

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 1 July 2019

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2018 to 31 March 2019.

2. Recommendation

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

3. Background

3.1 This report covers the year ending 31 March 2019 and is compared with the year ending 31 March 2018.

3.2 The attached appendix is presented in a format agreed with the GLA Oversight Committee, with additional information included as requested by the Committee. Background data is available from Human Resources & Organisational Development (HR&OD) on request.

3.3 A further report will be brought forward for consideration by the Assembly for the period 1 April 2019 to 30 September 2019.

4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2019 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included to highlight the headline issues. The comparative benchmarking data in this report is taken from the Xpert HR Labour Turnover Rates 2018 Survey, Sickness Absence Rates and Cost Survey 2018 and the Office for National Statistics.

5. Workforce Composition (Slides 3-10)

- 5.1 The GLA strives for a workforce which is representative of London's communities at all levels of the organisation.

Staffing Profile (Slide 3)

- 5.2 Total staff numbers have increased to 1043 at 31 March 2019 from 953 at 30 September 2018 (a 9% increase) and 909 at 31 March 2018 (a 15% increase).

Establishment Numbers

- 5.3 The total number of established positions was reported for the first time in the last Workforce Report. It has increased to 1305 at 31 March 2019 from 1140 at 31 October 2018 (a 14% increase). The only other data point available is the number of established positions at the start of this administration which was 897.
- 5.4 98 of the posts established in the last six months are permanent posts detailed in the 2019/20 GLA budget; 55 are the fixed term posts which are detailed in **Appendix 2**. The Chief Officer intends to detail the fixed posts created by Directorate every six months in Workforce Reports going forward.
- 5.5 The sum of these permanent and fixed term posts is 1293, 12 short of the new establishment number of 1305. This is accounted for by the fact that the 1140 at 31 October 2018 was the number of full time equivalents (FTEs); the 1305 at 31 March 2019 is the number of posts. We are still developing the right system for the tracking of our establishment figures, but the next Workforce Report will contain numbers for both the post count and FTE equivalent.
- 5.6 At 31 March 2019, 79% of contracts were permanent and 21% were fixed-term. In April 2019, the Chief Officer consulted the Mayor and Assembly on proposals to convert 24 fixed-term posts to permanent posts. These posts have since been converted and permanent contracts issued to those staff affected. These converted posts are not reflected in this report's figures.
- 5.7 At 31 March 2019 there were 91 agency staff. The majority of these (69%) are covering established posts while permanent recruitment is underway. We are now making a number of changes to our recruitment processes to reduce the current delays and we should see the number of agency staff decrease as a result. A number of agency staff (28) are filling specialist and short term requirements and are not covering established posts.

Black, Asian and Minority Ethnic (BAME) Workforce Analysis (Slide 4)

- 5.8 The number of BAME staff has increased from 220 at 31 March 2018 to 278 at 31 March 2019. Representation has increased from 24% to 27%, although this is still far too far below the economically active London population at 36%. The Resources directorate has the highest number of BAME staff (46%), as well as the greatest BAME representation across the salary bands. The percentage of BAME staff in other directorates ranges from 17% in the Secretariat, which is an increase from 12% at 31 March 2018, to 26% in Communities & Intelligence. The percentage of BAME senior staff has remained the same at 12%.

Gender Workforce Analysis (Slide 5)

- 5.9 The percentage of female staff has increased from 56% at 31 March 2018 to 58% at 31 March 2019. The increase in gender representation is spread across the GLA with five of the six directorates reporting a higher number of female than male staff. This is greater than the economically active London population which the GLA has consistently been higher than since 2008. The percentage of female senior staff has increased from 45% to 47%.

Disability Analysis (Slide 6)

- 5.10 The percentage of staff that have self-declared as disabled has remained at 5%, although the percentage of senior staff declared as disabled has increased from 3% to 4%. These figures are somewhat lower than representation rates of the economically active London population at 12%.

Part-time Analysis (Slide 9)

- 5.11 At 31 March 2019, 13% of the total workforce were part-time which is an increase from 11% in March 2018. Of these, 87% were female and 13% were men (an increase from 9% as at 31 March 2018). At 31 March 2019, 5% of staff were working compressed working patterns that cover full-time hours.

Age Demographic: (Slide 10)

- 5.12 The majority of staff in the organisation are aged between 30 to 49 with an organisation average age of 39. This is the same as it was on 31 March 2018.

6. Turnover (Slide 11)

- 6.1 Total annualised turnover (all leavers for the period) for the year ending 31 March 2019 was 16% with voluntary turnover (all resignations and voluntary redundancies) running at 10%. Xpert HR Labour Turnover Rates 2018 survey shows overall turnover across the public sector as 16% with voluntary turnover as 10%, with the private sector overall turnover as 26% and voluntary turnover as 18%. 76% of the total turnover was due to resignations and retirements and 17% due to fixed term contracts ending. The overall turnover for BAME staff is 25%, compared with a 67% turnover for white staff and 8% for staff who had not declared their ethnicity. This is a positive as it shows that BAME turnover is broadly in line with the BAME profile in the organisation (27%)
- 6.2 Of leavers for the period, 74% completed the exit questionnaire. The data shows that 78% of those completing the questionnaire would return to work for the GLA in the future. Human Resources Officers email exit questionnaires to all voluntary leavers and those completing fixed term contracts although the completion of the questionnaire is voluntary.
- 6.3 The exit data shows that, of those declaring their destination after leaving the GLA, 30% took roles in the private sector, 54% in the public sector and 16% in the voluntary sector. The main reason given for leaving the GLA was to secure a promotion.

7 Salaries (Slide 12)

- 7.1 54% of staff are in the £30,000 – £50,000 salary bracket. There is a slight decrease in the number of staff earning over £60,000, from 16% at 31 March 2018 to 15% at 31 March 2019. Staff earning

over £100,000 has remained the same at 3%. The pay ratio between lowest and highest is 9:33; the highest paid is 3.8 times the average salary. The average salary has increased slightly from £48,782 to £49,830 which reflects the annual pay award.

- 7.2 The salary levels for female and male staff are broadly representative up to £30,000 and in the £70,000-£90,000 category. There's a slightly higher proportion of women earning £31,000-£70,000 (60%) and a higher proportion of men earning £90,000 and above (66% male to 34% female).

8 Sickiness Absence (Slide 13)

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2019. Annualised figures show an average absence of 3.9 days per employee for the year ending 31 March 2019. This is equal to the year ending 31 March 2018, although this is still significantly lower than the averages for the Public Sector (9.7 days), Non-Profit Sector (6.2 days) and the Private Sector (5.6 days). The numbers of days lost due to stress, depression and/or anxiety has risen to 1157.51 from 806.28 as at 31 March 2018. This is in part due to an increase in headcount, but also a small number of long-term sickness absence cases which have contributed to the overall figures. Senior HR Advisers proactively work with managers to support them with their sickness absence cases and routinely promote the Employee Assistance Programme as a source of support for staff.
- 8.2 Managers use the iTrent HR system to record their staff sickness which gives them access to real time information for their staff/teams. The HR team continue to provide monthly reports with details of employees who have reached any of the trigger points as stated in the GLA Sickness Absence Policy.

9 Recruitment (Slides 14-19)

- 9.1 In the current reporting period (April 2018 – March 2019) there were a total of 341 appointments. 79 (23%) of appointments were made from the existing workforce. In this reporting period a total of 262 (77%) external appointments were made. In the reporting period April 2017-March 2018, there were 198 appointments. 38 (19%) of these were made from the internal workforce and 160 (81%) were external appointments.
- 9.2 Females made up 58% of the applicant pool for posts advertised externally and the percentage of external female applicants shortlisted remains high at 59% of all shortlisted applicants. 64% of our external appointments were female, which is the highest percentage since reporting started in 2010. The percentage of female applicants to roles advertised internally remains high at 59%. 59% of candidates shortlisted for roles advertised internally were female, as were 61% of the candidates appointed to roles advertised internally.
- 9.3 BAME candidates made up 37% of the applicant pool for posts advertised externally and the percentage of external BAME applicants shortlisted increased to 29%. 32% of our external appointments were BAME, which is an increase of nine percentage points since March 2018 and the highest since reporting started in 2010. 36% of applicants to roles advertised internally were BAME.

34% of candidates shortlisted for roles advertised internally were BAME as were 25% of candidates appointed to roles advertised internally.

The GLA has piloted the use of an executive search agency which specialises in attracting diverse sets of applicants for some senior GLA appointments which has contributed our improved performance in the diversity of our new appointments. For example, five of the ten recruitment campaigns for roles at grade 13 and above used this executive search agency in the period up to 31 March. Of the five appointments made, all were women and one was BAME. Further appointments have been made with the support of this search agency since.

- 9.4 Disabled candidates made up 5% of the applicant pool for posts advertised externally. This is a decrease of 4% since 31 March 2018. The percentage of external, disabled applicants shortlisted has however increased to 7%. 6% of our external appointments were disabled, which is the highest percentage since reporting started in 2010. The percentage of disabled applicants to roles advertised internally has increased from 1% to 6%, which is again the highest since reporting started in 2010.
- 9.5 In the current reporting period 7% of the current workforce declared their sexual orientation as lesbian, gay, bisexual, or transgender (LGBT). With regards to recruitment 6% of applicants for internally advertised roles were LGBT. 7% of applicants shortlisted for internally advertised roles were LGBT and they were 10% of those appointed. For those roles advertised externally, 7% of the applicant pool were LGBT, 7% of those shortlisted were LGBT and 8% of appointments made were to LGBT candidates.
- 9.6 The GLA offers internships which are short term opportunities (between 1- 6 months) to complete clearly defined project or programme of work and our interns are paid the London Living Wage. Between April 2018 to 31 March 2019 there were 7 interns appointed. The GLA Internship scheme attracts a diverse group of applicants and the BAME profile of interns appointed (100%) and number of female intern appointments (100%) is extremely positive.
- 9.7 To drive awareness of the GLA's commitment to equality and diversity and to promote the organisation as an open and inclusive place to work, the GLA is undertaking some work now, as part of the Transformation Programme, to review and improve our strategy for attracting a more diverse range of applicants, particularly BAME groups, to our job vacancies.

10. Equality, Diversity and Inclusion Activity

- 10.1 The GLA aims to have a workforce representative of London's diversity at every level and to build an inclusive workplace culture. Current initiatives to support this agenda are set out in detail below.

Pay Gaps Analysis and related action planning

- 10.2 The GLA published its third gender pay gap analysis in January 2019, covering data to 31 March 2018, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, together with an updated action plan setting out how the organisation is working to close its gender pay gap. An action plan is not required by law and demonstrates the GLA's ambition to lead by example.
- 10.3 The gender pay gap for the GLA was 4.82% in March 2018. This is a reduction from the previous year (March 2017 data) where there was a 6.14% gender pay gap. The action plan includes a range of activity designed to have a positive impact on female representation at all levels such as

anonymous job applications, balanced interview panels, publicising and promoting opportunities to work flexibly and introducing family friendly benefits. For example, a new policy has been launched to support parents of premature babies and new-born babies requiring neonatal care. The plan also features larger scale initiatives targeted at helping women progress to senior levels in the organisation, for example Our Time: Supporting Future Leaders – a sponsorship programme across the GLA Group launched in May 2018 as part of the #BehindEveryGreatCity campaign (see 10.6). We provide ongoing support for our staff-led Women’s Network which works with the organisation as a whole to promote gender equality. GLA continues to be part of an active partnership with Timewise and have upskilled HR managers on designing jobs that better allow for flexible working.

- 10.4 The second ethnicity pay gap analysis for the GLA Group was published in January 2019, together with an action plan developed in consultation with the BAME Network. This report also used data from 31 March 2018. The ethnicity pay gap for the GLA has fallen from 16% (March 2017) to 11.4% (March 2018). The action plan includes a range of measures designed collectively to address the under-representation of BAME staff, particularly at senior levels. The plan also features commitments to set workforce representation targets, develop a pool of BAME staff trained to participate in recruitment interviews and develop a dedicated sponsorship programme for BAME staff.
- 10.5 The GLA’s pioneering experience in relation to pay gap analysis has continued to be recognised externally:
- In August the Equality and Human Rights Commission published research on measuring and reporting on ethnicity and disability pay gaps which featured the GLA as a case study of good practice;
 - In October Business in the Community’s Race Equality Campaign invited the GLA to speak at its Peer Learning Forum on Ethnicity and Pay;
 - In November the GLA contributed to a Gapsquare webinar on gender pay transparency and reporting as well as sitting on a panel during the Open Data Institute Summit 2018 on Diversity and Data; and
 - In December the GLA was asked to speak at the London Borough of Barnet’s Leadership Conference on key ingredients to achieving greater workforce diversity - including pay gap analysis.

Our Time – Supporting Future Leaders

- 10.6 The GLA has concluded the formal learning programme for the first cohort of Our Time, a development initiative to support women into leadership positions. The scheme was developed in collaboration with the GLA Group and is designed to remove barriers which prevent women from all backgrounds progressing to the highest levels.
- 10.7 The first cohort of Our Time paired 32 high-potential women with senior staff champions (men and women) to open up the professional networks, opportunities and contacts often needed to progress within workplaces. Participants and sponsors were drawn from across the GLA, Mayors Office for Policing and Crime, Transport for London (TfL), London Legacy Development Corporation, Metropolitan Police Service and Old Oak and Park Royal Development Corporation (OPDC). The focus for the next

6 months is on the pairs continuing the sponsoring relationship with personalised support from each organisation's internal talent teams. Applications for a second, cohort will begin shortly. 50 pairings are planned as part of the second cohort and more partners are joining the programme (London Ambulance Service, London and Partners).

- 10.8 In January the GLA published a toolkit to support organisations wanting to tackle gender equality at senior levels, providing free resources including guidance and other materials on how to implement a similar initiative. To date the toolkit has been downloaded 910 times.

Inclusive GLA: Unconscious Bias Learning

- 10.9 Last year all members of the Mayoral Team, Corporate Management Team and Senior Management Team attended unconscious bias learning sessions, delivered by a specialist diversity provider.
- 10.10 This year, the GLA is rolling out an unconscious bias programme called Inclusive GLA for all staff, designed to support the GLA to deliver Inclusive London, the Mayor's Equality, Diversity and Inclusion Strategy. All staff will complete e-learning on unconscious bias and attend an externally facilitated workshop raising awareness about the nature of unconscious bias, how it can affect decision-making and steps to combat its effects. The programme is made up of three key stages:
- Inclusive Leaders – for the Senior Management Team;
 - Inclusive Managers – for line and project managers; and
 - Inclusive Teams – for all non-managers.

Inclusive Managers will roll out to all managers, by directorate, until the end of July. *Inclusive Teams* will then start in September where teams will reflect together on how they and what steps they can take to tackle unconscious bias. Senior Management Team members will also have access to 1:1 equality and diversity related coaching sessions.

Staff Networks

- 10.11 The staff networks, supported by the HR&OD team, are coordinating and supporting a range of staff activity including an LGBT+ allies programme, events to address progression of BAME staff and collaborations with other networks across the GLA Group and beyond. The staff networks recently marked Staff Networks Day on 8 May 2019 by publicising their activities in both City Hall and Union Street. The GLA networks will participate in a joint GLA Group networks event on 22 July 2019 hosted by London Fire Brigade to share learning and good practice between Network chairs.
- 10.12 This year, the Corporate Management and Mayoral Teams appointed sponsors for each of the staff networks to provide support for each of the networks from both the executive and political leadership:
- BAME Network – David Bellamy, Mayor's Chief of Staff and Debbie Jackson, Interim Executive Director of Development, Enterprise & Environment;
 - Disabled Staff Network – Jack Stenner, Mayoral Director, Political and Public Affairs and Sarah Mulley Interim Executive Director C&I;
 - LGBT+ Network – Nick Bowes, Mayoral Director Policy and Emma Strain, Interim Executive Director C&I/Assistant Director - External Relations; and

- Women's Network – Leah Kreitzman, Mayoral Director, External and International Affairs, and David Lunts Executive Director Housing & Land.

Strengthened internal governance of workforce diversity activity

- 10.13 The Diversity and Inclusion Management Board was set up last year as a sub-committee of the Corporate Management Team to provide corporate oversight of all workforce diversity activity. The board is chaired by the Chief Officer and has representation across all directorates at Executive Director or Assistant Director level together with chairs of all the staff networks and Unison.
- 10.14 This year the Chief Officer introduced a diversity objective for all members of the Senior Management Team. This objective asks all SMT members to provide leadership on a number of related areas including implementation of the unit's diversity and inclusion action plan, take up within the unit of diversity and inclusion training and a zero tolerance to bullying and harassment. The Chief Officer will be evaluating the performance of this objective in one to one meetings this month and the objective will be rolled forward to the 2019/20 reporting year.

Diversity and Inclusion Action Standard and other benchmarking

- 10.15 The GLA, in collaboration with the other Group organisations, developed the Diversity and Inclusion Action Standard - a bespoke benchmarking tool for the GLA Group to measure 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.
- 10.16 The GLA, together with GLA Group organisations, are conducting their second self-assessment against the Standard to measure progress compared to last year's baseline assessment.
- 10.17 The GLA takes part in a number of benchmarking initiatives to gain feedback on its workforce diversity and inclusion practice.
- 10.18 Work is currently underway on the feedback gained through the 2019 Stonewall submission which is focused on providing supplementary guidance to our new Trans and Gender Identity Policy, for HR Managers and for staff, monitoring non-binary identities, supporting the LGBT+ Network. In total 445 organisations entered the index year - the highest ever number. This year the GLA were placed 118th – 9 places higher than last year –and 12th out of 31 public sector entrants. Stonewall were very positive about the progress the GLA has made as an organisation and commended the work with LGBT+ communities, highlighting the Trans and Gender Identity policy as an example of best practice. This year's LGBT+ action plan will focus on particular areas of the index; senior leadership, monitoring, procurement and clients, customers and service delivery. The 2020 Stonewall Workplace Equality Index submission is due in the Autumn.
- 10.19 In October, the GLA signed up to the Business in the Community's Race at Work Charter. The charter sets out five key calls to action including 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 and taking action on progression for BAME staff. The GLA will also take part in the Race at Work Charter Survey which will give employers an assessment of their work against the charter.
- 10.20 In May the GLA signed up to Disability Confident, a government scheme to tackle the disability employment gap by working with employers to challenge attitudes towards, and understanding of,

disability and removing barriers to disabled people. The GLA is now a Level 1 Disability Confident Committed employer and HR&OD will be working across the organisation to improve the organisation's performance in this area. HR&OD will be working with a new Disabled Staff Network, its Mayor's Office and Executive Director Sponsors, Jack Stenner and Sarah Mulley, and policy colleagues to make progress. A new internal working group has been set up to share learning and best practice from a range of policy areas on supporting deaf, disabled Londoners. GLA are also coordinating cross-GLA group collaboration to support a Supported Internship programme at the GLA based on TfL's Steps into Work programme, which provides work experience placements for people with mild/moderate learning disabilities and those on the autism spectrum.

11. Organisational Development and Engagement

11.1 The Learning & Organisational Development (L&OD) service aims to provide high quality learning opportunities to support the skills development and career progression of all GLA staff. The service was audited in 2018 and received the highest rating of substantial assurance, demonstrating that there were robust processes in place to ensure effective learning needs analysis and learning delivery. The audit provided very positive feedback on the service. The full report was presented to Audit Panel in July 2018 and the final report was issued in January 2019 confirming that the control framework has further improved since the original audit.

Learning development take up data (Slide 20)

11.2 2,822 learning sessions were completed in the period from 31 March 2018 to 2019. The analysis of the last 12 months' learning events by directorates shows broadly proportionate take-up of opportunities in most directorates. Staff in Development, Enterprise and Environment took up a slightly higher proportion of training places at 43%, while they constitute 31% of all staff. This overrepresentation is in part due to the increased proportion of new starters in this area. Mayor's Office, Resources and Corporate Management staff took up slightly lower proportion of training opportunities. Resources took up 9% of places, with a target of 17%, and Mayor's Office 2%, with a target of 9%.

11.3 Women take up proportionally slightly more development opportunities compared to men (68%). BAME staff training attendance is in line with organisational profile at 27%. These are positive trends indicating there are currently no barriers for women or BAME staff accessing development support at the GLA. They also reflect the recent emphasis by the GLA on providing specific progression programmes for women. As the organisation is keen to see more women and BAME staff progress into more senior roles, this is encouraging, however attention needs to be given to ensure men, who are now underrepresented in training take up, also have equal access to learning and development.

11.4 Staff who declare disability (6% of the organisation) take up 5% of learning opportunities.

11.5 The GLA learning team provide a comprehensive programme of mandatory training, professional development modules, accredited management development programmes, qualification sponsorship and career coaching. In addition, this year the team have been working on a number of new pilot initiatives to offer wider and easier access to learning options and to support more flexible ways of working. These include:

- Just-in-time, virtual coaching to support staff and managers with work-related issues;

- Job-share coaching – where a coach supports job-share partners in establishing an effective job-share partnership; and
- Development of an online app to support personal development planning and leadership development.

11.6 The GLA celebrated this year’s Learning at Work Week from 13 - 19 May with the theme - Shaping the Future. A programme of events took place throughout the week, with a focus on:

- Changing the way we work - Working more flexibly and healthily; and
- Changing the way we learn - Making learning accessible to staff

Apprenticeships

11.7 The L&OD team also coordinate the GLA apprenticeship scheme. At 30 September 2018 the GLA were meeting the public-sector apprenticeship target of 2.3% of the workforce. In the current year, the GLA is hosting 24 Advanced Apprentices and five Higher Apprentices in project management, with three further Higher Apprentices due to begin their programme later this year. OPDC are hosting one Advanced Apprentice and one Higher Apprentice as part of the scheme. There is also a professional apprenticeship scheme with Assistant Accountant apprentices in Finance and work is underway with the Housing and Land directorate on developing a new apprenticeship in housing, in partnership with the Chartered Institute of Housing, to support the talent pipeline within the housing sector.

11.8 The GLA Apprenticeship scheme attracts a diverse group of young people. The table below shows the equalities profile of the 2018 advanced apprenticeship recruitment campaign. This year for the first time, to further support our goals of widening participation, monitoring of applicants who have an Education Health and Care Plan or have previously been in the care of a local authority in taking place.

Stage	Total	Female	BAME	Disability	LGBT	Care
Applications	180	44%	55%	6%	5%	12%
Assessment	74	52%	46%	6%	4%	9%
Appointed	24	50%	63%	0%	0%	4%
London Economically Active 18-24		51%	40%	7%	n/a	n/a

Candidates with a disability or who have previously been in care and who meet the minimum shortlisting requirements were guaranteed a place at the assessment centre. Out of 180 candidates 74 were invited to the assessment centre. 12% of applicants had an Education, Health and Care plan or had previously been in care of a local authority, of these 9% were invited to assessment, and 4% appointed.

11.9 The apprenticeship levy was introduced on 6 April 2017. Employers with a pay bill over £3 million each year, are required to contribute 0.5% of their pay bill, monthly to HMRC. The Government tops up the levy funds by 10% and the money can then be used for apprenticeship training. The first

cohort of levy funded Advanced Apprentices completed End Point Assessment in January 2019. Of the cohort of 19 apprentices, 15 gained distinctions and 15 have secured jobs at the GLA.

- 11.10 In August 2019 the GLA will again host a project team of Teach First teachers who will work with the apprentices to support their next career steps. They will also look at how to effectively communicate the new apprenticeship standards to managers and apprentices.

Staff engagement survey

- 11.11 The GLA has a commitment to regularly survey employees as a way of driving staff engagement and improvement within the management and performance of the organisation. The resulting data and analysis is used to drive organisational improvement. Following the 2017 survey, senior leaders identified three corporate priorities for action:

- Reviewing how we reward and recognise employees for their efforts;
- Reviewing resources to enable employees to work more effectively and improve wellbeing; and
- Improving how we manage performance, diversity and inclusion - including importantly bullying & harassment.

Much of this action has now been incorporated into the Chief Officer Transformation programme where activity currently underway includes:

- Consideration of whether a review of the GLA's pay and grading structure is required;
- A re-think of the way GLA staff are asked to work, and how they are supported to do so by IT kit and infrastructure and by other ways of working;
- A root and branch review of GLA HR policies so that they fully support the agreed new ways of working; and
- A review of our grievance procedure to move towards a 'resolution' approach which will support employees, managers and Unison, to work collaboratively to constructively resolve disputes and conflict.

- 11.12 We have now started planning for our next full employee engagement survey which we will undertake before the end of 2019.

Wellbeing

- 11.13 The Employee Assistance Programme provides a free, confidential, 24 hour, 365 day a year counselling service to staff. The services provided include life management, telephone, face to face and e-counselling. There is good usage of the Programme. 47 cases were received between April 2018 and March 2019; 18 of which related to stress, anxiety or depression.
- 11.14 The GLA also provides range of health promotion initiatives such as a free, health screening programme and corporate memberships to Benenden Health.
- 11.15 The GLA has been supporting the Mayor's vision to make London a Dementia Friendly City. Staff have had access to online material and face to face sessions to support them to become Dementia Friends. Over 170 trained Dementia Friends are now in place among staff. Further promotional activity and training took place as part of Dementia Action Week from 20-26 May.

11.16 As part of the GLA's commitment to increasing mental health literacy, the Community Engagement Team, alongside the BAME Network, invited actor David Harewood to talk about his own personal experiences of mental health crisis. David is an ambassador for Mental Health and campaigns to raise awareness for positive mental health.

Performance management

11.17 Staff are currently completing their annual performance reviews which are due to be completed by 28 June. Additional tools have been added to the Performance Review Toolkit and one hour refresher training sessions run at City Hall and Union Street to support managers and staff to make the most of the process. A comprehensive communications plan has been put in place to ensure all GLA staff and managers are clear on the need to have annual performance reviews and personal development plans and to make time for constructive career conversations. Senior managers will be provided with regular Unit data on expected and completed performance reviews and we are aiming for increased completion compared to last year (86%).

12. Financial Implications

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

13. Legal Implications

13.1 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 – period 01/04/18 to 31/03/2019.

Appendix 2 - List of fixed term posts created in the last six months.

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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GLA Workforce Report

An annual digest of employment data and statistics for year ending 31 March 2019

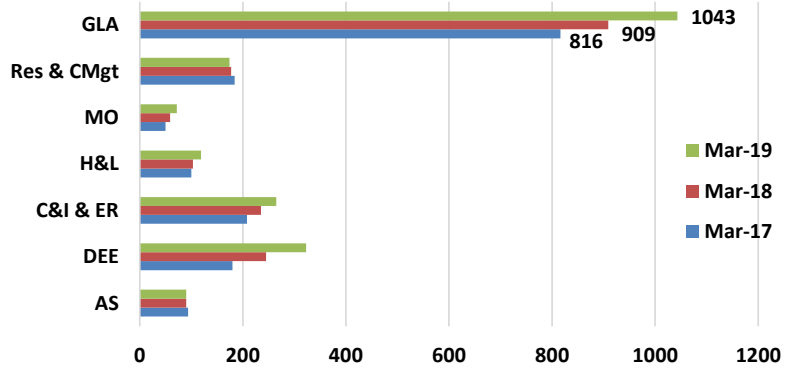
GREATER**LONDON**AUTHORITY

GLA Workforce Report Key

Code	Directorate
AS	Assembly Secretariat
DEE	Development, Enterprise & Environment
H&L	Housing & Land
C&I & ER	Communities & Intelligence and External Relations
MO	Mayors Office
Res & CMgt	Resources & Corporate Management

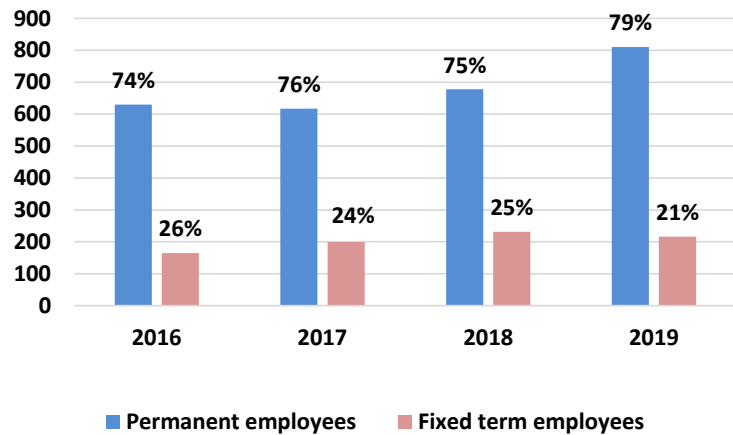
Staffing profile

Staffing profile by directorate 2017, 2018 and 2019 *

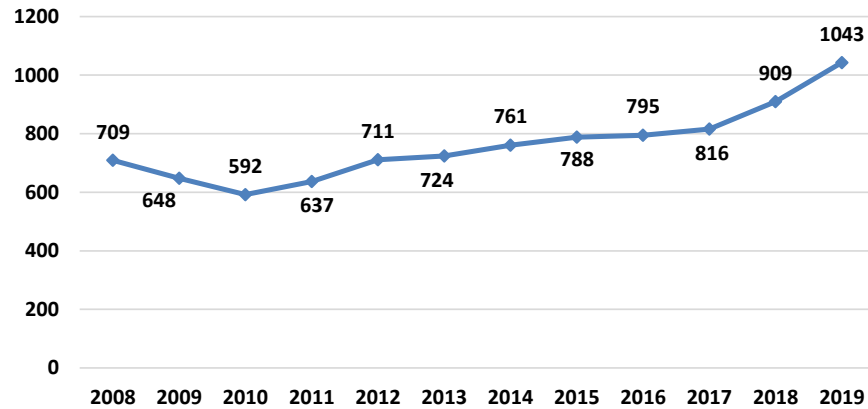


* This data shows the updated GLA structure with amendments made to the Directorate splits to enable comparison

Staffing profile by contract type 2016 to 2019 with numbers and % breakdown

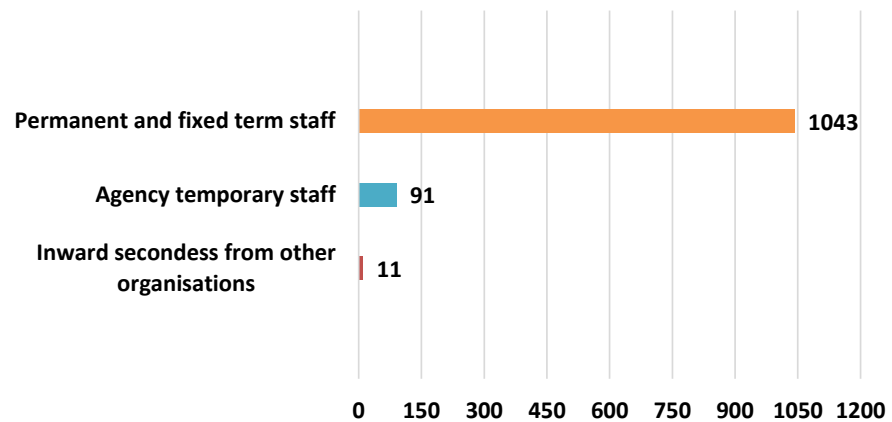


GLA staff 2008 to 2019*



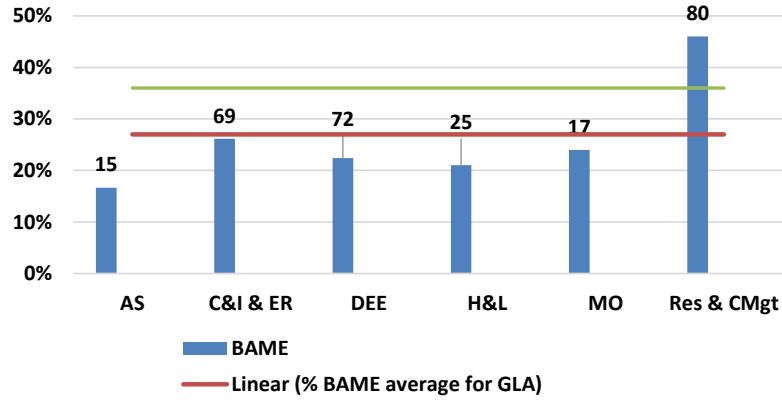
*This data shows permanent and fixed term employees only it does not include agency staff, consultants or inward secondees

Staff by contract type

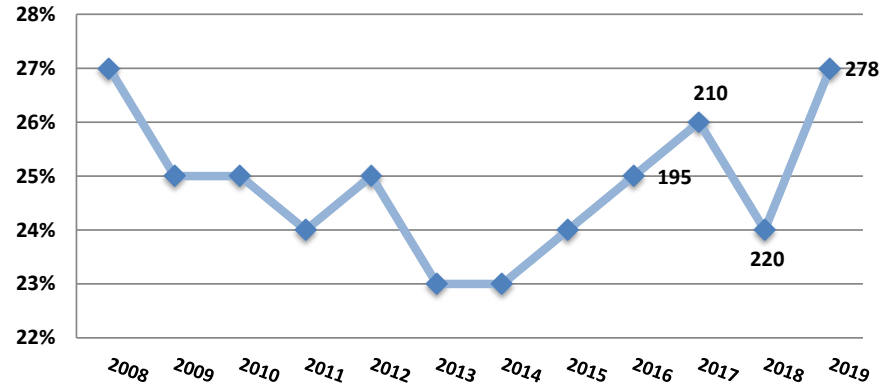


BAME workforce analysis

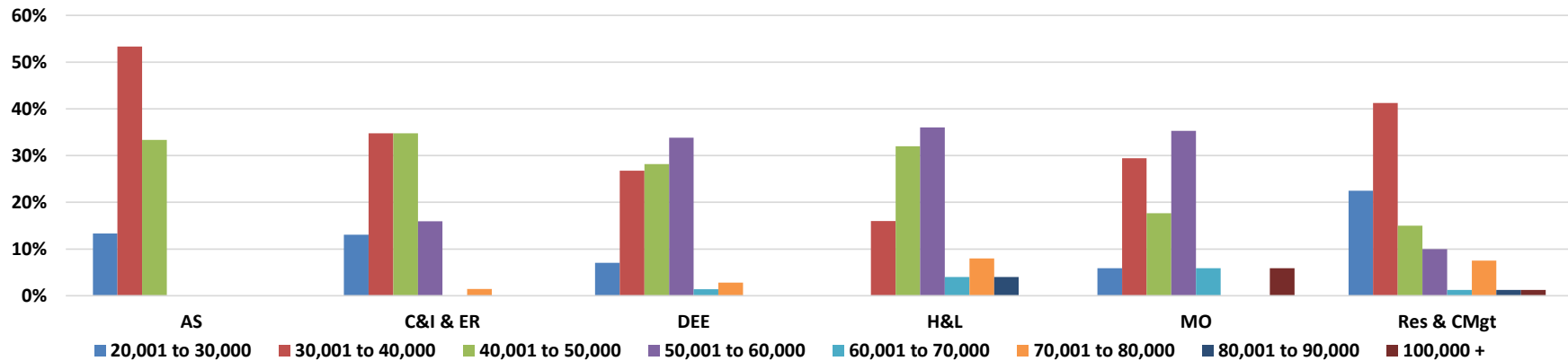
BAME staff by directorate (% and number)



BAME staff 2008 to 2019 (% plotted on graph and staff number shown for 2016-2019)

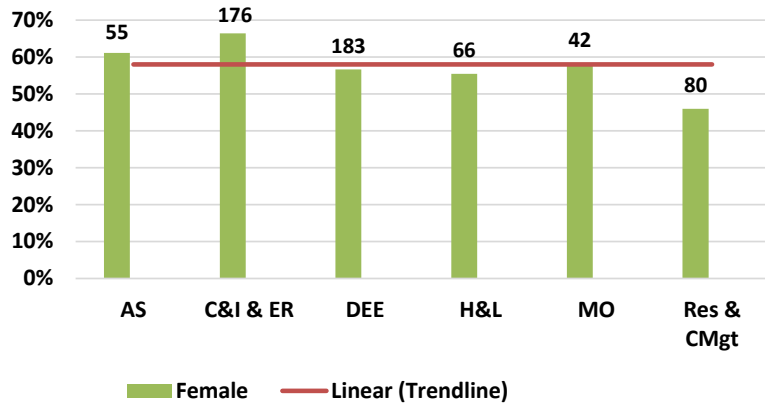


BAME staff by directorate and salary

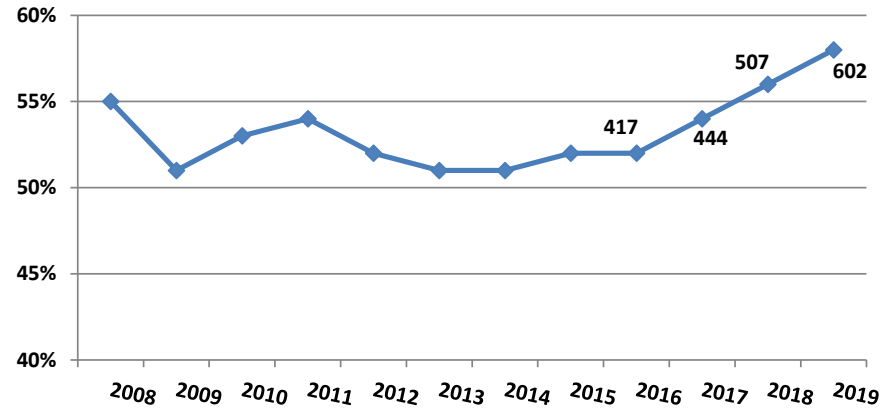


Gender workforce analysis

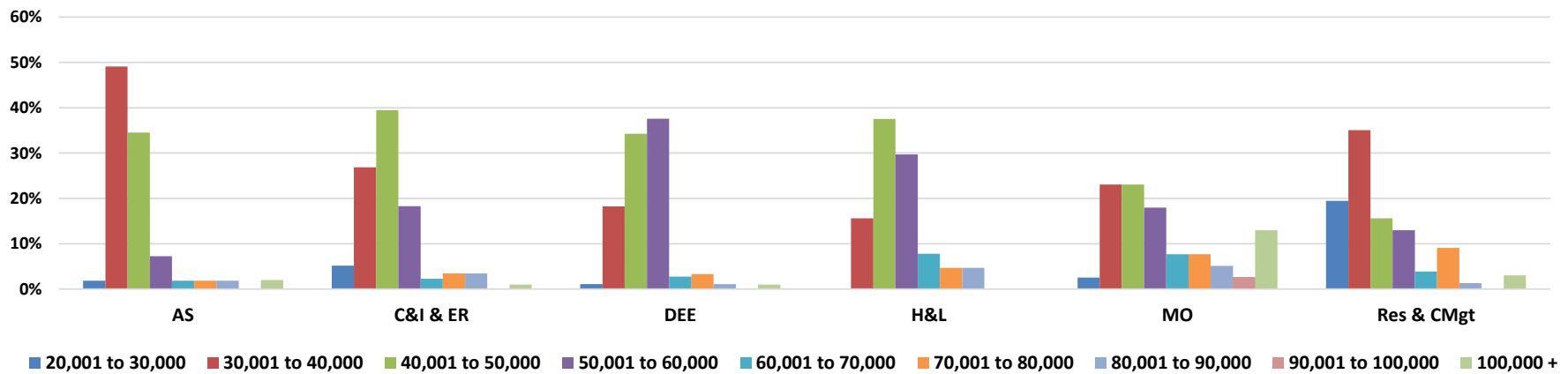
Female staff by directorate (% and number) with 58% trendline



Female staff 2008 to 2019 (% plotted on graph and staff number shown for 2016-2019)

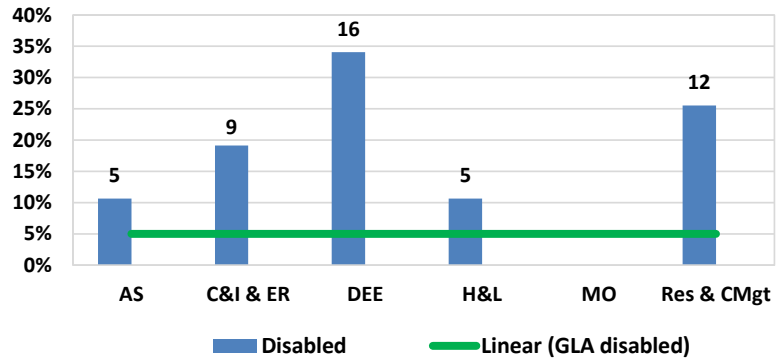


Female staff by directorate and salary

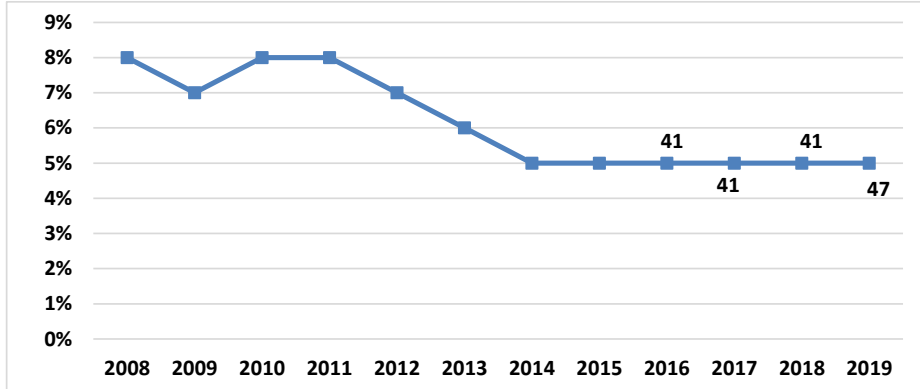


Disability analysis

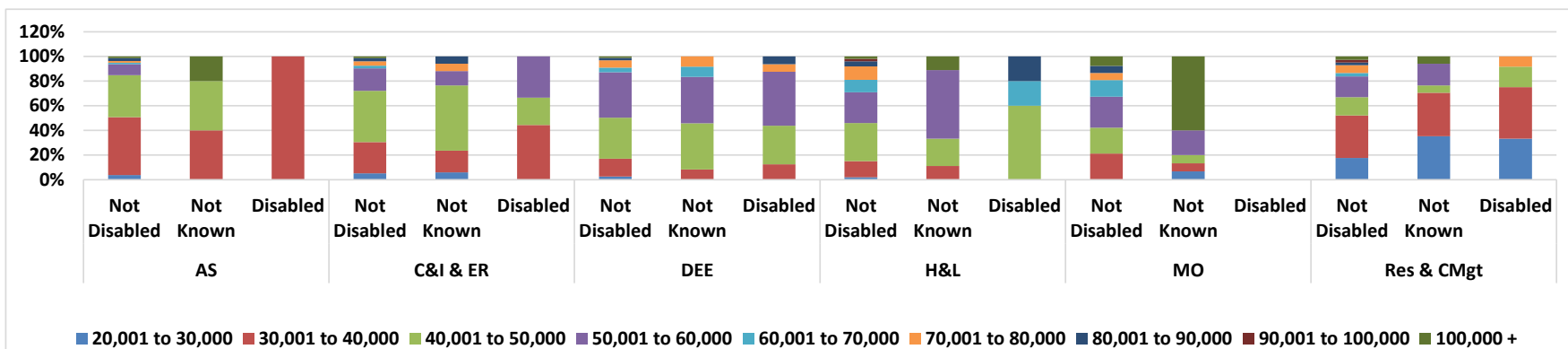
Disabled staff by directorate (% and number)



Disabled staff 2008 to 2019 (% plotted on graph and staff number shown for 2016-2019)

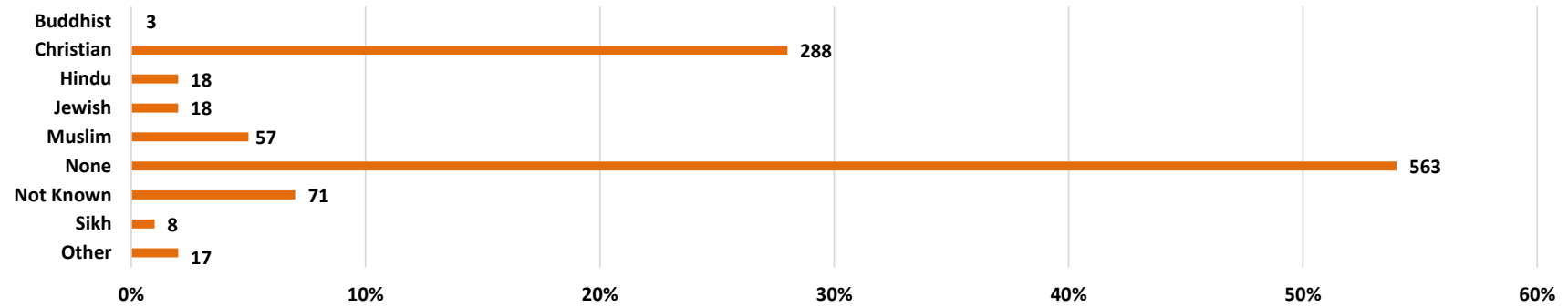


Staff by disability, directorate and salary

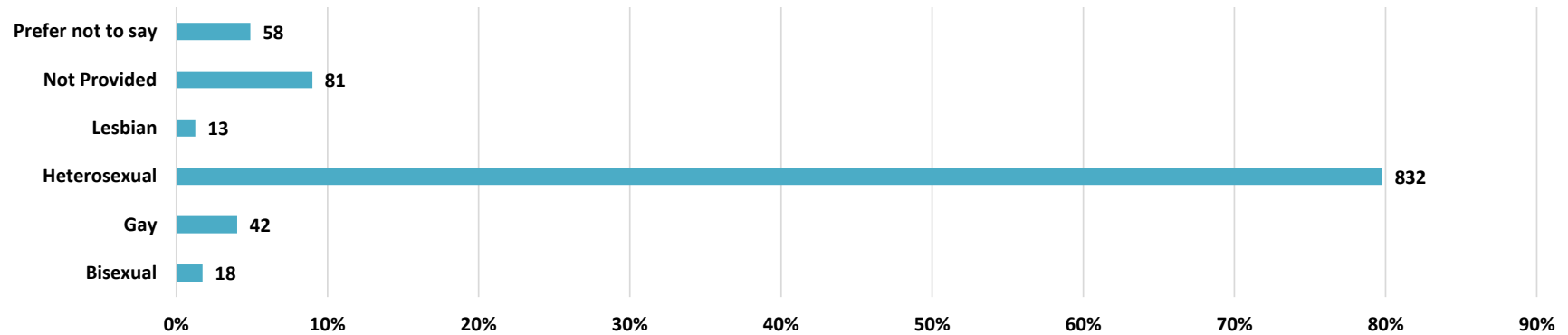


Faith and Sexual Orientation

Overall faith (% and numbers)

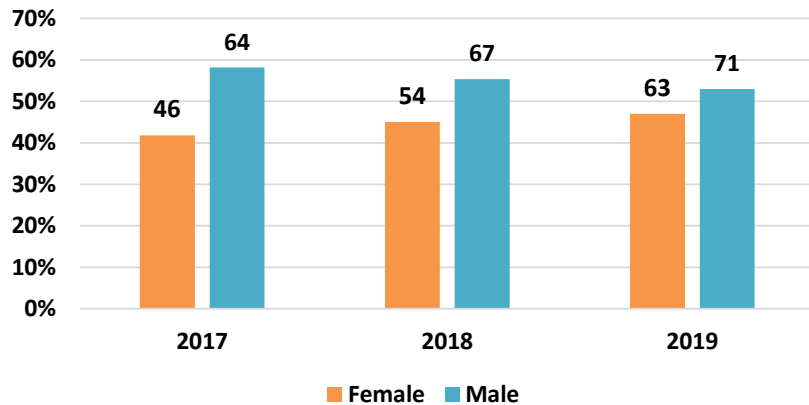


Overall sexual orientation (% and numbers)

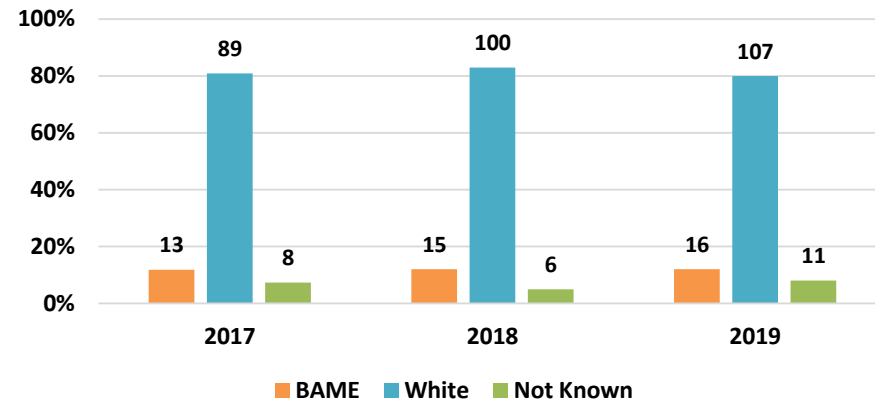


Senior staff (£68,863 - Grade 12 and above)

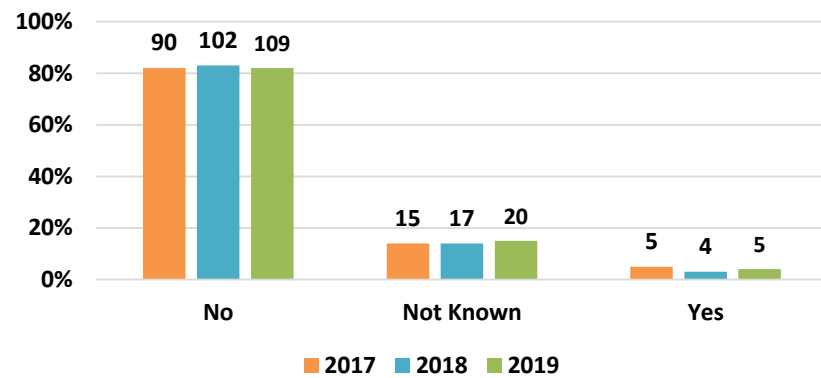
Senior staff by gender 2017 to 2019



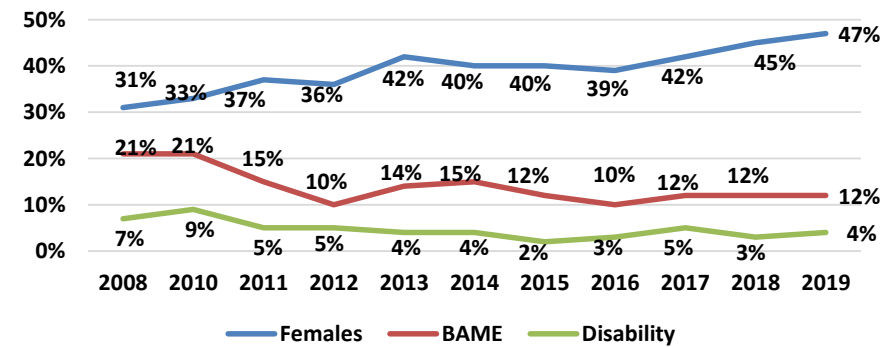
Senior staff by Ethnicity 2017 to 2019



Senior staff by disability 2017 to 2019

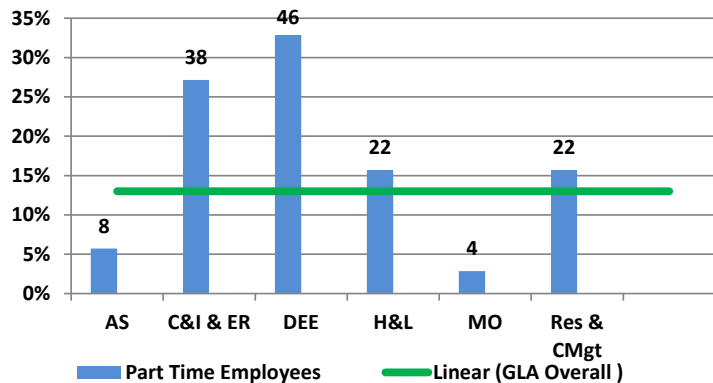


Senior staff 2008 to 2019

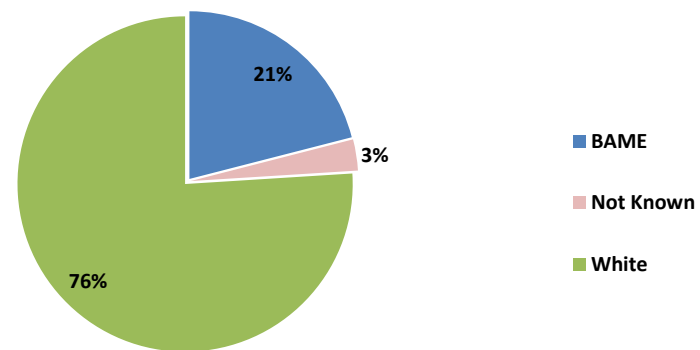


Part time* staff analysis (*staff who work less than 37 hours per week)

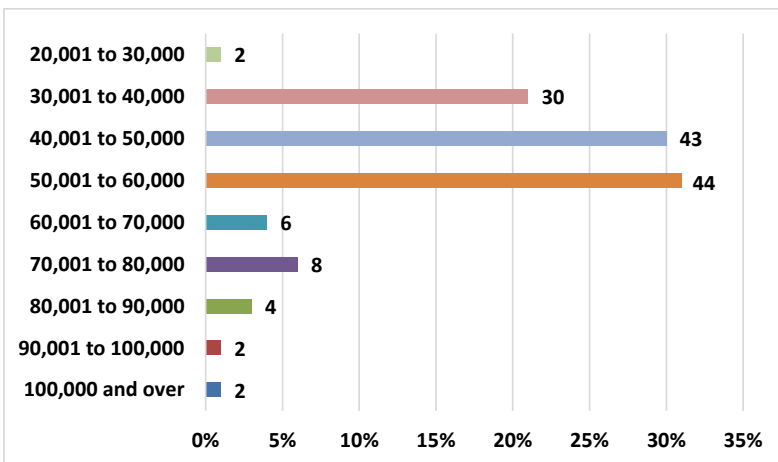
Part time staff by Directorate % and number



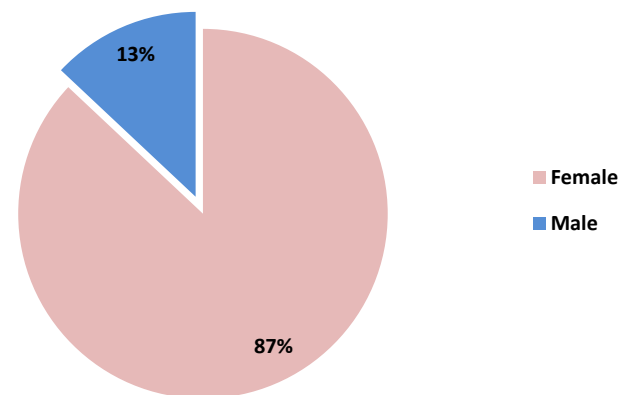
Part time staff by ethnicity % and number



Part time staff by salary band % and number

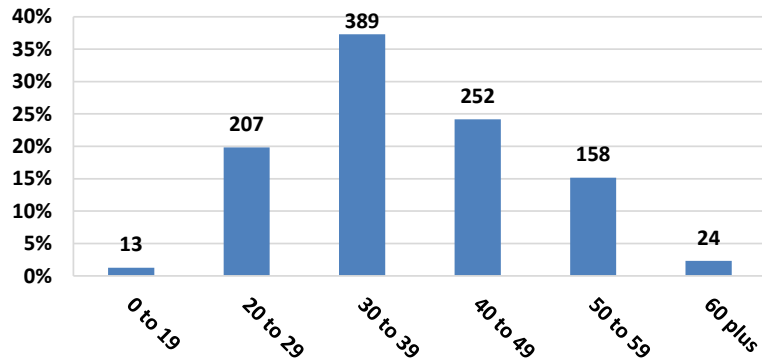


Part time staff by gender % and number



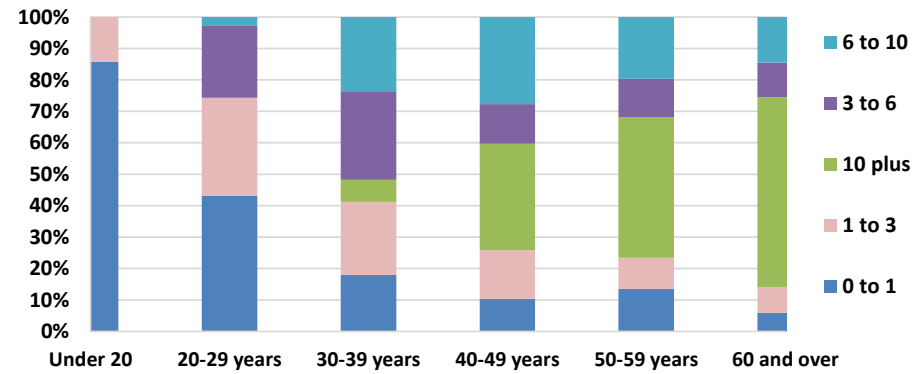
Age analysis

Staff breakdown by age (% and number)*

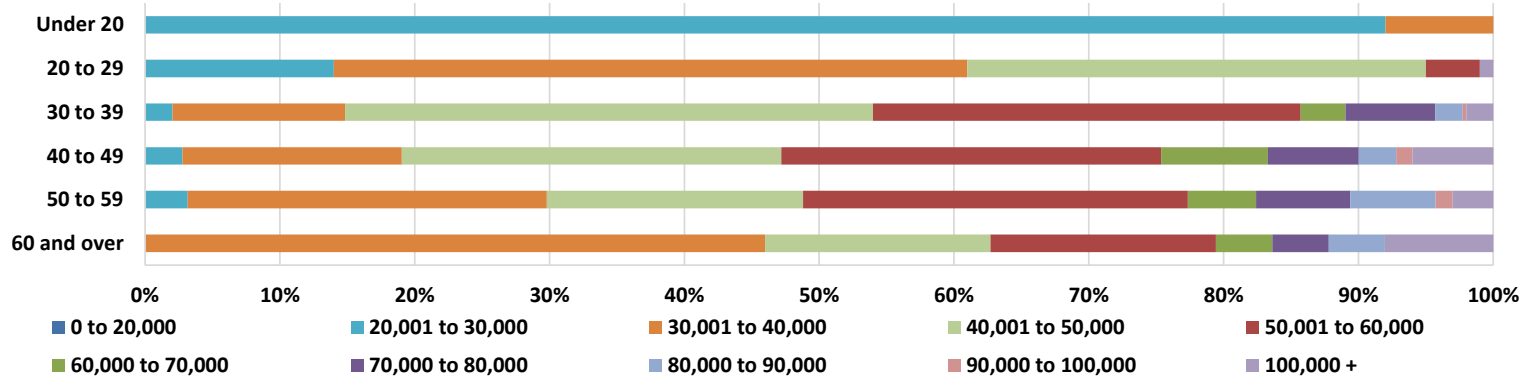


*GLA average age is 39 years

Staff length of service by age band

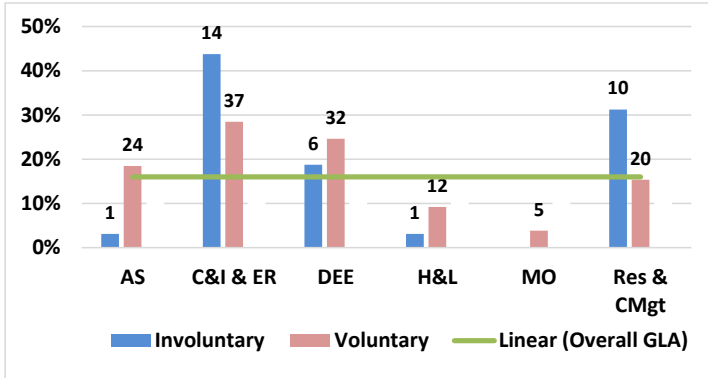


Salary breakdown by age (% and number)



Turnover - overview

Turnover by Directorate as a % of GLA involuntary and voluntary turnover



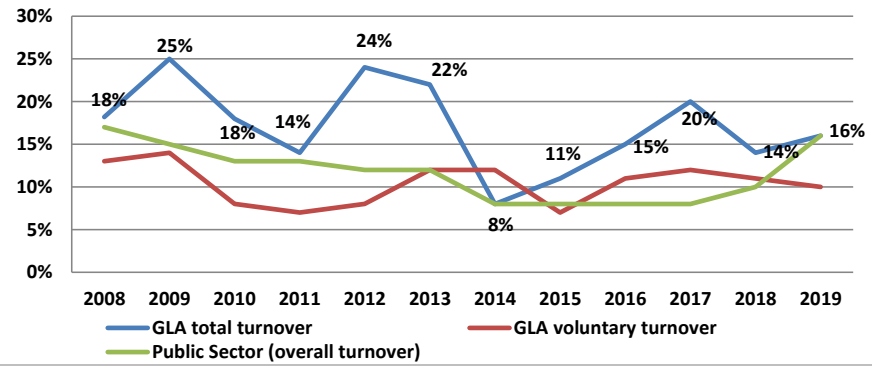
Reasons for leaving

Reason	Number	%
Resignation	115	11%
Retirement	8	1%
Voluntary Redundancy	8	1%
End of Fixed Term Contract	27	3%
Compulsory Redundancy	2	0%
Dismissal	2	0%
Total	162	16%

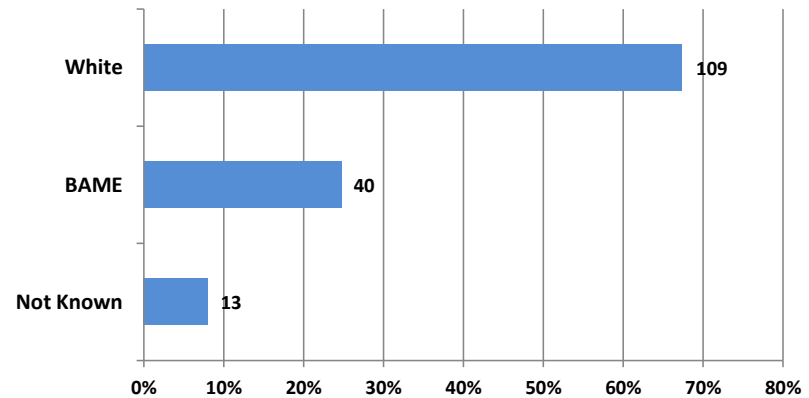
Table key

Voluntary turnover
 Involuntary turnover

Turnover benchmarking



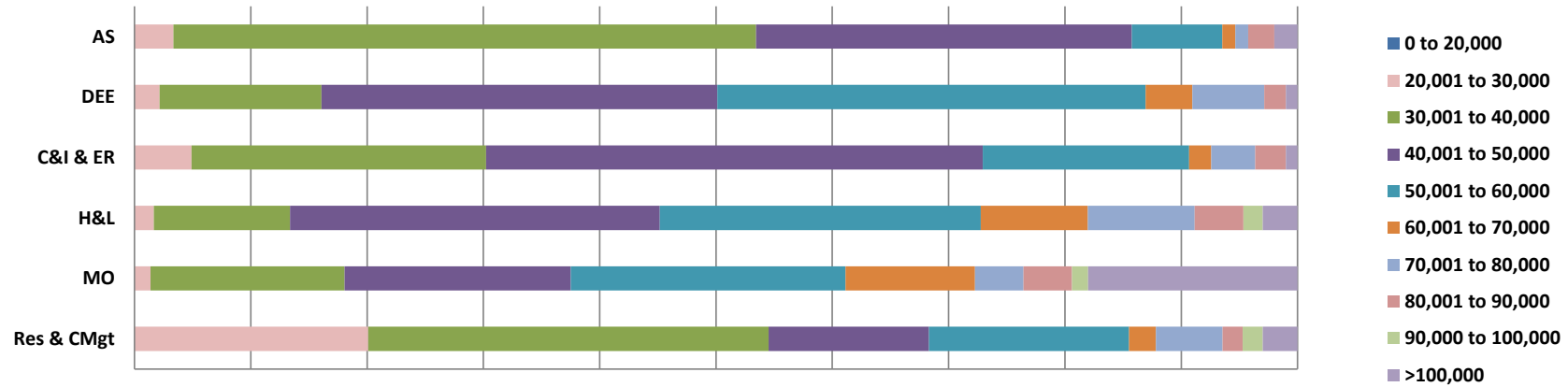
Leavers by ethnicity



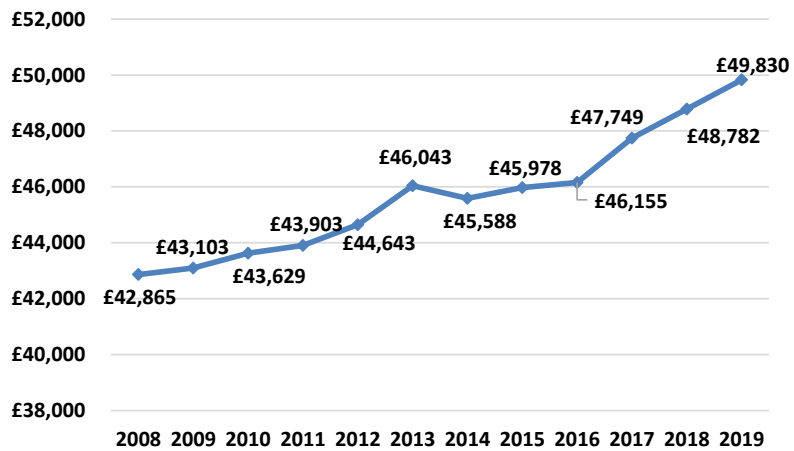
GREATERLONDONAUTHORITY

Salary profile

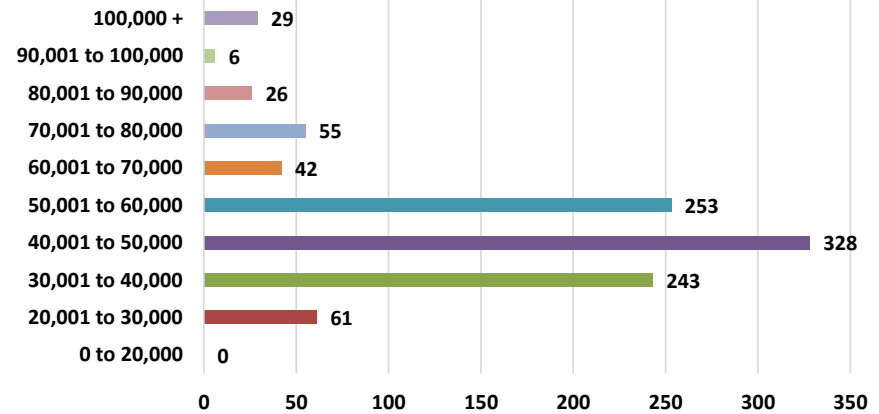
Salary breakdown by Directorate



Average salary 2008 to 2019

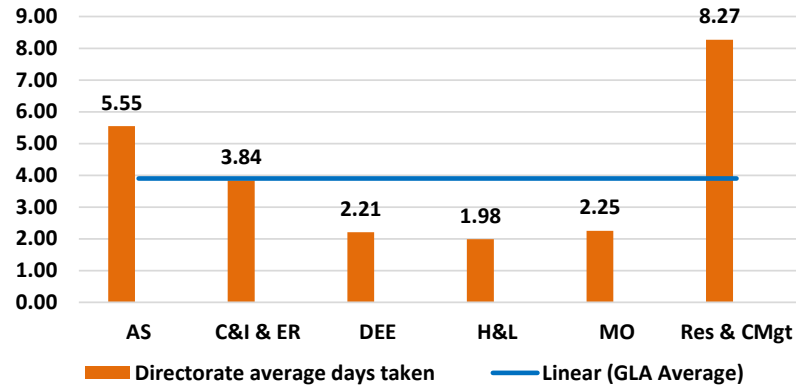


Number of staff by salary band

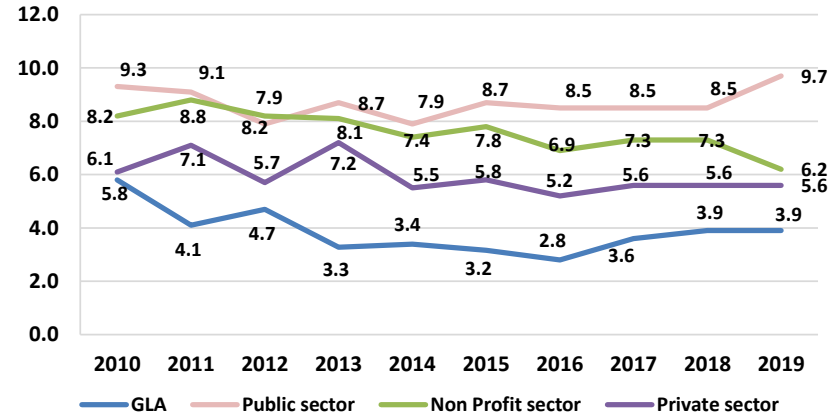


Sickness

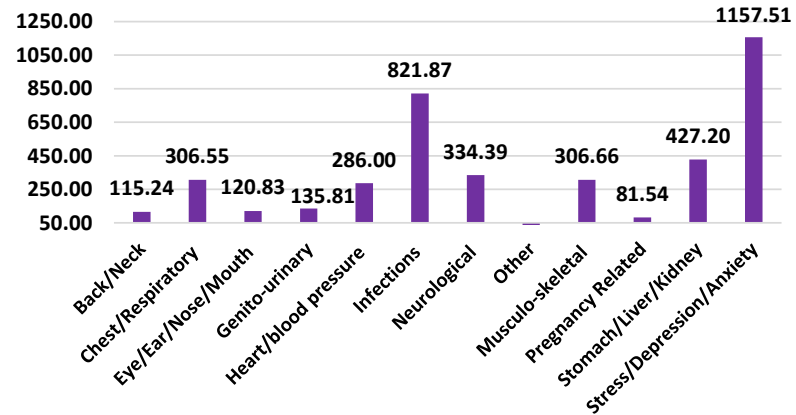
Average days taken by Directorate



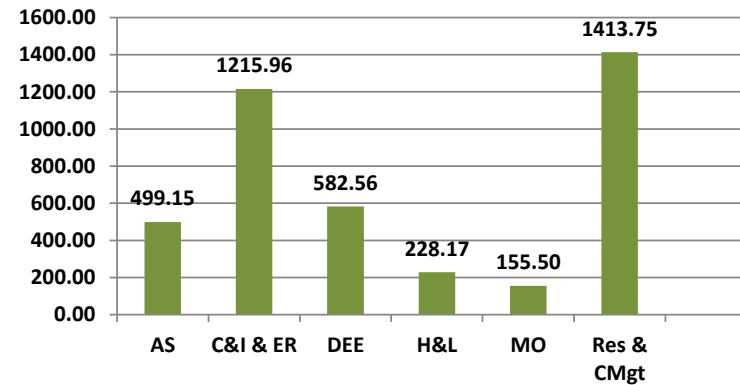
Average days taken 2010 to 2019 with benchmarking



Days taken by Reason

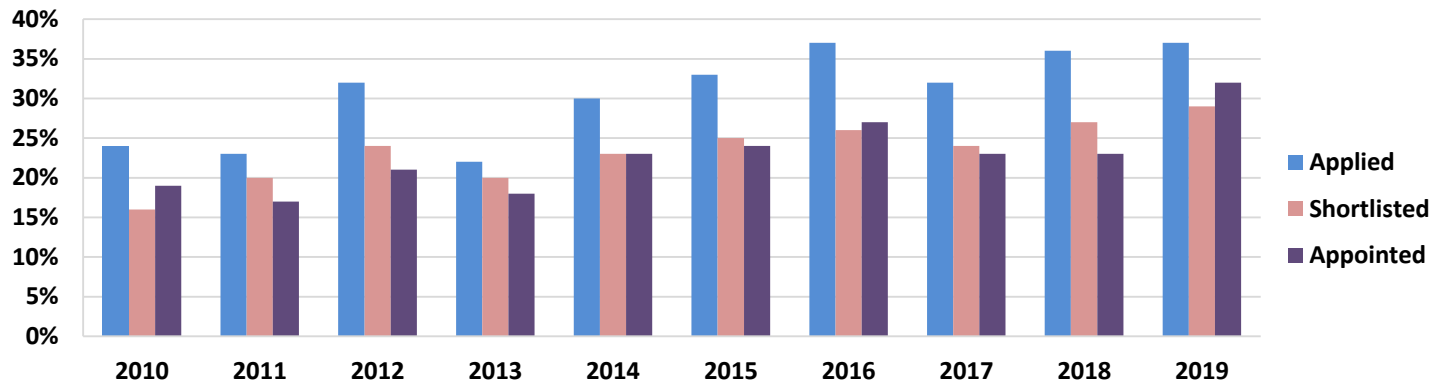


Total days taken by Directorate for year ending March 2019

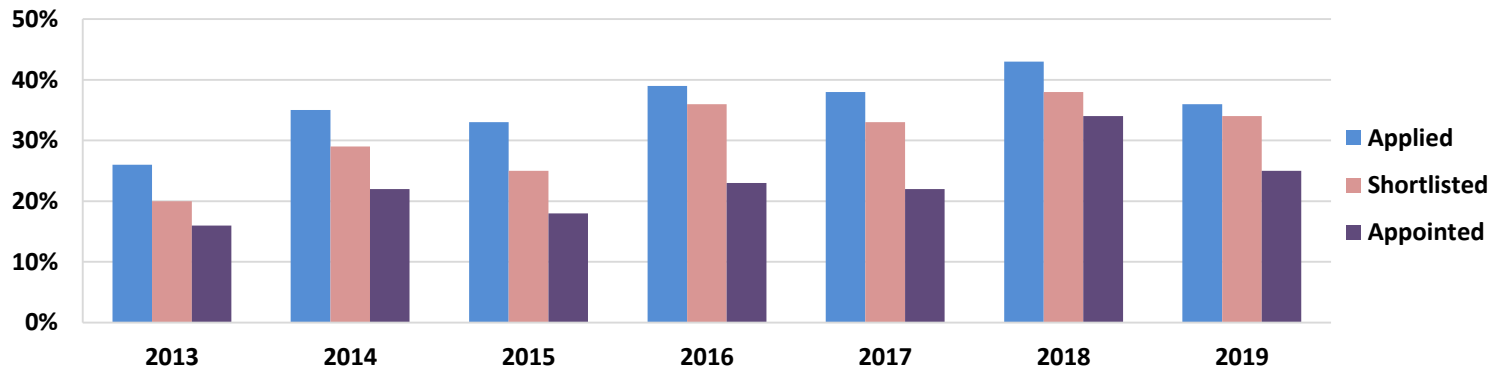


Recruitment - BAME staff

External Recruitment



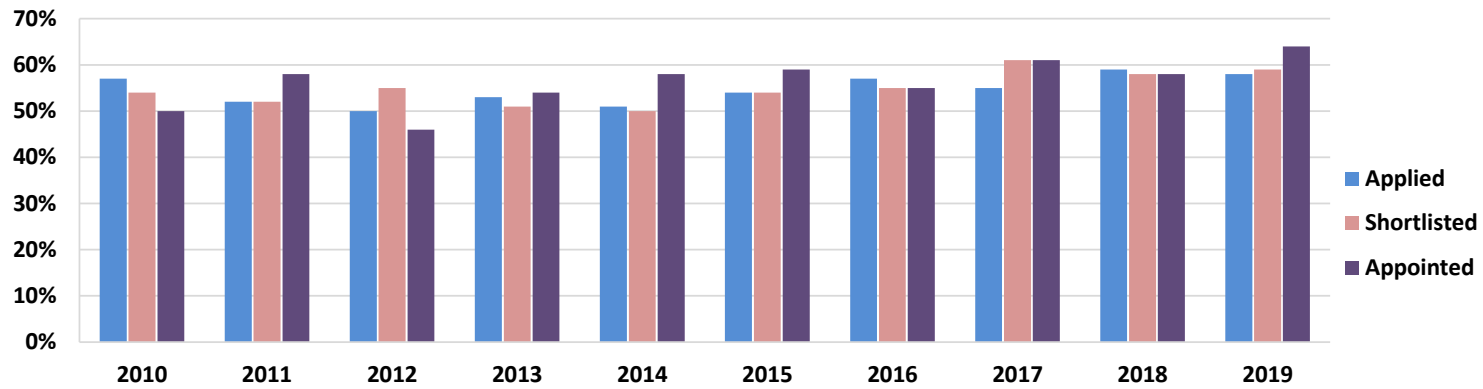
Internal Recruitment



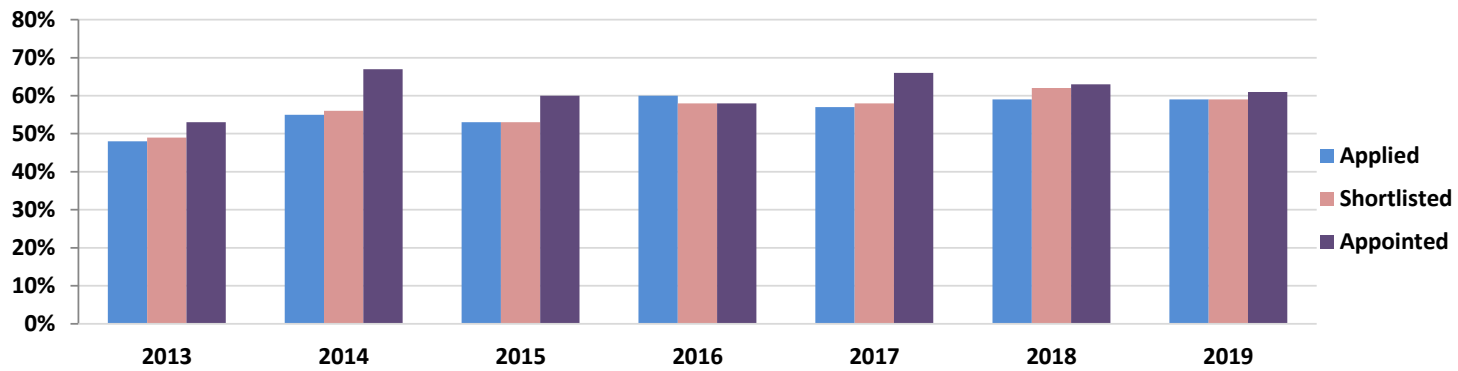
GREATERLONDONAUTHORITY

Recruitment - female staff

External Recruitment

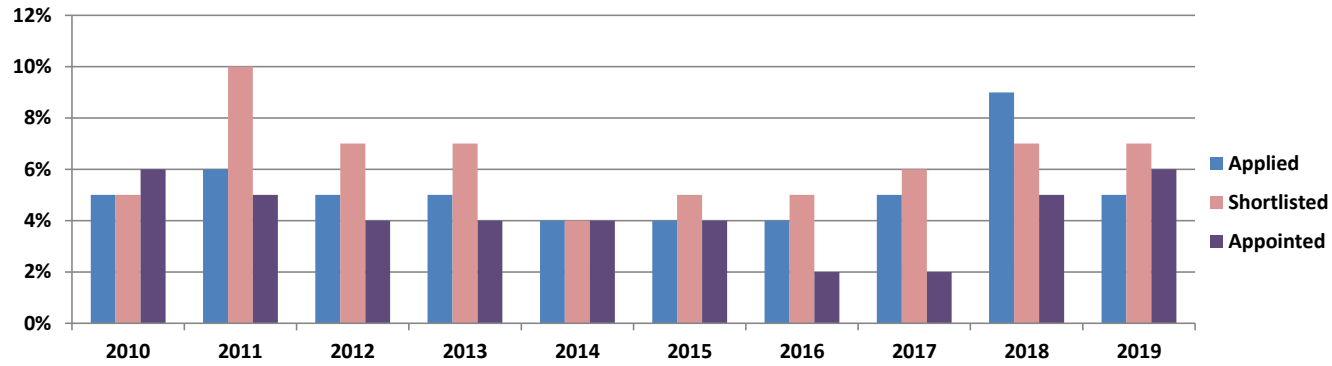


Internal Recruitment

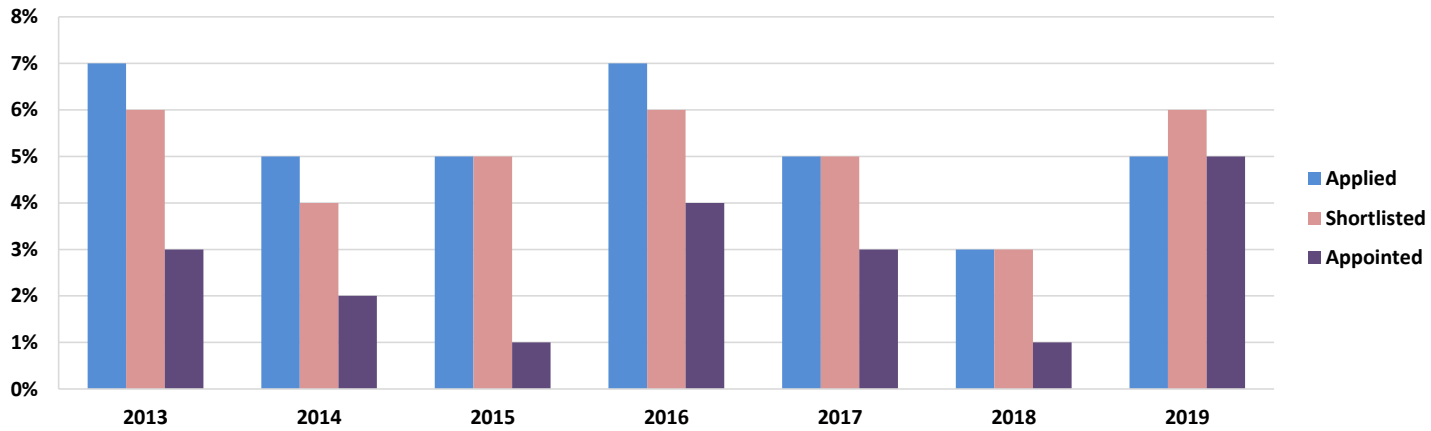


Recruitment - disabled staff

External Recruitment

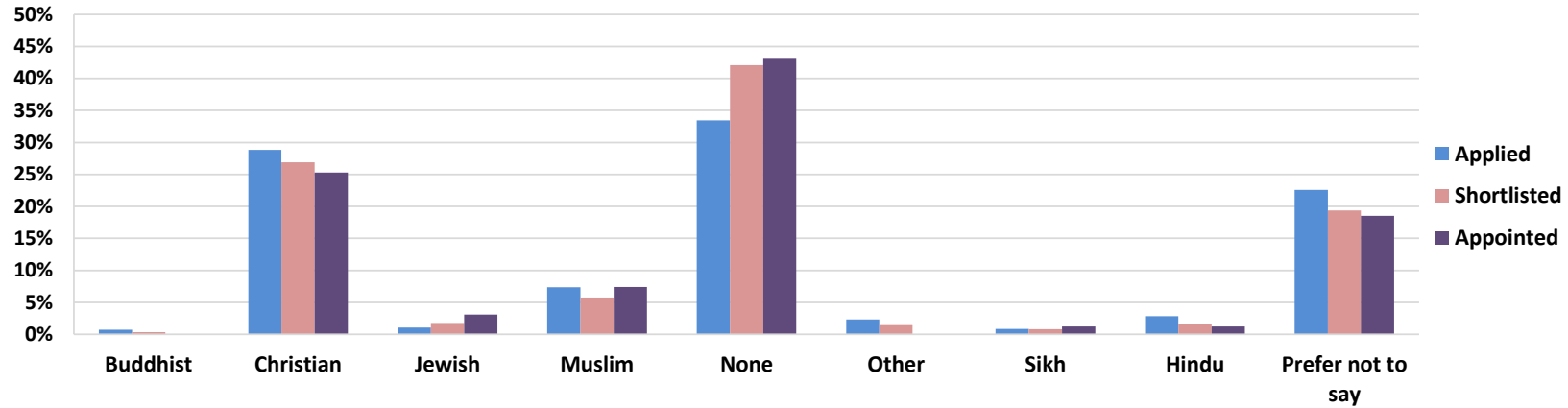


Internal Recruitment

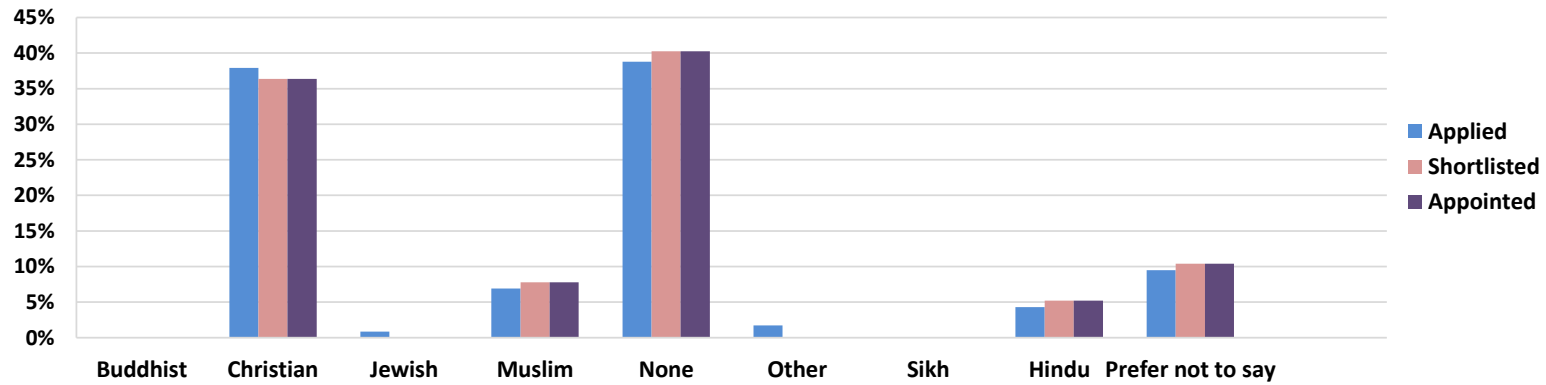


Recruitment - Faith

External Recruitment

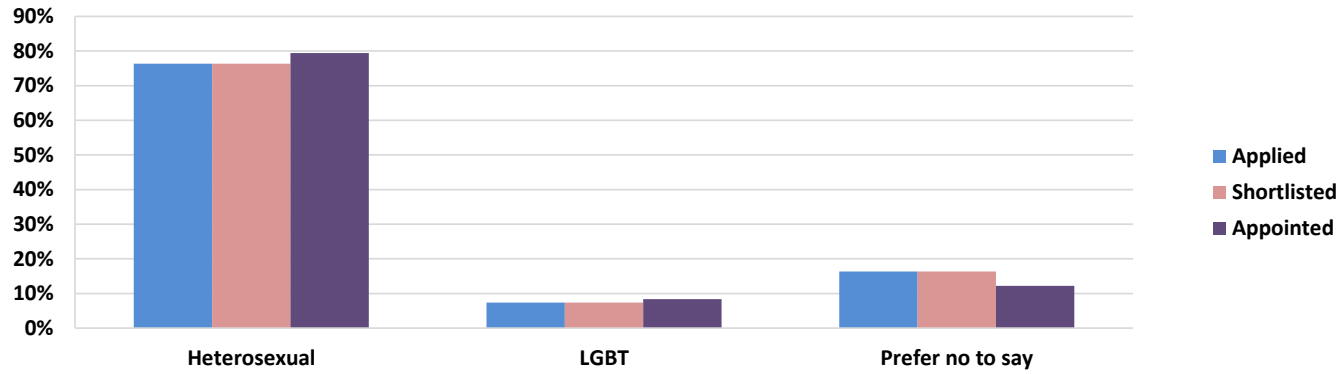


Internal Recruitment

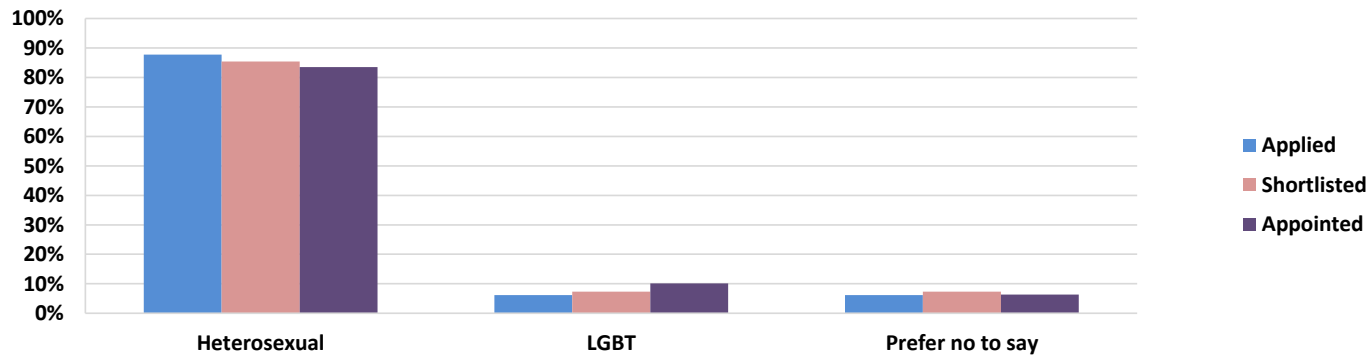


Recruitment - Sexual orientation

External Recruitment

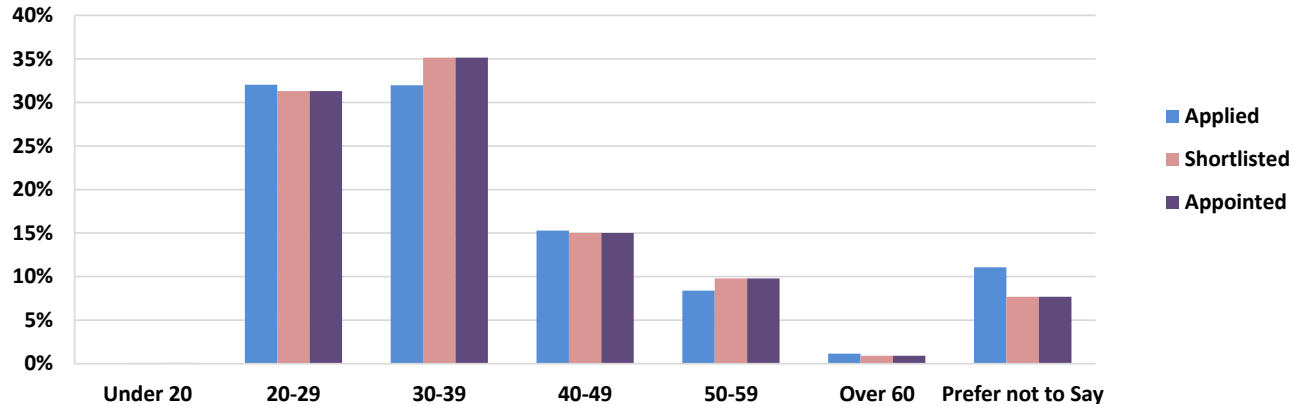


Internal Recruitment

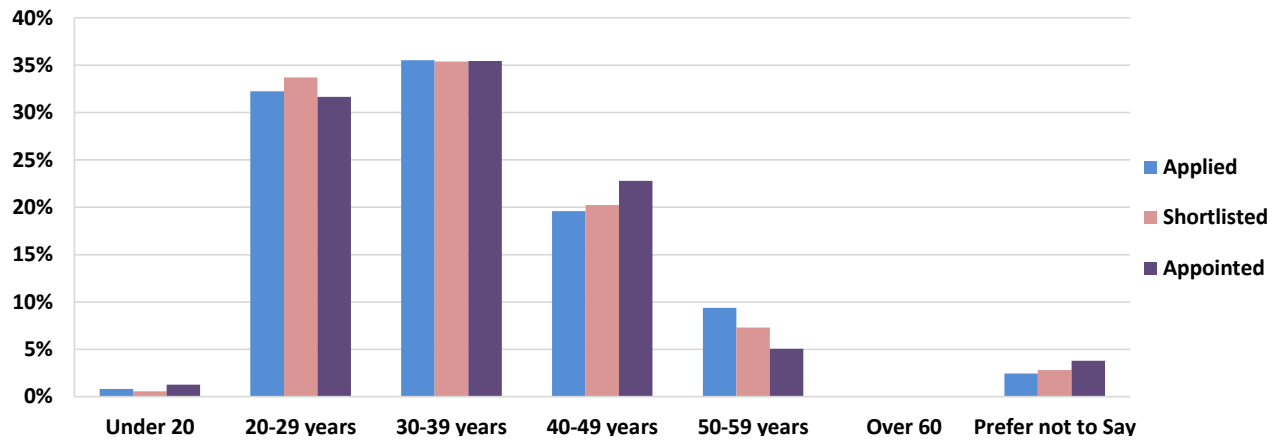


Recruitment - Age

External Recruitment

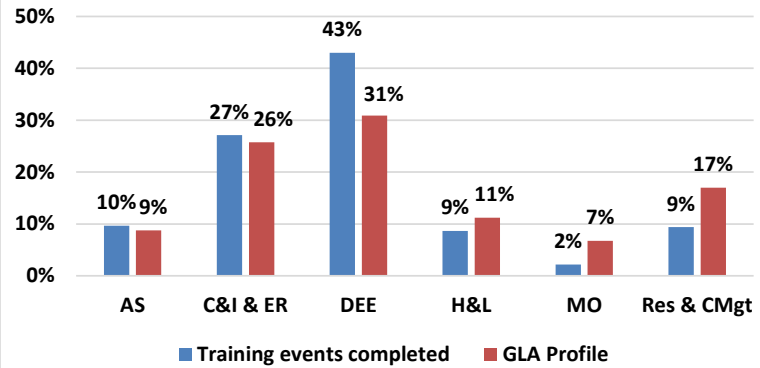


Internal Recruitment

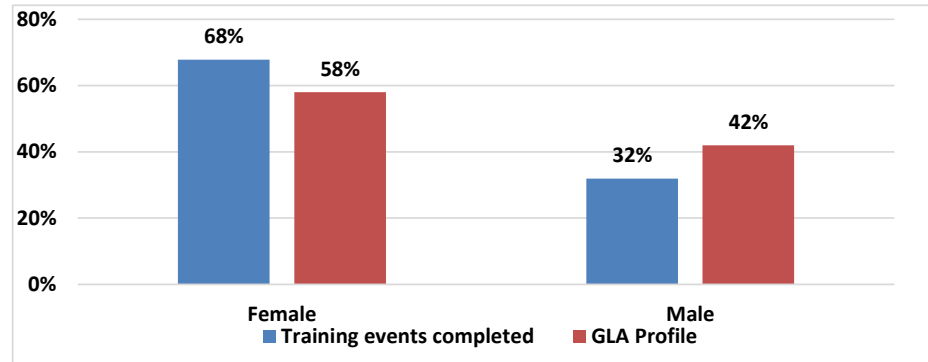


Learning analysis

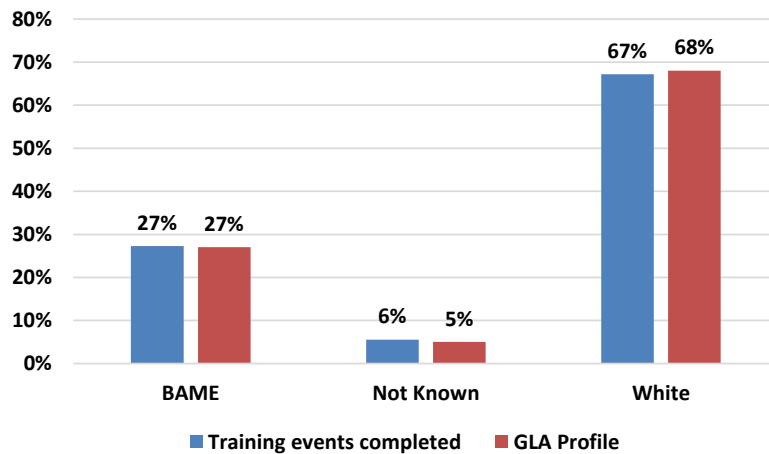
Training events completed April 2018 to March 2019



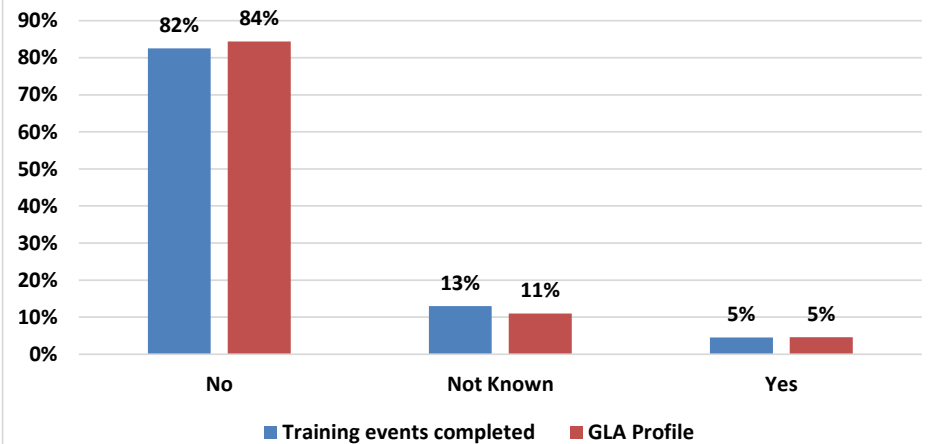
Training events completed by gender



Training events completed by ethnicity



Training events completed by disability



Additional Payments*

Additional Payments by Ethnicity

Ethnicity	GLA profile at 31/03/19	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19
BAME	27%	17%	18%
White	68%	79%	73%
Not Known	5%	4%	9%

Additional Payments by Disability

Disability	GLA profile at 31/03/19	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19
Disabled	5%	2%	6%
Not disabled	84%	86%	82%
Not stated	11%	11%	13%

Additional Payments by Gender

Gender	GLA profile at 31/03/19	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19
Female	58%	50%	62%
Male	42%	50%	38%

* Additional payments used for this data are honorariums and/or acting up allowances.

APPENDIX 2 – Fixed term posts created, October 2018 to March 2019

The Head of Paid Service has approved the creation of 55 fixed term posts in the period from October 2018 to March 2019. While the 2019-20 GLA budget document explicitly set out the new permanent posts known at the time, there was also financial provision for further posts (whether fixed term or permanent). The 55 listed here are all within the budget and none of them create any further financial requirement. Of the 55 posts:

- 5 are funded solely from Assembly component budget and are included for completeness;
- 32 are funded solely from the Mayoral component budget, including 5 relating to a net increase in the number of apprenticeships (1 Higher & 4 Advanced) and a further 13 posts which are funded from the GLA's earmarked reserves (of which 10 relate specifically to EURO 2020 – please see below);
- 15 are funded solely from external sources of income, including 3 skills and employment posts which are funded from the European Social Fund; and
- 3 are funded by a combination of 50% planning income and 50% GLA programme budget.

The London Borough of Culture (LBOC) accounts for 4 of the 32 posts referred to above:

- These LBOC roles have been created following the Mayor's decision to announce additional LBOC awards (round two);
- The existing small LBOC team is resourced to deliver round one of LBOC (2019 and 2020 titles), which runs until end of financial year 2020-21. There is no spare capacity in this team to deliver round two of the competition as rounds one and two run concurrently from May 2019 to the beginning of 2021-22; and
- From this point the team reduces: 1 x 12 month post concludes after the competition phase closes in Q1 2020-21; 1 x 21 month post concludes in Q2 2021-22 and the final 2 x 24 month posts conclude in Q3 2021-22.

The then Mayor signed the EURO 2020 Host City Agreement in 2014 and EURO 2020 accounts for 10 of the 32 posts referred to above:

- The event is the largest sporting event in Europe and the third largest globally after the Summer Olympics and FIFA World Cup;
- London will host seven matches as part of the tournament, including the final and the closing stages of the tournament;
- The Mayor and the FA have signed the EURO 2020 Host City Agreement. The agreement sets out the GLA's obligations to deliver the event in London;
- Staffing resource is required to manage the project for the GLA, over and above the existing small complement of permanent staff in the sports team;
- Roles are being created in a number of different phases and include project management, operations and promotional leads; and
- The resourcing includes a small team to focus on recruiting and managing volunteers – it is estimated that, in order to recruit the required 2,000 volunteers, there will be a need to screen 8,000 applications and to bring 3,500 candidates to selection centres.

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
1	Assembly Secretariat (AS)	Assembly Communications	External Communications Senior Marketing Officer	01/01/2019	31/01/2020	GLA	AS budget
2	AS	Committee and Member Services	Research and Support Officer	01/01/2019	31/05/2020	GLA	AS budget
3	AS	AS	BAME Intern	11/03/2019	09/12/2019	GLA	AS budget
4	AS	AS	BAME Intern	11/03/2019	09/12/2019	GLA	AS budget
5	AS	AS	BAME Intern	11/03/2019	09/12/2019	GLA	AS budget
6	Chief Officer (CO)	Elections	Senior Manager Marketing	01/03/2019	31/08/2020	GLA	Elections reserve
7	CO	Human Resources	Human Resources Adviser MOPAC	01/10/2018	31/05/2020	External	MOPAC
8	CO	Human Resources	Human Resources Officer	17/02/2019	16/02/2020	GLA	HR Budget
9	CO	Human Resources	HR Adviser - Policy	01/04/2019	31/03/2020	GLA	Transformation Fund
10	CO	Information Technology	GLA OPS Officer	01/02/2019	31/03/2020	GLA	Development Reserve
11	CO	Information Technology	Senior Manager OPS	01/04/2019	30/09/2019	GLA	Development Reserve
12	Communities & Intelligence (C&I)	City Intelligence	Programme Manager (Compliance Lead) Sharing Cities	01/04/2019	31/03/2021	GLA	EURO 2020 Programme budget (Major Events Reserve)
13	C&I	City Intelligence	Back-end Developer (data/web services)	18/02/2019	18/10/2020	External	83% EU Commission; 17% Lane Rental Income
14	C&I	City Intelligence	Back-end Developer (no SQL)	18/02/2019	18/10/2020	External	83% EU Commission;

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
							17% Lane Rental Income
15	C&I	Communities and Social Policy	Policy Support Officer Social Integration Team	01/11/2018	31/03/2020	GLA	Social Integration Programme budget
16	C&I	Communities and Social Policy	Insecure Status Co-ordinator	01/04/2019	31/03/2020	GLA	Insecure Status Programme budget
17	C&I	Culture and Creative Industries	Senior Policy Officer - Diversity in the Creative Workforce	08/04/2019	07/04/2021	GLA	Diversity Programme budget
18	C&I	Culture and Creative Industries	Senior Policy Officer - LBOC	08/04/2019	07/04/2021	GLA	London Borough of Culture Round 2 Programme budget
19	C&I	Culture and Creative Industries	Boroughs Engagement Officer - LBOC	08/04/2019	05/01/2021	GLA	London Borough of Culture Round 2 Programme budget
20	C&I	Culture and Creative Industries	Programme Co-ordinator LBOC	08/04/2019	07/04/2020	GLA	London Borough of Culture Round 2 Programme budget
21	C&I	Culture and Creative Industries	Project Officer - LBOC	08/04/2019	07/04/2021	GLA	London Borough of Culture Round 2 Programme budget
22	C&I	Culture and Creative Industries	Senior Programme Manager - Creative Enterprise Zones	02/04/2019	01/04/2021	GLA	Creative Enterprise Zone Programme budget

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
23	C&I	Health Education and Youth	Higher Apprentice	01/01/2019	28/02/2021	GLA	HR budget
24	C&I	Team London Sport	EURO 2020 City Volunteer Manager	01/04/2019	30/08/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
25	C&I	Team London Sport	EURO 2020 Community Projects Officer	01/04/2019	30/08/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
26	C&I	Team London Sport	EURO 2020 Culture Programme Manager	01/04/2019	30/08/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
27	C&I	Team London Sport	EURO 2020 Project Support Officer	01/04/2019	31/03/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
28	C&I	Team London Sport	EURO 2020 City Volunteer Recruitment and Training Manager	18/02/2019	31/07/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
29	C&I	Team London Sport	EURO 2020 Events Officer	18/02/2019	31/08/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
30	C&I	Team London Sport	EURO 2020 City Volunteer Recruitment and Training Coordinator	18/02/2019	31/07/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
31	C&I	Team London Sport	Senior Manager (Giving/Philanthropy)	01/02/2019	01/02/2020	GLA	Philanthropy Programme budget
32	C&I	Team London Sport	EURO 2020 City Volunteer Recruitment and Training Manager	01/06/2019	31/07/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
33	C&I	Team London Sport	EURO 2020 City Volunteer Recruitment and Training Coordinator	01/06/2019	31/07/2020	GLA	EURO 2020 Programme budget (Major Events Reserve)
34	Development, Enterprise and Environment (DEE)	Environment	Project Manager E Flex	01/12/2018	28/02/2021	External	Innovate UK
35	DEE	Environment	Project Manager for Home Response	18/02/2019	17/02/2021	External	BEIS Grant
36	DEE	Growth Infrastructure and Connectivity	London Underground Asset Register Project Manager	01/07/2019	30/06/2020	External	Cabinet Office and GEO Spatial
37	DEE	Growth Infrastructure and Connectivity	London Underground Asset Register Data Officer	01/07/2019	30/06/2020	External	Cabinet Office and GEO Spatial
38	DEE	Planning	Urban Designer	01/04/2019	31/03/2020	External	Pre-Application Planning Income
39	DEE	Planning	Project Officer London Development Database Automation	01/04/2019	31/03/2020	Combination	50% Pre-Application Planning income; 50% GLA's Growth & Infrastructure

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
							programme budget
40	DEE	Planning	Project Officer London Development Database Automation	01/04/2019	31/03/2020	Combination	50% Pre-Application Planning income; 50% GLA's Growth & Infrastructure programme budget
41	DEE	Planning	Project Delivery Manager - London Development Database	13/02/2019	13/02/2020	Combination	50% Pre-Application Planning income; 50% GLA's Growth & Infrastructure programme budget
42	DEE	RED	Innovation Cluster Secondee	01/01/2019	31/12/2019	GLA	DEE Minor Programme Budget
43	DEE	RED	Senior Project Officer - Economic Fairness	02/04/2019	01/07/2020	GLA	Economic Fairness Programme budget
44	DEE	RED	Principal Project Officer - Economic Fairness	02/04/2019	01/07/2020	GLA	Economic Fairness Programme budget
45	DEE	Skills and Employment	Principal Project Officer	01/01/2019	30/09/2023	External	European Social Fund

Ref	Directorate	Unit	Position	Date Agreed	End Date	Funding source	Specific funding source
46	DEE	Skills and Employment	Principal Project Officer	01/01/2019	30/09/2023	External	European Social Fund
47	DEE	Skills and Employment	Principal Project Officer	01/01/2019	30/09/2023	External	European Social Fund
48	GLA-wide	GLA-wide	Advanced Apprentice	01/01/2019	29/02/2020	GLA	HR budget
49	GLA-wide	GLA-wide	Advanced Apprentice	02/01/2019	29/02/2020	GLA	HR budget
50	GLA-wide	GLA-wide	Advanced Apprentice	03/01/2019	29/02/2020	GLA	HR budget
51	GLA-wide	GLA-wide	Advanced Apprentice	04/01/2019	29/02/2020	GLA	HR budget
52	Housing & Land (H&L)	H&L	Senior Project Manager, Small Sites	01/10/2018	31/10/2019	External	Growth Deal - MHCLG
53	H&L	H&L	Planning and Design Adviser	01/03/2019	31/03/2020	External	Enterprise Zone Business Rates
54	Mayor's Office (MO)	MO	Senior Policy Officer Urban Resilience	01/12/2018	31/01/2020	External	Rockefeller Foundation
55	MO	MO	Urban Resilience Manager	22/11/2018	31/01/2020	External	Rockefeller Foundation