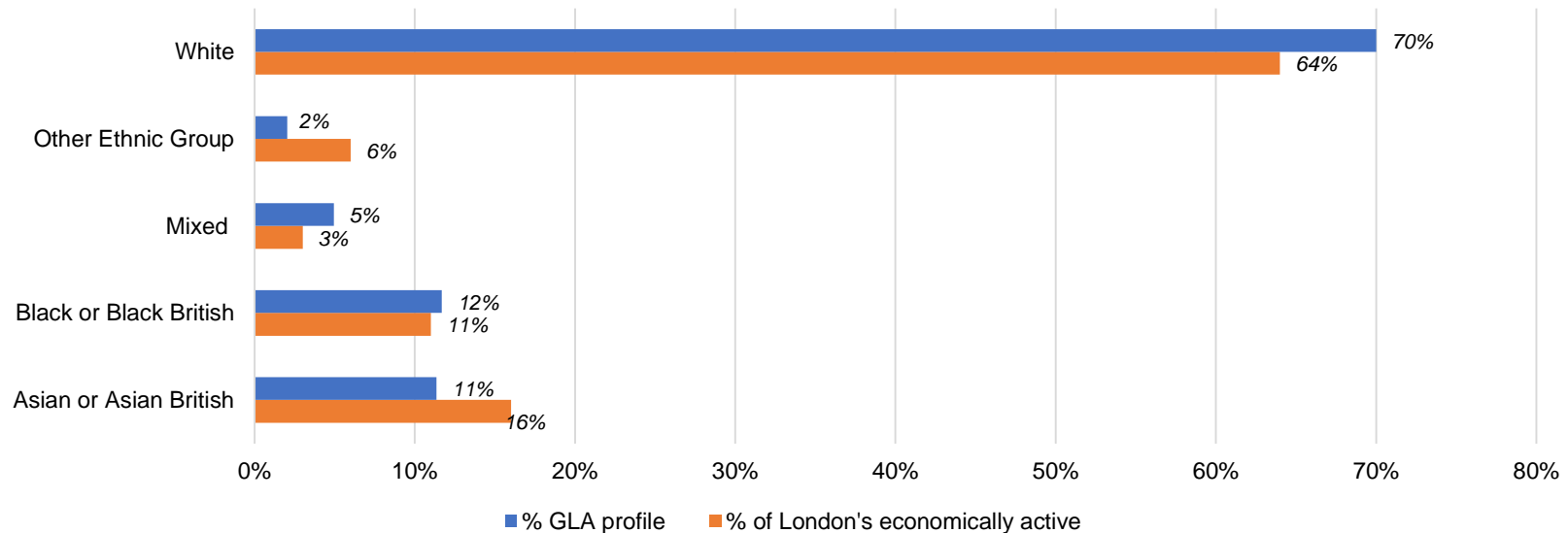
BAME staff by directorate and salary band



Staffing Profile: Ethnic origin compared to London's economically active population

Recent events have shone a spotlight on matters of discrimination, structural racism and disproportionate opportunities for Black, Asian and Minority Ethnic people in the UK. In particular, the Black Lives Matter campaign has highlighted the difference in opportunity and life chances for Black people. We are therefore publishing for the first time a comparison of the proportion of GLA staff in each ethnic grouping with the size of the economically active population of London. When looking at Black staff in particular the data shows the London figure is 11% compared to the GLA population of 12%. However, whilst the GLA is recruiting and retaining marginally better than the economically active proportion of the population for London, the ethnicity pay gap will provides further evidence of how this group compares to other ethnic groups – **see slide 45**. Similarly, the GLA profile for Asian or Asian British staff is lower than the economically active population of London, however, the ethnicity pay gap data shows that Asian staff have the lowest pay gap compared to white staff, of all ethnic groups - **see slide 45**.

GLA Ethnic Origin Profile compared to London's economically active population.

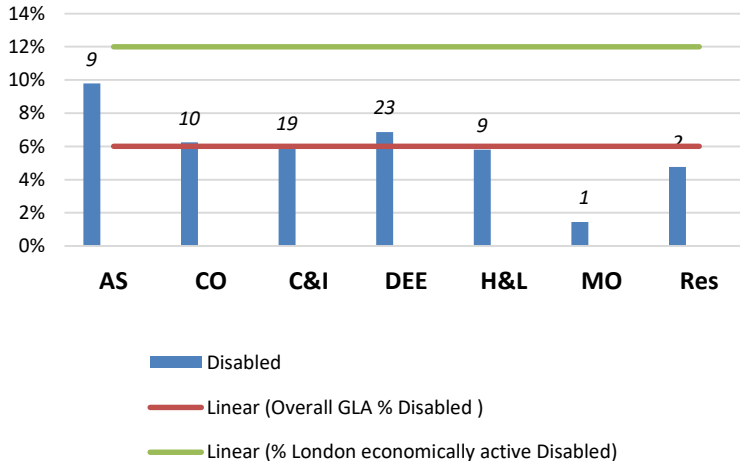


Staffing Profile: Disability overview

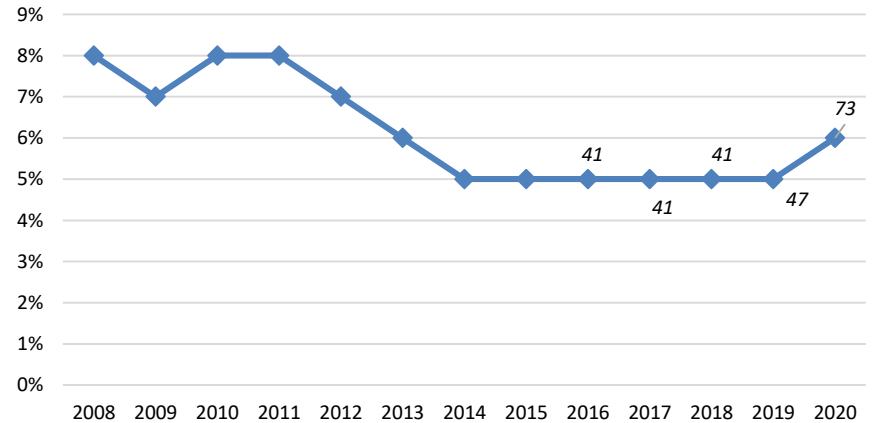
27 more staff in the GLA declared a disability as at March 2020 compared to March 2019. The total of 73 staff equates to 6% which exceeds the position in March 2019 at 5%. Following a call to staff to update their diversity profiles on iTrent the number of staff declaring they have a disability has risen to 7% as at 10 June 2020. In addition the Co Chairs of the Staff Network for Disability were supportive of this initiative and encouraged staff to update their details. Given the outcome of this recent census we will periodically re-run it to drive up declarations across a number of protected characteristics.

It is likely that the internal campaign during March which encouraged all staff to update their diversity monitoring data, and was supported by staff networks, has contributed significantly to this movement. However, despite this progress, the representation of disabled staff remains significantly lower than the economically active London population at 12%.

Disabled staff by directorate (% and number)



Disabled staff 2008 to 2020
 (% plotted on graph and staff number shown for 2016-2020)



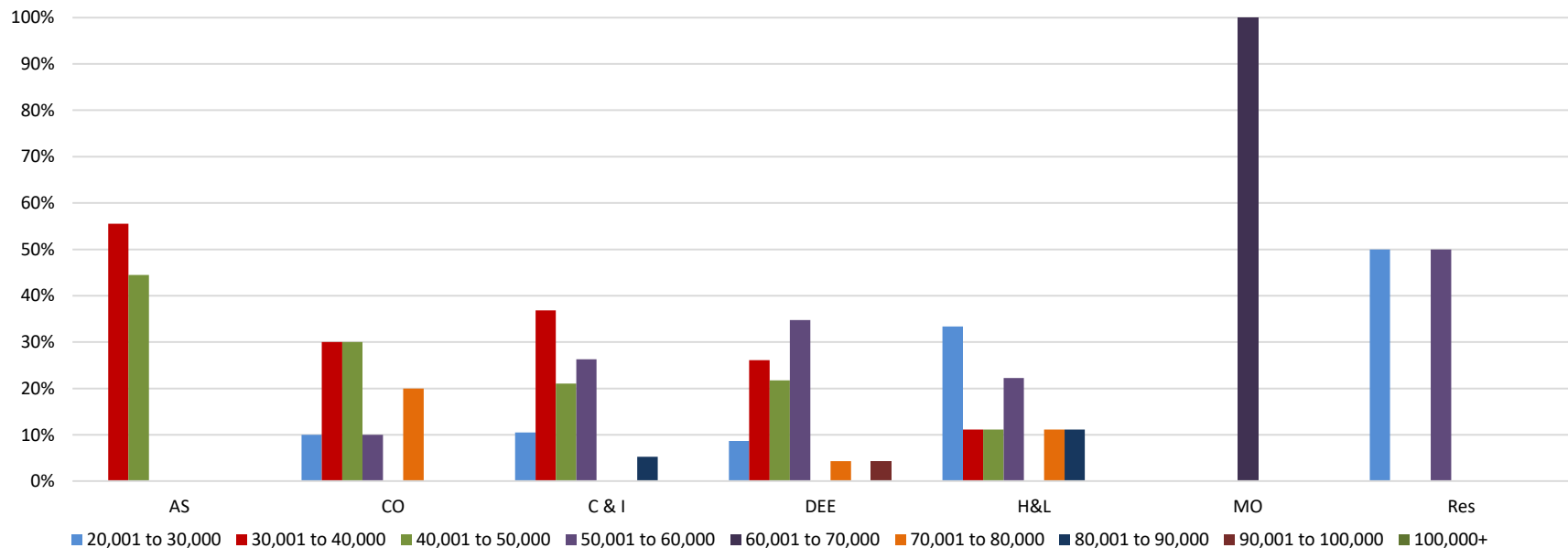
Staffing Profile: Disability salary breakdown

8% of disabled staff earn £70k or more that is equivalent to grade 12 and above with 61% of disabled staff earning between £30 – 50k per annum.

With the GLA's average salary currently £51,045 per annum the data shows that 42% of disabled staff are earning above the GLA's average salary.

The proportion of disabled staff at senior level has also increased to 5%, up from 4% as of 31 March 2019.

Disabled staff by directorate and salary band



Staffing Profile: Gender overview

Out of 1172 staff at the GLA 706 (60%) are female with most female staff working in Communities and Intelligence (217) and Development Enterprise and Environment (199) who collectively account for 60% of female staff at the GLA.

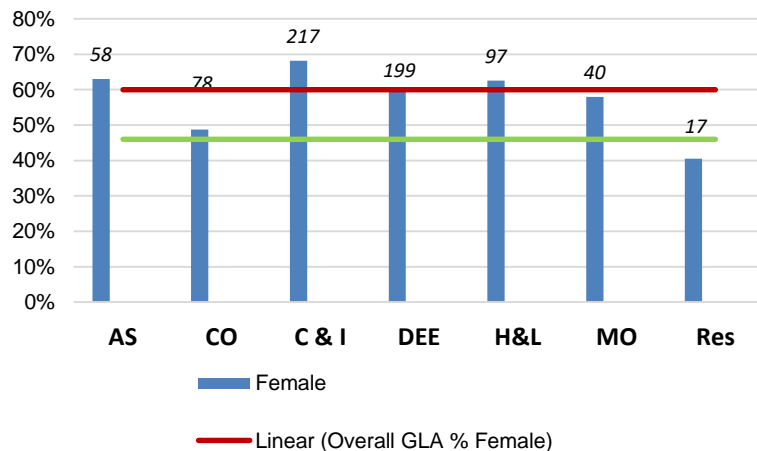
The GLA performs well when compared to the economically active female population for London which stands at 46%.

The Resources directorate has the lowest number of female staff at 17 representing 40% of its total staff.

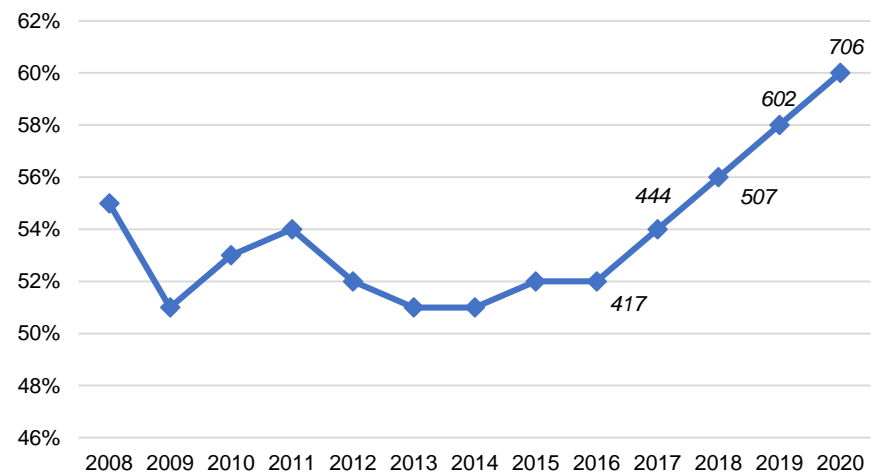
Overall, the number of females compared to March 2019 is 17% higher.

Please see slide 49 which reference positive action programmes aimed at supporting the advancement of female staff in the GLA.

Female staff by directorate (% and number)



**Female staff 2008 to 2020
(% plotted on graph and staff number shown for 2016-2020)**



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 would like to make further improvements in this area. The data we currently have is withheld from publication in this report for confidentiality reasons. The GLA's recognises non-binary identities through the use of gender neutral language throughout its HR policies and communications and by working closely with its LGBTQ+ Staff Network group.

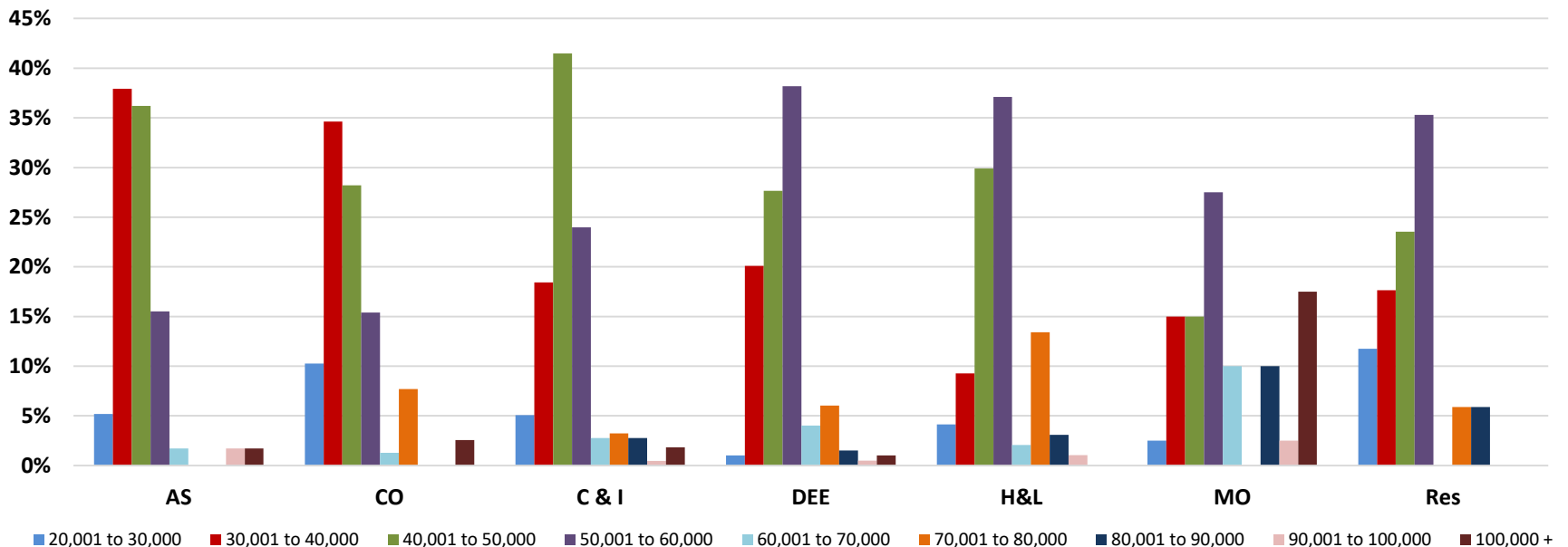
Staffing Profile: Gender salary breakdown

52% of senior staff i.e. grade 12 and above are female and therefore earning over £70k per year.

79% of all female staff earn between £30 – 60k with the highest concentration being in the £40 – 50k and £50 – 60k.

This year we can also report that women make up 45% of the Senior Leadership Team.

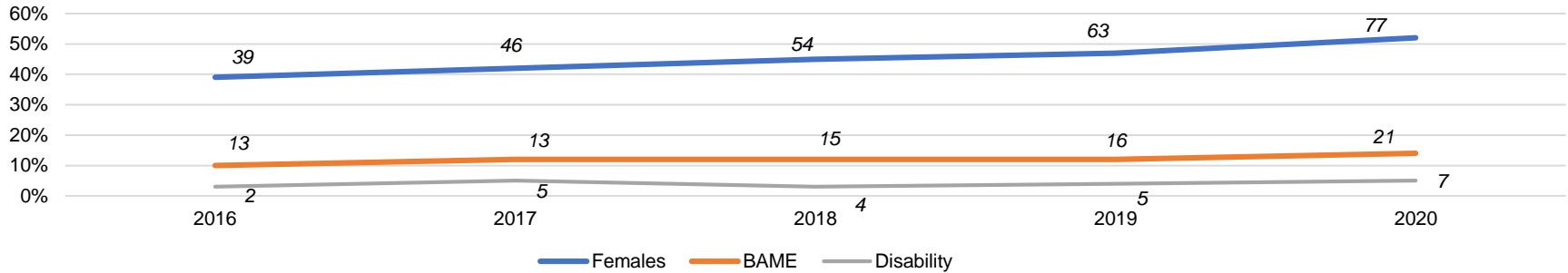
Female staff by directorate and salary band



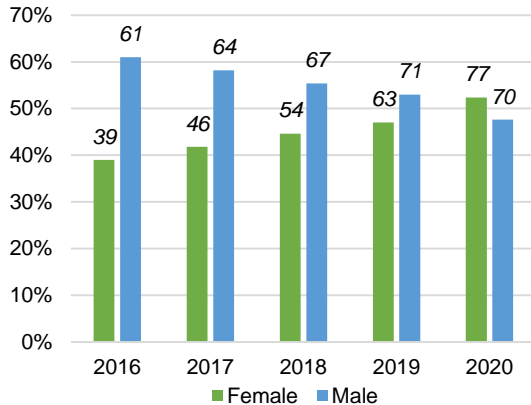
Staffing Profile: Senior Staff (G12 and above)

There are 147 staff in this category earning £70k or above of which 77 are female representing 7% of the total staffing population and 52% of senior staff. This is slightly lower than the overall %age of female staff which runs at 60%. 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 at senior level.

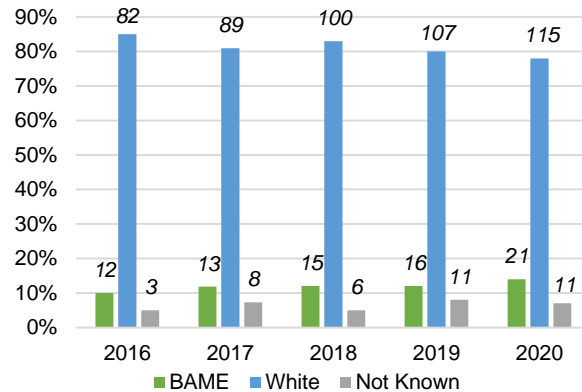
Senior staff 2016 to 2020



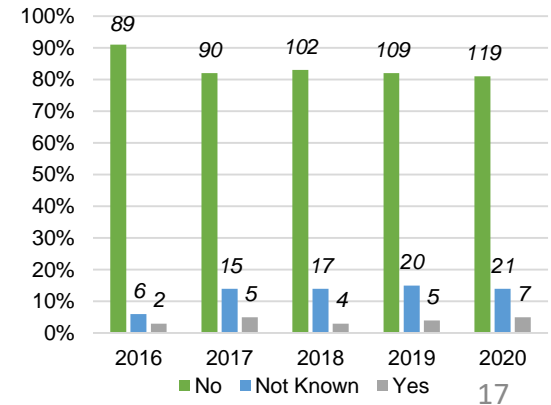
Senior staff by gender 2016-2020



Senior staff by ethnicity 2016-2020



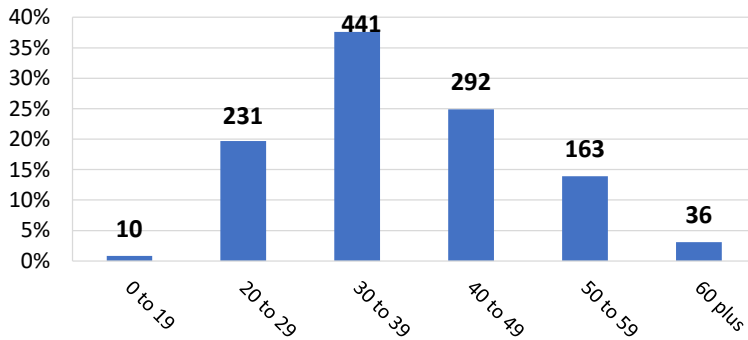
Senior staff by disability 2016-2020



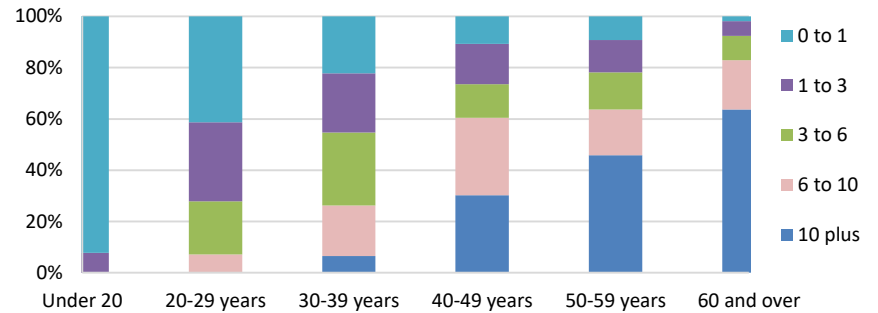
Staffing Profile: Age overview

The average age of the GLA remains stable at 39 years of age with 38% of the staffing population falling in the 30 – 39 age group. The next biggest group are in the 40 – 49 age group accounting for 24% of the staffing population. Of those aged 50 and over 47% have over ten years or more service. Those falling in the senior staff category aged 50 or over account for 4% of the total staffing population.

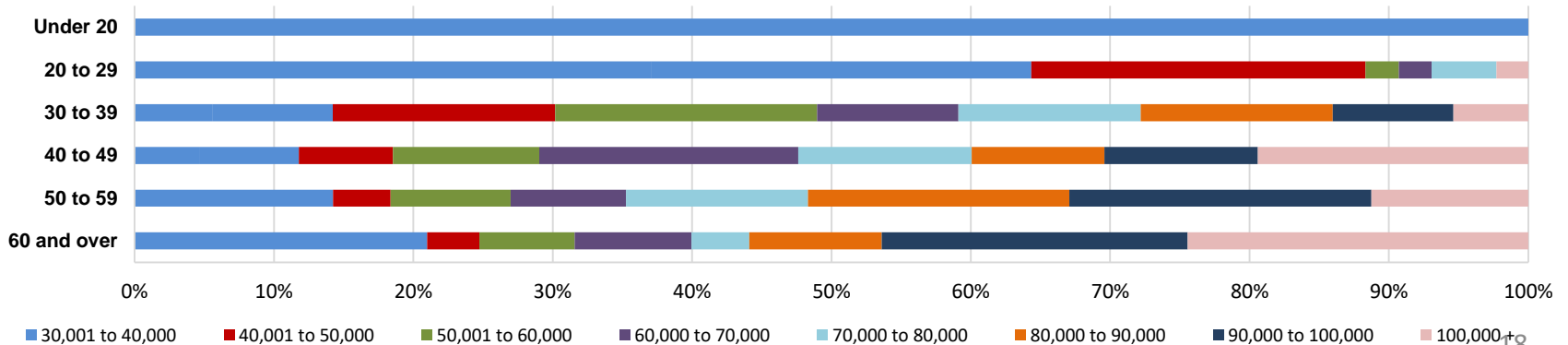
Staff breakdown by age (% and number)



Staff length of service by age band



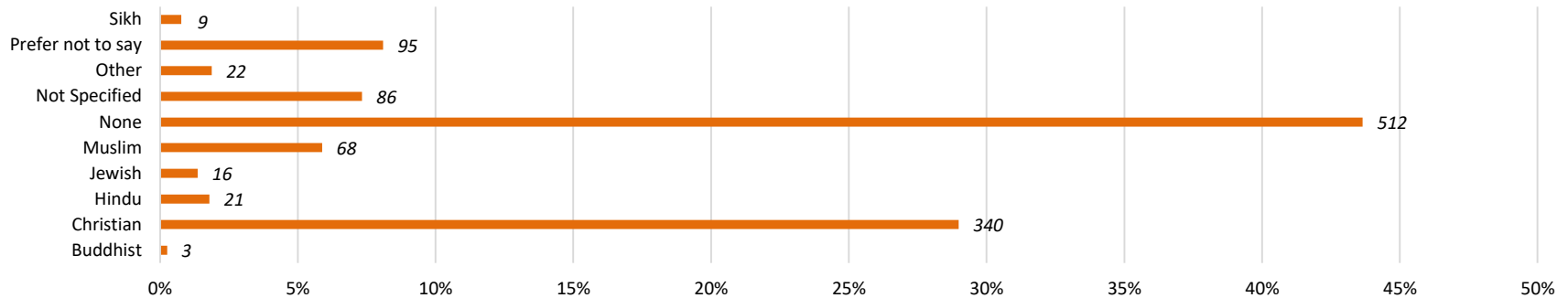
Salary breakdown by age (% and number)



Staffing Profile: other staff groups

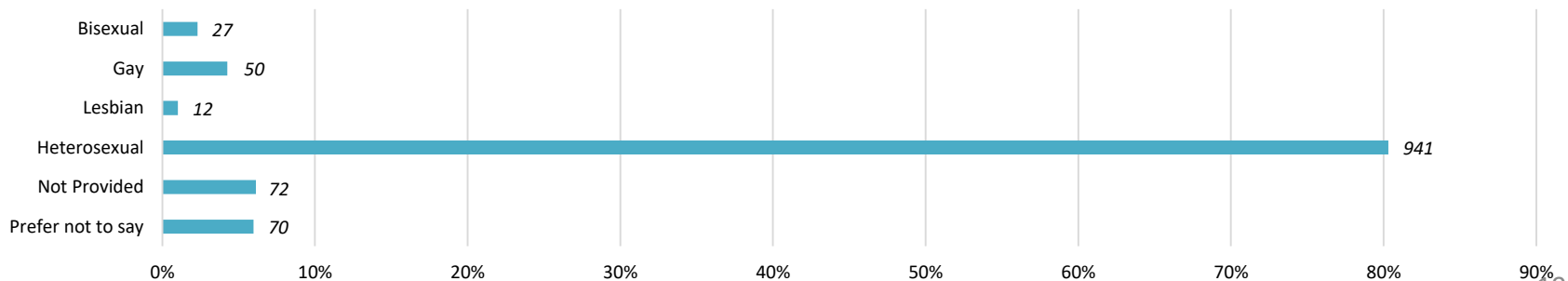
Faith (by % and number)

44% of staff have declared they have no faith with 29% reporting as Christian and 15% either preferring not to say or not specifying a faith.



Sexual orientation (by % and number)

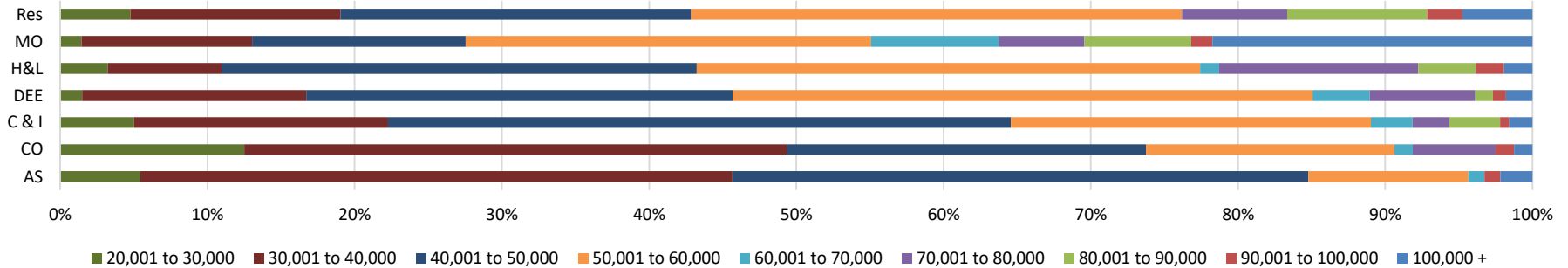
7% of staff have self-declared a sexual orientation that is bisexual, gay or lesbian compared to 80% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.



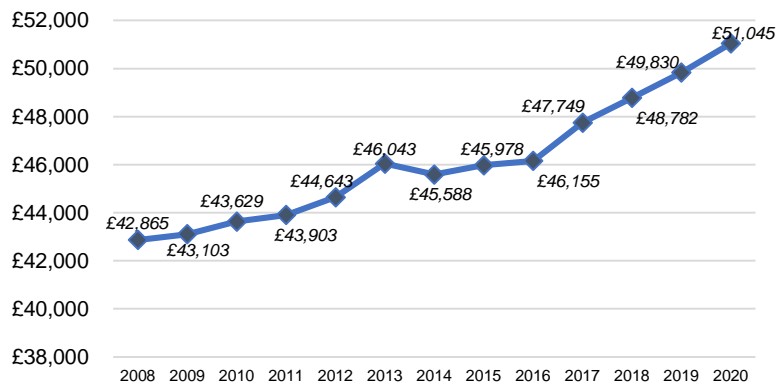
Staffing Profile: Salary overview

The average salary in the GLA has risen from circa £50k to circa £51k from March 2019 to March 2020. 61% of the staffing population earn between £40 and 60k and this rises to 80% of the total staffing population earning between £30 – 60k. Senior staff account for 13%, i.e. earning over £70k. The pay ratio between the highest paid and the lowest paid is 7.68:1 (excluding Apprentices). The ratio between the highest paid and the average salary is 3.8:1. The ratio of female staff to male staff is 60/40 however, when looking at the median salaries, women earn £47,802 per annum and men earn £49,405 per annum.

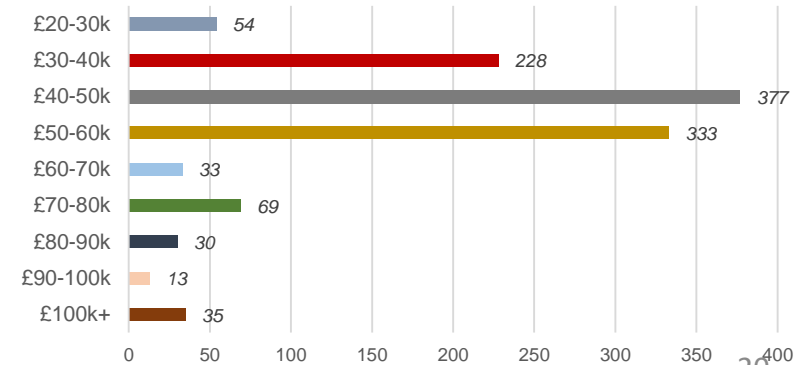
Salary breakdown by directorate



Average salary: 2008 - 2020



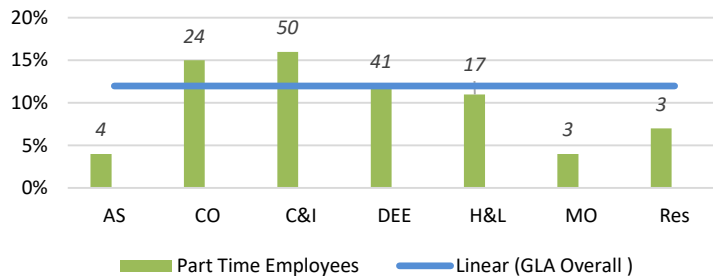
Number of staff by salary band



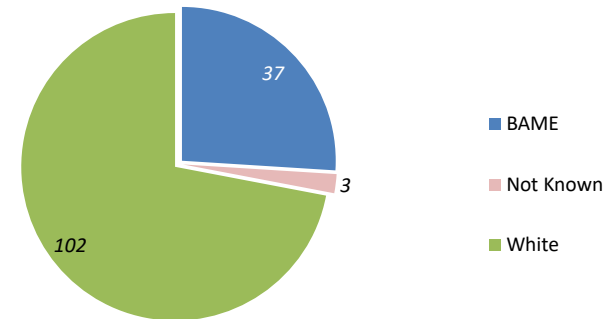
Staffing Profile: Part time staff analysis

Part time staff are defined as anyone contracted to work fewer than 37 hours per week. The GLA encourages part time working particularly in the form of job sharing. There are 142 staff working part time (12%). This is slightly down from last year's figure of 13%. Of these 124 are female and 37 are BAME. The largest number of part time staff by salary band are in the £50 – 60k category putting over 35% of part time staff as earning more than the GLA's average full-time equivalent salary. 12 part time staff fall into the senior staff category i.e. earning £70k or more per year.

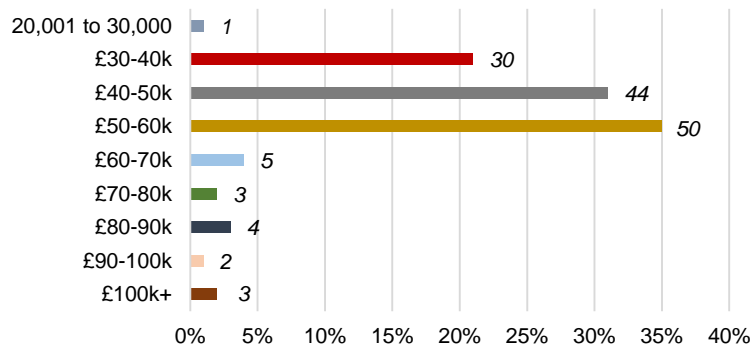
Part time staff by Directorate (by % and number)



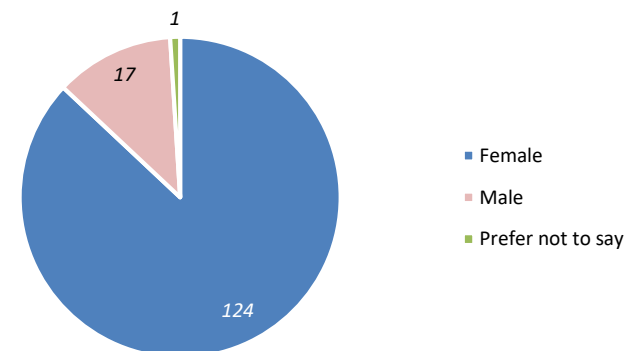
Part time staff by ethnicity



Part time staff by Salary Grouping (by % and number)



Part time staff by gender

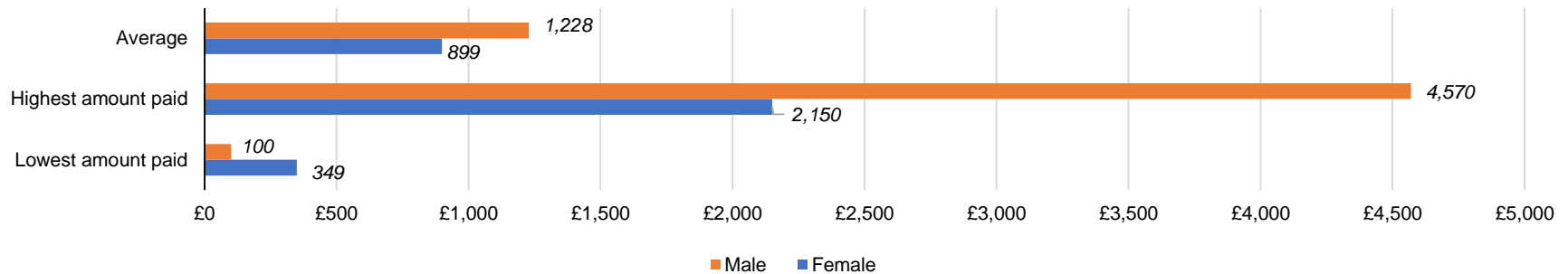


Additional payments: recognition payments

Staff who produce exceptional work can be recognised for this by means of a one off payment to thank them for their efforts. To 31 March 2020 males received 48% of these payments. There was a favourable distribution of recognition payments to BAME staff who received 39% of payments in contrast to the overall BAME profile of 30%. However, no staff declared as disabled, received a recognition payment in the year ending 31 March 2020. The highest payment across all staff was £4750 (male) and the lowest payment was £100.00(male). Although more women than men received recognition payments, men received both the highest amount awarded and the average paid to men was higher than for women.

The GLA has recently reviewed the policy in respect of recognition payments and has now introduced a new means of determining the value of such recognition payments. There are four levels of payment which are fixed and when a manager recommends a member of staff to receive a recognition payment they will assess the performance against predetermined criteria in order to govern the level of the payment to be awarded. As payments to date have often been calculated using the employee's hourly rate of pay this resulted in more senior staff receiving substantially higher awards than lower graded staff. However, the new tariff system should provide for a fairer distribution of awards.

Recognition payments by value and gender



Ethnicity	GLA profile at 31/3/20	Recognition Payments made at 31/3/20
BAME	30%	36%
White	65%	59%
Not Known	5%	5%

Disability	GLA profile at 31/3/20	Recognition Payments made at 31/3/20
Disabled	6%	0%
Not disabled	85%	78%
Not Known	9%	21%

Additional payments: ongoing payments

From time to time staff take on additional duties or are asked to act up in to a higher graded role.

Staff receive either an honorarium or acting up allowance for taking on the additional duties and the increase in salary is paid for the duration of the assignment.

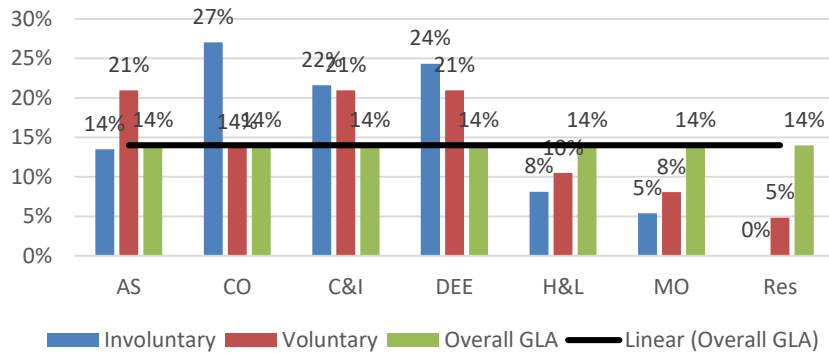
The ratio of these payments between males and females is in keeping with the GLA overall profile at 59% female and 41% for males. Similarly, the distribution by ethnicity of additional payments is also in keeping with the GLA overall profile with 30% of BAME staff receiving such payments and 66% of white staff.

	Ethnicity			Gender		Disability		
	BAME	White	Not known	Female	Male	Disabled	Not disabled	Not known
GLA profile at 31/3/20	30%	65%	5%	60%	40%	6%	85%	9%
Additional Payments for year ending 31/03/19	18%	73%	66%	62%	38%	5%	82%	13%
Additional Payments for year ending 31/03/20	30%	66%	4%	59%	41%	7%	86%	7%

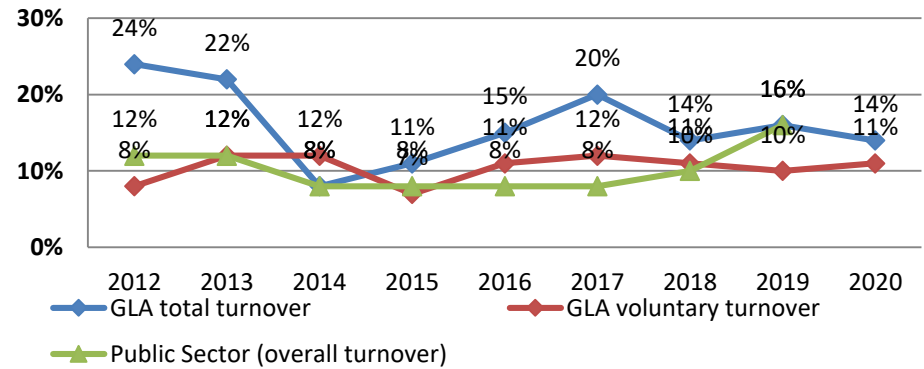
Turnover

There were 161 leavers from the GLA during the year with 70% of these being as a result of staff resignations. The overall turnover figure for the GLA was 14% which compares to the public sector figure of 15.7%. BAME leavers accounted for 30% of the total which is in line with the GLA profile as at the end of March 2020. Communities and Intelligence (34) and Development Enterprise and Environment (35) had the highest number of leavers with Resources (6) having the lowest number.

Turnover by directorate



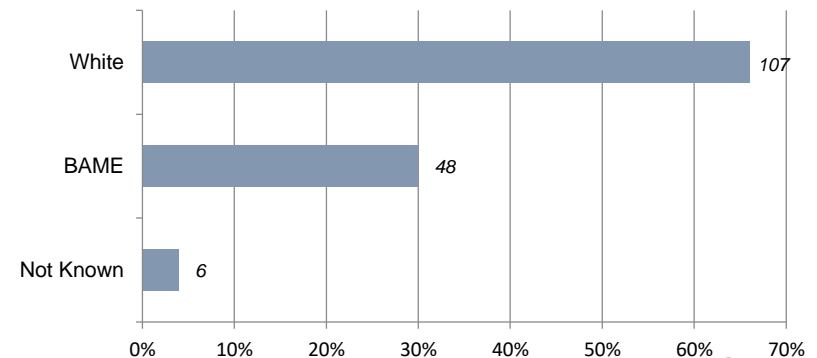
Turnover benchmarking



Reasons for leaving

Reason		Number	%
Voluntary	Resignation	114	9.74%
	Retirement	1	0.09%
	Voluntary Redundancy	6	0.51%
Involuntary	End of Fixed Term Contract	31	2.65%
	Compulsory Redundancy	2	0.17%
	Other Reason	5	0.43%
	Dismissal	2	0.17%
Total		161	14%

Leavers by ethnicity



Exit Interviews

When staff leave the GLA they are invited to complete an exit interview questionnaire. This is an optional invitation. Of the 161 leavers in the year ending 31 March 2020 **100** staff completed an exit interview questionnaire. As responses to each of the questions are voluntary, there are a significant number of questions where staff have chosen not to respond meaning there is not 100% coverage on all questions. A summary of some of the data findings include:

- 25 separate reasons were given for leaving the GLA with only 3 respondents leaving this reply blank. The two top reasons given were 'end of temporary contract' (20) and promotion to a higher paid job (14). The next two reasons were given in fewer than ten cases – job dissatisfaction (9) and home relocation (8). No staff reported as a reason for leaving, bullying and or harassment or due to discrimination.
- Of those declaring their destination beyond the GLA, 26 continued their careers in the public sector, 4 moved to the private sector and 7 into the voluntary sector.
- Of those responding, 50 said they would return to work for the GLA again, and only 11 saying they would not.

Exit Interviews: Themes that emerged from staff comments

- **Strategy and Values:** Please do a corporate plan based on the Mayor's manifesto and legal GLA commitments, all staff should have access, from this create a communications strategy and strategies for individual areas of work. The GLA also needs some organisational values which are communicated and adhered to.
- **Technology:**
- I think the technology improvements which are planned will help working in the GLA a lot
 - I would like to streamline the email process. E.g. in the xxx it would be helpful to have one main xxx inbox for enquiries to come into, these could then be annotated and tracked- rather than having to email that you're dealing with it to everyone in the xxx .
 - I would like to streamline the email process. E.g. in the xxx would be helpful to have one main xxx inbox for enquiries to come into, these could then be annotated and tracked- rather than having to email that you're dealing with it to everyone in the xxx.
- **Career Progression:**
 - More progression opportunities for high performing members of staff
- **Collaboration:**
 - As noted in my responses above, I would appreciate more opportunities to interact with colleagues across the team and unit/directorate, to understand and support their work and make meaningful connections with priorities in our own team, to progress our agendas more efficiently and avoid duplicating efforts
 - Make processes simpler
- **Resources:**
 - For new large- scale projects the GLA needs to consider the additional resource also required to manage events at City Hall and Squares and if these locations aren't available then budget needed for other locations. Lots of teams expanding with no expansion in the resource expected to deliver the practical elements of events
 - But lack of accommodation needs to be addressed
- **Wellbeing:** I would also like the out of hours phone expectation to be addressed. It is hugely damaging for your mental health to not switch off from work and I think this needs to be resolved
- **Leadership:**
 - I'd like to see more effective leadership - managers taking responsibility for ensuring the right processes are in place to allow staff to do their jobs. I think more could be done to celebrate the work of staff and make people feel positive about their contributions. I'd also like to see more attempts to bring people together and break down team cliques - e.g., through directorate away days or group activities

Exit Interviews: summary of staff comments

Any other comments (answered by 20 out of 100 participants):

Culture - GLA people and experience of working at the GLA

- I would not want to work here again- my whole team including our AD were amazing and they are trying their best to come up with creative solutions to some of the organisational problems. Would be good if staff suggestions were taken into account and acted upon
- During my short time at GLA I met amazing people who put all their hearts into work. People who really wanted to make change and they were willing to share their knowledge and experience. I wish GLA could recognise and support that people more. Yes, I would like to return to work for the GLA because I believe that people make a company, people are company. And there are amazing people in the xxx team who work really hard to help others
- I have on the whole had an amazing time at the GLA
- I asked for a secondment to this opportunity, which was denied xxxxx. The denied secondment feels like it doesn't align with the advice given or the intention to support women into leadership roles by closing the gaps in experience. I have ticked 'yes' as I would never say never but I would be hesitant to work for the GLA again on this basis as I feel let down by a system that I have given 100% to over xxxx years
- I've loved working for the GLA and will only hold onto the positive. My team does extremely well under the circumstances but I believe the xxxx should never have been merged with xxx in xxxxx. I have no personal grievances with anyone. My current job experience has moved too far away from my original commitment to the GLA and it's now time for a change.

Would you return to work for the GLA in the future?.....

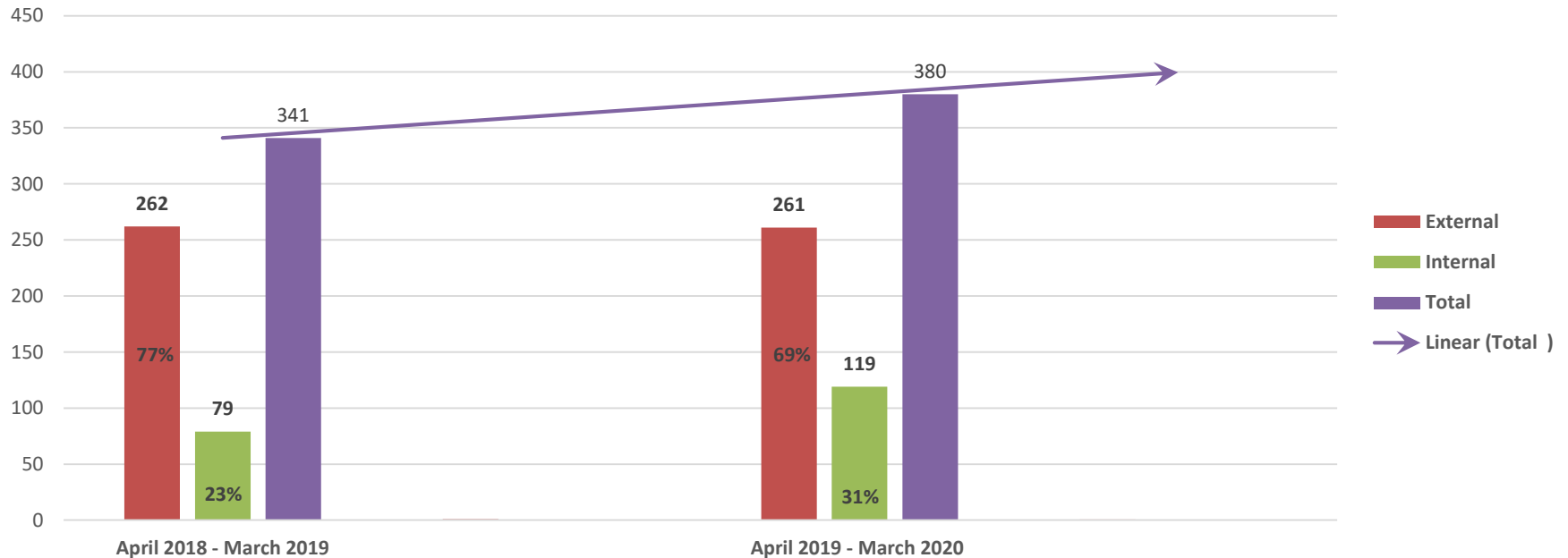
- I am not sure I would return – it would depend upon the opportunity
- I would not rule it out but I don't think my interests align with those of the wider GLA so it seems unlikely that I will return
- I can genuinely say it was a pleaser to work for the GLA and the xxxx. Some areas to improve like anywhere else but a great organisational culture overall and a genuine openness to change and an ongoing effort to be as efficient as possible, which is rare in the public sector
- I love working here and hope that another opportunity will arise before my contract expires
- Yes, I would like to return to work for the GLA because I believe that people make a company, people are company.

Recruitment

In the current reporting period (April 2019 – March 2020) there were a total of 380 appointments. 119 appointments were made from the existing workforce. In this reporting period, there were a total of 261 external appointments made.

In contrast for the reporting period April 2018 – March 2019, there were 341 appointments, 79 of these were made from the internal workforce and 262 were external appointments.

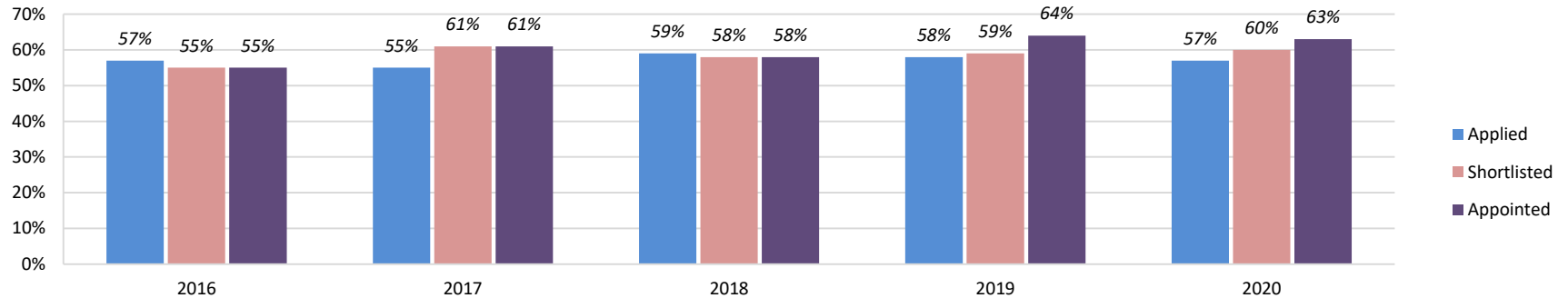
Recruitment – Overall



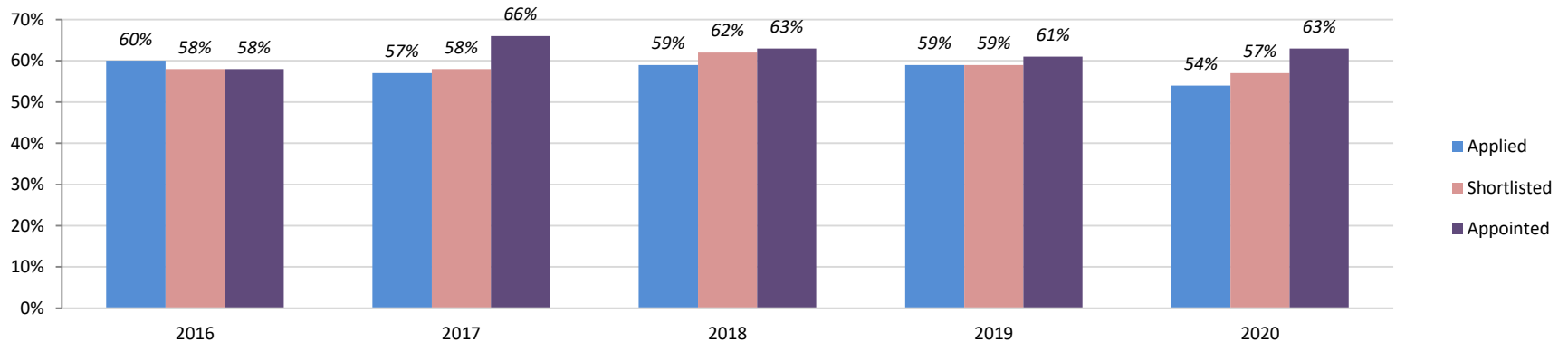
Recruitment: gender

Females made up 57% of the applicant pool for posts advertised externally; the number of female applicants shortlisted was 60% and appointments for the period was 63%. The number of internal female applicants and shortlisted has decreased to 54% and 57% respectively. The number of internal appointments has increased from 61% to 63%.

External recruitment



Internal recruitment



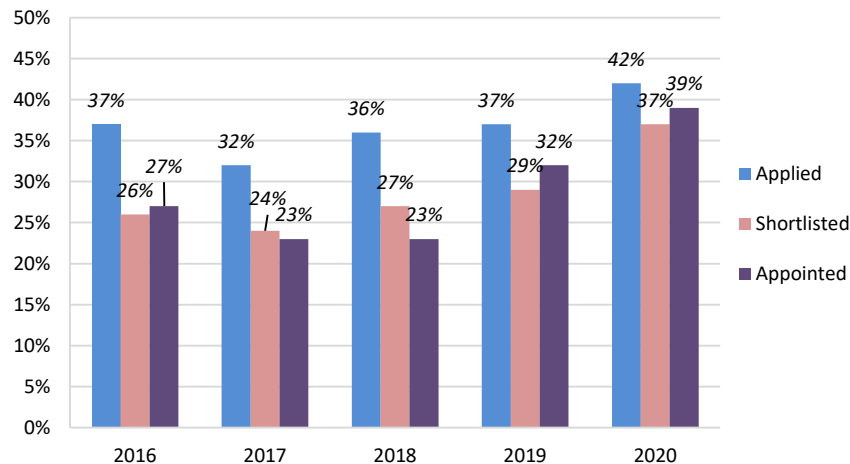
Recruitment: ethnicity

The number of external BAME applicants has increased from 37% to 42%, shortlisted applicants increased from 29% to 37% and the number of external recruitment appointments from BAME groups increased from 32% to 39%. **These improvements are extremely positive, they are the highest figures across all stages since reporting started in 2010.** The internal figures are also very positive, with the percentage of internal BAME applicants increasing to 42%; those shortlisted were 39% and the number of internal BAME appointments was 36%. Whilst there are significant improvements on ethnicity and recruitment – both externally (over the last 2 years) and importantly internally in the last year there is still work to do. The above demonstrates our continued progress with regards to attracting and appointing external BAME applicants. It is the first time the GLA has met or exceeded the benchmark of London's economically active population (36%) for both internal and external appointments.

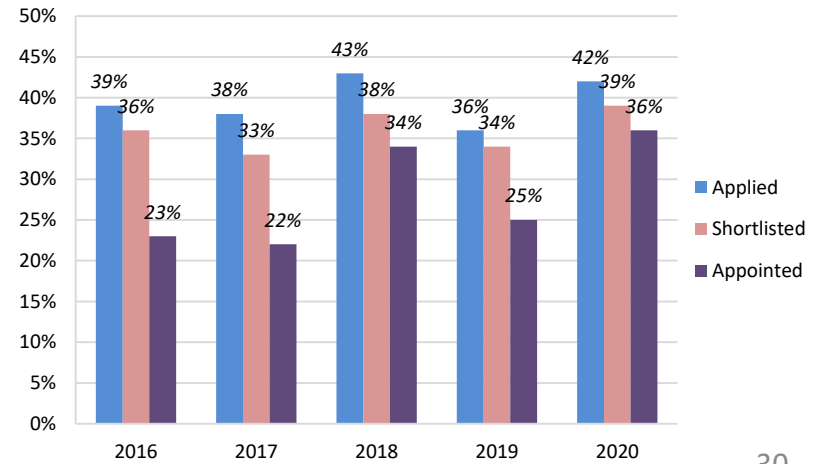
In the current reporting period, a total of 12 external appointments were made to Grade 13 or above (salary £79,938 or above). Of these appointments, 33% were from BAME groups and 42% were female. This is an improvement on reporting period April 2018 to March 2019, whereby Grade 13 or above external appointments from BAME groups was 20%.

Of the 12 appointments in this reporting period, a total of 8 were managed by specialist executive search agencies. Where appropriate the GLA will continue to work with specialist search agencies in order to continue to improve workforce representation.

External recruitment



Internal recruitment



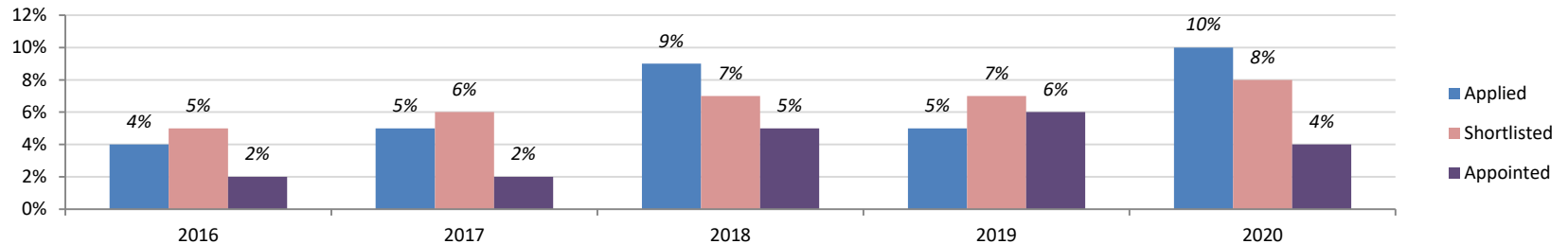
Recruitment: disability

Disabled applicants made up 10% of the applicant pool for posts advertised externally, an increase of 5% since March 2019. The percentage of applicants being shortlisted has increased to 8% and number of external appointments decreased by 2% to 6%.

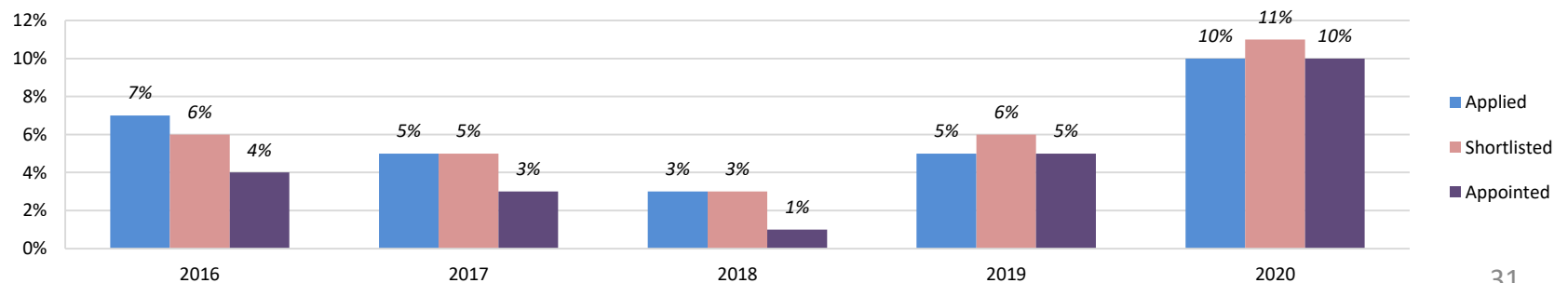
The numbers of internal disabled applicants increased by 5% to 10%, the number of internal disabled applicants being interviewed has increased by 4% to 11% and appointments by 5% to 10%: These figures are positive and are the highest figures across all stages since reporting started in 2010.

The GLA has been working with external partner Evenbreak since June 2019. The partnership provides the GLA with a specialist online job board connecting employers with disabled candidates. It also offers, as we continue to better position the GLA as an employer of choice for disabled candidates, guidance on how we can retain the skills and talent we find.

External recruitment



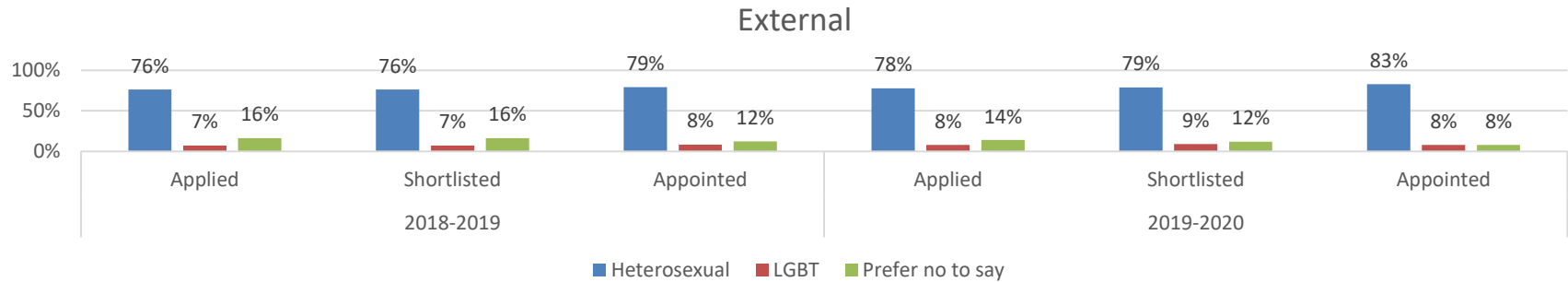
Internal recruitment



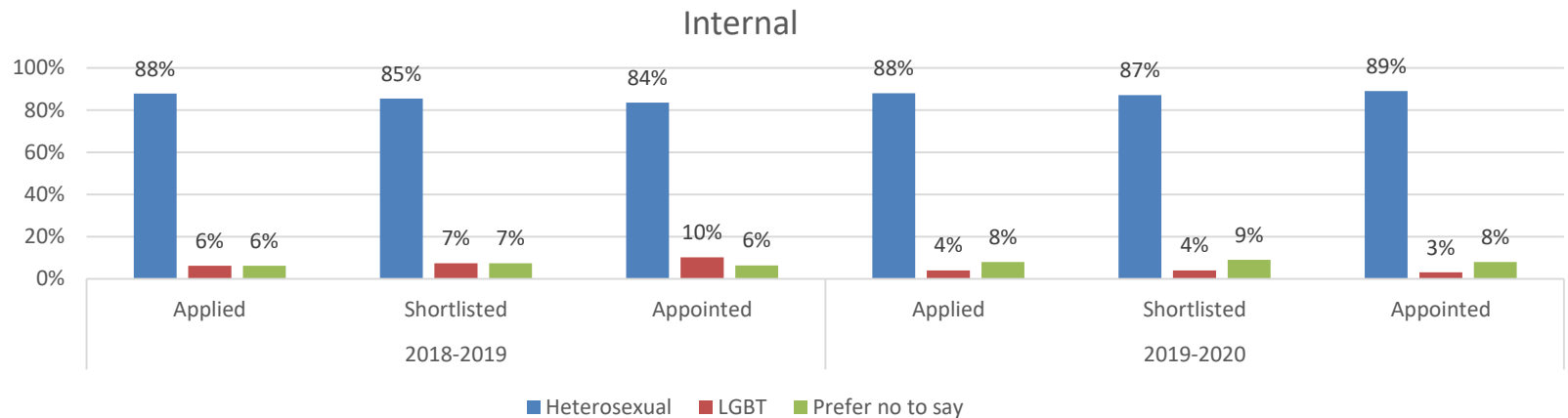
Recruitment: sexual orientation

In the current reporting period 8% of the current workforce declared their sexual orientation as lesbian, gay or bisexual (LGB). With regards to recruitment, the number of applicants appointed who declared their sexual orientation as LGB was 8% for both internal and external appointments.

External recruitment



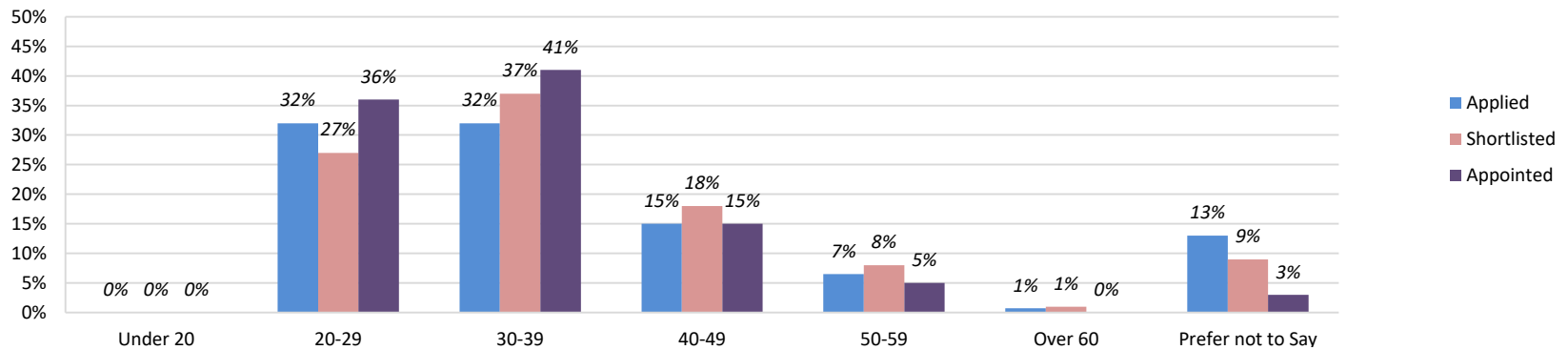
Internal recruitment



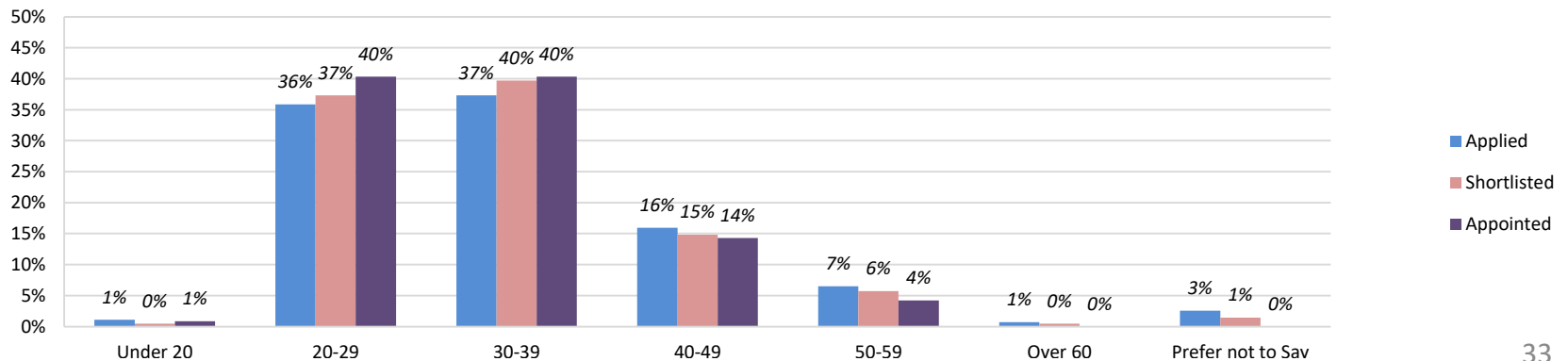
Recruitment: age

In relation to age range, of external appointments 77% of appointments fall into the age range of 20 – 39. Of appointments made from internal recruitment, 80% fall into the age range of 20 – 39. The average age of our workforce is 39.

External recruitment



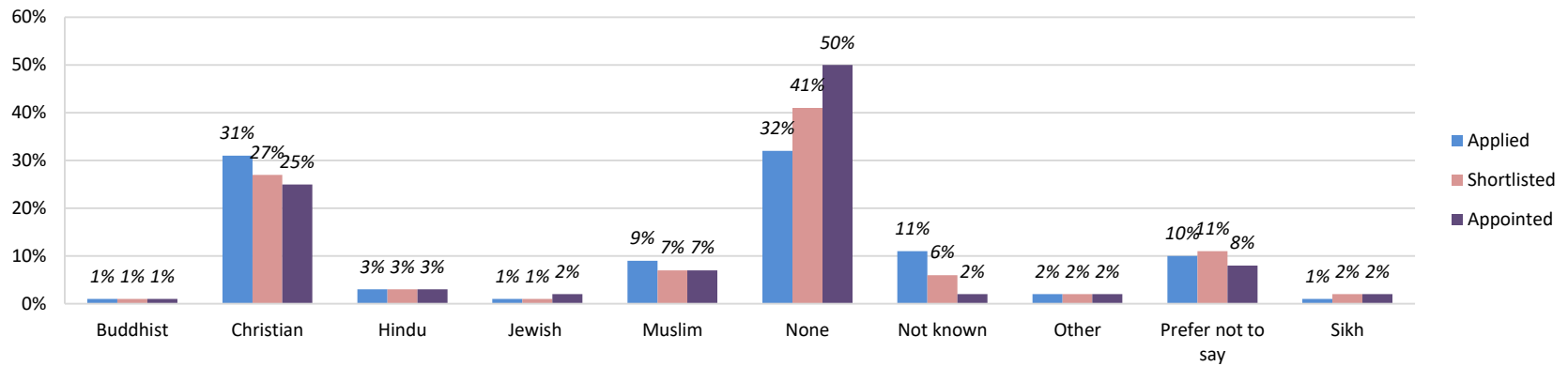
Internal recruitment



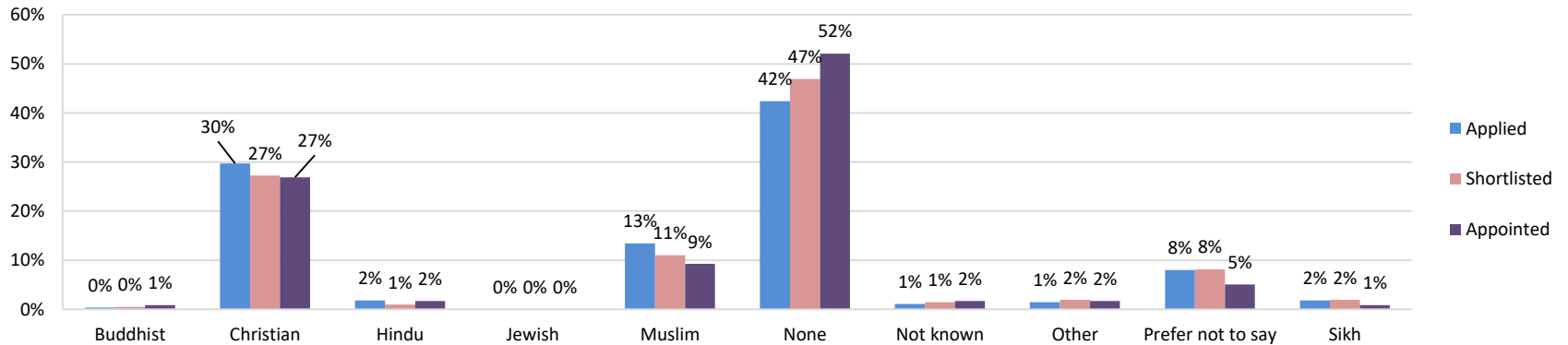
Recruitment: faith

In relation to faith, of external appointments the highest response to Faith was 'none' at 50% and Christian 25%. Of appointments made from internal recruitment, 52% stated 'none' and 27% as 'Christian'. The most common faith of our workforce is Christian.

External recruitment



Internal recruitment



Recruitment: initiatives and improvements

Home for Londoners Futures Programme

In this reporting period the GLA piloted a new 'Homes for Londoners Futures Programme' two-year fixed term appointment, with appointees given the opportunity to study for an apprenticeship Level 3 qualification. Four appointments were made to this programme offering tailored and specialised development and learning within the housing discipline, with the aim this will encourage and build a talent pipeline for future roles.

Assembly Secretariat BAME Internship Programme

The Assembly Secretariat launched a new Internship diversity initiative targeted at students and recent graduates from BAME groups who are interested in pursuing a career in working with elected politicians but who either lack the experience to achieve a permanent role or who are looking to cement their experience. The recruitment campaign received over 1300 applications and made three appointments on 9-month contracts. This followed a similar successful BAME internship programme in External Relations covering media and marketing (internships are not included in overall recruitment figures).

Cohort recruitment

The GLA trialled several cohort and campaign recruitment processes across the GLA in this reporting period, with the aim of improving our approach to attracting new and diverse talent to our vacancies and establish a pipeline of talent for future vacancies.

Changes to the application process

This work has included piloting changes to the application form to make it more user friendly and holding open evenings to improve engagement with potential applicants at advert stage. The GLA has worked with TfL Recruitment to experiment with different approaches for large scale recruitment drives and a CV and cover letter application process which was used in recent campaigns for roles in the Housing and Land Directorate. These approaches have demonstrated positive results, particularly in terms of attracting applicants from BAME groups.

Streamlining recruitment and system functionality improvements

Significant progress has been made in the current reporting period to streamline recruitment activity, due to changes to the team's staff structure, by reorganising the Resourcing team's role and maximising the manager self-service elements of our interview process, as well as creating dedicated interview rooms. This has enabled the Resourcing team to take on a greater number of campaigns at any one given time. Further to this new online recruitment system functionality has been launched, which enables candidates to self-book their interview slot which improves the candidate experience and further streamlines the interview process.

Recruitment: initiatives and improvements

Recruitment performance

The inhouse Resourcing team met the Corporate Health Performance Indicator target of 90% in September 2019, in relation to advertising roles within 10 days of approval to support the speeding up of recruitment. This has continued to improve over the course of this reporting period, in March 2020 all vacancies had been advertised within 10 days. The overall performance for the current reporting period was 91%.

Recruiting a diverse workforce

The GLA is working with advertising and communications partner, TMP Worldwide, to help review and improve the GLA website career pages. The aim is to strengthen our employer brand and strategy for attracting a more diverse range of applicants, particularly BAME groups and disabled applicants, to our job vacancies. The scope includes improving the candidate experience of the GLA career pages to ensure it is fully accessible and inclusive, raises awareness of our commitment to equality and diversity and showcase our diverse workforce through staff case studies to bring to life what it is like to work at the GLA, and to highlight the rewards and benefits on offer. This piece of work is being funded through a rebate fund; part of the existing contract with TMP Worldwide for recruitment advertising services, the funds have been accrued based on our advertising spend and can only be used for services offered inhouse by the agency.

Learning & Development: overview of activity

The GLA learning team provide a comprehensive programme of mandatory training, professional development modules, accredited management development programmes, qualification sponsorship and career coaching.

There were 2649 learning sessions completed in the period from 1 April 2019 to 31st March 2020.

Since Covid 19 we have harnessed digital solutions to ensure continued induction for new starters and training for existing staff through MS Teams. We have introduced virtual induction catch ups on a fortnightly basis, and an MS Teams live facilitated corporate induction workshop. We have worked with all of our external training providers to deliver scheduled courses and workshops virtually via Microsoft Teams. This has helped maintain learning delivery during remote working due to coronavirus.

Most recently the L&OD team have accelerated a number of new pilot initiatives designed to offer wider and easier access to learning options and to support more flexible ways of working. They include:

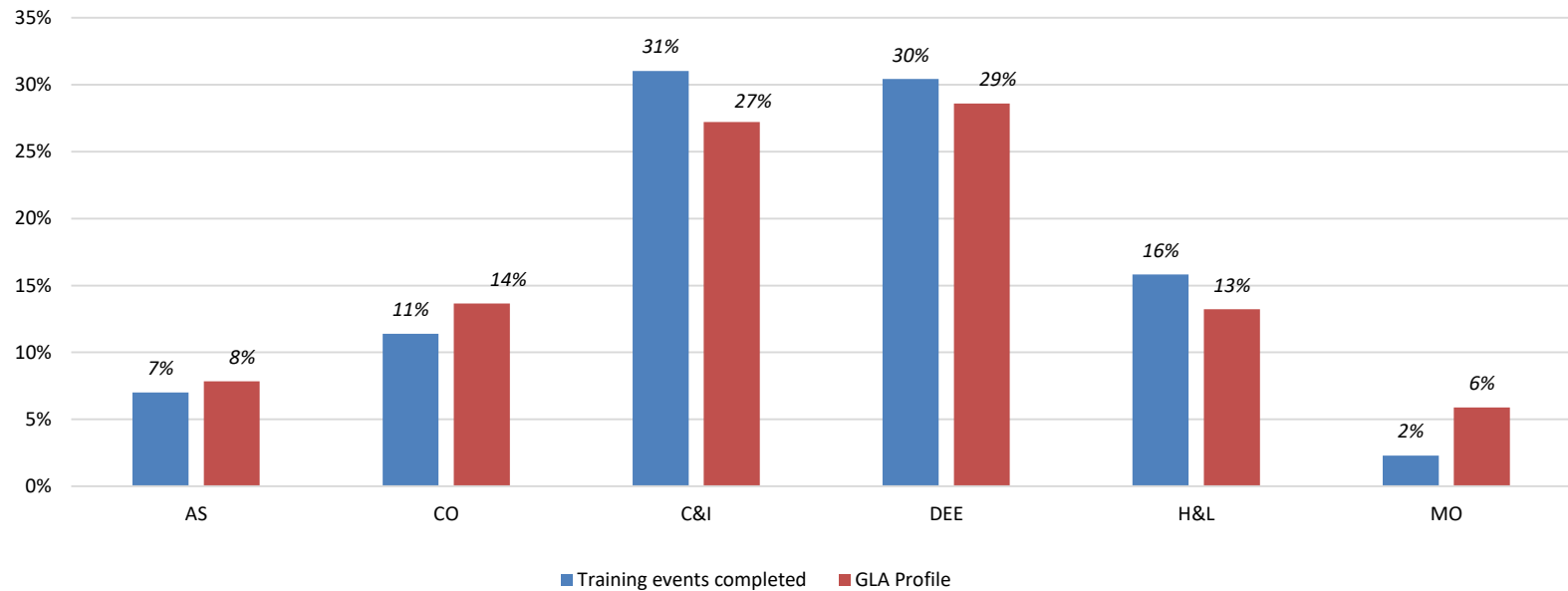
- Procuring and launching LearnUpon, a new Learning Management System (LMS) to act as a single platform for E-Learning. This LMS will allow us to set completion deadlines and prompt re certification (re-completion of courses) automatically for our mandatory training.
- Working with the staff Wellbeing Network to launch 'Keeping Well at Work' a trainer led, virtually delivered programme of resilience and wellbeing training using mindfulness-based stress reduction techniques. The programme includes 20-minute taster sessions, 1 hour workshops and regular support sessions for staff.
- Upskilling the L&OD team, and our training providers in online facilitation to deliver scheduled courses and workshops virtually via Microsoft Teams.
- Refreshing and streamlining our onboarding processes for new starters and, post lockdown, converting face to face elements into sessions delivered virtually via Microsoft Teams.
- Promoting the new Office 365 learning portal to support staff to adopt new technologies and adapt to new ways of working.
- Working with TG to launch a new Cyber Security E-Learning module to address GLA's cyber security and data protection learning needs.
- Celebrating this year's Learning at Work Week from 18th - 24th May 2020 by running 'On Air - Online' Learning at Work Week, providing staff with links to free learning resources and activities available online offered by Open University, Udemy and Coursera.

Learning & Development: overview of take up

The graph below shows that there has been a high take-up of learning activity across the organisation with 2649 learning sessions completed in the period from 1 April 2019 to 31 March 2020. This is slightly down on the previous year's figures (2822) which is in part accounted for by Covid 19. A number of learning sessions due to take place in March were postponed whilst we engaged with suppliers to deliver face to face workshops virtually.

The analysis shows broadly proportionate take-up of opportunities by all directorates. There is a higher take-up of learning opportunities in the Communities and Intelligence directorate (C&I) at 31% of training completed and 27% of the staff population. Housing and Land (H&L) sees a 3-point difference between their 16% of training completed and 13% share of staff. By contrast there is a slightly lower take up of learning opportunities in the Chief Officer (CO) directorate and in the Mayor's Office (MO). Both have a 4-point difference between their share of staff population (14% and 6% respectively) and their share of training completed (11% and 2% respectively).

Training events completed April 2019 to March 2020



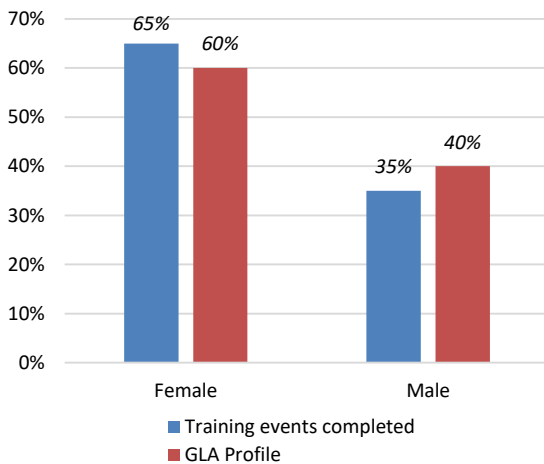
Learning & Development: overview of take up by demographic group

As was the position in March 2019, women proportionately take-up slightly more development opportunities than men: 60% female staff, 65% of training completed. The take up for BAME staff is proportionate at 30% of staff and 29% of training completed, again mirroring the situation in March 2019. Staff who declare disability (6% of the organisation) take up 6.9% of learning opportunities.

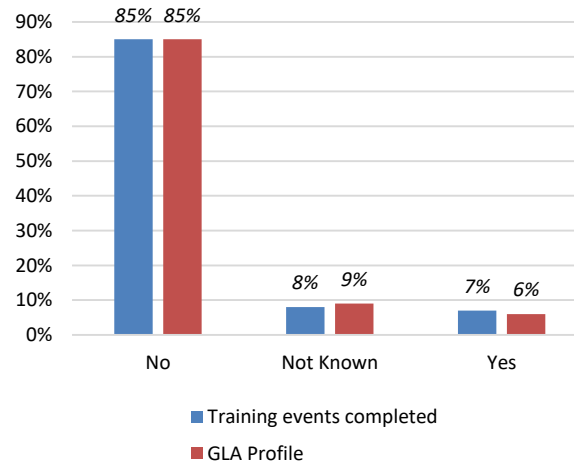
These continue to be positive indicators suggesting that there are currently no barriers for these staff groups in accessing development support at the GLA, which is important in helping support progression into senior roles in the GLA. It also reflects the organisational focus on developing positive action programmes (i.e. Our Time) and giving priority consideration to staff from underrepresented groups for development opportunities.

Attention needs to be given to ensure men, who are now underrepresented in training take up and the organisation as a whole, also exercise their equal access to learning and development.

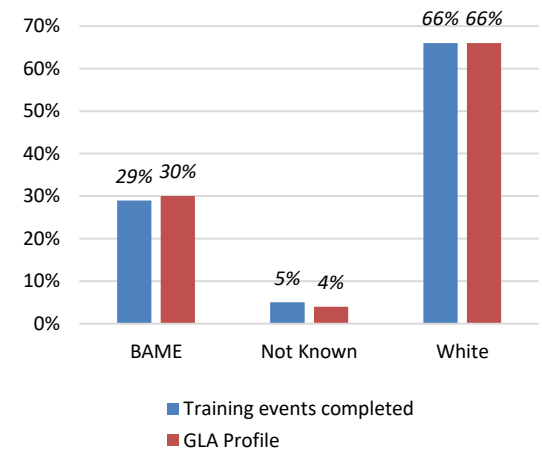
Training events completed by gender



Training events completed by disability



Training events completed by ethnicity



Learning & Development: performance management

In 2019, The GLA Learning team took steps to improve the performance management review completion rate across the organisation, from 81% in 2018 to 90% as at 3 June 2019. The table (right) shows completion by Directorate.

In 2020 we have also worked to ensure good performance management practice continues during Covid 19. The annual performance review deadline has been extended to 31 July.

This provides an opportunity for managers and staff to review the past 12 months and celebrate their achievements, gain clarity on their current work priorities and set personal development goals for next year.

% Completed by Directorate	2018	2019
Assembly Secretariat	100%	97%
Communities and Intelligence	84%	86%
Development, Enterprise and Environment	67%	97%
Housing and Land	90%	99%
Resources	98%	100%
Chief Officer	n/a	96%
GLA Total	81%	90%

The end of year review is also an important opportunity to discuss staff well-being and any support that staff need so they can be at their best in the challenging circumstances Covid-19 has introduced.

Whilst the review process remains broadly the same as last year, we have introduced a number of improvements for this year to better support staff development, and embed an inclusive culture:

- All staff will work towards a new diversity and inclusion (D&I) objective
- All managers will work towards a new staff development objective
- The career development conversation forms an essential part of the process and all staff should have an up to date personal development plan
- Completion of any mandatory corporate learning should be checked and recorded during performance reviews as part of development conversation.
- After the process has been completed, managers will be asked to form a team-wide view of their team's development needs. This information will contribute to unit and directorate-wide assessments of development needs to better focus the use of directorate learning budgets and support L&OD planning in this financial year.
- We have provided updated toolkits to support staff and managers, with tips on holding the review conversation virtually.

Learning & Development: apprenticeships

We are very proud of the success of the 2019 Cohort of Business Administration apprentices who left the GLA on the 17 March 2020. 92% achieved a distinction and 7 have already secured employment within the GLA.

The GLA continues to meet the public-sector apprenticeship target of 2.3% of the workforce which requires an intake of c25 apprentices per year. The GLA is currently hosting 28 Apprentices, 19 of whom started as Advanced Business Administration Apprentices on 16 March 2020, and have worked remotely since their second day as a result of Covid 19. They have received formal training sessions once a month from the training provider with an additional 5 hours a week of learning tasks via an online portal. The apprentices were amongst the first groups to attend remote facilitated induction workshops via MS Teams. Remote working arrangements have been supported by a weekly 'Keeping in Touch' session for apprentices and fortnightly catch-up session for managers. Both managers and apprentice managers appear to have settled in well despite the unusual start to their apprenticeship.

The scheme continues to support our aim to attract diverse talent pipeline, and to widen access to those who might otherwise be excluded from professional employment. The Mayor is a signatory to the Care Leaver Covenant, and in line with this commitment we have continued to monitor applicants who have an Education Health and Care Plan or have previously been in the care of a local authority.

The table below shows the diversity data for the 2020 Apprenticeship cohort recruitment campaign:

	Applications		Attended assessment (day 1)		Attended interview (day 2)		Appointed	
	number	%	number	%	number	%	number	%
Total number of Applications	223	100%	40	100%	35	100%	19	100%
BAME	145	65%	29	73%	26	74%	14	74%
Female	113	51%	21	53%	19	54%	9	47%
Male	110	49%	19	47%	16	46%	10	53%
Disability	26	12%	10	25%	5	14%	3	16%
In receipt of an Education, Health and Care (EHC) plan provided by the local authority	8	7%	3	8%	1	3%	0	0%
Have ever been a child in the care of the local authority	10	8%	5	13%	2	6%	2	10%

Equality, Diversity and Inclusion

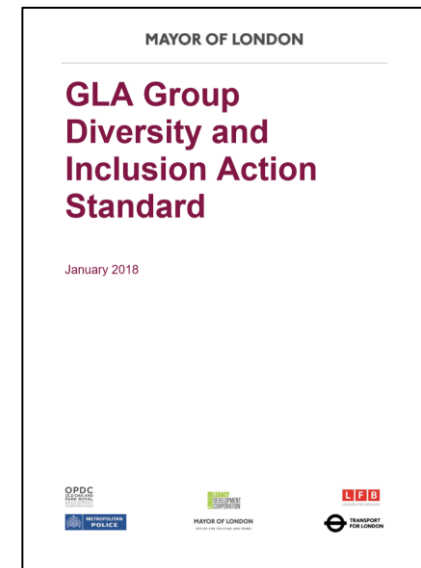
Improving the diversity of our workforce is a key priority for the GLA. Inclusive London, the Mayor's Equality, Diversity and Inclusion Strategy sets out the following strategic objectives on workforce diversity for all GLA Group organisations:

- To recruit and retain a workforce that better reflects London's diversity, including at senior levels
- To reduce pay gaps between different groups so that they are not statistically significant
- To take the steps needed to ensure that the GLA has an open and inclusive culture and is a great place to work

The current initiatives which support the diversity and inclusion agenda are set out in the following pages.

[GLA Group Diversity Standard](#)

[The Mayor's strategy for equality, diversity and inclusion](#)



Equality, Diversity and Inclusion

Diversity and Inclusion Action Standard

The GLA, in collaboration with the other Group organisations, developed the Diversity and Inclusion Action Standard to measure its performance and progress on workforce diversity and inclusion. The Standard covers 5 areas: Diversity Foundations, Workforce representation, Recruitment and Reward, Career Development and Inclusive Culture and recognises performance at three levels: Base, Accomplished and Exemplary.

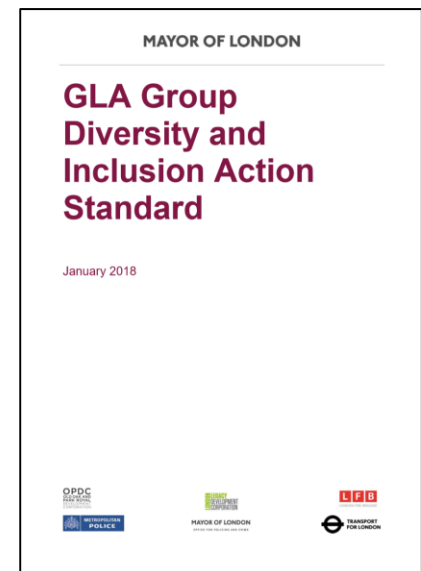
The GLA, together with GLA Group organisations, conducted its second self-assessment against the Standard to measure progress compared to last year's baseline assessment. The self-assessment process is led by HR&OD, in consultation with Staff Networks, Unison and agreed by CMT. Equality Works Group formerly EW Group was also commissioned to conduct an independent and impartial review of all GLA Group self-assessments against the standard in February 2020, to bring about rigour and confidence in the assessment process.

The external review identified several strengths in the GLA's application of the Standard :

- Leadership and integration of diversity through Directorates and units
- Strong methodology for assessment, evaluation and learning
- Effective gender and ethnicity pay gap strategies and plans
- Piloting of question on socio-economic status in the most recent staff survey
- Engaging all colleagues on the diversity agenda through the proposed 'All In' allies' network

The review also highlighted the following concerns:

- Ethnicity representation at senior levels
- Acknowledgement of distance to travel for disabled colleagues



[GLA Group Diversity Standard](#)

Equality, Diversity and Inclusion

Pay gap analysis and related action planning

In October, the GLA published its [2019 gender pay gap](#) data, together with an updated action plan. The GLA's gender pay gap is now almost zero at 0.83% - compared to 4.82% in 2018. The figure for 2017 was 6.14% which shows the trajectory of progress made over this period. The GLA published its first gender pay gap analysis across the GLA Group in 2016 – ahead of any statutory requirement to do so.

The 'Our Time' programme launched its second cohort across the GLA Group in September 2019, with 13 GLA participants. The GLA met its commitment to offer 50% of places on Our Time to BAME applicants and guarantee an interview for disabled applicants. 'Our Time' is a positive action development programme which pairs high potential women with senior management level champions of all genders who help to open up the professional networks, opportunities and contacts often needed to progress within workplaces.



The GLA continues to work in partnership with Timewise. Timewise specialise in supporting women back into work, partnering with organisations to help them see the benefits of part time and flexible working arrangements. GLA jobs are posted on the Timewise jobs board. All candidates are encouraged at interview to provide details of flexible working requirements and panels are asked to state the GLA's commitment to flexible working. The impact of this work to support gender equality is reflected in improvements in the workforce data, as well as the narrowing of the gender pay gap. In 2016, female staff represented 39% of staff at grade 12 and above. That figure has increased by 13% in 4 years. Female staff now represent 45% of the GLA's Senior Leadership Team.

The GLA published its [2019 ethnicity pay gap](#) analysis in December, together with an updated action plan, reviewed in partnership with staff networks, in particular the GLA's BAME Network and Unison. The GLA's ethnicity pay gap is 11.05%, down from 11.45% in 2018. Progress in narrowing the ethnicity pay gap (which stood at 16% in 2017) has slowed. Addressing the under-representation of BAME staff at more senior levels in the organisation remains a priority for the organisation.

Equality, Diversity and Inclusion

Ethnicity pay gap and 'Black Lives Matter'

The GLA published its 2019 ethnicity pay gap analysis in December, together with an updated action plan, reviewed in partnership with staff networks, in particular the GLA's BAME Network and Unison. The GLA's ethnicity pay gap is 11.05, down from 11.45% in 2018. Progress in narrowing the ethnicity pay gap (which stood at 16% in 2017) has slowed. Addressing the under-representation of BAME staff at more senior levels in the organisation remains a priority for the organisation.

The GLA in reporting its [ethnicity pay gap](#) does not limit its findings to a comparison of the gap between BAME staff and white staff it also does the comparison between different ethnic groupings and white staff. For the year ending 31 March 2019, the last published data, the pay gap by ethnic grouping is shown in the table.

As can be seen from the table Black and Black British staff have the highest median pay gap of all ethnic groups at 20.82%. White staff earn £25.36 per hour, Asian staff £22.60 per hour and Black staff £20.08 per hour. In response to the events surrounding the murder of George Floyd and the Black Lives Matter campaign and the analysis of the impact of racism and structural inequalities on BAME and Black people in particular, the GLA is undertaking to develop targeted initiatives to address not only the levels of under representation of BAME staff, but in particular to work on addressing the pay gap for staff in the Black and Black British ethnic grouping. Whilst it is positive that the GLA now boasts a BAME workforce of 30% with 39% of external appointments and 36% of internal appointments from the BAME communities, it is clear there is still work to be done to address levels of under representation particularly at senior level with just 14% of senior staff being BAME (slide 22).

Headline Ethnicity Pay Gap - White/BAME					
Ethnicity	No of staff	Mean	Median	Mean Pay Gap	Median Pay Gap
BAME (Black, Asian, Mixed, Other)	276	£ 22.45	£ 22.56	18.40%	11.06%
Asian or Asian British	109	£ 23.02	£ 22.60	16.08%	10.88%
Black or Black British	102	£ 21.60	£ 20.08	21.26%	20.82%
Mixed	51	£ 23.31	£ 23.45	15.01%	7.53%
Other Ethnic Group	14	£ 21.17	£21.54	22.80%	15.08%
White	706	£ 27.43	£ 25.36		
Not Known/Provided	48	£ 30.79	£ 25.70	-12.26%	-1.36%

Equality, Diversity and Inclusion

Supporting Future Leaders

The GLA is piloting a new approach to talent management, which is being trialled with BAME staff in the first instance, as a positive action strategy, tackling the under-representation of Black Asian and minority ethnic (BAME) staff at senior levels. The programme has been co-designed with talent specialists from Deloitte, and in consultation with the BAME Network. and has identified 15 members of BAME staff on the basis of their potential. The programme was open to all permanent and fixed term GLA employees between grades 8-12, who have passed their 6 months' probation and self identify as BAME. 15 members of BAME staff were identified, through an expression of interest process, on the basis of their potential. The programme aims to support the progression and retention of BAME staff; with the aim of improving representation at senior levels.

The pilot programme had four key objectives:

- To identify 15 BAME staff members with high potential, in grades 8-12
- To offer a bespoke learning programme to the successful participants
- To introduce succession planning in the GLA by identifying 17 senior roles between grades 10-13
- Where possible, to map this cohort of 15 members of staff to the senior roles identified

The project has been temporarily paused as a result of the organisational impact of Covid-19. The pilot programme evaluation will inform whether the programme can be scaled-up to meet the talent management needs of the wider organisation.

Disability Rights UK Leadership Programme

The GLA is piloting the Disability Rights UK Leadership Academy Programme, an established career development programme for disabled people in employment. The programme is designed to provide participants with the tools to make the transition to leadership positions. The Co-Chairs of the Staff Network for Disability are both participants of the 2019-20 cohort and are working with the EDI Team to share their feedback of their experience which will inform whether the GLA engages further with this programme.

Gender identity

The GLA recognises that gender identity is not limited just male and female categories 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 would like to make further improvements in this area. The data we currently have is withheld from publication in this report for confidentiality reasons. The GLA's recognises non-binary identities through the use of gender neutral language throughout its HR policies and communications and by working closely with its LGBTQ+ Staff Network group.

Equality, Diversity and Inclusion

Our Time

The 'Our Time' programme launched its second cohort across the GLA Group in September 2019, with 50 participants across GLA Group organisations, including London and Partners and also the London Ambulance Service. The second cohort has been affected by the organisational impact of Covid-19 and the Our Time Working Group is exploring options to address this. Planning for Cohort 3 has also been paused.

Diversity and inclusion related benchmarking

The GLA is also 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's Race and gender equality campaigns
- Disability Confident
- Stonewall Workplace Equality Index
- Timewise

Some examples of activity to achieve, striving to achieve those examples are set out below.

BITC Race at Work

The GLA signed the Business in the Community's (BITC) Race at Work Charter last year. This meant committing to honouring the Charter's five key calls to action, which included:

- Appointing an executive sponsor for race equality
- Monitoring and publishing data on ethnicity
- Board level commitment to zero tolerance of bullying and harassment
- All leaders holding responsibility for equality in the workplace
- Taking action on progression for BAME staff

The GLA is planning to take part in the annual BITC Race at Work survey again this year and is currently collating evidence for a submission. This is an opportunity to measure progress against the five pillars of the charter, share successes and good practice and reflect and identify next steps in making further progress on race equality.

Equality, Diversity and Inclusion

Diversity and inclusion related benchmarking (cont'd)

Stonewall Workplace Equality Index

The GLA continues to work with Stonewall to support LGBTQ+ staff and Londoners. As a member of Stonewall's Diversity Champions programme, the GLA uses Stonewall's Workplace Equality Index tool to benchmark its work against best practice and to continuously improve policies and processes. The GLA took part in the 2020 Stonewall Staff Survey and Workplace Equality Index, placing at number 22 in Stonewall's Top 100 employers list. There were 503 organisations in the index. This is a significant jump from the GLA's 2019 Index results, where the GLA ranked 118/445 organisations. These results are the product of many people's hard work to make progress on LGBTQ+ inclusion within the GLA over a number of years, especially the work of the LGBTQ+ Staff Network. Other areas of good practice include the review of HR policies to use gender neutral language, the GLA's community outreach work, and the GLA supporting partners to make progress on LGBTQ+ inclusion. Due to the impact of Covid-19, Stonewall will not be operating their index in 2021 and intend to resume in 2022.

Disability Confident

The GLA is a Level 1 Disability Confident 'Committed' employer and the EDI team within HR&OD has been working with the Staff Network for Disability and policy colleagues to make progress on disability equality and move to Level 2 of this benchmark. The Diversity and Inclusion Management Board agreed a Disability Equality Action Plan in November which highlights the steps the organisation needs to take to achieve Level 2 of the benchmark.

Some examples of the work underway include:

- Commissioning an end to end review of the GLA's policy and practice on reasonable adjustments
- Piloted disability equality training sessions with Assembly Secretariat with a view to making disability equality training available to the organisation
- Working towards accreditation to the British Sign Language (BSL) Charter which has highlighted a range of actions the GLA can take to further Deaf inclusion, including as an employer
- Steps into Work - Following the completion of the GLA's pilot participation in Steps Into Work, a TfL supported internship programme for people who have mild to moderate learning disabilities and/or are on the autism spectrum, the GLA participated again in a second cohort of students who began their office placements in February 2020. Students take part in a 12-month scheme during which they undertake three 10-11-week work placements and work towards a BTEC Level 1 Work Skills qualification. The aim of this programme is to provide students with valuable work experience and to grow their confidence to enter employment following the programme. However, as a result of the COVID-19 pandemic this programme has been paused across the GLA Group and will re-start when it is safe to do so. The GLA is working with TfL and organisations across the GLA Group to prepare for the programme to begin again.

Equality, Diversity and Inclusion

Inclusive GLA: Unconscious Bias Learning

The Inclusive GLA programme is an organisation-wide conversation about unconscious bias and how we can mitigate its impact. It is designed to support implementation of *Inclusive London*, the Mayor's Equality, Diversity and Inclusion Strategy; and to support colleagues to foster a workplace culture where everyone is treated with respect, feels able to speak up and contribute.

The programme is delivered through both e-learning and facilitated interactive workshops to help colleagues transfer the learning into daily work at the GLA. Delivery was staggered, starting with workshops for all managers, organised by directorate, highlighting unconscious bias in the context of a manager's responsibilities. The focus in the last 12 months has been the delivery of workshops for all staff, organised by teams and focused on the implications of unconscious bias for both their work and their team culture, with a focus on Unit and Directorate Diversity and Inclusion Action Plan. As part of the programme, members of SLT are also undertaking a programme of equality and diversity related coaching over four sessions, which includes a focus on implicit association and a 360-feedback process centred on inclusive leadership.

The table below shows current completion rates. The programme was due to complete by the end of the financial year, however, the organisational impact of Covid-19 has delayed that. The programme has been redesigned for remote delivery and should conclude by the Autumn. 2020.

Programme	Audience	Sessions	Attendees	% Attendance
E-learning	All staff	n/a	544	53%
Senior Leader Workshops	All SLT	3	46	100%
Inclusive Managers Workshops	All Managers	26	313	96%
Inclusive Team Workshops	All Teams*	59	836	90%

* These figures do not include Assembly Secretariat staff who have not participated in the *Inclusive Teams* workshops to date

Equality, Diversity and Inclusion

Supporting Staff Networks

The GLA currently has eight staff networks:

- BAME Network
- Carers and Parents Network
- Christian Network
- EU Staff Network
- LGBTQ+ Network
- Staff Network for Disability
- Wellbeing Network
- Women's Network

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 staff engagement as well as in supporting the GLA's workforce diversity and inclusion priorities. In particular the Wellbeing Network has led on an increased programme of support for staff following Covid19 hosting a range of lunchtime sessions and blogs signposting resources and techniques to promote positive wellbeing.

All staff networks are represented on the GLA's Diversity and Inclusion Management Board, with the exception of the Wellbeing Network (which is represented on the Health Safety, and Wellbeing Committee). This enables the networks to inform and influence the GLA's workforce diversity priorities, policy and practice. The networks are regularly engaged in the development of new policy alongside formal consultation with Unison, the GLA's recognised trade union.

The Networks are invited to a monthly forum meeting with EDI officers. This space is used for collaboration across Networks, to flag any concerns, and to share ideas. All Networks are provided with funding and have the offer of an Executive and Mayoral Sponsor. Mary Harpley remains the overall Diversity & Inclusion Champion in her role as Chief Officer.

The Diversity and Inclusion Management Board has recently agreed updated Staff Networks Guidance developed in consultation with Network Chairs. The guidance covers protected time for network activity, budgets and expenditure, holding elections for posts, setting up new networks, and advice for chairs on supporting individual staff members.

Staff Survey

The bi-annual staff survey was open to all GLA employees between 25 November and 13 December 2019; a three week period. The survey was conducted by Engine Transformation (formerly ORC International) who were also our supplier in previous years. Following engagement with Staff Networks, Unison and Equalities, Diversity and Inclusion staff we agreed some changes to the question set, centring primarily around ensuring we follow best practice in relation to diversity metrics, and including an option for staff to indicate if they did not feel comfortable reporting bullying or harassment.

The **response rate** was **98%**. This is a very high response rate and exceeds an already high rate of 92% in 2017. Reaching a 98% response rate gives us confidence that staff are willing to give their views and that we have a survey which clearly reflects the views of the vast majority of staff.

Our **employee engagement** score was **77%**. Employee engagement is more than just job satisfaction, but rather an indicator of the extent to which staff feel connected to the aims of the organisation and therefore motivated to help deliver an organisation's goals. Employee engagement is a deep emotional connection to the organisation, characterised by **Advocacy** (say), **Commitment** (stay), and **Motivation** (strive). While it is two percentage points down on our 2017 score of 79% (which is not statistically significant), it is eleven percentage points higher than the UK public sector benchmark. This average masks some differences in employee engagement scores across directorates and units.

Directorate Scores, together with the highest and lowest unit score, are shown below:

Directorate*	GLA	Assembly Sec	COD	C&S	Good Growth	H&L	Resources	Mayor's Office	Strategy & Comms
Employee Engagement	77%	75%	68%	80%	80%	87%	70%	79%	71%
Highest scoring Unit in the Directorate	-	77%	75%	86%	92%	92%	83%	94%	80%
Lowest scoring Unit in the Directorate	-	70%	58%	77%	71%	85%	71%	62%	65%

* This directorate breakdown reflects the new directorate structure as this was in place at the time results were confidentially analysed by Engine

Staff Survey (cont'd)

Key Findings

The question set was broadly the same as in 2017 to allow us to collect comparable data and to understand trends. Questions were grouped into fourteen main indicators. The average GLA score (from 100) for each indicator is shown below:

Indicator	Score
Your job	75
Communication	54
Your line manager	73
Senior management	61
Executive Leadership	41
Managing change	38
Working together	68

Indicator	Score
Performance management	71
Learning & Development	47
Recognition & reward	65
Diversity & Inclusion	81
Wellbeing at Work	61
Working for the GLA	73
Taking action on these results (confidence level)	53

The majority of individual question results (60) were in line with results in 2017. A relatively small number of scores had a difference deemed to be statistically significant (a change of at least 5%):

The GLA actively supports staff networks	+9
My line manager supports me in seeking a work/ life balance	+8
Executive Leadership are open and honest in their communications with staff	+7
My line manager is open to my ideas and suggestions for change	+6
Considering my duties and responsibilities, I feel my pay is fair	+5

We have the resources to complete our work effectively	-14%
I am satisfied with my physical working conditions	-11%
I believe the GLA provides truly accessible places to work	-10%
This organisation manages change effectively	-8%
The GLA encourages collaboration across teams & directorates	-8%
There are sufficient opportunities for learning and development through the GLA to improve my skills in my current job	-6%
The L&D I have received is helping me to develop my career	-7%
I clearly understand the purpose & objectives of the GLA	-5%
The GLA strives to work in an environmentally sustainable way	-5%

Staff Survey (cont'd)

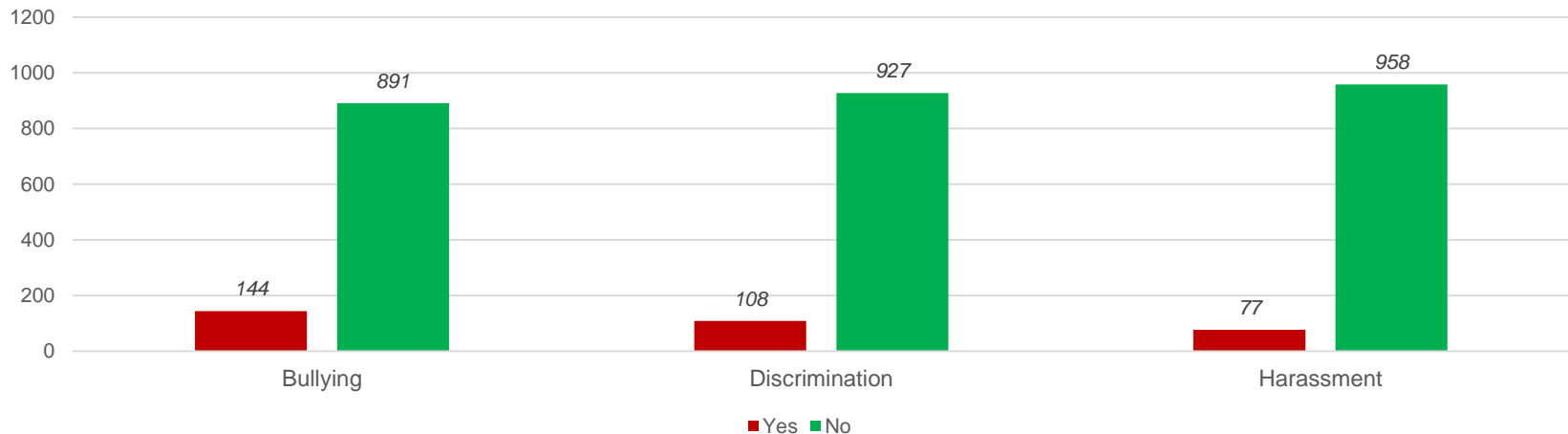
The staff survey showed an **unacceptably high level of reports of experiences of bullying, discrimination and harassment**, as shown in the graph below. This is broadly consistent with the results from the last survey in 2017.

There is a significant difference in the engagement of those who report such experiences, with engagement levels at least 20% less than the organisation as a whole. The forms of bullying, discrimination or harassment experienced most frequently were excessive criticism, verbal, non-verbal and victimisation (selected from drop down options within the survey).

Only 39% of those reporting an experience within the staff survey had reported that experience within GLA systems, and only 1 in 4 of those reporting felt that it had been dealt with appropriately. Of the remaining 61% who chose not to report, 25% chose not to report, 2% did not know how to report, and 35% did not feel comfortable to make a report.

A new resolution policy and approach was launched in 2019, which will form a key part of the actions which will be utilised to ensure that individuals do have an appropriate route through which to raise and resolve concerns and issues at early stages. Additional support is also being provided for managers to ensure that they are equipped to effectively manage teams remotely in the current circumstances, and are very clear on the organisational expectations placed upon them, which includes zero tolerance for any form of bullying, discrimination or harassment.

Reported experiences of bullying, discrimination & harassment



Staff Survey (cont'd)

Action Planning

Whilst some action planning has taken place in directorates and units, the originally planned timeline was delayed due to the impact of Covid-19 on capacity. Corporately driven action planning will now be undertaken, including key results and insights from the pulse survey undertaken in May 2020. The variation in scores across directorates and units makes it clear that there is opportunity to learn from best practice already in existence within the organisation, along with some targeted interventions to drive improvements in units with lower overall scores, and on specific indicators where the scores indicate a need for improvement. Focus will be on understanding more about these differences as we draw up our corporate and unit action plans.

Engine ran a series of focus groups immediately prior to lockdown, which drew out three key themes on which they recommended actions be focused; these will now be considered in the context of our current working arrangements.

	Wellbeing	Work Environment & Resources	Learning & Career Development
Key recommendations	<ul style="list-style-type: none"> • Ensure workload tensions are recognised and appropriately supported by managers • Review regular meeting cycles to remove any duplication and direct overlap, and ensure all meetings have a clear purpose, agenda and outcomes • Understand benefits and challenges from working remotely and flexibly during Covid-19 to understand where gaps live in 'standard' flexible working policy and procedure 	<ul style="list-style-type: none"> • Further communicate the role technology plays in collaboration, and continue to understand pain points and areas where there is a need for additional solutions • Consider designated 'quiet working' areas, and creation of flexible spaces for socialising, informal meeting and collaboration • Ensure training on existing systems is regularly and consistently available; with the ability to ask questions as and when they arise – 'no such thing as a silly question' 	<ul style="list-style-type: none"> • Understand drivers behind high cancellation rates to release additional capacity • Continue to ensure that learning is available through multiple channels to support greater accessibility (e.g. greater online and remote access to things such as mentoring) • Review how employee suggestions are captured and fed into the development of offerings • Consider how development opportunities and progression pathways are communicated across all elements of the employee lifecycle and experience

Covid-19: Our response to support GLA staff

The Covid-19 pandemic necessitated a rapid move to a very different way of working for all staff across the GLA, with the vast majority moving to remote working. A number of measures were put in place to support employees immediately following the government directive to work from home wherever possible, and then fuller lockdown, including:

- Ensuring that **staff who needed to shield** in accordance with Government and NHS guidance were **supported and reassured** that there would be no impact to pay of them doing so, nor any need to use sickness absence to shield.
- We have introduced a new, externally facilitated programme **'Keeping Well at Work'** to support individual wellbeing. This programme comprises four modules (one aimed specifically at managers).
- A rapid **alteration to the application of some of our key HR policies** and procedures in order to ensure that the GLA demonstrated best practice in acting as a supportive employer, focused on employee wellbeing. This did not include any permanent changes to the terms of our policies, but rather a temporary alteration to the application of the policy, as **one element of our response to support staff wellbeing**.
- Notably, this included a change to our **approach to dependency leave**, where we **enabled staff to put the wellbeing of their family first**, and work as and when they were able to do so around any sudden caring responsibilities. We are now working with UNISON and staff networks on our approach to returning to the standard application of our dependency policy, which we anticipate will take effect from September 2020.
- We have enabled GLA staff to access up to £250 to purchase **IT and office equipment** to create **safe and sustainable spaces to work from home** for an extended period. Those with reasonable or workplace adjustments in place were able to access additional funding to provide appropriate, equivalent equipment at home.
- We continue work to define a new 'etiquette' to support individuals maintain a clear **balance between their home and work lives**. This will be underpinned by a clear set of **expectations for all of our managers**, with additional **training and support on how to effectively manage a team remotely**.
- We have maintained **close and regular contact with UNISON and our staff networks** during this time, to be able to respond effectively to issues and concerns as and when they arise. We also ran a **pulse survey** in April-May 2020 to understand more about the **impact on GLA staff**. We will run this pulse survey regularly, and **utilise the findings alongside those from our full staff survey in order to drive action planning**. Findings from the first pulse survey indicated that staff were very positive about the GLA's commitment to encouraging wellbeing, and positive that the GLA provided support to seeking a work/life balance, but less positive in relation to their ability to achieve that balance.