

Subject: Workforce Report

Report to:	GLA Oversight Committee
Report of:	Chief Officer
Date:	22 July 2021
Public access:	This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2020 to 31 March 2021.

2. Recommendation

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

3. Background

3.1 This report covers the year ending 31 March 2021 and is compared to the year ending 31 March 2020.

3.2 Headcount and establishment numbers are reported in terms of full-time equivalent (FTE) and actual numbers. FTE numbers record 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.

3.3 Some of the metrics are benchmarked with data being drawn from the Office for National Statistics (ONS) Annual Population Survey 2020.

3.4 This report also includes details of all fixed-term posts created between 1 October 2020 and 31 March 2021. These posts are shown in **Appendix 1**. In addition, the Chief Officer has approved the regrading of 15 posts with the details set out in **Appendix 2**.

4. Headlines

4.1 The main data and accompanying analysis to this report are included in the slide deck at **Appendix 3**. Headlines for the Committee to note include the following:

- **Establishment (slide 4):** Post numbers for the GLA on 31 March 2021 were 1322 FTE. This represents an increase of 14 FTE when compared to March 2020.
- **Permanent v fixed-term posts (slide 5):** In the financial years 2019-20 and 2020-21 a number of fixed-term posts have been converted to permanent posts. Fixed-term posts now account for 14 per cent of all posts, which is a slight increase on the position at the end of March 2020 (13 per cent). While a number of posts were converted from fixed-term to permanent last year, the slight increase is as a result of the number of new fixed-term posts created, particularly 19 FTE posts in the Housing and Land directorate to manage the Government's Building Safety Fund.
- At the GLA Oversight Committee (GLAOC) meeting on 25 May 2021 the Chief Officer agreed to provide some high-level data on the number of GLA posts subject to external funding and the range of bodies providing that funding. The information on this can be found in **Appendix 4**. As a reminder, the funding bodies cover all costs associated with the staff funded by them. They are also charged an additional £6,000 per post per year as a contribution to GLA overheads.

Building a diverse and inclusive workforce

- **Ethnic diversity in the GLA:** The Black, Asian and minority ethnic (BAME) population in the GLA as at 31 March 2021 stands at 29 per cent (**slide 17**) as a proportion of the total staffing population. This is slightly lower than the proportionality reported as at 31 March 2020 of 30 per cent. The current numbers are still lower than London's economically active population of 36 per cent. The GLA, in response to one of the four 'corporate asks' from the Race Equity Network, has agreed a target of proportionality equivalent to London's working age population by 2025 (currently 37.1 per cent). Work is underway with support from the Race Equity Action Group to help the organisation in its aim to meet the target.
- The organisation is rolling out mandatory **Let's Talk About Race** sessions which aim to bring people together in order to have open and honest conversations about race. The GLA is taking part in Business in the Community's 2021 Race at Work survey, which will help establish the current experience of staff and allow us to benchmark against other organisations at a national level. We are also commissioning an independent review into the barriers faced by BAME staff around progression.
- **Disability:** The number of disabled staff has reduced since March 2020 from 73 to 68, with the overall proportion remaining at 6 per cent compared to London's economically active population of 12 per cent (**slide 21**). As a Disability Confident employer (working towards Level 2 accreditation) we are committed to supporting the talents of our disabled staff. The GLA's Disability Equality Action Plan sets out our ongoing commitments, including providing disability awareness training to improve understanding of the barriers faced by disabled people, the GLA's legal obligations and the support we can provide. The e-learning will support the GLA's new workplace adjustment policy, which is being updated following an external review and is due to launch in autumn 2021.

- **Gender:** The proportion of staff identifying as female in the GLA as at 31 March 2021 stands at 61% of the total population. This is slightly higher than the figure declared as at 31 March 2020 where the proportion of females in the GLA was 60%. The GLA current numbers are higher than the data for the London working age population of 49.5%.
- **LGBTQ+ inclusion:** As at 31 March 2021 8 per cent of staff have self-declared a sexual orientation that is lesbian, gay or bisexual, with 12 per cent preferring not to say or not providing a response **(slide 28)**. In the last published Stonewall Workplace Equality Index the GLA was ranked 22 which reflected the significant work undertaken by the GLA in partnership with our LGBTQ+ Network. The Stonewall Workplace Equality Index for 2020 was postponed due to Covid-19; however, work has continued towards making the GLA a more LGBTQ+ inclusive environment. The GLA's human resources system has been reconfigured to provide staff with the opportunity to record their gender identity beyond the limiting binary options that previously existed.
- **Additional payments (slide 29):** There were 157 recognition payments made in the year ending 31 March 2021, of which 137 related to COVID-19 response work. 61 per cent of payments were to female staff which is exactly in line with the proportion of female staff in the GLA. There was also parity in the distribution of recognition payments to BAME staff at 29 per cent.

Learning and organisational development

- **E-learning offer and move to virtual delivery** – The GLA e-learning offer was expanded in 2020-21 and now includes additional modules on SMART working, Mental Health Awareness and Let's Talk about Race. In response to Covid-19, the learning offer was redesigned for virtual delivery, with support provided to suppliers on training delivery via the MS Teams platform **(slide 42)**.
- **Management development** – Two new cohorts of the internal GLA management development programmes were delivered in second half of 2020-21 via remote learning. Twelve participants joined Into Management, a programme for new and aspiring first line managers. Eleven participants joined Into Middle Management, a programme for middle/team managers. The participants are expected to complete the programme and achieve their ILM accreditation in 2021-22 **(slide 43)**.
- **Apprenticeships** – 19 Business Administrator Apprentices joined the GLA in March 2020, one day before the national lockdown. Having worked and studied almost entirely remotely, 18 apprentices completed their programme, 72 per cent of whom (13) gained distinctions. 11 of the apprentices have also been appointed to Level 4 Project Management apprenticeships starting in July 2021 (10 in the GLA and one in MOPAC) **(slide 47)**.
- **Performance reviews** – The completion of end of year reviews in 2020 was 82 per cent. Process improvements included mandatory objectives on diversity and inclusion for all staff, and staff development for managers. Managers are also reminded to discuss career development, wellbeing and mandatory training requirements with staff in the annual performance review meetings **(slide 48)**.

5. Legal implications

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

6. Financial implications

- 6.1 The financial implications arising from the changes in staff have been set out in the individual Chief Officer forms approving those changes. Any financial implications from other topics discussed in this report have been contained within the appropriate budgets.
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List of appendices to this report:

Appendix 1 – Fixed-term posts created, 1 September 2020 to 31 March 2021

Appendix 2 – Posts regraded between 1 October 2020 and 31 March 2021

Appendix 3 – GLA Workforce Report

Appendix 4 – Externally funded posts and funding bodies

Local Government (Access to Information) Act 1985

List of background papers:

None.

Contact Information

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Fixed-term posts created, 1 September 2020 to 31 March 2021

Directorate	No. of fixed-term posts created	No. funded externally
Chief Officer	4	-
Communities and Skills	4	2
Good Growth	6	6
Housing and Land	5	5
Strategy and Communications	1	-
Total	20	13

Directorate	Unit	Position	Date agreed	End date	Funding source
Chief Officer	Transformation	Programme Director	01/02/2021	28/02/2022	GLA
Chief Officer	Transformation	Senior Capital Project Manager	01/02/2021	28/02/2022	GLA
Chief Officer	Transformation	Senior Programme Manager	01/02/2021	28/02/2022	GLA
Chief Officer	Transformation	Senior Project Officer	01/02/2021	28/02/2022	GLA
Communities and Skills	Team London	City Volunteer Manager	01/11/2020	31/08/2022	GLA
Communities and Skills	Team London	City Volunteer Retention and Training Manager	01/11/2020	31/08/2022	GLA
Communities and Skills	Skills and Employment	Senior Project Officer	01/03/2021	31/12/2023	External
Communities and Skills	Skills and Employment	Programmes Officer	01/03/2021	31/12/2023	External
Good Growth	Regeneration and Economic Development	Senior Project Officer	21/10/2020	31/03/2022	External
Good Growth	Regeneration and Economic Development	Senior Project Officer	21/10/2020	31/03/2022	External
Good Growth	Regeneration and Economic Development	Senior Project Officer	01/11/2020	31/10/2021	External
Good Growth	Regeneration and Economic Development	Senior Project Officer	01/11/2020	31/10/2021	External
Good Growth	Environment	Programme Lead Local Energy Accelerator	04/11/2020	31/08/2023	External
Good Growth	Environment	Strategy, Markets and Innovation Lead Local Energy Accelerator	04/11/2020	31/08/2023	External

Directorate	Unit	Position	Date agreed	End date	Funding Source
Housing and Land	Programme, Policy and Services	Senior Programme Manager Building Safety	01/03/2021	31/10/2021	External
Housing and Land	Programme, Policy and Services	Senior Programme Officer Building Safety	15/03/2021	14/11/2021	External
Housing and Land	Programme, Policy and Services	Senior Programme Officer Building Safety	15/03/2021	14/11/2021	External
Housing and Land	Programme, Policy and Services	Senior Programme Officer Building Safety	15/03/2021	14/11/2021	External
Housing and Land	Programme, Policy and Services	Programme Officer Building Safety	15/03/2021	14/11/2021	External
Strategy and Communications	Recovery Programme Team	Senior Manager – Social Recovery	08/03/2021	07/03/2023	GLA

Posts regraded between 1 October 2020 and 31 March 2021

Directorate	Unit	Position title	Original grade	Revised grade
Housing & Land	Royal Docks	Senior Capitals Works (previously named as Estates & Place Manager)	10	12
Strategy & Communications	External Relations	Senior Digital Communications Officer (Channel Management) (previously named as Digital Communications Specialist)	6	8
Strategy & Communications	External Relations Creative	Senior Designer	6	8
Strategy & Communications	External Relations Creative	Creative Services Manager	9	9
Good Growth	Transport, Infrastructure and Connectivity	Head of Transport (previously named as Transport Manager)	11	13
Strategy & Communications	Demography and Policy Analysis	Head of Strategic Crime and Analysis Team (previously named as Senior Research and Statistical Analyst – Crime)	7	10
Strategy & Communications	GIS and Infrastructure	Geographic Information Officer (previously named as GIS Assistant Officer)	4	6
Strategy & Communications	Demography and Policy Analysis	Head of Strategic Crime and Analysis Team (previously named as Senior Research and Statistical Analyst – Crime)	7	10
Communities & Skills	Communities and Social Policy	Senior Manager Community Engagement	11	9
Communities & Skills	Communities and Social Policy	Equality and Fairness Senior Manager	11	9
Communities & Skills	Communities and Social Policy	Senior Manager Social Integration	11	9
Good Growth	Culture & Creative Industries	Programme Manager, Commission for Diversity in the Public Realm	8	9
Communities & Skills	Communities and Social Policy	Senior Manager, Fairness and Equality	11	12
Communities & Skills	Communities and Social Policy	Policy and Projects Officer – Workforce Integration Network Coordinator, Social Integration Team	8	8
Communities & Skills	Communities and Social Policy	Principal Policy and Programme Officer	7	10

MAYOR OF LONDON

GLA Workforce Report

Workforce data report for the year ending 31 March 2021



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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
Res	Resources
S&C	Strategy and Communications

Data sources

References to the working-age population of London (aged 16-64) are taken from: ONS Annual Population Survey 2020

Ethnic group	% of working-age population
White	63%
Black, Asian and minority ethnic	37%
Mixed/multiple ethnic groups	3.6%
Asian/Asian British	17.6%
Black/African/Caribbean/Black British	11%
Other ethnic group	4.9%

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

Disability	% of working-age population
Disabled	16%

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.

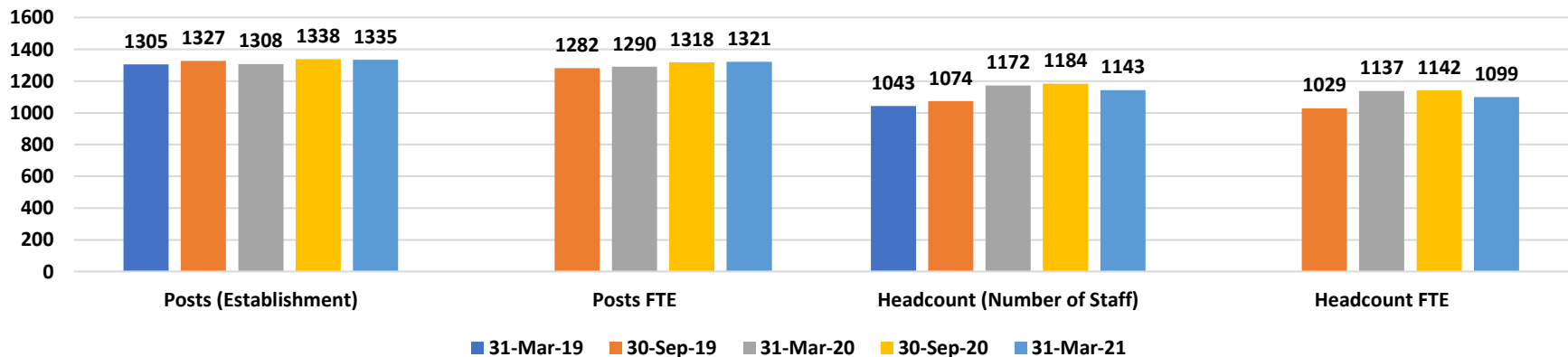
Posts – a post is a job or role that an individual is assigned to. Posts can be reported as actual numbers (a count of the total number of posts) or in full-time equivalent terms (FTE). Posts may be fixed-term in nature (i.e. of limited duration) or permanent (i.e. they remain indefinitely on the establishment). 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 FTE 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 31 March 2021 the GLA had an establishment of **1,321 FTE (comprising 1,335 individual posts)**.

GLA establishment and headcount



Establishment

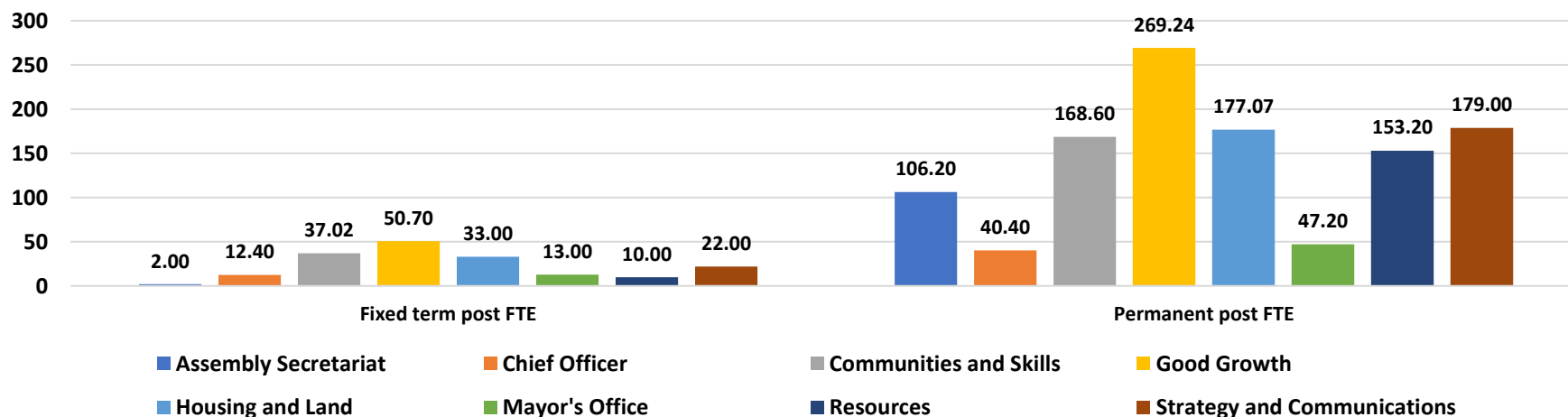
This section provides an overview of the GLA establishment for the period of this report; that is, the funded posts against which we assign GLA employees.

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 31 March 2021 the overall percentage of fixed-term posts within the GLA posts establishment is 14%. The tables below provide the breakdown of fixed-term and permanent posts (establishment) by directorate by **full-time equivalent (FTE)**.

Establishment: fixed-term and permanent posts by FTE



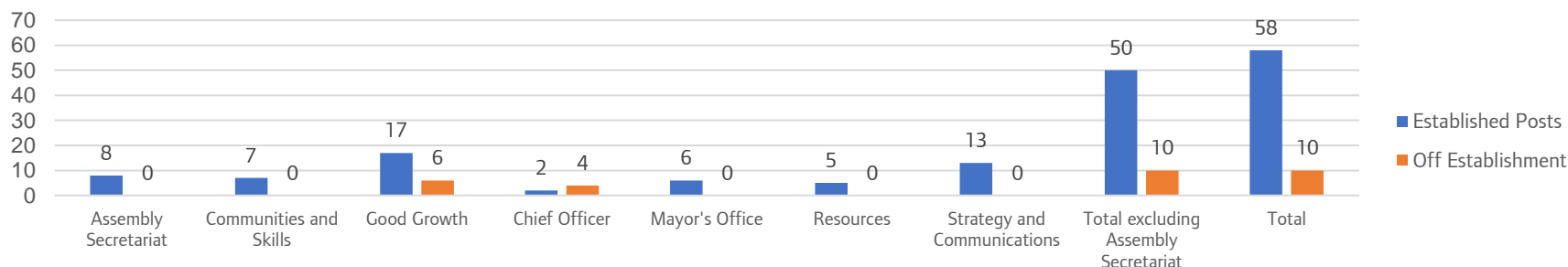
Directorate	Fixed term post FTE	Permanent post FTE	Total Posts FTE
Assembly Secretariat	2.00	106.20	108.20
Chief Officer	12.40	40.40	52.80
Communities and Skills	37.02	168.60	205.62
Good Growth	50.70	269.24	319.94
Housing and Land	33.00	177.07	210.07
Mayor's Office	13.00	47.20	60.20
Resources	10.00	153.20	163.20
Strategy and Communications	22.00	179.00	201.00
Total	180.12	1140.91	1321.03

GLA establishment – agency workers as at 31 March 2021

There were 62.4 FTE agency workers in the GLA including those in the Assembly Secretariat on 31 March 2021. The actual headcount of agency workers on 31 March 2021 was 68, as shown in the table below.

Of these, 85% were covering established posts, i.e. providing cover directly for a post that is vacant and held on the establishment. 15% were not held against established posts, but have been brought in to deliver urgent and/or specialist work; we describe this group as ‘off-establishment’ in the graph and table below.

Number of agency staff held against established posts or off-establishment as at 31 March 2021



Number of Agency Staff (headcount) held against established posts or off establishment as at 31 March 2021

Directorate	Established posts	Off-establishment	Total	% held against established posts	% off-establishment
Assembly Secretariat	8	0	8	100%	0%
Chief Officer	2	4	6	33%	67%
Communities and Skills	7	0	7	100%	0%
Good Growth	17	6	23	74%	26%
Mayor's Office	6	0	6	100%	0%
Resources	5	0	5	100%	0%
Strategy and Communications	13	0	13	100%	0%
Total excluding Assembly Secretariat	50	10	60	83%	17%
Total	58	10	68	85%	15%

Headcount

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

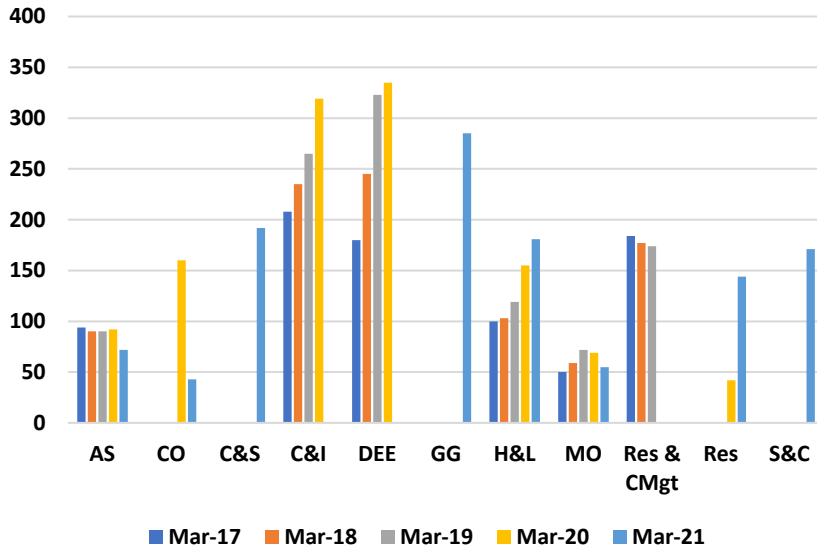
This means that the information in this section is sometimes shown in terms of the count of our number of employees as well as, or instead of, by FTE.

Headcount

The total headcount (i.e. our number of employees) as at 31 March 2021 is **1,099 FTE**. This is made up of 1,143 individual employees. This figure excludes agency workers and inward secondees.

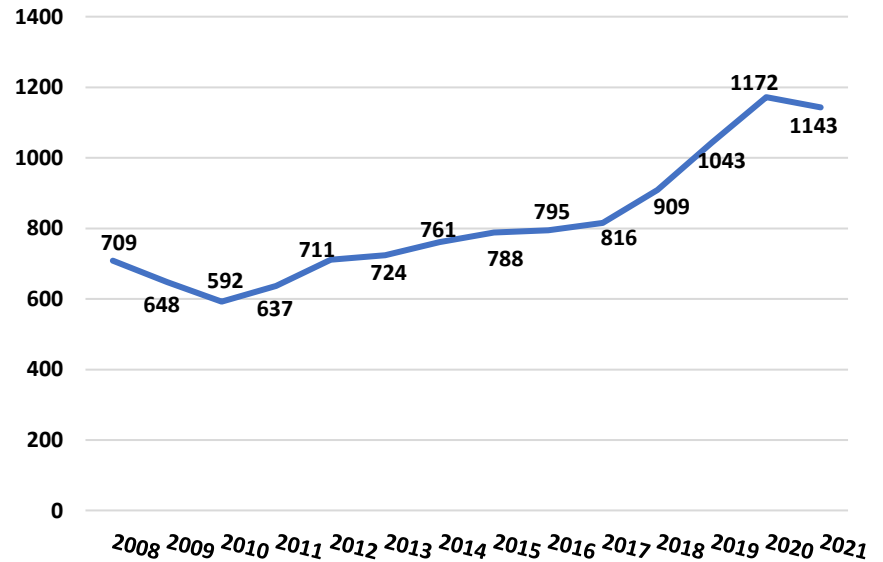
The chart below shows the headcount from March 2017 to March 2021. The new GLA structure is reflected for the March 2021 profile.

Staffing profile by directorate 2017, 2018, 2019, 2020 and 2021



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

GLA staff 2008 to 2021*

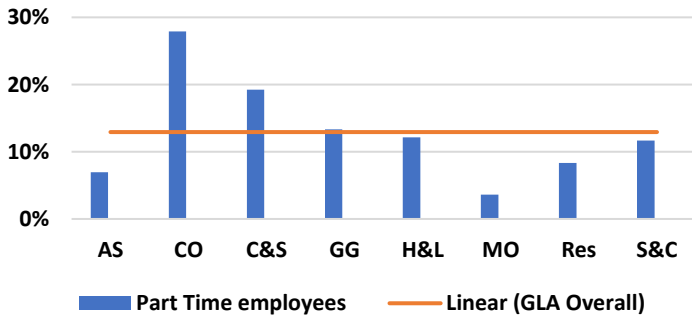


*This data shows permanent and fixed-term employees only it does not include agency staff, consultants or inward secondees. All numbers are whole numbers (count of number of employees) and not FTE.

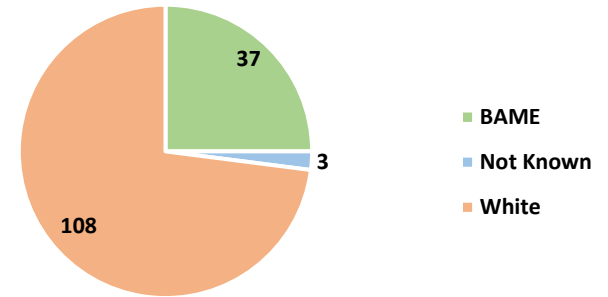
Part-time staff analysis

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 **106.57 FTE** staff working part-time with the actual headcount being 148 (13%). On average, part-time staff work 25.61 hours per week. Of the 148, 126 are female (equivalent to 85% of part-time workers against a GLA population of 61% female). There are 37 Black, Asian and minority ethnic (BAME) part-time staff, representing 25% of the part-time population compared to the GLA overall profile of 29% BAME staff. 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 FTE. 15 part-time staff fall into the senior staff category, i.e. earn £70k FTE or more per year.

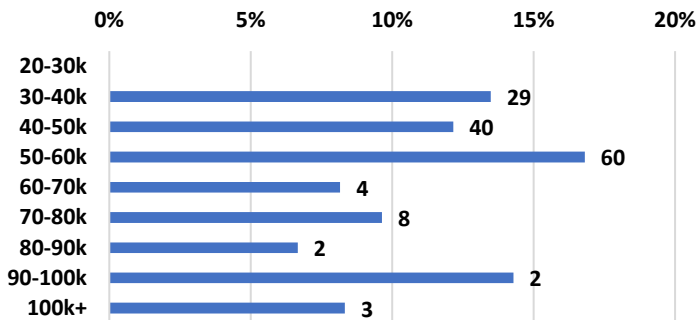
Part-time staff by directorate (by % and number)



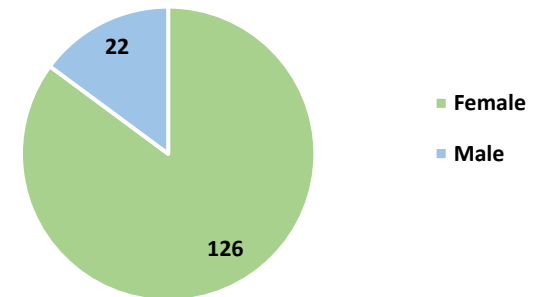
Part-time staff by ethnicity



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



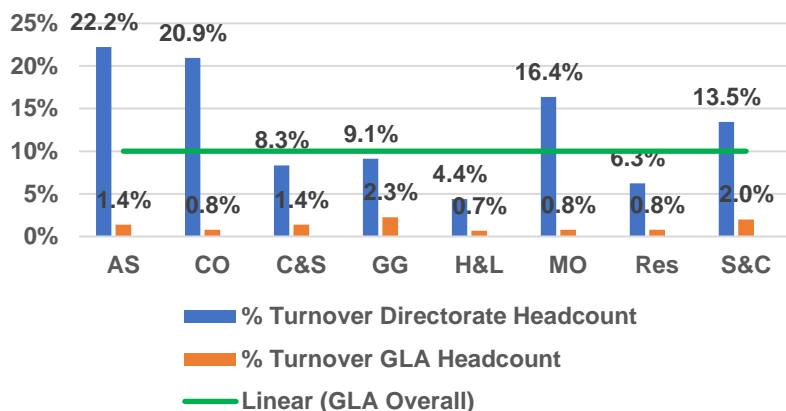
Part-time staff by gender



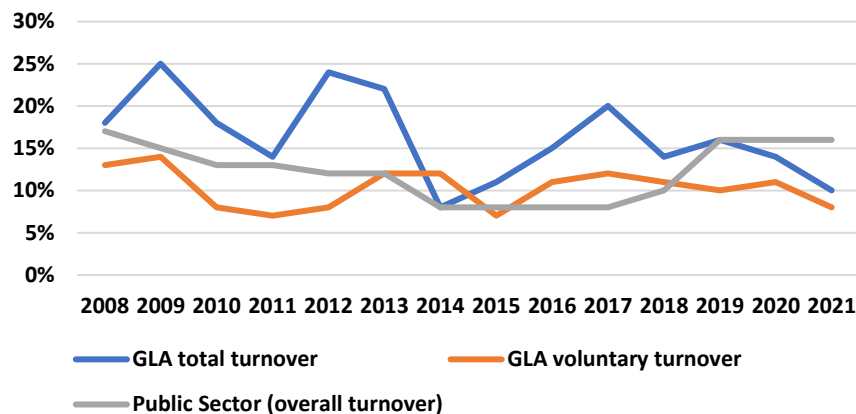
Turnover

The overall turnover figure for the GLA is currently 10%, compared to the public sector figure of 16%. Turnover at 10% is the lowest it has been and is likely to be related to the insecurity in the labour market as a direct consequence of the impact of the pandemic. Turnover is based on an annual calculation over a 12-month rolling period. There were 116 individual leavers from the GLA during the 12 months to 31 March 2021. Good Growth (26), Strategy and Communications (23), Communities and Skills (16) and Assembly Secretariat (16) had the highest number of leavers, with Housing & Land (8) having the lowest number. Sadly, we are also reporting here the untimely passing away of a GLA colleague in 2020. This colleague is missed and the GLA offered support to the family and staff alike as appropriate.

Turnover by directorate



Turnover benchmarking



Reasons for leaving

Reason		Number	%
Voluntary	Resignation	89	7.79%
	Early retirement	1	0.09%
	Unknown	1	0.09%
Involuntary	End of fixed-term contract	20	1.75%
	Dismissal	1	0.09%
	Failed probation	3	0.26%
	Died in service	1	0.09%
Total		116	10%

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. 51 leavers undertook an exit interview between April 2020 and March 2021.

A summary of the information gathered through exit interviews includes:

- 26 leavers were female, 17 male, and two did not disclose their gender.
- 22 leavers were White British, and 22 were from BAME backgrounds, with the remainder choosing not to disclose their ethnicity.
- The most common reason given for leaving the GLA related to career development; 16 leavers told us that they were moving on to a promotion, or a higher-paid job. Other factors highlighted relating to career development included a lack of career development opportunities within the GLA (a small proportion of leavers highlighted this).
- Other reasons given related to working conditions, including non-voluntary exits due to the ending of fixed-term contracts, and a smaller proportion of individuals felt that they did not have job security or were dissatisfied with some aspect of their employment at the GLA (e.g. their salary).
- Of those declaring their destination beyond the GLA, 16 continued their careers in the public sector. Others did not confirm the type of organisation they were moving on to (if they were continuing employment elsewhere).

We recognise that we have had a disproportionate number of leavers from our BAME population. We are looking at the experience of our BAME colleagues as part of the work of our Race Equity Action Group (on which further detail is given in the “Equality, diversity and inclusion” section of this report). 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

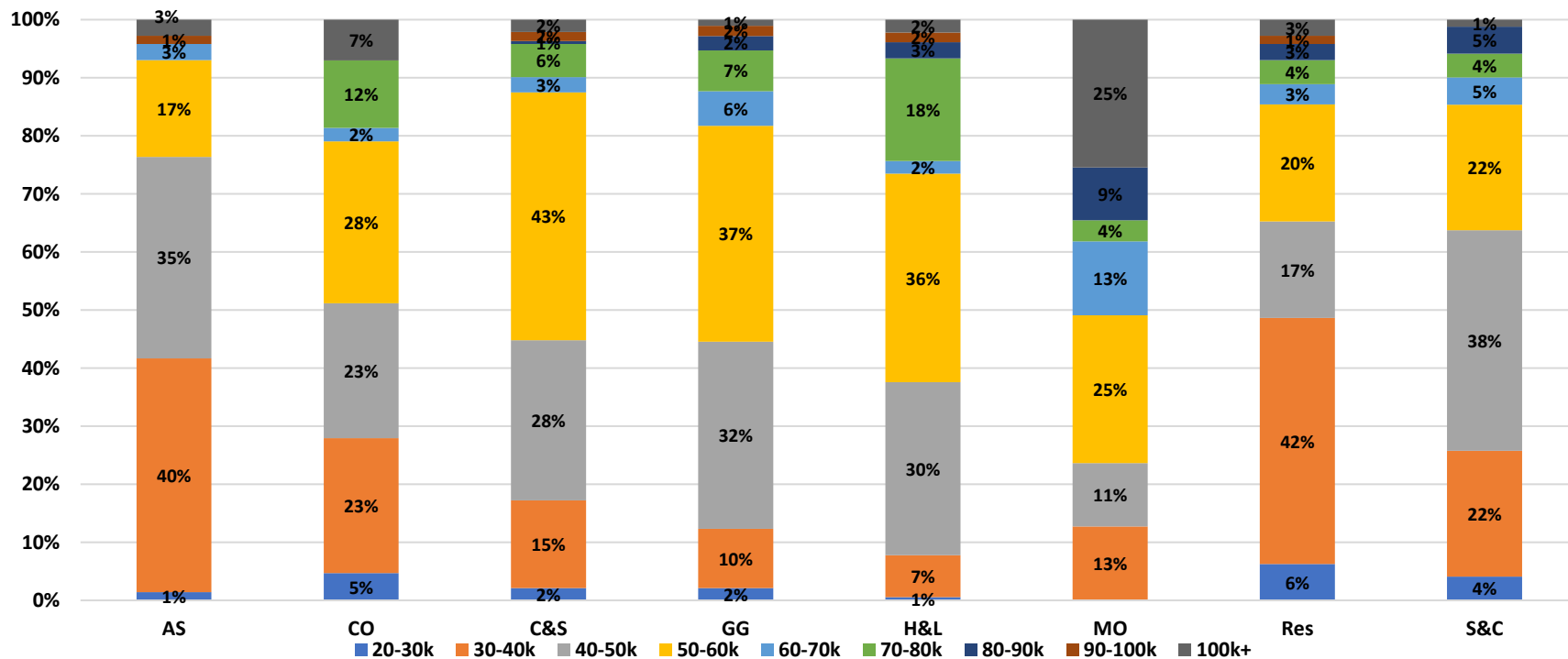
This section provides an overview of the salaries paid to GLA employees

Staffing profile: salary overview by percentages

As at March 2021 the average salary in the GLA has risen from £51k in March 2020, to circa £53k. 60% of the staffing population earn between £40k and £60k, while 79% of the total staffing population earn between £30k and £60k. Senior staff account for 14%, i.e. earning over £70k. The pay ratio between the highest paid and the lowest paid is 7:1 (excluding apprentices). The ratio between the highest paid and the average salary is 4:1. The ratio of female staff to male staff is 61:39; however, when looking at the median salaries, women earn £49,405 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.

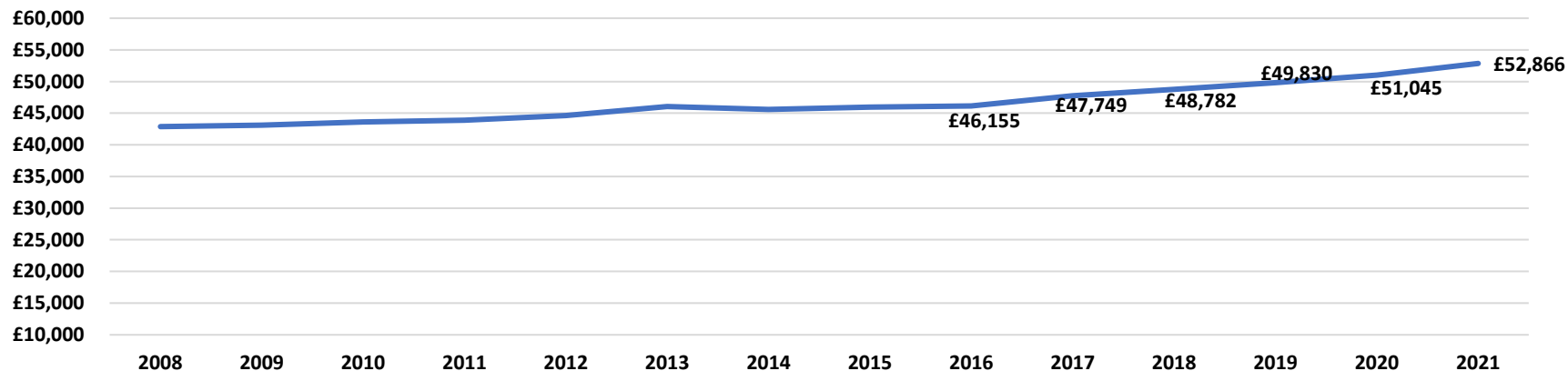
Salary breakdown by directorate (%'s)



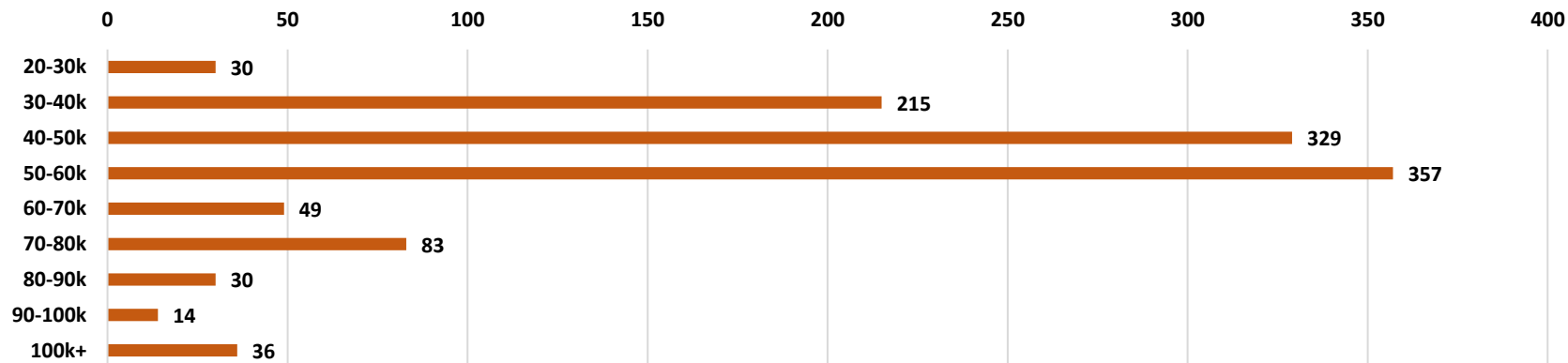
Staffing profile: salary overview

The average salary in the GLA now stands at £52,866 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.

Average salary 2008-2021



Number of staff by salary band



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.

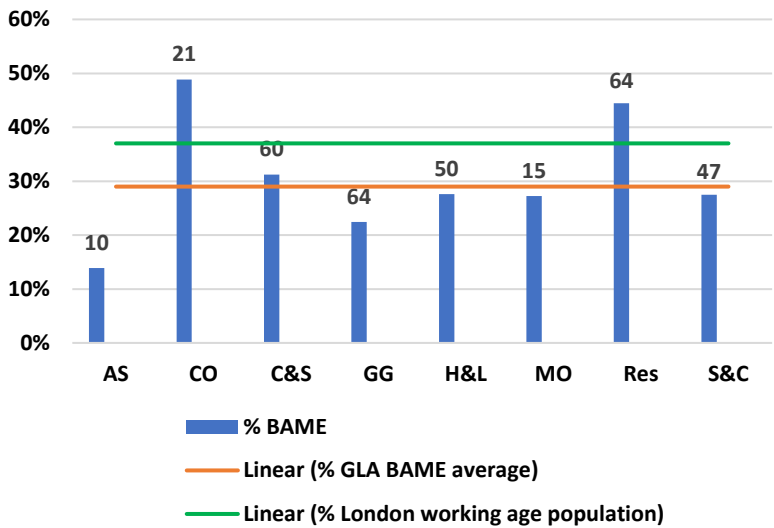
Ethnicity overview

As at 31 March 2021 the number of Black, Asian and minority ethnic (BAME) employees has decreased from 352 to 331; this is shown in terms of the count of employees declaring their ethnicity as Black, Asian or minority ethnic. The current number BAME staff represents 29% of the workforce; this remains below London’s working-age population, which stands at 37%. We have a declared ethnicity for 95% of employees, with 5% choosing not to declare.

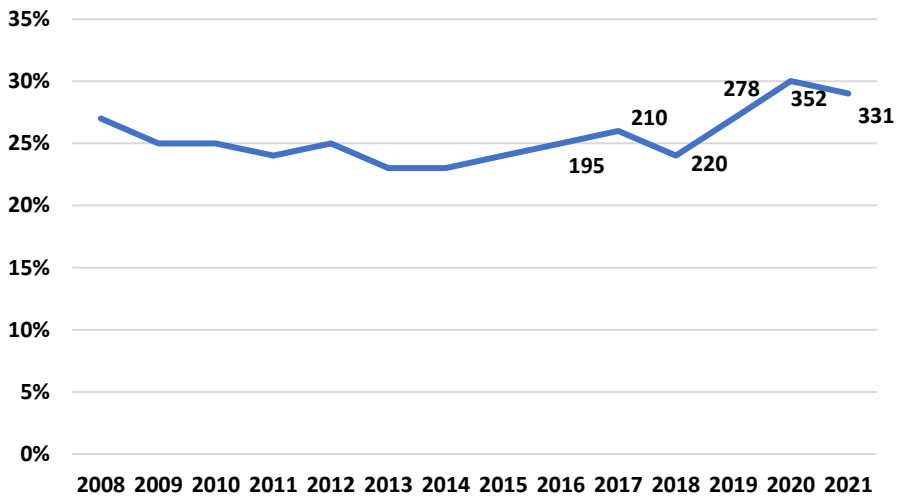
Of the 331 BAME staff, 130 are Asian or Asian British; and 126 are Black or Black British. These two ethnic groups account for 77% of the BAME staffing population. The directorates with the highest proportion of BAME staff are the Chief Officer’s directorate (49%) and the Resources directorate (44%). The Assembly Secretariat has the lowest level of ethnic diversity across the organisation with 14% of its staff from BAME backgrounds.

39% of leavers in the year ending 31 March 2021 were from a BAME background. We recognise that this is a disproportionate figure and will ensure that themes from exit interviews (slide 12) 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)

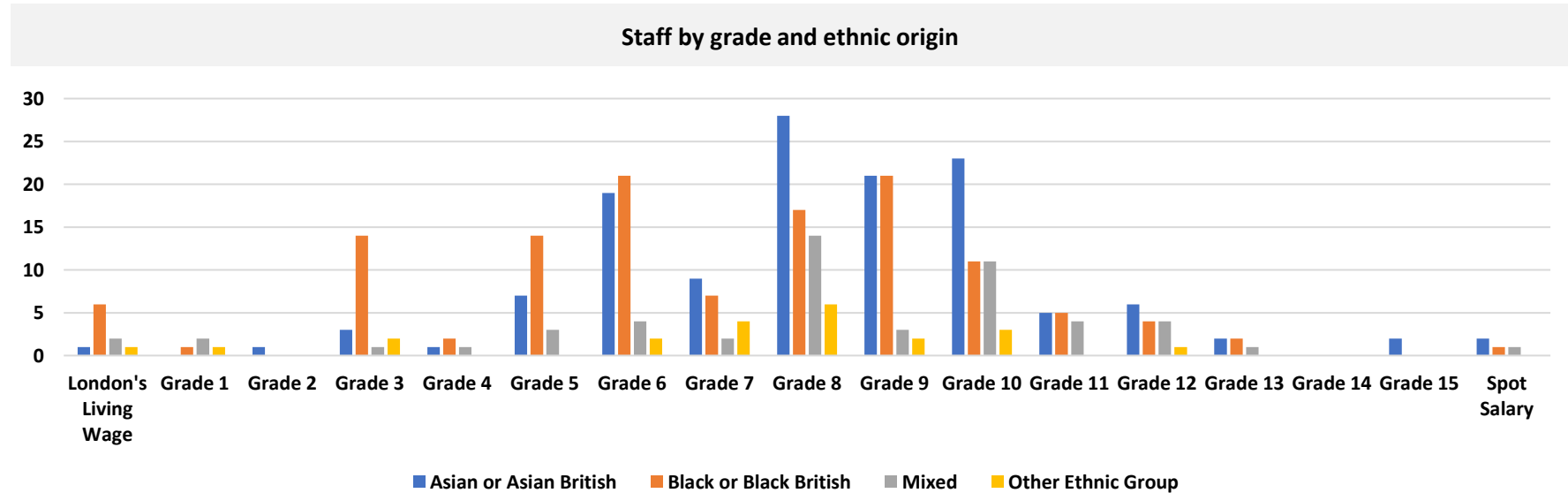
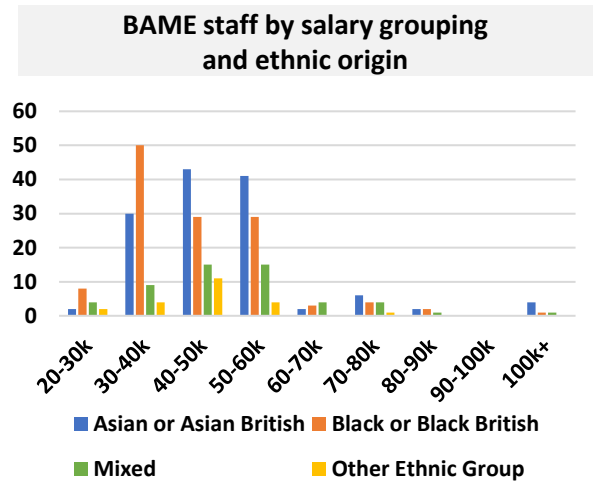
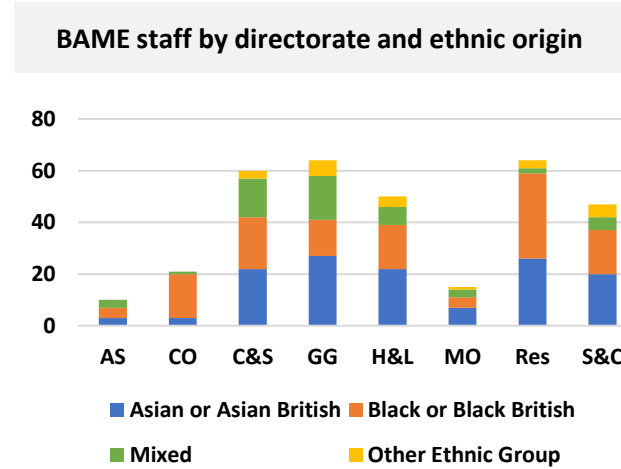
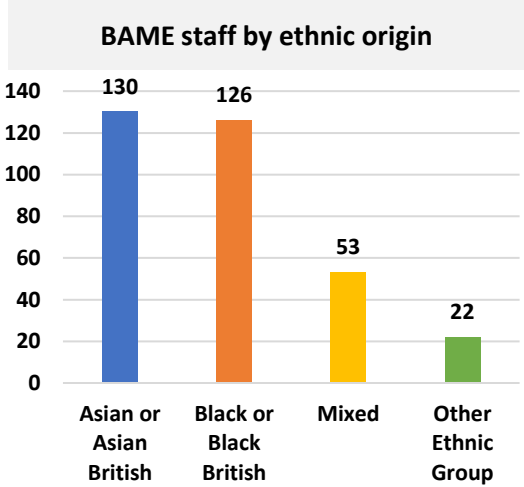


BAME staff 2008 to 2021
(% plotted on graph and staff number shown for 2016-2021)



Black, Asian and minority ethnic (BAME) staff 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.



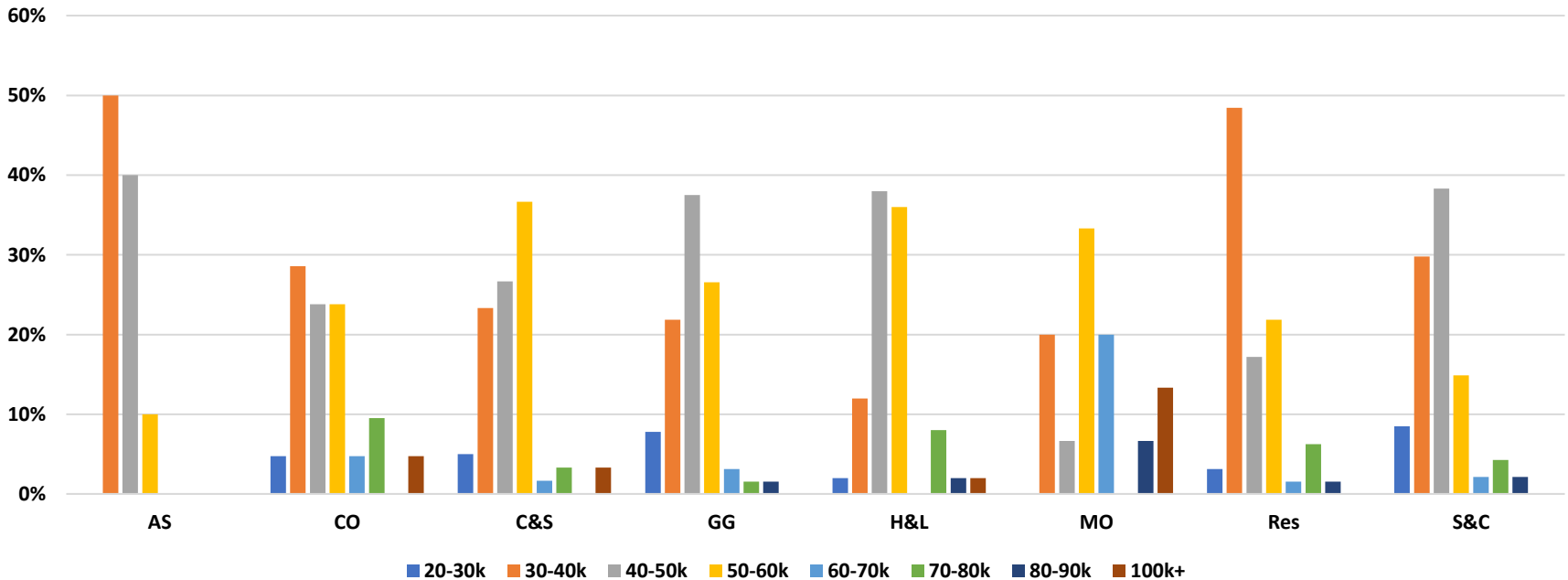
Black, Asian and minority ethnic (BAME) salary breakdown

As at 31 March 2021 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.

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

8% of BAME staff overall are paid £70k and over compared to 17% of White staff overall.

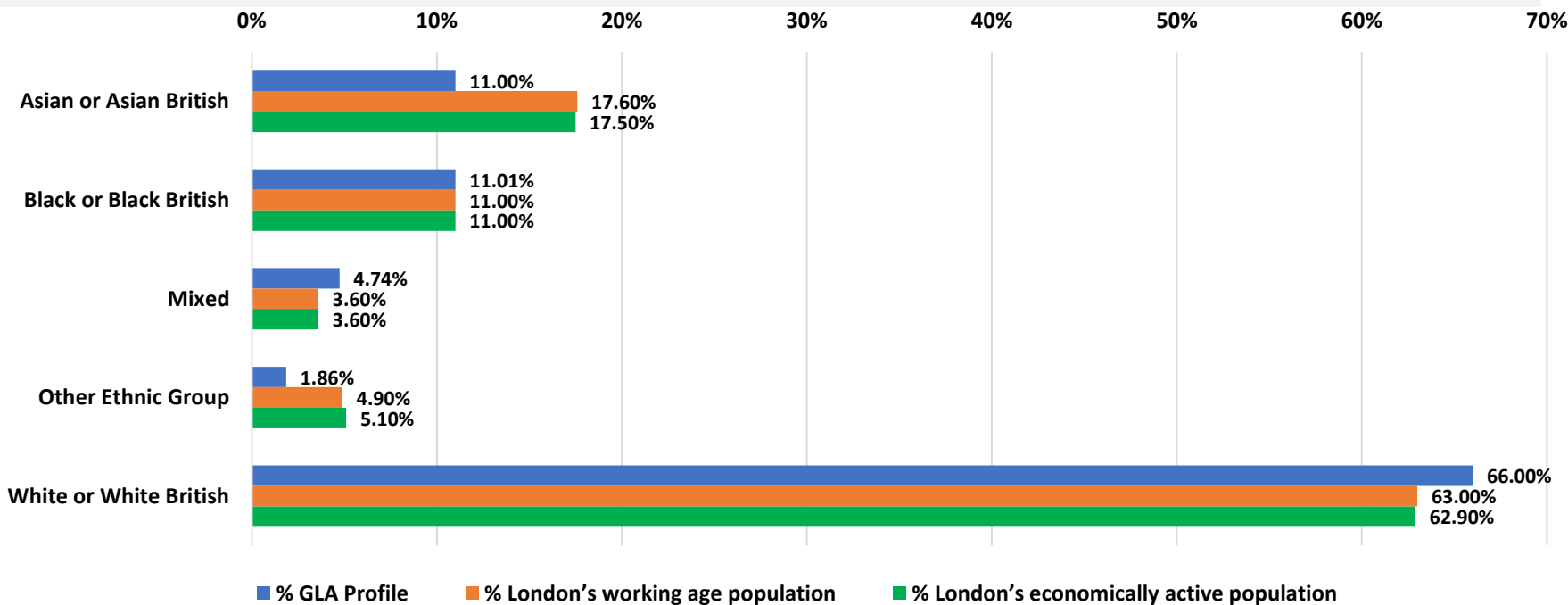
BAME staff by directorate and salary band



Ethnic origin compared to London’s working-age population

The GLA has published a comparison of the proportion of GLA staff in each ethnic group with the size of the working-age population and 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%. The GLA profile for Asian or Asian British staff is lower than the economically active and working-age populations of London. The GLA will use the working-age population as its benchmark comparator going forward as it is regarded as a more accurate measure.

GLA ethnic origin profile compared to London’s economically active population

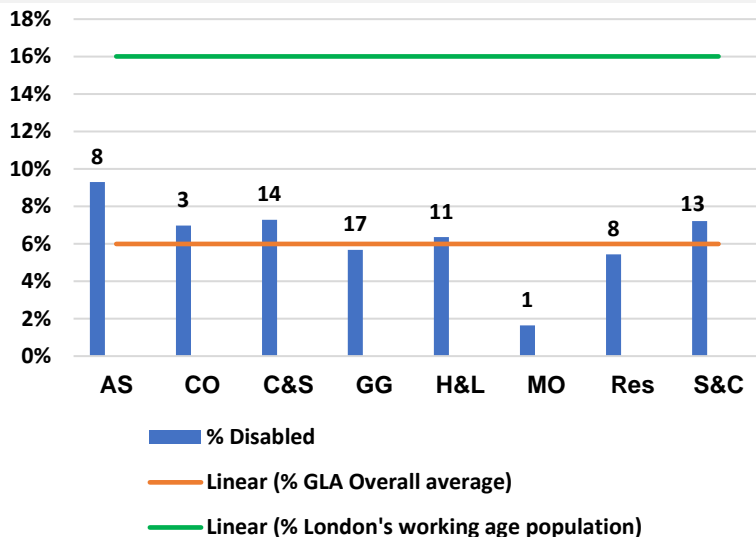


Disabled staff overview

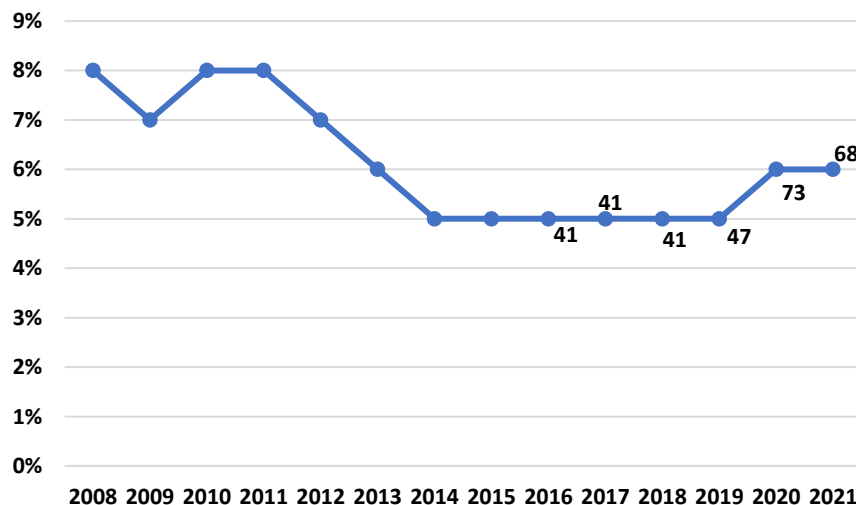
Overall numbers of disabled staff have reduced since March 2020 from 73 to 68 in March 2021. However, the overall percentage of staff declaring a disability remains at 6%, which is half the London’s economically active population of disabled individuals (12%) and significantly lower than the working-age population (16%). The working-age population is regarded as a more accurate benchmark as it covers those who may be excluded from gaining work.

The GLA advertises via Evenbreak, a specialist agency that targets candidates with disability, and we offer a guaranteed interview scheme to disabled candidates who meet minimum shortlisting criteria, but further work is needed to improve disabled candidate attraction. Work is also under way to improve the experience of disabled staff within the organisation. Alongside this workforce report, we are consulting on a new policy and approach to workplace adjustments, which we have developed with input from our Disabled Staff Network. We are also developing new e-learning and facilitated disability awareness training for staff and managers.

Disabled staff by directorate (% and number)



Disabled staff 2008 to 2021
(% plotted on graph and staff number shown for 2016-2021)



Disabled staff salary breakdown

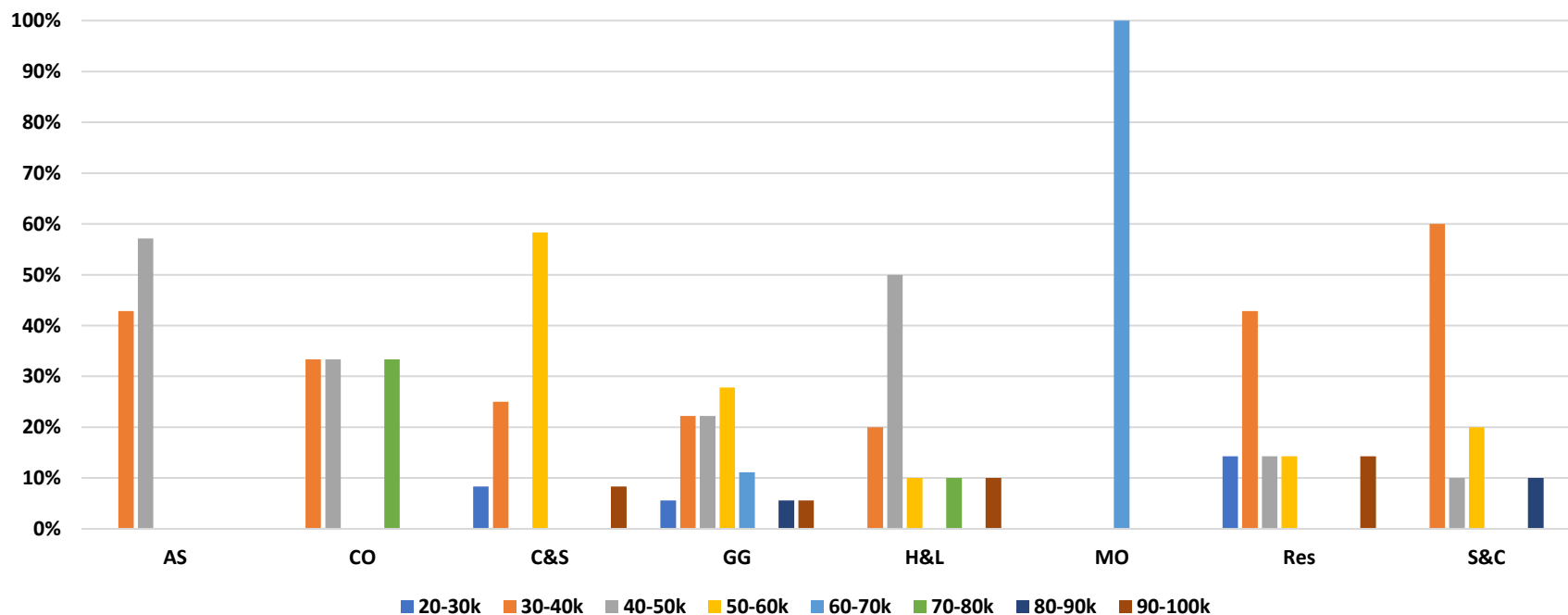
As at 31 March 2021, 11% of GLA's Senior Leadership Team have declared a disability i.e. heads of service, assistant directors and above.

12% of disabled staff earn £70k or more that is equivalent to grade 12 and above with 56% of disabled staff earning between £30-50k per annum.

With the GLA's average salary currently £52,866 per annum the data shows that 30% of disabled staff are earning above the GLA's average salary.

We already conduct annual gender and ethnicity pay audits and have action plans in place on how we plan to reduce any gaps. We intend to extend this to carry out a disability pay audits in 2021, where there is sufficient data available to do so.

Disabled staff by directorate and salary band

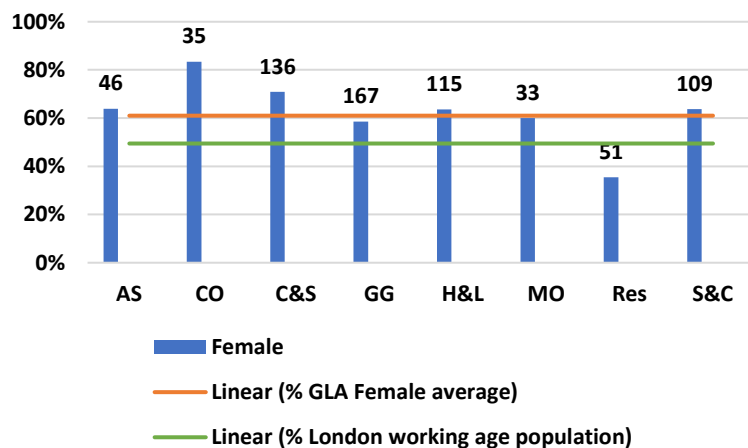


Gender overview

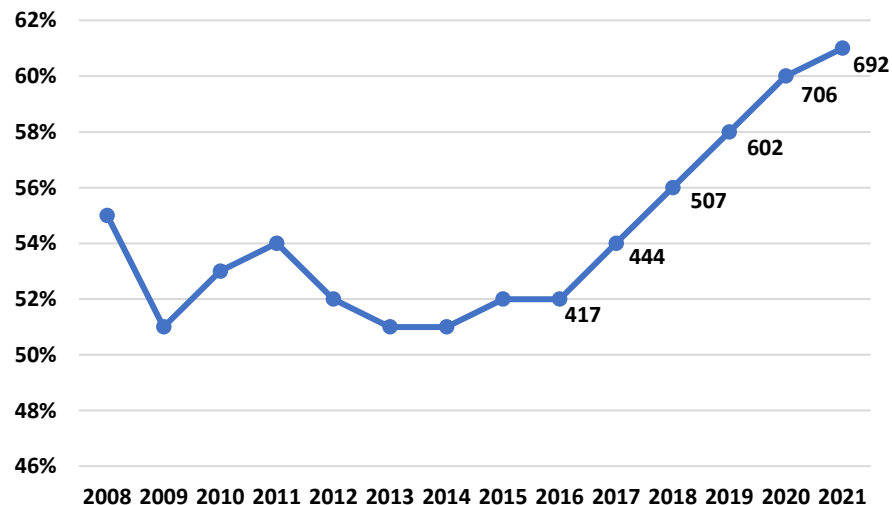
Out of 1143 individual staff at the GLA, 692 (61%) are female with the majority of our female staff working in Good Growth (167) representing 58.6% of its staffing population and Communities and Skills (136) which equates to 70.8% of its population. In the Resources directorate 35.4% (51) of staff are female.

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

Female staff by directorate (% and number)



Female staff 2008 to 2021
(% plotted on graph and staff number shown for 2016-2021)



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

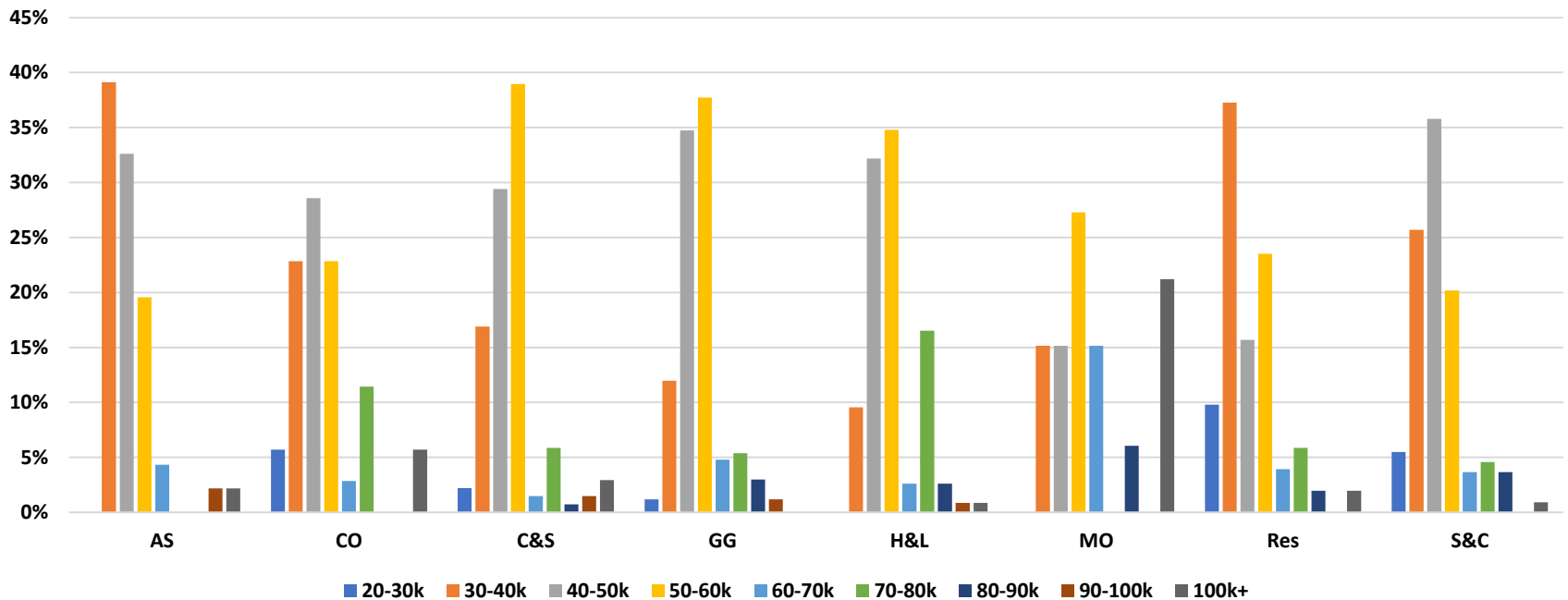
Gender salary breakdown

53% 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 31 March 2021, 45% of the Senior Leadership Team are female.

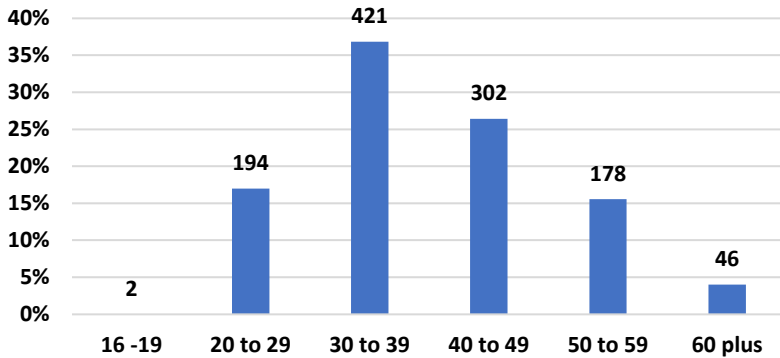
Female staff by directorate and salary band



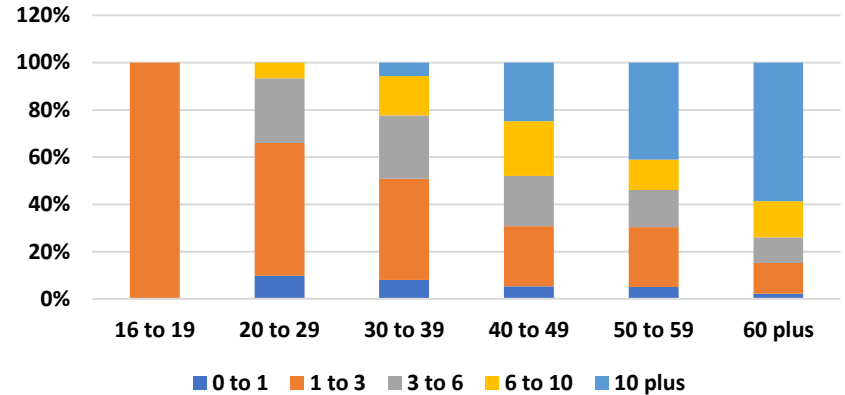
Age overview

The average age of GLA employees as at 31 March 2021 was 41. 37% 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, 45% have ten or more years of service.

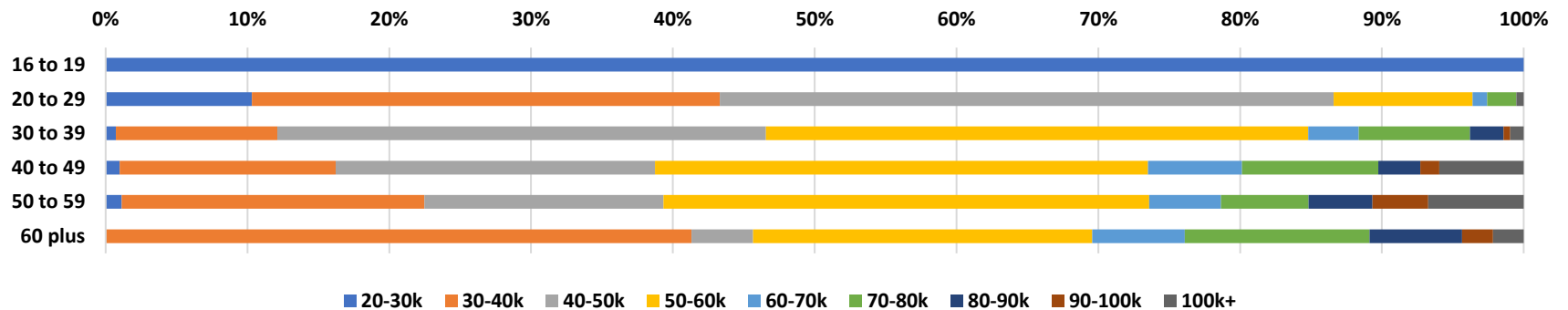
Staff breakdown by age (% and number)



Staff length of service by age band



Salary breakdown by age (% and number)

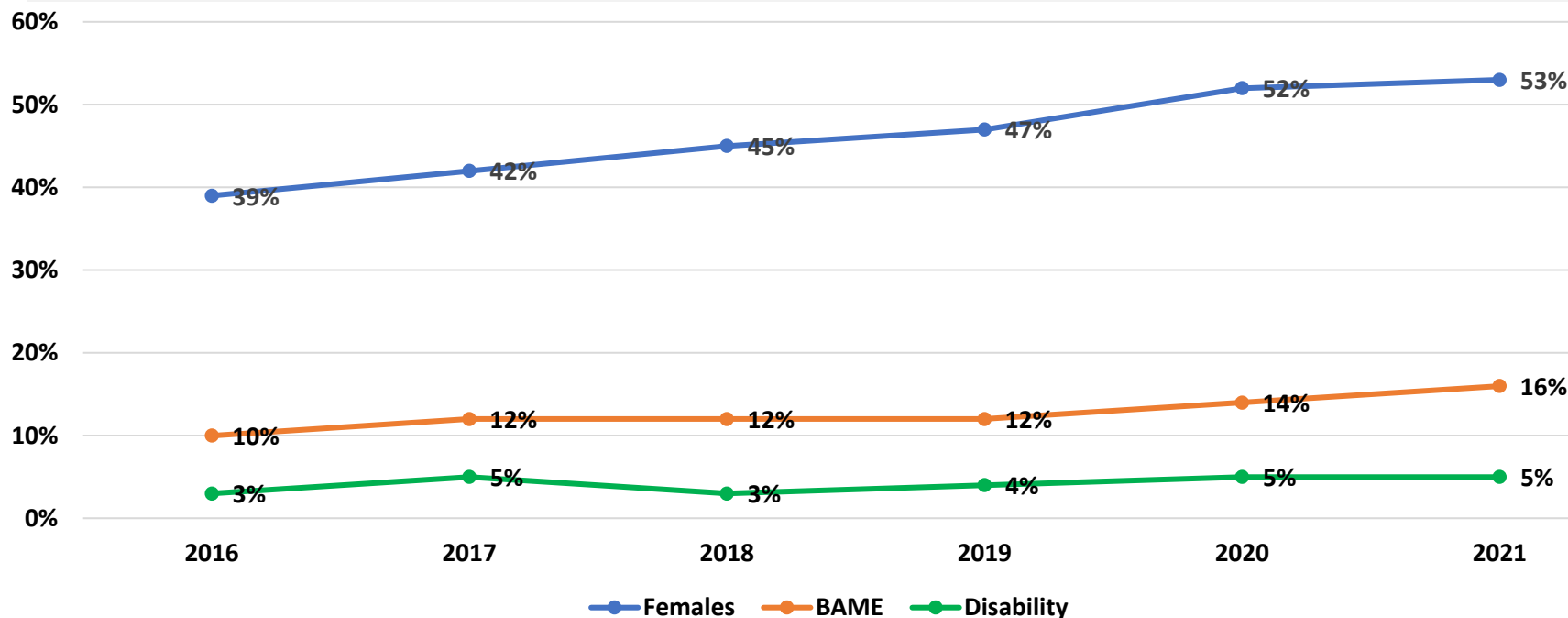


Senior staff (G12 and above) by gender, ethnicity and disability

There are 163 individual staff in this category (earning £70k or above), of which 53% declare as female, 16% as BAME, and 5% as disabled.

When looking at the trend for senior staff since 2016 there has been an increase in representation for female and BAME staff, which is in keeping with the GLA's aim to improve representation at senior level.

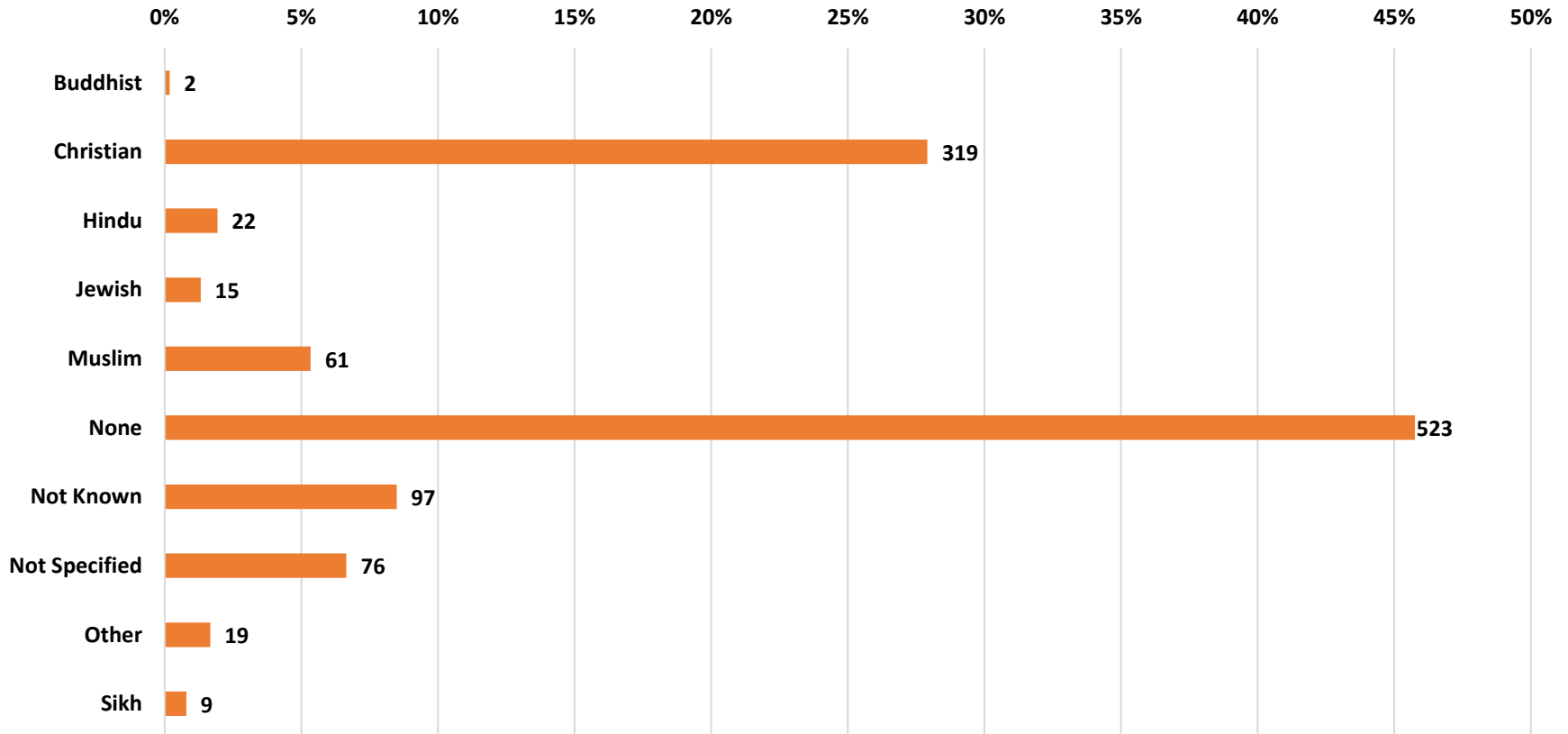
Senior staff 2016 to 2021



Faith

Faith (by % and number)

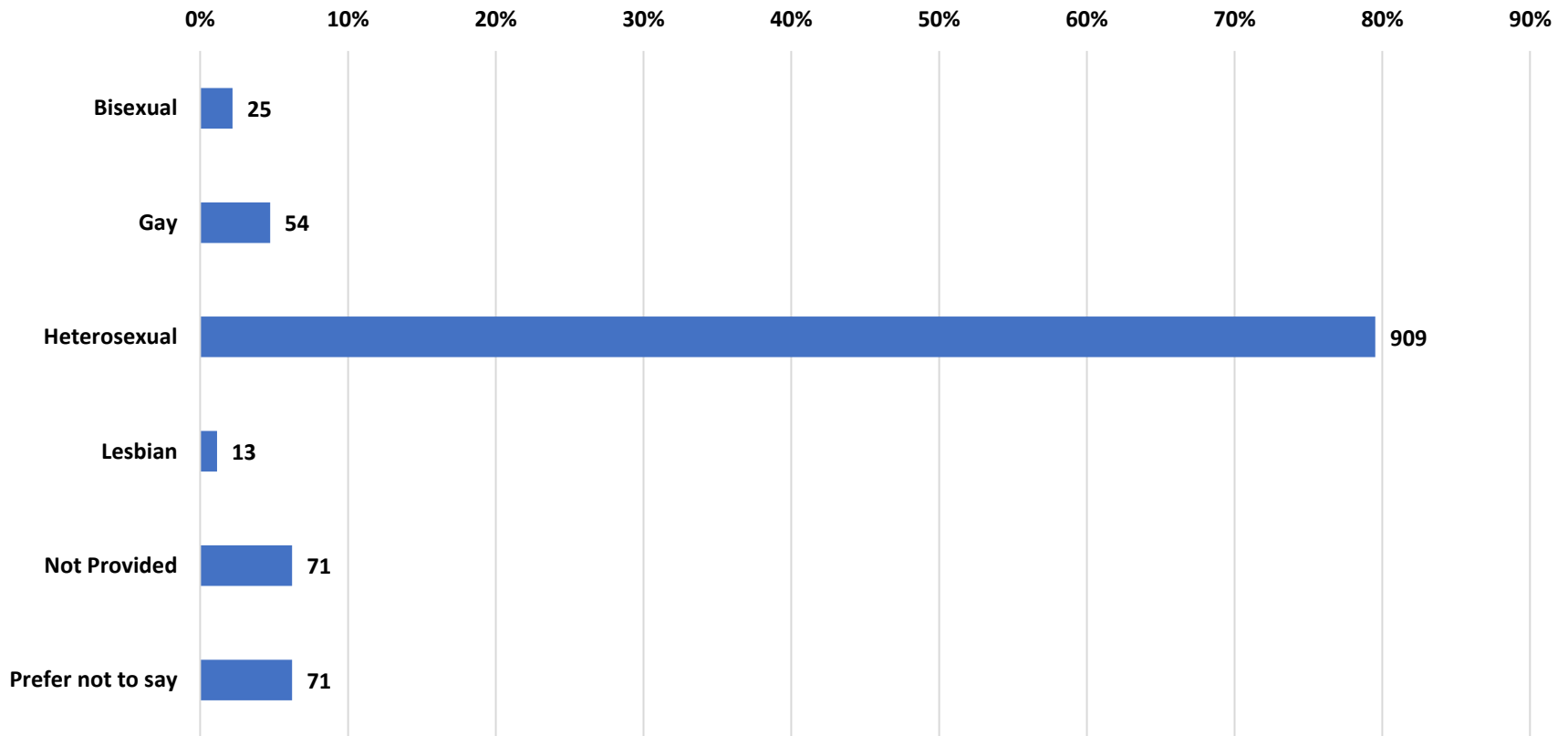
46% of staff have declared they have no faith, while 28% report as Christian and 15% either prefer not to say or do not specify a faith.



Sexual orientation

Sexual orientation (by % and number)

8% of staff have self-declared a sexual orientation that is bisexual, gay or lesbian(LGB), compared to 80% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.

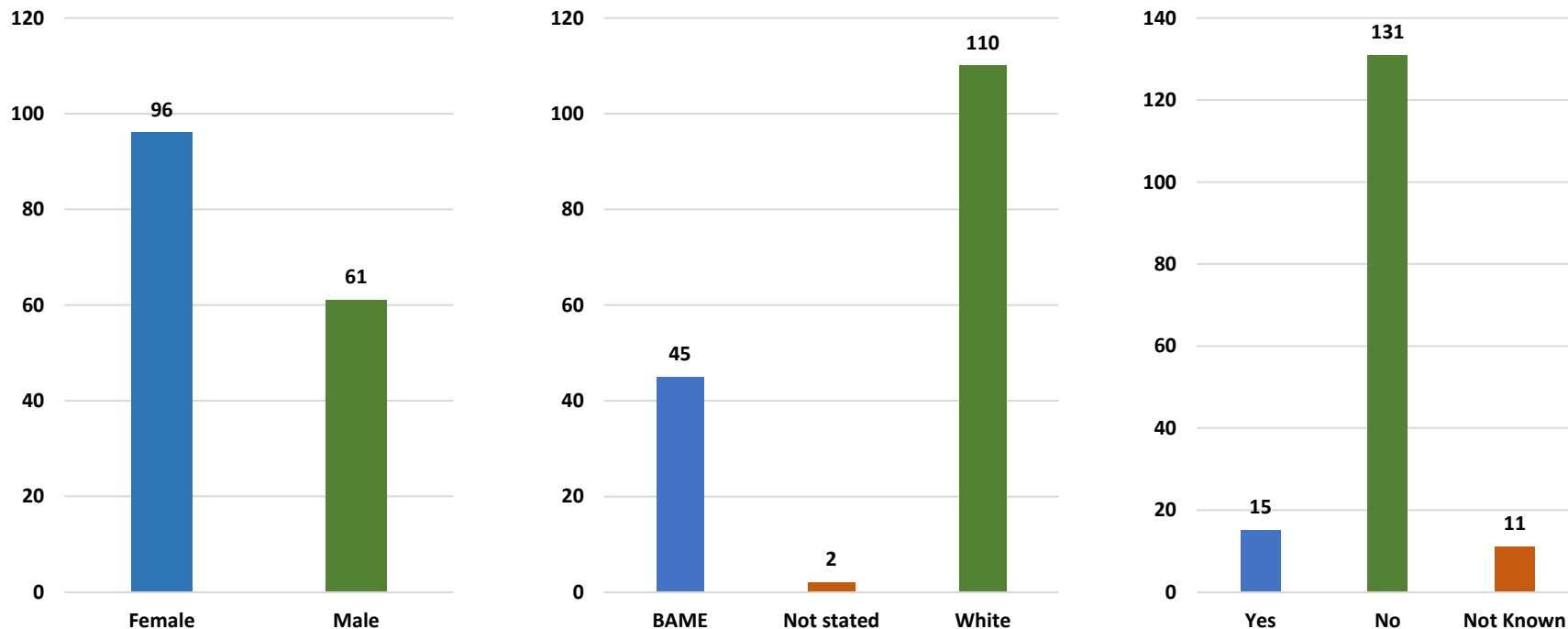


*LGB refers to sexual orientation (Lesbian, Gay, Bisexual). LGBT includes 'Transgender' which is a gender identity and not a sexual orientation.

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 year ending March 2021, 157 payments were made with an average payment of £960.78, of which 137 related to Covid-19 response work. 61% of these were given to female staff, which is consistent with the overall staffing population at 61% female. There was also a proportionate distribution of recognition payments to BAME staff who received 29% of payments ;disabled staff received 10% of payments in contrast to the overall disability profile of 6%. The average payment for females was £974.48 and males £939.22. For BAME staff in receipt of a recognition payment the average amount awarded was £882.22, in contrast to a figure of £997.66 for White staff which is approximately 11.6% higher. In addition, more than double the number of recognition payments were made to White staff (110) compared to BAME staff (45).

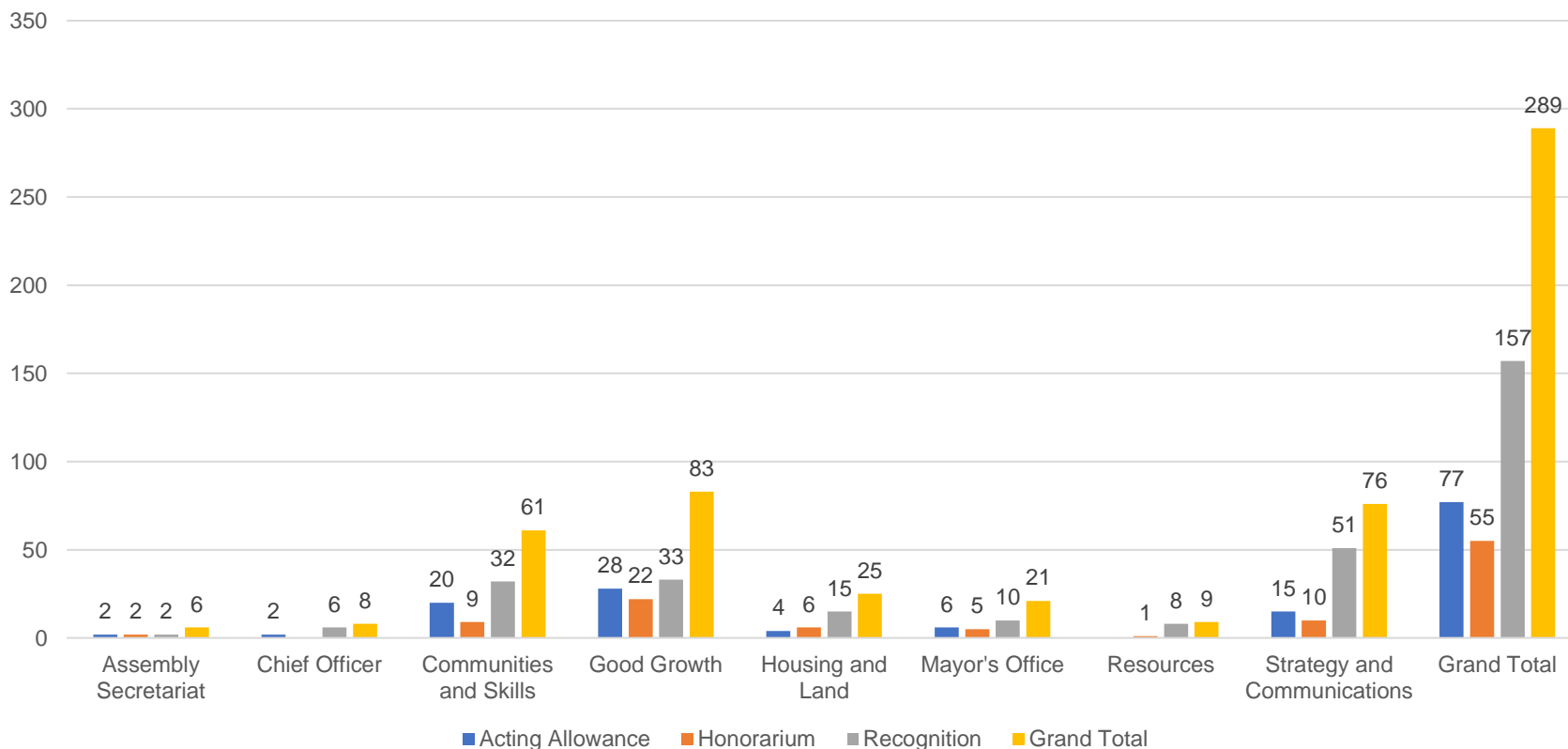
Recognition payments by number of staff by gender, ethnicity and disability



Additional payments: acting up, honoraria and recognition payments by directorate

In total there were 289 additional payments in the period 1 April 2020 to 31 March 2021. The highest number of payments were in the recognition payment category (157) of which 87% (137) were Covid-19 related. Overall the majority of payments across all categories were in Good Growth (83), Strategy and Communications (76) and Communities and Skills (61). The Strategy and Communications directorate had the largest number of recognition payments (51), Good Growth the highest number of acting allowances and Communities and Skills recorded the largest proportion of honoraria payments.

Additional payments: acting up, honoraria and recognition payments by Directorate



Additional payments: ongoing payments by gender, ethnicity and disability

From time to time staff take on additional duties or are asked to act up into 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. 132 of these payments were made in the year ending 31 March 2021.

Female staff were in receipt of 61% of additional payments which is in line with the GLA profile. The distribution by ethnicity of additional payments is lower than the GLA overall profile, with 23% of BAME staff receiving such payments, but higher than the GLA overall profile for White staff at 70%. At 31 March 2021 the BAME staff profile is 29% and the White staff profile is 65%. The ratio of disabled staff is lower, at 4%, than the GLA overall profile at 6%.

	Ethnicity			Gender		Disability		
	BAME	White	Not known	Female	Male	Disabled	Not disabled	Not known
GLA profile at 31/03/21	29%	65%	5%	61%	39%	6%	85%	9%
Additional payments for year ending 31/03/21	23%	70%	7%	61%	39%	4%	82%	14%
Additional payments for six months ending 30/09/20	27%	66%	7%	62%	38%	7%	82%	11%

Recruitment

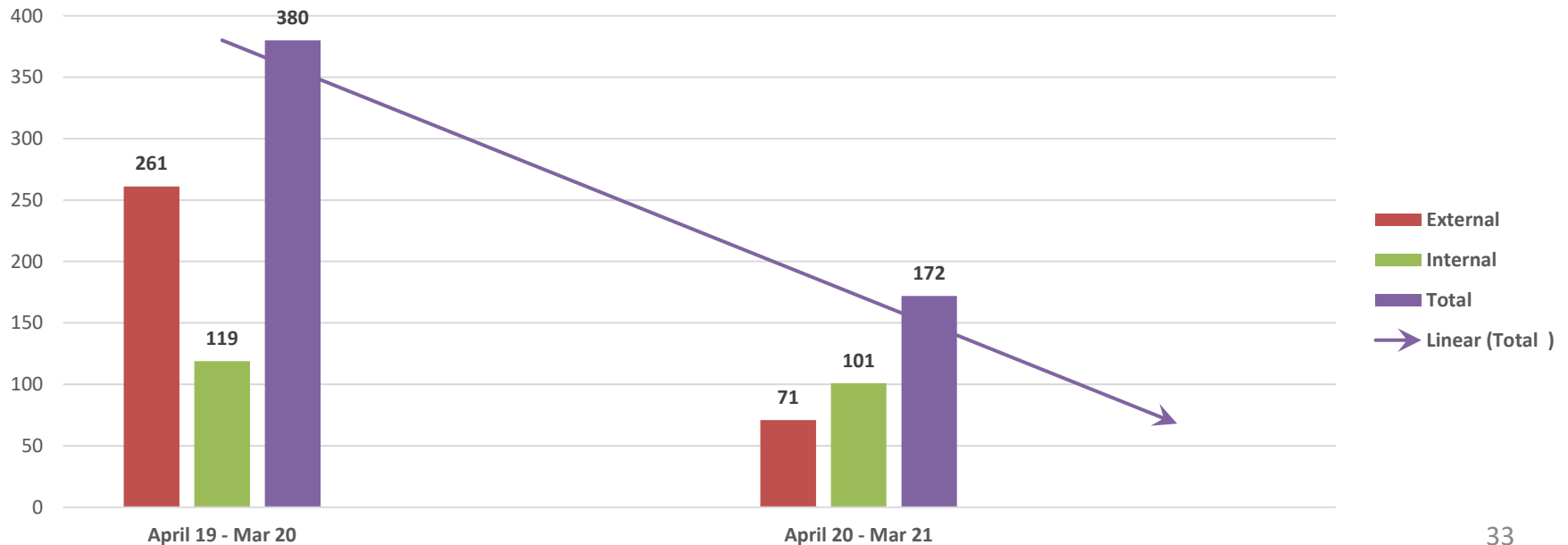
This section provides an overview of the amount of activity undertaken, and number of appointments made by the recruitment team.

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

Recruitment

When reporting recruitment data all numbers are whole numbers representing individual applicants, shortlisted and appointed candidates. In the current reporting period (April 2020-March 2021) there were a total of 172 appointments. 101 appointments were made from the existing workforce, with 71 external appointments. When compared to the previous 12-month reporting period, this represents a 68% decrease in the total number of appointments made. The reduction in appointments is a result of reduced levels of turnover and the GLA pausing and slowing down recruitment as a result of work undertaken on the construction of the 21/22 budget, given the GLA's revised priorities in response to the London recovery plan. Furthermore, on 16 March 2020, in response to the first lockdown, advertising was temporarily paused. 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 March 2021. The current reporting period shows a 4% decrease in internal appointments to the previous 12 months, compared to 58% of appointments made from the internal workforce (the first time since reporting started that there was a greater number of internal appointments than external appointments). To manage the recruitment pipeline and accelerate recruitment activity additional resources have been engaged in the Resourcing team. Additionally a proposal to further speed up the number of hires has been agreed which will use an external partner to manage the administrative and systems interface for some GLA recruitment campaigns.

Recruitment – overall



Recruitment: ethnicity

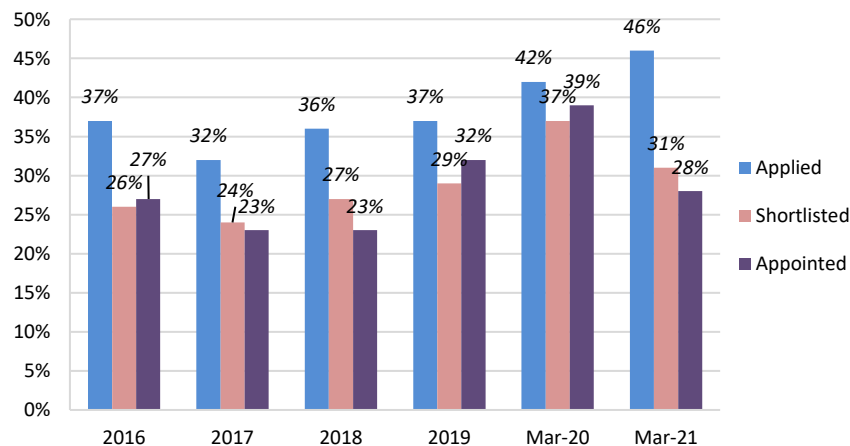
The proportion of external BAME applicants has increased from 42% to 46%, shortlisted applicants decreased from 37% to 31%, and the number of external recruitment appointments from BAME groups decreased from 39% to 28%. The number of internal BAME applicants decreased to 41%; those shortlisted decreased to 37% and the number of internal BAME appointments was 32%. During 20-21 the GLA has had a policy of advertising most posts internally only in the first instance with external advertisements by exception. Whilst this has created opportunities for progression internally the internally only advertising policy has had an impact on diversity. The internally only advertising policy was implemented to protect jobs and limit redundancies across the GLA as a result of the budget challenges faced as a consequence of the Covid-19 impacts upon the GLA's finances.

In the current reporting period, a total of 12 external appointments were made to Grade 12 or above (salary £70,294 or above). Of these appointments, 25% were from BAME groups and 58% were female. In this reporting period, no appointments were managed by specialist executive search agencies. Where appropriate the GLA will continue to work with specialist search agencies to continue to improve workforce representation.

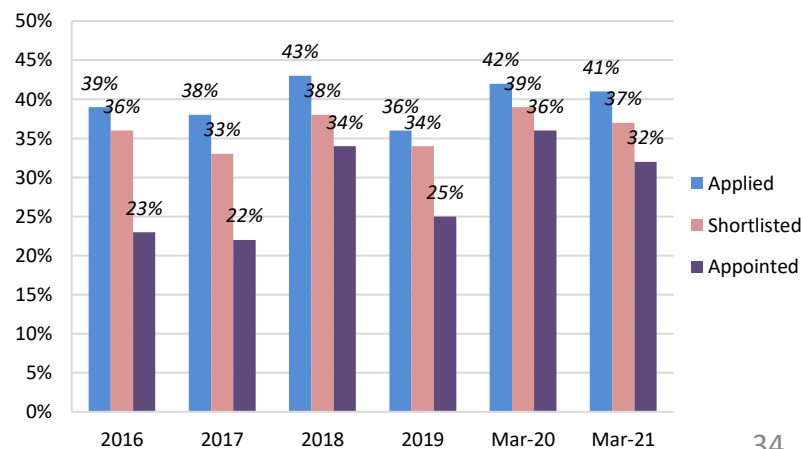
At the start of each campaign, the Resourcing Team make all hiring managers aware of the importance of interview panel diversity. In line with the Ethnicity Pay Gap Action Plan, the team are starting to monitor the diversity of interview panels, which will be reviewed over the next 12 months, as well 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 nor 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.

External recruitment



Internal recruitment

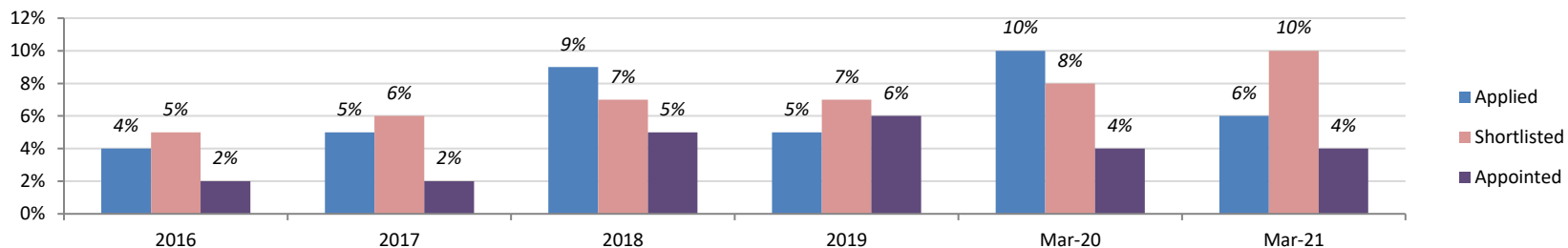


Recruitment: disability

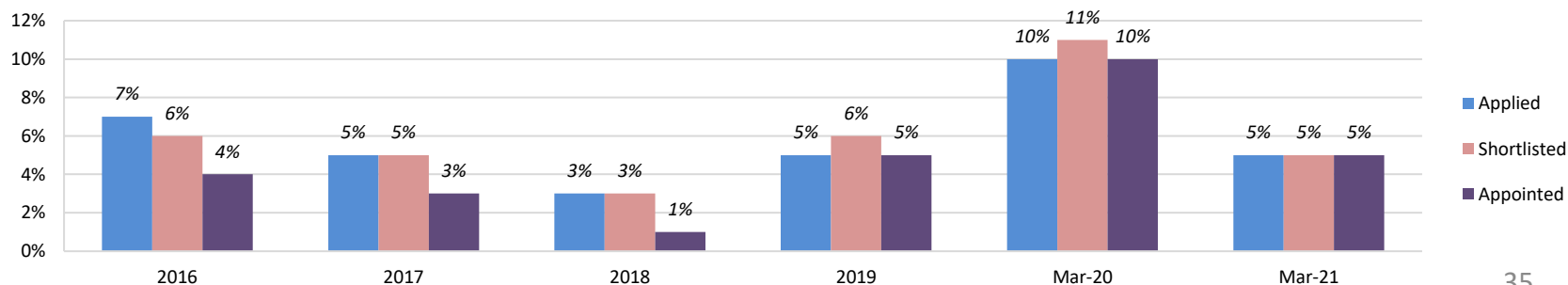
In the period 1 April 2020 to 31 March 2021 disabled applicants made up 6% of the applicant pool for positions advertised externally. The percentage of applicants being shortlisted has increased to 10% and number of external appointments has remained at 4%. The GLA continues to advertise all external adverts via Evenbreak, a specialist agency that targets candidates with disability.

The numbers of internal disabled applicants decreased to 5%; the number of internal disabled applicants being interviewed has decreased to 5%, and appointments to 5%.

External recruitment



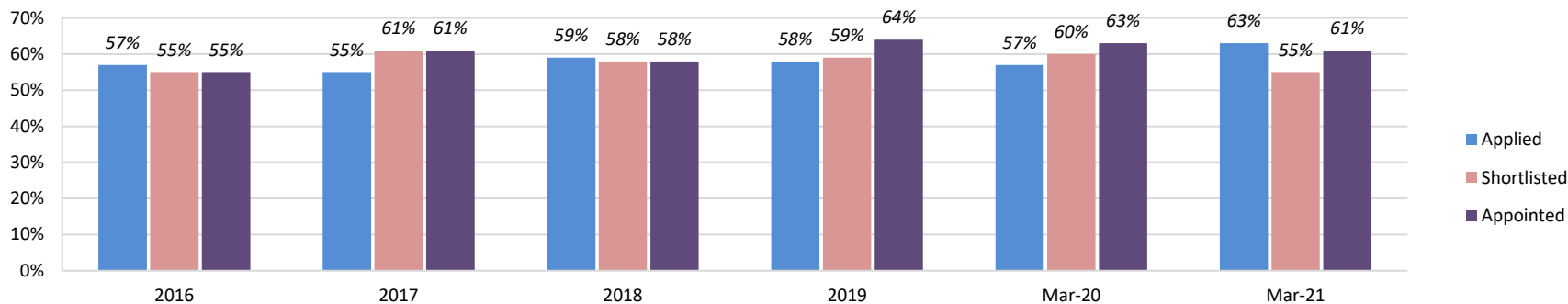
Internal recruitment



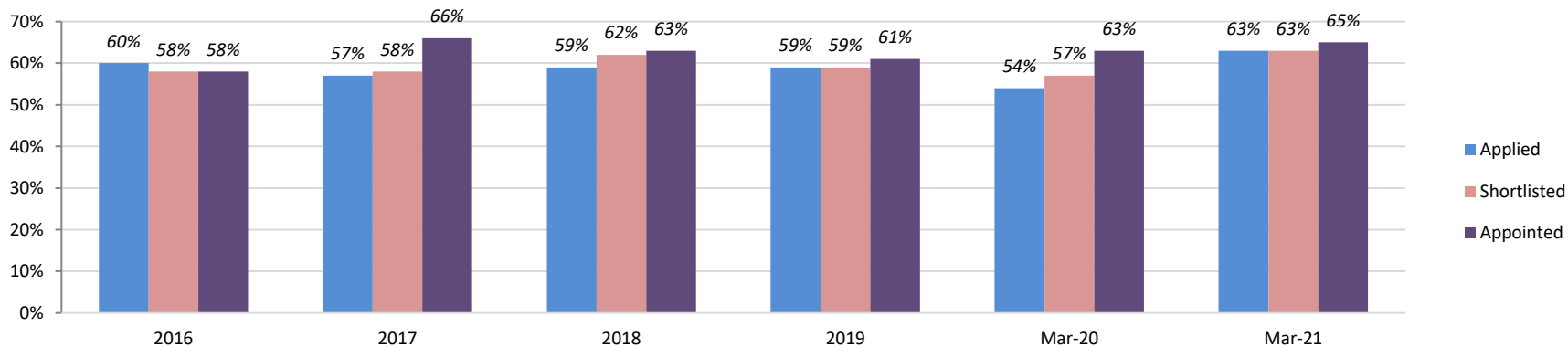
Recruitment: gender

For this reporting period (April 2020 to March 2021) females made up 63% of the applicant pool for positions advertised externally; the number of female applicants shortlisted was 55% and appointments for the period was 61%. The number of internal female applicants and shortlisted was the same at 63% and the number of internal appointments was 65%.

External recruitment



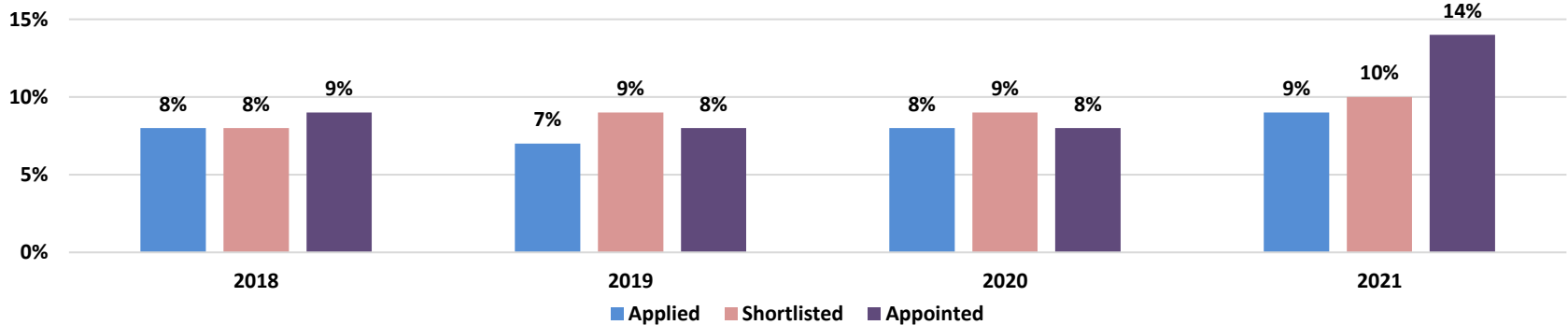
Internal recruitment



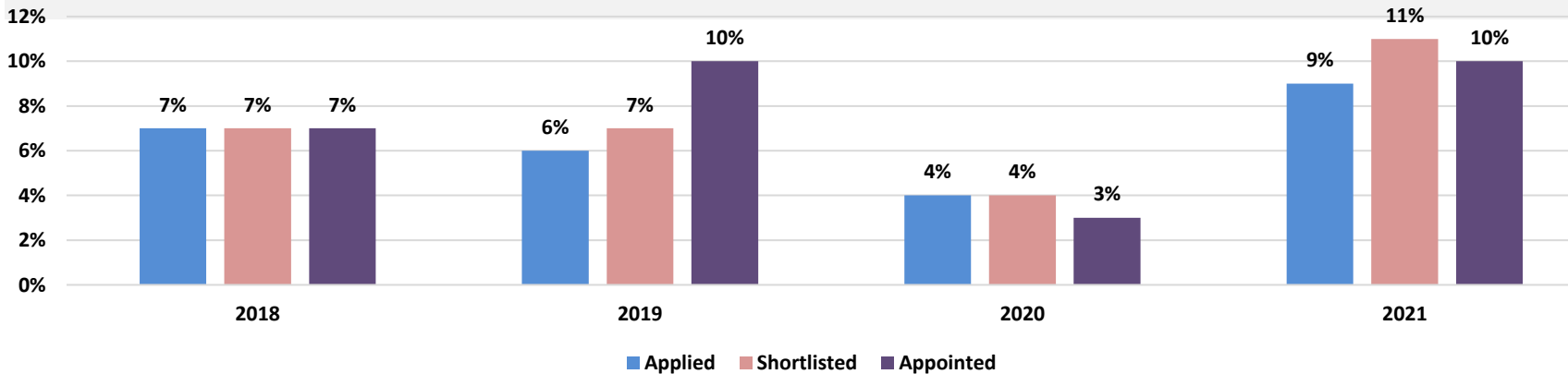
Recruitment: sexual orientation

In the current reporting period 8% of the current workforce declared their sexual orientation as lesbian, gay or bisexual (LGB). With regards to recruitment, the number of applicants appointed who declared their sexual orientation as lesbian, gay or bisexual increased from 3% to 10% for internal appointments. External LGB appointments increased to 14%, which is positive and the highest recorded since reporting started in 2010.

External recruitment



Internal recruitment

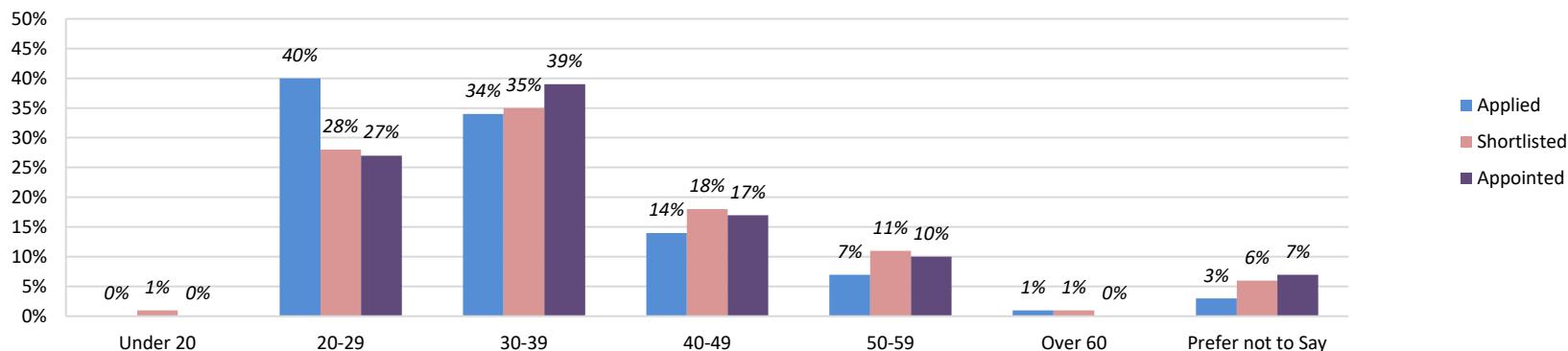


*LGB refers to sexual orientation (Lesbian, Gay, Bisexual). LGBT includes 'Transgender' which is a gender identity and not a sexual orientation.

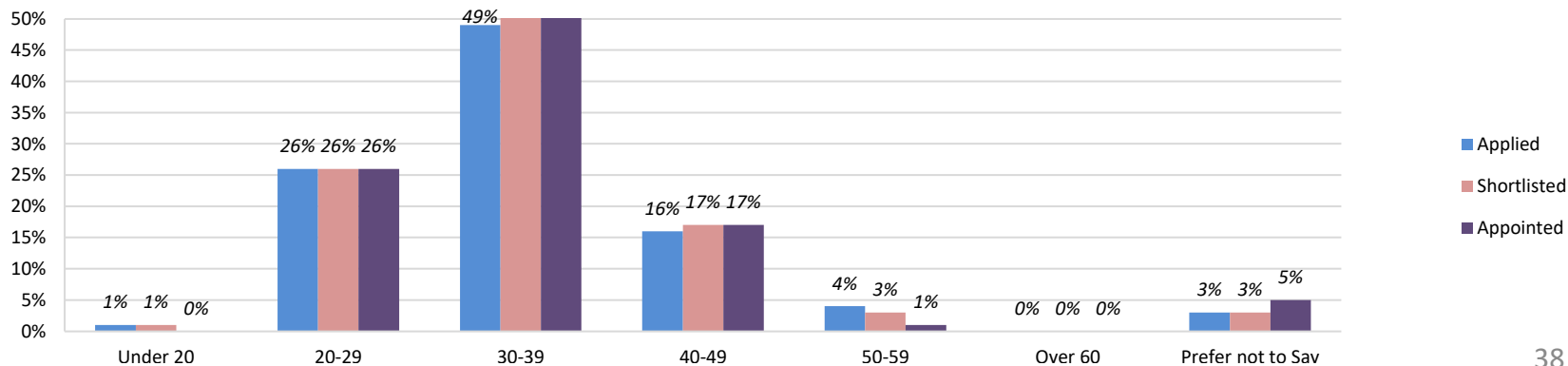
Recruitment: age

For this reporting period (April 2020 to March 2021), in relation to age range, of external appointments 66% of appointments fall into the age range of 20-39. Of appointments made from internal recruitment, 77% fall into the age range of 20-39. As at 31 March 2021, the average age of our workforce was 41 years old.

External recruitment



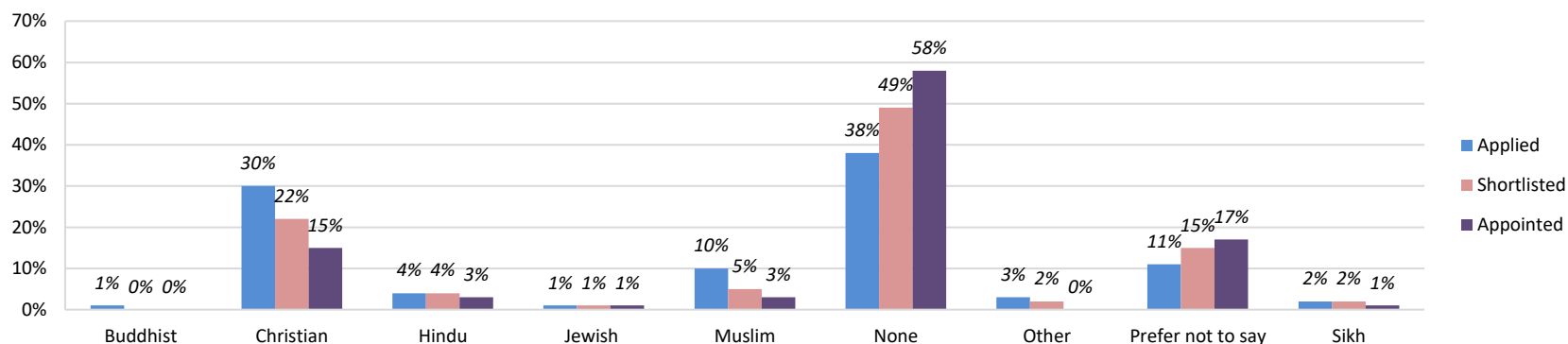
Internal recruitment



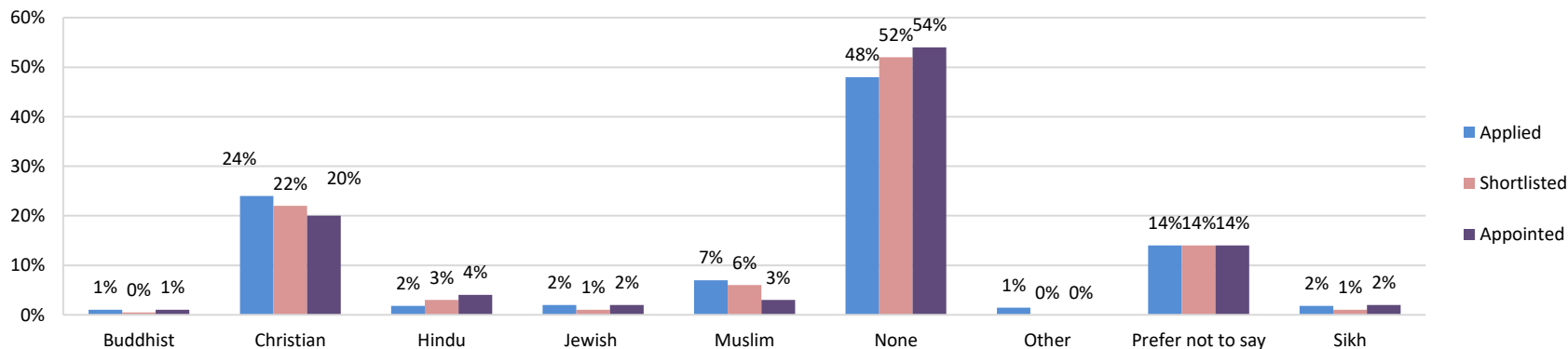
Recruitment: faith

In the period 1 April 2020 to 31 March 2021, in relation to faith, of external appointments the highest response was 'none' at 58% and 'Prefer not to say' 17%. Of appointments made from internal recruitment, 54% stated 'none' and 20% as 'Christian'. The most common faith of our workforce is Christian.

External recruitment



Internal recruitment



Recruitment: initiatives and improvements

Mayor of London – Media and Marketing Black, Asian and Minority Ethnic Internship

Following the success of the first Media and Marketing Black, Asian and Minority Ethnic 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. A further campaign was launched in May 2021, with appointments due to commence in September 2021.

Changes to the advertising process

In response to Covid-19, we increased our advertising periods for internal adverts (from one to two weeks) and external adverts (from two to three 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. For most of the reporting period vacancies were being advertised internally only in the main, and in exceptional circumstances externally only. From February 2021, with agreement from Unison, posts that were considered specialist could be advertised internally and externally simultaneously in exceptional circumstances, providing a business case was signed off by the Assistant Director for HR&OD. Importantly hiring managers were only given to access external applications, after the internal recruitment campaign had concluded; this significantly reduced waiting times if no appointment was made from the internal campaign.

Changes to the application process

In the previous reporting period, we piloted a more streamlined application form that included a 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. This is not a mandatory requirement and is only applied to the campaign if agreed with the hiring manager in advance.

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 and development

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

Learning and 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-19

Additional learning support during Covid-19 has included:

- introducing virtual fortnightly welcome induction sessions, to complement a new MS Teams live facilitated corporate induction workshop for new starters
- redesigning all workshops for virtual delivery, guiding our provider partners through the design process, and helping them become familiar with training via the MS Teams platform
- introducing new e-learning or face-to-face (remote) support for all staff focusing on the different challenges of working during lockdown or enhancing resilience and wellbeing, including:
 - “Keeping Well at Work” training sessions for staff and managers in a bitesize one-hour format
 - “GLA Smart Working Toolkit” e-learning
 - “Mind Mental Health Awareness” e-learning
 - “Managers Zone: Supporting the wellbeing of individuals and teams” web pages
 - “Practical Skills: Supporting the mental health of your team and yourself through Covid-19” facilitated remote training
 - “Managers Resilience Group”, 90-minute facilitated remote workshops for line managers to help them manage stress levels through better resilience.

In addition, we have continued to develop online facilitation skills both within the L&OD team and beyond by training other GLA staff as facilitators; for instance, in support of our Let’s Talk about Race initiative where 26 GLA staff have been trained to facilitate workshops. We have invested in a new authoring tool for better, quicker in-house design of e-learning; and completed an initial review of online learning resource options to further improve our digital learning offer. We have also relaunched our in-house mentoring scheme with 13 mentoring pairs currently active.

We have also supported our apprentices to successfully complete their programmes while working remotely (see slide 47 for further details).

Learning and development: overview of activity continued

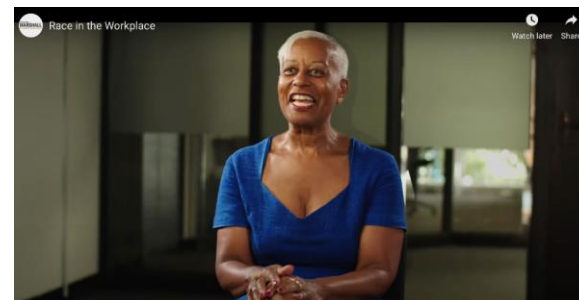
Management development

Two new cohorts of the internal GLA management development programmes were delivered in the second half of 2020-21. 12 participants joined Into Management, a programme for new and aspiring first line managers. Nine have so far completed the programme and achieved the ILM Level 3 qualification. One person left the GLA and two are expected to complete in summer 2021. Eleven participants joined Into Middle Management a programme for middle/team managers. The participants are expected to complete the programme and achieve their ILM accreditation Level 5 in the autumn 2021.

Learning delivery

There were 1,563 facilitated online learning sessions completed in the period from 1 April 2020 to 31 March 2021 and an additional 2069 e-learning events completed on our new learning management system (LMS) platform for e-learning. This makes a total of 3,632 learning sessions. By contrast, there were 2,649 learning sessions from 1 April 2019 to 31 March 2020. A number of learning sessions due to take place in spring 2020 were postponed while we engaged with suppliers to adapt to virtual delivery. Overall learning delivery has increased this year, and now exceeds pre-pandemic levels. This is due in part to the corporate decision to mandate more learning activity and the shift to eLearning which provides more flexibility to fit learning around other work activities.

The images below provide examples from the new eLearning on offer this year:



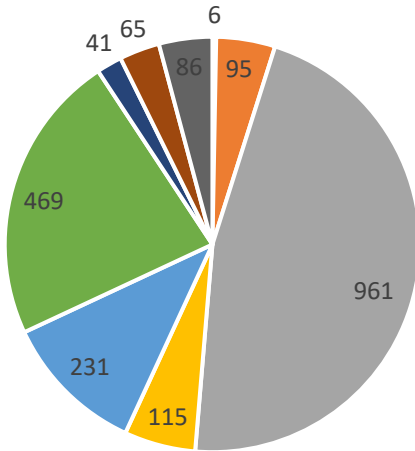
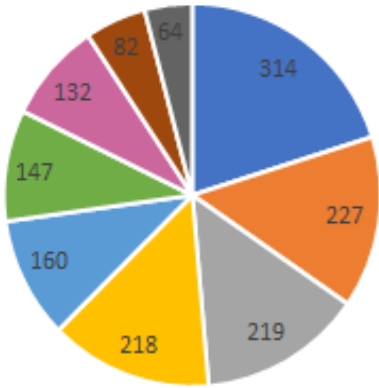
Learning and development: breakdown by event type

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 (20%); performance management (15%); and management development, and diversity and inclusion (both 14%).

The chart below shows the breakdown of completed e-learning by course category. The majority of training completed covered mandatory learning, cybersecurity (46%), health and safety (23%) unconscious bias (11%), and responsible procurement (6%).

Facilitated learning events

E-learning events



- Induction
- Performance management
- Management Development
- Diversity and Inclusion
- Wellbeing
- Recruitment and Selection
- Mentoring
- Other
- Apprentice training

- APM Introductory Certificate
- Corporate Governance
- Cyber Security
- GLA Responsible Procurement
- GLA: Unconscious Bias
- Health & Safety for Staff
- Lets Talk About Race in the Workplace
- Mind - Mental Health Awareness
- The GLA Smart Working Toolkit

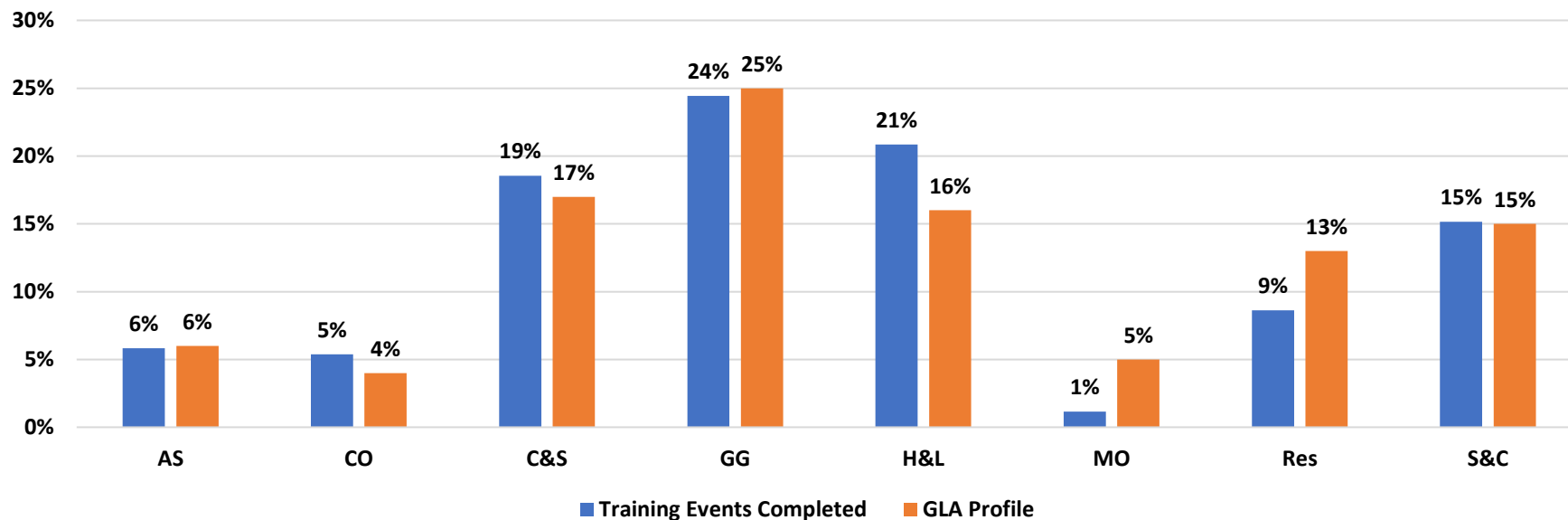
Learning and development: overview of take-up (facilitated events only)

The graph below shows directorate breakdown of 1,563 facilitated learning sessions completed for the full year 1 April 2020 to 31 March 2021.

The analysis shows there is a varied take-up of opportunities across the directorates in proportion to their employee numbers. Good Growth's 24.5% of learning compares closely with their 25% of staff. The same is true of Strategy and Communications (15% of learning, 15% staff), Assembly Secretariat (5.8% of learning, 6.3% of staff) and Chief Officer directorate (5.34% of learning, 3.8% of staff).

For two directorates the share of learning exceeded their share of staff: Housing and Land (21% of learning, 16% of staff) and Communities and Skills (18.5% of learning, 16.8% of staff). Both Resources and the Mayor's Office are under-represented in learning take-up, and the relevant directors will follow up to ensure that there are no barriers to learning completion in these areas.

Training events completed April 2020 to March 2021



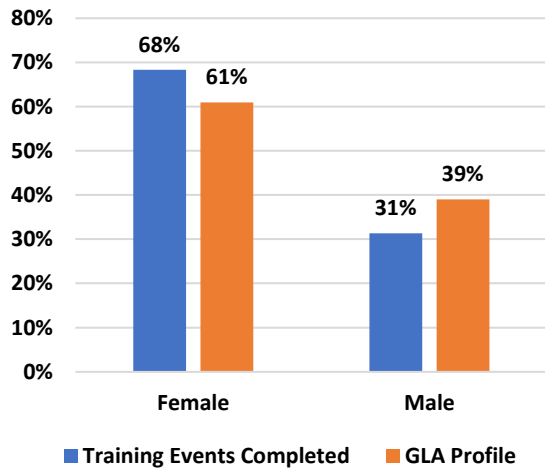
Learning & development: overview of take-up by demographic group (facilitated events)

As was the position in March 2020, women proportionately take up slightly more development opportunities than men. Female staff make up 61% of the organisation and account for 68% of learning completed (down 3% on Sep 2020). The take-up of learning for BAME staff is proportionate with the organisation's workforce profile of 29%, accounting for 32% of learning completed: again, very similar to the situation in March 2020. Staff who declare a disability (6% of the organisation) take up 5.9% of learning opportunities. Again, this is proportionate.

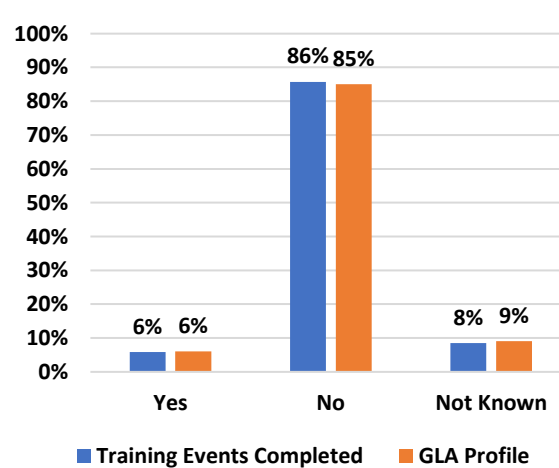
These continue to be positive indicators suggesting that there are currently no barriers for these staff groups in accessing development support at the GLA, which is important in helping support progression into senior roles in the GLA. It also reflects the organisational focus on developing positive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

Attention needs to be given to ensure men, who continue to be under-represented in training take-up and the organisation, also exercise their equal access to learning and development, and that the offer continues to meet their needs.

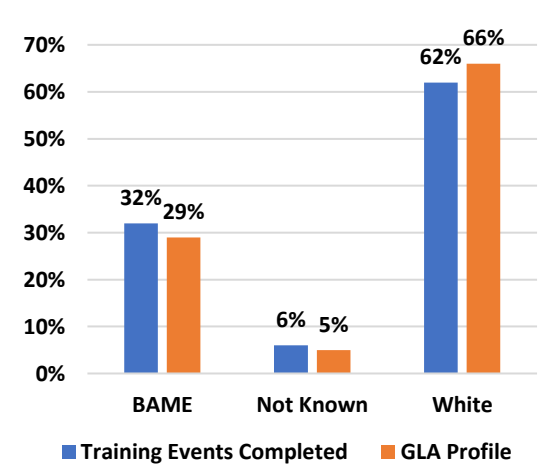
Training events completed by gender



Training events completed by disability



Training events completed by ethnicity



Learning and development: apprenticeships

We are very proud of the success of the 2020 cohort of Level 3 Business Administration apprentices who finished their apprenticeships in May and June 2021. 19 joined the GLA on 16 March 2020, the day before we were all advised to work from home and the week before the first lockdown commenced. As a result of Covid-19, they have worked remotely since their second day in GLA employment and were among the first groups to attend remote facilitated induction workshops via MS Teams.

They received formal training sessions once a month with an additional five 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 a fortnightly catch-up session for managers.

In recognition of the unique circumstances faced during their apprenticeship it was decided to extend their contracts by two months. Of the original 19, 18 completed their programme, 72% of whom (13) gained distinctions. 11 of the apprentices have successfully applied for and been appointed to Level 4 Project Management apprenticeships in the GLA and MOPAC, starting in July 2021.

In our other apprenticeships, our Level 7 apprentice studying leadership and management also gained a distinction. Our two existing project management apprentices will complete their end-point assessments in the autumn.

In December 2020 the Corporate Management Team (CMT) considered whether we should recruit more business admin apprentices by 31 March to maintain our record of meeting the 2.3% public sector target. CMT decided instead to concentrate on achieving the public sector target for 2021-22 through recruitment in June and July of 10 project management apprentices and 17 new business admin apprentices. Factors influencing this decision included the continued impact of homeworking, and the desire to give the existing cohort more time to complete their programme and not have overlapping schemes.

Recruitment of the new cohort of business admin apprentices is under way. The scheme continues to support our aim to attract a diverse talent pipeline, and to widen access to those who might otherwise be excluded from professional employment. The Mayor is a signatory to the Care Leaver Covenant, and in line with this commitment we have continued to monitor applicants who have an Education Health and Care Plan or have previously been in the care of a local authority. We have also provided additional support to hiring managers on recruiting disabled candidates and making reasonable adjustments to the assessment and selection process.



Learning and development: performance management

In 2020 we worked to ensure good performance management practice continues during Covid-19. The annual performance review deadline for 2019-20 was extended to 31 July 2020 and has been extended again for the review cycle 2020/2021, until to 31 July 2021.

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

We have continued to build on changes implemented to the process last year, with renewed emphasis on personal diversity and inclusion (D&I) objectives for everyone in the GLA. This year we have given extra guidance on crafting these so they can be SMART (specific measurable achievable relevant and timebound). We have provided updated toolkits to support staff and managers, with tips on holding the review conversation virtually and staff are becoming accustomed to virtual review meetings.

- All managers include a staff development objective in their performance objectives.
- The career development conversation forms an essential part of the process.
- All staff should have an up-to-date personal development plan.
- Managers check that mandatory corporate learning has been completed.

After the process has been completed, senior managers are asked to form a team-wide view of their team's development needs. This information will contribute to unit and directorate-wide assessments of development needs to better focus the use of directorate learning budgets and support L&OD planning in this financial year.

Compliance with the process remains good. For 2020 the percentage of completed end of year review was 82% - slightly down on 90% achieved in 2019, though a very slight improvement on the 81% completion in 2018.

% 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 and inclusion

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

Equality, diversity and inclusion

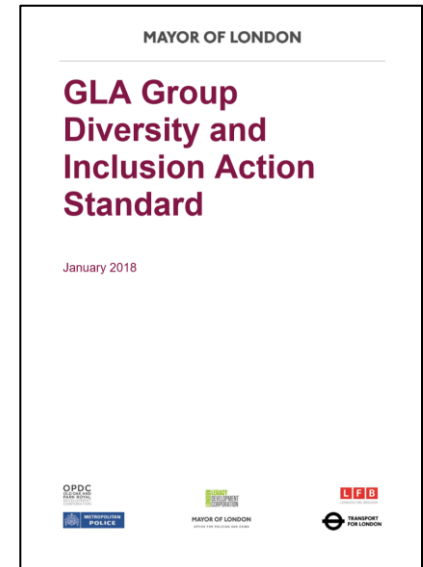
Improving the diversity of our workforce is a key priority for the GLA. Inclusive London, the Mayor's Equality, Diversity and Inclusion Strategy, sets out the following strategic objectives on workforce diversity for all GLA Group organisations:

- 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 gender pay gap was reported as 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. 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 and Unison. The GLA's ethnicity pay gap in 2019 stood at 11.05%, down from 11.45% in 2018. Progress in narrowing the ethnicity pay gap (which stood at 16% in 2017) has slowed. Addressing the under-representation of BAME staff at more senior levels in the organisation remains a priority for the organisation.

The GLA in reporting its [ethnicity pay gap](#) 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. 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 GLA produced 2020 ethnicity pay gap and gender pay gap reports although these have not yet been published. An all-staff consultation was held across July and August 2020 on the ethnicity pay gap and gender pay gap action plans. 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 and Diversity and Inclusion Management Board.

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;

1. Let's Talk About Race – pilot this initiative for the GLA Senior Leadership Team and the Race Equity 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 organisation's Diversity and Inclusion plans.
2. Reflecting London's Demography – future-proofing a diverse and inclusive GLA that is more representative of London's demographic (40.2 per cent Black, Asian minority ethnic, according to 2011 census data; while it is understood this percentage is higher than the working-age population, to redress the balance ambitious targets are required) and is reflected within the GLA and at all levels of the organisation. (In keeping with recognising and respecting the diversity of Black, Asian minority ethnic and the respective experiences, there needs to be a greater emphasis on the Black in Black, Asian minority ethnic based on the current evidence.)
3. 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 should also like the issue of disparity across the range of Black, Asian minority ethnic staff addressed.
4. 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 progression of the 'four asks'. The members were recruited following an expression of interest open to all staff.

The GLA began roll out of the Let's Talk About Race initiative across the organisation from June after piloting the event in March with senior leaders

The Ethnicity Pay Gap Action Plan includes setting revised targets by ethnic groups to reflect London's working-age population. Both the Ethnicity and the Gender Pay Gap Action Plans also include actions on providing intersectional data on the GLA's workforce.

Black Thrive have been commissioned to provide a bespoke emotional support service for Black and Black mixed-race staff. The service has been co-designed with staff.

Equality, diversity and inclusion

Supporting Future Leaders

In 2019/20 the GLA piloted a new approach to talent management, trialling it with BAME staff in the first instance, as a positive action strategy, tackling the under-representation of BAME staff at senior levels. The programme was co-designed with talent specialists from Deloitte, and in consultation with the Black Asian and Minority Ethnic Network. There were 15 participants between grades 8-12; the programme aimed to support the progression and retention of BAME staff with the intention to improve representation at senior levels. The delivery of the programme was adversely impacted by Covid-19 and will be reviewed in 2021.

The GLA will shortly be commissioning an independent review to look at the barriers in the way of progression for BAME staff, and particularly Black staff. This will help the organisation to work towards the Mayor's ambition of recruiting and retaining a workforce that better reflects London's diversity, including at senior levels; reducing pay gaps between different groups so that they are not statistically significant; as well as taking the steps needed to ensure that the GLA is an open and inclusive culture, and a great place to work.

Our Time

The second cohort of 'Our Time' have completed their programme. Our Time, a positive action programme to support women into senior leadership roles, launched across the GLA Group in September 2019. There were 50 participants coming from across GLA Group organisations, including London and Partners, and the London Ambulance Service. This cohort maximised opportunities despite the challenge to delivery presented by Covid-19 with many participants successfully promoted both within the GLA family and externally. Discussions are under way within the GLA group about plans for a Cohort 3.

Leaders Plus

The GLA has sponsored two places on the [Leaders Plus](#) programme for working parents. Leaders Plus is a social enterprise established to provide the tools and support parents need to thrive at work with a young family. Over nine months, fellows will get support from a community of peers (with children under three) who are also juggling work and parenthood, plus expert guidance from a dedicated career mentor. Fellows are inspired by thought leaders, masterclasses and workshops designed to empower working parents.

Disability Rights UK Leadership Programme

The GLA has sponsored two places for the Co-Chairs of the Staff Network for Disability on 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. Based on feedback from participants the GLA will not continue to engage in the programme, but will look at alternative ways to develop talented disabled staff.

London Leadership Programme

The GLA has sponsored a Senior Leader to participate in the London Leadership programme run by London Councils. The programme focuses on helping senior officers wishing to advance their careers to gain a greater understanding of what it takes to be a chief officer, and help develop the personal skills and resilience in order to take on these challenges. This will be the seventh nominee the GLA has sponsored.

Equality, diversity and inclusion

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.

Trans awareness

The GLA is committed to providing a trans-inclusive work environment. The LGBTQ+ Staff Network worked with consultancy Gendered Intelligence to deliver trans-awareness training for staff. This introduced key concepts crucial to understanding trans people, listed the main legislation relating to trans identities, outlined ways the GLA can work towards being trans-inclusive, and provided further resources and help.

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.

Business In The Community (BITC) Race at Work

The GLA are actively participating in the BITC Race At Work survey 2021, with a unique identifier for all GLA staff. We also signed the Race at Work Charter. This meant committing to honouring the Charter's five key calls to action, which included:

- appointing an executive sponsor for race equality
- monitoring and publishing data on ethnicity
- board-level commitment to zero tolerance of bullying and harassment
- all leaders holding responsibility for equality in the workplace
- taking action on progression for BAME staff.

The BITC Race at Work survey is an opportunity to measure progress against the five pillars of the charter, share successes and good practice, 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, ranking 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 out of 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. The GLA has met with Stonewall to discuss the new criteria, in preparation for submitting to the next Index in October 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 under way include:

- Completing an end-to-end review of the GLA's policy and practice on reasonable adjustments with Goss Consultancy. The new workplace adjustments policy will be consulted on with staff, the Mayor and the Assembly at this committee (22 July 2021), and we aim to launch in autumn 2021.
- Staff-wide disability awareness e-learning covering definitions of disability, benefits of disability disclosure, legal obligations, workplace adjustments and sources of support; this will be available from July 2021. This training will be a precursor to the launch of the new workplace adjustments policy and will be supported by facilitated training aimed at managers, once the policy has been launched.
- Steps Into Work – this is a TfL-led supported internship scheme for adults aged 16 and over with mild to moderate learning disabilities, and/or those on the autism spectrum. TfL paused the programme in March 2020 due to the Covid-19 pandemic but has restarted, with two GLA teams (Education & Youth, and Housing and Land) hosting placements. All placement managers' buddies and relevant colleagues were offered the chance to take part in disability awareness training tailored to the programme. The current placements ran to April 2021, and we will participate in the next placement round in October.

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
- 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 Race Equity 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 throughout the Covid-19 pandemic, hosting a range of lunchtime sessions and blogs signposting resources and techniques to promote positive wellbeing. In addition, the All-In initiative has led the allyship work across the organisation. The GLA Allies Initiative (All-In) is an initiative for members of staff who wish to be active allies. All-In is formed in recognition that for the GLA to make progress towards a fully inclusive workplace, participation and action from all staff is necessary.

All staff networks are represented at 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.

Wellbeing

This section provides an overview of the work undertaken by the newly created Corporate Wellbeing Team

Wellbeing

Some additional capacity was added to the HR team from November 2020. This was in recognition of the need for immediate interventions to support our workforce through the pandemic, and the longer term development of a comprehensive wellbeing strategy. This strategy was considered by the Health, Safety and Wellbeing Committee in June 2021, and will be rolled out across the GLA over the summer. The strategy is guided through three values, which were developed in consultation with Unison and our Staff Wellbeing Network.



Personal growth

Lifelong learning and development



Health & Lifestyle
















Good physical and mental health habits



Purpose & Connection

Positive relationships, bringing people together

The work delivered by the HR Wellbeing Team in 2020-21 has been led by these values, delivering a renewed wellbeing package for staff, and complementing the ongoing work of the staff wellbeing network. Some of the key initiatives are shown in the table to the right:

Theme	Nov-Dec 20	Jan 21	Feb 21	March 21	April/May 21
 Health & Lifestyle	Mind e-Learning module 	Manager mental health training 	Fitness Challenge 		Keeping Well at Work resources 
 Purpose & Connection		Personal profiles  Team Charter 	Wellbeing conversations & support Time to Talk Day	Bespoke team Wellbeing sessions 	
 Personal growth		Manager briefing activities 		Managers resilience group 	Staff stress reduction group 
Enablers	Ways of Working Quiet hour & breaks 	Pulse survey 	Wellbeing intranet pages update	Intranet blog posts	

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 has been highlighted throughout this report (e.g. the move to remote and web-based delivery of learning offerings, and the 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. This remains in place for new starters to the GLA, and our **longer-term approach to home office equipment** in our hybrid working arrangement will be determined through our Transformation and Relocation programme governance.
- 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. That team have worked with colleagues from TfL to design and deliver programmes particularly focused on reducing stress and promoting resilience – needs that we recognise have increased during the pandemic. A **Stress Reduction Group** is available to all staff, and a **Managers Resilience Group** is available to line managers.
- 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. Findings from our short, rapid-pulse surveys have 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.
- The Corporate Management Team have determined that our biennial **staff survey** will take place early in **2022**, and will continue to use the pulse survey approach throughout 2021 to gain regular feedback from the perspective of all staff groups across the GLA.

Externally funded posts and funding sources – 31 March 2021.

Funding Source	Unit	FTE
Ministry of Housing, Communities and Local Government	Housing and Land	46.6
	Regeneration & Economic Development	45.3
	Skills and Employment	4.0
	Culture	1.0
	TOTAL	96.9
Adult Education Budget	Skills and Employment	54.4
European Funding	European Programmes Management Unit+	25.8
	Skills and Employment	21.0
	Environment	5.0
	Regeneration & Economic Development	2.0
	TOTAL	53.8
Royal Docks Enterprise Zone	Housing and Land	30.0
Recycled Capital Grant Fund and Right to Buy interest	Housing and Land	15.0
GLA Land and Property Limited	Housing and Land	10.0
Transport for London Lane Rental Income	Transport, Infrastructure & Connectivity	11.5
Pre Application and Pre Planning Application income	Planning Unit	9.3

Department for Business Energy and Industrial Strategy	Regeneration & Economic Development	7.0
	Environment	1.0
	TOTAL	8.0
London Estates Delivery Unit	Housing and Land	7.0
London Legacy Development Corporation	Technology Group*	7.0
London Power Co Ltd	Environment	4.6
City Data membership income	City Intelligence	4.0
Home Office	Communities and Social Policy	4.0
Local Authorities for Seaside and County Homes	Housing and Land	3.5
Cabinet Office	Transport, Infrastructure & Connectivity	3.5
Private Rental Sector	Housing and Land	3.2
H2020 Sharing Cities	City Intelligence	3.0
MOPAC	Human Resources	2.0
Rockerfeller Foundation	Fire & Resilience	2.0
Strategic Investment Fund	Housing and Land	2.0

Citi Foundation	Regeneration & Economic Development	1.8
Careers and Enterprise Company	Team London	1.0
Innovate UK	Environment	1.0
Safestats	City Intelligence	0.5
TOTAL		339.0

Notes: + 4.8 FTE which were classified under EPMU relate to Elections posts and are funded by the GLA, so an adjustment to the externally funded posts will be made.

* The external income from LLDC for this proposed shared service was covered in the 2021-22 approved budget. An adjustment to the externally funded posts will be made.