Subject: Workforce Report

Report to: GLA Oversight Committee

| **Report of: Head of Paid Service** | **Date: 15 December 2016** |

This report will be considered in public

1.   Summary

1.1   This is the workforce report for the period 1 April 2016 to 30 September 2016.

2.   Recommendation

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

3.   Background

3.1   This is the fourteenth workforce report following the creation of the current organisation structure and covers the six months ending 30 September 2016 and contrasts with the year ending 31 March 2016. It also covers recruitment for this period.

3.2   The attached appendix is presented in a format agreed with the GLA Oversight Committee. As requested by Oversight Committee Members, further information has been included in this report on benchmarking data, actions that are being taken by the GLA in respect of equalities issues and a further breakdown of the BAME workforce profile in the GLA.

3.3   The Greater London Authority (GLA) payroll service is provided directly by LFEPA. The core human resources (HR) system is provided by Midland HR Systems and the recruitment system by ATS Havas.

4.   Issues for Consideration

4.1   Detailed data for the six months ending 30 September 2016 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included on the data highlighting the headline issues. The comparative benchmarking data in this report is taken from the Mayor's Annual Report 2015/16, Chartered Institute for Personnel and Development, House of Commons, London's Council's, Xpert HR reports and the Office for National Statistics.

5. Turnover – Table 1

5.1   Total annualised turnover for the GLA for the year ending 30 September 2016 was 12% with voluntary turnover running at 9% which is a decrease from 11% for the year ending 31 March 2016. Xpert HR labour turnover rates 2015 survey shows overall turnover across the public sector as 14% with voluntary turnover as 11.5% and private sector overall turnover at 23% and voluntary turnover as 16%. There was an increase in turnover in both the Assembly Secretariat and Mayor's Office from the year ending March 2016. This is due in part to 2016 being a Mayoral and Assembly election year.

5.3   Of leavers for the period, 67% completed part one of the exit questionnaire. The data shows that 87% of those completing part one of the questionnaire would return to work for the GLA in the future.

5.4   The exit data shows that, of those declaring their destination after leaving the GLA, 31% took roles in the private sector, 44% in the public sector and 25% in the voluntary sector. The main reason given for leaving the GLA was promotion.

6   Workforce Composition – Table 2 & Table 20

6.1   Total staff numbers have increased from 795 as at 31 March 2016 to 798 as at 30 September 2016. The distribution of staff across the directorates has remained broadly similar with no significant changes.

6.2   The GLA is aiming for a workforce which is representative of London's communities at all levels of the organisation.

6.3   The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has remained at 25% for the period in question as opposed to 37% (the % of economically active BAME Londoner[1]s). The overall turnover for BAME staff is 23% and is broadly proportionate to the overall BAME profile in the organisation. The proportion of BAME staff has remained fairly stable from 2008 to date. Table 20 shows the 2nd category of ethnicity compared with London Council's data[2] for London boroughs from March 2016 and the Annual Population Survey data from June 2016 as requested by Assembly Members.

6.4   Across the directorates, Resources has the highest number of BAME staff with 38% of the directorate total. There has been an increase in the percentage of BAME staff in Assembly Secreatariat from 10% at the end of March 2016 to 17% at the end of September 2016.

6.4   The percentage of female staff has increased slightly from at 52% as at 31 March 2016 to 54%. This compares favourably to the profile for London with females representing 45% of the economically active population[3].

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[1] Source: Annual Population Survey, July 2015 - June 2016
[2] Source: London Council's Human Capital Metrics Survey Scorecard – March 2016
[3] Source: Office of National Statistics

6.5   The percentage of disabled staff has remained at 5% compared to the economically active population for disabled Londoners at 12%[4].

6.6   As at 30 September 2016, 14% of the total workforce were part time which is an increase from 12% since March 2016. Of these, 79% were female and 22% were BAME.

6.7   In the six months ending 30 September 2016, 15 employees commenced maternity leave. There were 8 employees due to return from maternity leave during the reporting period of which only one did not return.

7   Diversity and inclusion

7.1   The GLA has been working with colleagues across the GLA Group on the new Equalities Framework. The GLA is aiming for the workforce to reflect London's diversity at all levels and to create an inclusive place to work where all staff are treated equally, with dignity and respect.

7.2   Over the next year the GLA specifically will focus on the following goals:

- Improve BAME representation at all levels of the organisation but particularly at Grade 10+
- Improve female representation at Grade 12+
- Increase the number of disabled staff at all levels of the GLA
- Create opportunities for young people from low socio-economic backgrounds (socially diverse hires)
- Create opportunities for ex-offenders.

7.4   In terms of measures of progress, we will expect to report year on year improvement in the following:

- Disclosure rates for equalities monitoring information
- Workforce diversity profile at all levels compared with London's economically active population
- Proportionate progress from application, to shortlist to appointment stage for protected groups
- Recruitment panel diversity
- Diversity of board appointments
- Number of ex-offenders hired and retained
- Reduction in the gender pay gap
- Employee experience is equally good for all – closing the employee engagement gap
- Publicised good practice examples / success stories (teams and individuals)
- Improved uptake and consistency of flexible working practices across all directorates.
- Better awareness of equality priorities among middle management and the core workforce

7.5   The proposed actions are still being discussed and are yet to be agreed. The draft actions are attached as Appendix 2.

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[4] Source: Annual Population Survey, July 2015 - June 2016.

8   Salaries

8.1   58% of staff are in the £30,000 – £50,000 salary bracket. The number of staff earning over £60,000 has remained at 12%, staff earning over £100,000 has remained stable at 3%. The comparison between lowest and highest is 8.19, the highest paid is 3.6 times the average salary. The average salary has increased slightly from £45,978 to £46,563.

8.2   The percentage of BAME staff earning above £60,000 has reduced slightly from 12% as at March 2015 to 10% as at September 2016. BAME staff represent 33% of staff earning between £30,000 – £40,000, and 25% between £40,000 -£50,000.

8.3   Female staff outnumber male staff at all salary levels other than £20,000 to £30,000 and £70,000 and above – see Table 8. The number of females in senior roles (i.e. grade 12 and above) has increased since 2008 from 31% to 39% -see Table 3.

8.4   The profile of staff receiving honoraria payment for the year ending 30 September 2016 55% were female employees, 21% BAME and 4% disabled.

8.5   The Mayor committed to publishing the gender pay gap in the GLA. The pay gap has been calculated using median salaries as recommended by the ONS. The pay gap information is included for the period ending 31st March 2016. The pay gap between full-time men and women in the GLA is 4.63%. For full-time workers in London it is 11.9%[5] so the GLA compares favourably to this. The pay gap for part-time employees (including mayoral appointments) is high as there were a number of highly paid part-time men in the previous mayoral team – see Table 10.

8.6   The GLA has a job evaluation scheme and therefore is confident it pays the same salary for roles of equal value. The pay gap is due to less representation of women at the most senior levels in the organisation. The pay gap at grade 9 is due to to more female employees starting in recent years, meaning more women are at the bottom of the grade. The GLA has developed an action plan which it will publish which will address ways to reduce the gender pay gap over the next year including mentoring, career development workshops, and increasing flexible working oppportunites.

9   Sickness Absence – Table 5

9.1   The findings in this report are based on sickness data for the year ending 30 September 2016. People Managers now use the Midland HR System to record their staff sickness, this gives managers access to real time information for their staff/teams. The HR team continue to provide monthly reports with details of the number of sickness days taken by unit and Directorate.

9.2   Annualised figures show an average absence of 4.0 days per employee for the year ending 30 September 201, this is an increase from 2.8 days for the year ending 30 September and could be as a result of better reporting with managers now recording employees sickness on the HR System. The GLA average is significantly lower than published benchmark figures from the CIPD Absence

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[5] ONS 2015 Annual Survey of Hours and Earnings

Management Survey 2015 which reported Central and Local Government as 9 days and 7.9 days respectively.

9.3 Resources directorate reported the highest number of days lost due to sickness this is due in part to a few long term cases of sickness rather than many short term.

9.4 HR & OD continues to support line managers in the application of the Sickness Absence policy which helps to ensure absence is reported by managers and encourages proactive intervention resulting in managers engaging with staff much earlier than before, leading to an improving picture of sickness absence.

Recruitment

10.1 In the current reporting period (April – September 2016) there were a total of 105 vacancies. Vacancies are advertised internally first and from that process 45 (43%) of appointments were made from the existing workforce.

Ethnicity – Table 7

10.2 The number of BAME applicants applying for external advertised vacancies has decreased from 37% to 33%; the number of applicants moving through to shortlist stage decreased from 26% to 25% and external appointments has decreased from 27% to 20%. In the same reporting period, internal BAME applications decreased from 39% to 37%; the number of shortlisted applications decreased from 36% to 31%. However internal appointments have increased from 23% to 24%.

Gender – Table 9

10.3 Females made up 57% of the applicant pool for posts advertised externally and 59% of posts advertised internally. There has been an increase in the number of females interviewed externally (58%) and internally (62%). The number of external appointments has increased from 55% to 58% and internal appointments has increased very significantly from 58% to 76%. The number of females progressing to interview is consistent with previous reporting periods and the number of appointments is higher than the current number of female staff (52%). This is highest number of internal female appointments from 2013 to present.

Disability – Table 12

10.4 The number of applicants from disabled groups applying for external vacancies and moving through to shortlist have both increased to 6%, whilst external appointments have increased from 2% to 3%. In the same reporting period, the number of internal applications from disabled groups and number of applicants at shortlisting stage have both decreased to 4%. There were no internal appointments

Sexual Orientation – Table 16

10.5 The workforce report includes recruitment and retention figures in relation to sexual orientation, and this data is reviewed in the context of existing employee workforce data. In the current reporting period 6% of staff that have made a response declared their sexual orientation as lesbian, gay, bisexual, or transgender (LGBT).

10.6   The number of external LGBT applicants is 7%, the number increases to 8% at shortlist stage and the number of external appointments is 12%. The number of internal LGBT applicants, the number of applicants at shortlist stage and the number of internal appointments is consistent at 4%.

Faith Table 14

10.7   The current number of employees who declare a Christian faith is 37%; this is the largest faith group. The current number of employees declaring no faith is 41%. For internal and external recruitment, the highest number of applications, shortlisted and appointments are Christian. With regards to external appointments who are of Christian faith this has decreased from 32% to 25% in last reporting period.   The number of external appointments who declared no faith increased from 41% to 55%. The number of internal appointments who declare a Christian faith (36%) or no faith (49%) remains consistent with previous reporting periods.

Age – Table 18

10.8   Of current employees the highest number fall in age band 30-39 years (38%), followed by age band 40-49 years (25%). The highest number of external applications fall in the 30-39 years (39%) age band followed by 20-29 years (33%). The age band 30-39 years is the highest at shortlisting stage (43%) and appointments (53%).

The highest number of internal applicants is in age band 30-39 years (39%) which continues through to shortlisting stage (41%) and number of internal appointments (38%). The highest number of internal appointments is in age band 20-29 years.

11.   Organisational Development and Engagement

11.1   Learning and Development Programme

- The GLA offers a range of professional development opportunities and the new programme has been scheduled for courses taking place in September 2016-January 2017. New training was added to the offer: Introduction to Agile, Make Your Words Work and Writing for Your Audience; Website training for London.gov. and Digital Masterclasses (Google Analytics and Content for London.gov.uk)

- The Career Pathways Programme has been recommissioned and new suppliers have been appointed to deliver 1:1 career advice sessions and a range of 2-3h modular workshops on career related topics. The new offer will be available to staff from January 2017.

11.2   The HR&OD team have been working with teams on bespoke training interventions tailored to the needs and context of the particular audiences. This included:

Team building / away day sessions with the Environment Team and External Relations Team (Digital, Marketing and Creative)

Dignity and Inclusion for Health and Communities and IT teams (soon also to be delivered for the FM team)

Mental health awareness training with MIND for FM and PLU teams

11.3   The GLA offers sponsorship (up to 80%) towards the cost of accredited qualification courses. Staff are invited to apply each June and a panel reviews the applications against a range of criteria

included in the sponsorship guidance (including employee grade, level of existing qualifications, performance, previous funding and business case/relevance of the course). In the academic year 2016-17, 12 staff are being sponsored for the total amount of £19,000. 75% are female, 16% BAME, 8% disabled.

11.4   The GLA has been running its internal mentoring scheme since 2011, where staff are matched with internal mentors. Both mentees and mentors attend training in mentoring skills. The GLA has developed a bespoke mentoring toolkit for mentees and mentors, including case studies from previous participants. The training and matching of the mentoring pairs takes place every 3-6 months. At the moment, there are 27 mentoring relationships in place. 60% of the participants are female, 25% BAME and 5% disabled.

Leadership and Management Development

11.5   The GLA has a comprehensive leadership and management development strategy in place to support approx. 250 GLA line managers. The key programmes and tools include:

- Cornerstone Module - to explain the programmes on offer and provide tools to help managers plan their development.

- Management and Leadership Diagnostic Tool – to enable managers to assess their skills against the GLA management and leadership standards and behaviours to inform their development choices

- Management Essentials – a range of workshops and courses focusing on specific skills areas, for example, recruitment and selection, performance management, delegation, team development and coaching. Two new sessions were added in the last six months: Building Effective Teams and Strategic Thinking and Planning. 355 places were utilised on the Management Essentials programmes between April 2015 and November 2016.

- Management Development Programmes focusing on developing managers' careers and helping them transition between different levels of management:

  o   Institute of Management (ILM) accredited qualifications programmes.
      - ILM Level 3 Into Management – for first line and aspiring managers
      - ILM Level 5 Into Middle Management – for middle and aspiring middle managers 87 managers have enrolled on these programmes to date.
  o   Into Leadership – for aspiring senior managers. The first cohort of 12 completed their programme in July 2016 and the second cohort will start in January 2017.

11.6   Satisfaction rates with management development programmes are high with a 75% satisfaction rate for Management Essentials and 82% for the ILM Programmes. A review of the strategy is currently under way and will be included in the next workforce report.

Apprenticeships
11.7   The GLA apprenticeship scheme was established in 2009 in a joint partnership with the other GLA Group organisations. It has grown steadily over the years and apprentices now make up 2.4% of the total workforce in the GLA.

11.8   In the current year, the GLA is hosting:

- 16 Advanced Apprentices in Business Administration (structured 12-month work placement, paid LLW, NVQ level 2/3)

- Higher Apprentices in project management (18-month contract paid G1, NVQ level 4 in project management). The Higher Apprenticeship in project management provides an option for advanced apprentices to continue within the GLA and opens up access for them to project based roles.

- The 2015 cohort (4 Higher Apprentices) completed their placement in July 2016 and 3 of them have secured roles in the GLA. The 2016 cohort will complete in July 2017.

- To date the scheme has been very successful in supporting young people into long term employment. We have 16 former apprentices (including 2 CIPFA apprentices who completed their placement in 2015) employed within the workforce.

11.9   The recruitment campaign for the 2017 cohort of apprentices begun in September 2016. . The GLA hosted its first Open Day event for apprentice candidates and their parents/carers in October (attended by c30 candidates), and participated in an apprentice fair organised by Waltham Forest Council. 143 candidates applied for the 11 Advanced Apprenticeships in City Hall. 52% of them were female, 61% BAME and 5% disabled. 56% BAME, 42% female and 11% disabled candidates were invited to the assessment centre on 18 November. The appointments will be made by the end of November and figures will be included in the next workforce report. 5 Higher Apprentices will also be recruited in November, targeting the current (2016) cohort of Advanced Apprentices. They will start their 24-month placement in January next year.

11.10   In August 2016 the GLA once again hosted a project team of Teach First teachers who worked with the apprentices to provide ongoing scheme evaluation and tools to support the apprentices in taking their next career steps. This year's focus was on mapping out the apprentice career pathway and key success factors, as well as evaluating the Higher Apprenticeships scheme.

11.11   The apprenticeship levy will be introduced on 6 April 2017. Detailed funding rules that will provide further information on exactly how apprenticeship funding can be used will be finalised in December 2016. The GLA is reviewing its apprenticeships offer to align with the levy requirements and working with TfL to procure a framework of suppliers to work across the GLA group.

11.12   The GLA offers internships which are short term opportunities (between 1- 6 months) to complete clearly defined project or programme of work and our interns are paid the London Living Wage. Between 1st April to 30 September there were 25 interns appointed. The GLA Internship scheme attracts a diverse group of applicants and the BAME profile of interns appointed (48%) is well above the workforce profile (24%). The gender balance of appointments was 48% female (40% male and 12% gender unspecified).

Employee Wellbeing

11.13 A healthier and happier workforce is linked to better productivity and higher levels of staff engagement, impacting positively on business performance. The GLA is committed to supporting staff health and wellbeing and empowering employees to care for their own health. The Wellbeing Network, made up of staff representatives from across the GLA, has been supporting this objective by coordinating a range of health initiatives run by and for staff.

11.14 The Wellbeing Network hosted the Annual GLA Health fair in April supported by our EAP, Occupational Health and Health check providers and other suppliers.

11.15 In 2015-16 the network is focusing on Mental Health and Health education through Lunchtime Talks and Physical Activity sessions.

- A programme of talks, walks, classes continues and in the last 6 month included:

- A more affordable membership rate with Third Space gym and an open day for staff.

- Promotion of the Dementia Friends scheme and Memory Walks which raise money for dementia research. A Dementia Friends session for staff took place during the Dementia Awareness week in May

- Weekly Dynamic Yoga and Mindful Monday walks (summer)

- British Military Fitness session in LLR to support National Fitness Day

- Promotion of the cycle to work scheme in November.

11.16 Activities to promote Mental Health included the following:

- A lunchtime presentation in July on of mental health in the workplace and breaking down stigma.

- Time to talk and mental health awareness sessions to promote World Mental Health day on 10 October.

- Promotion of the BITC mental wellbeing UK workplace survey and research report

- The GLA is committed to the Time to Change pledge through which organisations commit to taking action to tackle the stigma and discrimination around mental health in the workplace. There is an action plan to promote this area of work.

11.17 In November the GLA hosted an NHS workplace pop up clinic offering free flu jabs to staff. This was organised by the GLA Health Team.

11.18 The GLA is committed to supporting staff affected by HIV/AIDS. In the last week of November GLA is hosting Terrence Higgins Trust and Positive East to provide information and advice, including how to access free, confidential testing.

11.19 As part of the City Mental Health Alliance we have been contributing to collating a data set on the impact of mental health on the business in the City.

12.   Grievances/ Disciplinary

12.1   During the period 01/04/16 to 30/09/2016 there were no disciplinary cases and four grievances raised. Equalities data for disciplinary and grievance cases has been withheld in light of the small numbers.

13.   Complaints

For the period 1 April 2016 to 30 September 2016 a total of 32 complaints were received.

13.1   Of the 32 complaints received by the GLA

- 29 were responded to within the GLA's performance target (20 working days)
- No complaints were marked for no further action (NFA)

13.2   Of the 32 complaints 9 were upheld, 6 were partially upheld and 17 were not upheld. 28 cases were stage 1 complaints, 3 cases were stage 2 complaints and 1 case was a stage 3 complaint. Examples of complaints received are:

- the time taken to respond to correspondence
- attitude of staff members
- planning applications
- information out of date on website and/or website not working adequately.

Table 1

2015/16		2016/17 (Q1/2)	
Complaints received	**% responded to within 20 working days**	**Complaints received**	**% responded to within 20 working days**
51	94% (Target of 90%)	32	91% (Target of 90%)

Table 2: Complaints received by directorate

	2015/16					2016/17				
Directorate	**Q1**	**Q2**	**Q3**	**Q4**	**Total**	**Q1**	**Q2**	**Q3**	**Q4**	**Total**
Mayor's Office	2	0	0	1	**3**	0	0	-	-	**0**
Corporate Management Team	0	0	2	0	**2**	1	6	-	-	**7**
Resources	3	0	0	3	**6**	1	3	-	-	**4**
External Affairs	7	11	3	5	**26**	10	3	-	-	**13**
Communities & Intelligence	1	0	0	0	**1**	0	1	-	-	**1**
Development, Enterprise & Environment	1	4	2	2	**9**	3	1	-	-	**4**
Housing & Land	3	1	0	0	**4**	0	3	-	-	**3**
Total received	**17**	**16**	**7**	**11**	**51**	**15**	**17**	**-**	**-**	**32**

Improving performance

13.4   The GLA will continue to monitor complaint handling performance in 2016/17 as part of its performance management framework. The indicator will continue to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place, if necessary. Work will also be done to ensure correspondence is classified consistently as a compliant where appropriate.

13.5   Correspondence performance is presented to the Corporate Management Team on a quarterly basis. Where performance has not reached the GLA target (90%) improvement measures are discussed and senior managers are responsible for ensuring those measures are introduced.

13.6   The Public Liaison Unit has allocated individual officers to each directorate to assist with improving performance.

13.7   The GLA receives relatively few complaints. This means that not responding to one complaint within the target of 20 working days can have a disproportionate impact on reported performance.

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14.   Financial Implications

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

15.   Legal Implications

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

List of appendices to this report:
Workforce Report – An annual digest of employment data and statistics – period 01/09/16 to 30/09/2016.
Draft Equalities Action Plan

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

Contact Officer:	Juliette Carter, Assistant Director Human Resources and Organisational Development
Telephone:	0207 983 4194
Email:	juliette.carter@london.gov.uk

GLA Workforce Report

An annual digest of employment data and statistics as at 30 September 2016

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GLA Workforce Report Key

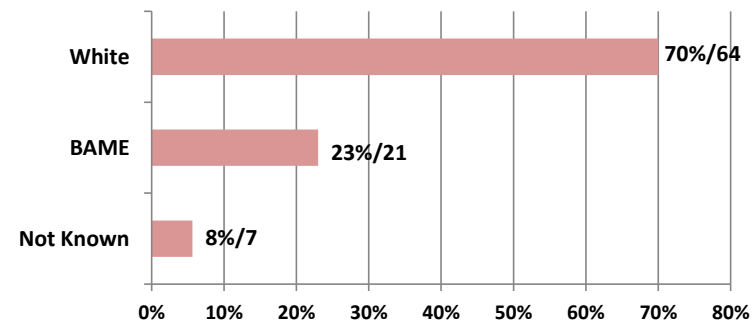| Code	Directorate
AS	Assembly Secretariat
DEE	Development, Enterprise & Environment
EA	External Affairs
H&L	Housing & Land
HoPS & C&I	Head of Paid Service and Communities & Intelligence
MO	Mayors Office
Res	Resources

Turnover - overview - Table 1

Turnover by Directorate

Legend: % voluntary turnover · % involuntary turnover · Overall GLA

Directorates (x-axis): AS, DEE, EA, H&L, HoPS & C&I, MO, Res

Turnover benchmarking

Values labelled on chart: 18%, 25%, 18%, 14%, 24%, 22%, 8%, 11%, 12%

Years (x-axis): 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016

Legend: GLA total turnover · GLA voluntary turnover · All Sectors (overall turnover) · Public Sector (overall turnover)
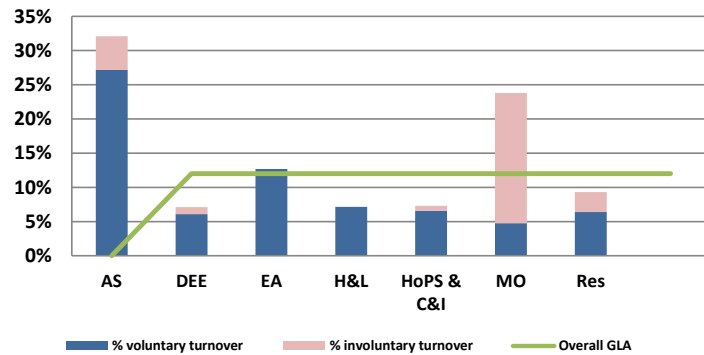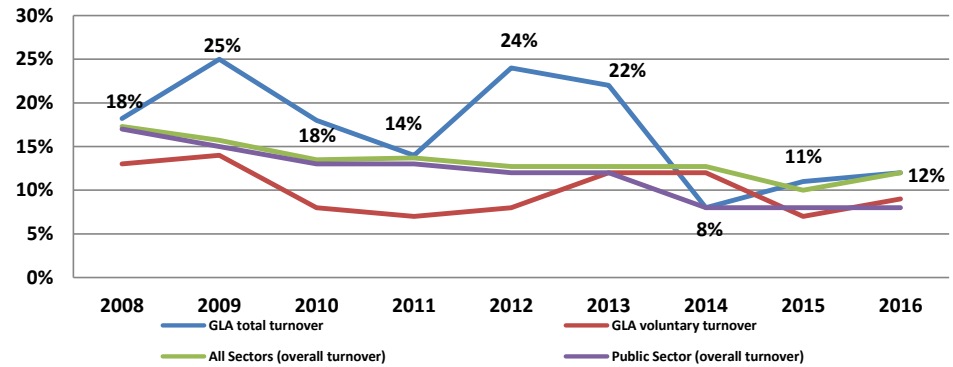
Reasons for leaving

Reason	Number	%
End of Contract	17	18%
Voluntary Redundancy	2	2%
Resignation	70	76%
Retirement	3	3%
Total	**92**	100%

Leavers by ethnicity

Ethnicity	Value
White	70%/64
BAME	23%/21
Not Known	8%/7

Staffing profile - Table 2

Staffing profile by directorate

Legend: Mar-16, Sep-16

Values by directorate:
- AS: 91, 81
- DEE: 180, 197
- EA: 73, 71
- H&L: 99, 98
- HoPs & C&I: 129, 137
- MO: 48, 42
- Res: 175, 172
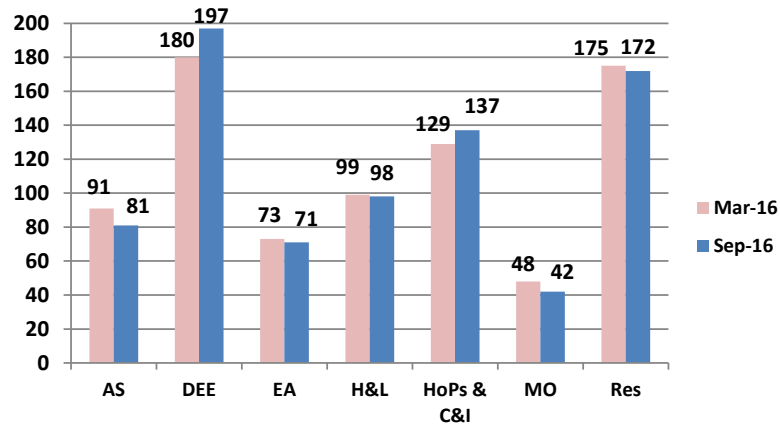
Number of staff by salary band

- 0 to 20,000: 32
- 20,001 to 30,000: 87
- 30,001 to 40,000: 172
- 40,001 to 50,000: 288
- 50,001 to 60,000: 122
- 60,000 to 70,000: 17
- 70,000 to 80,000: 27
- 80,000 to 90,000: 26
- 100,000 +: 27
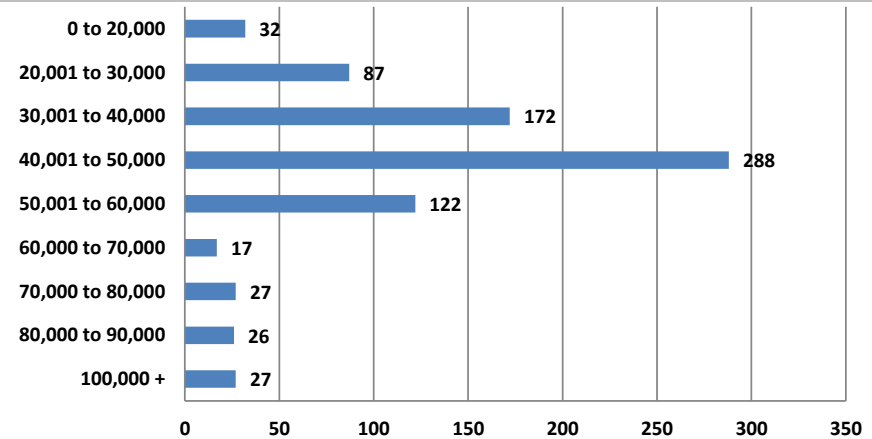
Staffing profile by contract type

- Permanent employees: 76%/608
- Fixed Term employees: 24%/190

GLA staff 2008 to 2016

- 2008: 675
- 2009: 648
- 2010: 592
- 2011: 637
- 2012: 711
- 2013: 724
- 2014: 761
- 2015: 788
- 2016: 798

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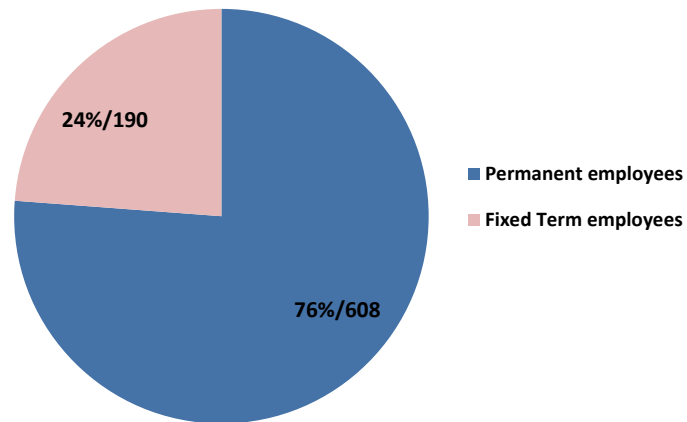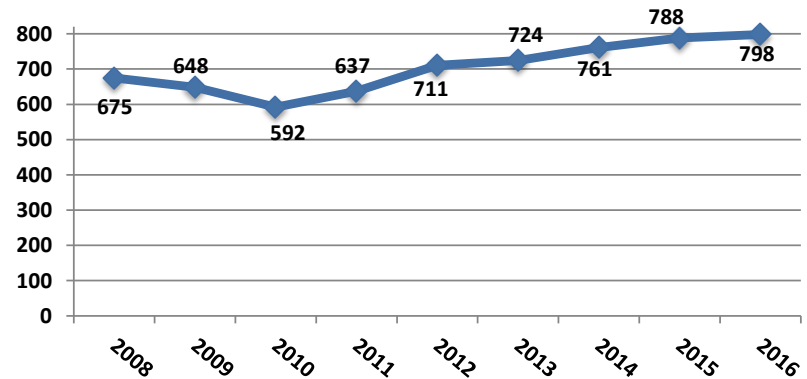
Senior staff (grade 12 and above) - Table 3

Senior staff by gender

38 (39%)

60(61%)
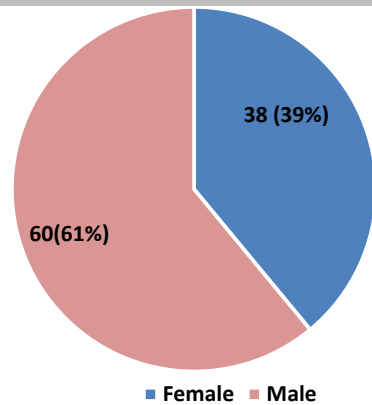
■ Female ■ Male

Senior staff by Ethnicity

10 (10%) 3 (3%)

85 (87%)

■ BAME ■ Not Known ■ White
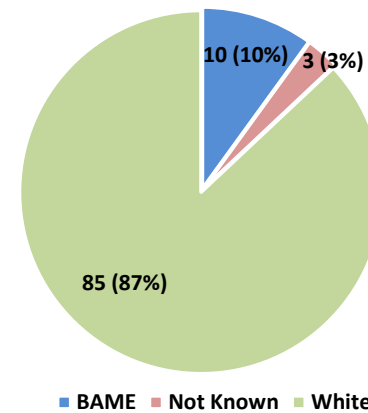
Senior staff by disability

3(3%)

12 (12%)

83(83%)

■ Not disabled

■ Not Known
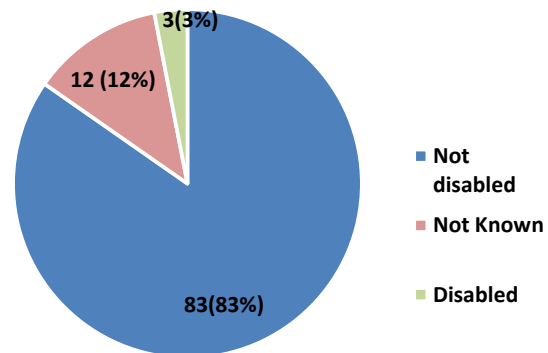
■ Disabled

Of the senior staff group 39% are female, 10% are BAME and 3% are disabled.

Salary profile - Table 4

Salary breakdown by Directorate

Salary band	HoPS & C&I	AS	DEE	EA	H&L	MO	Res
0 to 20,000	3		16	2	11		
20,001 to 30,000	12	5	6	10	4	1	49
30,001 to 40,000	30	38	26	27	11	8	32
40,001 to 50,000	67	27	69	25	44	18	37
50,001 to 60,000	15	5	57	1	18	3	23
60,000 and over	10	6	23	6	21	12	20

Legend: ■ HoPS & C&I ■ AS ■ DEE ■ EA ■ H&L ■ MO ■ Res
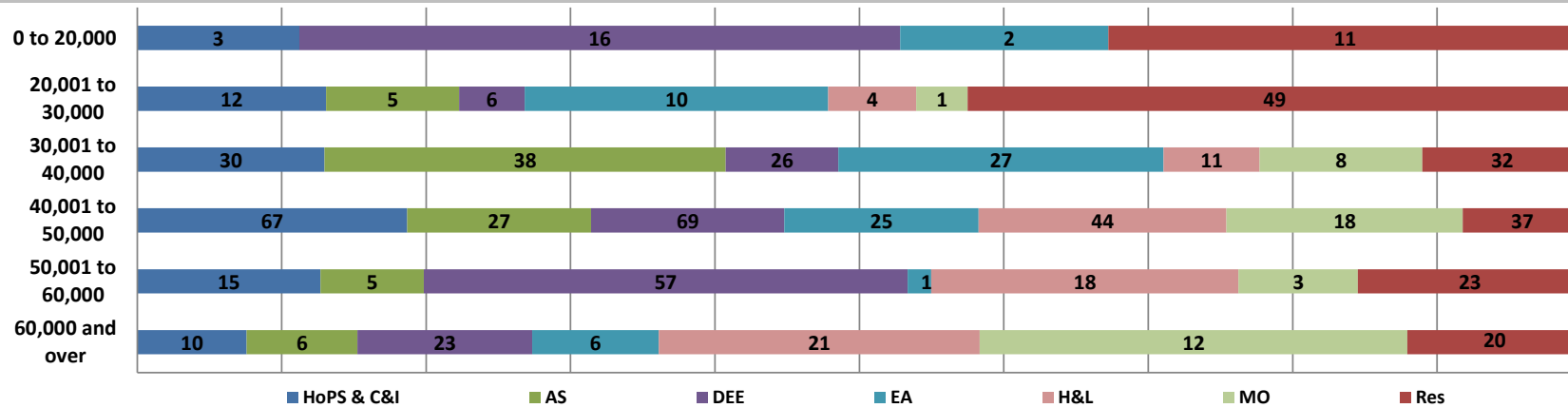
Average salary since 2008

Year	Average salary
2008	£42,865
2009	£43,103
2010	£43,629
2011	£43,903
2012	£44,643
2013	£46,043
2014	£45,588
2015	£45,978
2016	£46,563
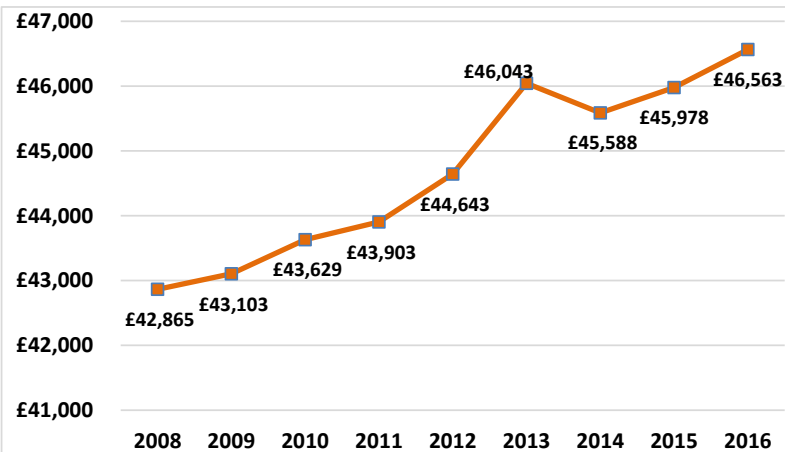
Comments

The majority of employees at the GLA earn between £30,000 and £50,000. The employees earning less than £20,000 are all Apprentices or Interns earning London's Living Wage. The average salary was £46,563 as at the 30 September 2016.

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Sickness - Table 5

Total days taken by Directorate for year ending September 2016
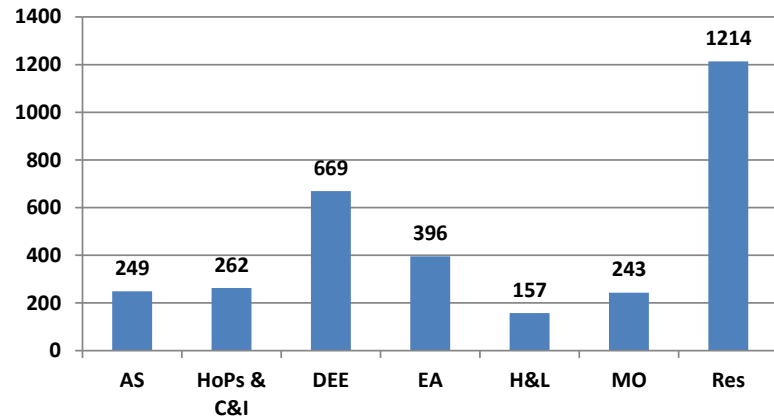
Average days taken 2008 to 2016 with benchmarking
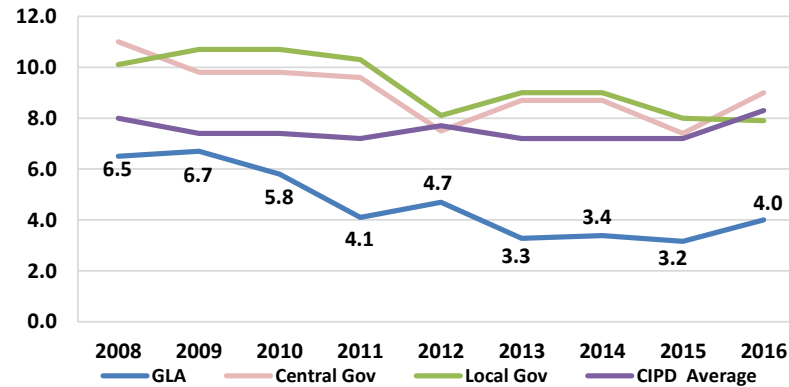
Days taken by Reason
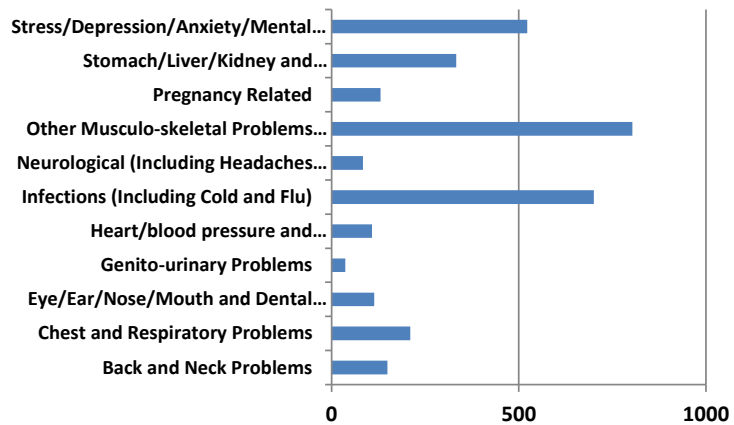
Comments

The number of average days taken due to sickness for the year ending 30 September 2016 was 4 this is an increase since the March 2016 report although continues to be lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Survey 2015) for Central Government, Local Government and Private Sector who have reported 9.0, 7.9 and 8.3 average days per employee. Days taken by reason do not include data where no specific reason is selected or where multiple reasons are given. Since February 2016 Managers have had access to their reportees sickness records through People Manager using the HR System, they are able to add and amend individuals records and have access to their teams absence calendars.

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BAME workforce analysis - Table 6

BAME staff by directorate (% and number)

Bar chart with values:
- AS: 14
- DEE: 41
- EA: 23
- H&L: 20
- HoPS & C&I: 27
- MO: 10
- Res: 66

Legend: % BAME, % BAME average

BAME employees 2008 to 2016

Line chart with values:
- 2008: 27%
- 2009: 25%
- 2010: 25%
- 2011: 24%
- 2012: 25%
- 2013: 23%
- 2014: 23%
- 2014: 23%
- 2015: 25%
- 2016: 25%
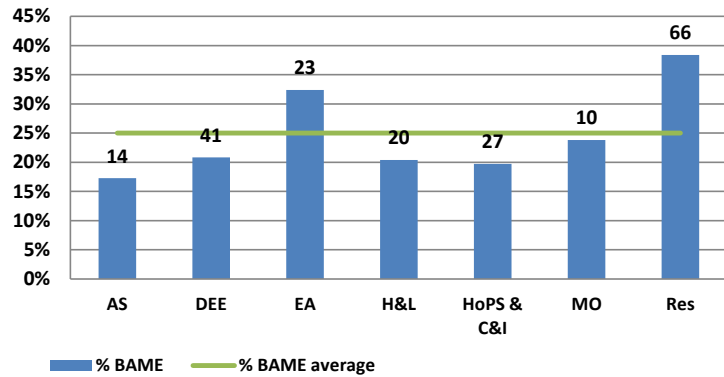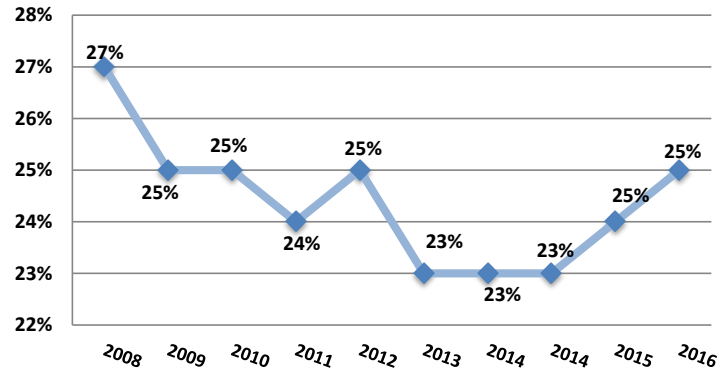
BAME staff by salary (% and number)

Salary	BAME	Not Known	White
0 to 20,000	14		18
20,001 to 30,000	40	7	40
30,001 to 40,000	56	5	111
40,001 to 50,000	71	5	211
50,001 to 60,000	10		112
60,001 to 70,000	4		14
70,001 to 80,000	4	1	22
80,001 to 90,000	1		25
100,000 and over	1	2	24

Legend: BAME, Not Known, White

Comparison with GLA Group and London's population

Bar chart with values:
- GLA: 25%
- LFEPA: 14%
- LLDC: 11%
- MPS/MOPAC: 16%
- TfL: 27%
- OPDC: 18%
- London Councils' Average: 37%
- House of Commons: 15%

Legend: % BAME, Linear (Economically active London Population (37%))
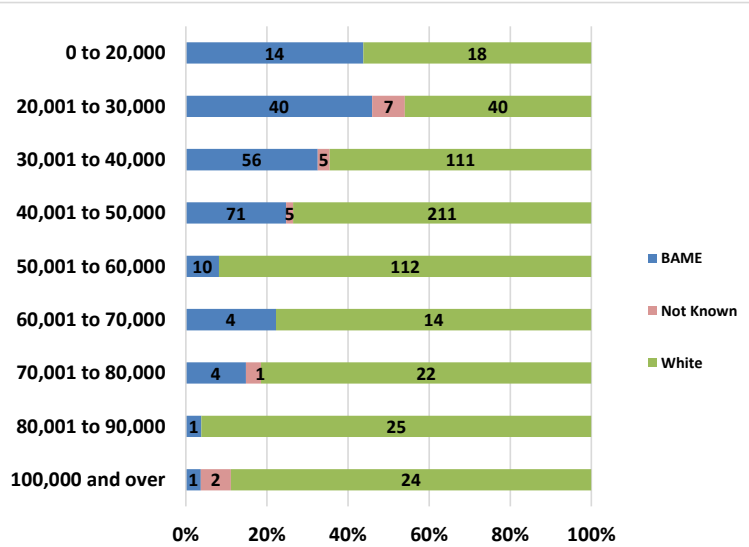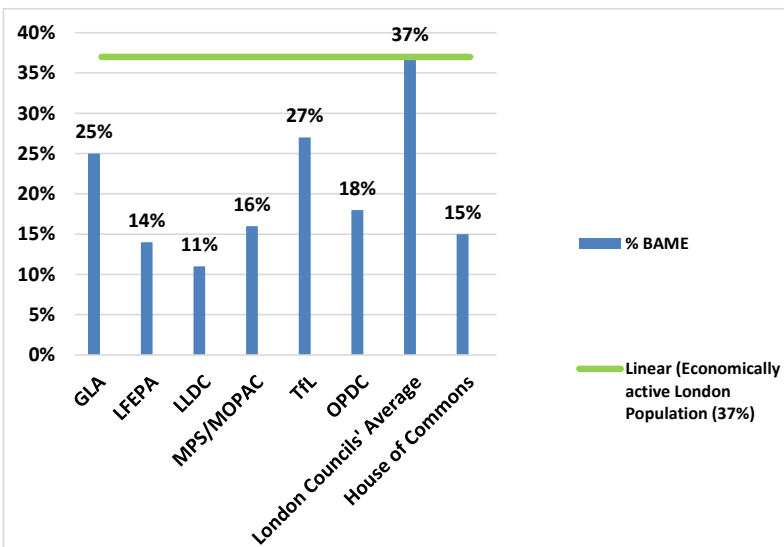
Recruitment - BAME staff - Table 7

External Recruitment

Chart legend: ■ Applied ■ Shortlisted ■ Appointed

X-axis: 2010, 2011, 2012, 2013, 2014, 2015, Mar-16, Sep-16

Internal Recruitment

Chart legend: ■ Applied ■ Shortlisted ■ Appointed

X-axis: 2013, 2014, 2015, Mar-16, Sep-16
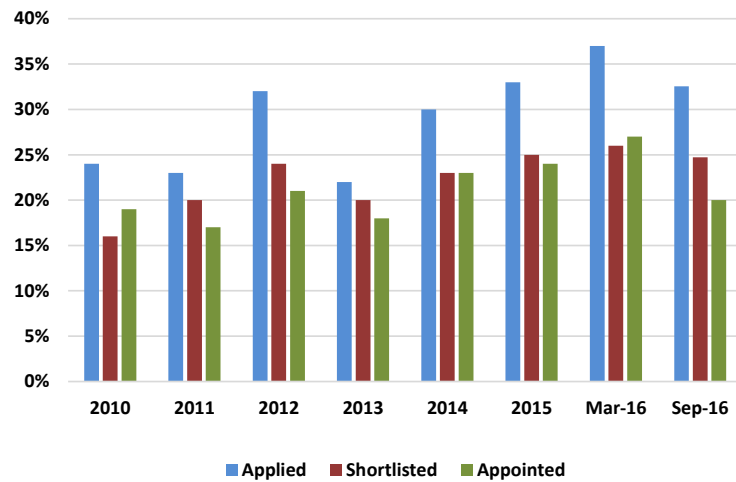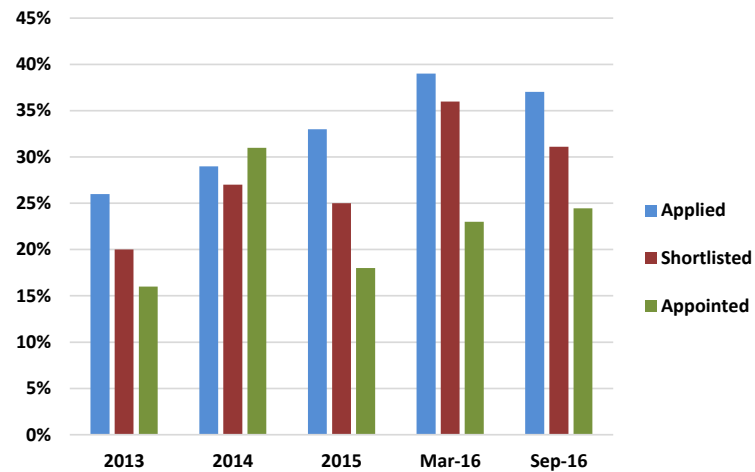
Promotions & Additional Payments

Ethnicity	GLA profile at 30/09/16	Promotions for year ending 30/09/16	Honorarium Payments for year ending 30/09/16
BAME	25%	15%	21%
White	72%	77%	75%
Not Known	3%	9%	4%

Comments

The number of external applications received from BAME groups has decreased to 33%, shortlisting to 25% and appointments is 20%. The number of internal applications received has decreased to 37%, shortlisted applicants to 31%. The number of internal appointments has increased to 24%.

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Gender workforce analysis - Table 8

Female staff by directorate (% and number)

Directorate	Female	Male
AS	46	35
DEE	97	100
EA	47	24
H&L	55	43
HoPS & C&I	82	55
MO	24	18
Res	77	95

Female employees 2008 to 2016

Year	% Female
2008	55%
2009	51%
2010	53%
2011	54%
2012	52%
2013	51%
2014	51%
2015	52%
2016	54%
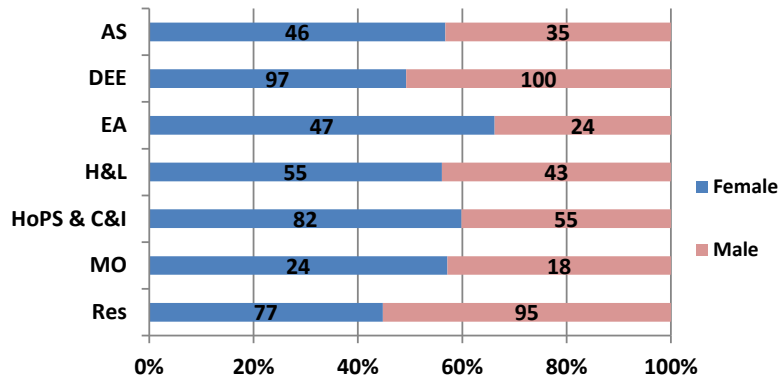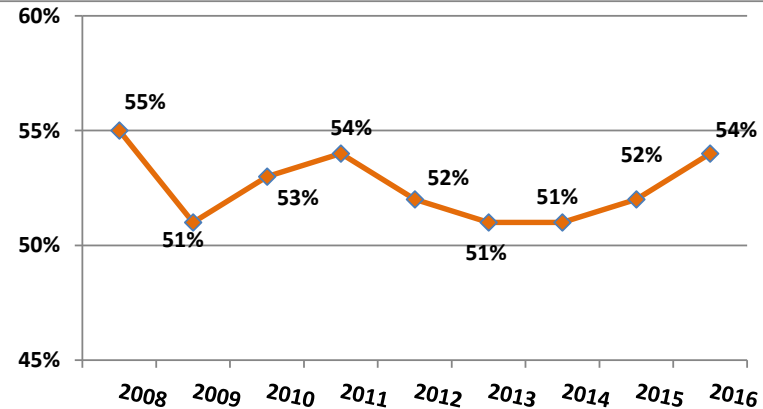
Salary by gender (% and number)

Salary	Female	Male
0 to 20,000	17	15
20,001 to 30,000	41	46
30,001 to 40,000	104	68
40,001 to 50,000	164	123
50,001 to 60,000	64	58
60,001 to 70,000	9	9
70,001 to 80,000	12	15
80,001 to 90,000	8	18
100,000 and over	9	18

Comparison with GLA Group and London's population

Organisation	% Female
GLA	54%
LFEPA	12%
LLDC	66%
MPS/MOPAC	35%
TfL	23%
OPDC	59%
London Councils' Average	61%
House of Commons	47%

Linear (Economically active London Population (46%))
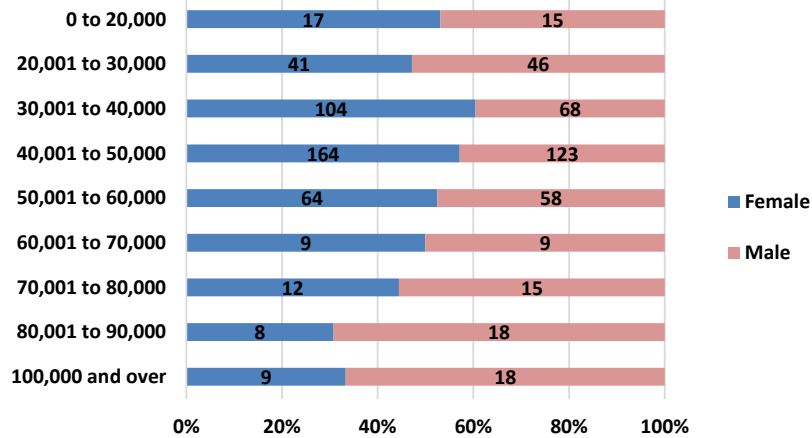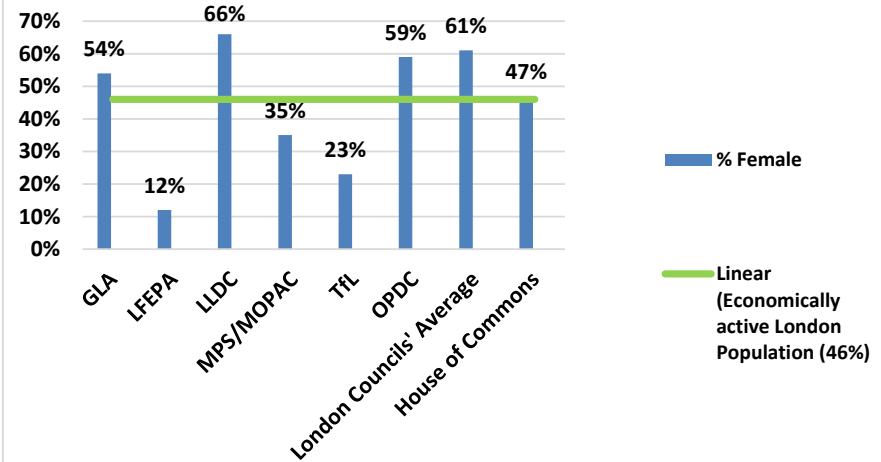
Recruitment - female staff - Table 9

External Recruitment

- External Applied
- External Shortlisted
- External Appointed

Internal Recruitment

- Internal Applied
- Internal Shortlisted
- Internal Appointed
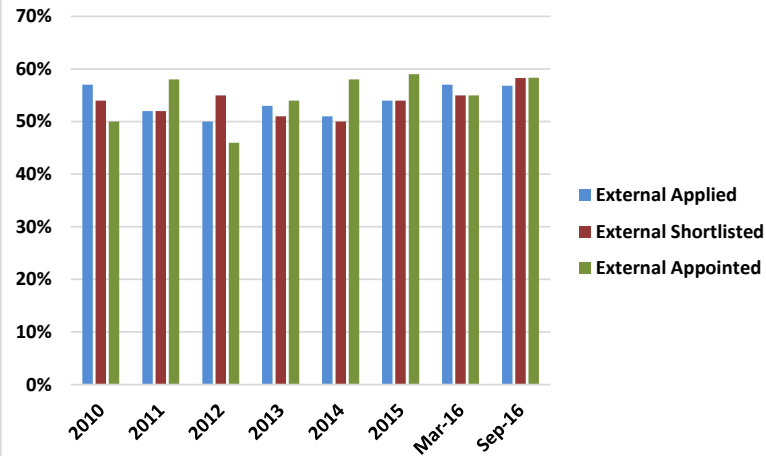
Promotions

Gender	GLA profile at 30/09/16	Promotions for year ending 30/09/16	Honorarium Payments for year ending 30/09/16
Female	54%	59%	55%
Male	46%	41%	35%
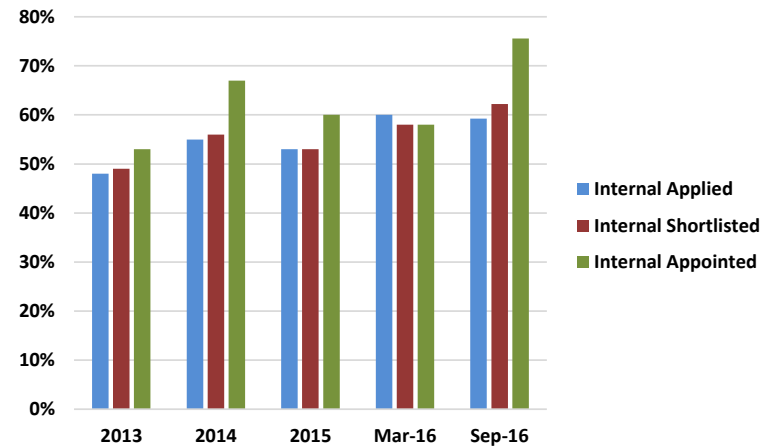
Comments

The number of external female applicants remains at 57%, however shortlisted female applicants and appointments have both increased to 58%. The number of internal female applicants has decreased slightly to 59% however shortlisted female applicants has increased to 62% at shortlisting and appointments has significantly increased to 76%.

Gender Pay Gap - Table 10

The pay gap has been calculated using median salaries as recommended by the ONS. The pay gap information is included for the period ending 31st March 2016. The pay gap between full-time men and women in the GLA is 4.63%. For full-time workers in London it is 11.9% so the GLA compares favourably to this. The pay gap at grade 9 is due to the male employees at the grade being on the top spine points and the females on the lower spine points, this is due to length of service and incremental increases.

Median hourly pay rates (Excluding Mayoral Appointments)

Data excluding Mayoral Appointments		
	Median Hourly Pay (Full Time)	Median Hourly Pay (Part Time)
Female	£21.40	£23.58
Male	£22.44	£23.58
Pay Gap	4.63%	0.00%

Median hourly pay rates (Including Mayoral Appointments)

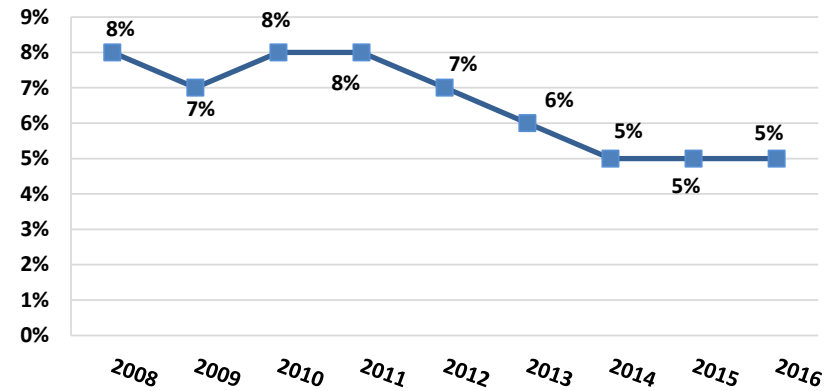| Data Including Mayoral Appointments		
	Median Hourly Pay (Full Time)	Median Hourly Pay (Part Time)
Female	£21.40	£23.58
Male	£22.44	£25.36
Pay Gap	4.63%	7.03%

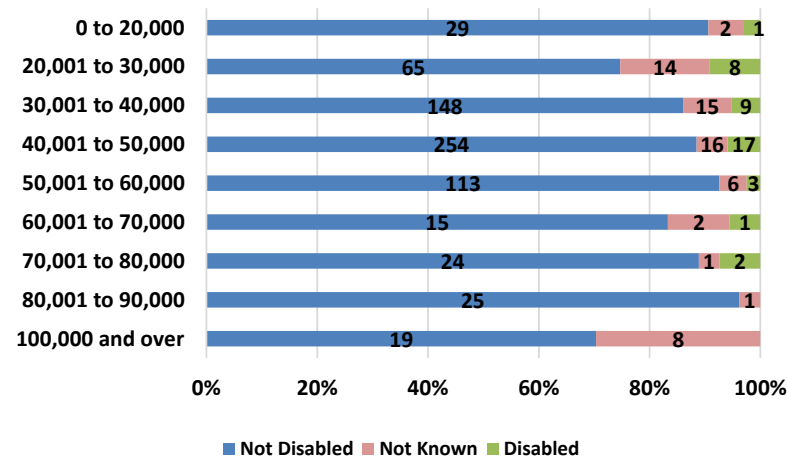**Gender pay gap by grade (using mean pay gap data)**

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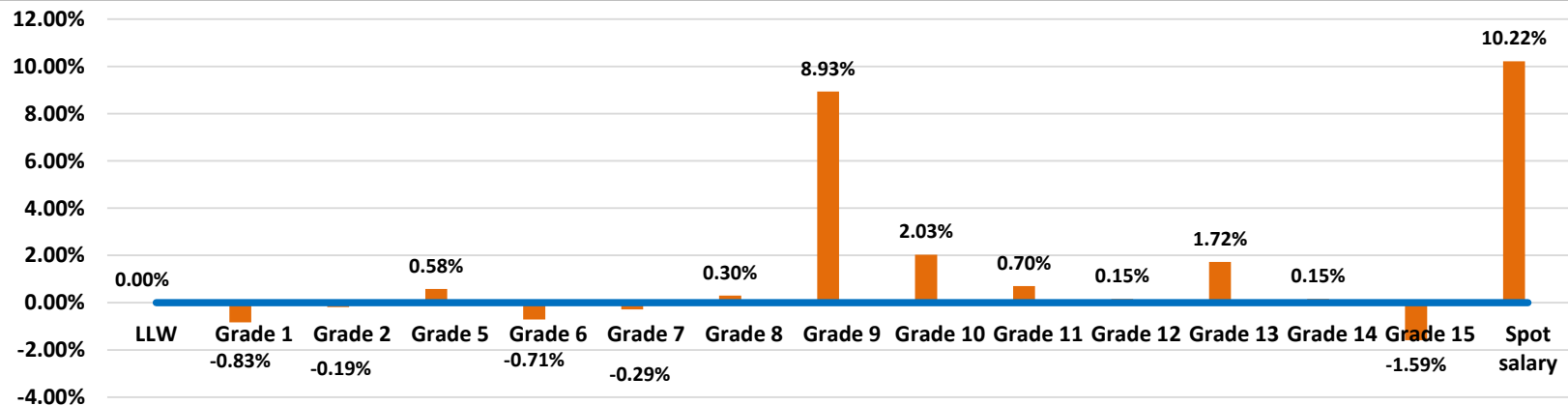
Disability analysis - Table 11

Disabled staff by directorate (% and number)

Bar values: AS 4, DEE 10, EA 2, H&L 6, HoPs & C&I 8, MO 1, Res 10

Legend: Disabled · Linear (GLA disabled)
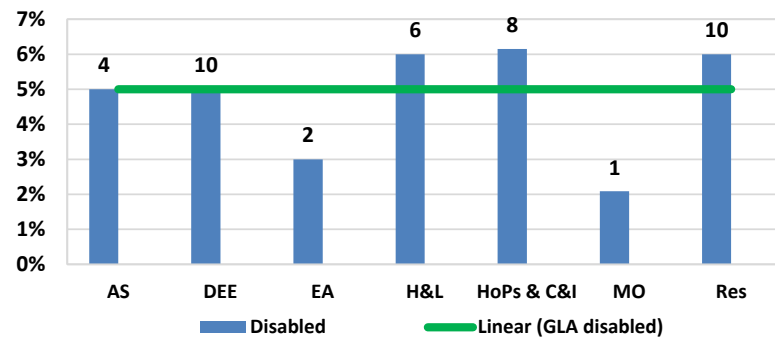
Disabled employees 2008 to 2016

2008 8%, 2009 7%, 2010 8%, 2011 8%, 2012 7%, 2013 6%, 2014 5%, 2015 5%, 2016 5%

Disabled staff salary breakdown (% and number)

Salary band	Not Disabled	Not Known	Disabled
0 to 20,000	29	2	1
20,001 to 30,000	65	14	8
30,001 to 40,000	148	15	9
40,001 to 50,000	254	16	17
50,001 to 60,000	113	6	3
60,001 to 70,000	15	2	1
70,001 to 80,000	24	1	2
80,001 to 90,000	25		1
100,000 and over	19	8	

Legend: Not Disabled · Not Known · Disabled

Comparison with GLA Group and London

GLA 5%, LFEPA 4%, LLDC, MPS/MOPAC 1%, TfL 2%, OPDC 0%, London Councils' Average 5%, House of Commons 4%

Legend: % Disabled · Linear (Economically active London Population (12%))

Recruitment - disabled staff - Table 12

External Recruitment

Legend: Applied (blue), Shortlisted (red), Appointed (green)
Years: 2010, 2011, 2012, 2013, 2014, 2015, Mar-16, Sep-16

Internal Recruitment

Legend: Internal Applied (blue), Internal Shortlisted (red), Internal Appointed (green)
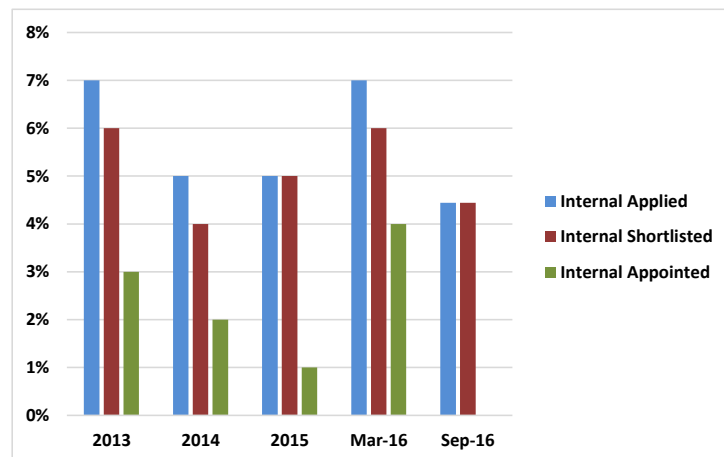Years: 2013, 2014, 2015, Mar-16, Sep-16
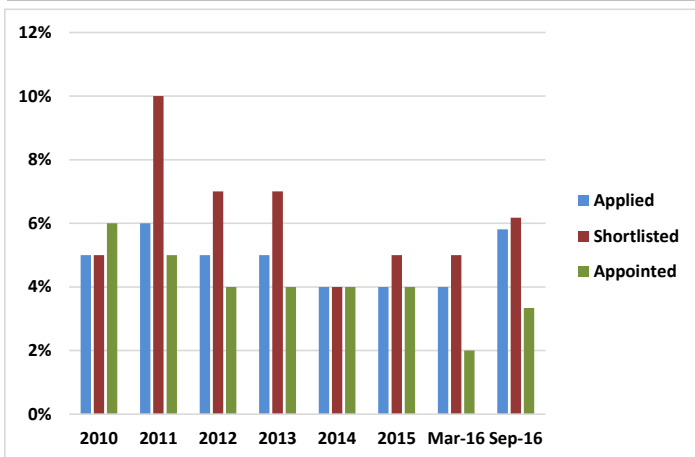
Promotions

Disability	GLA profile at 30/09/16	Promotions for year ending 30/09/16	Honorarium Payments for year ending 30/09/16
Disabled	5%	2%	4%
Not disabled	87%	84%	91%
Not stated	8%	14%	5%

Comments

The number of external applications from disabled applicants and number shortlisted have both increased to 6%. The number of external appointments has increased to 3%. The number of internal applications from disabled applicants and number shortlisted has decreased to 4%. There were no internal disabled applicants appointed in this six month reporting period.
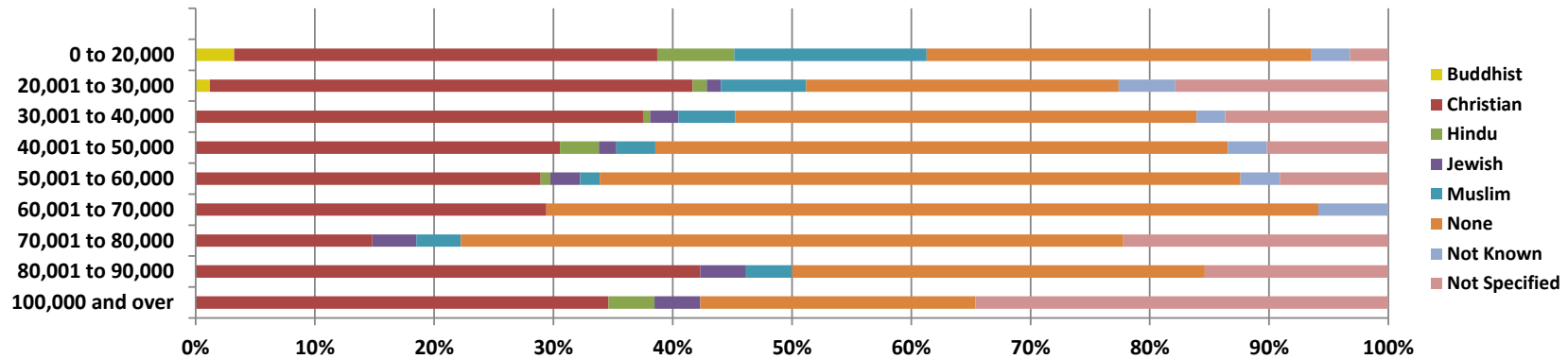
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Faith analysis - Table 13

Faith overall (with comparison to London's Economically active community)

Legend: GLA, Economically active London

Categories: Christian, Hindu, Jewish, Muslim, None, Not Known, Other, Sikh

Faith by Directorate

Directorates: Res, MO, HoPS & C&I, H&L, EA, DEE, AS

Legend: Buddhist, Christian, Hindu, Jewish, Muslim, None, Not Known, Not Specified, Other, Sikh

Faith by salary band

Salary bands: 0 to 20,000; 20,001 to 30,000; 30,001 to 40,000; 40,001 to 50,000; 50,001 to 60,000; 60,001 to 70,000; 70,001 to 80,000; 80,001 to 90,000; 100,000 and over

Legend: Buddhist, Christian, Hindu, Jewish, Muslim, None, Not Known, Not Specified

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Recruitment - Faith - Table 14

External Recruitment

Internal Recruitment

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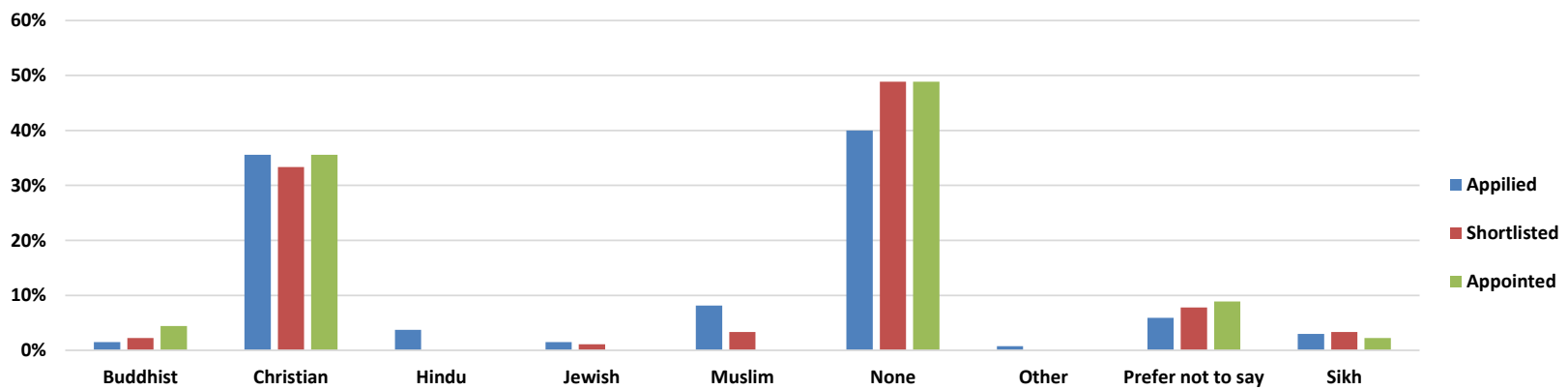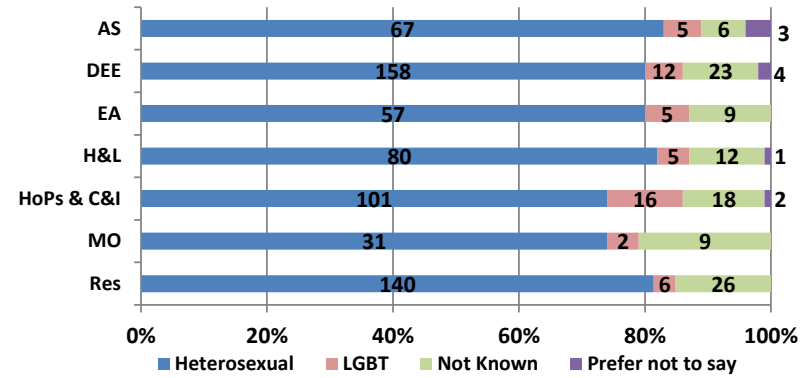
Sexual Orientation analysis - Table 15

Sexual Orientation overall (with comparison to London's Economically active community)

Legend:
- Economically active London
- GLA

Categories: Other/Not Known, LGBT, Heterosexual
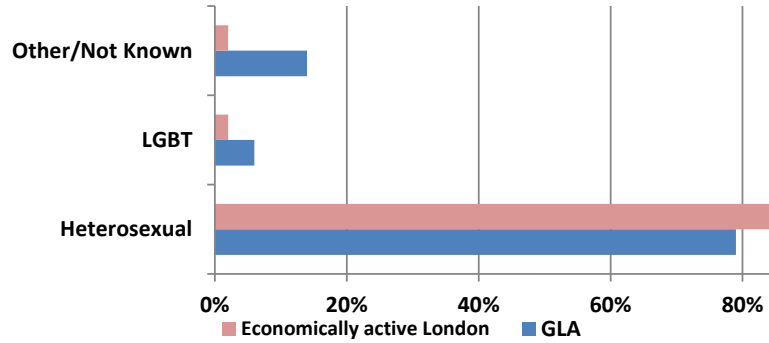
Sexual Orientation by Directorate (% and number)

Directorate	Heterosexual	LGBT	Not Known	Prefer not to say
AS	67	5	6	3
DEE	158	12	23	4
EA	57	5	9	
H&L	80	5	12	1
HoPs & C&I	101	16	18	2
MO	31	2	9	
Res	140	6	26	

Sexual Orientation by salary band (% and number)

Salary band	Heterosexual	LGBT	Not Known	Prefer not to say
0 to 20,000	26	3	1	2
20,001 to 30,000	60	4	21	2
30,001 to 40,000	135	14	21	2
40,001 to 50,000	237	18	30	2
50,001 to 60,000	102	5	14	1
60,001 to 70,000	13	3	1	1
70,001 to 80,000	22	1	4	
80,001 to 90,000	23	1	2	
100,000 and over	16	2	9	

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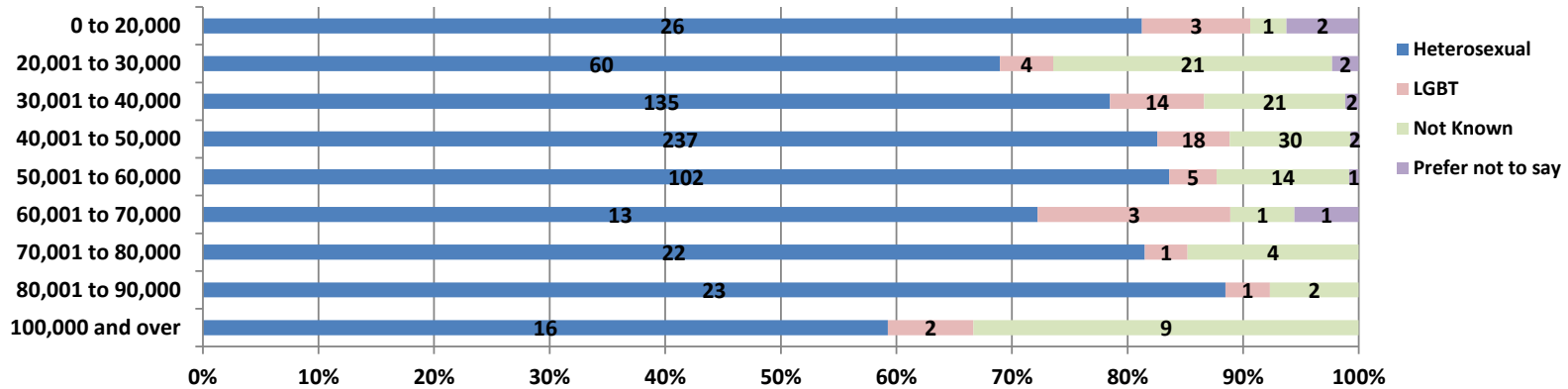
Recruitment - Sexual orientation - Table 16

External Recruitment

Legend:
- External Applied (blue)
- External Shortlisted (red)
- External Appointed (green)

Internal Recruitment

Legend:
- Internal Applied (blue)
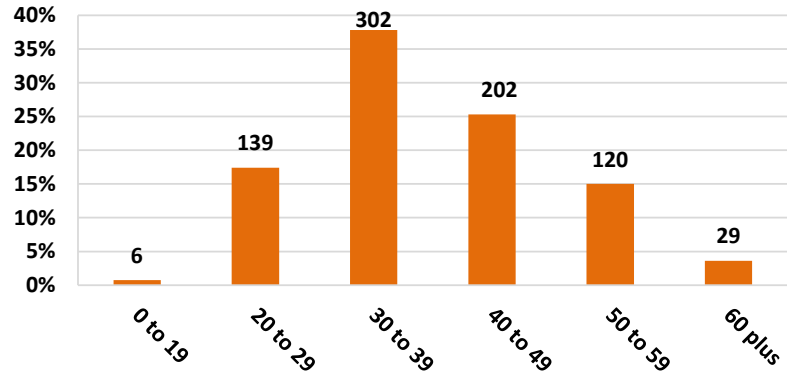- Internal Shortlisted (red)
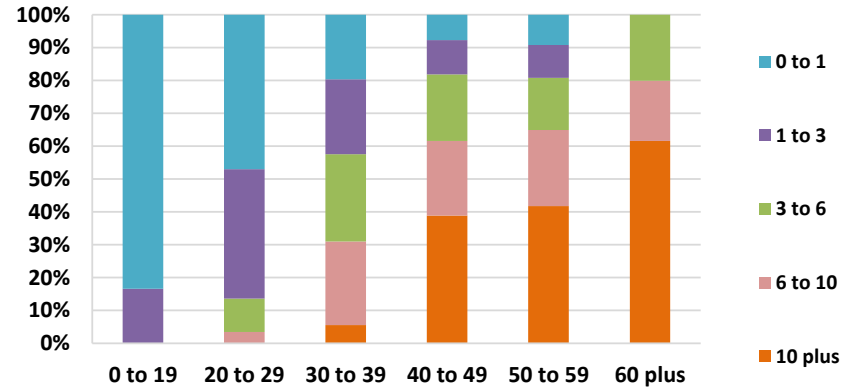- Internal Appointed (green)

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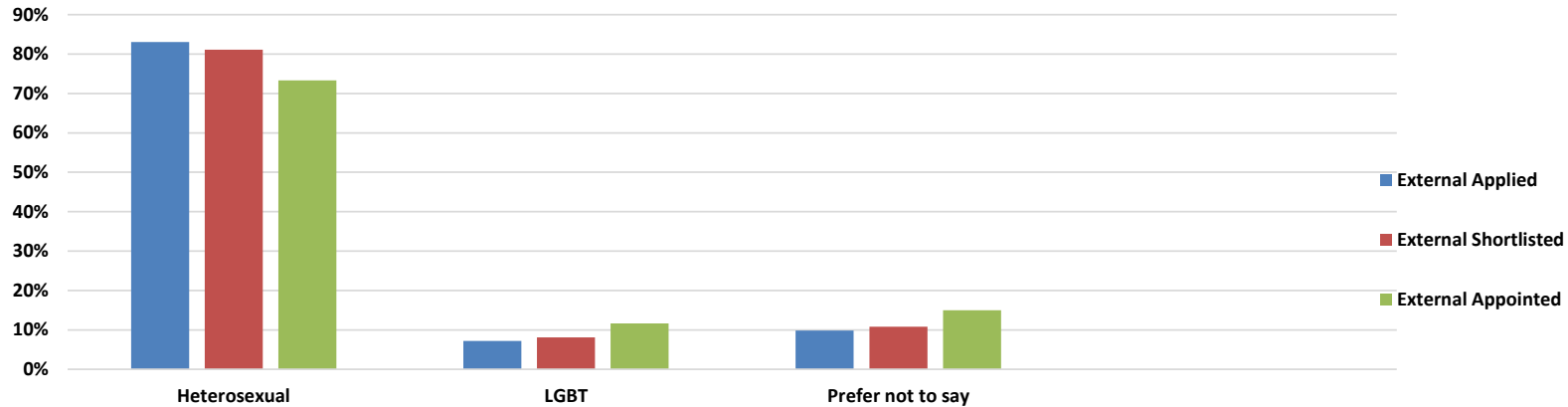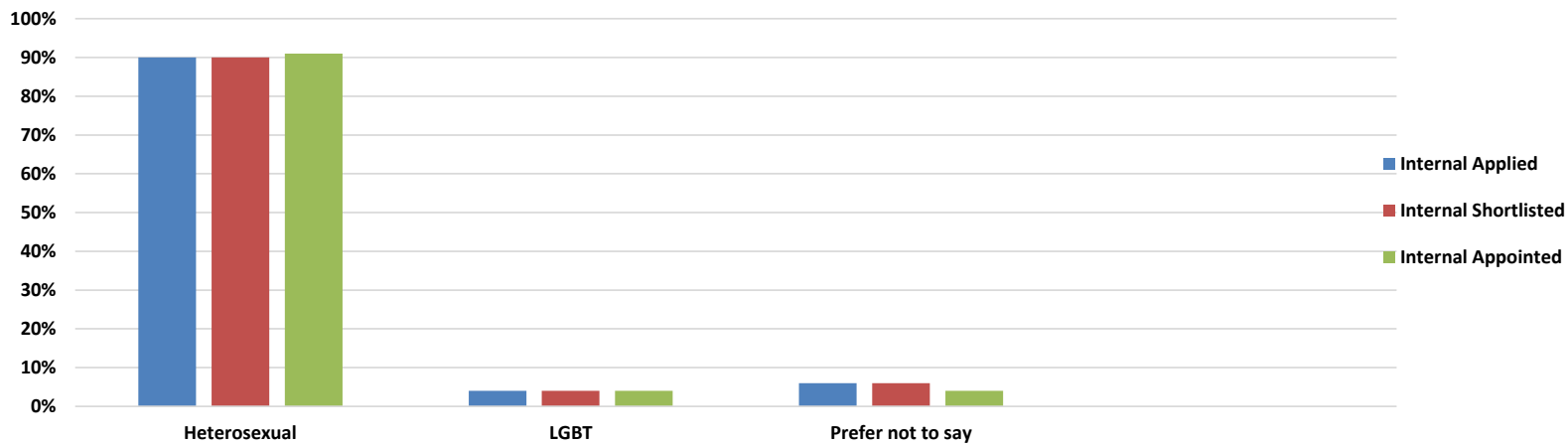
Age analysis - Table 17

Staff breakdown by age (% and number)

Staff length of service by age band
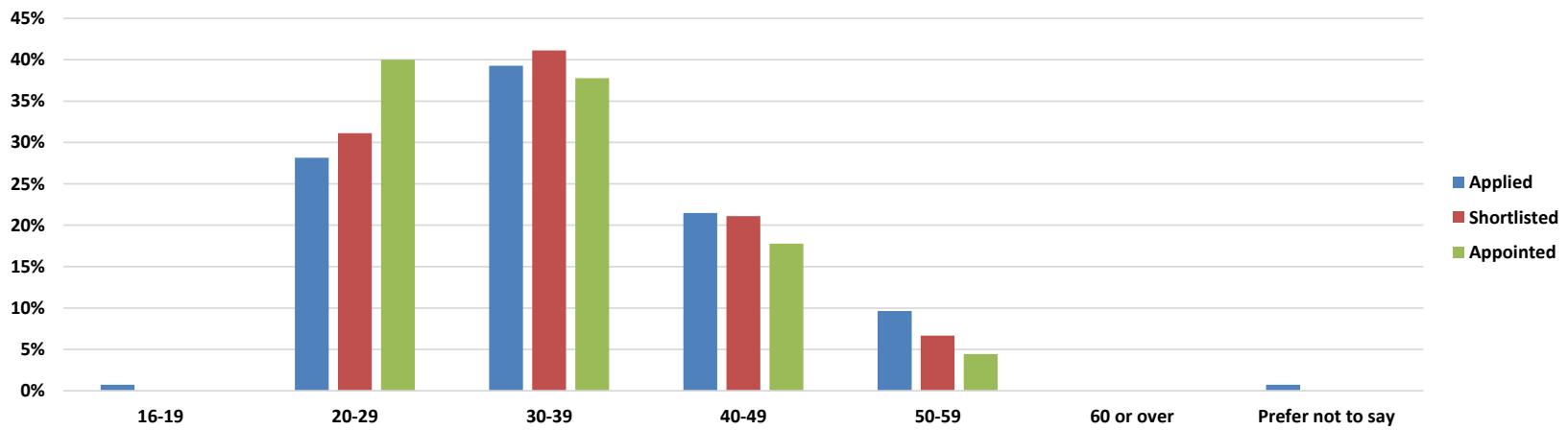

Salary breakdown by age (% and number)

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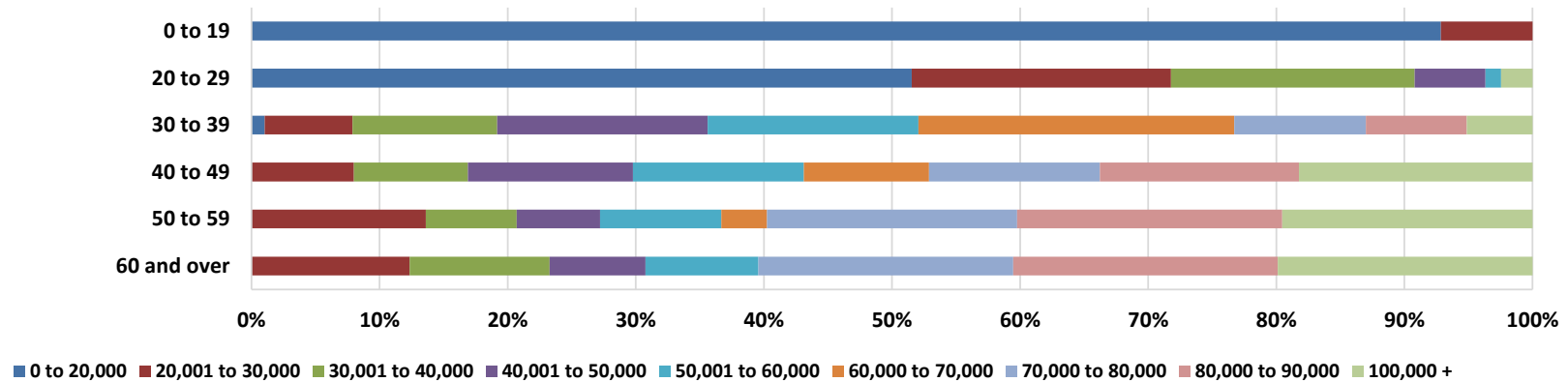
Recruitment - Age - Table 18

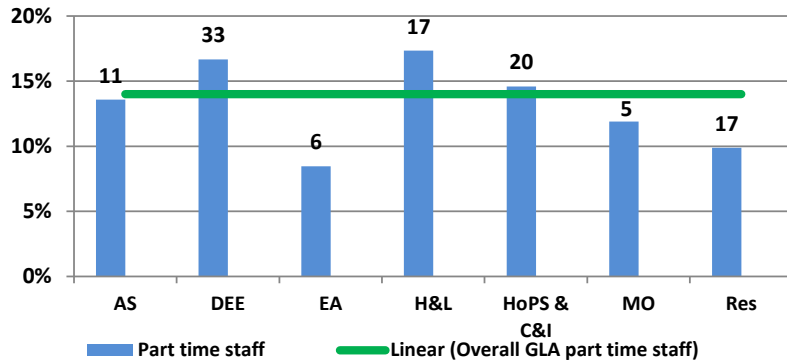**External Recruitment**

Internal Recruitment

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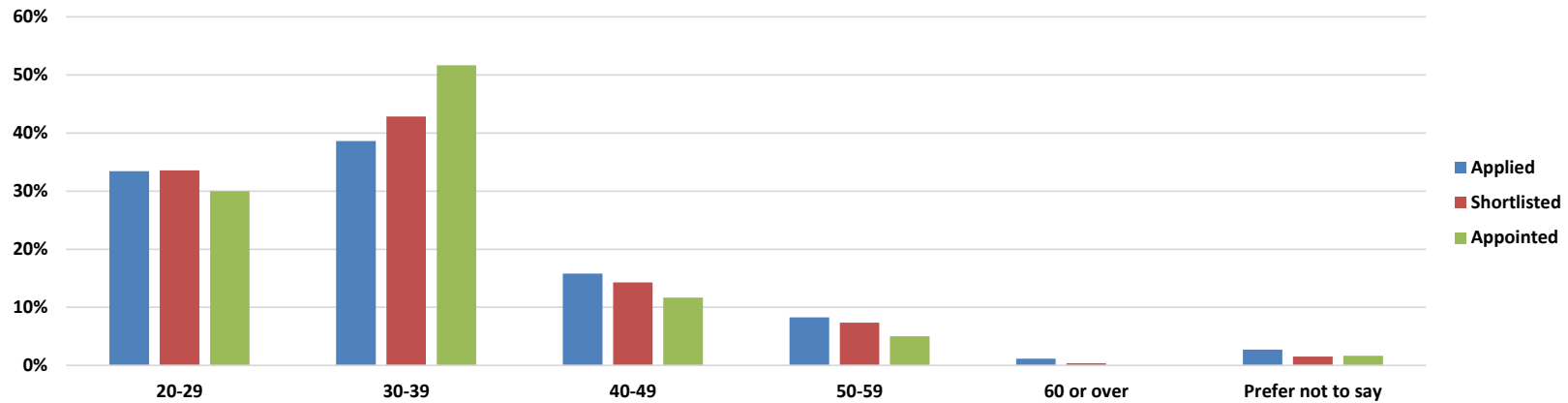
Part time staff analysis - Table 19

Part time staff by Directorate % and number

Bar values: AS 11, DEE 33, EA 6, H&L 17, HoPS & C&I 20, MO 5, Res 17

Legend: Part time staff — Linear (Overall GLA part time staff)

Part time staff by ethnicity % and number

- BAME 22%
- White 77%
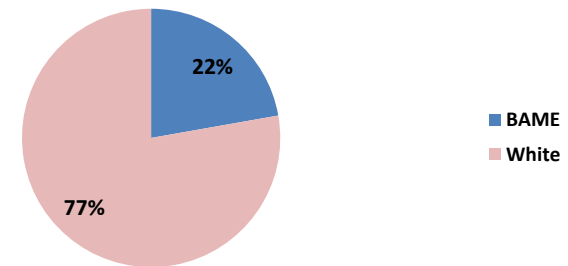
Part time staff by salary band % and number

Salary band	Number
0 to 20,000	16
20,001 to 30,000	5
30,001 to 40,000	22
40,001 to 50,000	45
50,001 to 60,000	10
60,001 to 70,000	3
70,001 to 80,000	3
80,001 to 90,000	3
100,000 and over	2
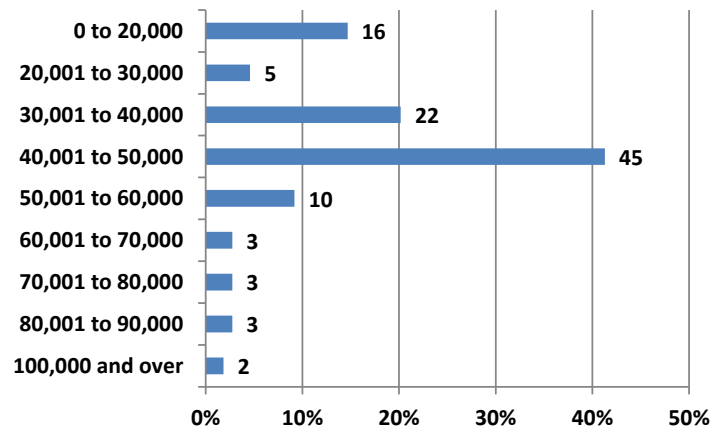
Part time staff by gender % and number

- Female 79%
- Male 21%

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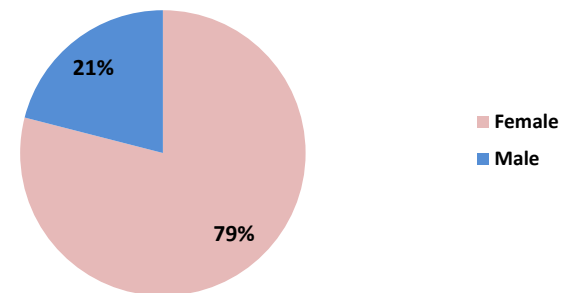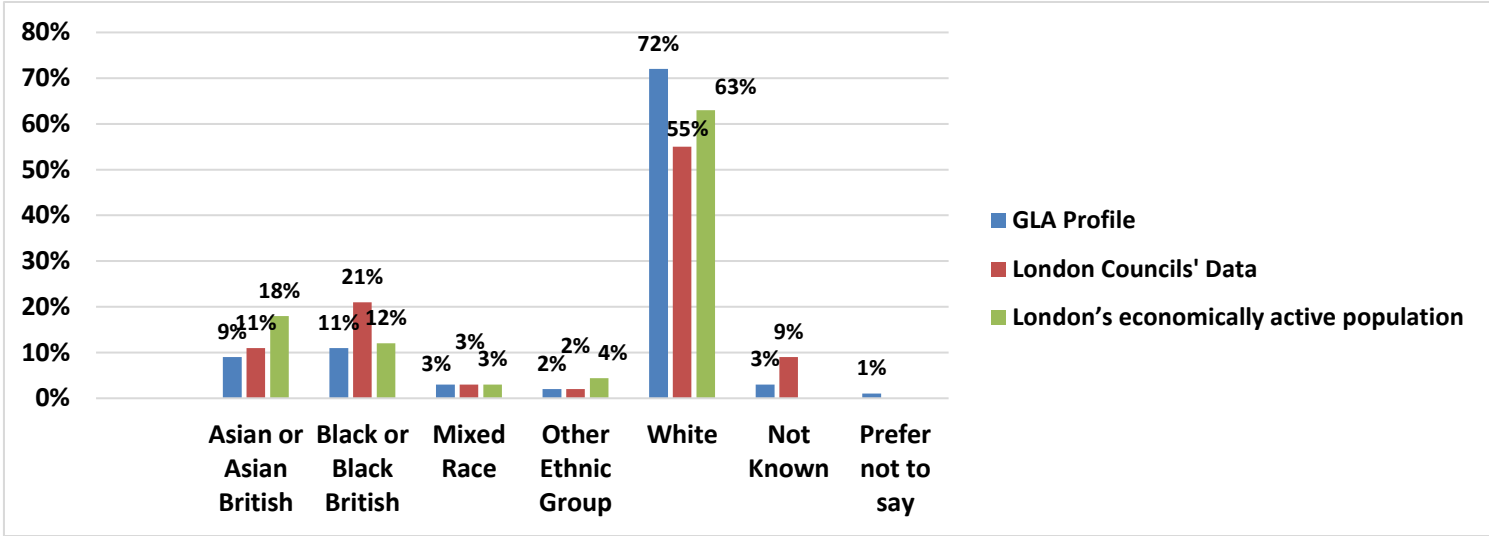
Ethnicity analysis - Table 20

The workforce composition in terms of BAME ethnicity has remained stable at 25% for the period in question. The above chart shows the 2nd category of ethncity by %, compared to London Councils' data from March 2016 and the % of economically active Londoner's from the Annual Population Survey June 2016.

Appendix 2

Ambition – What are we hoping to achieve?	Outcome Measures	Proposed Actions – What we are planning to do?	Measures of progress – how will we measure progress?
Group's workforce reflects London's diversity at all levels Specific focus on the following goals: • Improve BAME representation overall and particularly at Grade 10+ • Improve female representation at Grade 12+ • Increase a number of disabled staff at all levels of the GLA • Create opportunities for young people from low socio-economic backgrounds (more socially diverse hires) • Create opportunities for ex-offenders •	Workforce data (annual report) Your Say Engagement Survey	**Using data and evidence available to affect change** Work with union representatives and staff networks to improve equalities information disclosure rates • Monitor, analyse and publish workforce equalities data (including gender pay gap) and implement initiatives to address issues representation • Undertake equal pay audit • Share workforce profile and the Mayor's ambitions for change with line managers **Recruiting diverse staff – attraction and application guidance** • Improve our external recruitment web presence and recruitment brand, clearly sharing our ambition for the diversity of applicants being reflective of London • Building on learning from TfL board appointments use targeted recruitment agencies where appropriate to ensure diverse board and senior appointment shortlists • Undertake focus group research with potential candidates from communities not currently proportionately represented at the GLA to understand how to better attract high quality candidates from those communities • Introduce more feedback at shortlisting stage for candidates to support movement through the applications process • Give targeted feedback or interview coaching to those who just miss shortlisting or appointment • Introduce a new workshop for external applicants in equality target groups who are not sufficiently progressing through the GLA application process. The workshop would cover the GLA recruitment process and roles. **Fair, consistent and inclusive recruitment** • Continue to use case studies and different approaches to hiring (internal and external blogs) to encourage diversity in the workforce • Continue focus on flexible working and work with Timewise to ensure all roles are open to flexible working where possible and this is discussed at all stages of the recruitment process. Consider a wide range of different flexible working models. • Continue providing mandatory recruitment and selection training to all recruiting managers that covers diversity and unconscious bias • Clear and constant communication on expected recruitment behaviour (including unconscious bias reminder in interview documentation)	Year on Year improvement in… • Disclosure rates for Equalities monitoring information • Workforce diversity profile at all levels compared with London's economically population • Diversity of applicant profile • Progress from application, to shortlist to appointment stage • Recruitment panel diversity • Diversity of board appointments • Number of ex-offenders hired and retained • Reduction in gender pay gap

	• Continue shortlisting reviews to understand why protected groups are not progressing to interview stage (when this is the case) • HR to continue helping recruiting managers consider different stages of the recruitment process and how/where to make improvements. Ensure all advertised role criteria are transparent, appropriate and clear. • Review diversity profile of managers trained as recruiters and target training at areas with representation gaps. Make it mandatory for all interview panels to be gender and/or ethnically diverse. • Trial 'name-blind' recruitment and assess whether this makes an impact in improving the shortlisting outcomes for BAME and female applicants.	
	Progression opportunities for all • Creating opportunities/coaching for transition for staff hitting top of their pay scale / target 'jobsitters' people at ceilings of grades or in job for 5+ years • More promotion of new roles and secondments across the GLA Group • Internal work placements (working across different teams as an opportunity) • Continue informal promotion of roles. Use performance review information on career goals to target opportunities. • Prioritise access to development and mentoring programmes for particular groups not represented at senior levels (including access to external mentoring) • Review options for cross organisational mentoring opportunities (including peer mentoring groups) • Allocate more funding for coaching and career development programmes • Continue to monitor uptake by equalities groups of all development opportunities. For longer term programmes track progression once completed.	

		Work placement schemes • Encourage work placements and internships where necessary to provide an opportunity for work experience in a political environment • Continue and review apprenticeship, pre apprenticeship and higher apprenticeships programmes and other work placements, focusing on follow on/long term employment opportunities within the GLA. • Create opportunities within existing schemes (such as apprenticeships, e.g. reserve a places for disabled candidates or children in care) • Set up new placement schemes (disabled candidates and ex-offenders) in partnership with external organisations • Conduct more analysis around impact of different advertising channels (what works in terms of bringing in diverse pools – both at application and shortlisting stage)	

Appendix 2

GLA group is an inclusive place to work where all staff are treated equally, with dignity and respect	Your Say Engagement Survey	**Supporting staff networks** • Continue to support Women of City Hall Network and LGBT Network. Continue to promote senior women (including those in the Mayor's Office) who will deliver presentations and give tips on career development from the personal perspective. • Encourage and support staff networks by providing guidelines, helping draft Terms Of Reference, providing time off and recognising contribution •	Year on Year improvement in… • Employee experience is equally good for all – closing any employee engagement gaps identified through the engagement survey • Closing the gender pay gap • Reducing the incidence of bullying and harassment • Publicised good practice examples / success stories (teams and individuals) • Improved uptake and consistency of flexible working practices across all directorates. • Better awareness of equality priorities among middle management's and core workforce
		Inclusive leadership and culture • Continue the inclusive leadership programme with a particular focus on middle management awareness, creating trust in teams and opening difficult conversations across the GLA • Continue Dignity and Inclusion training for all new starters that covers diversity and unconscious bias and embeds the inclusive leadership programme in the organisation. Encourage attendance every 3 years as refresher • Analyse staff survey outcomes and take action where necessary if there is any disproportionately negative feedback from a particular equality group • Reverse mentoring programme so senior management team understand issues of lower graded staff from different equalities groups • Carry out a benchmarking exercise with Stonewall on issues relating to LGBT equality in the workplace	
		Governance and ownership • Review the governance of the Equality Taskforce and ensure effective and visible leadership of diversity equality and role models • Translate the Equality Framework goals and objectives into clear outcomes for line managers and staff • Learning from good practice within the Group and the private sector.	
		Continued HR support and challenge • Complete and publish Equality Impact Assessments for restructures and workforce changes to ensure we mitigate any disproportionate and negative impacts • Continue to monitor grievance and disciplinary data for any trends and where appropriate challenge unconscious bias or other issues around dignity and inclusion in the workplace.	

Appendix 2