

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 11 October 2017

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2016 to 31 March 2017.

2. Recommendation

2.1 That the Committee notes the report.

3. Background

3.1 This report covers the year ending 31 March 2017 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, with additional information included as requested by the Committee. Background data is available from HR & OD on request.

4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2017 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 Chartered Institute for Personnel and Development (CIPD) Absence Management Survey 2016, Resourcing and Retention Survey 2016, Xpert HR Labour Turnover Rates 2016 Survey, the Office for National Statistics and the Mayor's Annual Report 2016/17.

5. Workforce Composition (Slides 3-10)

- 5.1 Total staff numbers have increased from 795 as at 31 March 2016 to 816 as at 31 March 2017. This represents a 3% increase on total staff numbers. The distribution of staff across the directorates has remained broadly similar with no significant changes. The GLA is aiming for a workforce which is representative of London's communities at all levels of the organisation.
- 5.2 The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has increased slightly to 26% for the period in question, this below the economically active London population at 37%. The overall turnover for BAME staff is 26% and is proportionate to the overall BAME profile in the organisation. The proportion of BAME staff has remained fairly stable from 2008 to date.
- 5.3 Across the directorates, Resources has the highest number of BAME staff with 41% of the directorate total, this is also reflected with BAME staff having more even representation across the salary bands in this directorate. The percentage of BAME staff in other directorates ranges from 17% in the Secretariat which is an increase from 10% as at 31 March 2016, to 34% in External Affairs.
- 5.4 The percentage of female staff has increased from 52% as at 31 March 2016 to 54% as at 31 March 2017. This is greater than the economically active London population which the GLA has consistently been higher than since 2008, the current figure is 46%.
- 5.5 The percentage of disabled staff has remained at 5%, which is somewhat less than the economically active London population at 12%. Staff are now able to self-declare in confidence using Employee Self Service.
- 5.6 The percentage of non-declaration for both faith and sexual orientation remains quite high at 16% and 14% respectively, despite anonymous access to self-declare through Employee Self Service. HR Business Partners will continue to encourage employees to self-declare across all the protected characteristics.
- 5.7 The majority of the organisation are aged between 30 to 49 with an organisation average age of 40.
- 5.8 The percentage of female senior staff has increased from 39% to 42%, the percentage of BAME senior staff has increased from 10% to 12% and the percentage of senior staff that have self-declared as disabled has increased from 3% to 5%.
- 5.9 As at 31 March 2017, 10% of the total workforce were part time which is a slight decrease from 12% since March 2017. Of these, 86% were female, an increase from 83%.
- 5.10 During the year ending 31 March 2017, 31 women commenced maternity leave, of the 18 due to return in the period, 17 returned to work, 9 of which, on flexible working patterns.

- 5.11 During the year ending 31 March 2017 there were no disciplinary cases and three grievances completed. Equalities data for disciplinary and grievance cases has been withheld in light of the small numbers.

6. Turnover (Slide 11)

- 6.1 Total annualised turnover (all leavers for the period) for the year ending 31 March 2017 was 20% with voluntary turnover (all resignations and voluntary redundancies) running at 12%. Xpert HR Labour Turnover Rates 2016 survey shows overall turnover across the public sector as 13.6% with voluntary turnover as 15.4% and private sector at 23.6% and voluntary turnover as 17.7%. 54% of the total turnover was due to resignations and retirements and 39% due to fixed term contracts ending.
- 6.2 Of leavers for the period, 67% completed part one of the exit questionnaire. The data shows that 77% of those completing part one of the questionnaire would return to work for the GLA in the future. Human Resources Officers email exit questionnaires to all voluntary leavers and end of fixed contracts although the completion of the questionnaire is voluntary.
- 6.3 The exit data shows that, of those declaring their destination after leaving the GLA, 31% took roles in the private sector, 46% in the public sector and 23% in the voluntary sector. The main reason given for leaving the GLA was promotion. HR Business Partners continue to work with managers to encourage completion of the exit interview questionnaire.

7 Salaries (Slide 12)

- 7.1 54% of staff are in the £30,000 – £50,000 salary bracket. There is no change in the number of staff earning over £60,000 (13%) and over £100,000 at (3%). The pay ratio between lowest and highest is 7:3, the highest paid is 3.5 times the average salary compared to 5.1 for LFEPA, 3.7 LLDC. 5.4 MPS, 2.5 MOPAC, 3.4 OPDC and 19.2 TfL. The average salary has increased slightly from £46,155 to £47,749.
- 7.2 The percentage of BAME staff earning above £60,000 has reduced slightly from 12% as at March 2016 to 11% as at March 2017. BAME staff represent 34% of staff earning between £30,000 – £40,000, and 26% between £40,000 –£50,000.
- 7.3 The salary levels for female and male staff are broadly representative up to £60,000. The number of females earning £60,000+ has significantly increased since 2008 from 31% to 41%.

8 Sickness Absence (Slide 13)

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2017. Managers now use the ITrent 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 employees who have reached any of the trigger points as stated in the GLA Sickness Absence Policy.

- 8.2 Annualised figures show an average absence of 3.6 days per employee for the year ending 31 March 2017. This is an increase on 2.3 average days for the year ending 31 March 2016, although this is still significantly lower than published benchmark figures from the CIPD Absence Management Survey 2015 which reported Central and Local Government as 9.6 and 9.9 days respectively. This is due in part to more accurate recording following the roll out of the ITrent sickness module to all line managers.
- 8.3 The Resources directorate reported the highest number of days lost due to sickness this is due impart to eight long term cases.
- 8.4 Of the total staff for the year ending 31 March 2017, 352 or 43% took sickness absence.
- 8.5 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. The work that is underway on Wellbeing is set out later in paragraph 11.5.

9 Recruitment (Slides 14-19)

- 9.1 In the current reporting period (April 2016 – March 2017) there were a total of 207 appointments. Vacancies are advertised internally first and from that process 95 (46%) of appointments were made from the existing workforce, which demonstrates the opportunities and progression available to our internal workforce.
- 9.2 Females made up 55% of the applicant pool for posts advertised externally and there has been a significant increase in the number of females interviewed (61%) and appointed (61%) through the external recruitment process. The number of internal female appointments has also increased significantly (66%).
- 9.3 The recruitment figures in relation to BAME groups has not improved from the last reporting period with regards internal (22%) and external (23%) appointments. It is acknowledged there work to do to improve the number of BAME appointments both internally and externally. The GLA is currently working on a new recruitment marketing campaign to drive awareness of the GLA's commitment to equality and diversity, to promote the organisation as an open and inclusive place to work and to attract high quality applicants to job vacancies, particularly BAME groups and disabled applicants.
- 9.4 In December 2016, the GLA introduced 'name-blind' recruitment to all internal and external staff vacancies advertised using the GLA's online recruitment system. Name-blind recruitment removes names from application forms to reduce the risk of unconscious bias at shortlisting stage. A review will be conducted in the summer of 2018 to assess the impact of introducing name-blind recruitment and to see if it demonstrates positive outcomes for women and particularly BAME candidates.

- 9.5 In the current reporting period 7% of the current workforce declared their sexual orientation as lesbian, gay, bisexual, or transgender (LGBT). With regards to recruitment, the number of external appointees who declared their sexual orientation as LGBT was 9%. The external recruitment figures for application, shortlisting and appointment are the highest they have been across all stages since reporting started in March 2015 for LGBT applicants.
- 9.6 The GLA has signed up to the Timewise 'hire me my way' campaign, which further demonstrates how as an organisation we are leading by example with regards to flexible working and hiring. All our job adverts clearly promote and offer flexible working and our interview panels encourage candidates to talk about any flexibility they might need at the interview stage.
- 9.7 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 2016 to 31 March 2017 there were 27 interns appointed. The GLA Internship scheme attracts a diverse group of applicants and the BAME profile of interns appointed (44%) is well above the workforce profile (26%). The number of female intern appointments was 59%.

10 Equalities Diversity and Inclusion Initiatives

- 10.1 The GLA Equalities Taskforce is responsible for taking action to improve and deliver on the mayoral objective of having a workforce representative of London's diversity at every level at the GLA. The taskforce has overseen a number of initiatives:
- Workforce diversity data has been broken down to unit level to support Assistant Directors and Heads of Service in local action planning.
 - In June, the Assistant Director, HR&OD met all members of the senior management team to review their workforce data, and discuss strategies for improvement,
 - We continue to work with managers and strive for balanced recruitment panels and recommend that they include BAME representation.
 - We have increased the number of managers who are Recruitment & Selection trained.
 - The resourcing team have trialled out shortlisting reviews on some senior appointment to look at the diversity profile of shortlisted candidates and expand the shortlist where necessary.
 - External relations are working with the HR&OD team on a marketing campaign to attract more diverse candidates.
- 10.2 In early 2017, the governance of the Taskforce was reviewed, to increase transparency and accountability. There is increased focus on individual units taking responsibility for their workforce data and local action planning, to discuss the individual workforce data and areas for action. These will be followed up in six months' time to discuss the new set of data, actions and progress.
- 10.3 In April, the Greater London Authority was listed for the first time as one of The Times Top 50 Employers for Women. The list acknowledges UK employers that are making gender equality a key part of their business strategy, with consistent commitment to creating inclusive workplace cultures

and progressing women at all levels of their organisation. The list involves a comprehensive submission process managed by the gender equality campaign of Business in the Community.

- 10.4 The GLA has been praised for its transparency in publishing the gender pay gap data ahead of statutory requirements. The GLA has already made substantial progress to close its gender pay gap, with further actions planned for 2017-18. The organisation has also received positive feedback from the Business in the Community on its approach to consultation on the GLA gender pay gap action plan. The actions were consulted with all staff, both directly (through an opportunity to provide online feedback) and via staff representatives (Equalities Taskforce and Women of City Hall Network). Gender pay gap action plans for the GLA Group will be published alongside the next set of data in October 2017.10.4 The GLA is leading development of a new Diversity Standard for the GLA Group which will support the delivery of the Mayor's vision for a fair and equal city. The Standard focuses on the GLA Group as employers and the action that the organisation can take in order to achieve a truly diverse workforce representative of London and develop inclusive cultures in which all can flourish.
- The Standard will provide a benchmark of best practice in diversity across the Group, enable the sharing of progress and provide a developmental tool.
 - The draft Standard covers 5 areas: Diversity Foundations; Workforce representation; Recruitment and Reward; Career development and inclusive Culture.
 - The standard can be used to pinpoint where to take action and measure year on year to check progress.
 - The Standard is currently undergoing consultation across the Group and will be finalised in September and published in October. GLA group bodies are expected to complete self-assessment against the Standard by December 2017 and the full-assessment by GLA group assessors and action planning completed by July 2018.
- 10.5 The GLA continues its membership of the Stonewall Diversity Champions programme. The organisation will enter the Stonewall Workplace Equality Index later this year. A LGBT+ action plan is currently being drafted in consultation with the LGBT staff group for delivery in 2017/18
- 10.6 The GLA has recruited to a dedicated workforce equality post in the HR&OD team. This post will lead on the development and implementation of the workforce element of the GLA's Equality, Diversity and Inclusion Strategy, work with HR & OD colleagues to lead workforce diversity and inclusion initiatives focusing on creating an inclusive organisation and lead implementation of the equalities action plans across the organisation.

11. Organisational Development and Engagement

Learning development take up data (Slide 20)

- 11.1 Slide 20 shows excellent levels of training take up across the organisation. The analysis of last 12 months' learning events also shows broadly proportionate take-up of opportunities by all directorates. Communities and Intelligence and HOPS staff take up a slightly higher proportion of training places (24% - while they constitute 18% of all staff). The Mayor's Office staff take up less opportunities (2% versus target 6%).

Women take up proportionally slightly more development opportunities compared to men (60%). BAME staff are also slightly overrepresented in training attendance – 28% versus 26%. These are positive trends indicating there are currently no barriers for women or BAME staff accessing

development support at the GLA. As the organisation is keen to see more women and BAME staff progress into more senior roles, this is also encouraging.

Staff who declare disability (5% of the organisation) take up 4% of learning opportunities.

Apprenticeships and the Apprenticeship levy

- 11.2 In the current year, the GLA is hosting 11 Advanced Apprentices and 4 Higher Apprentices in project management. OPDC are hosting 1 Advanced Apprentice and 1 Higher Apprentice as part of the scheme. 4 GLA Higher Apprentices from 2016 intake are on track to be awarded their qualification this Autumn.

The GLA Apprenticeship scheme attracts a diverse group of young people and the ethnicity profile of apprentices (75% BAME) is very positive. The table below shows the equalities profile of the 2016 advanced apprenticeship recruitment campaign.

Stage	Total	Female	BAME	Disability	LGBT
Applications	143	52%	61%	5%	3%
Invited to Assessment	63	42%	56%	11%	4%
Appointed	11	53%	75%	6%	0%

- 11.3 In August 2016 the GLA once again hosted a project team of Teach First teachers who worked with the apprentices to provide tools to support their next career steps. The apprenticeship levy was introduced on 6 April 2017. Employers with a pay bill over £3 million each year, are required to contribute 0.5% of their pay bill, monthly to HMRC. The GLA's annual levy bill is approximately £180,000. The Government tops up the levy funds by 10% and the money can then be used for apprenticeship training.

The levy funds will be used to fund apprenticeship training for GLA Advanced and Higher Apprentices. Our first cohort of levy funded Higher Apprentices (Level 4 Project Management) started their training programme in August 2017 and are due to complete in January 2019. Recruitment will begin in October for the 2018 Apprenticeship cohort. Other options to spend the funds on alternative programmes for professional development of existing staff are also being explored.

TfL have just completed a substantial procurement exercise (estimated value £23.8m over 4 years) to appoint a range of apprenticeship training suppliers on behalf of the GLA Group.

Staff survey

- 11.4 In 2009 the GLA made a commitment to survey employees every two years, as a way of driving improvement within the management and performance of the organisation. Employee engagement surveys took place in 2009, 2011, 2013 and 2015 and the resulting data and analysis has been used to identify and deliver a range of organisational development projects.

The GLA's overall employee engagement levels increased steadily from 71% in 2009 to 79% in 2015 which is 14% higher than the public sector average.

The next staff survey will be carried out in Autumn 2017. The GLA is working to align surveys across the GLA Group over time.

Wellbeing

- 11.5 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.

The Wellbeing Network hosted the Annual GLA Health fair in March supported by our Employee Assistance Programme, Occupational Health and Health check providers and other suppliers.

As part of the GLA's commitment to increasing mental health literacy, Senior Managers have attended training in managing mental health within the workplace, which covered providing guidance and support for employees approaching a mental health crisis point.

12. Complaints

For the period 1 April 2016 to 31 March 2017 a total of 26 complaints were received.

- 12.1 Of the 26 complaints received by the GLA

- 24 were responded to within the GLA's performance target (20 working days)
- 1 complaint was marked for no further action (NFA)

- 12.2 Of the 26 complaints 6 were upheld, 2 were partially upheld and 17 were not upheld (plus 1 NFA case). 22 were stage 1 complaints, 3 were stage 2 complaints and 1 was a stage 3 complaint. Examples of complaints received are:

- Responses to correspondence
- Housing moves applications
- Call handling by GLA staff
- Information out of date on website.

Table 1

2015/16		2016/17	
Complaints received	% responded to within 20 working days	Complaints received	% responded to within 20 working days
51	94% (Target of 90%)	26	92% (Target of 90%)

Table 2: Complaints received by directorate

Directorate	2014/15					2015/16				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Mayor's Office	2	0	0	1	3	0	0	0	1	1
Corporate Management Team	0	0	2	0	2	0	1	0	0	1
Resources	3	0	0	3	6	1	3	0	1	5
External Affairs	7	11	3	5	26	1	3	2	3	9
Communities & Intelligence	1	0	0	0	1	0	1	0	0	1

Development, Enterprise & Environment	1	4	2	2	9	1	1	0	0	2
Housing & Land	3	1	0	0	4	0	3	0	4	7
Total received	17	16	7	11	51	3	12	2	9	26

Improving performance

- 12.3 The GLA will continue to monitor complaint handling performance in 2017/18 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.
- 12.4 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.
- 12.5 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.

13. Financial Implications

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

14. Legal Implications

- 14.1 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 01/04/16 to 31/03/2017.

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Charmaine De Souza

Telephone: 0207 983 4194

Email: Charmaine.DeSouza@london.gov.uk

GLA Workforce Report

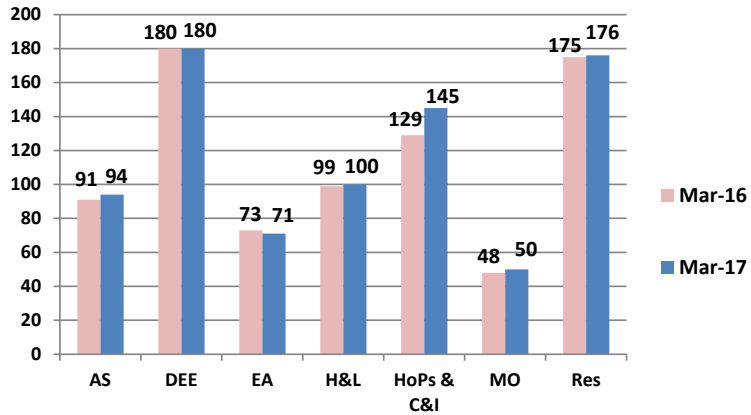
**An annual digest of employment data and statistics for year ending 31
March 2017**

GLA Workforce Report Key

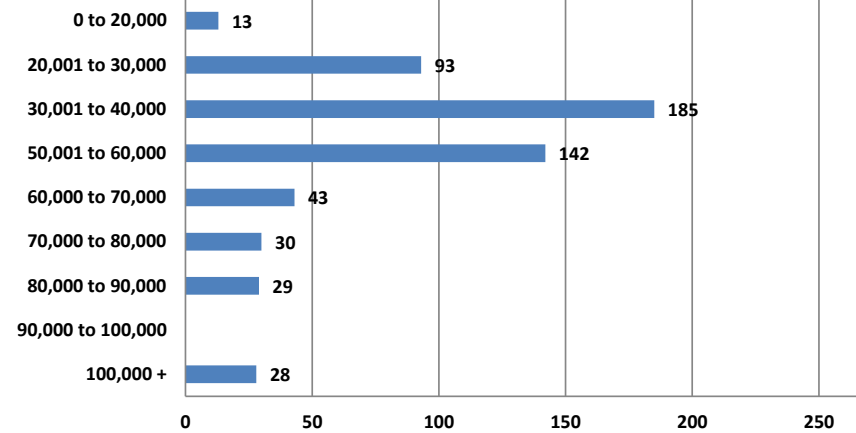
Code	Directorate
AS	Assembly Secretariat
DEE	Development, Enterprise & Environment
EA	External Affairs
H&L	Housing & Land
HoPS & C&I	Head of Paid Service and Communities & Intelligence
MO	Mayors Office
Res	Resources

Staffing profile

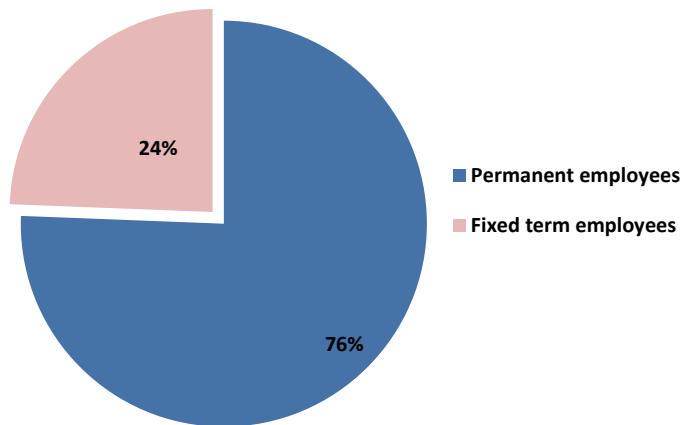
Staffing profile by directorate 2015 and 2017



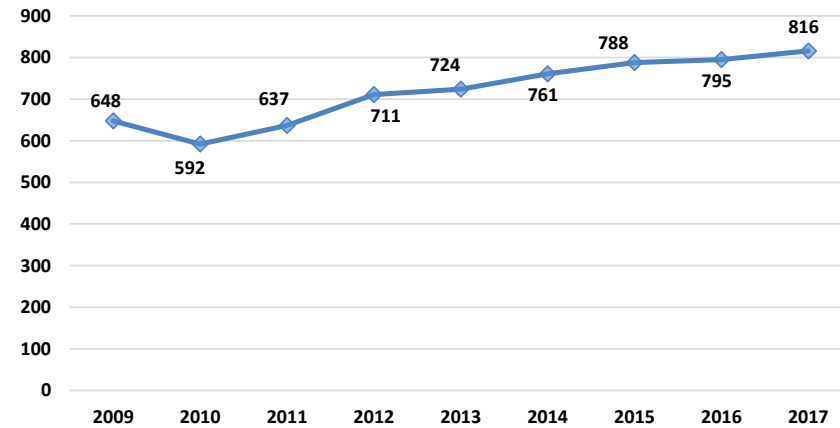
Number of staff by salary band



Staffing profile by contract type

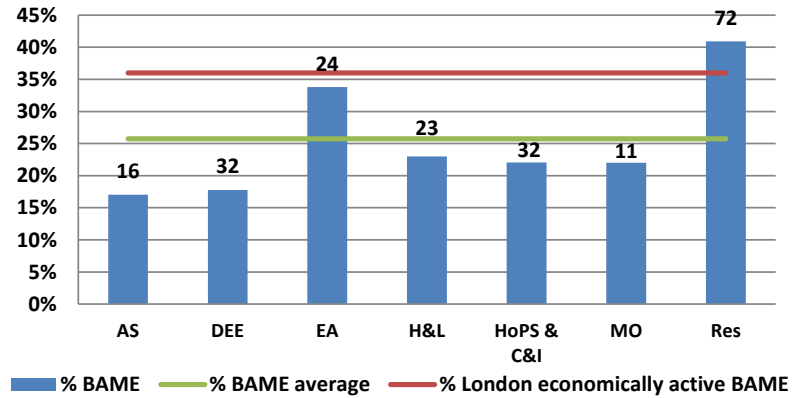


GLA staff 2008 to 2017

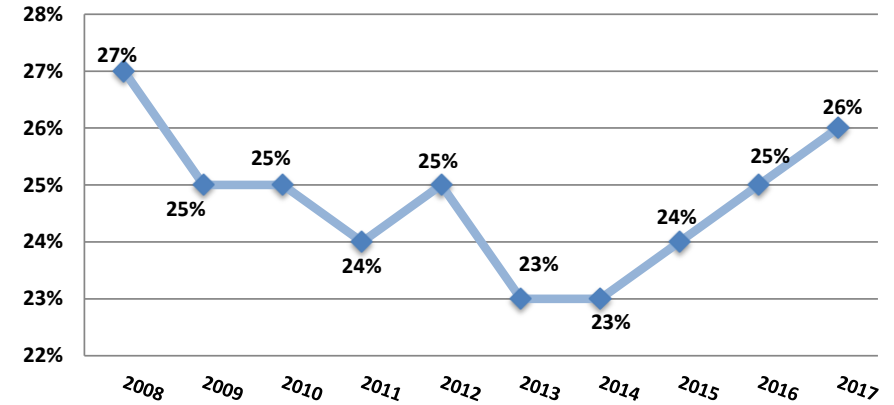


BAME workforce analysis

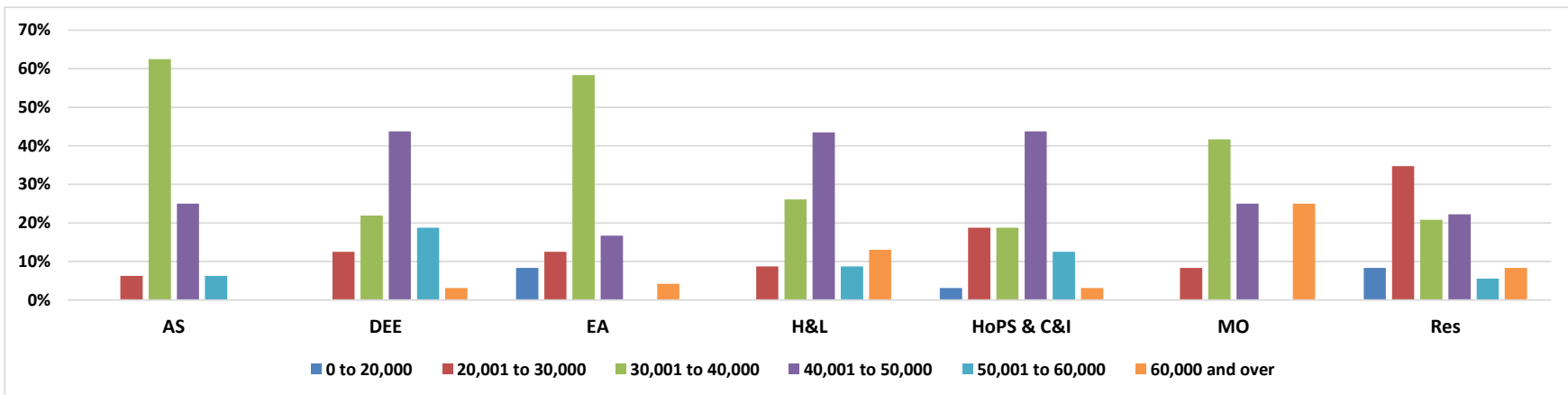
BAME staff by directorate (% and number)



BAME employees 2008 to 2017

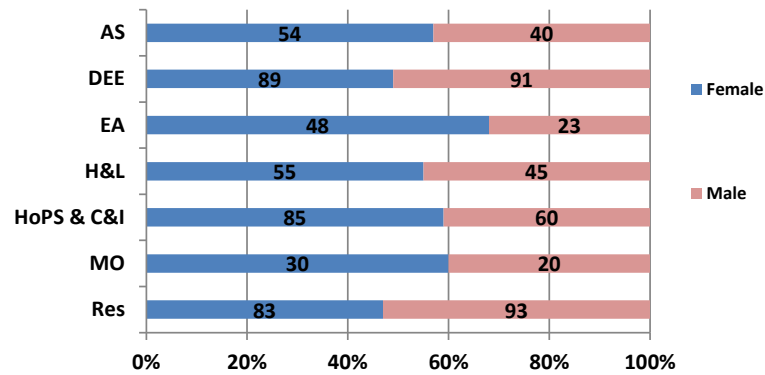


BAME staff by directorate and salary

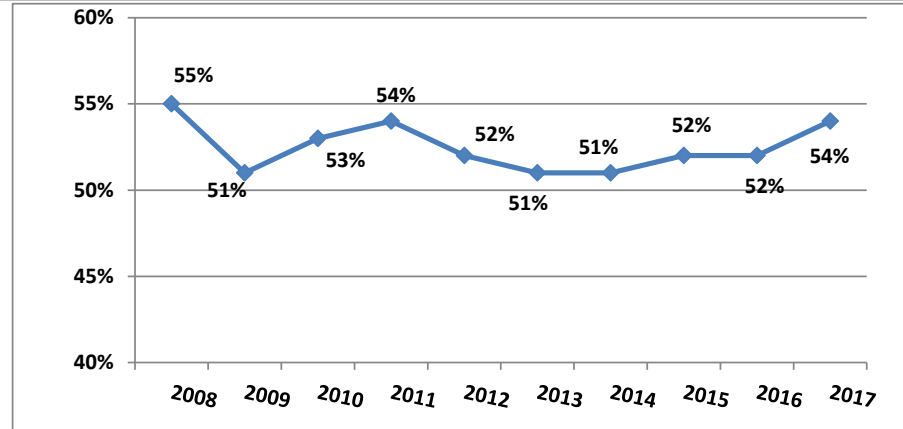


Gender workforce analysis

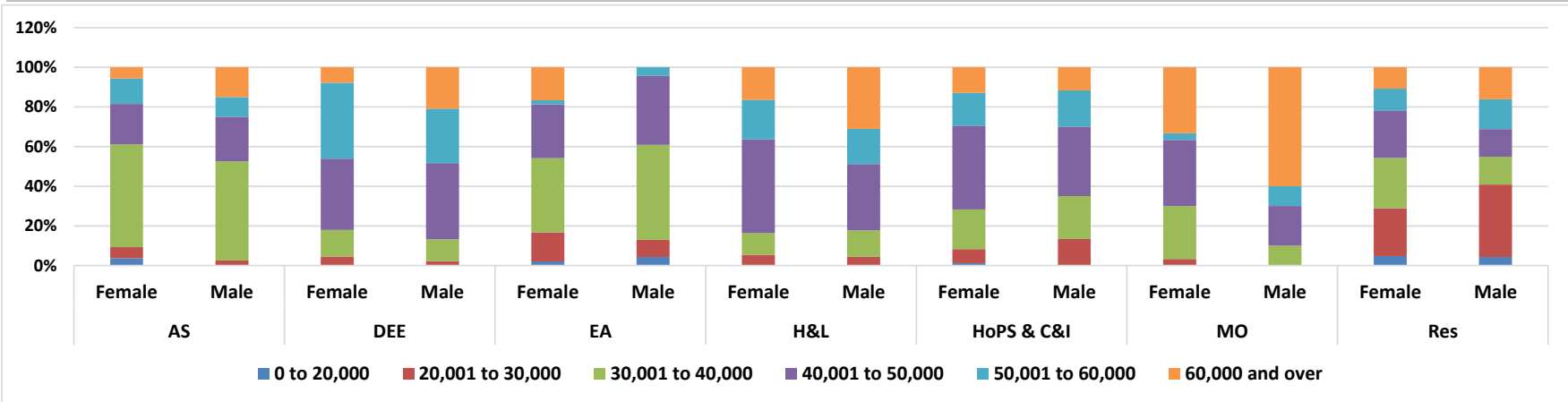
Female staff by directorate (% and number)



Female employees 2008 to 2017

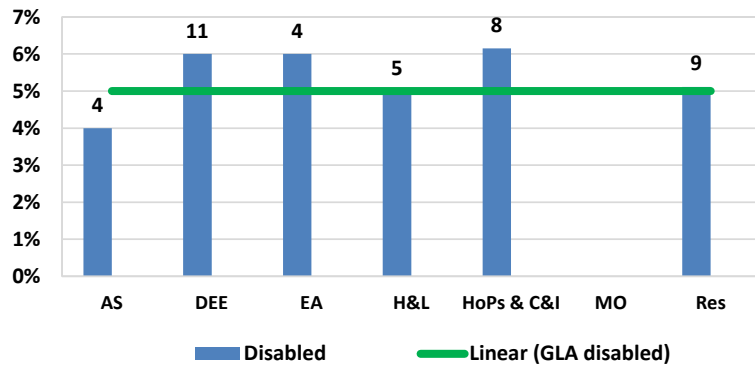


Staff by gender, directorate and salary

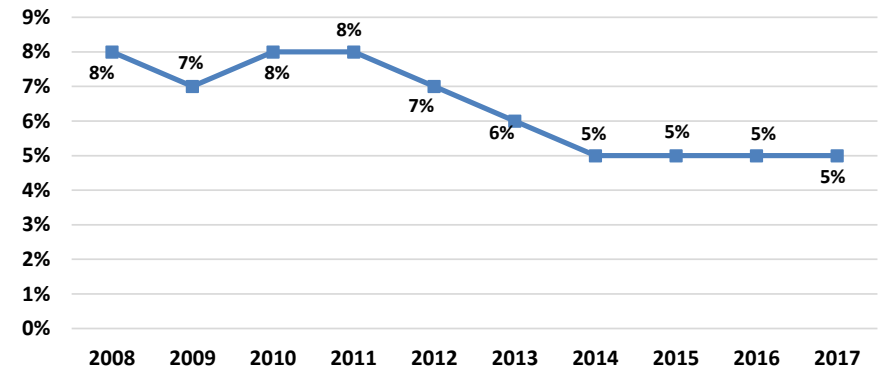


Disability analysis

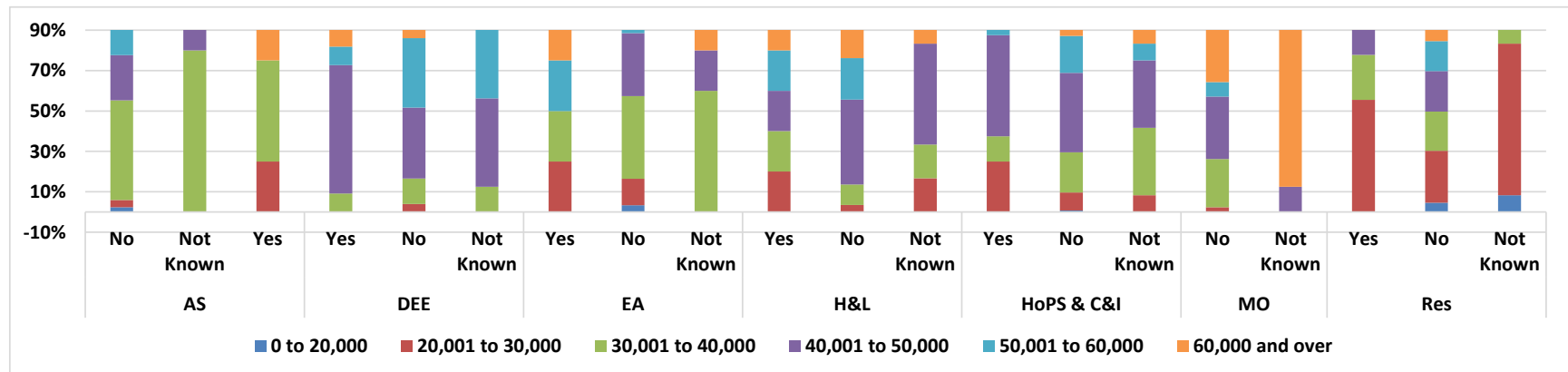
Disabled staff by directorate (% and number)



Disabled employees 2008 to 2017

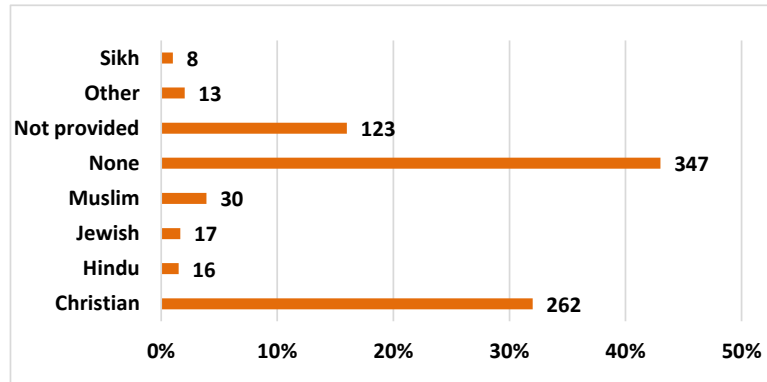


Staff by disability, directorate and salary

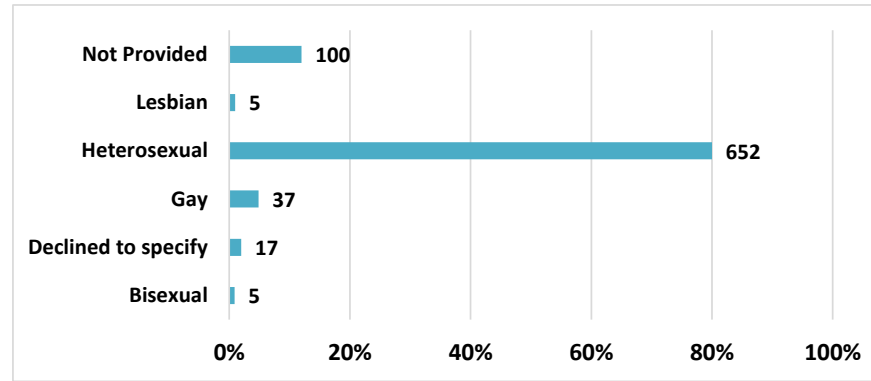


Faith and Sexual Orientation

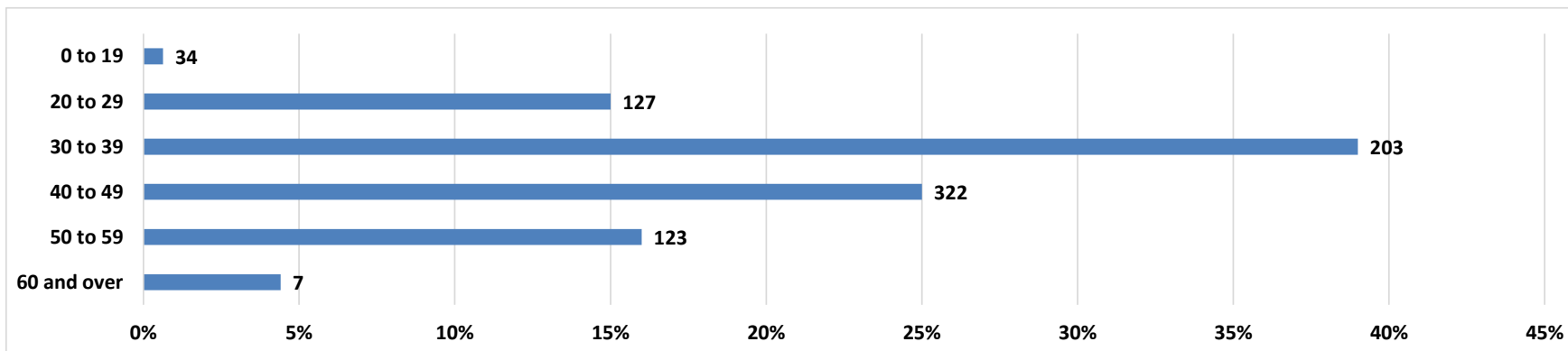
Overall faith (% and numbers)



Overall sexual orientation (% and numbers)

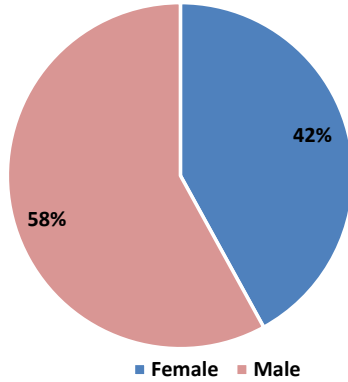


Overall Age (% and numbers)

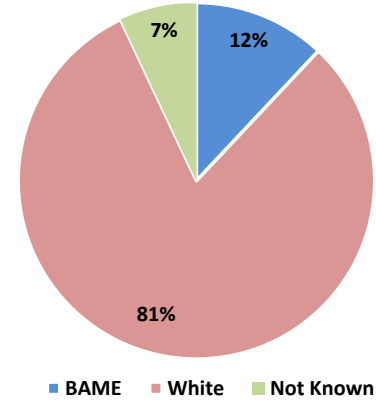


Senior staff (£60,000 and above)

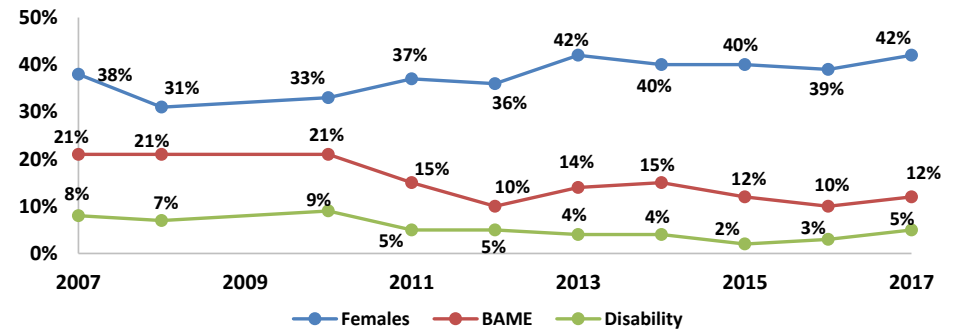
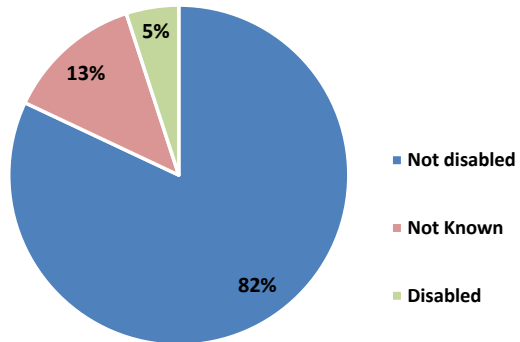
Senior staff by gender



Senior staff by Ethnicity

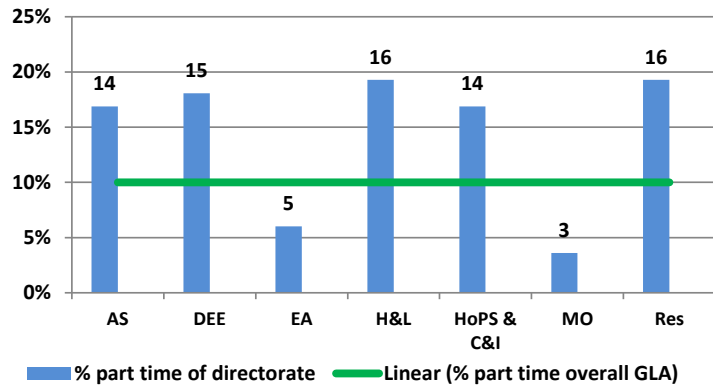


Senior staff by disability

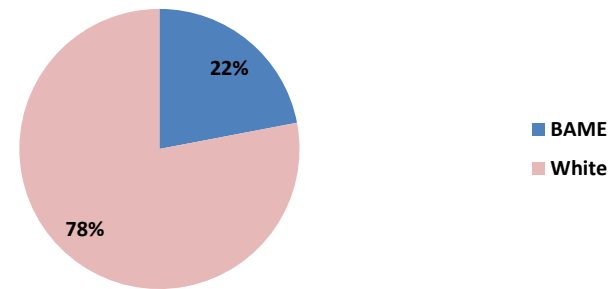


Part time staff analysis

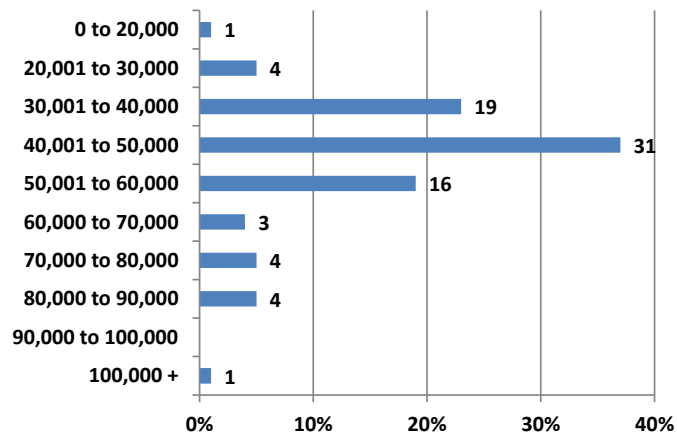
Part time staff by Directorate % and number



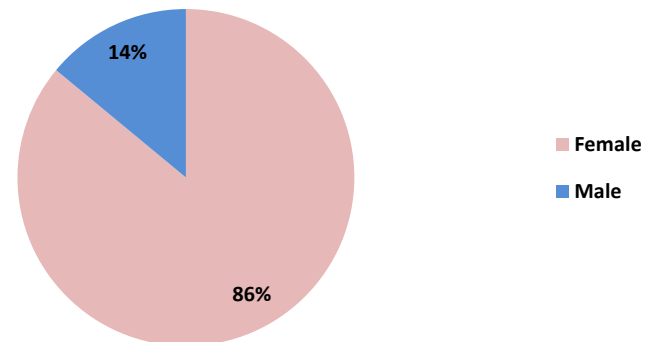
Part time staff by ethnicity % and number



Part time staff by salary band % and number

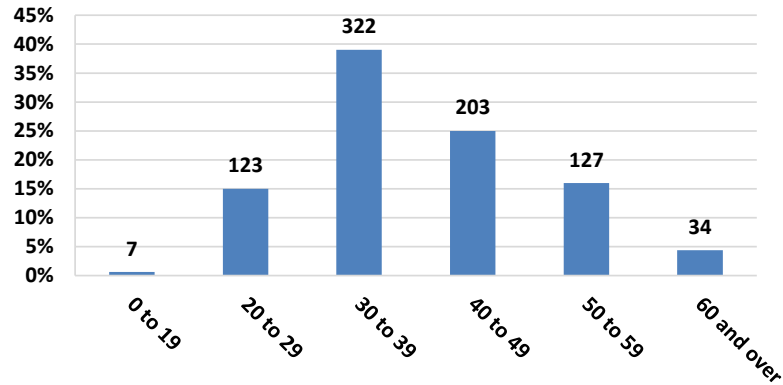


Part time staff by gender % and number

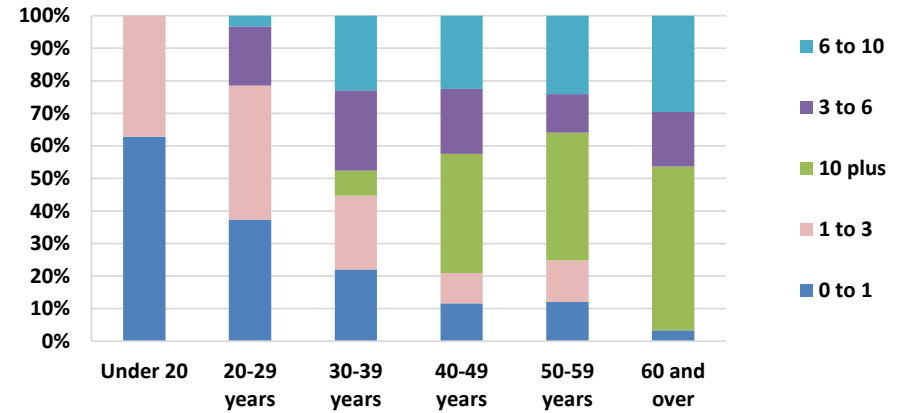


Age analysis

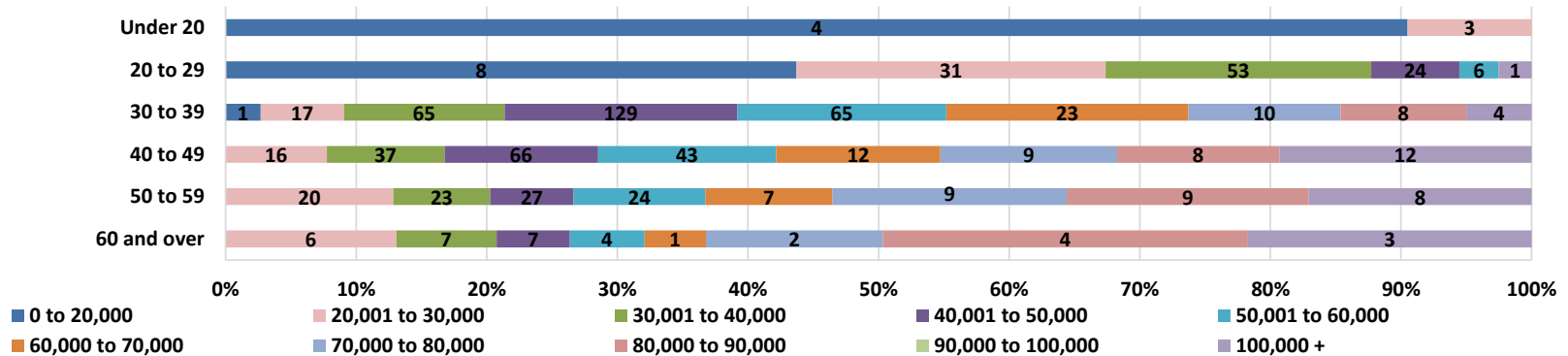
Staff breakdown by age (% and number)



Staff length of service by age band

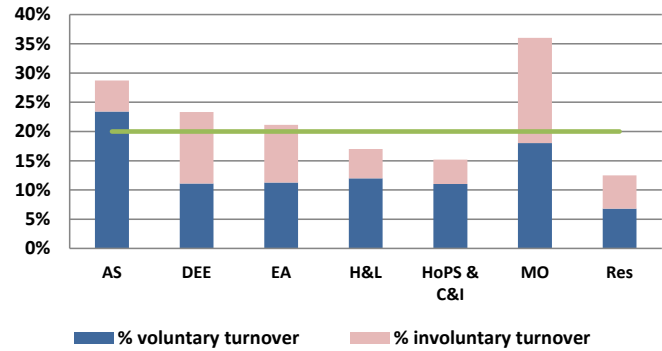


Salary breakdown by age (% and number)

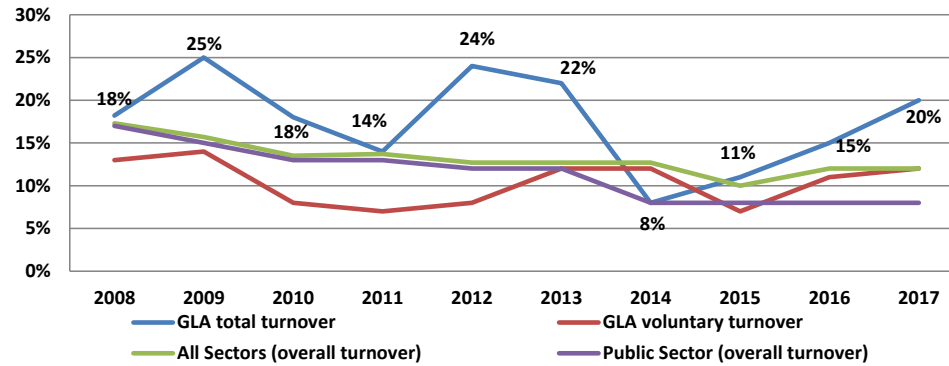


Turnover - overview

Turnover by Directorate



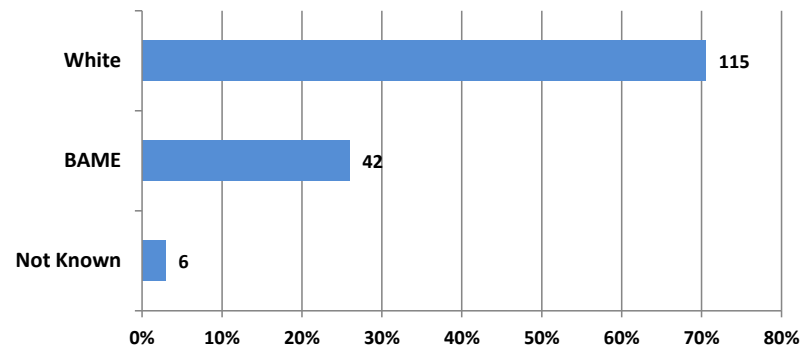
Turnover benchmarking



Reasons for leaving

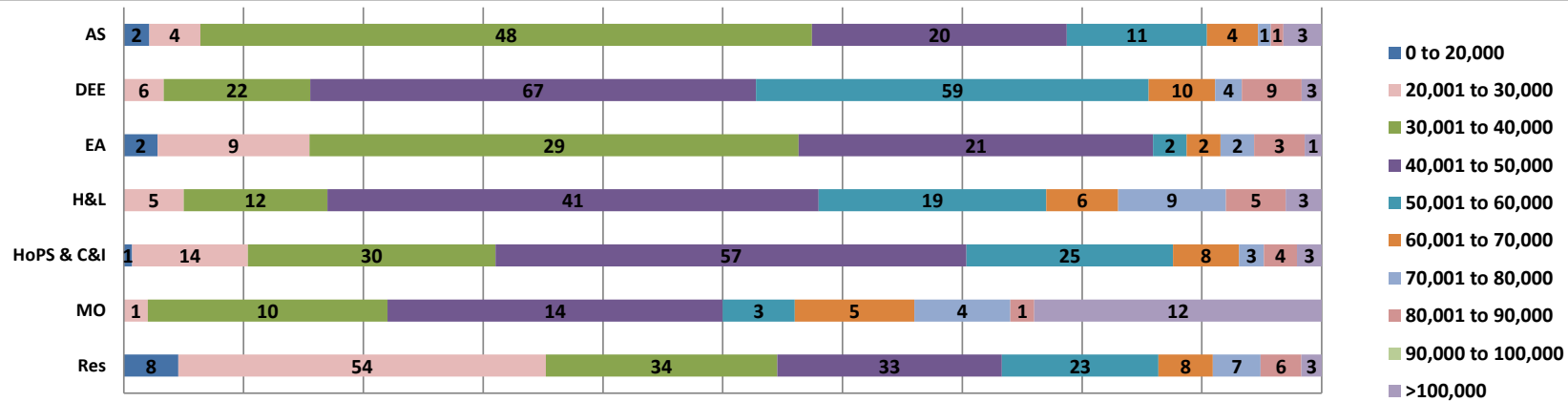
Reason	Number	%
End of Contract	64	39%
Redundancy	6	4%
Resignation	88	54%
Retirement	3	2%
Efficiency of Service	2	1%
Total	163	

Leavers by ethnicity

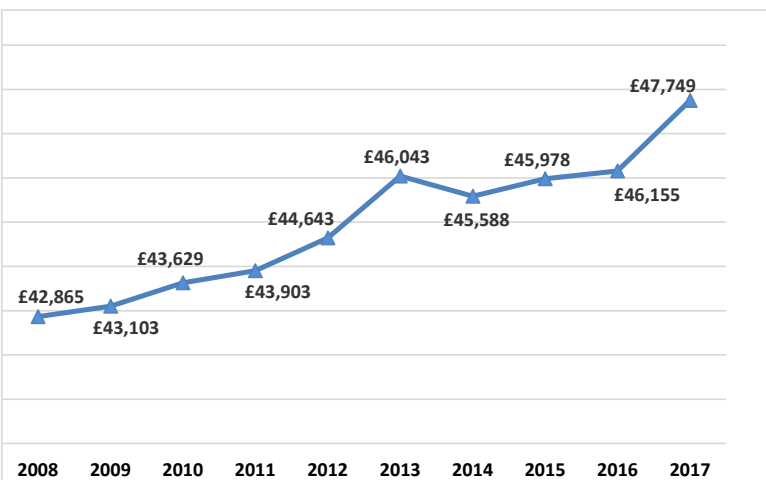


Salary profile

Salary breakdown by Directorate



Average salary 2008 to 2017

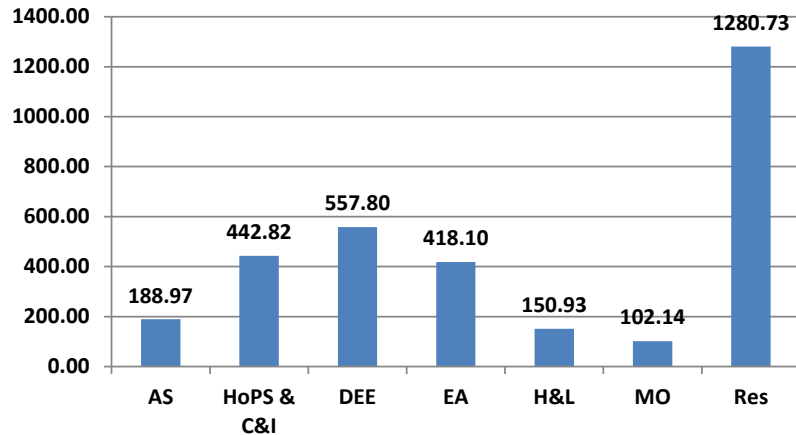


Comments

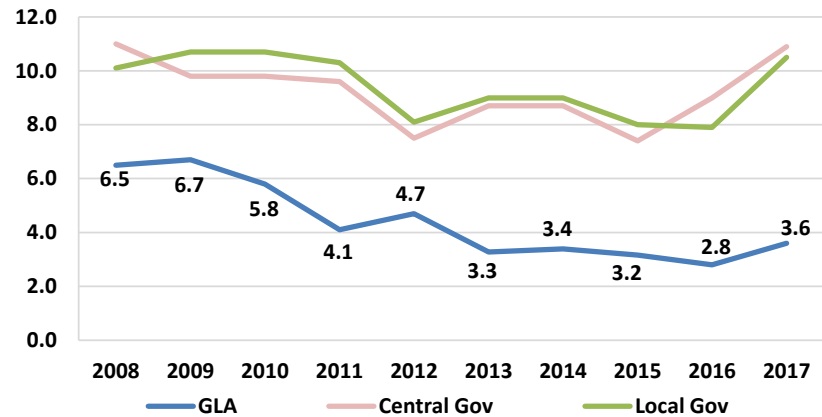
The majority of employees at the GLA earn between £30,000 and £50,000. The employees earning less than £20,000 are all Apprentices or Interns earning London's Living Wage. The average salary was £47,749 as at the 31 March 2017.

Sickness

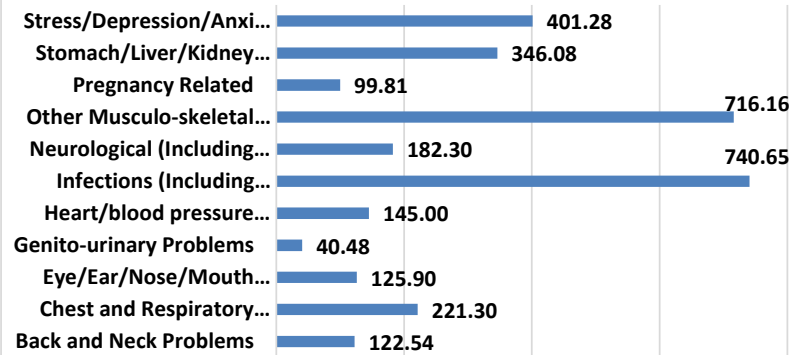
Total days taken by Directorate for year ending March 2017



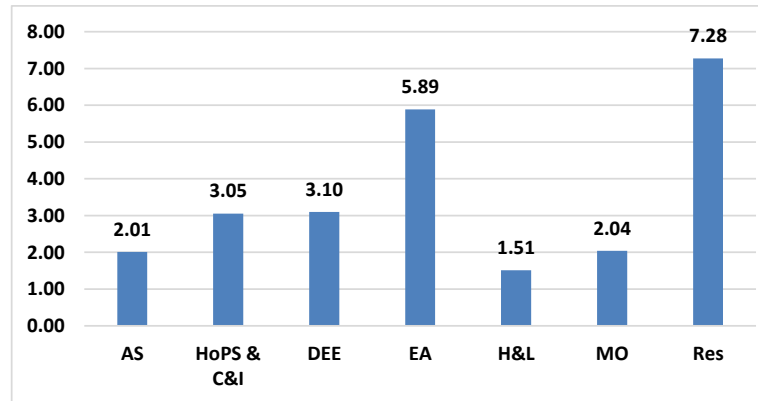
Average days taken 2008 to 2017 with benchmarking



Days taken by Reason

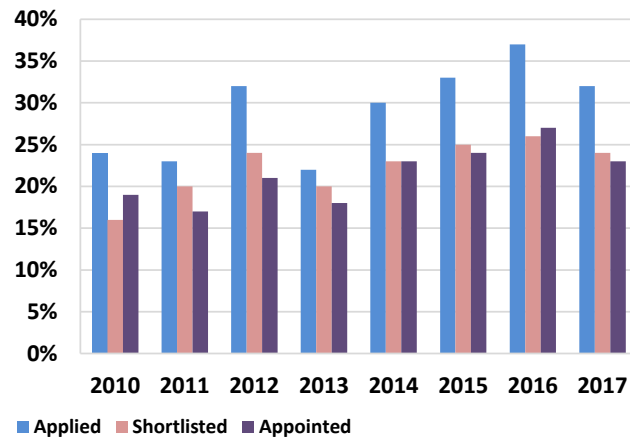


Average days taken by Directorate

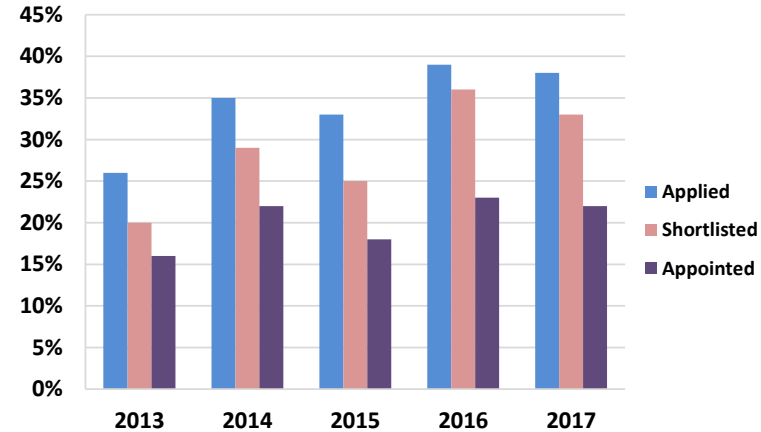


Recruitment - BAME staff

External Recruitment



Internal Recruitment



Promotions & Additional Payments

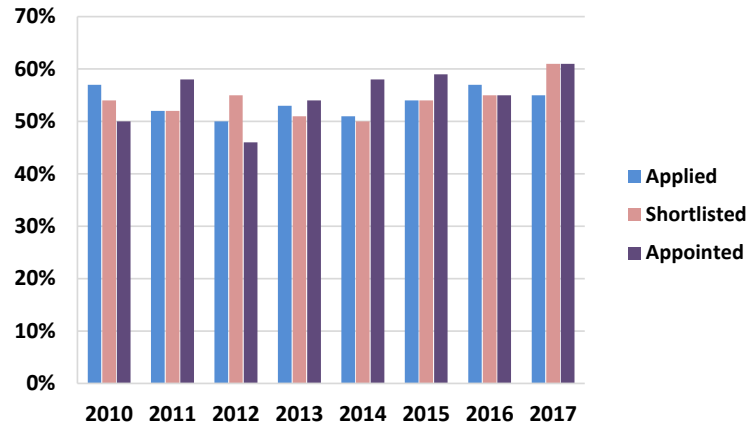
Ethnicity	GLA profile at 31/03/17	Additional Payments for year ending 31/03/16	Additional Payments for year ending 31/03/17
BAME	26%	19%	22%
White	71%	81%	77%
Not Known	3%	0%	2%

Comments

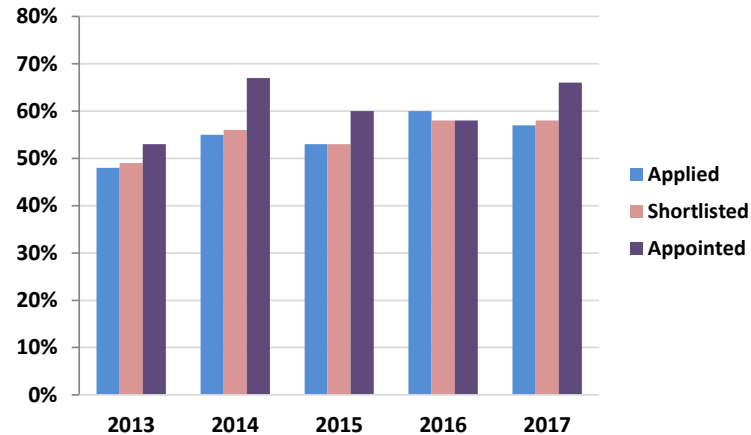
The number of external applications received from BAME Groups has decreased to 32% whilst the number shortlisted and appointed has decreased to 24% and 23% respectively. The number of internal applications received has decreased to 38%, the number of applicants shortlisted has decreased to 33% and the number of internal appointments has decreased to 22%.

Recruitment - female staff

External Recruitment



Internal Recruitment



Promotions

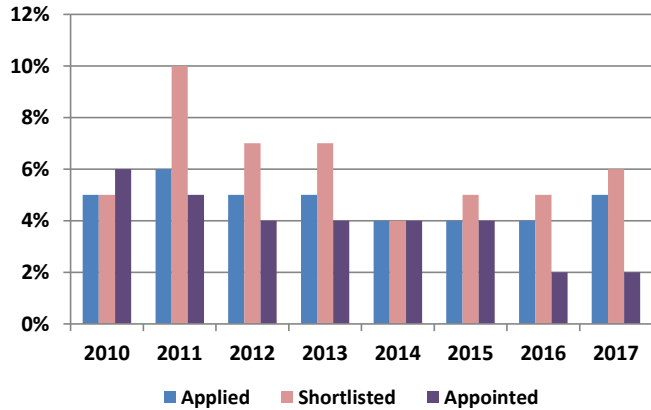
Gender	GLA profile at 31/03/17	Additional Payments for year ending 31/03/16	Additional Payments for year ending 31/03/17
Female	54%	52%	51%
Male	46%	48%	49%

Comments

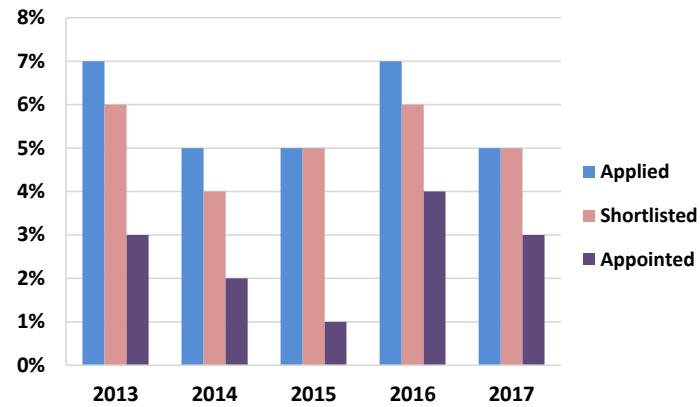
The number of external applications received from female staff has decreased to 55%, whilst the number of shortlisted applicants and the number of appointments have both increased to 61%. The number of internal female applicants has decreased slightly to 57%, the number shortlisted remains at 58%, however the number of internal appointments has increased significantly to 66%.

Recruitment - disabled staff

External Recruitment



Internal Recruitment



Promotions

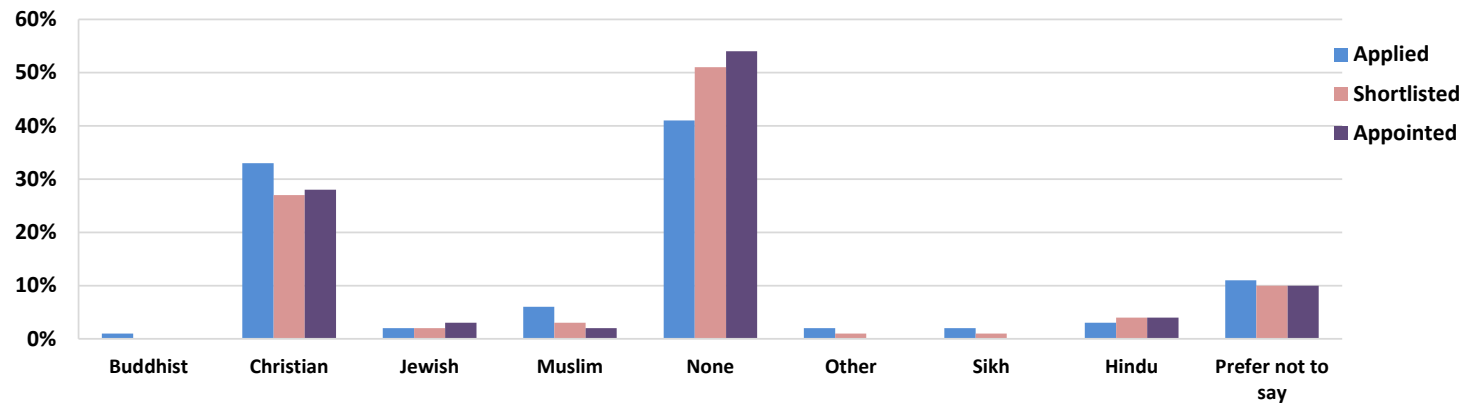
Disability	GLA profile at 31/03/2017	Additional Payments for year ending 31/03/16	Additional Payments for year ending 31/03/17
Disabled	5%	4%	5%
Not disabled	87%	93%	88%
Not stated	8%	3%	8%

Comments

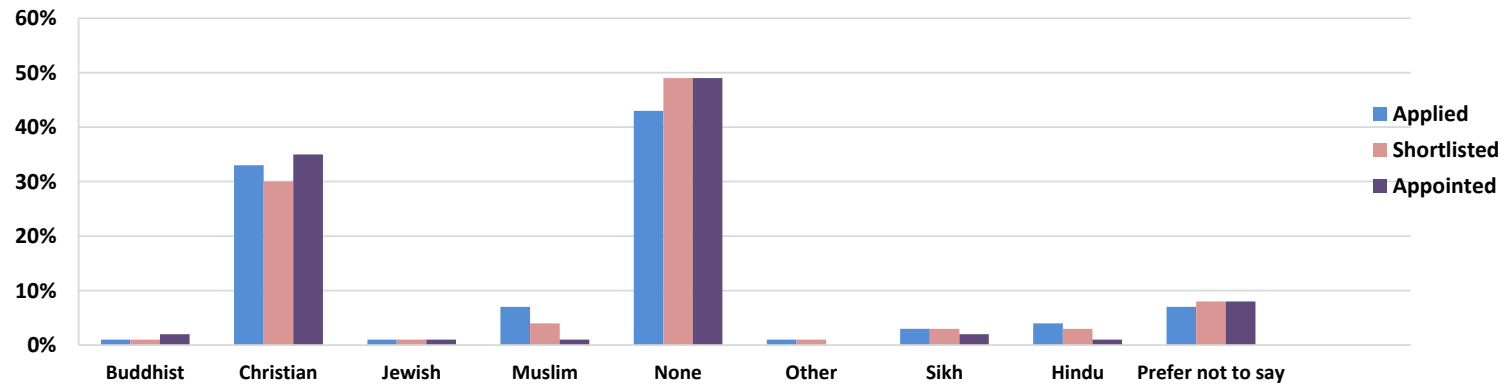
The number of external applications from disabled applicants and the number shortlisted have both increased, 5% and 6% respectively, whilst the number of external appointments has remained the same as previous reporting period (2%). For internal recruitment, the number of applications and the number shortlisted have decreased to 5%, the number of internal appointments is 3%.

Recruitment - Faith

External Recruitment

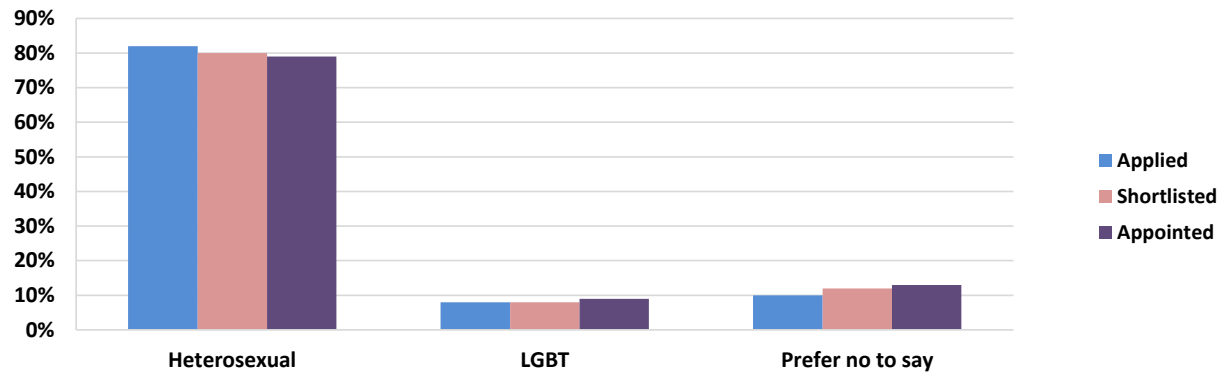


Internal Recruitment

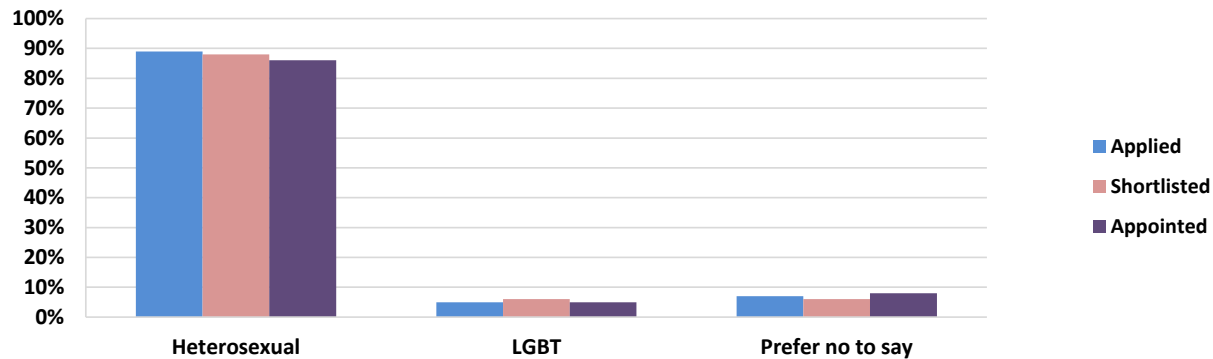


Recruitment - Sexual orientation

External Recruitment

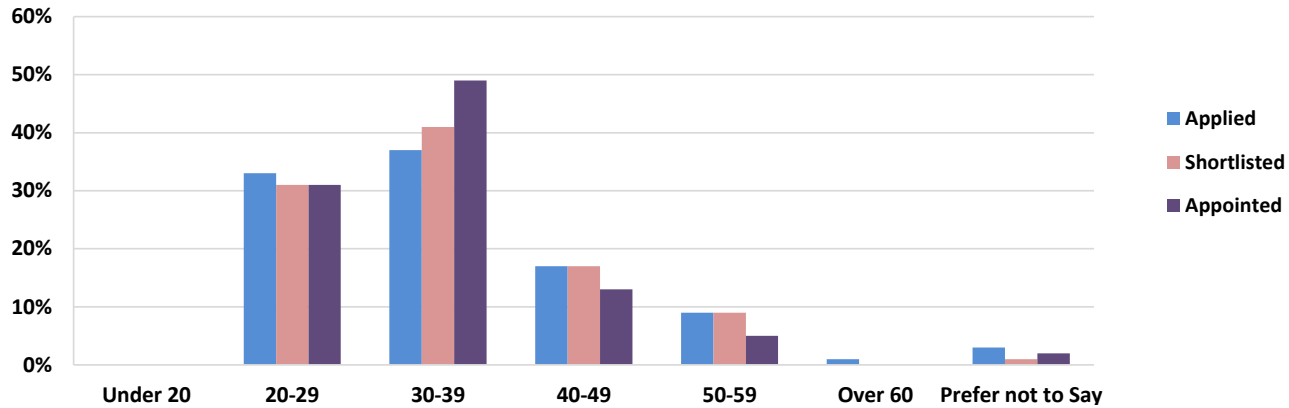


Internal Recruitment

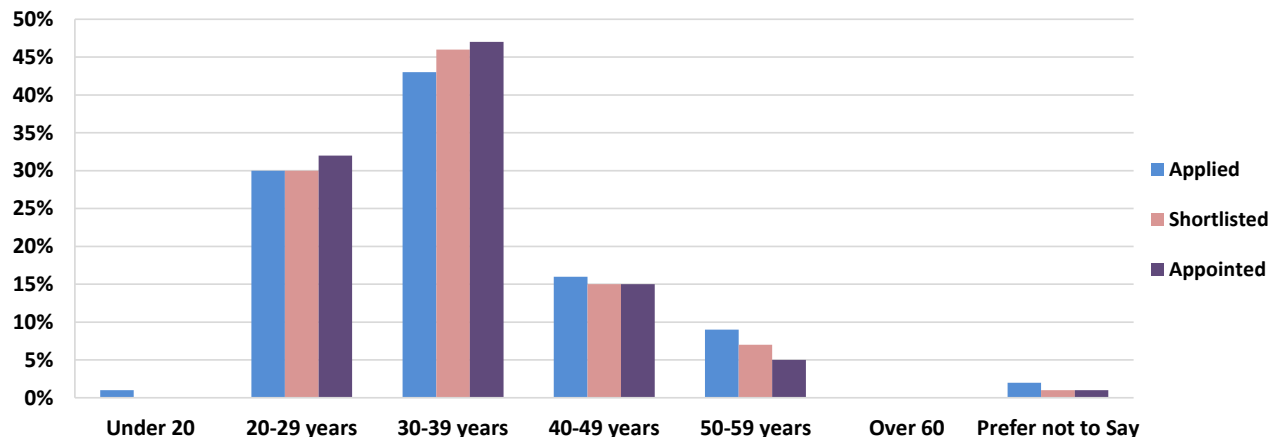


Recruitment - Age

External Recruitment

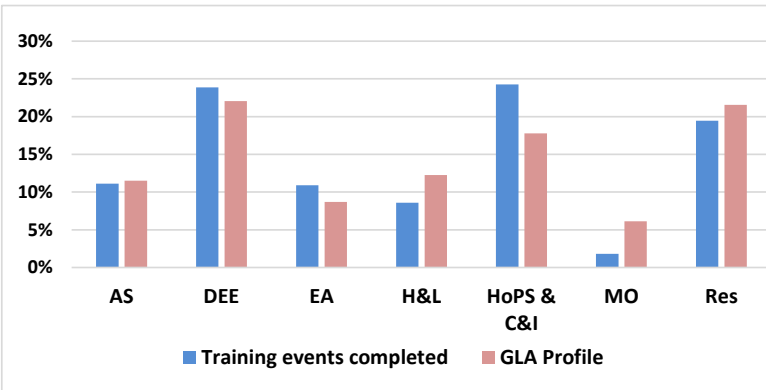


Internal Recruitment

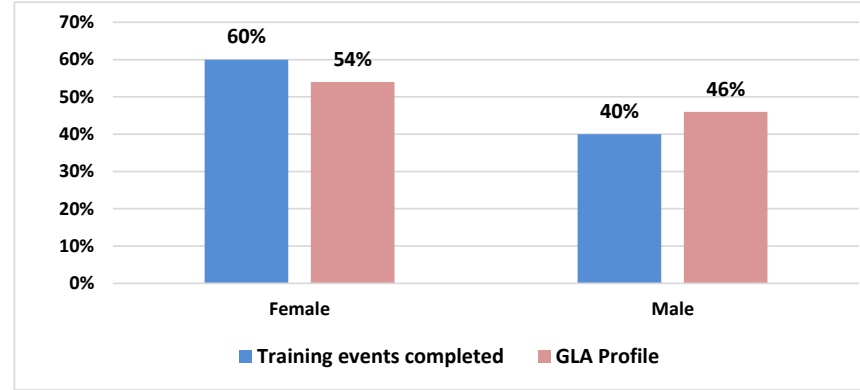


Learning analysis

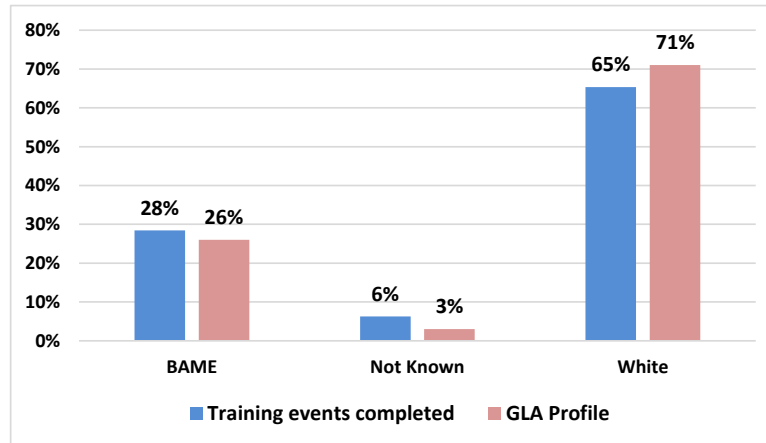
Training events completed April 2016 to March 2017



Training events completed by gender



Training events completed by ethnicity



Training events completed by disability

