

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Chief Officer

Date: 17 December 2019

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2019 to 30 September 2019.

2. Recommendation

2.1 **That the Committee notes the workforce report for the period 1 April 2019 to 30 September 2019.**

3. Background

3.1 Detailed data as at 30 September 2019 is set out at **Appendix 1**. This is presented in a format agreed with the GLA Oversight Committee.

3.2 This report provides commentary on the headline issues from the data. This is a 6-month mid-year report which focusses on the areas where there has been the biggest change since the annual report issued on 31 March 2019.

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 2019, Xpert HR Labour Turnover Rates 2019 Survey and the Office for National Statistics.

4. Workforce Composition (Slide 3 & 4)

4.1 As in previous years, this report provides an analysis of people employed by the GLA. Additionally, this highlight report also includes data on the full establishment – that is, the number of established posts – both the position count and the position count full time equivalent (FTE) which is set out in paragraph 4.3. Both the headcount staff data (employees) and the position data are as at 30 September 2019. New governance arrangements for monitoring workforce planning and data have now been embedded and the Chief Officer chairs a monthly Establishment Control meeting, so that the Corporate Management team has oversight of workforce planning issues.

Staffing profile

- 4.2 The total number of GLA employees in post has increased from 1043 as at 31 March 2019 to 1074 at 30 September. This represents a 3% increase. The structure has changed since March 2019 with movement of the HR&OD function, Technology Group and Facilities Management from Resources Directorate to the newly formed Chief Officers Directorate (slide 4). The headcount fte is 1028.8FTE and is shown on slide 24. The difference between the headcount (1074) and FTE headcount (1028.8) is a result of some employees being less than full-time, for example, a half-time employee counts as one on the head count but would show only 0.5 FTE.

Establishment numbers¹

- 4.3 As at 30 September 2019 the GLA had an establishment of 1327 positions which is an increase of 22 positions (2%) since 31 March 2019 when the establishment was reported as 1305 (slide 3). The establishment total considers positions created and deleted since March 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 positions. For the period ending September 2019, the full-time equivalent number of positions is 1281.83FTE(slide 24). 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. In accordance with section 6 of the Staffing Protocol, **Appendix 2** also provides details of all fixed term posts which have been created in the period 1 April 2019 to 30 September 2019.
- 4.4 The number of agency workers reported in the March 2019 Workforce Report was 91 (made up of 8 in the Assembly Secretariat and 83 across the rest of the organisation). Of this total number 69% (63 of the 91) of agency staff were held against established positions. On 30 September 2019 the total number of agency workers rose slightly to 97 (16 in the Assembly Secretariat, and 81 in the rest of the GLA) and of these 75% (73 of 97) of agency staff were held against established positions. This increase in agency staff held against established positions reflects the proactive measures taken by managers. The Assembly Secretariat has seen a rise in agency staff to backfill positions pending recruitment, following the Scrutiny and Investigations unit restructure and due to a freeze on backfilling vacancies within the party group teams with permanent staff due to the proximity of the elections in May 2020. There will be a continued focus on agency workers to ensure we deploy contingent labour only where necessary. In parallel to this, we have streamlined the internal recruitment processes over the summer to speed up the time taken to advertise a post after approval. For the period ending 30 September, 90% of all advertised posts were advertised within 10 working days in accordance with targets set in our Corporate Health Indicators (CHPIs). More detail on this activity is set out below.

5. Equality, Diversity and Inclusion (Slides 5-11)

- 5.1 The GLA aims to have a workforce representative of London's diversity at every level and to build an inclusive workplace culture.

BAME workforce analysis

¹ Establishment includes all approved fixed term and permanent posts

- 5.2 The number of Black, Asian and Minority Ethnic (BAME) ethnicity employees has increased from 278 in March 2019 to 297. This represents 28% of the workforce, which remains below London's economically active population (36%). The proportion of BAME staff at a senior level has increased slightly to 13% from 12 % since March 2019. 25% of the leavers in the year ending 30 September were BAME. This is 3% lower than the BAME profile in the organisation.

Gender workforce analysis

- 5.3 The representation of female staff has remained consistent at 58% (slide 5). This is greater than the economically active London population (46%) which the GLA has consistently been higher than since 2008. The percentage of female senior staff has increased by 4% since March 2019. There were 63 female senior staff on 31 March 2019 representing 47% of the total senior staff and 74 female senior staff in September 2019 (51%). Women make up 86% of the 138 employees who work on a part-time basis (slide 10). Women now account for just over 50% of all senior staff (Slide 9).

Disability analysis

- 5.4 The number of employees who have declared a disability has remained the same at 5% as at September (slide 7). This is somewhat lower than the economically active London population at 12%. Analysis of recruitment shows that only 5% of external candidates applying for vacancies had declared a disability which will have impacted these figures, although 6% of external appointments made were to individuals declaring a disability. This is the highest it has been since 2008. The proportion of senior staff who have declared a disability has remained at 4% .
- 5.5 Improving the diversity of our workforce is a key priority for 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 below in paragraphs 5.6 to 5.20.

Pay gap analysis and related action planning

- 5.6 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.
- 5.7 The 'Our Time' programme has launched its second cohort across the GLA Group, with 13 GLA members of staff taking part in the programme. 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.

- 5.8 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 should they be appointed and panels are asked to state the GLAs 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, women made up 39% of staff at grade 12 and above. That figure has steadily increased in that time and now stands at 51%.
- 5.9 The GLA will also soon publish its third ethnicity pay gap analysis, together with an updated action plan which has been reviewed in partnership with staff networks, in particular the GLA's BAME Network and Unison. Progress in closing the ethnicity pay gap (which stood at 11.5% in 2018) has been slower and activity is planned to ensure more progress is made against this plan in the next year. For example, the GLA has launched a new approach to talent management, which is being piloted with BAME staff in the first instance, as a positive action strategy, given the levels of underrepresentation of BAME staff at senior levels. The programme has been co-designed with talent specialists from Deloitte, and in consultation with the BAME Network.
- 5.10 The GLA continues to share its experience of pay gap analysis, most recently with London Councils' Workforce Planning Group and at external meetings and conferences. Most recently the Assistant Director - Human Resources and Organisational Development has been asked to share the GLA's experience with senior colleagues at the Tate Galleries and at IPOS MORI and a recent conference was held in City Hall bringing HR professionals from across the GLA group together to share good practice and exchange ideas.

Inclusive GLA: Unconscious Bias Learning

- 5.11 The GLA has continued its roll-out of unconscious bias learning programme, Inclusive GLA, to all staff in the organisation. Inclusive GLA 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 e-learning and facilitated interactive workshops to help colleagues transfer the learning into daily work at the GLA. Delivery has been staggered, starting with workshops for all managers, organised by directorate, highlighting unconscious bias in the context of a manager's responsibilities. Workshops for all staff have now started rolling out, organised by teams and focused on the implications of unconscious bias for their work and their team culture. As part of the programme, members of SMT 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. To embed this change and in line with guidance from the Equality and Human Rights Commission (EHRC) about how organisations can attempt to embed long term behaviour change, the team sessions are being introduced by senior managers and local Diversity & Inclusion Action Plans are used a reference point.

Supporting staff networks

- 5.12 The GLA currently has seven staff networks; the BAME Network, Carers and Parents Network, Christian Network, Staff Network for Disability, EU Network, LGBT+ Network and the Women's Network. The staff networks are an essential element of the GLA's inclusion agenda, ensuring the views of staff are harnessed to support the Authority's work. The development of the staff networks has been driven by the Assistant Director - Human Resources and Organisational Development, who has hosted several drop-in sessions for staff interested in forming both the Carers and Parents network and a new staff-led Wellbeing network.
- 5.13 All the GLA's staff networks have representation at the GLA's Diversity and Inclusion Management Board, which enables the networks to contribute to internal GLA policy and practice and all are supported with a budget and are regularly consulted on broader GLA work. The arrival of the recently appointed Executive Directors in December and January will provide an opportunity for some of the newly formed networks to be matched to a champion on the Executive. Mary Harpley remains the overall Diversity & Inclusion Champion in her role as Chief Officer.

D&I Benchmarking

- 5.14 The GLA is a Level 1 Disability Confident 'Committed' employer and Human Resource & Organisational Development has been working with the Staff Network for Disability and policy colleagues to develop a disability equality action plan to make progress in this area. There is also an internal working group to share learning and best practice from a range of policy areas on supporting deaf and disabled Londoners. The GLA has also participated 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, for the first time. 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. For the GLA's pilot cohort in September 2019, the GLA hosted three Steps into Work students and is now planning for the next cohort in January 2020.
- 5.15 The GLA is a signatory of Business in the Community's (BITC) 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 also took part in the Race at Work Charter Survey and hosted BITC's annual BAME Network Chairs Masterclass in October, which focused on progression and sponsorship.
- 5.16 The GLA continues to work with Stonewall to support LGBT+ 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 has taken part in the 2020 Stonewall Staff Survey and Workplace Equality Index.
- 5.17 In the coming year, the GLA is due for reaccreditation against the Mayor's London Healthy Workplace Award, formally known as the London Healthy Workplace Charter. The Award is a structured framework designed to recognise and support business investment in staff health and

wellbeing. The Award is centrally coordinated by the GLA and delivered in collaboration with Public Health England. The GLA achieved Excellence level in 2015 and will be working with Staff Networks on the reaccreditation process.

Governance and accountability

- 5.18 The GLA's Diversity and Inclusion Management Board is chaired by the Chief Officer and has corporate oversight of all workforce diversity.
- 5.19 Each Executive Director has produced a Diversity & Inclusion Plan for their own area which have been informed by the GLA's Group's Diversity and Inclusion Action Standard and which are being reviewed through the rollout of the Teams Workshops through the *Inclusive GLA* programme.
- 5.20 Every member of the Senior Management Team has been set a diversity and inclusion performance objective – which has been carried forward for a further year - and the Chief Officer will be assessing their performance against this objective.

6. Turnover (Slide 12)

- 6.1 157 employees left the GLA in the last 12 months. The total annualised turnover for the year ending 30 September 2019 was 15%, with voluntary turnover (all resignations and voluntary redundancies) running at 13%. Xpert HR Labour Turnover Rates 2019 survey shows overall turnover across the public sector as 16% with voluntary turnover as 13% and private sector at 22.2% and voluntary turnover as 15.3%. 80% of the total turnover was due to resignations and retirements and 11% due to fixed term contracts ending.

7. Salaries (Slide 13, 22, 23)

- 7.1 The average salary has risen slightly from £49,830 in March 2019 to £51,671 in September 2019, as a result of implementation of the annual pay award. The proportion of staff earning over £60,000 has increased slightly from 15% to 17% since March 2019, the proportion of staff earning over £100,000 has remained the same at 3%. The pay ratio between lowest (excluding apprentices) and highest is 7.7:1, and the pay ratio between the mean average salary and highest salary is 3.9:1.
- 7.2 Of the employees who received an additional payment in the last six months, 21% were BAME (slide 22). This has increased from 18% in March 2019 but is lower than the proportion of BAME employees across the organisation (28%). The proportion of women receiving an additional payment is higher than the percentage of women in the organisation (62%). The representation of disabled staff receiving an additional payment is in line with the overall workforce representation (5%). During the period the lowest recognition payment was £200, and the highest recognition payment was circa £6.5k with an average payment of just over £1k. The proportion of BAME staff who received a recognition payment was just below the overall BAME representation in the organisation (27%). Recognition payments are now reviewed by the Corporate Management team on a monthly basis and the "root and branch review" of HR policy will be reviewing the HR policies related to all additional payments.

8. Sickness Absence (Slide 14)

- 8.1 The annualised average sickness absence fell to 3.7 days per employee at 30 September 2019 from 3.9 days at 31 March 2019. This is still significantly lower than published benchmark figures from the CIPD Health and Well-Being at Work Survey May 2019 which reported Public Sector as 8.4 days, and the Private Sector as 5.4 days. Work is underway (see above) to mobilise a staff Wellbeing network and to also renew our accreditation against the Mayor's Healthy Workplace Award. In addition, we will be investing in Mental Health First Aid awareness training for staff particularly given that stress, depression and anxiety is the most prevalent reason for absence currently.

9. Recruitment (Slides 15-20)

- 9.1 In the current reporting period (April - September 2019) there were a total of 216 appointments, a total of 65 (30%) of appointments were made from the existing workforce. A total of 151 (70%) appointments made from external recruitment campaigns.
- 9.2 Females made up 56% of the applicant pool for posts advertised externally and the number of external female applicants shortlisted has increased to 61% with appointments for the period at 64%. The number of internal female applicants and shortlisted has increased to 64% and 65% respectively. The number of internal appointments was 65% - the highest since reporting started in 2010.
- 9.3 The number of external BAME applicants has increased to 40%, shortlisted applicants increased to 33% and the number of external recruitment appointments from BAME groups was 34%. The percentage of internal BAME applicants was 43%; those shortlisted were 41% and the number internal appointments was 38%. These figures are positive, they are the highest figures since reporting started in 2010, and with regards to external appointments, demonstrates our continued progress to meeting the benchmark of London's economically active population (36%).
- 9.3 The GLA continues to use specialist executive search agencies for some senior level external appointments which will have contributed to this. In a total five recruitment campaigns for roles at grade 13 and above were appointed to; 40% were from BAME groups and 40% were female. Where appropriate, the GLA will continue to work with specialist search agencies in order to improve workforce representation.
- 9.4 The GLA has trialled several cohort and campaign recruitment processes across the GLA in this reporting period. The aim is to improve our approach to attracting new and diverse talent to our vacancies and establish a pipeline of talent for future vacancies. This work has included piloting changes to the application form to make it more user friendly and holding open evenings to improve engagement at advert stage. The GLA has also worked with TfL recruitment to trial different approaches for large scale recruitment campaigns and a CV and cover letter application process which was used in recent campaigns to new roles in the Housing and Land Directorate. These approaches have demonstrated positive results, particularly in terms of attracting applicants from BAME groups.

- 9.5 The number of external applications from disabled applicants has increased to 6% and the number shortlisted has increased to 8%. The number of disabled applicants appointed from external recruitment has slightly decreased to 5%. The numbers of internal disabled applicants are positive, with significant increases at application and shortlisting stage. The number of internal disabled applicants appointed was 12%.
- 9.6 The GLA is now working with external partner Evenbreak, an organisation which offers a specialist online job board connecting employers with disabled candidates. As part of this partnership, we are exploring how we can attract additional disabled candidates to the organisation, which we may not find through our usual recruitment channels; how we can better position the GLA as an employer of choice for disabled candidates and how we can retain the skills and talent we find. This is a new partnership but based on the experience of our partnership with Timewise, we hope this will position us more strongly in the external market.
- 9.7 In the current reporting period 7% of the current workforce declared their sexual orientation as lesbian, gay or bisexual (LGB). With regards to recruitment, the number of external appointees who declared their sexual orientation as LGB was 7% and internal appointments was 5%.
- 9.8 In relation to external appointments 77% of appointments fall into the age range of 20 – 39. Of appointments made from internal recruitment, 85% fall into the age range of 20 – 39. The average age of our workforce is 39.
- 9.9 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 a tailored and specialised development and learning within the housing discipline, and we hope this will encourage and build a talent pipeline for future roles.
- 9.9 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.
- 9.10 As set out above the in-house Resourcing team is now meeting its Corporate Health Performance Indicator in relation to advertising roles within 10 days of approval to support the speeding up of “street to seat” times. We have maximised the manager self-service elements of our current Recruitment System technology and created dedicated interview rooms. These changes have allowed the recruitment team to take on a greater number of campaigns at any one given time. This has had a direct impact on the “approval to fill” indicator which has increased from 25% of all roles being advertised within the 10-day window, to 90% of roles being advertised within a 10 day window as of end of September 2019.

10. Organisational Development and Engagement

Learning development take up data (Slide 20)

- 10.1 Slide 20 shows that there has been a high take-up of learning activity across the organisation. The analysis shows broadly proportionate take-up of opportunities by all directorates. There is slightly higher take-up of learning opportunities in the Development, Enterprise & Environment (DEE) Directorate (38% of learning activities taken by DEE staff, versus DEE representing 30% of all staff) and slightly less take up in Chief Officer's Directorate (9% versus 14%) and Mayor's Office (4% of learning events take up versus 7%).
- 10.2 As was the position in March 2019, women proportionately take-up slightly more development opportunities than men. The same is true of BAME staff. This suggests 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.

Apprenticeships

- 10.3 In 2019, GLA is hosting 24 Advanced Apprentices and 5 Higher Apprentices in project management. We are also developing a new scheme to support the 'Homes for Londoners Futures Programme' with a professional apprenticeship in housing Level 3 qualification, accredited by the Chartered Institute of Housing (see above). Three GLA Higher Apprentices from 2018 intake are on track to be awarded their qualification in early 2020. Our first finance apprentice has completed their level 3 Assistant Accountant apprenticeship with CIPFA and progressed to a level 4 finance apprenticeship. GLA are meeting the public-sector apprenticeship target of 2.3% of the workforce. Recruitment for the 2020 intake of apprentices is currently underway and we will again be taking proactive steps to ensure we attract a diverse field.

Staff survey

- 10.4 The GLA has a commitment to surveying employees every two years as a way of measuring staff engagement and improvement within the management and performance of the organisation. The resulting data and analysis are used to identify and deliver a range of organisational projects. Many of the themes that emerged from the 2017 staff survey have been taken up as part of the Chief Officer's Transformation Programme and this includes the new approach to workplace conflict which has been operationalised in our new Resolution Policy (which launched on 18 November 2019), and the rollout of both technology and policy to support SMART working.
- 10.5 The next staff survey opens on 25 November 2019 and runs for three weeks. The questions have been consulted on with Unison and the Staff Networks and we have also taken advice from the specialist provider (Engine) who we will be working in partnership with. For the first time we will be collecting Socio Economic Background (SEB) monitoring information as part of the anonymous demographic questions. This is a new area of analysis but one that organisations have been implementing in recent times in order to better understand the make-up of the organisation.
- 10.6 The last staff survey took place in Autumn 2017 and had a completion rate of 92%. The GLA's overall employee engagement score was high at 79%. As a comparison, the Civil Service engagement

score is 62%. This figure is made up of questions that measure how positively staff speak about the organisation, how willing they are to go the extra mile, and whether they want to stay working for the GLA.

11. Financial Implications

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

12. Legal Implications

12.1 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 31/03/19 to 30/09/2019.

Appendix 2 – Fixed term posts created, April 2019 to September 2019

Appendix 3- Regrade outcomes since the new job evaluation panel and business case

Local Government (Access to Information) Act 1985	
List of Background Papers: None	
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Fixed term posts created, April 2019 to September 2019

The Head of Paid Service has approved the creation of 28 fixed term posts in the period from April to September 2019. The 28 listed here are all within the budget and none of them create any further financial requirement. Of the 28 posts:

- 1 is funded solely from Assembly component budget and included for completeness;
- 4 are funded from the Chief Officer's Transformation Fund and were originally included in the 2019/20 budget and 1 additional position created to bolster capacity for diversity and inclusion work also funded from the Chief Officer's Transformation Fund.
- 1 position in Communities and Social policy is to provide additional capacity for the Mayor's Citizen led grants programme; 2 further positions working on the Euro 2020 work stream.
- 3 positions funded directly from the Elections Programme budget have been created to provide capacity to support the Mayoral and Assembly elections in 2020
- 4 positions were created in the GLA's Skills and Employment Unit funded from the ESF income.
- 3 positions were created in the GLA's Skills and Employment Unit to support the delivery of the London Progression Collaboration and funded from
- 1 position has been created to transform the way the Planning team communicates with Londoners and is funded from the Planning Reserve.
- 1 further position within DEE were created one in Environment to project manage and deliver the single use plastic reduction
- 5 positions in Housing and Land; 1 to support small sites development which is externally funded; 1 position to increase capacity in the Private Rental Sector team to deliver the Mayoral ambitions to increase regulation in this sector. This position is externally funded. An additional 3 externally funded positions were also created; two for rough sleeping and, one for community led housing.
- 2 fixed term positions have been created as part of the Chief Officer's CMT restructure.

Ref	Directorate	Unit	Position Title	Dare Agreed	End Date	Funding Source	Specific funding Source
1	Assembly Secretariat	Assembly Communication Unit	Events Officer	01/10/2019	31/03/2021	GLA	Assembly Communications unit
2	Chief Officer	Human Resources and Organisational Development	Diversity Adviser	01/07/2019	31/01/2020	GLA	Chief Officer Transformation Fund
3	Chief Officer	Transformation	Project and Programme Manager (Transformation)	01/06/2019	31/03/2020	GLA	Chief Officer Transformation Fund
4	Chief Officer	Transformation	Project and Programme Manager (Transformation)	01/06/2019	31/03/2020	GLA	Chief Officer Transformation Fund
5	Chief Officer	Transformation	Talent Management Specialist (Transformation)	01/06/2019	31/03/2020	GLA	Chief Officer Transformation Fund
6	Chief Officer	Transformation	Senior Lead, Talent Management Specialist (Transformation)	01/06/2019	31/03/2020	GLA	Chief Officer Transformation Fund
7	Communities and Intelligence	Communities and Social Policy	Senior Community Engagement Coordinator	01/05/2019	31/09/2019	GLA	Communities and Social Policy Unit's staffing budget
8	Communities and Intelligence	Team London (Volunteering) and Sport	Euro 2020 Host city Volunteer Assistant	01/08/2019	31/08/2020	GLA	EURO 2020 Programme Budget

Ref	Directorate	Unit	Position Title	Dare Agreed	End Date	Funding Source	Specific funding Source
9	Communities and Intelligence	Team London (Volunteering) and Sport	Project and Community Engagement Officer, Sport Unites	06/01/2019	12/31/2022	GLA	Sports United Budget/ Euro 2020 Programme
10	Development, Enterprise and Environment	European Programmes Management Unit	Head of Media Elections	01/11/2019	31/06/2020	GLA	Elections Programme budget
11	Development, Enterprise and Environment	European Programmes Management Unit	Senior Elections Delivery Manager	01/05/2019	31/07/2020	GLA	Elections Programme budget
12	Development, Enterprise and Environment	European Programmes Management Unit	Senior Marketing Officer	01/05/2019	30/06/2020	GLA	Elections Programme budget
13	Development, Enterprise and Environment	Skills and Employment	Programme Manager	01/06/2019	31/03/2021	Combination	ESF Management and Administration budget
14	Development, Enterprise and Environment	Skills and Employment	Senior Project Officer	01/09/2019	31/03/2021	Combination	ESF Management and Administration budget
15	Development, Enterprise and Environment	Skills and Employment	Business Engagement Officer	01/06/2019	31/03/2021	Combination	ESF Management and Administration budget
16	Development, Enterprise and Environment	Skills and Employment	Senior Project Officer	01/06/2019	31/09/2023	Combination	ESF Management and Administration budget
17	Development, Enterprise and Environment	Skills and Employment	Senior Business Engagement Officer	01/11/2019	01/11/2022	Combination	Apprenticeships Programme Budget
18	Development, Enterprise and Environment	Skills and Employment	Senior Project Officer (Programme Delivery)	01/11/2019	01/11/2022	Combination	Apprenticeships Programme Budget

Ref	Directorate	Unit	Position Title	Dare Agreed	End Date	Funding Source	Specific funding Source
19	Development, Enterprise and Environment	Skills and Employment	Senior Business Engagement Officers	01/11/2019	01/11/2022	Combination	Apprenticeships Programme Budget
20	Development, Enterprise and Environment	Planning	Communications Officer	01/10/2019	31/03/2021	GLA	Planning Reserves
21	Development, Enterprise and Environment	Environment	Principal Policy and Programme Officer	01/11/2019	30/04/2021	Combination	Thames Water/ Drinking Water Fountains Programme
22	Housing and Land	Strategic Projects and Property	Small Sites Programme Officer	01/08/2019	31/08/2021	GLA	Small Sites revenue budget
23	Housing and Land	Housing Programmes and Services	Project Officer (Private Rented Sector)	01/11/2019	01/08/2021	Externally funded	Rogue Landlord Enforcement Funding
24	Housing and Land	Housing Programmes and Services	Senior Policy and Project Officer (Rough Sleeping and Migration)	01/11/2019	31/05/2021	Externally funded	Government's Controlling Migration Fund
25	Housing and Land	Housing Programmes and Services	Project Officer (Rough Sleeping)	01/11/2019	31/05/2021	Externally funded	Government's Controlling Migration Fund
26	Housing and Land	Housing Programmes and Services	Senior Project Officer (Community Led Housing)	01/11/2019	01/08/2021	Externally funded	Community Housing Fund

Ref	Directorate	Unit	Position Title	Dare Agreed	End Date	Funding Source	Specific funding Source
27	Strategy and Communications	Strategy and Communications	Executive Director Strategy and Communication	01/10/2019	31/03/2021	GLA	Chief Officer Transformation Fund
28	Strategy and Communications	Strategy and Communications	Senior Executive Support Officer	01/10/2019	31/03/2021	GLA	Chief Officer Transformation Fund

Regrade outcomes since the new job evaluation panel and business case

At the April 2019 GLA Oversight Committee meeting, the Chief Officer outlined proposals for strengthening the GLA's approach to job evaluations and recommended:

- Consideration of the introduction of a business case for regrades of existing posts. This would require the incumbent post holders to undergo an objective assessment to evidence that the key accountabilities of the regraded role were being fulfilled.
- Consideration of a multi-disciplinary panel for all job descriptions which require evaluation (both new job descriptions and requested regrades of existing job descriptions). These panels would be composed of trained evaluators: from the business, Unison and HR, and would be chaired by a member of the Senior Management Team (SMT)

The Committee endorsed these recommendations and a further report was brought back to the July 2019 GLA Oversight Committee meeting, which outlined further detail on the composition and operation of the evaluation panels. It was agreed that regrades would be reported to the Committee retrospectively every six months as part of the regular Workforce Report, with associated costs. As a proxy and in order to maintain salary confidentiality we have set out the costs in relation to the mid-point of the old and the new grade.

The multi-disciplinary job evaluation panels, and the requirement for a business case for regrades of existing posts, have been in operation since 25 September 2019, and no regrades have been agreed under the new strengthened approach for the period of this workforce report (31 March 2019- 30 September 2019).

However, as per our commitment to transparency we have outlined below the regrades which have been agreed and the outcome since this new approach has been in operation (25 September- 12 November 2019). These will come forward again in the next workforce report together with any additional regrades.

Directorate	Unit	Previous post title	New post title if changed	Previous grade	New grade	Date Agreed	Cost impact *
DEE	Transport	Senior GIS Officer	N/A	6	7	22/10/19	6,655
DEE	Transport	Senior Policy Officer	N/A	8	10	22/10/19	10,478
DEE	Skills and Employment	Skills Funding Policy Manager	N/A	10	11	22/10/19	3,877
DEE	Skills and Employment	Skills Funding Systems Manager	N/A	10	11	22/10/19	3,877
Chief Officer	HR & OD	Systems Information Officer	N/A	8	9	06/11/19	4,766
Mayor's Office	Mayoral Support Team	Mayoral Research and Support Officer	Advisor Research & Stakeholder Relations	7	9	12/11/19	9,071

*Please note that the cost impact is calculated based on the difference between the mid-point of the previous grade and the mid-point of the new grade.

GLA Workforce Report

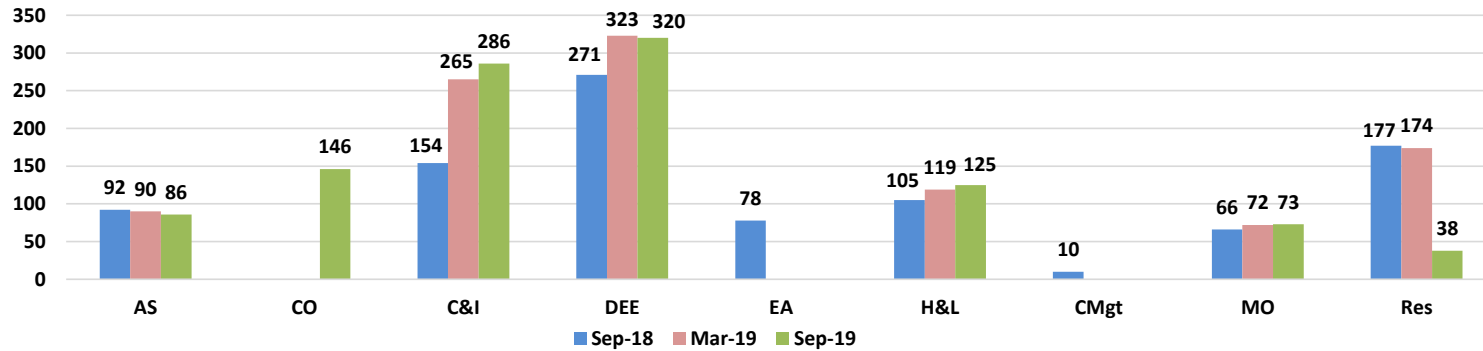
**A digest of employment data and statistics for six months
ending 30 September 2019**

GLA Workforce Report Key

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

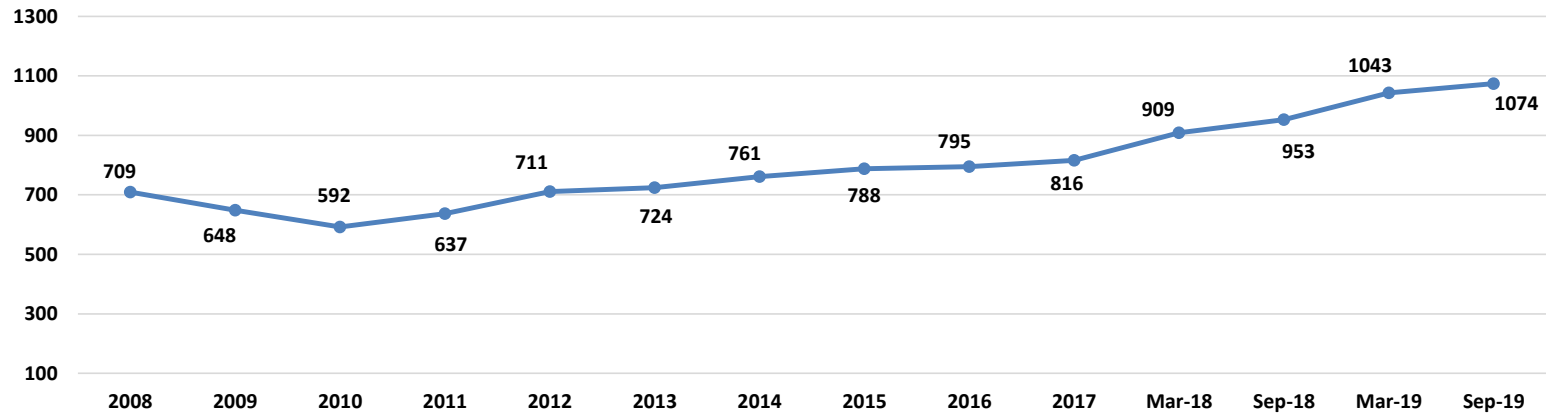
Staffing profile

Staffing profile by directorate 2019*



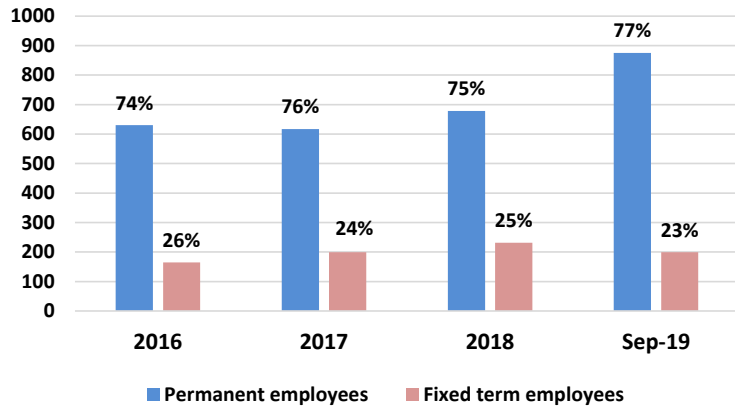
*This chart reflects the structure changes showing both Corporate Management and External Affairs and C&I as separate Directorates for September 2018 and then the newly formed CO directorate at September 2019

GLA staff 2008 to 2019*

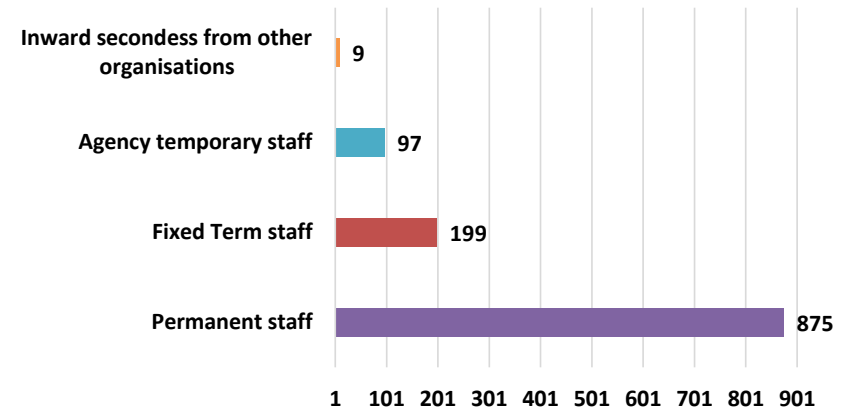


Establishment and Headcount profile

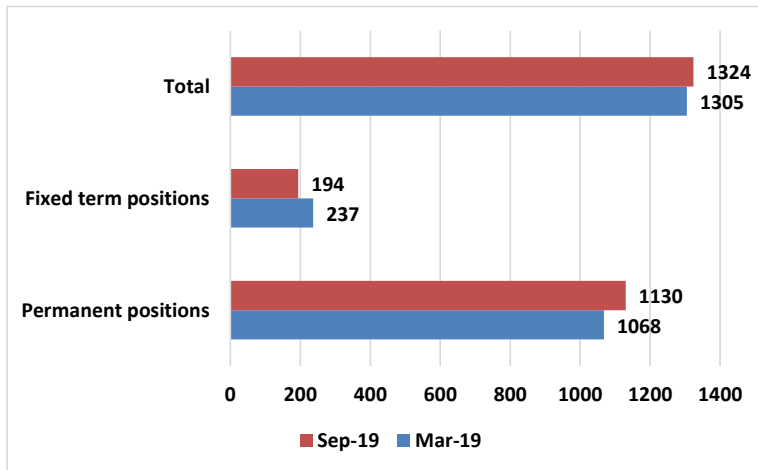
Staffing profile (Headcount) by contract type 2016 to 2019 with numbers and % breakdown



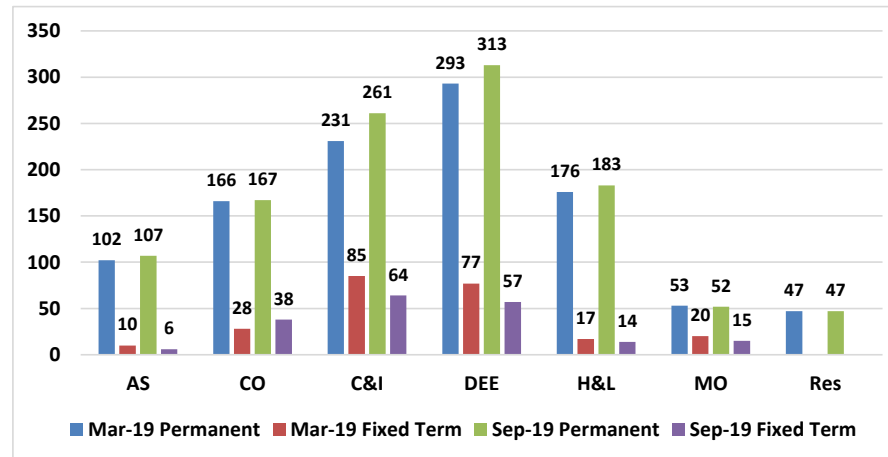
Staff (Headcount) by contract type September 2019



Position profile by type March 2019 and September 2019

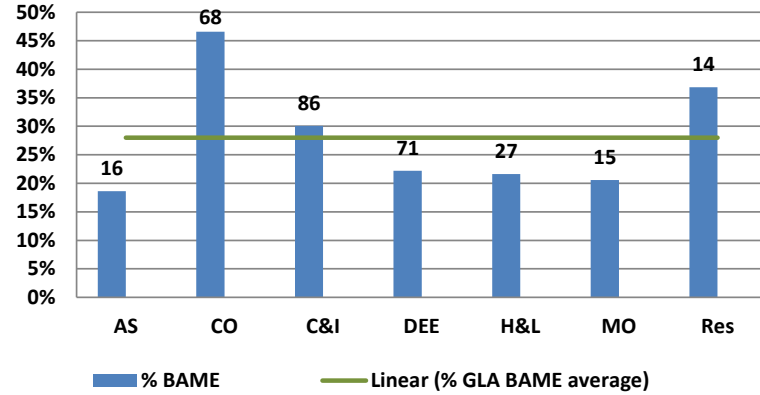


Position profile fixed term and permanent by directorate - March 2019 and September 2019

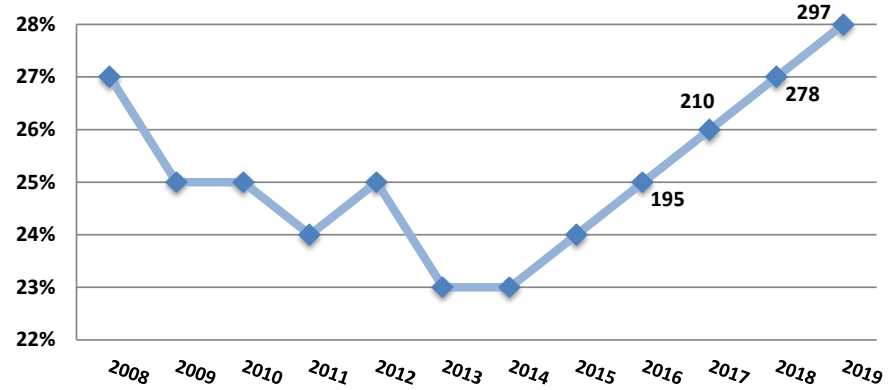


BAME workforce analysis

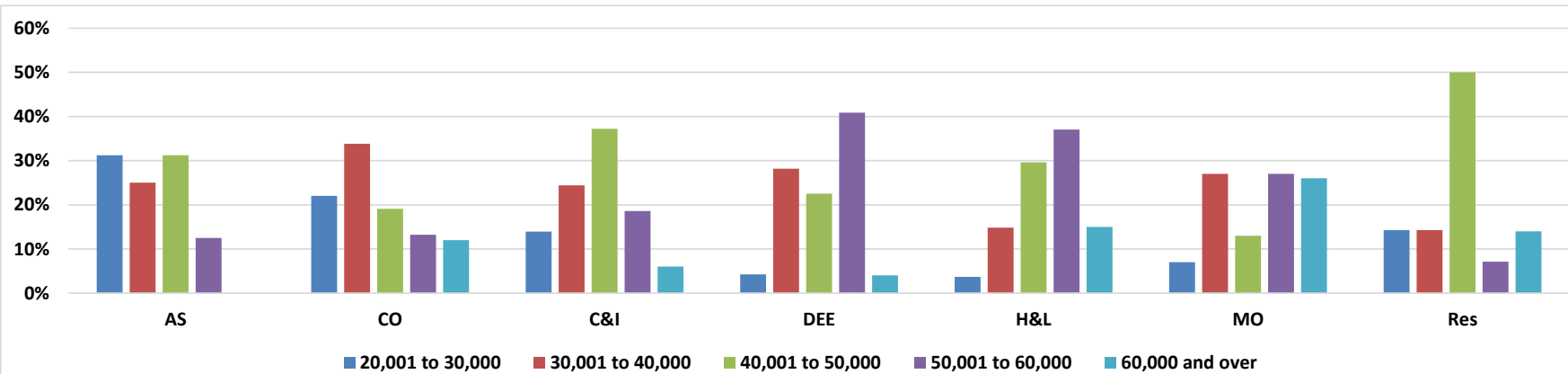
BAME staff by directorate (% and number)



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

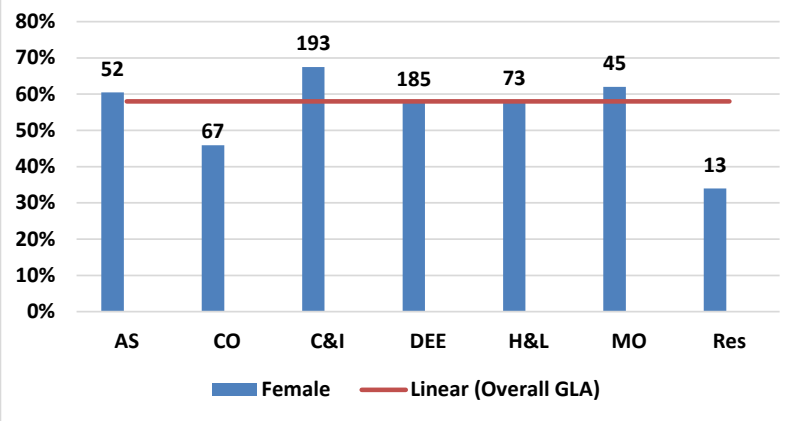


BAME staff by directorate and salary

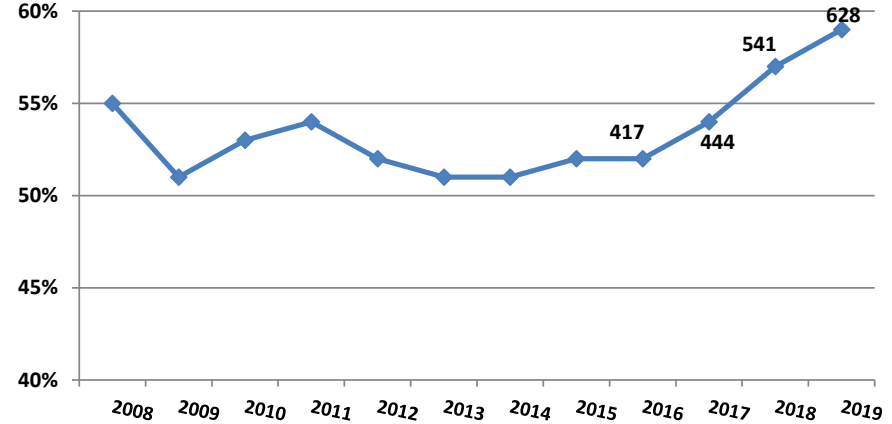


Gender workforce analysis

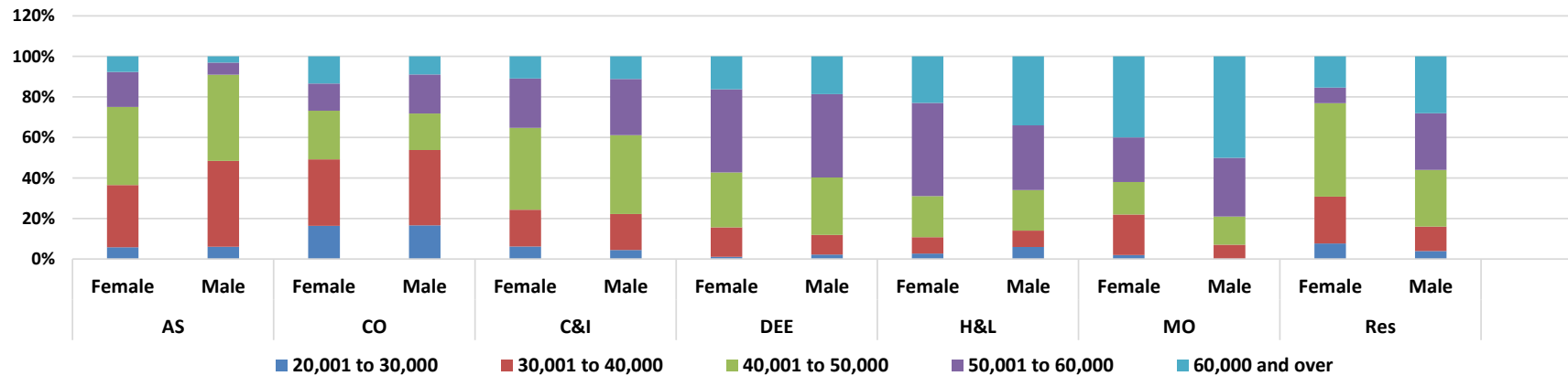
Female staff by directorate (% and number) with Overall GLA trendline



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

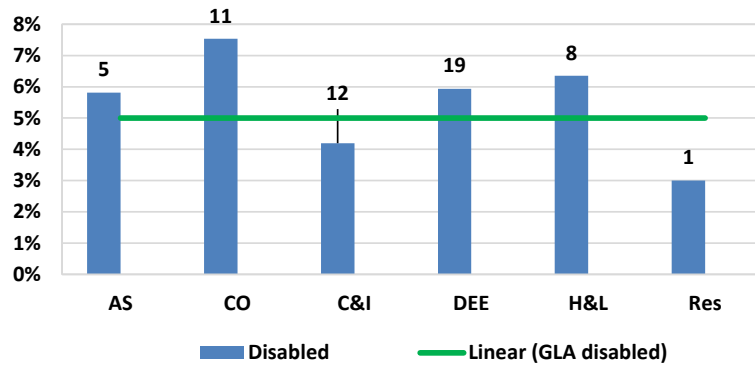


Staff by gender, directorate and salary

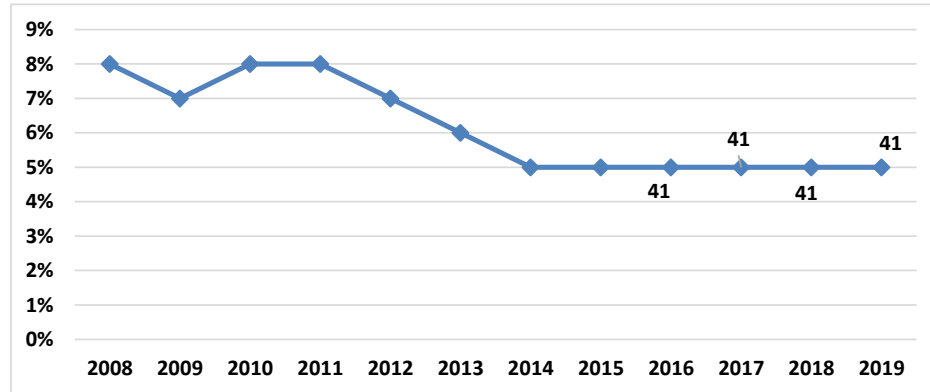


Disability analysis

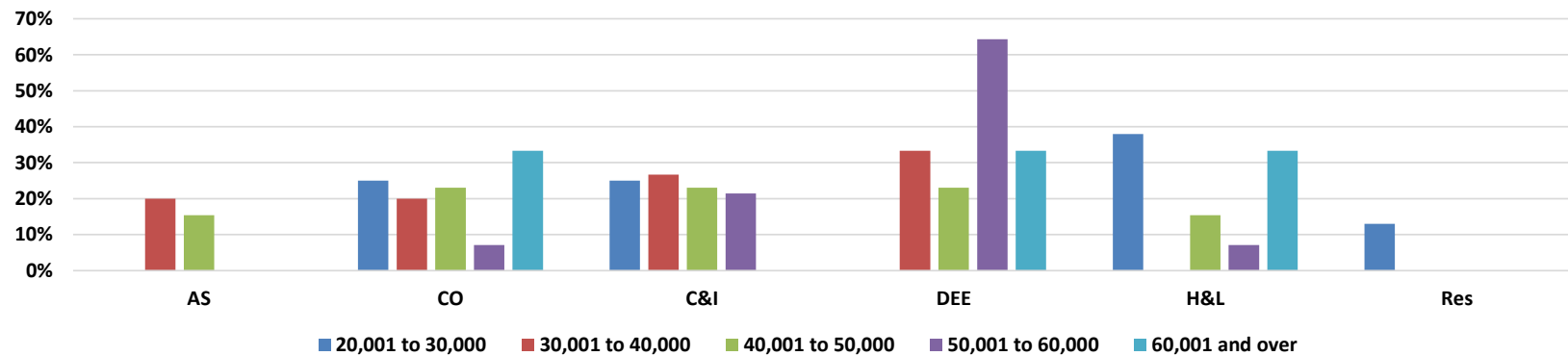
Disabled staff by directorate (% and number)



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

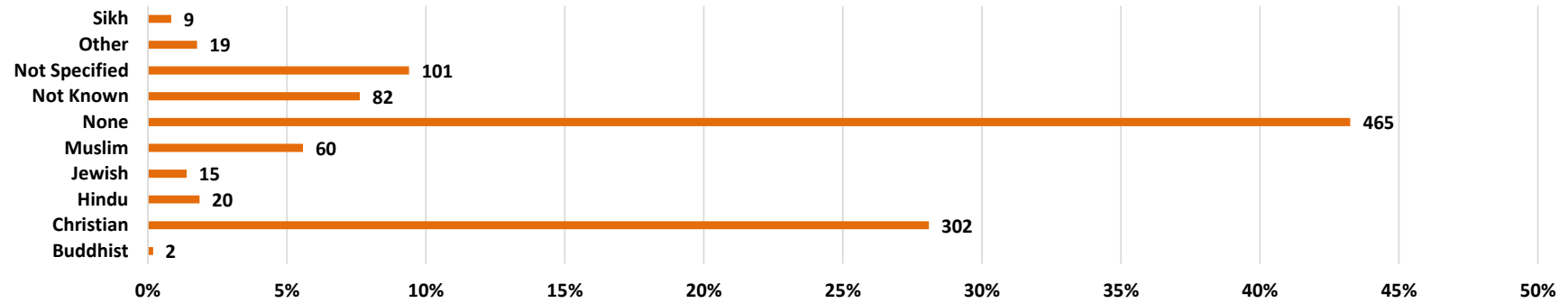


Staff by disability, directorate and salary

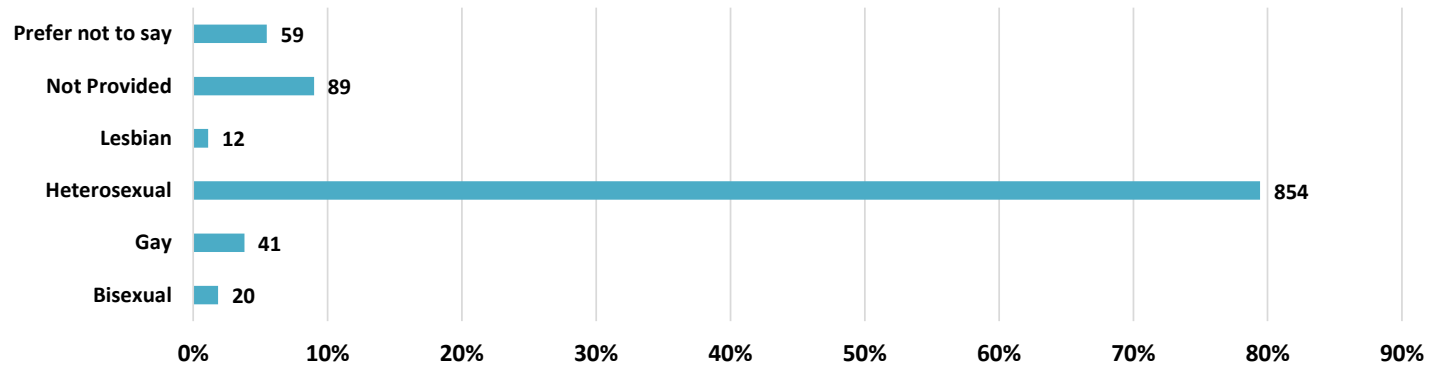


Faith and Sexual Orientation

Overall faith (% and numbers)

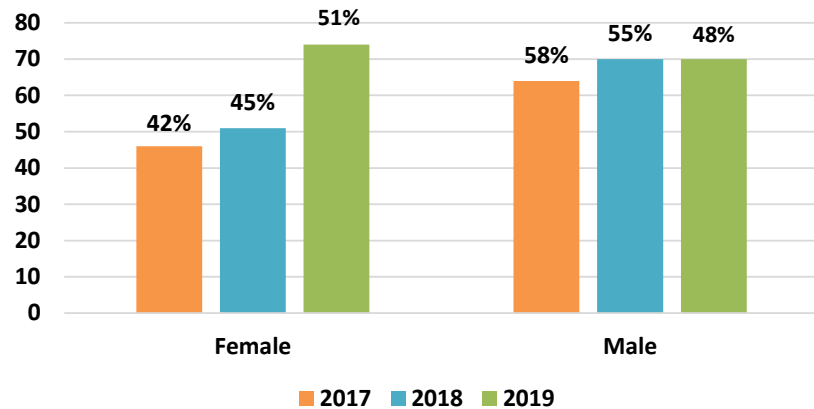


Overall sexual orientation (% and numbers)

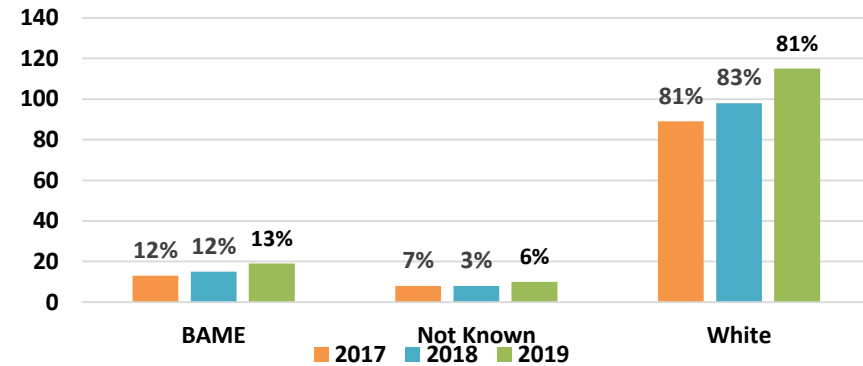


Senior staff (£70,241 - Grade 12 and above)

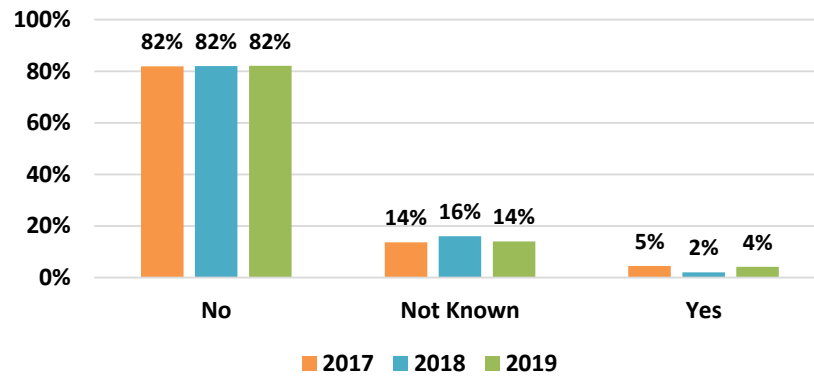
Senior staff by gender 2017 to 2019



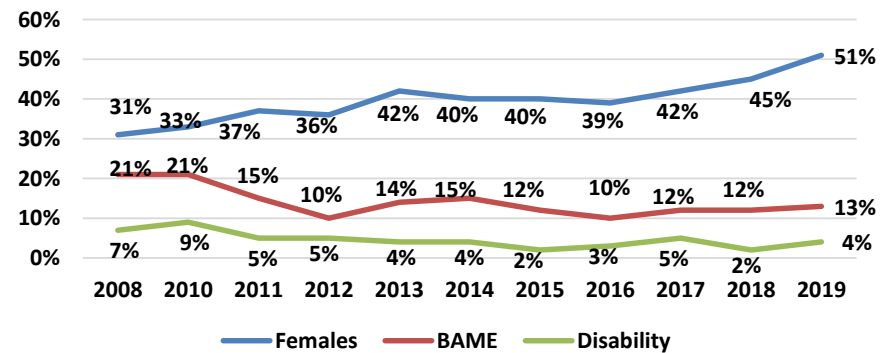
Senior staff by Ethnicity 2017 and 2019



Senior staff by disability 2017 and 2019

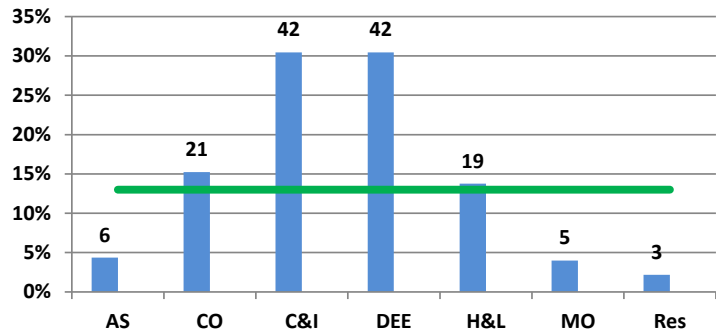


Senior staff 2008 to 2019

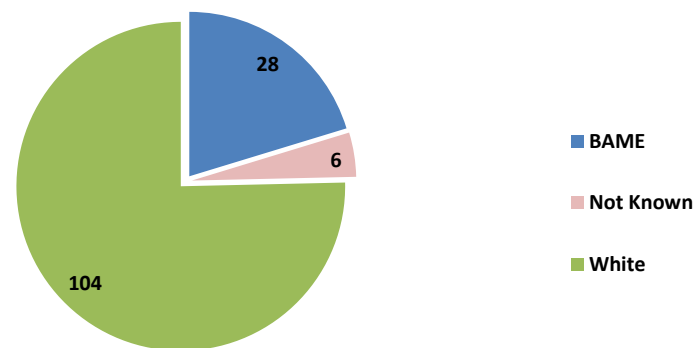


Part time* staff analysis (*staff who work less than 37 hours per week)

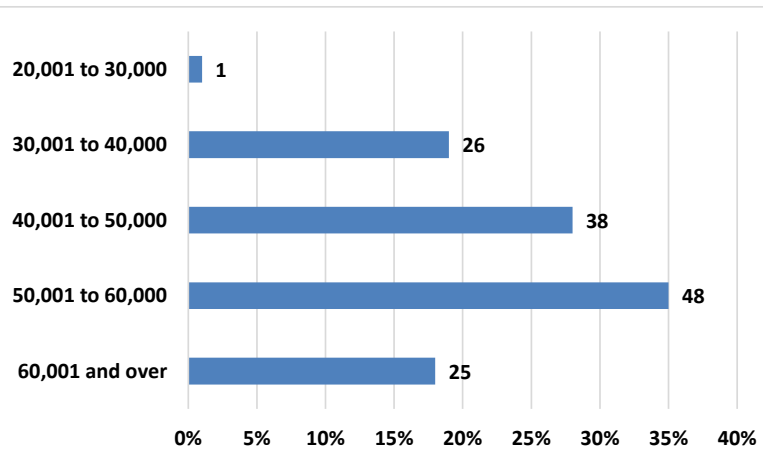
Part time staff by Directorate % and number



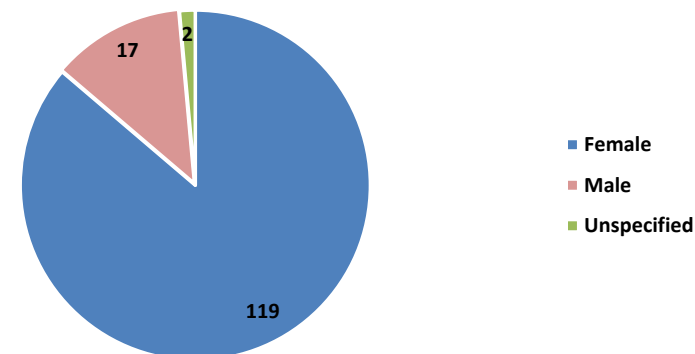
Part time staff by ethnicity % and number



Part time staff by salary band % and number

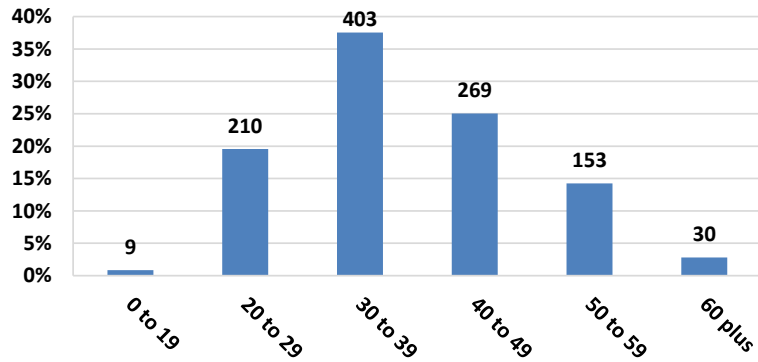


Part time staff by gender % and number



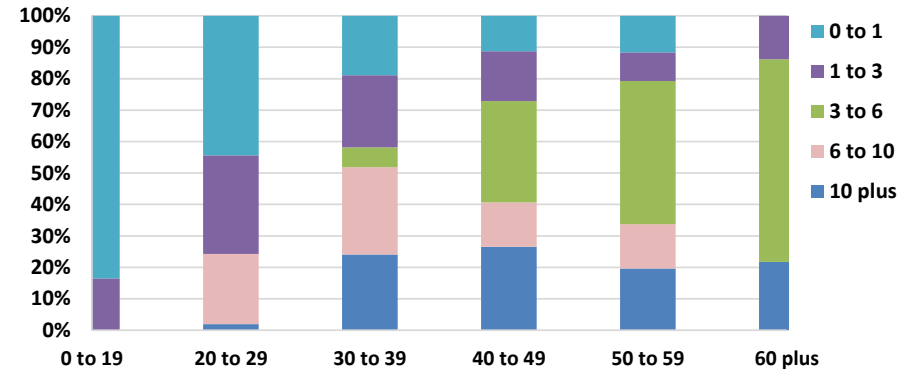
Age analysis

Staff breakdown by age (% and number)*

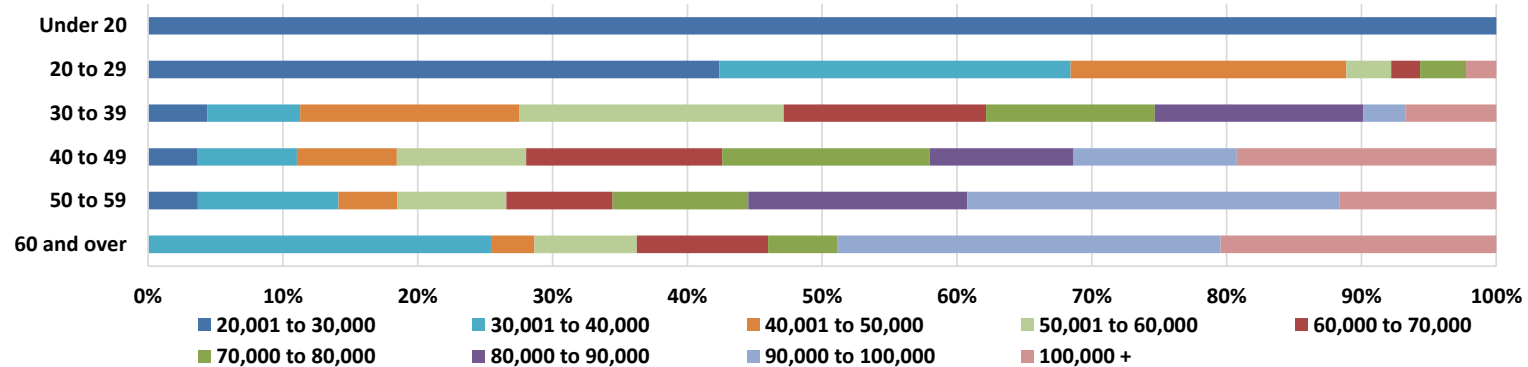


*GLA average age is 39 years

Staff length of service by age band

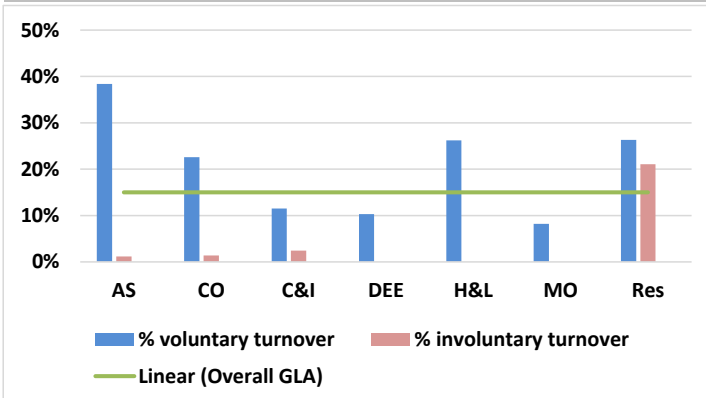


Salary breakdown by age (% and number)



Turnover - overview

Turnover by Directorate



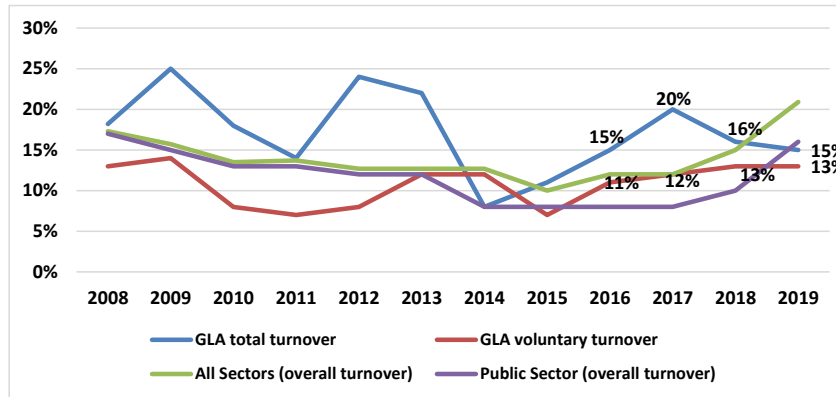
Reasons for leaving

Reason	Number	%
Resignation	125	80%
Retirement	2	1%
Voluntary Redundancy	8	5%
End of Fixed Term Contract	18	11%
Dismissal	2	1%
Compulsory Redundancy	2	1%
Total	157	

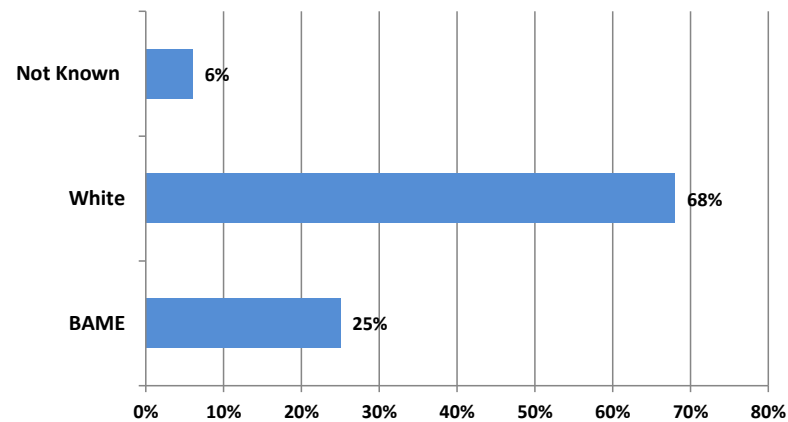
Table key

Voluntary turnover
 Involuntary turnover

Turnover benchmarking

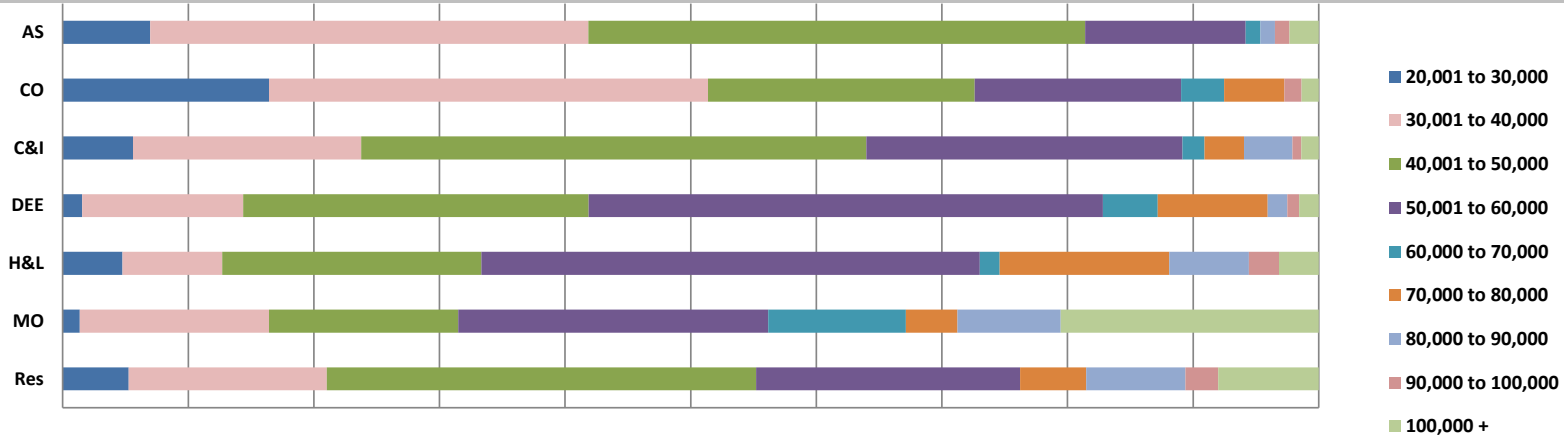


Leavers by ethnicity

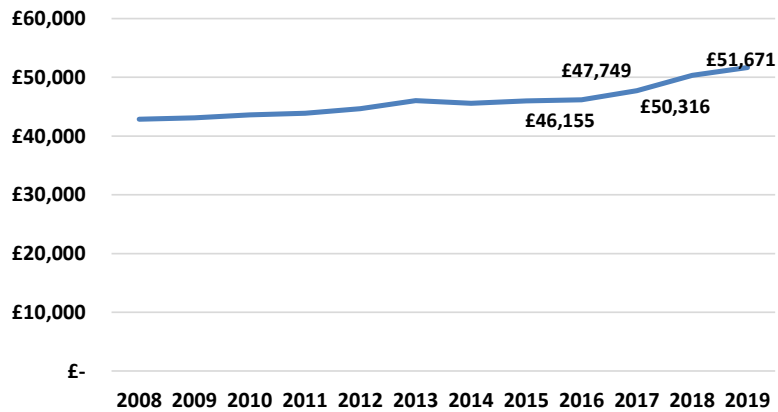


Salary profile

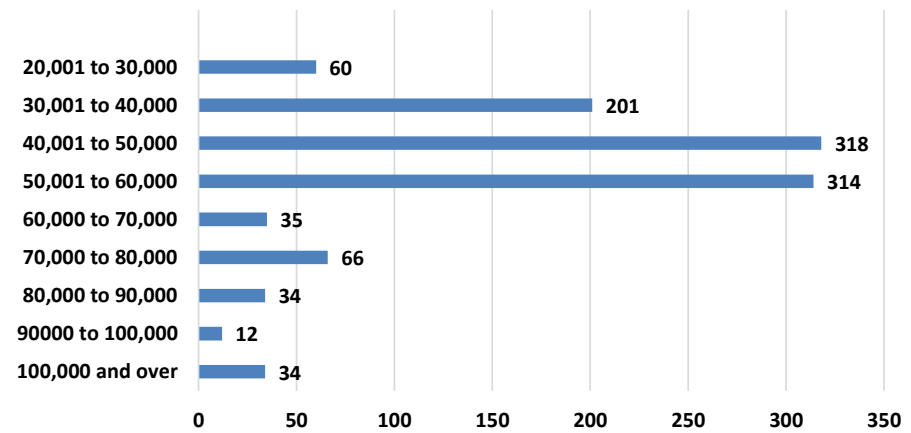
Salary breakdown by Directorate



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

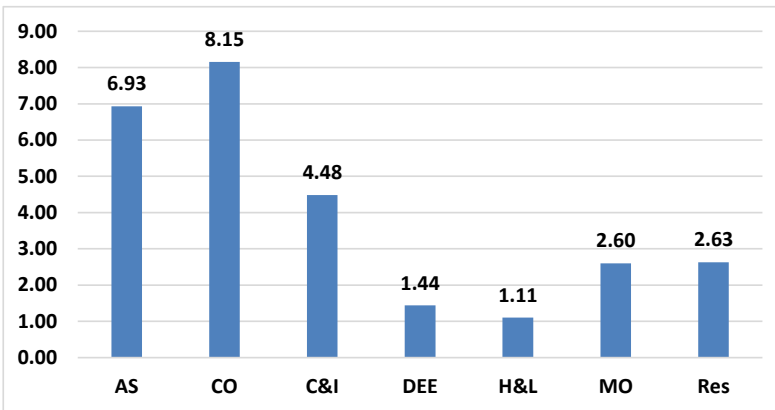


Number of staff by salary band

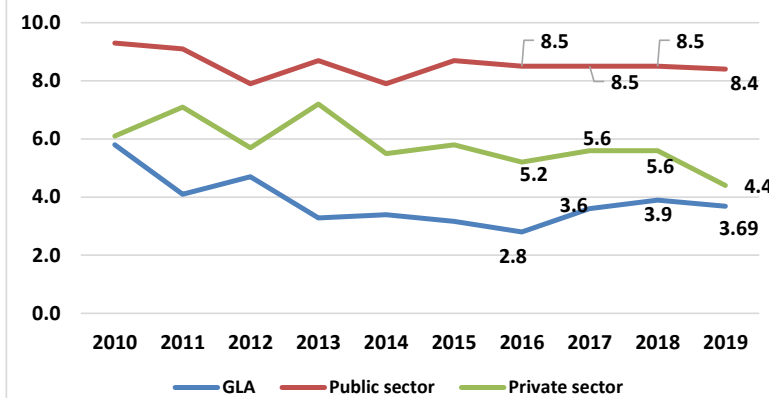


Sickness

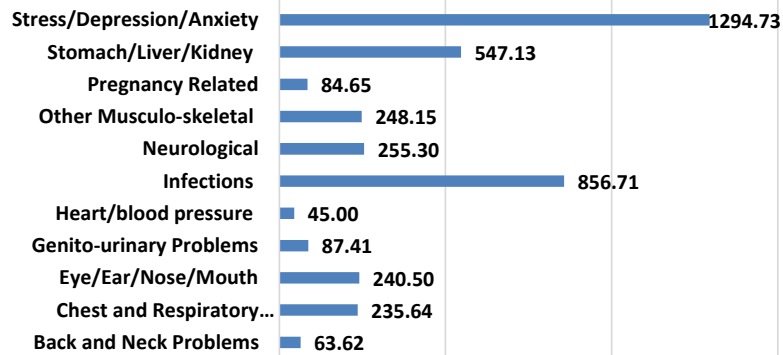
Average days taken by Directorate



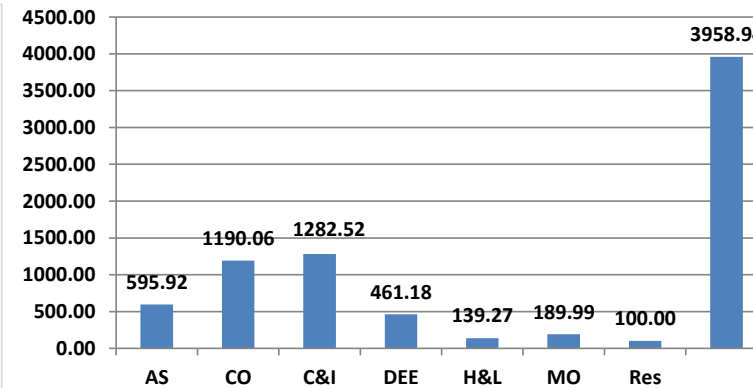
Average days taken 2010 to 2019 with benchmarking (% plotted on graph and staff number shown for 2016-2019)



Days taken by Reason

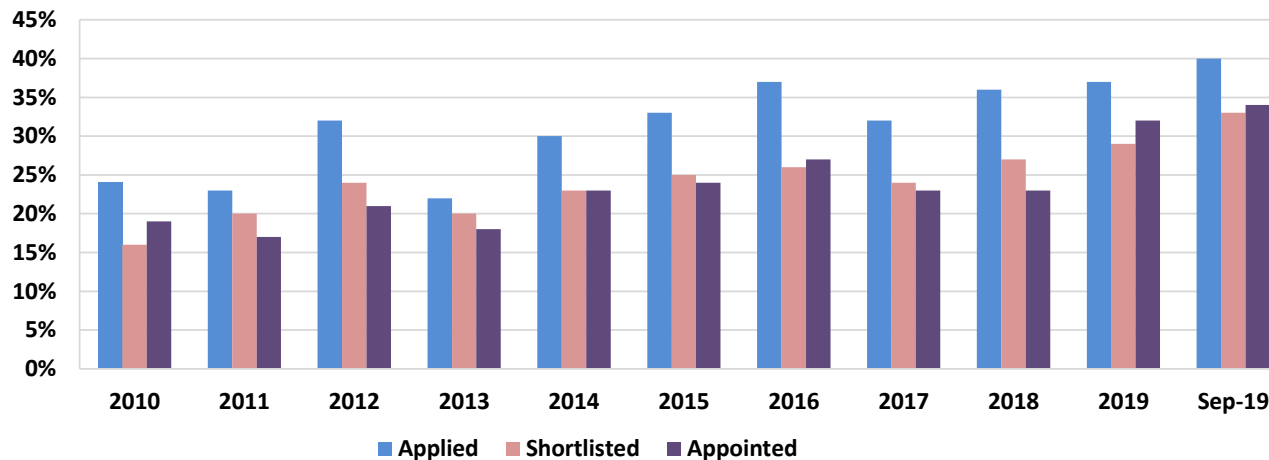


Total days taken by Directorate for year ending Sept 2019

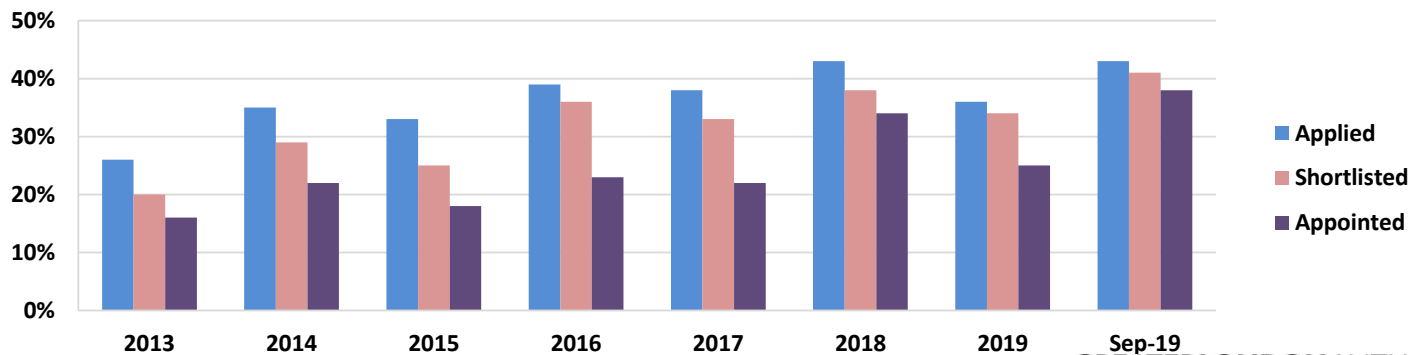


Recruitment - BAME staff

External Recruitment

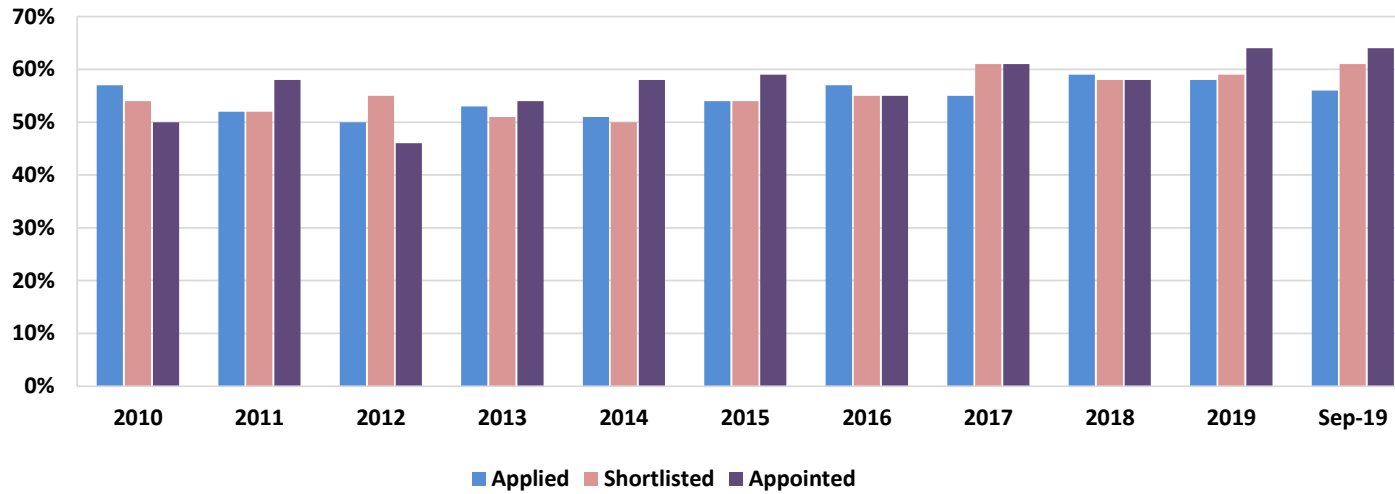


Internal Recruitment

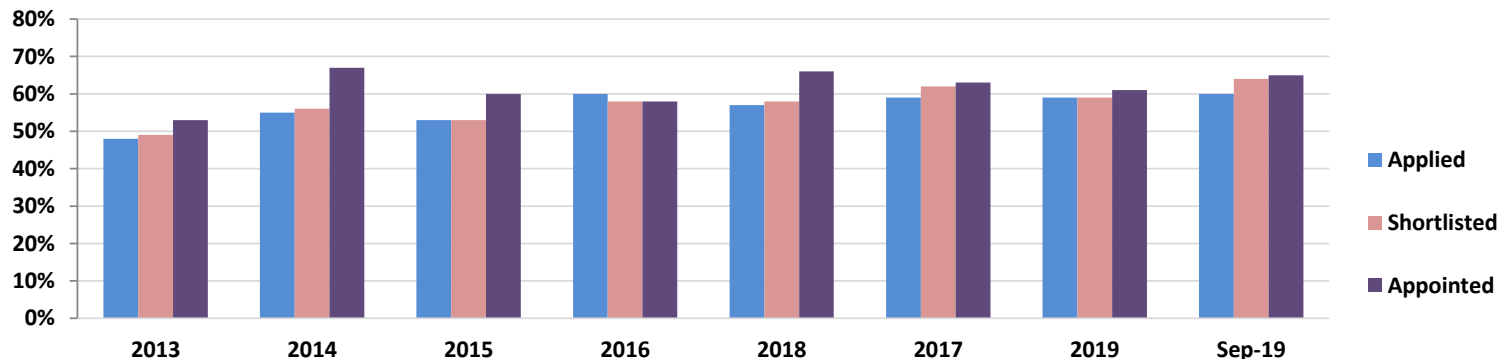


Recruitment - female staff

External Recruitment

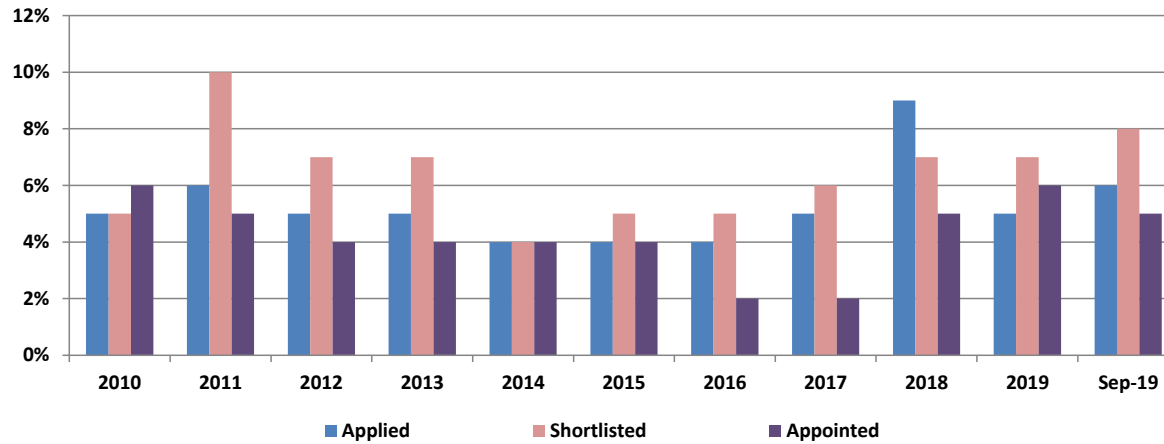


Internal Recruitment

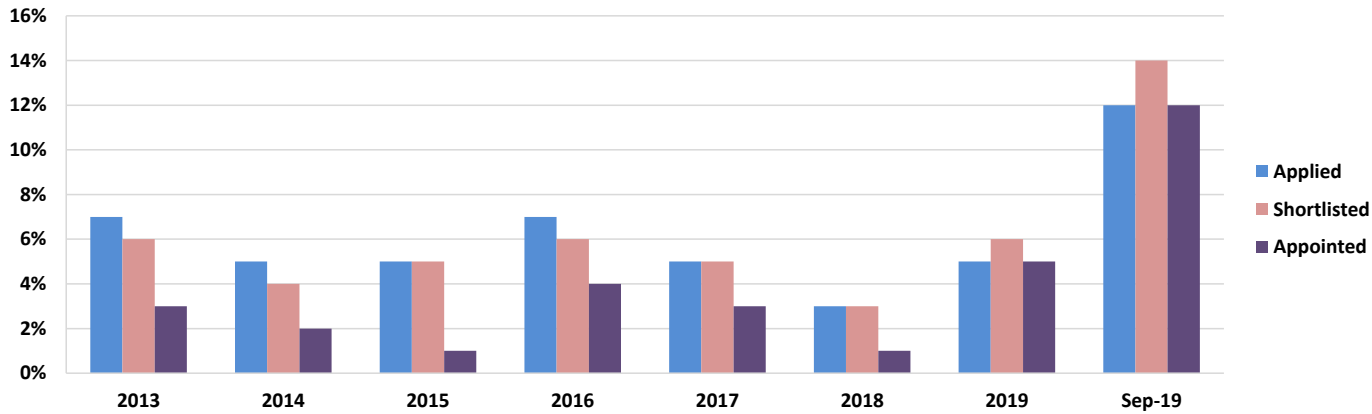


Recruitment - disabled staff

External Recruitment

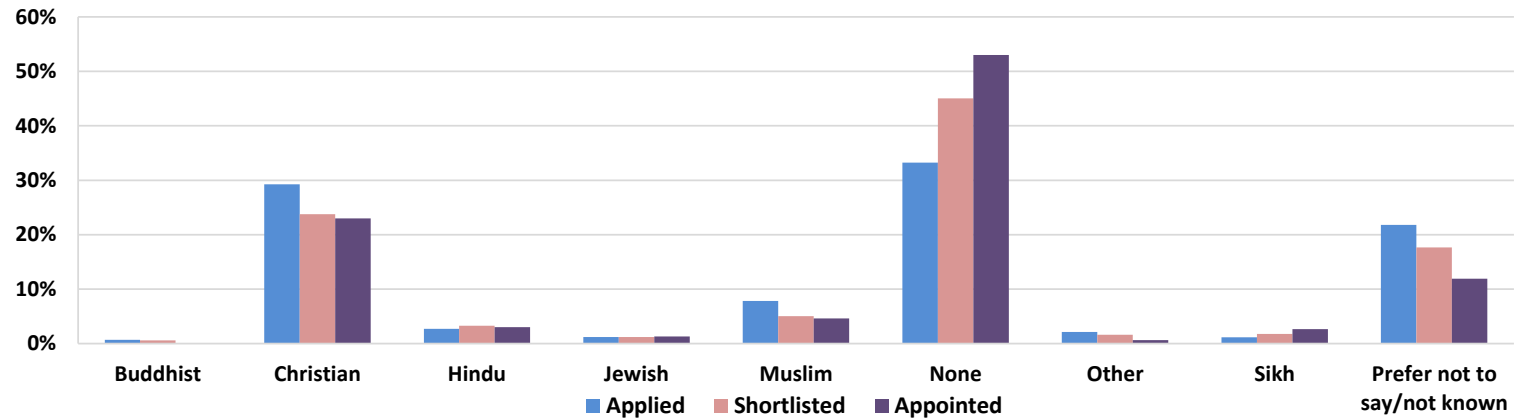


Internal Recruitment

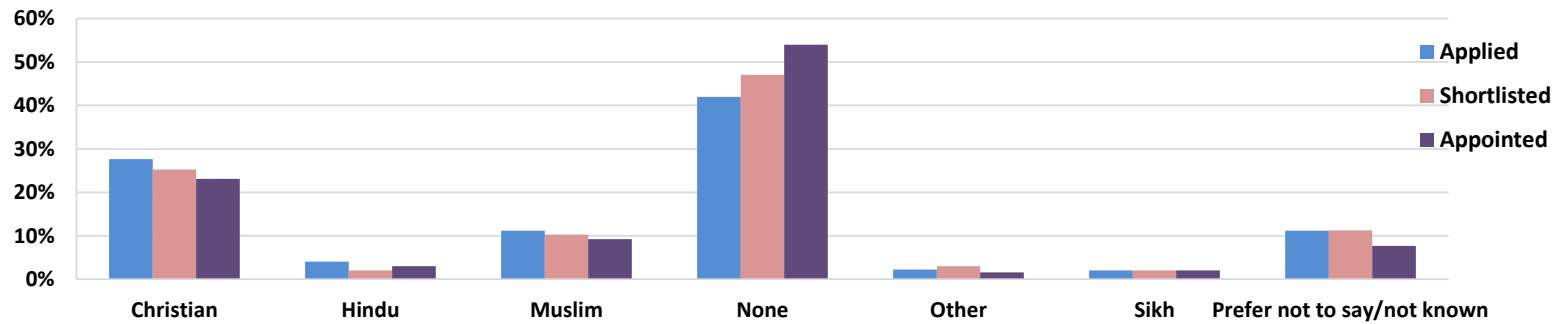


Recruitment - Faith

External Recruitment

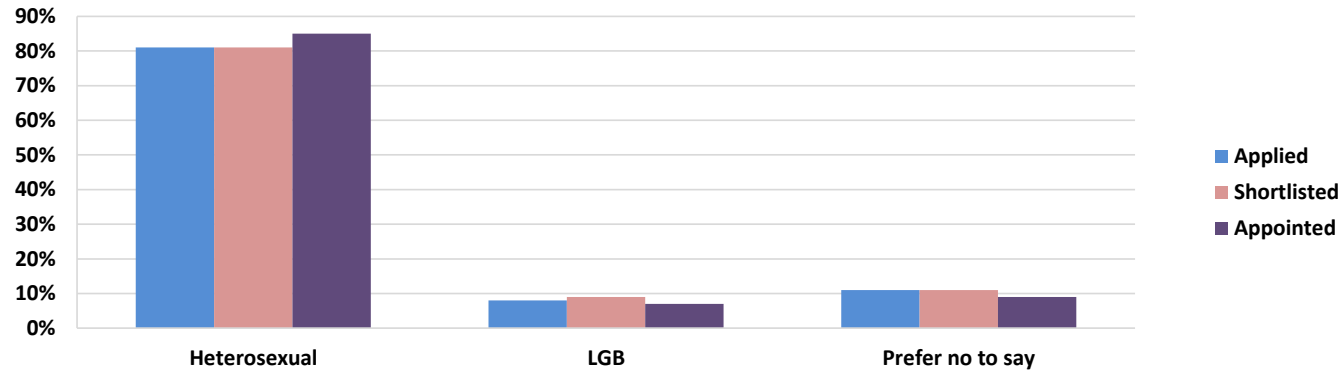


Internal Recruitment

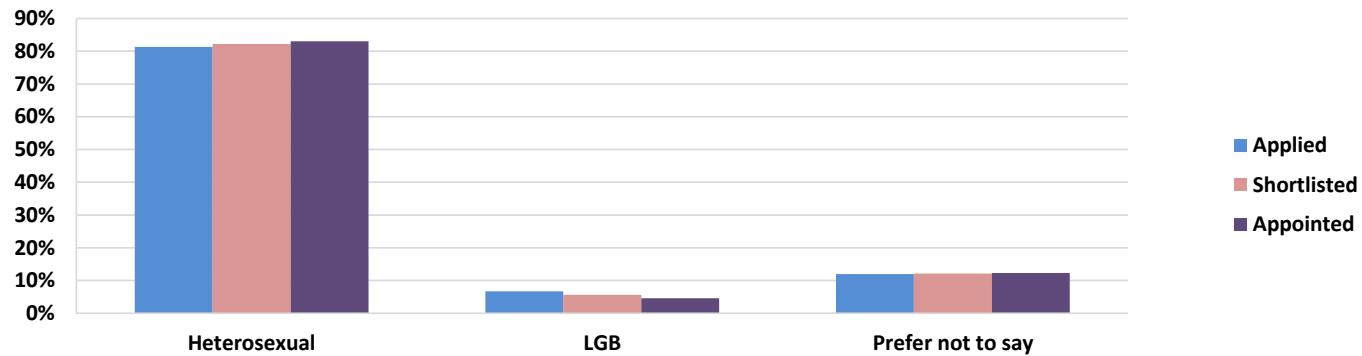


Recruitment - Sexual orientation

External Recruitment

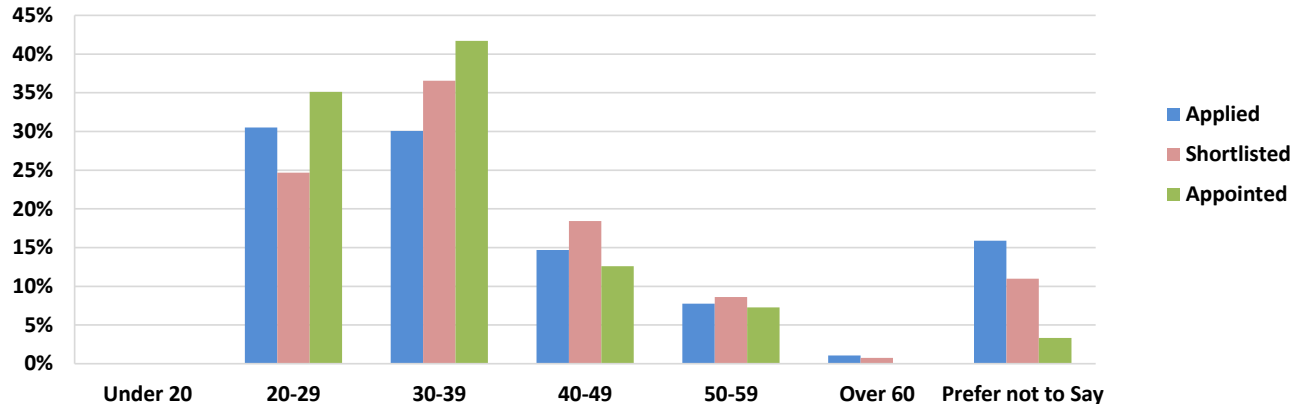


Internal Recruitment

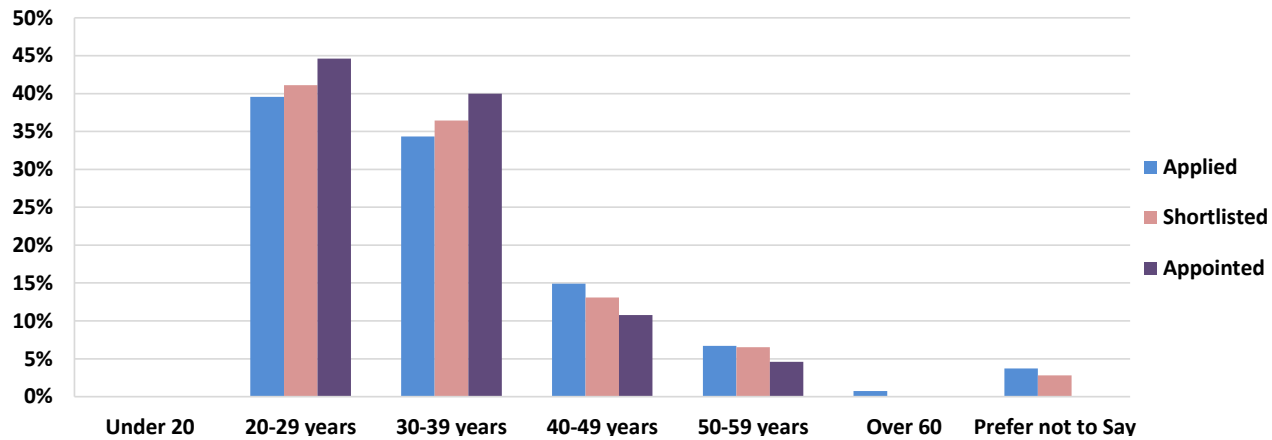


Recruitment - Age

External Recruitment



Internal Recruitment



Honorarium and acting up payments

Honorarium and acting up payments by Ethnicity

	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19	Additional Payments for year ending 30/09/19
BAME	17%	18%	21%
White	79%	73%	69%
Not Known	4%	9%	10%

Honorarium and acting up payments by Disability

Disability	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19	Additional Payments for year ending 30/09/19
Disabled	2%	6%	5%
Not disabled	86%	82%	78%
Not stated	11%	13%	17%

Honorarium and acting up payments by Gender

Gender	Additional Payments for year ending 31/03/18	Additional Payments for year ending 31/03/19	Additional Payments for year ending 30/09/19
Female	50%	62%	62%
Male	50%	38%	38%

Recognition payments *

Recognition by Ethnicity

Ethnicity	Recognition Payments for year ending 30/09/19
BAME	27%
White	66%
Not Known	7%

Recognition payments by Gender

Gender	Recognition Payments for year ending 30/09/19
Female	61%
Male	39%

Recognition payments by Disability

Disability	Recognition Payments for year ending 30/09/19
Disabled	2%
Not disabled	77%
Not stated	20%

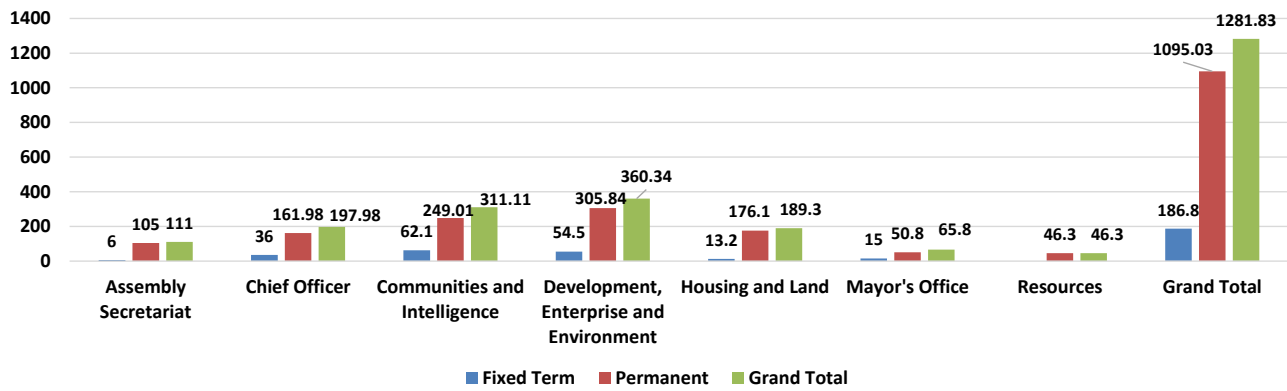
	Overall	Female	Male
Mean Average	£ 1,193.00	£ 1,030.62	£ 750.00
Median Average	£ 1,000.00	£ 1,450.85	£ 1,000.00

* These are payments made between 01/10/18 and 30/09/19

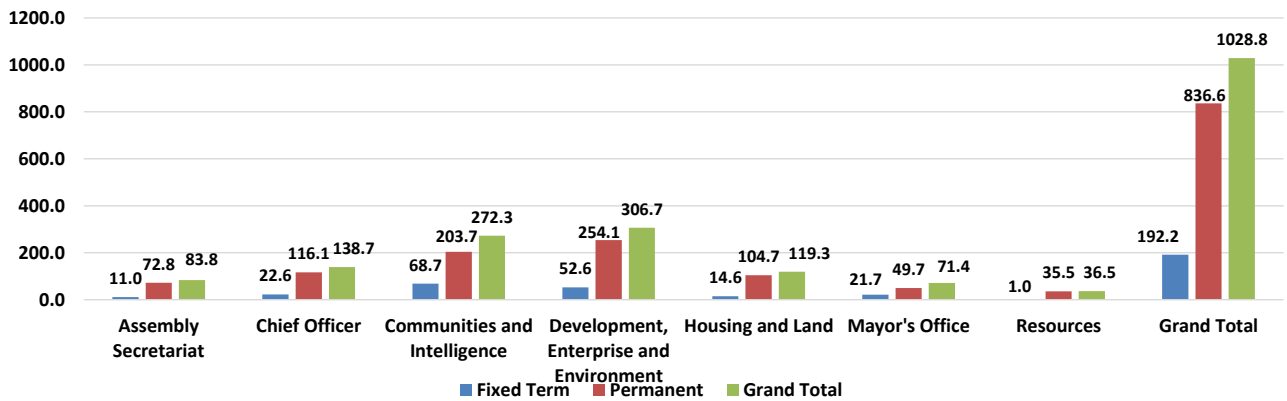
GREATER LONDON AUTHORITY

Staffing profile

Position FTE by Directorate

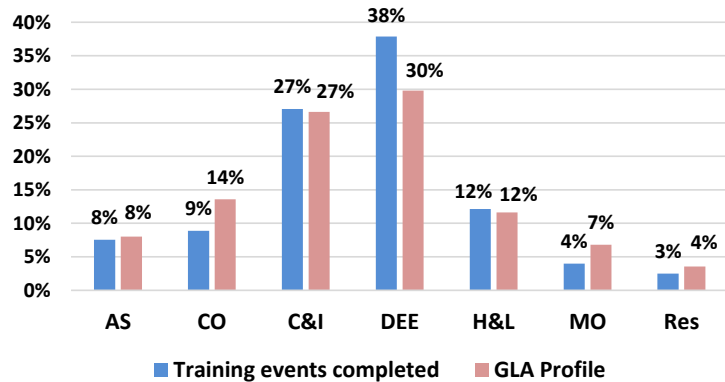


Headcount fte by Directorate

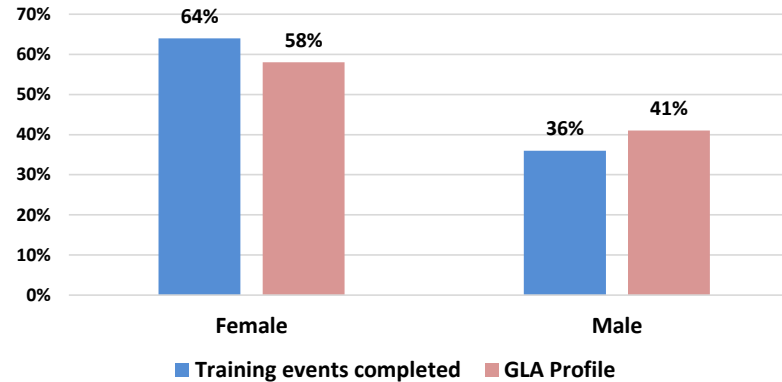


Learning analysis

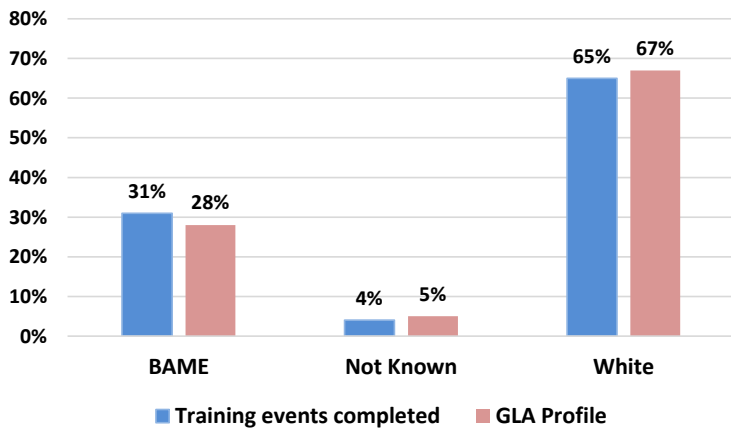
Training events completed year ending September 2019



Training events completed by gender



Training events completed by ethnicity



Training events completed by disability

