

Subject: Workforce Report	
Report to: GLA Oversight Committee	
Report of: Chief Officer	Date: 13 January 2021
This report will be considered in public	

1. Summary

- 1.1 This is the workforce report update for the six-month period ending 30 September 2020.

2. Recommendation

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

3. Background

- 3.1 This report covers the six months ending 30 September 2020 and is supported by the slides set out in **Appendix 1**.
- 3.2 This covering report provides the headlines from the in-depth data report which covers key workforce dimensions: workforce numbers – established posts and headcount; salary breakdown; staffing demographic profile; recruitment; learning and development; diversity and inclusion and our response to the COVID-19 pandemic in relation to supporting the GLA workforce.
- 3.3 The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development (CIPD) Health and Well-Being Survey 2020, Xpert HR Labour Turnover Rates 2019, and the Office of National Statistics (ONS) Annual Population Survey January – December 2019.
- 3.4 In accordance with Section 6 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation details of all fixed term posts created in the period 1 April 2020 to 30 September 2020 are shown in **Appendix 2**. The Chief Officer has approved the creation of 25 fixed term posts in this period. All posts have an identified funding source.
- 3.5 The Chief Officer has approved the re-evaluation of 12 existing posts in the six months from 1 April 2020 to 30 September 2020. The details of these posts are set out in **Appendix 3**.

Definitions

3.6 Throughout this cover report and Appendix 1 we refer to posts, headcount and full time equivalent (FTE). Within the GLA we use the following definitions when reporting on and describing our workforce:

- **Posts** – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full time equivalent terms (FTE). Posts may be fixed term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment). They may also be occupied by an inward secondee from another organisation.
- **Headcount** – headcount records the employees either as actual numbers (a count of the number of employees) or in full time equivalent terms, reflecting the number of hours that they work. An employee might be fixed term; i.e. with a defined end date of their contract, or permanent with no defined end date.
- **Full Time Equivalent (FTE)** – records the proportion of the standard full time working week that a post is established for, or that the individual occupant works for. For example, a post required for only half of the standard working week would be the equivalent of 0.5 FTE.

4. Headlines

4.1 The main data and accompanying analysis to this report are included within the slides at **Appendix 1**.

- **Establishment (Slide 4):** The Chief Officer continues to manage the creation and deletion of posts through the Establishment Control Meetings. The number of full-time equivalent posts has increased from **1290 FTE** at 31 March 2020 to **1318 FTE** at 30 September 2020.
- **Permanent v Fixed Term Positions (Slide 6):** As has been reported to this committee, the Chief Officer has taken action in both 2019/20 and then again in the 2020/21 to convert fixed term posts to permanent if they met relevant criteria. Fixed term posts now make up 14% of all posts in the GLA; **180.7 FTE as a proportion of the total of 1318 FTE positions**. Approvals for the creation of fixed term positions are only given where the work is truly fixed term in nature.
- **Building a diverse and inclusive workforce:**
 - **Increasing BAME diversity in the GLA:** The **BAME workforce population (Slide 17)** in the GLA now stands at 29% which is marginally down on the reported 30% at the end of March 2020. This is still lower than the economically active population of London which stands at 36%. In consultation with the GLA's Race Equity Network for staff, the GLA has agreed an ambitious aspiration to have a workforce representative of the working age population which stands at 39.3% within five years. Given the spotlight on the issues of structural racism and discrimination faced by Black citizens and staff we have again included a table showing the disaggregated data of our profile of workers against specific ethnic minority groups compared to the London profile (Slide 20). This shows we are broadly in line with the Black/Black British economically active population in London and slightly under-represented for Asian staff compared to the economically active population of London.

- **Stonewall Workplace Equality Index:** A significant improvement was made this year in the GLA placing on this index; we moved into the top 100 organisations with a ranking of 22 which reflects the sustained work on this agenda over the last period and the excellent work of the LGBTQ+ Staff Network on range of interventions. (Slide 54). The next index will open in 2021 and will be the first assessment against a new and more stretching set of criteria. (Slide 52). The number of LGB¹ external appointments made in this reporting period was 19%, which is positive and the highest recorded since reporting started in 2010.
- **Disability:** There is still much work to do to increase the representation of staff who have disabilities, our current profile has remained at 6% but is still far short of the 12% profile in London. The GLA is piloting the Disability Rights UK Leadership Academy Programme which is designed to support the transition of disabled staff into leadership positions and will be implementing the recommendations made by an independent specialist on how we can improve our approach to workplace adjustments. (Slide 54)
- **Additional Payments:** These are broadly in line with our diversity representation. Additional payments to BAME staff equate to 27% against a staff profile of 29% and for gender 62% of payments were awarded to female staff compared to the profile of 60%. Payments to disabled staff to 30 September 2020 were running at 7% compared to a staff profile of 6%. The range of payments across all staff is fairer since the introduction of a standard tariff and approvals are now made by the Corporate Management team with regular tracking of equality data. (Slide 29)
- **Recruitment and Selection:** Highlights include producing guidance on conducting video interviews, with over 350 video interviews taking place, we have provided support to hiring managers and candidates to support their navigation of the new processes. Additionally, we introduced a streamlined application form to improve the candidate experience, implemented Interview self-bookings for candidates and made improvements to the online shortlisting process for managers. (Slide 32)
- **Learning and Development:** Highlights include a new learning management system to allow staff to access e-learning and new modules on Cyber Security which are particularly important given the impact of COVID on working arrangements for staff. We have also launched a new Smart Working Toolkit which provides learning materials to support remote working, wellbeing, remote team management, and leadership through change and uncertainty. (Slides 41/42)
- **Equality, Diversity and Inclusion:** Following the conclusion of the Inclusive GLA programme, the GLA has launched a series of work areas to promote race equity within the organisation. This includes piloting a 'Let's Talk About Race' session for SMT with BITC, commissioning and launching a bespoke emotional support service for Black and Black Mixed Race staff with Black Thrive, and setting up a Race Equity Action Group through an expression of interest process with staff. The recommendations from the Workforce Integration Network's toolkit for employers have been incorporated in the GLA's Ethnicity Pay Gap action plan. The GLA continues to support Staff Networks and has launched a diversity and inclusion coaching programme for Network Chairs. (Slide 47)

¹ In accordance with best practice, this demographic grouping is defined as LGB (Lesbian, Gay and Bisexual). At one time, LGBT was the accepted best practice acronym, but as T (Transgender) relates to gender identity, rather than sexuality, these categories are now differentiated. Our staff network continues to represent the LBGTQ+ group.

- **COVID-19 - Our response to support the GLA workforce:** The GLA has continued to put measures in place to support staff as they manage the impact of the pandemic. This has included: the provision of financial support to staff to set up home office equipment to keep them working safely; the development of a programme of learning to support mental health; the provision of funding for staff to access flu jabs through a local provider of their choice (as we were unable to run the programme from City Hall as we have done in previous years); we have maintained close and regular contact with UNISON and our staff networks during this time, to be able to respond effectively to issues and concerns as and when they arise.

5. Financial Implications

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

6. Legal Implications

6.1 There are no legal implications as the Committee is only being asked to note this report.

List of appendices to this report:

Appendix 1 – Workforce Report – A digest of employment data and statistics for the period ending 30 September 2020

Appendix 2 – Fixed term positions created in the period 1 April 2020 to 30 September 2020

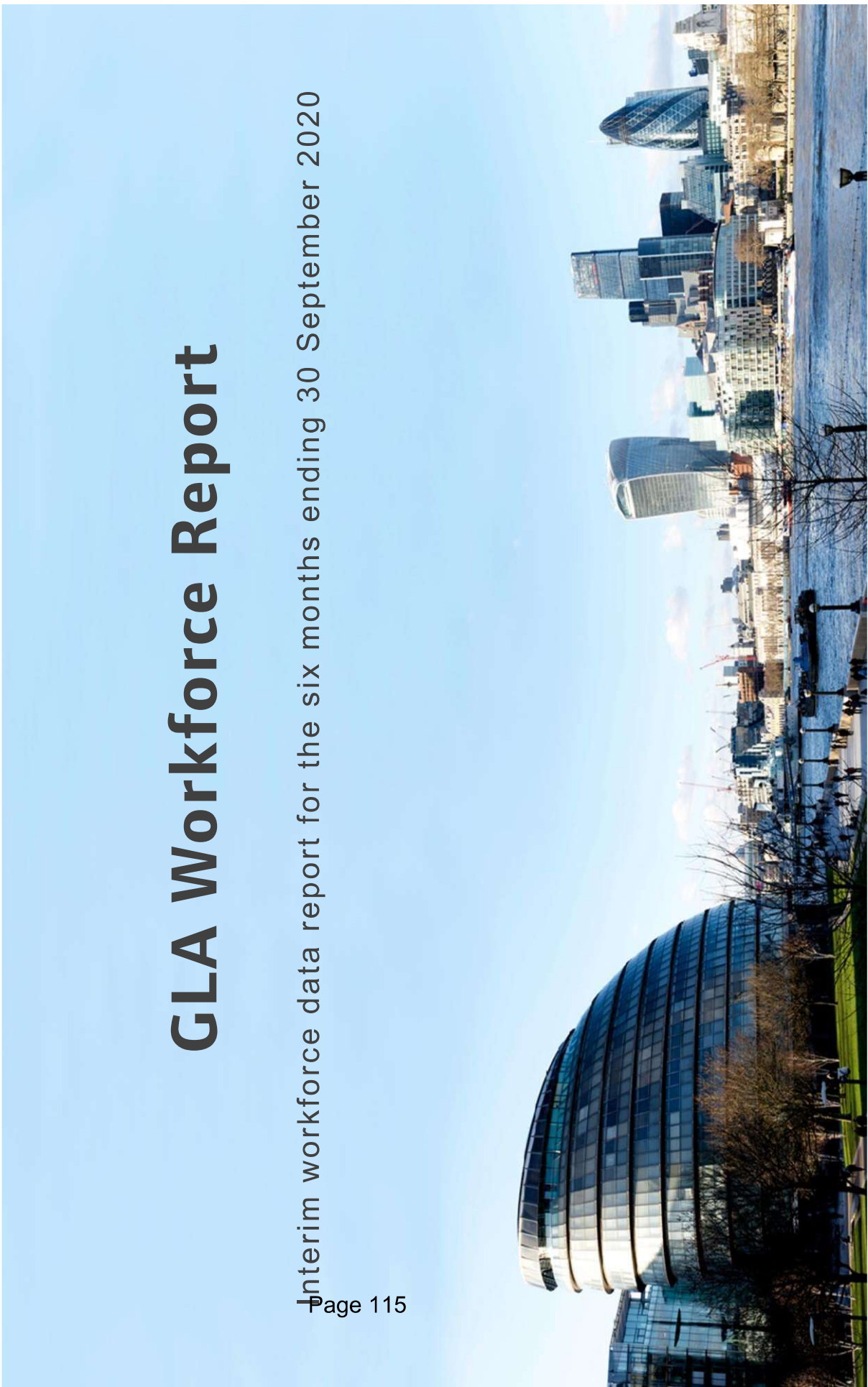
Appendix 3 – Regrading of positions in the six months from 1 April 2020 to 30 September 2020

<p>Local Government (Access to Information) Act 1985</p> <p>List of Background Papers: None</p> <p>Contact Officer: Charmaine De Souza, Assistant Director – Human Resources and Organisational Development</p> <p>Telephone: 020 7983 4194</p> <p>Email: Charmaine.DeSouza@london.gov.uk</p>

MAYOR OF LONDON

GLA Workforce Report

Interim workforce data report for the six months ending 30 September 2020



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Legend

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

Data Sources

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

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

Gender	% of economically active
Male	54%
Female	46%

Disability	% of economically active
Disabled	12%

GLA Establishment (posts) and Headcount (employees)

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

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

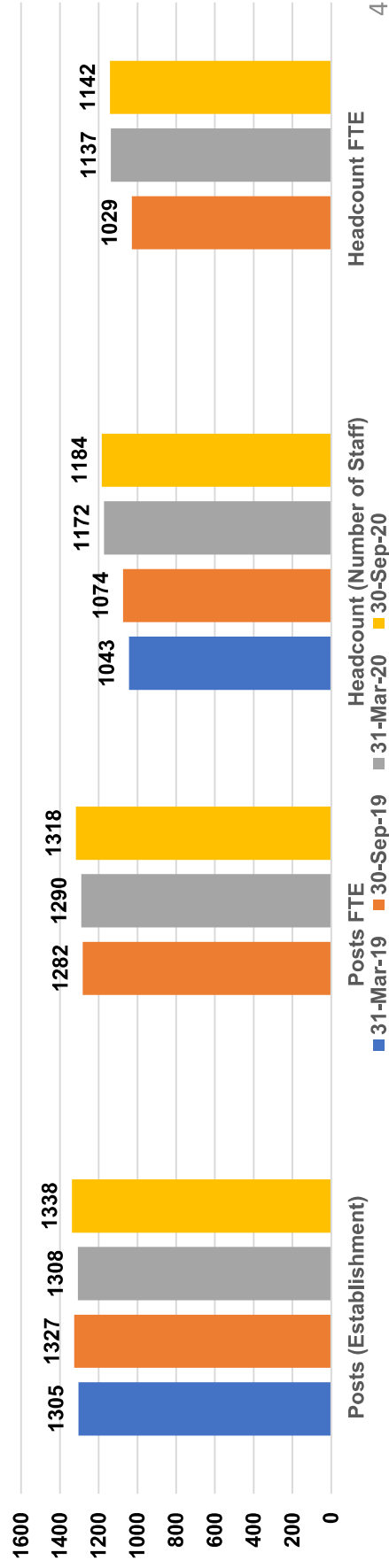
Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full time equivalent terms (FTE). Posts may be fixed term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment).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

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

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

As at 30 September 2020 the GLA had an establishment of **1318 FTE** (comprising 1338 individual posts).

GLA Establishment and Headcount



Establishment

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

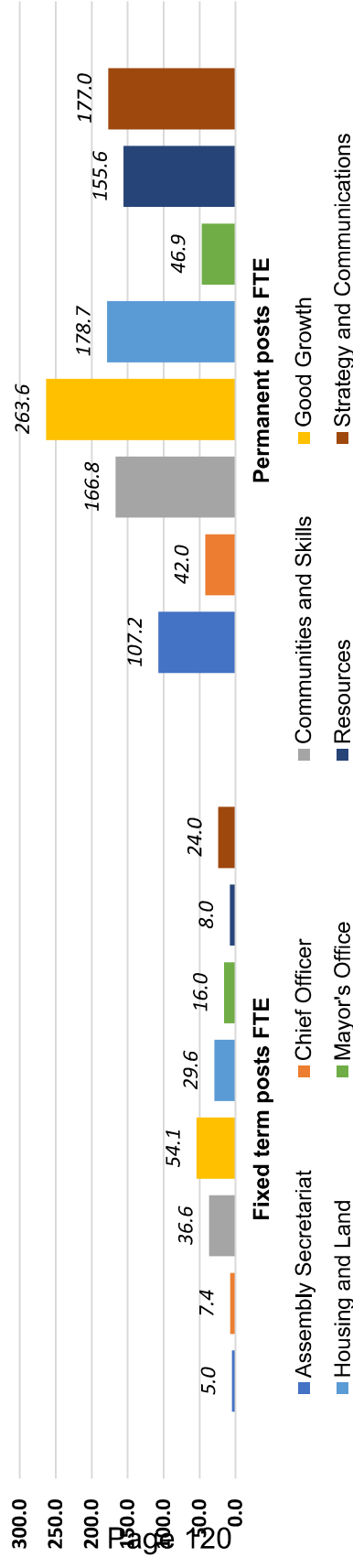
We show this information in two ways; the FTE (the number of equivalent full time posts) and the total number of posts (a simple count of the posts).

GLA Establishment – permanent and fixed term posts FTE by Directorate

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

The figure of 14% of all posts being fixed term takes into account those posts agreed for conversion for 2020/21.

Establishment: Fixed Term and Permanent posts by Full Time Equivalent



Directorate	Fixed term post FTE	Permanent post FTE	Fixed term as % of total posts
Assembly Secretariat	5.0	107.2	4%
Chief Officer	7.4	42.0	15%
Communities and Skills	36.6	166.8	18%
Good Growth	54.1	263.6	17%
Housing and Land	29.6	178.7	14%
Mayor's Office	16.0	46.9	25%
Resources	8.0	155.6	5%
Strategy and Communications	24.0	177.0	12%
Total	180.7	1137.9	14%

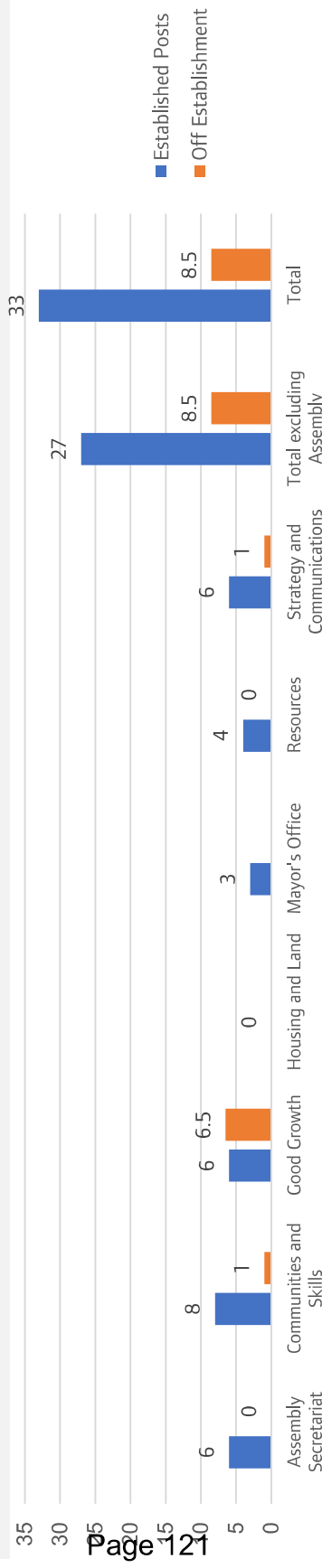
GLA Establishment – Agency Workers as at 30 September 2020

There were 41.5FTE Agency Workers in the GLA on 30 September, including 6 within the Assembly Secretariat as shown in the bar chart below. The actual headcount of Agency Workers on 30 September 2020 was 43 as shown in the table below.

Of these, 79% were covering established posts, i.e. are providing cover directly for a post which is vacant and held on the establishment. 21% are not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as ‘off establishment’ in the graph and table below.

Workforce controls have driven down the use of agency workers, and over the last twelve months the number of Agency Workers in the GLA has declined from 97 in September 2019 (16 of which were in the Assembly Secretariat).

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



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

Directorate	Established posts	Off Establishment	Total	% held against established posts	% Off Establishment
Assembly Secretariat	6	0	6	100%	0%
Communities and Skills	9	1	10	90%	10%
Good Growth	6	7	13	46%	54%
Mayor's Office	3	0	3	100%	0%
Resources	4	0	4	100%	0%
Strategy and Communications	6	1	7	86%	14%
Total excluding Assembly Secretariat	28	9	37	76%	24%
Total	34	9	43	79%	21%

Headcount

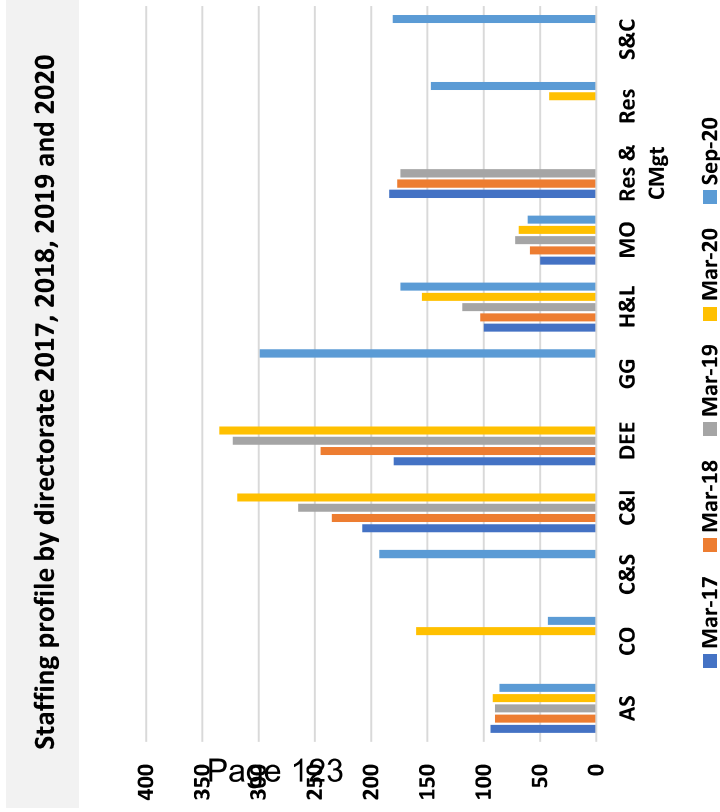
This section provides an overview of the GLA's headcount; i.e. our employees, who are held against posts on our establishment.

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

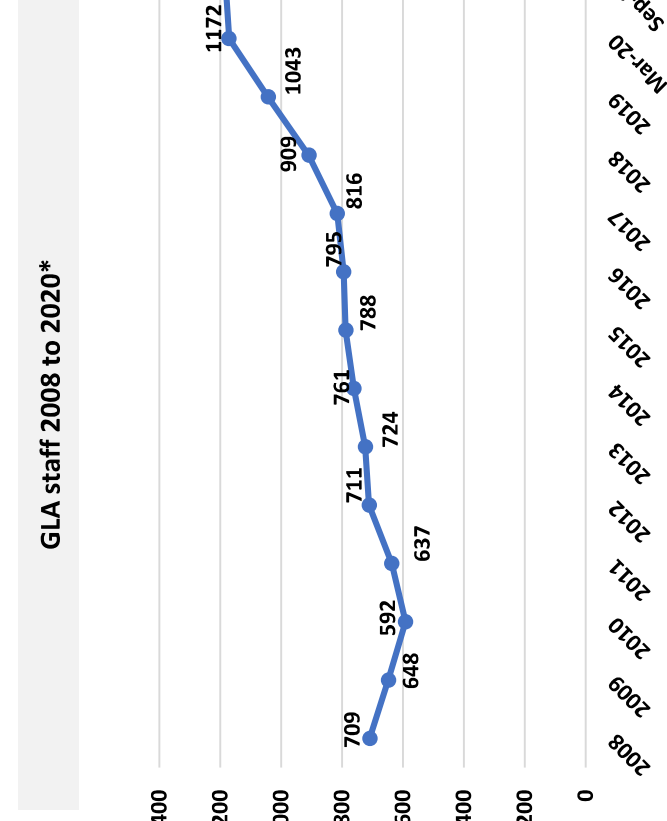
Headcount

The total headcount (i.e. our number of employees) as at 30 September 2020 is **1142 FTE**. This is made up of 1,184 individual employees. This figure excludes Agency Workers and Inward Secondees.

The chart below shows the headcount from March 2017 to September 2020. The new GLA structure is reflected for the September 2020 profile.



All numbers are whole numbers (count of number of employees) and not FTE.

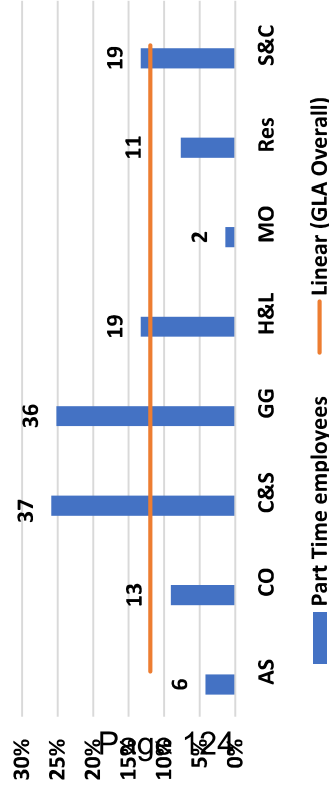


*This data shows permanent and fixed term employees only it does not include agency staff, consultants or inward secondees. All numbers are whole numbers (count of number of employees) and not FTE.

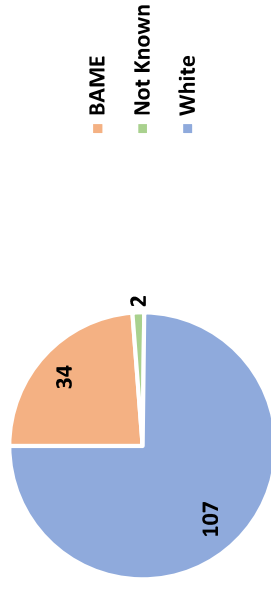
Part time staff analysis

Part time staff are defined as anyone contracted to work fewer than 37 hours per week. As part of our diversity work, the GLA is open to requests for part time working and job sharing. There are **98.67 FTE** staff working part time with the actual headcount being 143 (12%). On average, part time staff work 25.61 hours per week. Of the 143, 126 are female (equivalent to 88% of part time workers against a GLA population of 60% female). There are 34 BAME part time staff representing 24% of the part time population compared to the GLA overall profile of 29% BAME. Within the GLA, working part time is not a barrier to being appointed to a senior role, with the highest number of part time staff earning £50 – 60k. 10 part time staff fall into the senior staff category i.e. earn £70k or more per year.

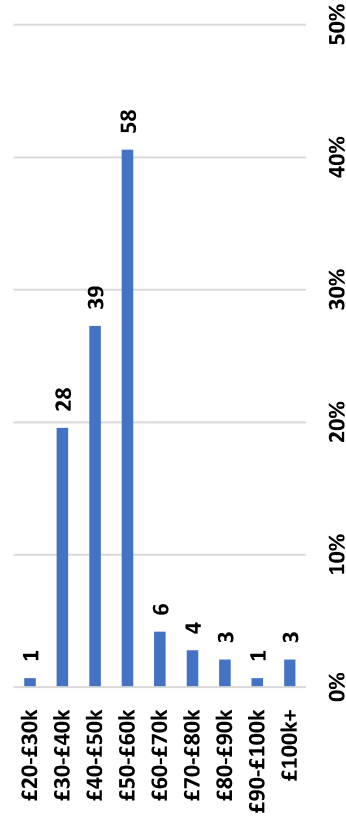
Part time staff by Directorate (by % and number)



Part time staff by ethnicity

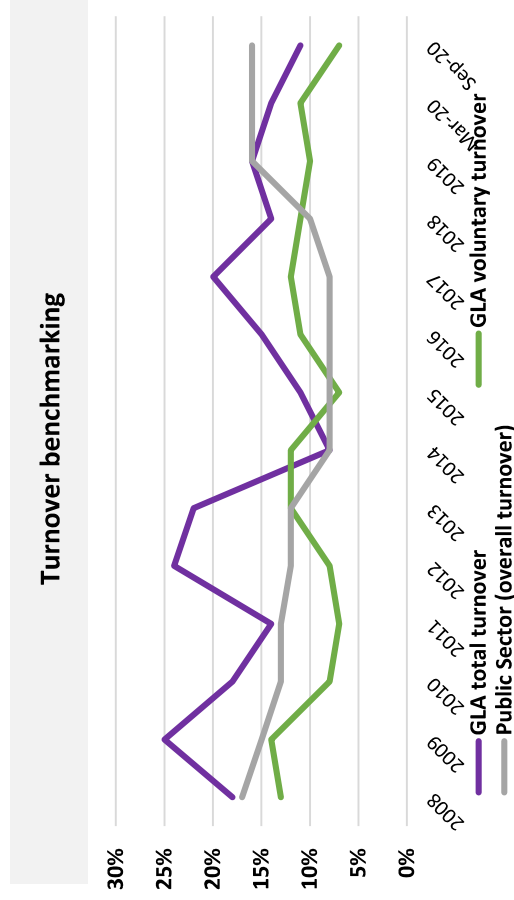
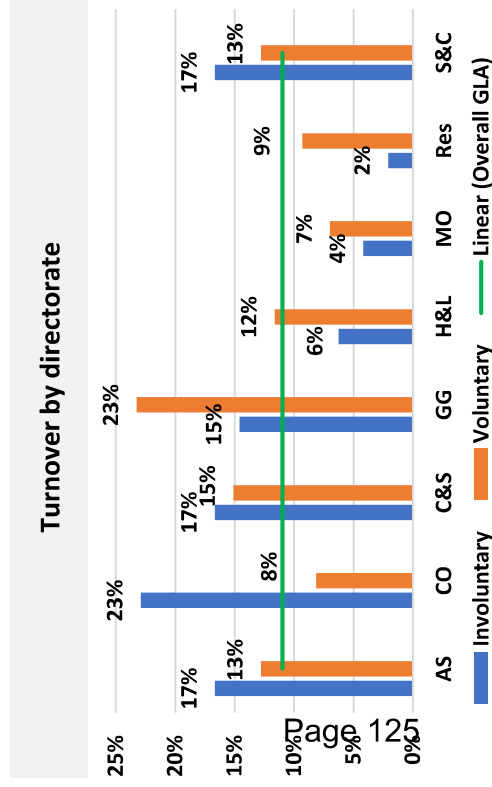


Part time staff by Salary Grouping using full time equivalent salary (by % and number)



Turnover

The overall turnover figure for the GLA is currently 11%, compared to the public sector figure of 15.7%. Turnover is based on an annual calculation over a twelve month rolling period. There were 134 individual leavers from the GLA during the 12 months to 30 September 2020. It is worth noting, however, that the number of individual leavers over the last six months, was just 21, possibly reflecting the uncertainty in the economy and labour market. Good Growth (27), Strategy and Communications (21), and Communities and Skills (20) had the highest number of leavers with the Mayor's Office (8) having the lowest number.



Reasons for leaving

Reason	Number	%
Voluntary	84	7.09%
Resignation	1	0.08%
Retirement	1	0.08%
Early Retirement	1	0.08%
Involuntary	44	3.72%
End of Fixed Term Contract	1	0.08%
Resignation Ill Health	1	0.08%
Other Reason	1	0.08%
Death in Service	1	0.08%
Dismissal	1	0.08%
Total	134	11%

Exit Interviews

When staff leave the GLA they are invited to complete an exit interview questionnaire. This is optional, but we encourage staff to take up this opportunity in order to gain a better understanding of the drivers for our turnover, and identify any interventions which may be required. All 21 of our leavers in the last six months completed an exit interview.

A summary of some of the data findings include:

- There was a 50/50 split between males and females leaving with one person not responding to this question.
- There were an equal number of leavers from both the BAME and White leavers at 10 each with one leaver choosing not to answer this question
- 4 separate reasons were given for leaving the GLA. The two top reasons given were 'end of temporary contract/ job security' (9) and promotion to a higher paid job (6). Four staff cited personal reasons for leaving the GLA and one expressed dissatisfaction with the working environment.
- Of those declaring their destination beyond the GLA, 4 continued their careers in the public sector, with no declarations for other leavers in the period.
- Of those responding, 11 said they would return to work for the GLA again. Other leavers did not respond to this question.

We recognise that we have had a disproportionate number of leavers from our BAME population. We have multiple initiatives underway to further understand more about the experience of our BAME colleagues, notably the commencement of our Race Equity Action Group (on which further detail is given in the Equality, Diversity and Inclusion section of this report – pages 52-53). In 2021 we will report relevant themes from Exit Interviews to that group, as well as ensuring that they are referenced, and mitigated where possible, in directorate and unit Equality, Diversity and Inclusion Action Plans.

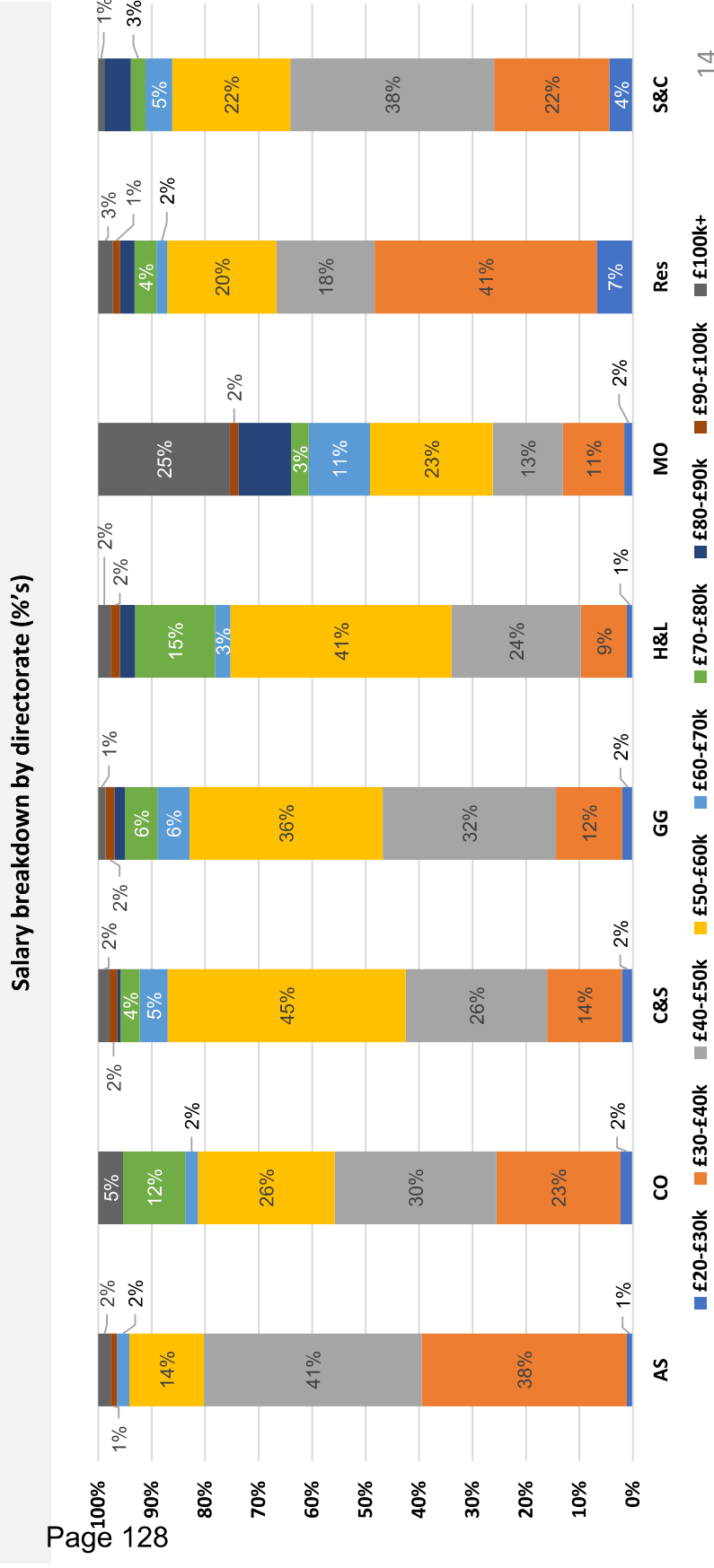
Salary breakdown

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

Staffing Profile: Salary overview by percentages

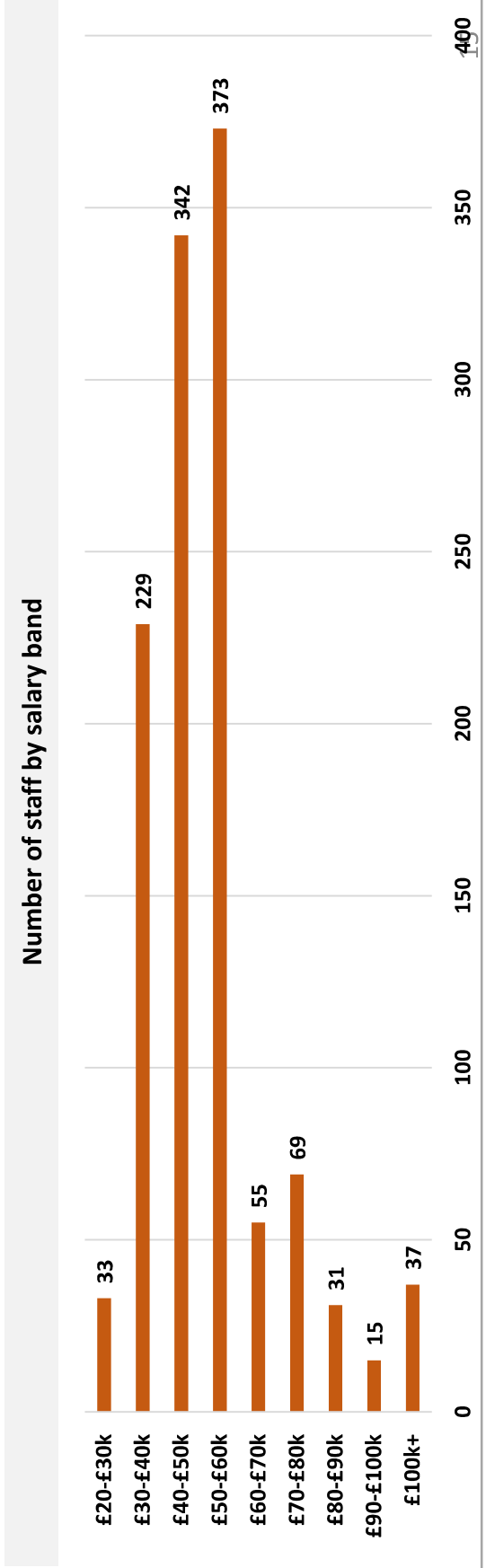
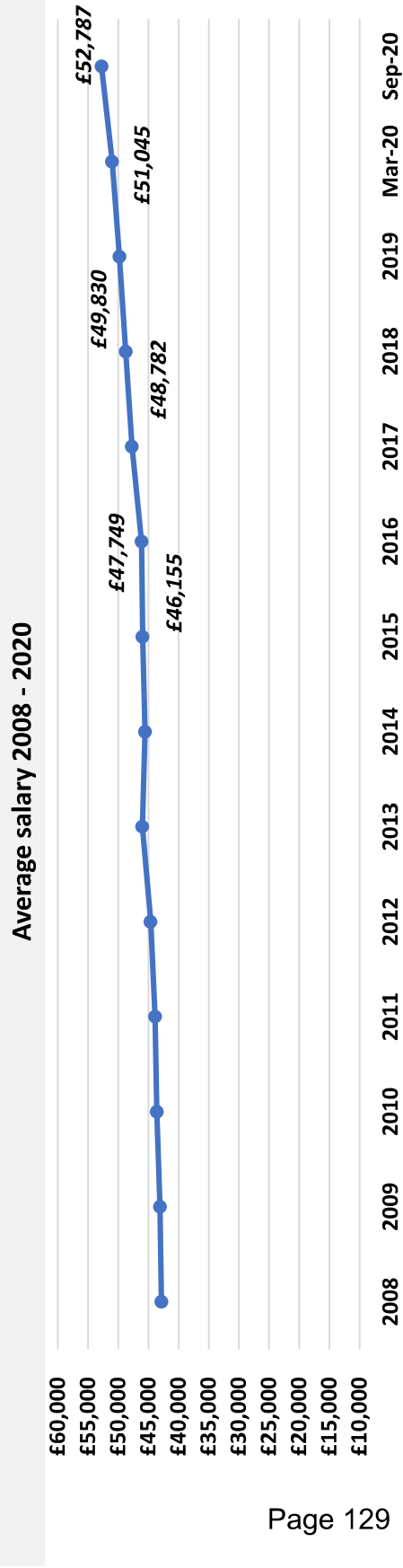
The average salary in the GLA has risen from circa £51k to circa £53k from March 2020 to September 2020 as a result of cost of living increases and expected progression . 61% of the staffing population earn between £40k and £60k, whilst 80% of the total staffing population earn between £30k and £60k. Senior staff account for 13%, i.e. earning over £70k. The pay ratio between the highest paid and the lowest paid is 8:1 (excluding Apprentices). The ratio between the highest paid and the average salary is 4:1. The ratio of female staff to male staff is 60:40 however, when looking at the median salaries, women earn £48,988 per annum and men earn £50,396 per annum.

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



Staffing Profile: Salary overview

The average salary in the GLA now stands at £52,787 per annum. This is reported on the basis of FTE salaries, in order to align with requirements for pay gap reporting, which are similarly based on FTE salaries. The annual rise seen in the graph below is due to expected progression within grades and the cost of living increases which are agreed as part of any annual pay award.



Demographic breakdown

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

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

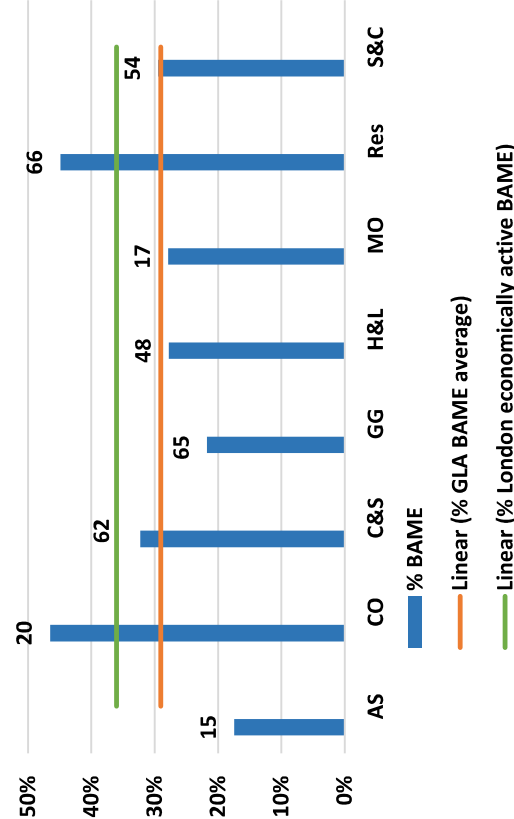
Ethnicity overview

As at 30 September 2020 the number of Black, Asian and Minority Ethnic (BAME) ethnicity employees has decreased from 352 to 347; this is shown in terms of the count of employees declaring the ethnicity as BAME. The current number of Black Asian and minority ethnic (BAME) staff represents 29% of the workforce, this remains below London’s economically active population (36%). We have a declared ethnicity for 95% of employees with 5% choosing not to declare.

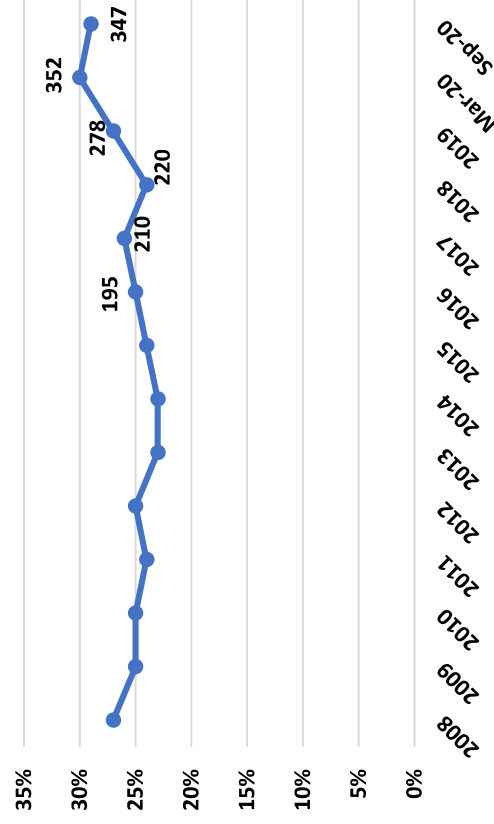
Of the 347 BAME staff, 138 are Asian or Asian British with 131 being Black or Black British with these two ethnic groups accounting for 78% of the BAME staffing population. The directorates with the highest proportion of BAME staff are the Chief Officer’s directorate (47%) and the Resources directorate (45%). The Assembly Secretariat has the lowest level of ethnic diversity across the organisation with 17% of its staff from BAME communities.

37% of leavers in the year ending 30 September were from a BAME background. We recognise that this is a disproportionate proportion, and will ensure that themes from exit interviews are discussed within our Race Equity Action Group, and, where possible, mitigated through the actions within directorate and unit Equality, Diversity and Inclusion Action Plans.

BAME staff by directorate (% and number)



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

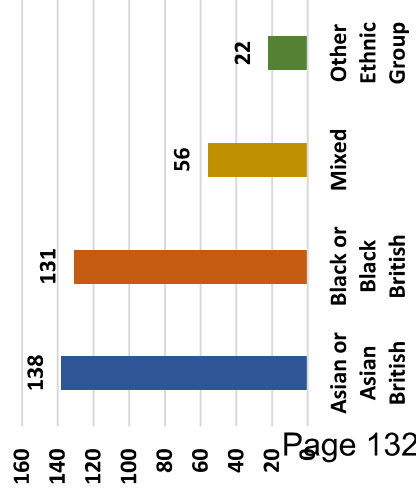




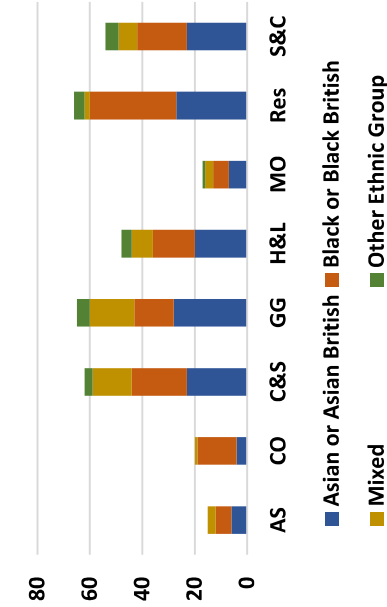
Black, Asian and Minority Ethnic (BAME) breakdown

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

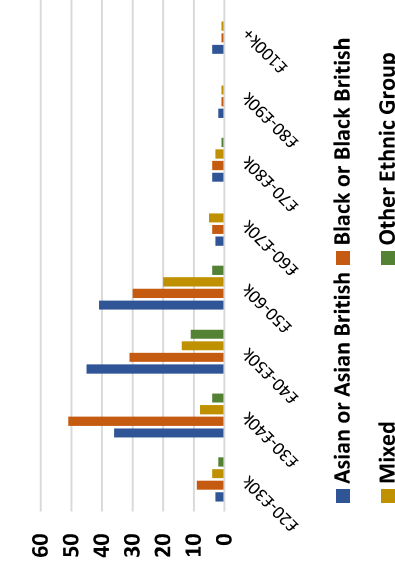
BAME staff by ethnic origin



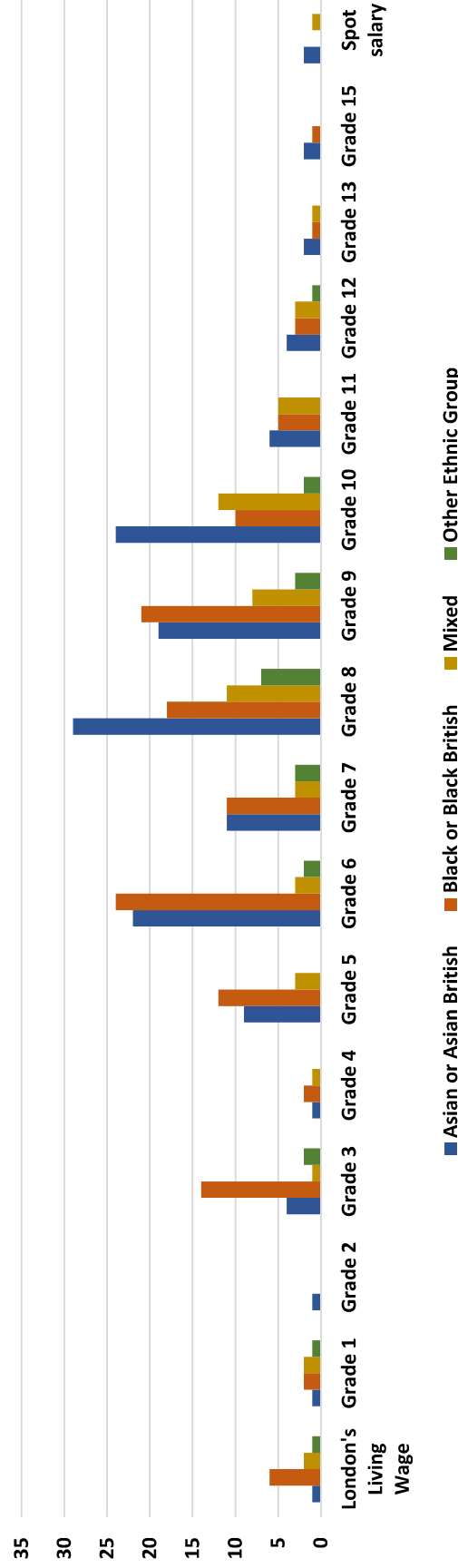
BAME staff by directorate and ethnic origin



BAME staff by salary grouping and ethnic origin



Staff by grade and ethnic origin

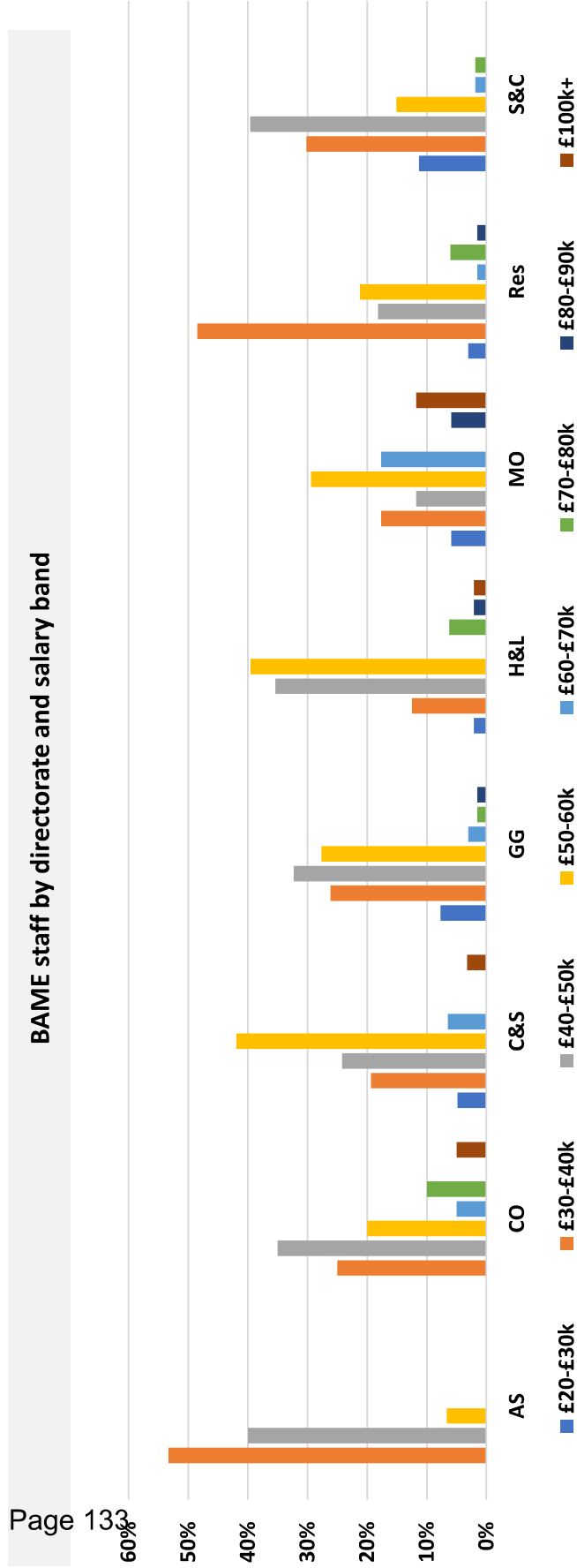


Black, Asian and Minority Ethnic (BAME) salary breakdown

As at 30 September 11% of GLA's Senior Leadership Team are from a BAME background. The Senior Leadership Team is made up of Executive Directors, Assistant Directors and Heads of Service.

29% of BAME staff overall are paid in the £40 – 50k salary bracket in line with their proportion of the staff population as a whole.

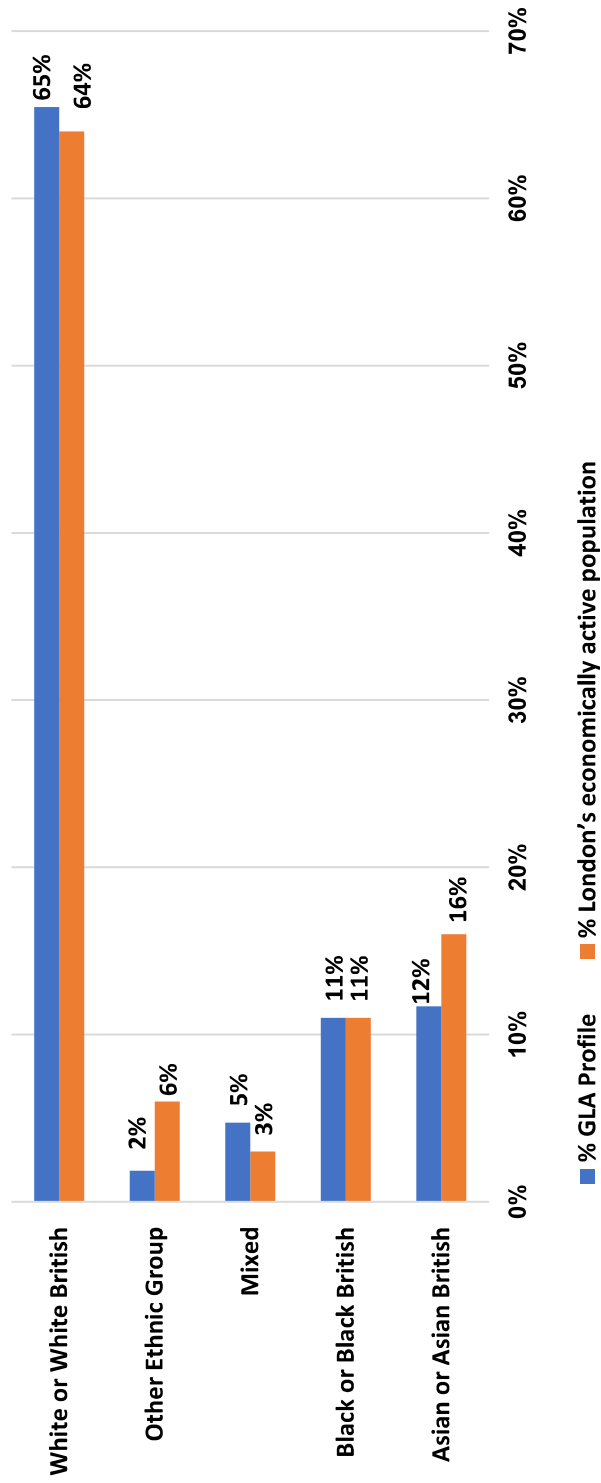
BAME staff are under represented at senior levels with only 6% earning above £70k which broadly corresponds with grade 12 and above.



Ethnic origin compared to London's economically active population

The GLA has published a comparison of the proportion of GLA staff in each ethnic group with the size of the economically active population of London, to greater understand representation of different ethnic groups within the GLA. When looking at Black staff in particular the data shows the London figure is 11% compared to the GLA population of 11%. However, while the GLA is recruiting and retaining in line with the economically active population of London, the ethnicity pay gap provides further evidence of how this group compares to other ethnic groups – see *slide 50*. Similarly, the GLA profile for Asian or Asian British staff is lower than the economically active population of London, however, the ethnicity pay gap data shows that Asian staff have the lowest pay gap compared to white staff, of all ethnic groups - see *slide 50*.

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

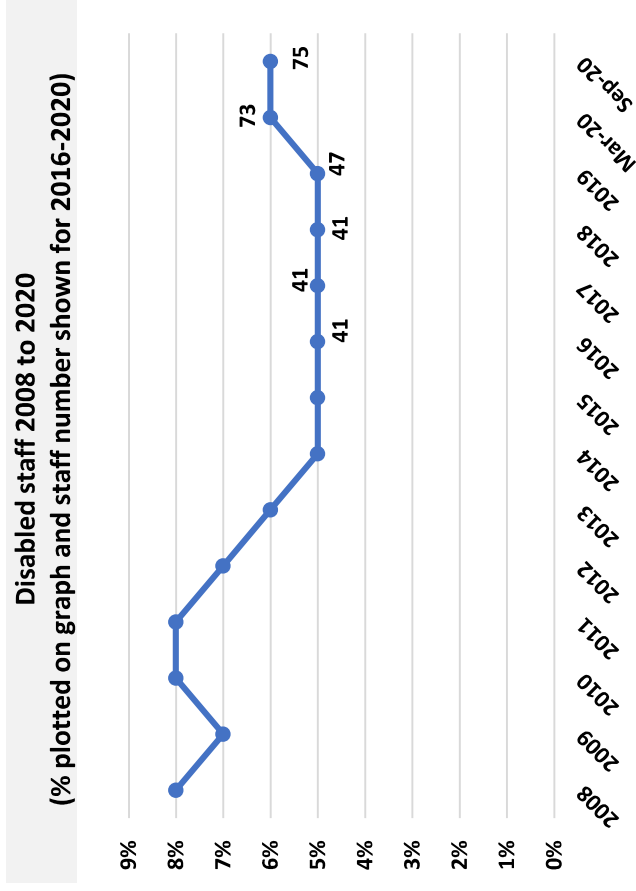
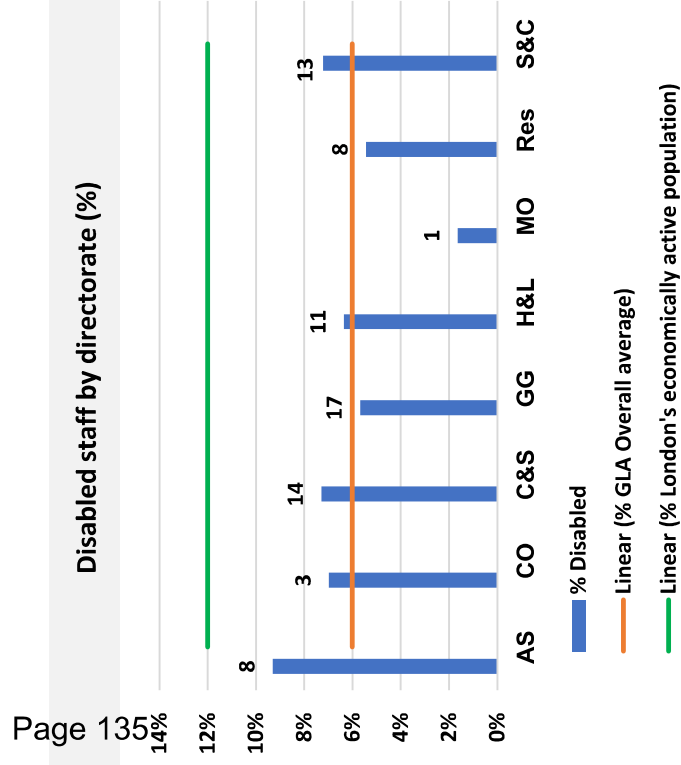




Disabled staff overview

27 more staff in the GLA declared a disability as at March 2020 compared to March 2019. The total of 75 staff equates to 6.33% which exceeds the position in March 2019 at 4.51%. Following a call to staff to update their diversity profiles on iTrent the number of staff declaring they have a disability had risen to 6.52% as at 10 June 2020. This has dropped marginally to 6.33% as at Sep 2020, because of increases in overall staffing population, even though the number of staff declaring a disability has increased.

The Co Chairs of the Staff Network for Disability were supportive of this initiative encouraging staff to update their details. We will periodically re-run it to drive up declarations across a number of protected characteristics. However, despite this progress, the representation of disabled staff remains significantly lower than the economically active London population at 12%.



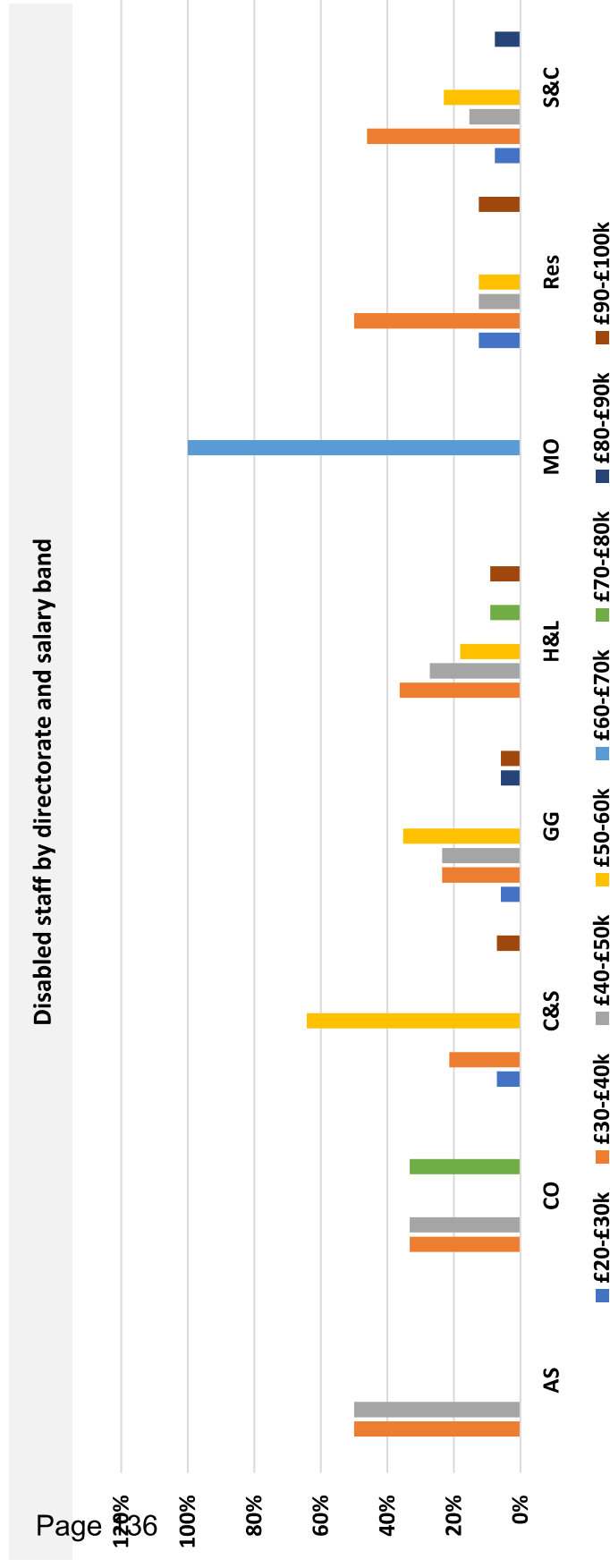
Disabled staff salary breakdown

As at 30 September 9% of GLA's Senior Leadership Team have declared a disability.

11% of disabled staff earn £70k or more that is equivalent to grade 12 and above with 55% of disabled staff earning between £30 – 50k per annum.

With the GLA's average salary currently £52,764 per annum the data shows that 40% of disabled staff are earning above the GLA's average salary.

The proportion of disabled staff at senior level (grade 12 and above) has remained at 5% from March 2020.

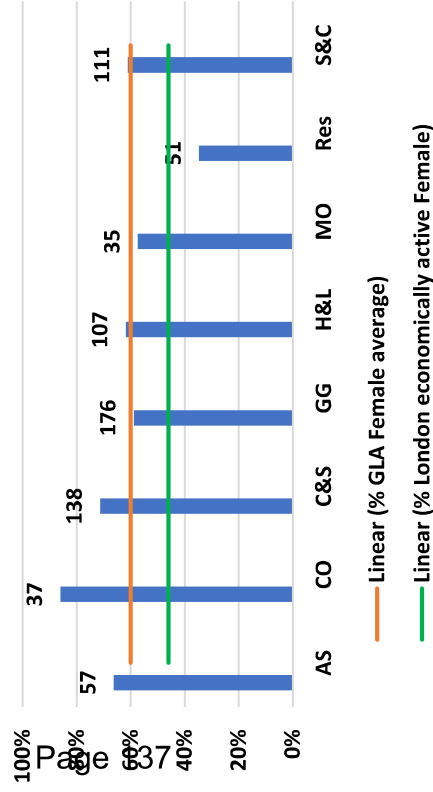


Gender overview

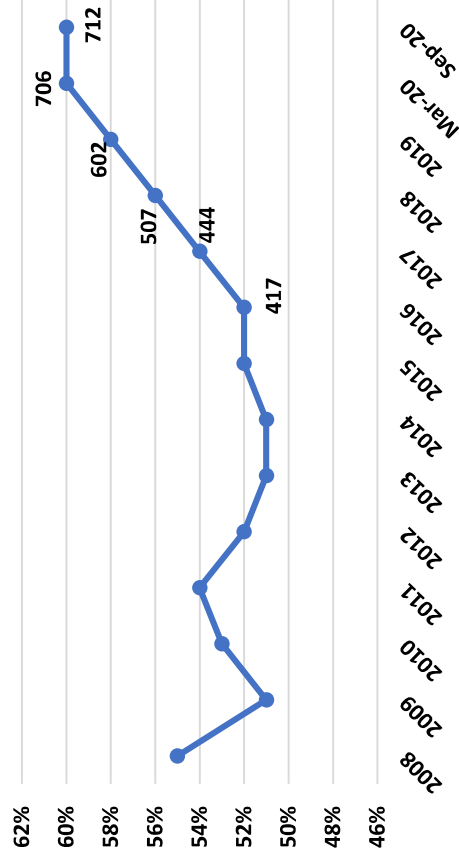
Out of 1184 individual staff at the GLA, 712 (60%) are female with most female staff working in Good Growth (176) and Communities and Skills (138).

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

Female staff by directorate (% and number)



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



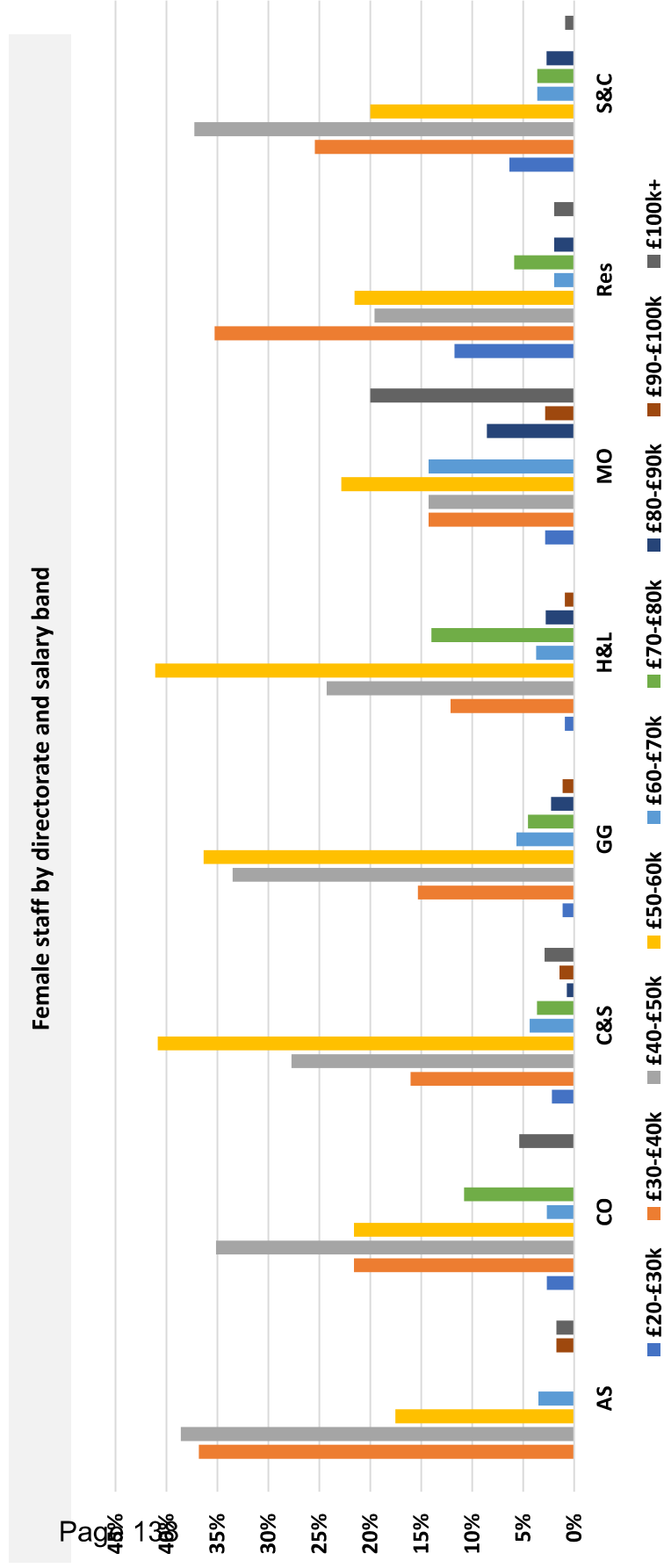
Gender Identity: The GLA recognises that gender identity is not limited to the categories of male and female and that some colleagues may not identify within this gender binary. The GLA welcomes and values colleagues of all gender identities. The GLA has enabled some monitoring of non-binary identity,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

Gender salary breakdown

52% of senior staff (i.e. those at grade 12 and above) are female. Staff in this group earn over £70k per year.

81% of all female staff earn between £30 – £60k, with the highest concentration being in the £40 – £50k and £50 – £60k.

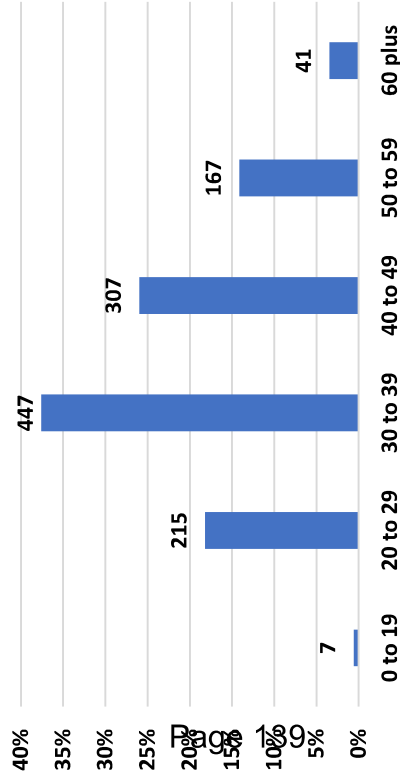
As at 30 September 2020, 43% of the Senior Leadership Team are female.



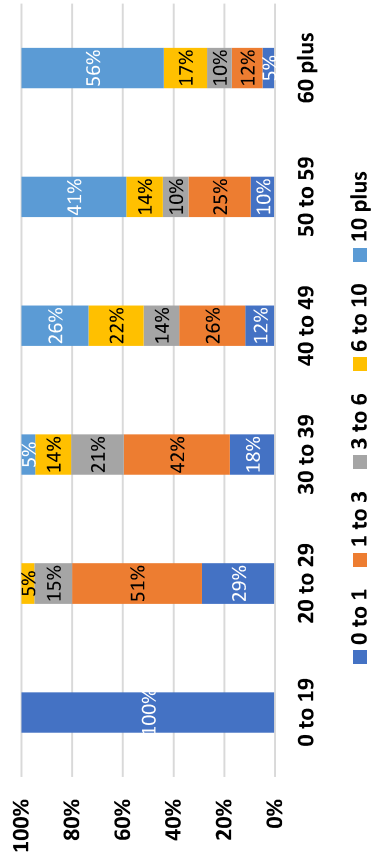
Age overview

The average age of GLA employees has increased slightly from 39 to 40 years of age since March 2020. 38% of the staffing population fall in the 30 – 39 age group. The next biggest group are in the 40 – 49 category, accounting for 26% of the total staffing population. Of those aged 50 and over, 44% have ten or more years of service.

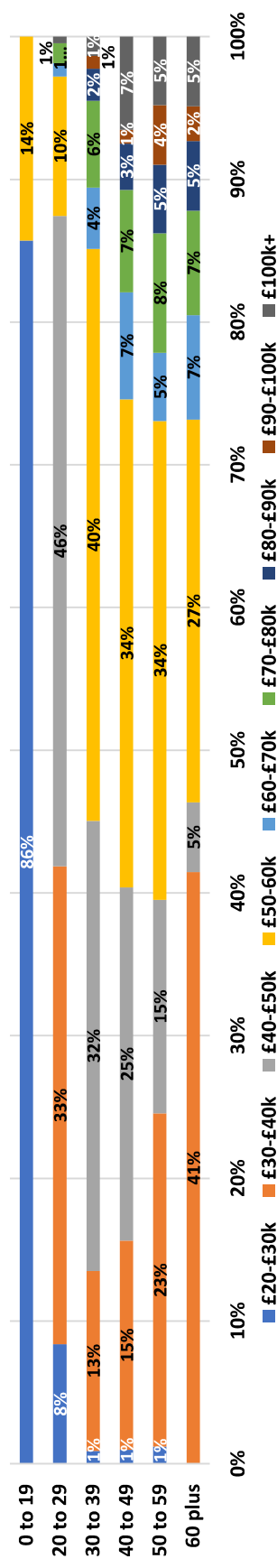
Staff breakdown by age (% and number)



Staff length of service by age band



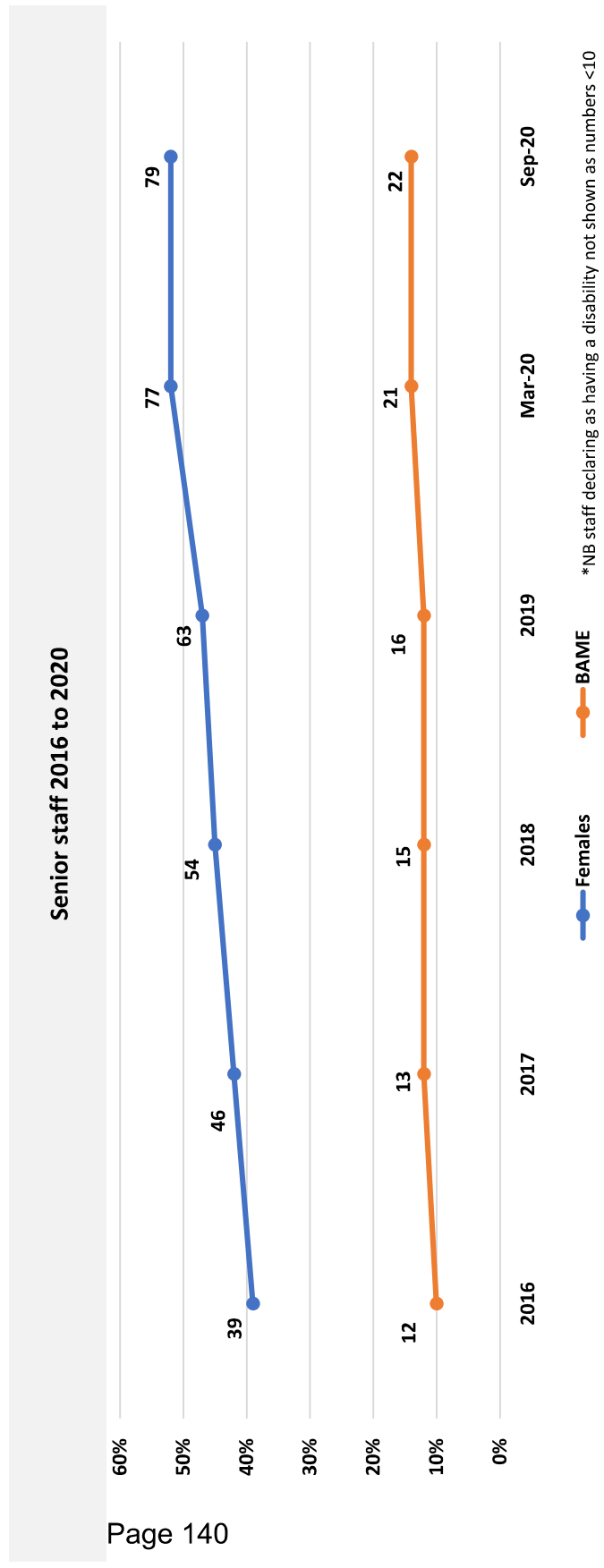
Salary breakdown by age (% and number)



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

There are 153 individual staff in this category (earning £70k or above), of which 52% declare as female, 14% as BAME, and 5% as disabled.

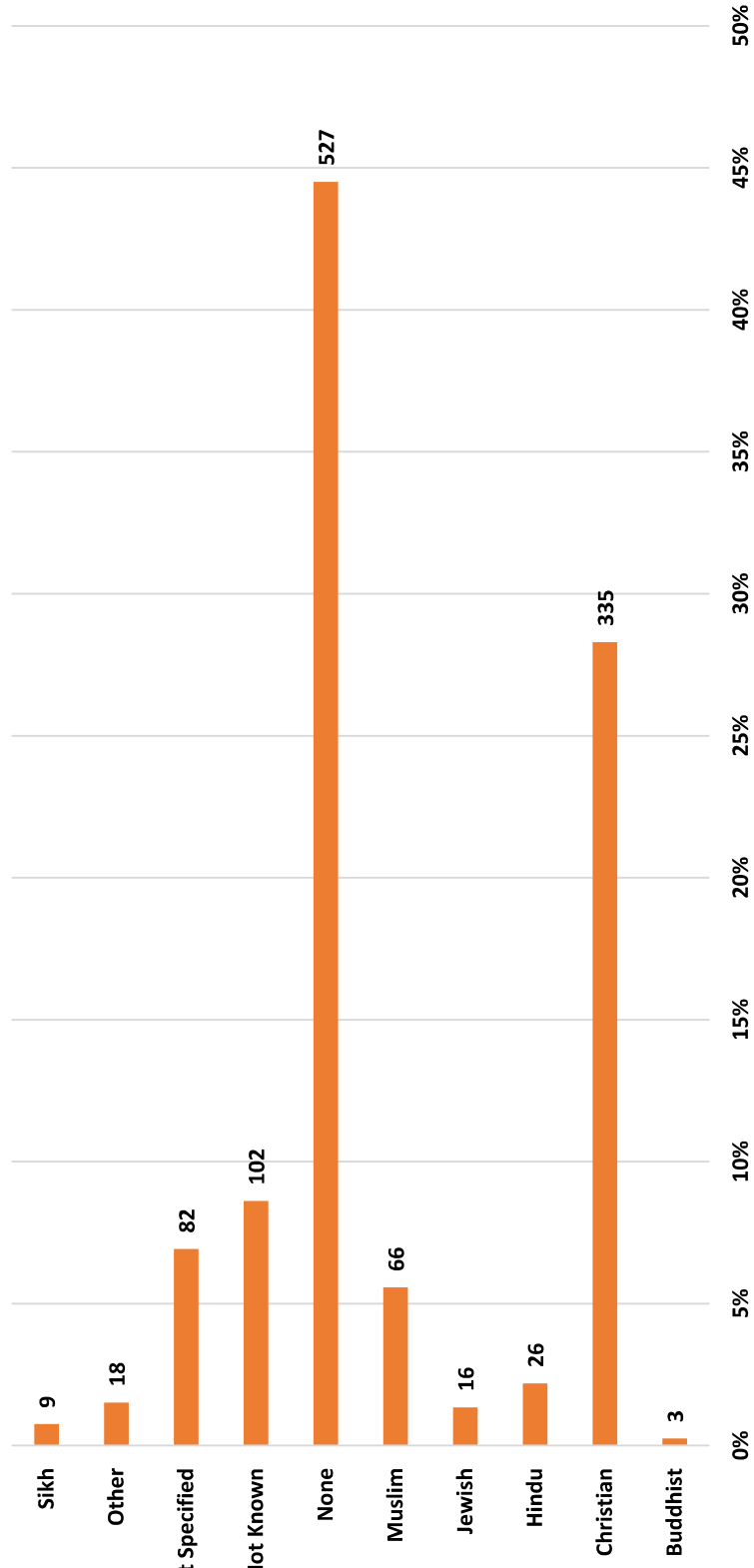
When looking at the trend for senior staff since 2016 there has been an increase in representation for females, Black, Asian and minority ethnic and disabled staff year on year which is in keeping with the GLA's aim to improve representation at senior level.



Faith

Faith (by % and number)

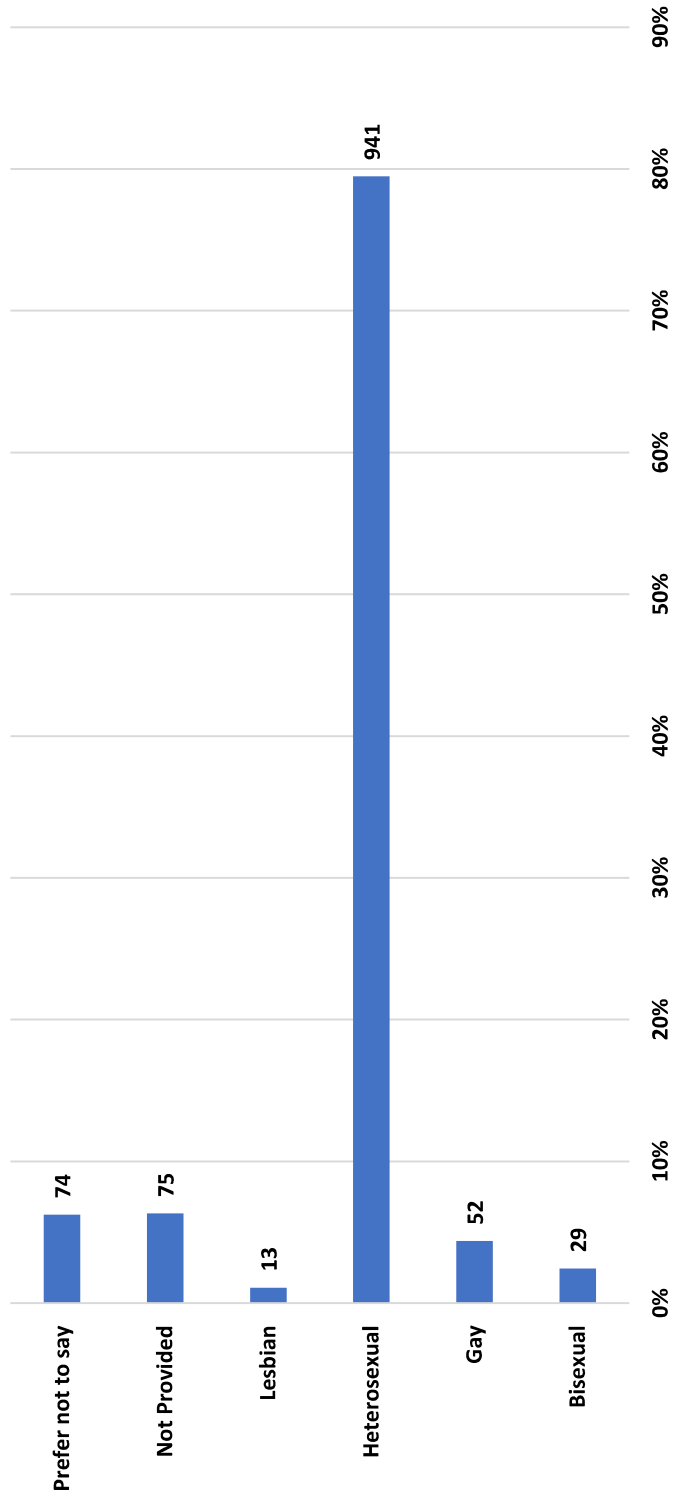
45% of staff have declared they have no faith with 28% reporting as Christian and 16% either preferring not to say or not specifying a faith.



Sexual Orientation

Sexual orientation (by % and number)

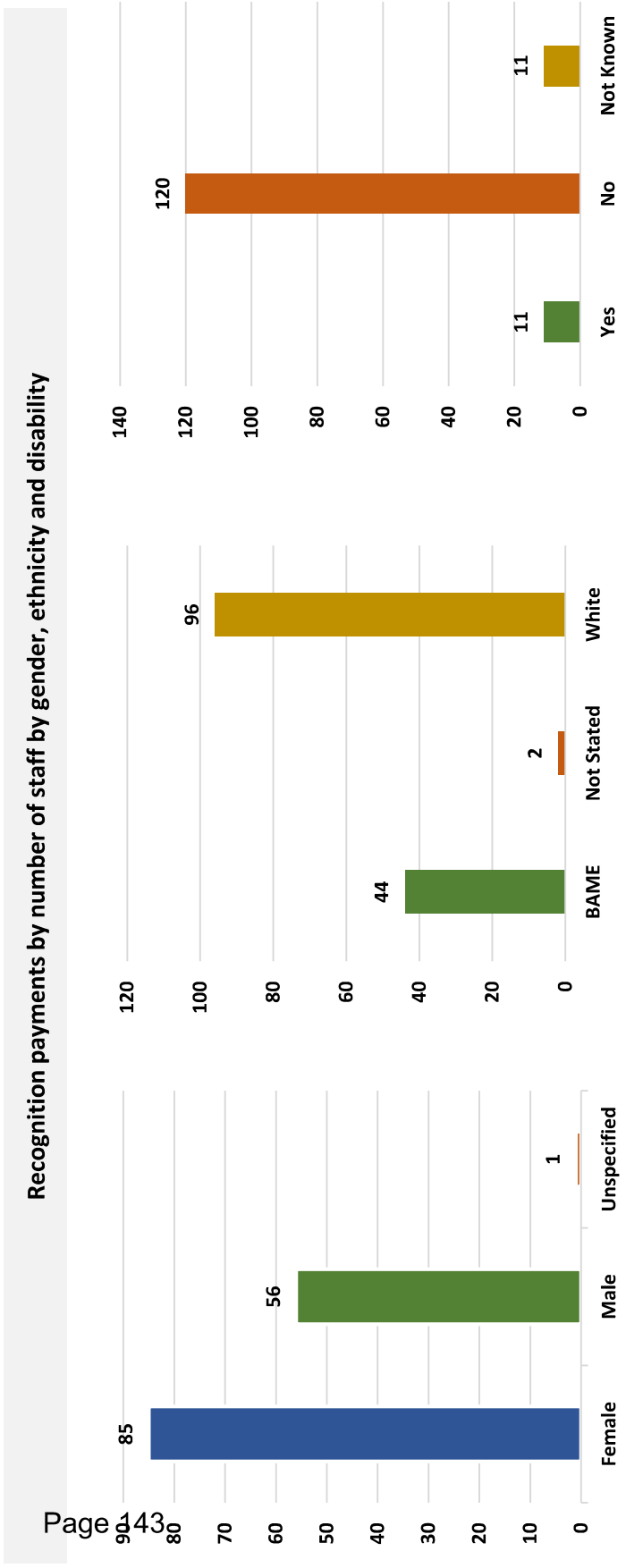
7% of staff have self-declared a sexual orientation that is bisexual, gay or lesbian compared to 79% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.



Additional payments: recognition payments by gender, ethnicity and disability

Staff who produce exceptional work can be recognised for this by means of a one off payment. For the six months ending September 2020, 142 payments were made, of which 137 related to Covid response work. 60% of these were given to female staff, which is consistent with the overall staffing population at 60% female. There was also a favourable distribution of recognition payments to BAME staff who received 31% of payments in contrast to the overall BAME profile of 29% and disabled staff who received 11% of payments in contrast to the overall disability profile of 6%. The average payment for females was £1,024 and males £919.

The newly introduced policy in respect of recognition payments, which determines the value of the payment into four categories had resulted in the lowest payment for males being the same as that for females at £300 and the highest for both being £1,500, resulting in a fairer distribution of payment values.



Additional payments: ongoing payments by gender, ethnicity and disability

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

Staff receive either an honorarium or acting up allowance for taking on the additional duties and the increase in salary is paid for the duration of the assignment. 73 of these payments were made in this period.

Female staff were in receipt of 62% of additional payments which is marginally higher than the GLA profile at 60%. Similarly, the distribution by ethnicity of additional payments is also slightly lower than the GLA overall profile with 27% of BAME staff receiving such payments but slightly higher than the GLA overall profile for white staff at 66%. At 30 September 2020 the BAME staff profile is 29% and white staff profile is 65%. However, the ratio of disabled staff is slightly higher at 7% than the GLA overall profile at 6%.

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	Ethnicity			Gender			Disability		
	BAME	White	Not known	Female	Male	Disabled	Not disabled	Not known	
GLA profile at 30/09/20	29%	65%	5%	60%	40%	6%	85%	9%	
Additional Payments for year ending 31/03/20	30%	66%	4%	59%	41%	7%	86%	7%	
Additional Payments for six months ending 30/09/20	27%	66%	7%	62%	38%	7%	82%	11%	

Recruitment

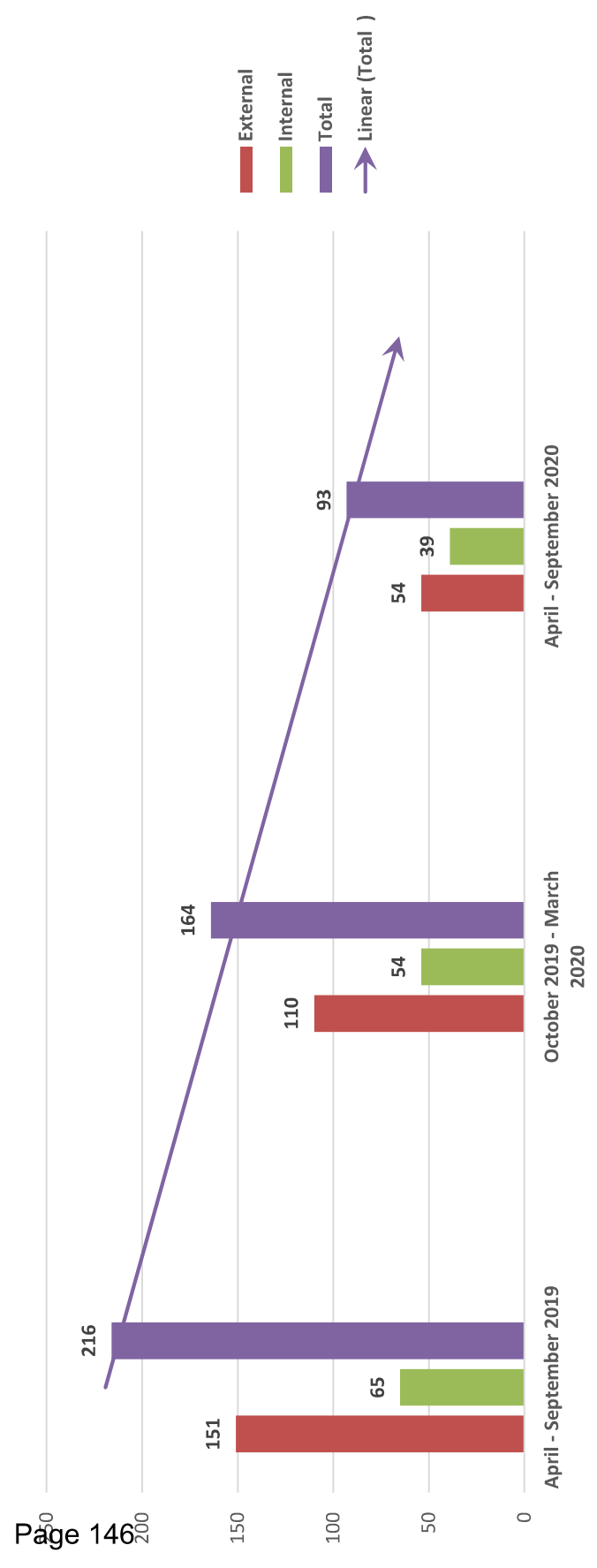
This section provides an overview of the amount of activity undertaken, and number of appoints made by the recruitment team.

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

Recruitment

When reporting recruitment data all numbers are whole numbers representing individual applicants, shortlisted and appointed candidates. In the current reporting period (April 2020 – September 2020) there were a total of 93 appointments. 39 appointments were made from the existing workforce, with 54 external appointments. When compared to the previous 18 month reporting period, this represents a 57% decrease in the total number of appointments made. On 16 March 2020, in response to Covid-19, advertising (internal and external) vacancies was paused and recommenced for a two week only period in May 2020. The external appointments in the reporting period reflect all appointment decisions, prior to and during lockdown where the employee start dates fall within the period April 2020 to 30 September 2020. Internal only advertising then recommenced in mid-July for essential positions approved by CMT.

Recruitment – Overall





Recruitment: ethnicity

The proportion of external BAME applicants has increased from 42% to 46%, shortlisted applicants decreased from 37% to 30% and the number of external recruitment appointments from BAME groups decreased from 39% to 26%. The number of internal BAME applicants decreased to 35%; those shortlisted were 28% and the number of internal BAME appointments was 23%.

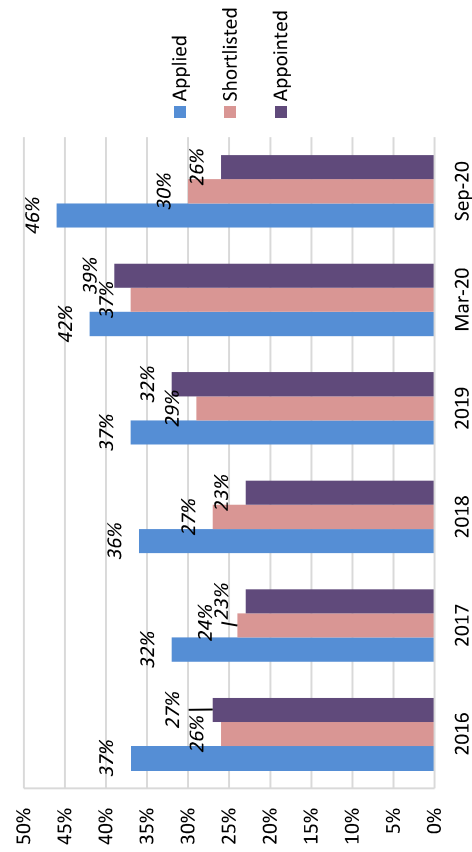
In the current reporting period, a total of 7 external appointments were made to Grade 12 or above (salary £70,294 or above). Of these appointments, 14% were from BAME groups and 43% were female. Of the 7 appointments in this reporting period, one was managed by specialist executive search agency. Where appropriate the GLA will continue to work with specialist search agencies in order to continue to improve workforce representation.

At the start of each campaign, the Resourcing Team make all hiring managers aware of the importance of interview panel diversity. In line with the Ethnicity Pay Gap Action Plan, the team are starting to monitor the diversity of interview panels, which will be reviewed over the next 12 months, as well as taking steps to increase the diversity of GLA staff who are recruitment and selection trained.

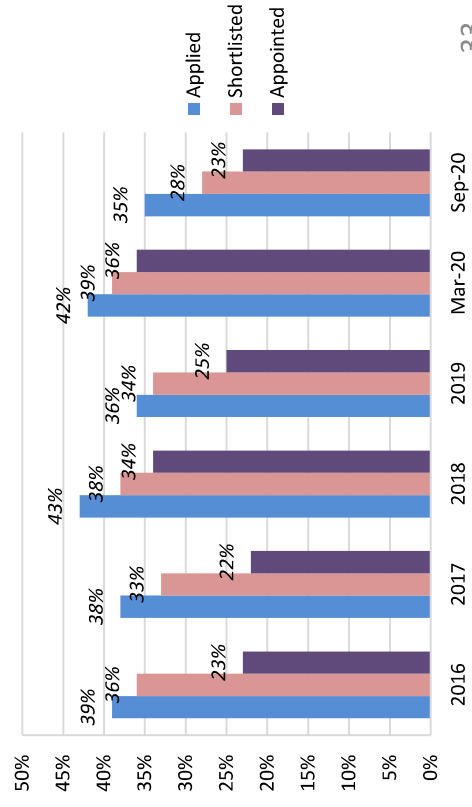
Both external and internal appointments are showing a downward trend from applicants stage to appointment stage (2019, March 20 and Sept 20) against a declining number of overall appointments. Applications being shortlisted do not contain any diversity related information and neither is this information made available at interview stage to remove potential bias. The overall trend will continue to be monitored to seek to identify why numbers of BAME appointments are falling.

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External recruitment



Internal recruitment

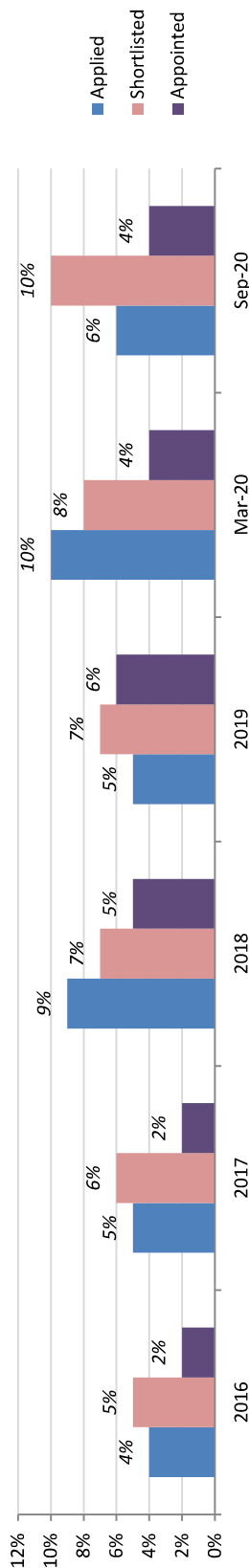


Recruitment: disability

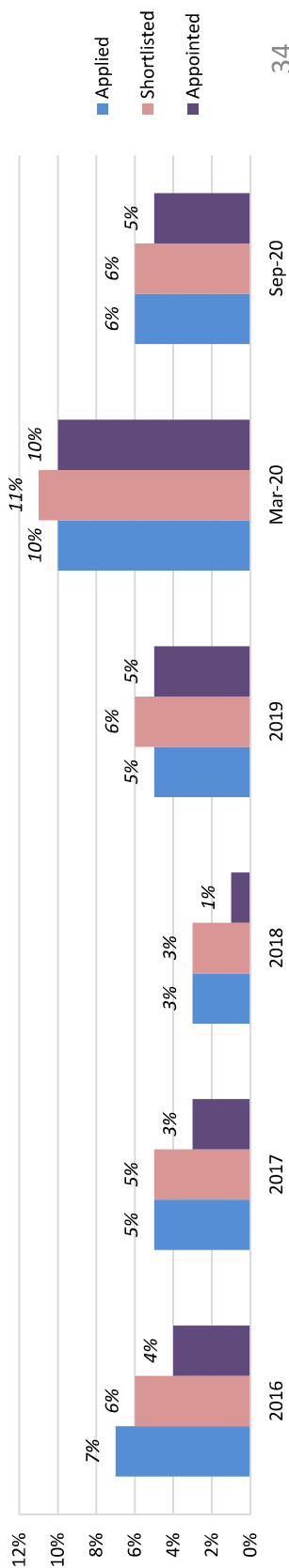
In the period 1 April 2020 to 30 September 2020 disabled applicants made up 6% of the applicant pool for positions advertised externally. The percentage of applicants being shortlisted has increased to 10% and number of external appointments has remained at 4%.

The numbers of internal disabled applicants decreased by 4% to 6%, the number of internal disabled applicants being interviewed has decreased to 6% and appointments to 5%

External recruitment



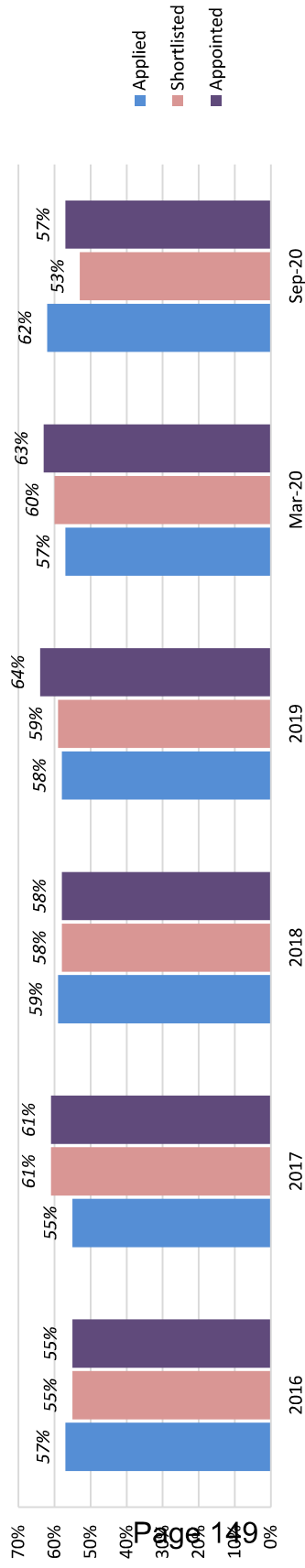
Internal recruitment



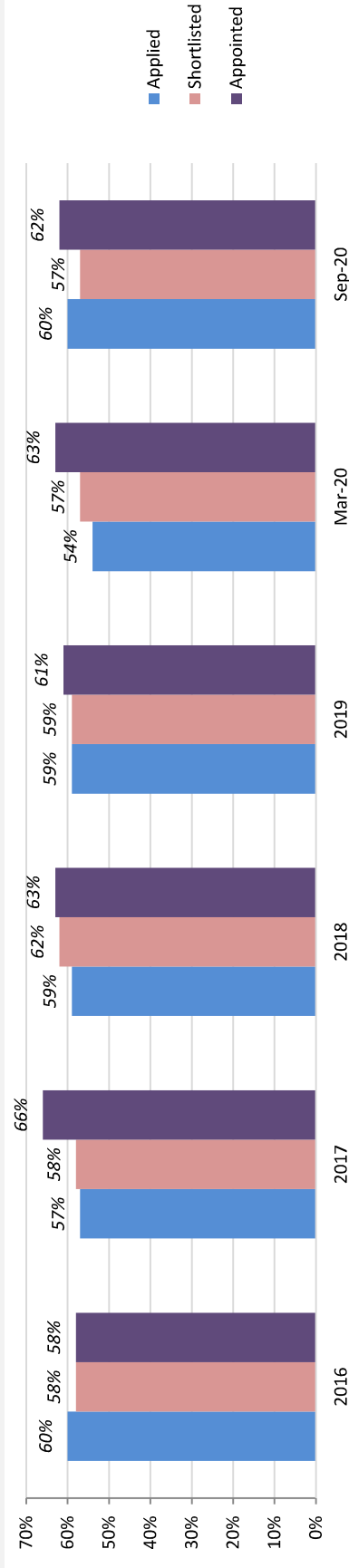
Recruitment: gender

For this reporting period (April to September 2020) females made up 62% of the applicant pool for positions advertised externally; the number of female applicants shortlisted was 53% and appointments for the period was 57%. The number of internal female applicants and shortlisted was 60% and 57% respectively. The number of internal appointments was 62%.

External recruitment



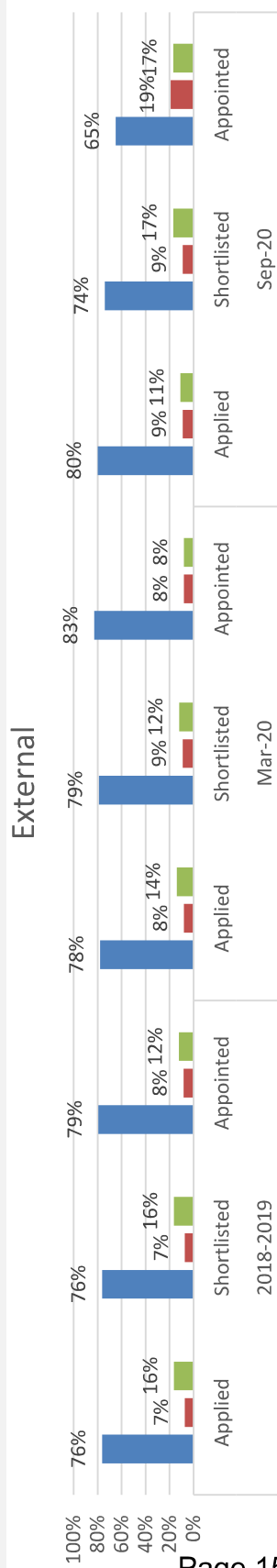
Internal recruitment



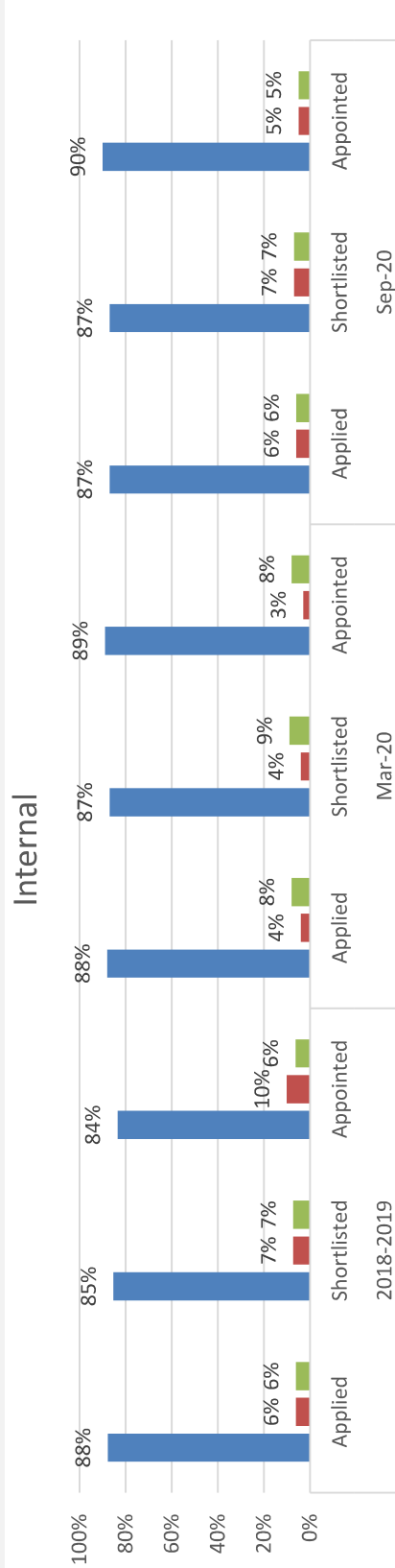
Recruitment: sexual orientation

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 applicants appointed who declared their sexual orientation as LGB was 5% for internal appointments and 19% for external appointments. The number of LGB external appointments is positive and the highest recorded since reporting started in 2010.

External recruitment



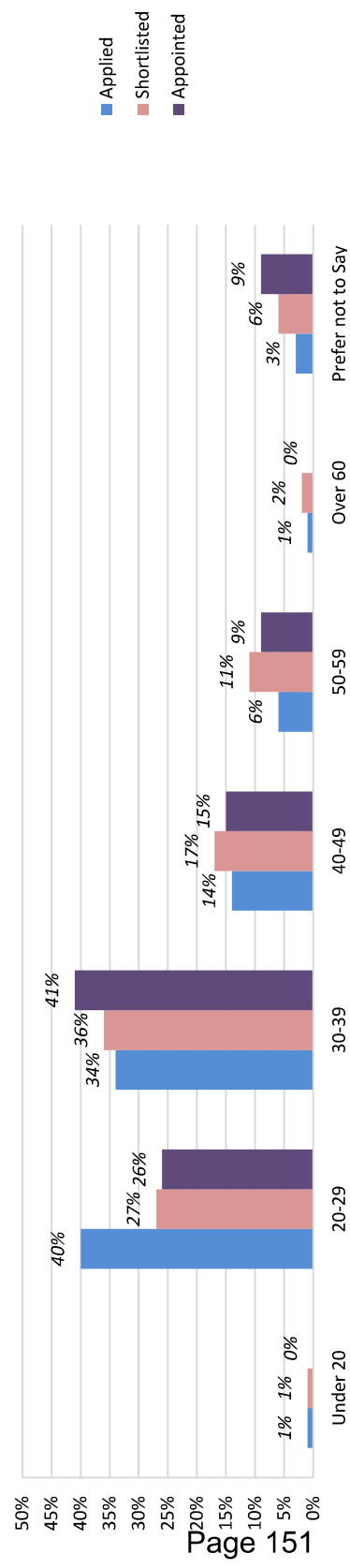
Internal recruitment



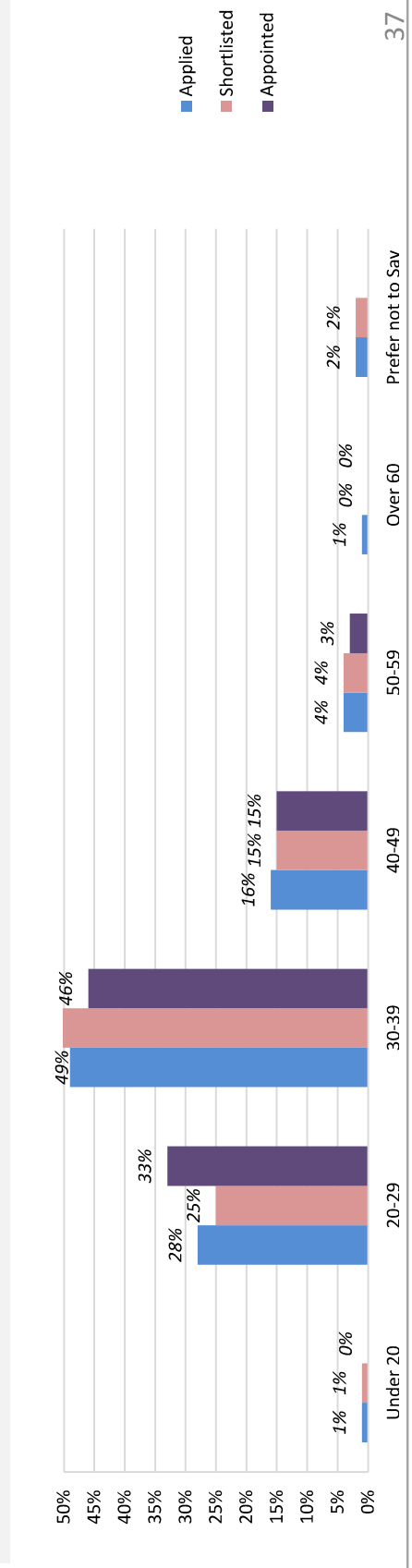
Recruitment: age

For this reporting period (April to September 2020) in relation to age range, of external appointments 67% of appointments fall into the age range of 20 – 39. Of appointments made from internal recruitment, 79% fall into the age range of 20 – 39. The average age of our workforce is 40 years old.

External recruitment

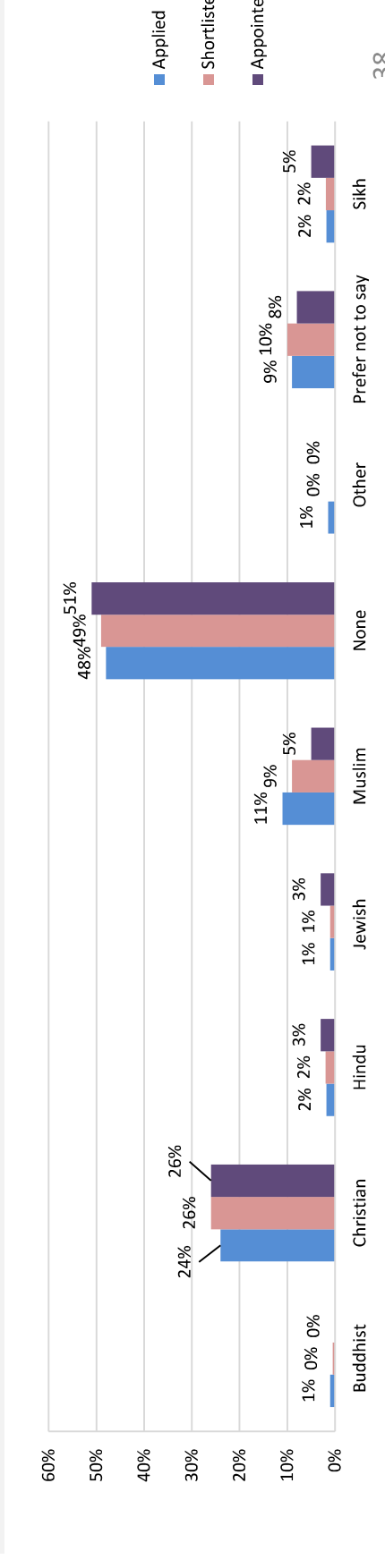
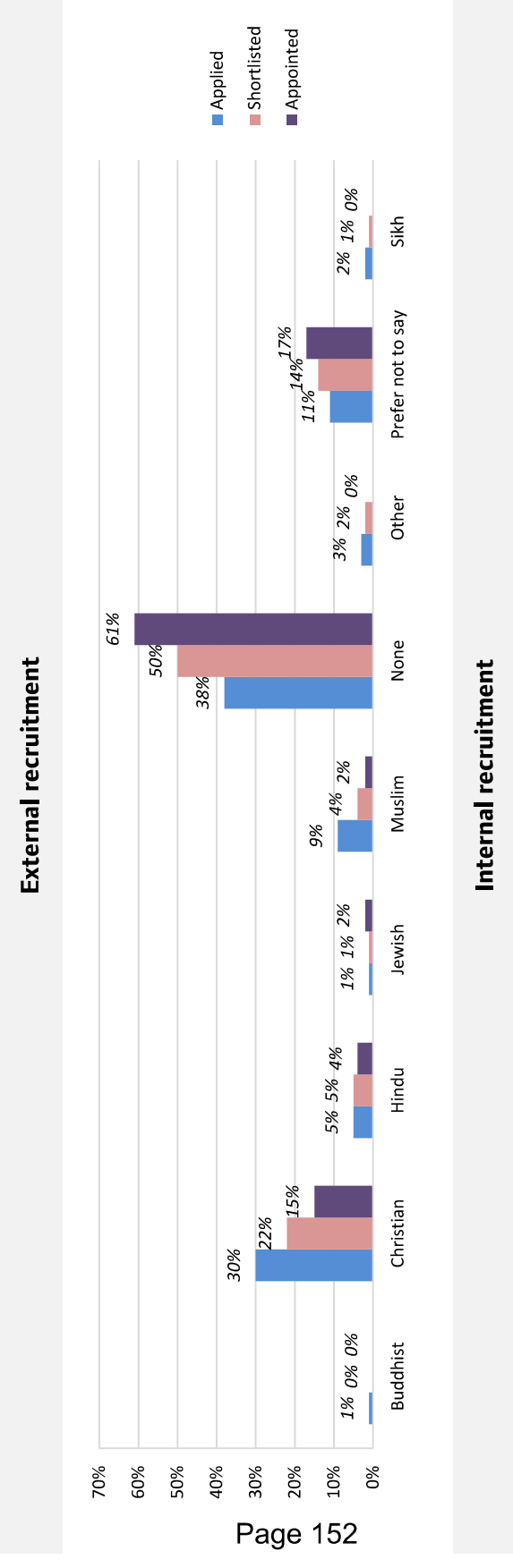


Internal recruitment



Recruitment: faith

In the period 1 April 2020 to 30 September 2020 in relation to faith, of external appointments the highest response to Faith was 'none' at 61% and 'Prefer not to say' 17%. Of appointments made from internal recruitment, 51% stated 'none' and 26% as 'Christian'. The most common faith of our workforce is Christian.



Recruitment: initiatives and improvements

Mayor of London – Media and Marketing BAME Internship

Following the success of the first Media and Marketing BAME Internship campaign launched in 2019, a second internship campaign was launched in February 2020. The recruitment campaign received over 200 applications and made two appointments on 11-month contracts in September 2020. The Internship diversity initiative is targeted at undergraduates and recent graduates from BAME groups who are interested in pursuing a career in press, marketing, digital or media.

Changes to the advertising process

In response to Covid-19, we have increased our advertising periods for internal adverts (from 1 to 2 weeks) and external adverts (from 2 to 3 weeks) - these interim measures were put in place to ensure fair opportunity for all to apply and to avoid candidates being potentially disadvantaged as a result of COVID-19. Currently all vacancies are being advertised internally only and externally only by exception.

Changes to the application process

In the previous reporting period, we piloted a more streamlined application form which included free text section for employment and education history and condensed supporting statement sections. These functional changes have been applied to all advertised vacancies since May 2020, the changes make the application process less time consuming for candidates and more user friendly for a better candidate experience.

Due to the increased volume of candidates applying for externally advertised vacancies in this reporting period, and to reduce the burden on shortlisting managers, we have introduced candidate pre-screen questionnaires. External candidates are required to respond to eligibility questions with the aim of reducing the number of candidates applying who do not meet the key essential knowledge, skills or experience criteria.

Improvements in shortlisting process

The Resourcing team now prepare and apply tailored shortlisting forms for each vacancy advertised. This change enhances the shortlisting process for hiring manager experience and improves the process of checking selection decision at shortlist stage by the Resourcing Team.

Learning & Development

This section provides an overview of the key L&D activity undertaken within the reporting period.

Learning & Development: overview of activity

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

Response to Covid

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

Online learning delivery

There were 776 facilitated online learning sessions completed in the period from 1 April 2020 to 30th September 2020 and an additional 1263 e-learning events completed on our new learning management system (LMS) platform for e-learning. This makes a total of 2039 learning sessions. By contrast, there were 2649 learning sessions from 1st April 2019 to 31st March 2020. This is down on the previous year's figures (2822) which is in part accounted for by Covid-19. A number of learning sessions due to take place in spring 2020 were postponed whilst we engaged with suppliers to adapt to virtual delivery.

Apprenticeships

The GLA is currently hosting 27 Apprentices, 18 of whom started as Advanced Business Administration Apprentices on 16 March 2020, and have worked remotely since their second day as a result of Covid-19. They have received formal training sessions once a month from the training provider with an additional 5 hours a week of learning tasks via an online portal. Remote working arrangements have been supported by a weekly 'Keeping in Touch' session for apprentices and fortnightly catch-up session for managers.



Learning & Development: supporting flexible and remote working

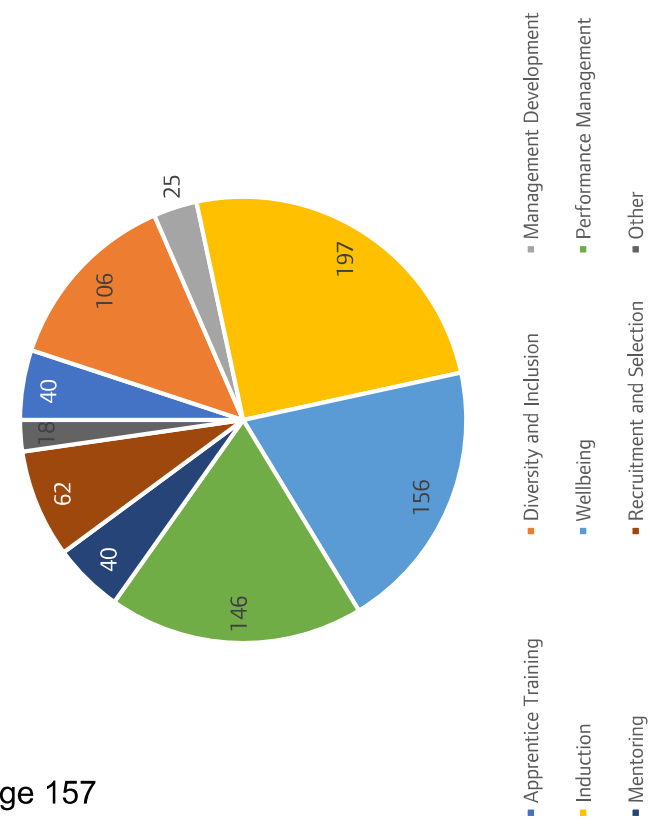
The L&OD team have introduced a number of new initiatives since 1st April 2020 designed to offer wider and easier access to learning options and to support more flexible ways of working. They include:

- A new Learning Management System (LMS) launched in May 2020. It allows us to set completion deadlines and prompt re-certification (re-completion) of courses automatically for our mandatory training. We have launched new courses on this platform contributing to increased number of learning events, such as Cyber Security (vitaly important with our increased reliance on technology) and Responsible Procurement.
- Another area of increased learning has been working with the staff Wellbeing Network to launched 'Keeping Well at Work' a trainer led, virtually delivered programme of resilience and wellbeing training using mindfulness-based stress reduction techniques. The programme includes 20-minute taster sessions, 1 hour workshops and regular support sessions for staff.
- Upskilling the L&OD team, and our training providers in online facilitation to deliver scheduled courses and workshops virtually via Microsoft (MS) Teams.
- Revising our onboarding processes for new starters converting face to face elements into sessions delivered virtually via MS Teams.
- Promoting the new Office 365 learning portal to support staff to adopt new technologies and adapt to new ways of working.
- Celebrating this year's Learning at Work Week from 18th - 24th May 2020 by running 'On Air - Online' Learning at Work Week, providing staff with links to free learning resources and activities available online offered by Open University, Udemy and Coursera.
- Developing the Smart Working Toolkit an online learning resource designed to help staff and managers adapt to working remotely, managing and leading through uncertainty and change, as well as supporting the wellbeing of themselves and their teams.

Learning & Development: breakdown by event type

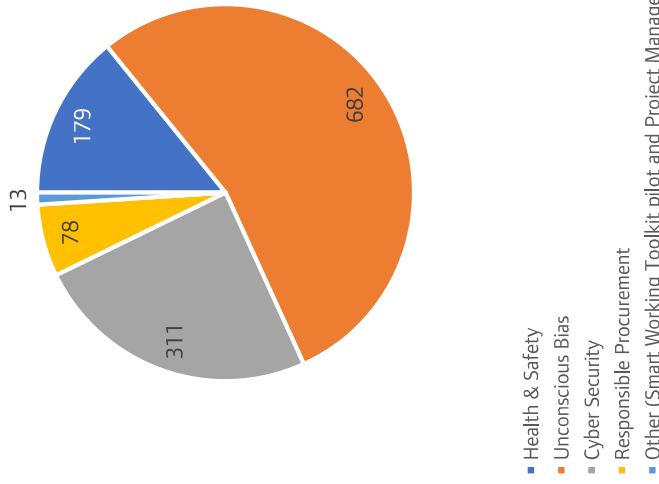
The chart below shows the breakdown of facilitated learning events by course category. The majority of training delivered covered events in the following groupings: Induction (25%), Wellbeing (20%), Performance Management (18%) and Diversity and Inclusion (13%).

Facilitated Learning Events



The chart below shows the breakdown of completed elearning by course category. The majority of training completed covered Unconscious Bias, Cyber Security, Health and Safety and Responsible procurement.

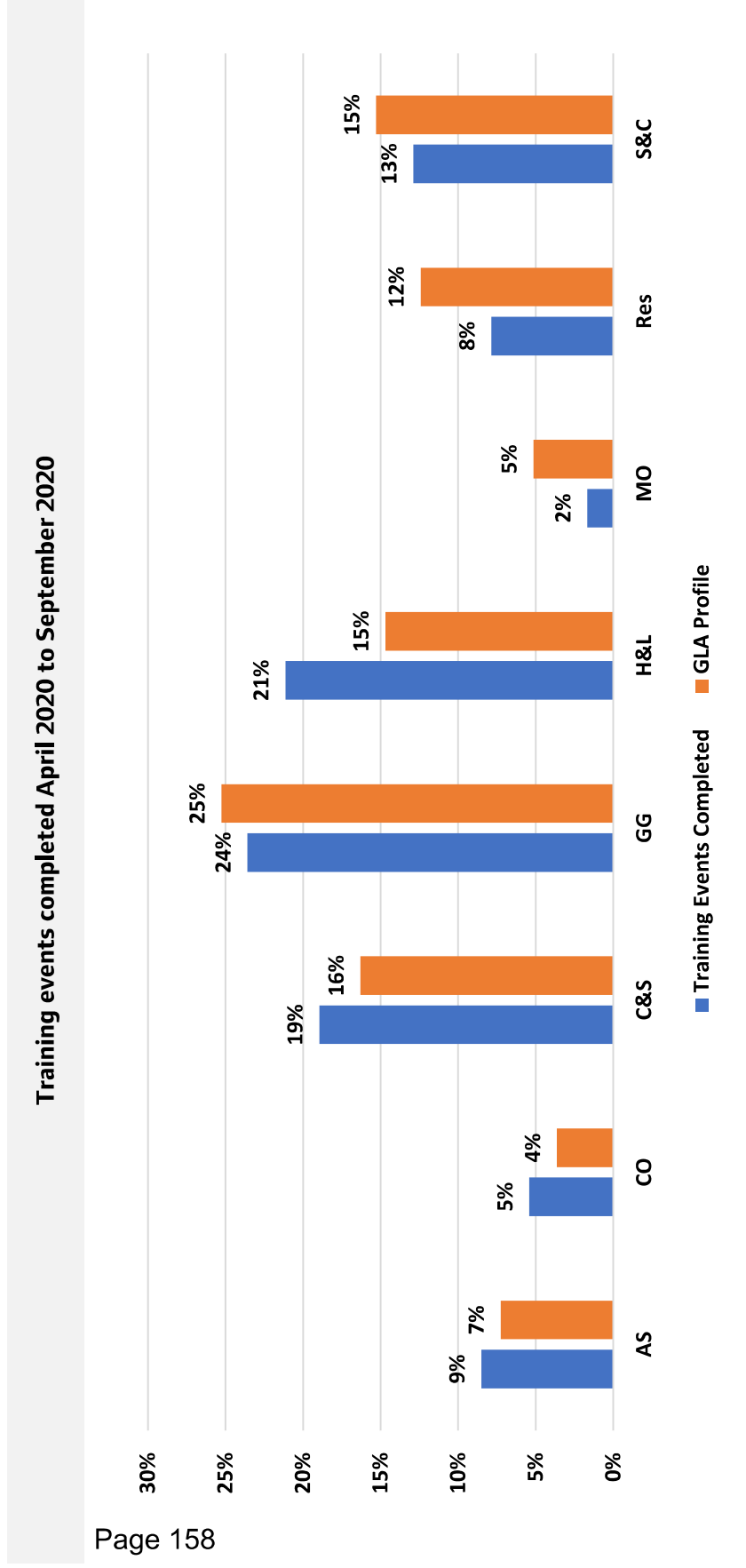
E-learning Events



Learning & Development: overview of take up (facilitated learning events only)

The graph below shows Directorate breakdown of 776 facilitated learning sessions completed in the period from 1 April 2020 to 30 September.

The analysis shows there is a proportionally higher take-up of learning opportunities in the Housing and Land directorate at 21% (staff numbers constitute 15% of the GLA profile). There is a lower take up of learning activities in the Resources directorate (8% compared to 12% of GLA workforce). All other directorates see a much smaller difference of between 1% and 3% between learner take up and their staff population share.





Learning & Development: overview of take up by demographic group (facilitated events)

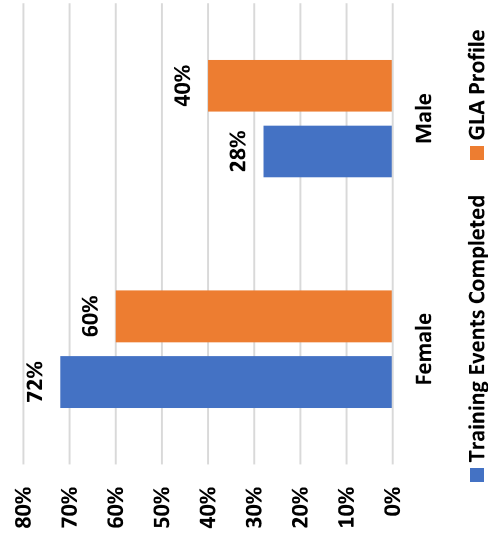
As was the position in March 2019, women proportionately take-up more development opportunities than men, with the gap widening: 60% female staff, 72% of training completed. This is largely due to women being overrepresented as participants on the Keeping Well at Work programme of events (86% of 142 places). The L&OD team will work with the new Wellbeing Team and the Wellbeing Network to ensure men are encouraged to access learning events with a well-being focus and the wider L&OD Programme.

The take up for BAME staff is slightly higher than the organisation profile of 29% of staff at 34% of training completed, again following the previous trend. Staff who declare a disability (6% of the organisation) take up 8% (up from 6.9% in March 2020) of learning opportunities.

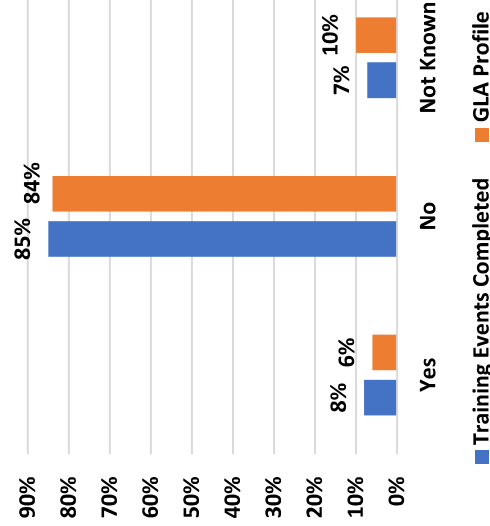
These continue to be positive indicators suggesting that there are currently no barriers for women, BAME and disabled staff accessing development support at the GLA. This is important in helping support progression into senior roles in the GLA where those groups are underrepresented. It also reflects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

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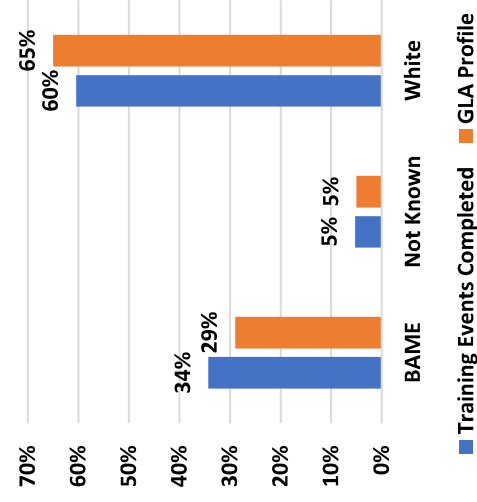
Training events completed by gender



Training events completed by disability



Training events completed by ethnicity



Learning & Development: performance management

The annual performance review provides an opportunity for managers and staff to review the past 12 months and celebrate their achievements, gain clarity on their current work priorities and set personal development goals for next year. In 2020 we have worked to ensure good performance management continues during Covid despite the challenges faced.

The deadline for completion was extended to 31 July. The overall completion rate for the GLA as at 29th September 2020 was 82%. Although below last year's completion level of 90%, we see this as admirable given the challenging circumstances the GLA has faced this year.

The table (right) shows completion by Directorate.

Improvements for 2020

This year the review was also an important opportunity to discuss staff well-being and the support staff need so they can be at their best in the challenging circumstances Covid-19 has introduced.

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

- We have provided updated toolkits to support staff and managers, with tips on holding the review conversation virtually.
- All staff will work towards a new diversity and inclusion (D&I) objective
- All managers will work towards a new staff development objective
- The career development conversation forms an essential part of the process and all staff should have an up-to-date development plan
- Completion of mandatory corporate learning should be checked and recorded during the review as part of development conversation.
- HR Business partners have worked with their business areas to compile unit and directorate-wide assessments of development needs to better focus the use of directorate learning budgets and support L&OD planning in this financial year.

% Completed by Directorate	2019	2020
Assembly Secretariat	97%	77%
Communities and Skills		82%
Communities and Intelligence	86%	
Good Growth		79%
Development, Enterprise and Environment	97%	
Housing and Land	99%	93%
Resources	100%	98%
Chief Officer	96%	86%
Strategy and Communications		80%
GLA Total	90%	82%

Equality, Diversity & Inclusion

This section provides an overview of the key EDI activity undertaken within the reporting period.

Equality, Diversity and Inclusion

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

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

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

[GLA Group Diversity and Inclusion Action Standard](#)

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



Equality, Diversity and Inclusion

Pay gap analysis and related action planning

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

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

The GLA will publish its 2020 ethnicity pay gap report and gender pay gap report. An all staff consultation was held across July and August 2020 on the ethnicity pay gap action plan and gender pay gap action plan. The GLA has incorporated actions from the GLA's Workforce Integration Toolkit in the Ethnicity Pay Gap action plan and this plan has also been reviewed by the GLA's Race Equity Action Group.

Equality, Diversity and Inclusion

Ethnicity pay gap

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

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

2019

As can be seen from the table Black and Black British staff have the highest median pay gap of all ethnic groups at 20.82%. White staff earn £25.36 per hour, Asian staff £22.60 per hour and Black staff £20.08 per hour. The proportion of Black, Asian and minority ethnic staff has reduced from 30% to 29% as of 30 September 2020 (slide 9).

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

Equality, Diversity and Inclusion

Race Equity work

The GLA's Race Equity Network put forward four corporate asks to the GLA, which were agreed by CMT in July 2020:

- Let's Talk About Race - pilot this initiative for the GLA Senior Leadership Team and the Black Asian and Minority Ethnic Network Committee and then roll out swiftly across the organisation, to help foster an organisational environment which enables the 'asks'. This will also help inform the organisations' Diversity and Inclusion plans.
- Reflecting London's demography - future proofing a diverse and inclusive GLA that is more representative of London's demographic (39.3% Black Asian and Minority Ethnic - 2011 census data - whilst we understand this percentage is higher than the working population to redress the balance ambitious targets are required) and is reflected within the GLA Staff Body and at all levels of the organisation (in keeping with recognising and respecting the diversity of BAME and the respective experiences - there needs to be a greater emphasis on the Black in BAME based on the current evidence).
- Ethnicity Pay Gap - increase efforts to actively close the ethnicity pay gap aiming as a minimum for the success rate achieved with closing the gender pay gap. We would also like the issue of disparity across the range of Black Asian and Minority Ethnic staff addressed.
- Investment in Black Asian and Minority Ethnic staff - talent management (progression and retention across all grades) and pastoral care.

The GLA has set up a Race Equity Action Group to oversee the work against these asks and to hold the organisation to account, following an expression of interest process for staff. The purpose of the Group is also to accelerate work to close the GLA's Ethnicity Pay Gap. The GLA has piloted a Let's Talk About Race session for SLT and with members of the Black Asian and Minority Ethnic Network Committee. The plan for the roll out of this training is now being agreed by the Race Equity Action Group. The Ethnicity Pay Gap action plan has been updated with revised targets by ethnic groups to reflect London's working age population. The action plan and Gender Pay Gap action plan also include actions on providing intersectional data on the GLA's workforce. A bespoke emotional support service for Black and Black Mixed Race staff has been commissioned with Black Thrive. The service is being codesigned with staff.

Equality, Diversity and Inclusion

Supporting Future Leaders

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

The pilot programme had four key objectives:

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

The pilot, developed in conjunction with Deloitte, has now concluded. This included introducing a new model for talent assessment at the GLA based on potential; identifying and selecting a pool of talented individuals who we are keen to support and develop; carrying out psychometrics and 1:1 discussions with all participants to develop individually tailored development reports; identifying senior roles across the organisation which would benefit from succession planning and developing 'success profiles' for these; carrying out a mapping process to identify if any of these roles would be a potential match to participants for succession planning purposes. All participants have met with the project sponsors. There is still further work to develop an enhanced learning offer to further support of the cohort. This work had been delayed due to the additional time required to do assessments and then further delayed due to Covid19 and the FTC resource allocated to this project ending. Work has now resumed using existing resource from within the HR&OD team. The pilot programme evaluation will inform whether the programme can be scaled-up to meet the talent management needs of the wider organisation.

Disability Rights UK Leadership Programme

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

Gender identity

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

Equality, Diversity and Inclusion

Our Time

The ‘Our Time’ programme launched its second cohort across the GLA Group in September 2019, with 50 participants across GLA Group organisations, including London and Partners and also the London Ambulance Service. The second cohort has been affected by the organisational impact of Covid-19 and the Our Time Working Group has extended the programme to address this with a final milestone event in December 2020. Planning for Cohort 3 has also been paused and we will review the situation across the GLA group in 2021.

Diversity and inclusion related benchmarking

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

- BITC’s Race and gender equality campaigns
- Disability Confident
- Stonewall Workplace Equality Index
- Timewise

Some examples of activity against these benchmarks is set out below.

BITC Race at Work

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

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

The GLA took part in the annual BITC Race at Work survey again in Summer 2020. This is an opportunity to measure progress against the five pillars of the charter, share successes and good practice and reflect and identify next steps in making further progress on race equality.

Equality, Diversity and Inclusion

Diversity and inclusion related benchmarking (cont'd)

Stonewall Workplace Equality Index

The GLA continues to work with Stonewall to support LGBTQ+ staff and Londoners. As a member of Stonewall's Diversity Champions programme, the GLA uses Stonewall's Workplace Equality Index tool to benchmark its work against best practice and to continuously improve policies and processes. The GLA took part in the 2020 Stonewall Staff Survey and Workplace Equality Index, placing at number 22 in Stonewall's Top 100 employers list. There were 503 organisations in the index. This is a significant jump from the GLA's 2019 Index results, where the GLA ranked 118/445 organisations. These results are the product of many people's hard work to make progress on LGBTQ+ inclusion within the GLA over a number of years, especially the work of the LGBTQ+ Staff Network. Due to the impact of Covid-19, Stonewall did not run their index for 2021 and intend to resume for 2022. The GLA has met with Stonewall to discuss the new criteria, in preparation for submitting to the next Index in September 2021.

Disability Confident

The GLA is a Level 1 Disability Confident 'Committed' employer and the EDI team within HR&OD has been working with the Staff Network for Disability and policy colleagues to make progress on disability equality and move to Level 2 of this benchmark. The Diversity and Inclusion Management Board agreed a Disability Equality Action Plan in November 2019 which highlights the steps the organisation needs to take to achieve Level 2 of the benchmark.

Some examples of the work underway include:

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



Equality, Diversity and Inclusion

Inclusive GLA Programme

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

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

The roll out of Inclusive GLA workshops and SLT coaching has concluded. The Chairs of the GLA Networks are now undertaking an equality and diversity coaching programme over four sessions, which is due to be completed in early 2021.

The Directorate and Unit Diversity and Inclusion action plans have been reviewed in October and November 2020. The plans will now be reviewed on an annual basis, linked to performance reviews and the diversity objectives of SMT members. The Diversity and Inclusion Management Board will provide oversight and scrutiny of the plans – Board meetings will also provide an opportunity to share best practice across the organisation.

Equality, Diversity and Inclusion

Supporting Staff Networks

The GLA currently has eight staff networks:

- Carers and Parents Network
- Christian Network
- EU Staff Network
- LGBTQ+ Network
- Race Equity Network (previously known as the Black Asian and Minority Ethnic Staff Network)
- Staff Network for Disability
- Wellbeing Network
- Women’s Network

Our Staff Network Groups are an important source of support to colleagues and help make our organisation a better place to work. The Networks play an important role in staff engagement as well as in supporting the GLA’s workforce diversity and inclusion priorities. The Black Asian and Minority Ethnic Network has been instrumental in the organisation’s race equity work and delivered an outstanding Black History Month programme which engaged staff across the organisation. Also, the Wellbeing Network has led on an increased programme of support for staff following Covid-19 hosting a range of lunchtime sessions and blogs signposting resources and techniques to promote positive wellbeing.

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

The Networks are invited to a monthly forum meeting with EDI officers. This space is used for collaboration across Networks, to flag any concerns, and to share ideas. All Networks are provided with funding and have the offer of an Executive and Mayoral Sponsor. Mary Harpley remains the overall Diversity & Inclusion Champion in her role as Chief Officer. The renewed Staff Networks Guidance was developed in consultation with Network Chairs in 2020. The guidance covers protected time for network activity, budgets and expenditure, holding elections for positions, setting up new networks, and advice for chairs on supporting individual staff members.

Covid-19

This section provides an overview of the ongoing support to staff throughout the pandemic



Response to Covid-19

The role of the various functions within HR&OD in supporting the adaptation of ways of working throughout the Covid-19 pandemic have been highlighted throughout this report (e.g. the move to remote and web based delivery of learning offerings, and move to web based recruitment and selection processes, as opposed to face to face interviews). We have also continued the work ongoing from March to support all staff, including:

- The introduction of a new, externally facilitated programme **‘Keeping Well at Work’** to support individual wellbeing. This programme comprised four modules (one aimed specifically at managers). It is supported by a remote learning package, our **‘Smart Working Toolkit’** which provides practical tips and guidance on how to work remotely in this different environment.
- We have enabled GLA staff to access up to £250 to purchase **IT and office equipment** to create **safe and sustainable spaces to work from home** for an extended period. Those with reasonable or workplace adjustments in place were able to access additional funding to provide appropriate, equivalent equipment at home.
- We provided funding for staff to access **flu jabs** through a local provider of their choice, as we were unable to run the programme from City Hall as we have done in previous years.
- We introduced two new roles focused on **wellbeing** into the HR team in November, and are focusing on some rapid, quick win interventions alongside a more comprehensive Wellbeing Strategy and action plan for 2021.
- We have maintained **close and regular contact with UNISON and our staff networks** during this time, to be able to respond effectively to issues and concerns as and when they arise. We also ran a **pulse survey** in April-May 2020 to understand more about the immediate **impact on GLA staff**. Findings from the first pulse survey indicated that staff were very positive about the GLA’s commitment to encouraging wellbeing, and positive that the GLA provided support to seeking a work/life balance, but less positive in relation to their ability to achieve that balance. We are developing our approach to gathering more regular feedback from all staff, including the view from the perspective of different staff groups (e.g. managers) for 2021.

Fixed term posts created, March 2020 to September 2020

Directorate	No. of fixed term posts created	No. funded externally
Housing and Land	21	20
Mayor's Office	3	
Resources	1	

Directorate	Unit	Position	Date Agreed	End Date	Funding Source	Specific funding
Housing and Land	Programme, Policy and Services	Programme Manager Data Analyst	01/04/2020	31/05/2020	GLA	Housing and Land PPS
Housing and Land	Programme, Policy and Services	Programme Manager Building Safety (x 3)	20/08/2020	31/03/2022	External	MHCLG Building Safety Fund
Housing and Land	Programme, Policy and Services	Senior Programme Manager Building Safety	20/08/2020	31/03/2022	External	MHCLG Building Safety Fund
Housing and Land	Programme, Policy and Services	Senior Programme Officer Building Safety (x 15)	20/08/2020	31/03/2022	External	MHCLG Building Safety Fund
Housing and Land	Programme, Policy and Services	Principal Project Officer Private Rented Sector	24/08/2020	30/09/2021	External	Rogue Landlord Enforcement Fund and Controlling Migration Fund
Mayor's Office	Mayoral Support Team	Senior Digital Communications Officer	01/04/2020	31/05/2021	GLA	Mayor's Office Staffing
Mayor's Office	Mayoral Support Team	Senior Stakeholder Relations Officer Communities and Faith (Strategic Coordinating Group)	03/04/2020	02/01/2021	GLA	Mayor's Office Staffing
Mayor's Office	Mayoral Support Team	Senior Stakeholder Relations Officer (Strategic Coordinating Group)	20/04/2020	20/04/2021	GLA	Mayor's Office Staffing
Resources	Information Technology	Technical Architect	01/07/2020	30/06/2022	GLA	Development Reserve

Posts re-graded between April 2020 and September 2020

Directorate	Unit	Position Title	Original Grade	Revised Grade
Housing and Land	Strategic Projects and Property	Royal Docks Programme Director	14	15
Strategy and Communications	Major Sports Events Team	Major Sports Events Stakeholder Manager / Portfolio Manager (previously named Major Sports Events Officer)	8	9
Strategy & Communications	External Relations	Digital Content Manager	7	8
Assembly Secretariat	Marketing	Video Producer	5	5
Housing & Land	Housing	Programme Manager	10	11
Strategy & Communications	External Relations	Marketing Executive	5	6
Strategy & Communications	Strategy, Intelligence and Analysis	Research Assistant	4	5
Strategy & Communications	Fire and Resilience	Strategy and Performance Advisor	9	11
Strategy & Communications	External Relations	Communications Executive	5	6
Good Growth	Transport, Infrastructure and Connectivity	Connected London Lead (previously named Principal Policy Officer for Digital Connectivity)	10	11
Good Growth	Economic and Business Policy	Senior Policy Officer for Life Sciences	8	9
Good Growth	Economic and Business Policy	Senior Policy Officer Technology	8	9

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