

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Chief Officer

Date: 11 December 2018

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 31 March 2018 to 30 September 2018.

2. Recommendation

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

3. Background

- 3.1 Detailed data as at 30 September is set out at **Appendix 1**. This is presented in a format agreed with the GLA Oversight Committee.
- 3.2 This report provides commentary on the headline issues from the data. This is a 6-month mid-year report which focusses on the areas where there has been the biggest change since the annual report issued on 31 March 2018.
- 3.3 The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development (CIPD) Health and Well-Being Survey 2018, Resourcing and Talent Planning Survey 2017, Xpert HR Labour Turnover Rates 2016 Survey and the Office for National Statistics.

4. Workforce Composition (Slide 3)

- 4.1 As in previous years, this report provides an analysis of people employed by the GLA. Additionally, and for the first time, this highlight report also includes data on the full establishment – that is, the number of established posts – both permanent and fixed term, but not currently occupied by a permanent or fixed term member of GLA staff. Some of these posts are covered by external funding. Whereas the main staffing data is as at 30 September 2018, the establishment data reflects the position as at 31 October 2018 as it has been pulled together for this report. This data will be tracked in future reports and will start to be included in the supporting data report.
- 4.2 **Staffing Profile:** The total number of GLA employees in post has increased from 909 as at 31 March 2018 to 953 at 30 September. This represents a 5% increase. The greatest increase was in the Development, Enterprise and Environment Directorate, where there was an increase of 26 people. This is largely owing to the newly established Skills and Planning positions established earlier in the year being recruited to.
- 4.3 As at 31 October 2018 the GLA had an establishment of 1140 full-time equivalent posts.
- 4.4 There are currently 187 vacant posts on the establishment. 141 are currently being recruited to (at advert, shortlist, interview or offer stage) and approximately 45% (c.64 posts) of these vacancies are newly established. It is expected that most of these vacancies will be recruited to by March 2019.
- 4.5 There are currently 45 approved vacancies in the pipeline to be advertised in future and approximately half of these vacancies are newly established. It is expected that the majority of these vacancies will be recruited to by May 2019. The exact timings will depend on the time taken to hire and notice periods of successful candidates. At any one point in time there are a number of vacancies arising as a result of resignations and fixed term roles coming to an end, which is reflected in our turnover rate (16%), as well as new jobs being created. All of these factors impact the number of staff in post at any one time.
- 4.6 The number of agency workers has risen slightly from 60, when the last workforce report was produced in March 2018, to 78 as at 30 September (slide 3). Agency staff are used to fill gaps where there is business critical work which may be unresourced due to vacancies that have arisen within the unit. They are also sometimes used to undertake work that is immediate/short term/ requiring specialist resource and hence some have been covered by directorate contingency budgets. Managers are advised to allocate work across the team before engaging agency staff.

5. Equality, Diversity and Inclusion (Slides 4-7)

- 5.1 The GLA aims to have a workforce representative of London's diversity at every level and to build an inclusive workplace culture.
- 5.2 **BAME Workforce Analysis:** The number of Black, Asian and Minority Ethnic (BAME) ethnicity employees has increased from 220 in March 2018 to 241. This represents 25% of the workforce, which remains below London's economically active population (36%). The proportion of BAME staff at a senior level has remained consistent at 12% since March 2018. 23% of the leavers in the year leading up to 30 September were BAME. This is 2% lower than the BAME profile in the organisation.
- 5.3 **Gender Workforce Analysis:** The representation of female staff has also increased from 56% as at 31 March 2018 to 57% in September 2018 (slide 5). This is greater than the economically active London population which the GLA has consistently been higher than since 2008. The current figure is 46%. Whilst the percentage of female senior staff has fallen by 3% since March 2018, this is consistent with the representation as at 30 September 2017 and the numbers of women, in absolute terms, has grown since then (from 46 to 51). The proportion of women has reduced as the organisation has grown. Women make up 88% of the 132 employees who work on a part-time basis (slide 9).
- 5.4 **Disability Analysis:** The number of employees who have declared a disability has remained the same since March 2018, but the proportion has decreased from 5% to 4% as the organisation has grown (slide 6). This is somewhat lower than the economically active London population at 12%. Analysis of recruitment shows that only 5% of external candidates applying for vacancies had declared a disability which will have impacted these figures, although 6% of external appointments made were to individuals who had declared a disability. This is the highest it has been since 2008. The proportion of senior staff who have declared a disability remains low at 3%.
- 5.5 Improving the diversity of our workforce is a key priority for GLA. The current initiatives which support the diversity and inclusion agenda are set out in detail at **Appendix 2**.

6. Turnover (Slide 11)

- 6.1 151 employees left the GLA in the last 12 months. The total annualised turnover for the year ending 30 September 2018 was 16%, with voluntary turnover (all resignations and voluntary redundancies) running at 13%. Xpert HR Labour Turnover Rates 2017 survey shows overall turnover across the public sector as 15% with voluntary turnover as 10% and private sector at 25.7% and voluntary turnover as 17.5%. 78% of the total turnover was due to resignations and retirements and 14% due to fixed term contracts ending.

7. Salaries (Slide 12, 21)

- 7.1 The average salary has risen slightly from £48,782 in March 2018 to £50,316 in September 2018, though this will be largely because of implementation of the annual pay award. The proportion of staff earning over £60,000 has remained consistent at 16% since March 2018, as has the proportion of staff earning over £100,000 which has remained the same at 3%. The pay ratio between lowest (excluding apprentices) and highest is 7.7:1.
- 7.2 Of the employees who received an additional payment in the last six months, 16% were BAME (slide 21). This has reduced from 22% in March 2018 and is lower than the proportion of BAME employees across the organisation (25%). The proportion of women receiving a discretionary payment also falls below the percentage of women in the organisation (39%). The representation of disabled staff receiving an additional payment is in line with the overall workforce representation (4%).

8. Sickness Absence (Slide 13)

- 8.1 The annualised average sickness absence fell to 3.5 days per employee at 30 September 2018 from 3.9 days at 31 March 2018. This is still significantly lower than published benchmark figures from the CIPD Health and Well-Being at Work Survey May 2018 which reported Public Sector as 8.5 days, Non-Profit Sector as 7.3 days and the Private Sector as 5.6 days.

9. Recruitment (Slides 14-19)

- 9.1 In the current reporting period there were a total of 198 appointments. 19% of these were made from the existing workforce and an 81% were external appointments.
- 9.2 The diversity of new external appointments made had broadly improved across all protected categories (slides 14-19). For example, the percentage of BAME external appointees has increased by 10% since March 2018 (from 23% to 33%). Female external appointees have increased by 5% and the number of external appointees who have declared a disability is at 6%, which is the highest it has been since 2011.
- 9.3 The GLA has piloted the use of specialist executive search agencies for some senior level external appointments which will have contributed to this. Where appropriate, the GLA will continue to work with specialist search agencies in order to improve workforce representation. The GLA has a competitive set of terms and conditions as compared to other public sector organisations in London and so work is underway to understand how we can better improve our employer value proposition as part of our overall talent attraction strategy.

10. Organisational Development and Engagement

Learning development take up data (Slide 20)

- 10.1 Slide 20 shows that there has been a high take up of training across the organisation. The analysis shows broadly proportionate take-up of opportunities by all directorates.
- 10.2 As was the position in March 2018, women proportionately take-up slightly more development opportunities than men. The same is true of BAME staff. This suggests that there are currently no barriers for these staff groups in accessing development support at the GLA, which is important in helping support progression into senior roles in the GLA.

Apprenticeships

- 10.3 In 2018, GLA is hosting 18 Advanced Apprentices and 6 Higher Apprentices in project management. 1 GLA Higher Apprentices from 2017 intake are on track to be awarded their qualification this Autumn. In April we launched a new finance apprenticeship scheme with 2 Assistant Accountant apprentices chosen from a strong field. GLA are meeting the public-sector apprenticeship target of 2.3% of the workforce. Recruitment for the 2019 intake is currently underway. 180 applications were received, of which 44% were female, 7% disabled and 69% BAME.

11. Financial Implications

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

12. Legal Implications

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

List of appendices to this report:

Appendix 1 - Workforce Report – An annual digest of employment data and statistics – period 31/03/18 to 30/09/2018.

Appendix 2 - Summary of Equality, Diversity and Inclusion activity.

| | |
|--|---------------------------------|
| Local Government (Access to Information) Act 1985 List of Background Papers: None | |
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Equality, Diversity and Inclusion Activity

The GLA aims to have a workforce representative of London's diversity at every level and to build an inclusive workplace culture. Current initiatives to support this agenda are set out in detail below.

Equality, Diversity and Inclusion Strategy Implementation (GLA workforce)

Each Executive Director has produced a Diversity & Inclusion Plan for their own area. The delivery of these plans will be overseen by the GLA's Diversity and Inclusion Management Board which is chaired by the Chief Officer.

The plans have been informed by the GLA's Group's [Diversity and Inclusion Action Standard](#), a bespoke benchmarking tool for the GLA Group to measure performance on workforce diversity and inclusion, and to enable the sharing of progress. The Standard covers 5 areas: Diversity Foundations, Workforce representation, Recruitment and Reward, Career Development and Inclusive Culture and recognises performance at three levels: Base, Accomplished and Exemplary.

In addition, each of the 40 members of the Senior Management Team have been set a new diversity and inclusion performance objective and the Chief Officer will be assessing their performance against this objective.

Benchmarking

The GLA, together with GLA Group organisations, conducted an initial self-assessment against the [Diversity and Inclusion Action Standard](#) to establish a baseline against which progress can be measured. This data informed our corporate action planning on workforce diversity and inclusion, which has been overseen by the Diversity and Inclusion Management Board. A further assessment will take place in 2019.

The GLA takes part in a number of benchmarking initiatives to gain feedback on its workforce diversity and inclusion practice. The feedback gained through the 2018 Stonewall submission led to a review of all our HR policies and our LGBT+ Staff Network were instrumental in this work, reviewing policies and sharing their lived experiences. We've made language changes across a wide range of policies to ensure that they are inclusive to all staff, regardless of gender expression or gender identity. We have also introduced a new Trans and Gender Identity Policy, designed to help us support our trans and non-binary staff. We also worked closely with Stonewall on the review and took onboard their feedback. These improvements were highlighted in our 2019 Stonewall Workplace Equality Index submission

Pay Gaps Analysis and related action planning

The GLA has published its gender pay gap analysis, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, together with an action plan setting out how an organisation is working to close its gender pay gap. The action plan was developed in consultation with staff. We are in the process of reviewing this action plan so that we have a refreshed version to accompany our 2018 pay gap analysis.

We continue to perform well on gender. This reflects investment in policies and partnerships

over a sustained period (e.g. a family friendly suite of HR policies, partnership with Timewise who champion part-time and flexible working, and a sustained push to support flexible working in its broadest sense). More recent work to deliver the GLA gender pay gap action plan and the new Our Time programme will further strengthen our position. 'Our Time' is a positive action development programme which pairs high potential women with senior management level champions both male and female who help to open up the professional networks, opportunities and contacts often needed to progress within workplaces. Work is already underway to plan and promote the next Our Time cohort. We will also be strengthening our succession planning process to senior roles.

The first ethnicity pay gap analysis for the GLA Group was published in March 2018 (for March 2017 data). The Mayor has announced that he will publish an action plan on how the GLA is working to close the ethnicity pay gap and this will be published with the 2018 pay gap analysis. This action plan has been developed in consultation with all staff and the BAME staff network and Unison played a key collaborative role in refining it.

Talent attraction strategy

We are working to identify how we can present the work we do and our very good terms and conditions in a way that attracts diverse candidates.

GLA Workforce Report

**A digest of employment data and statistics for six months
ending 30 September 2018**

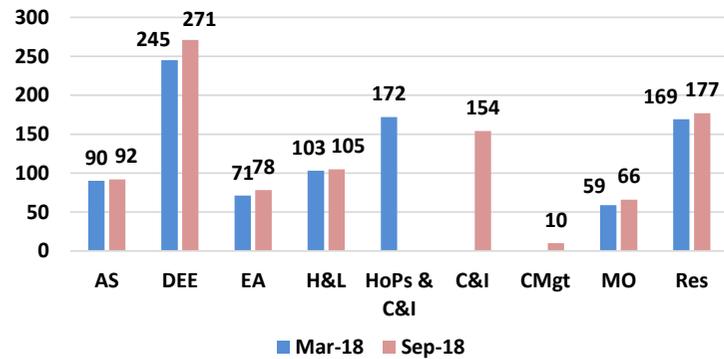
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GLA Workforce Report Key

| 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 |
| C&I | Communities and Intelligence (September 2018) |
| CMgt | Corporate Management (September 2018) |
| MO | Mayors Office |
| Res | Resources |

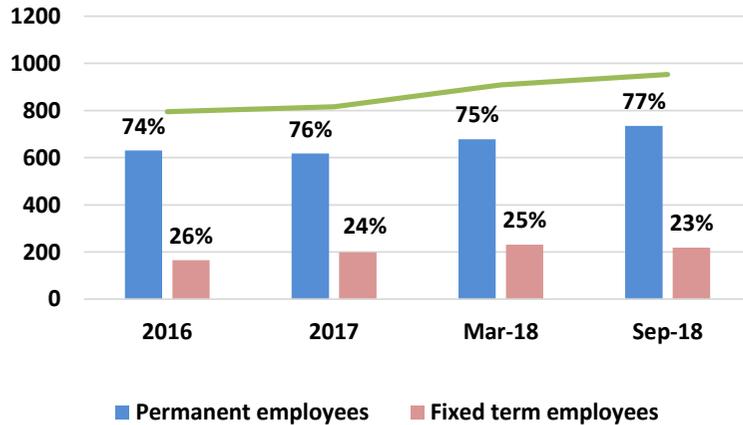
Staffing profile

Staffing profile by directorate 2018*

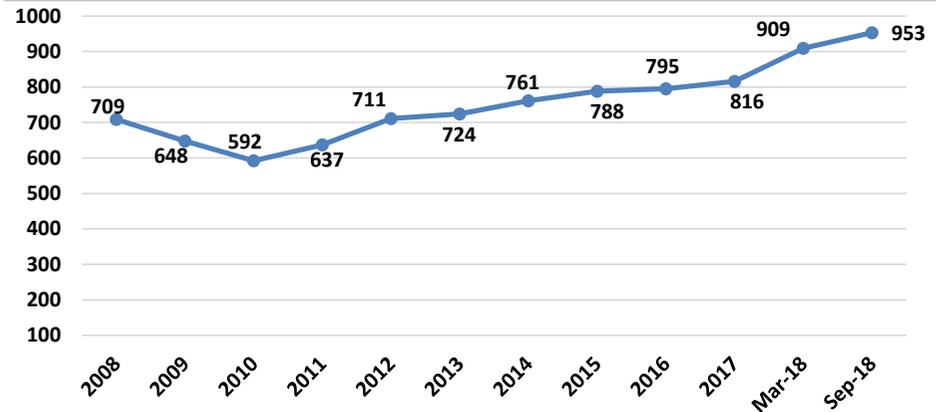


*This chart reflects the structure change showing both C&I and Corporate Management and External Affairs and C&I as separate Directorates for September 2018

Staffing profile by contract type 2016 to 2018 with numbers and % breakdown

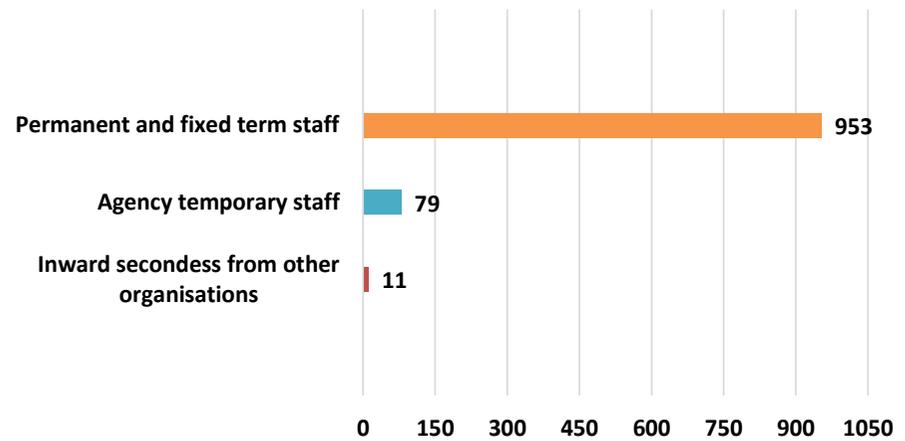


GLA staff 2008 to 2018*



*This data shows permanent and fixed term employees only it does not include agency staff, consultants or inward secondees

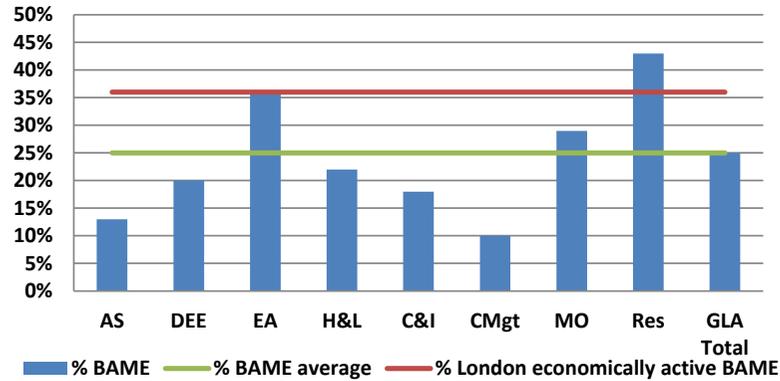
Staff by contract type



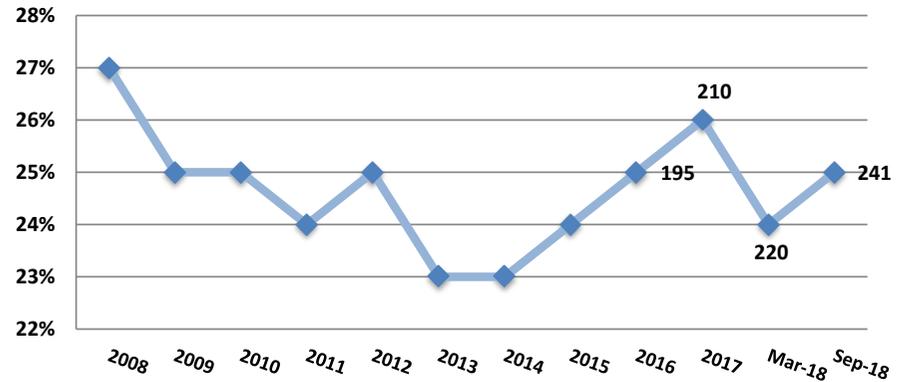
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BAME workforce analysis

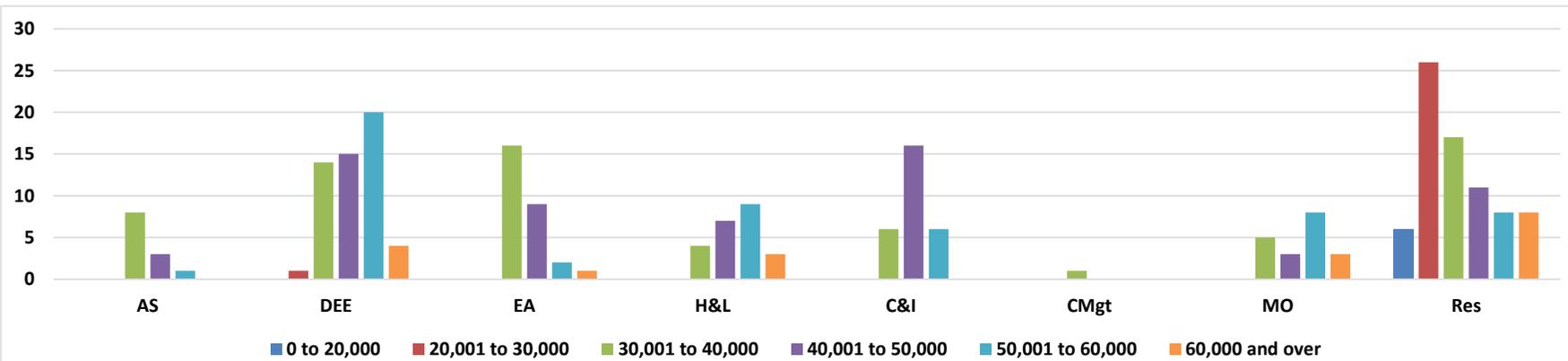
BAME staff by directorate (% and number)



BAME employees 2008 to 2018 (% plotted on graph and staff number shown for 2016-2018)

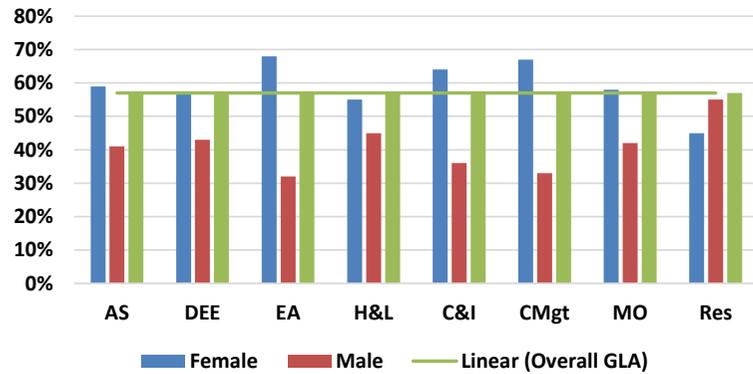


BAME staff by directorate and salary

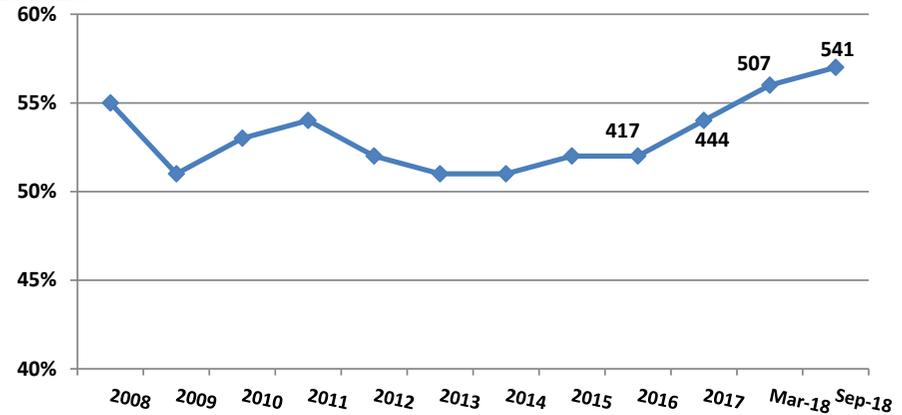


Gender workforce analysis

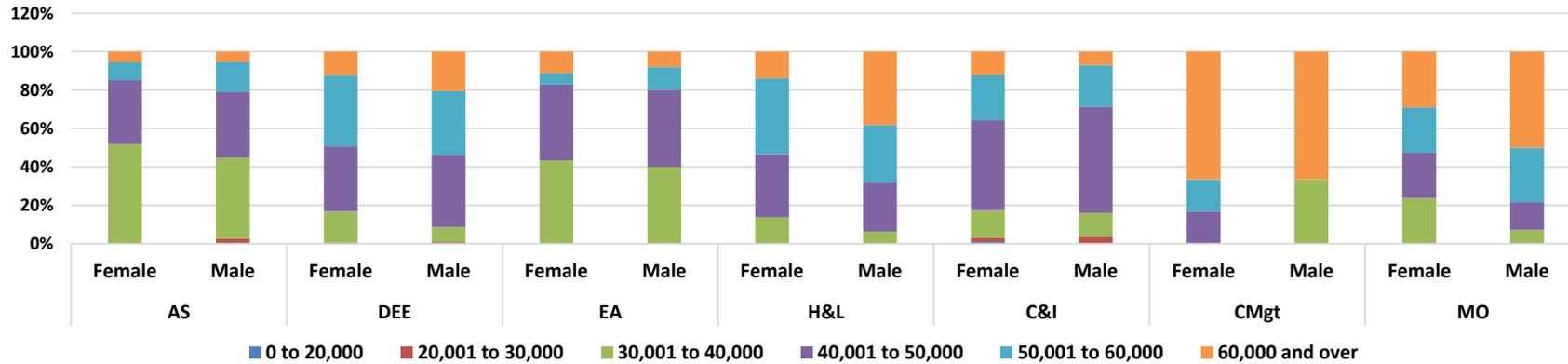
Female staff by directorate (% and number) with Overall GLA trendline



Female employees 2008 to 2018 (% plotted on graph and staff number shown for 2016-2018)

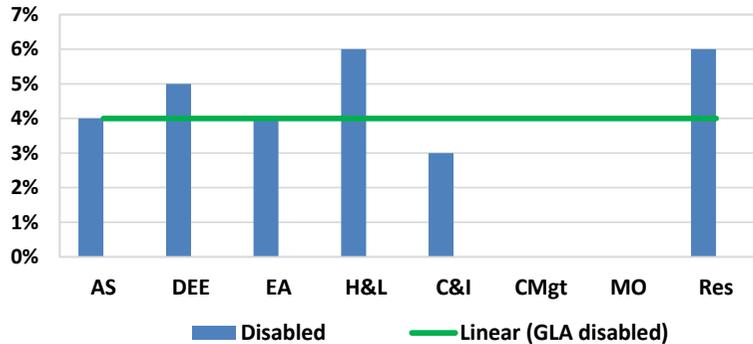


Staff by gender, directorate and salary

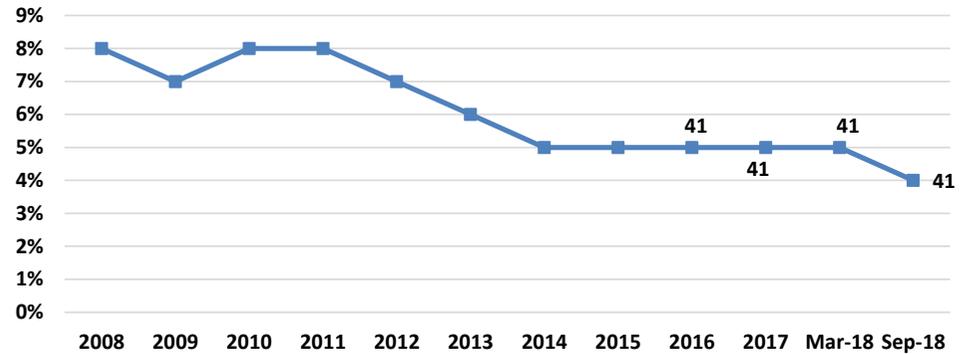


Disability analysis

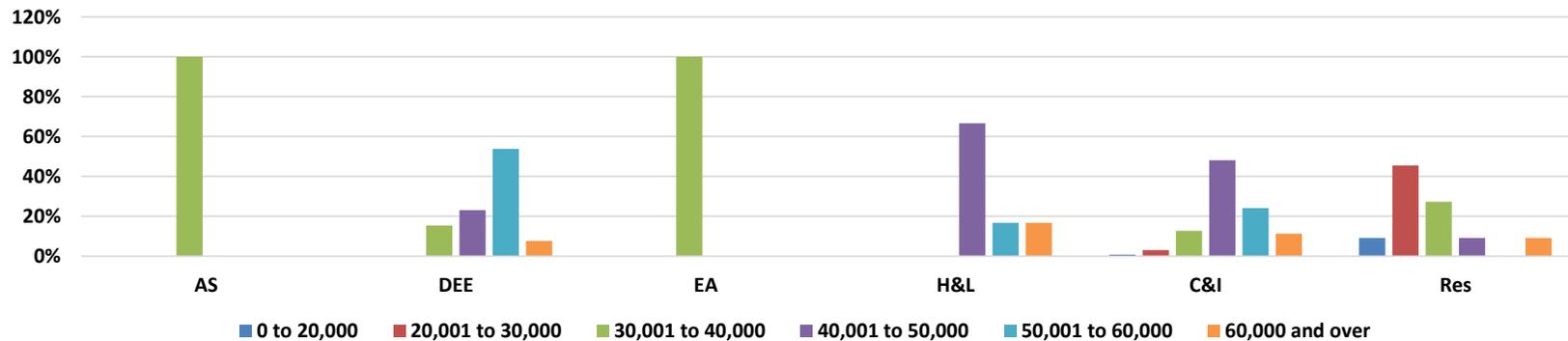
Disabled staff by directorate (% and number)



Disabled employees 2008 to 2018 (% plotted on graph and staff number shown for 2016-2018)

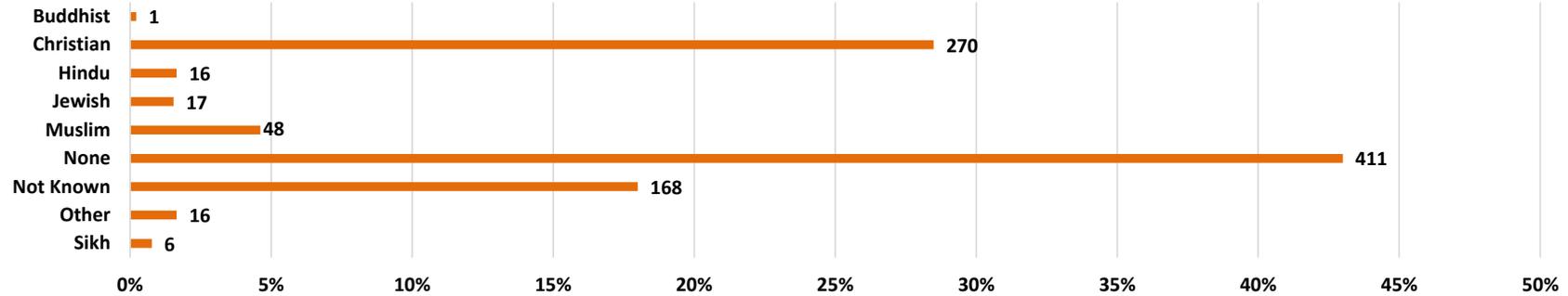


Staff by disability, directorate and salary

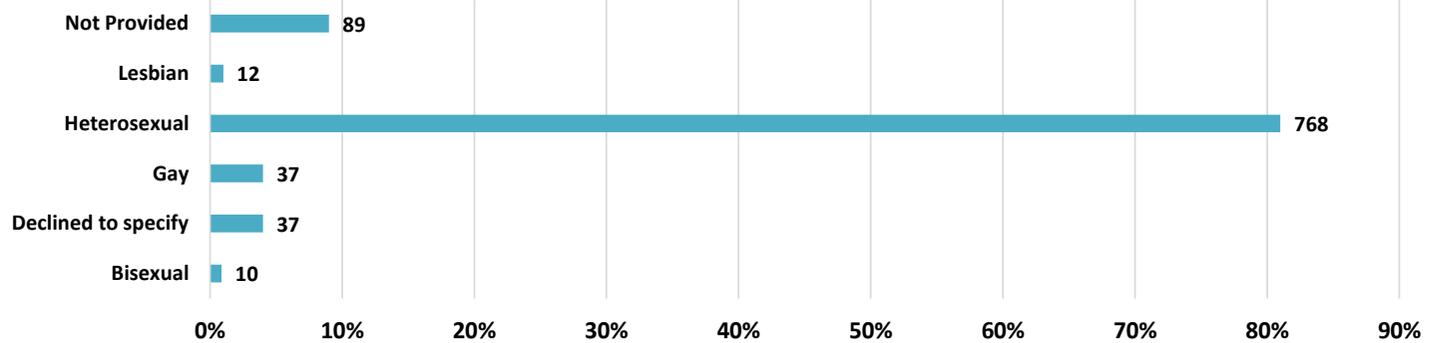


Faith and Sexual Orientation

Overall faith (% and numbers)

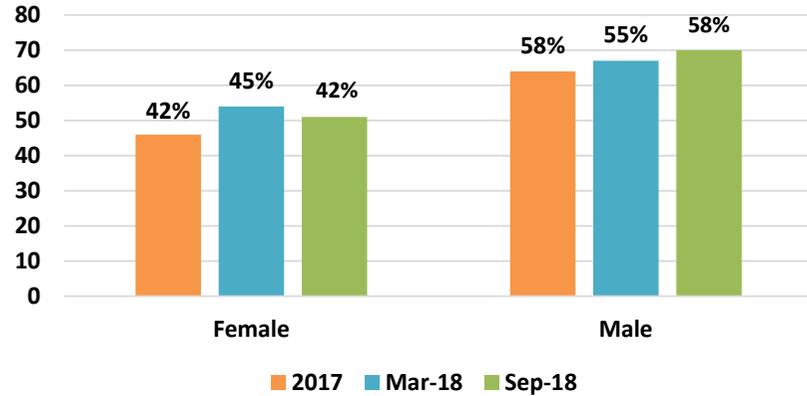


Overall sexual orientation (% and numbers)

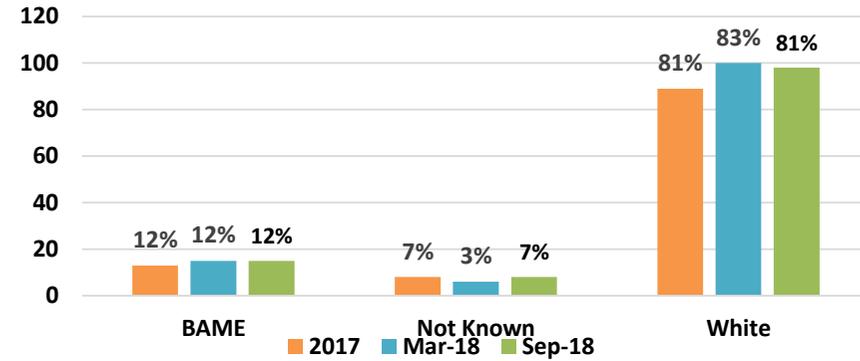


Senior staff (£67,513 - Grade 12 and above)

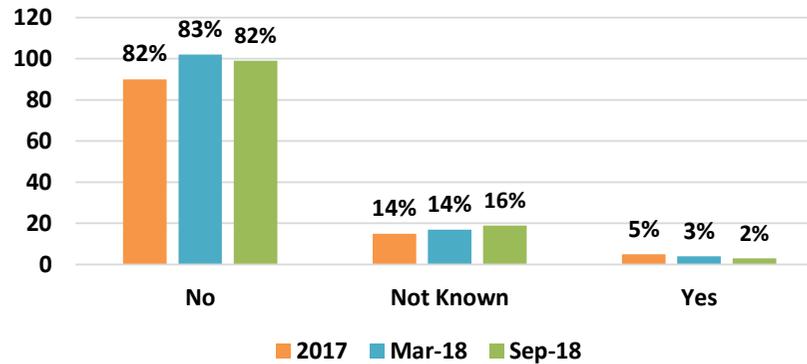
Senior staff by gender 2017 and 2018



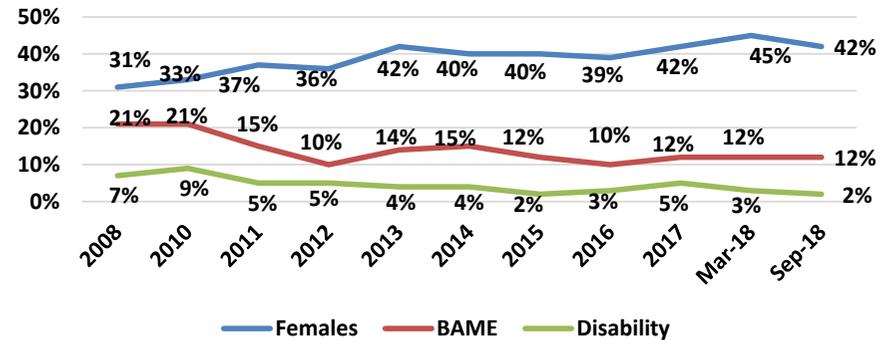
Senior staff by Ethnicity 2017 and 2018



Senior staff by disability 2017 and 2018

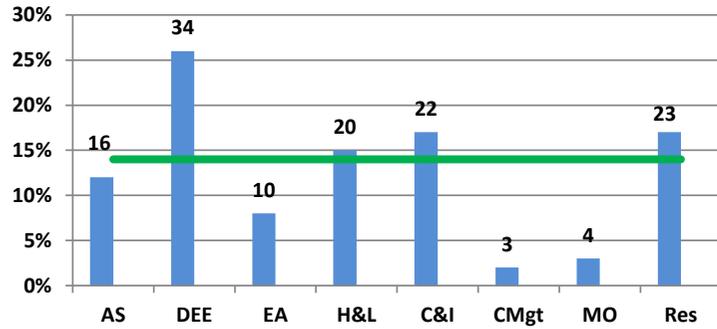


Senior staff 2008 to 2018

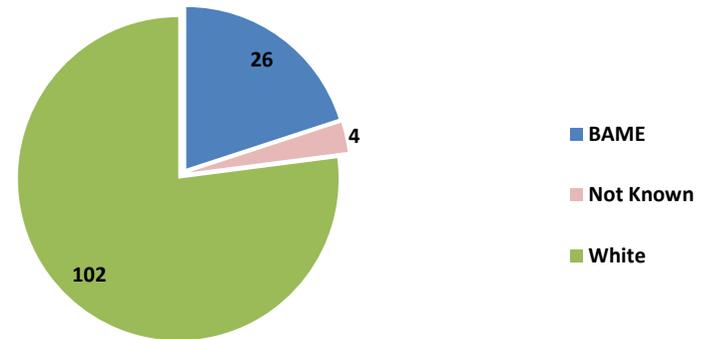


Part time* staff analysis (*staff who work less than 37 hours per week)

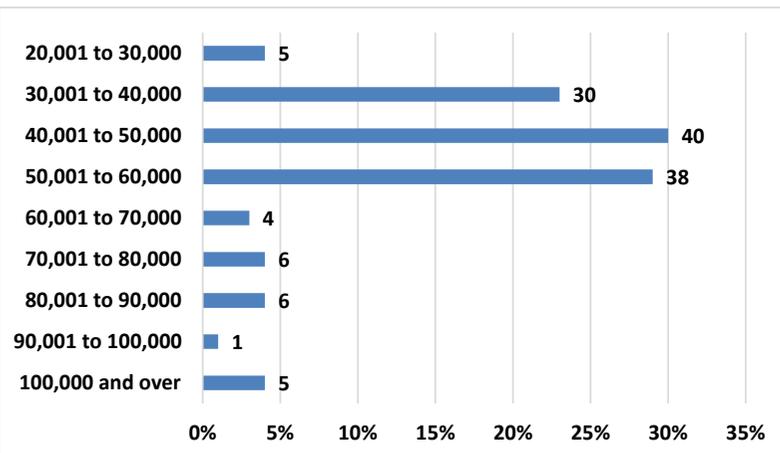
Part time staff by Directorate % and number



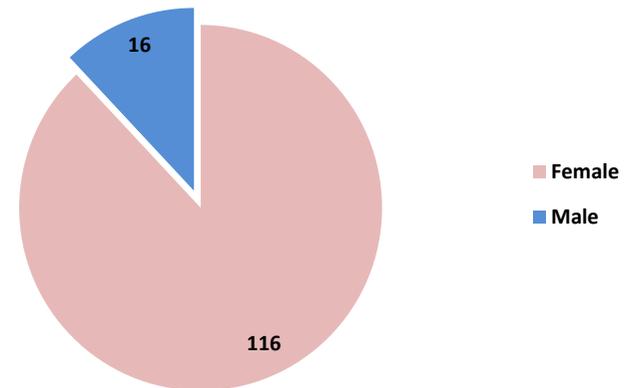
Part time staff by ethnicity % and number



Part time staff by salary band % and number

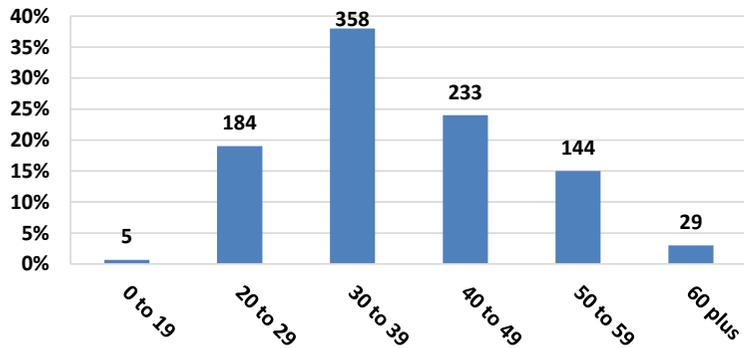


Part time staff by gender % and number



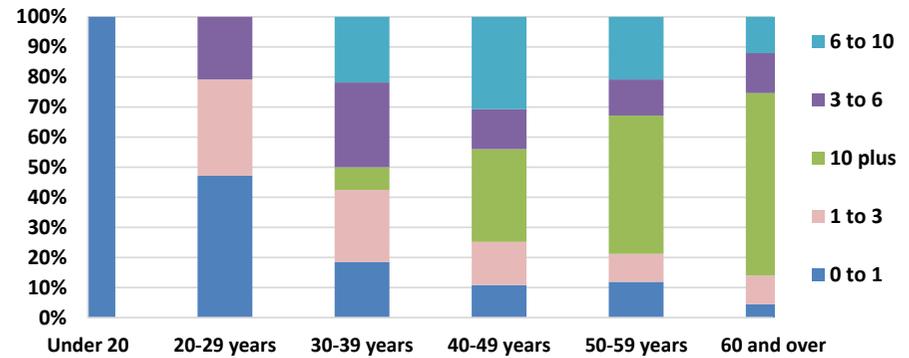
Age analysis

Staff breakdown by age (% and number)*

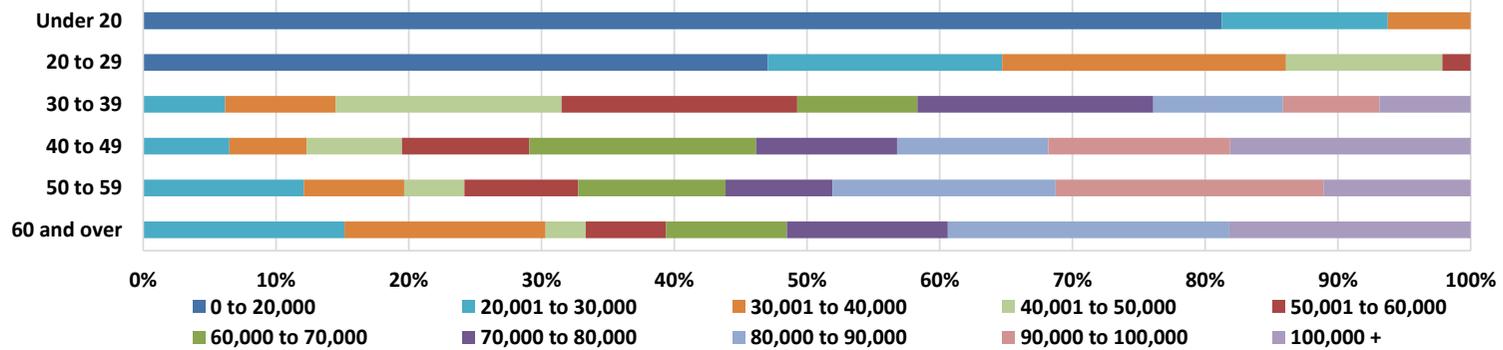


*GLA average age is 39 years

Staff length of service by age band

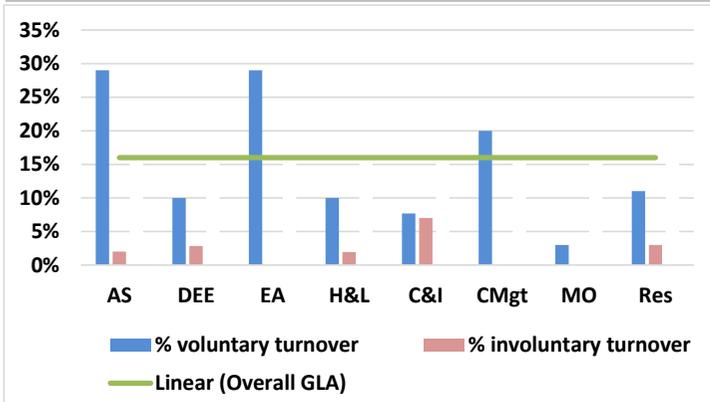


Salary breakdown by age (% and number)



Turnover - overview

Turnover by Directorate



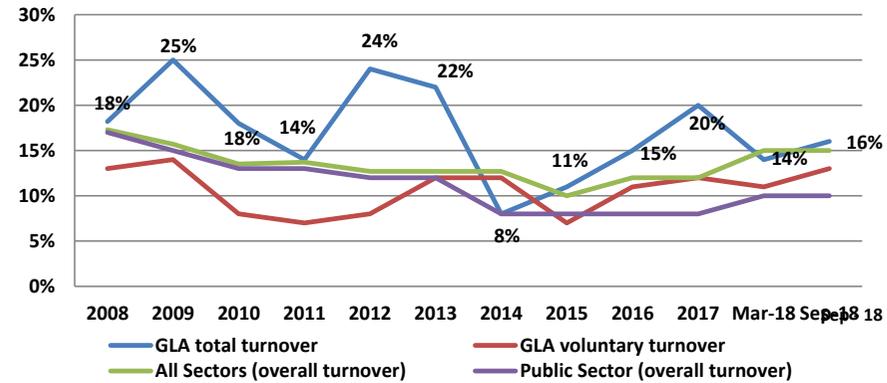
Reasons for leaving

| Reason | Number | % | % |
|----------------------------|------------|-----|---|
| Resignation | 110 | 73% | |
| Retirement | 7 | 5% | |
| Ill Health Retirement | 1 | 1% | |
| Voluntary Redundancy | 8 | 5% | |
| End of Fixed Term Contract | 21 | 14% | |
| Dismissal | 2 | 1% | |
| Efficiency of Service | 1 | 1% | |
| Compulsory Redundancy | 1 | 1% | |
| Total | 151 | | |

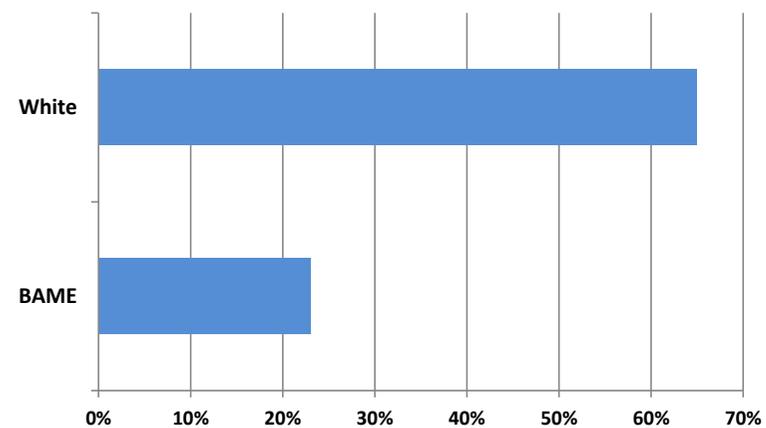
Table key

Voluntary turnover
 Involuntary turnover

Turnover benchmarking

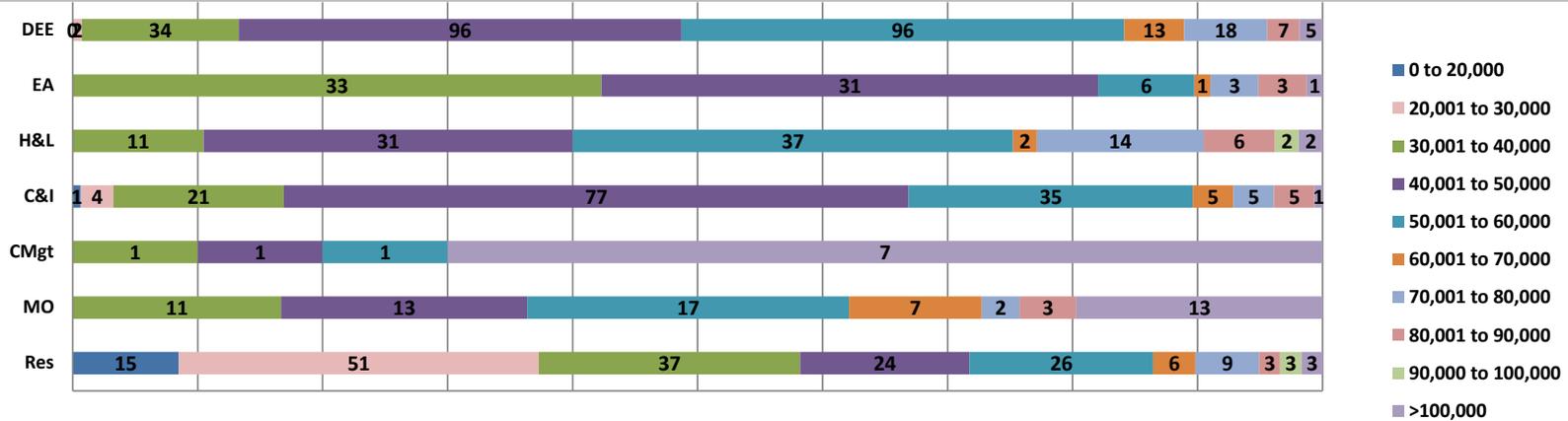


Leavers by ethnicity

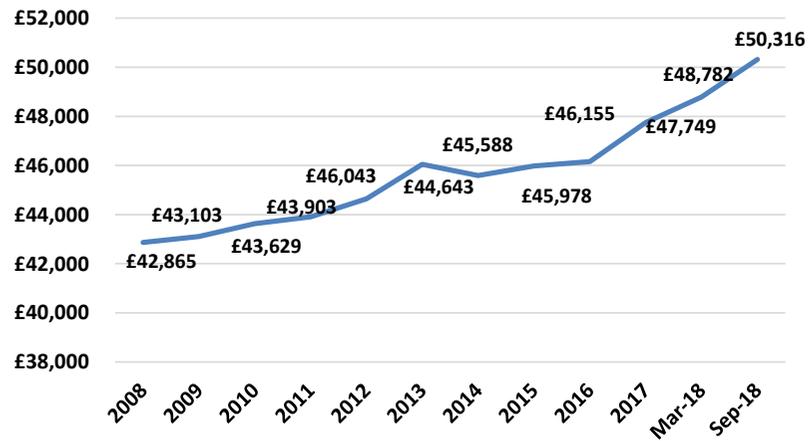


Salary profile

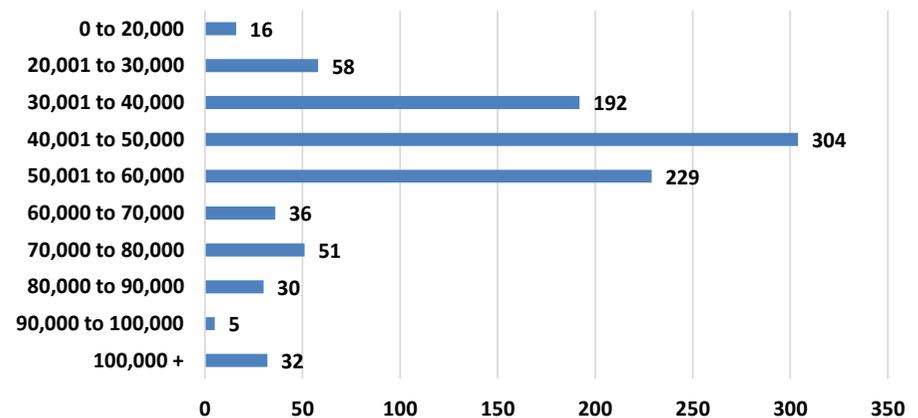
Salary breakdown by Directorate



Average salary 2008 to 2018

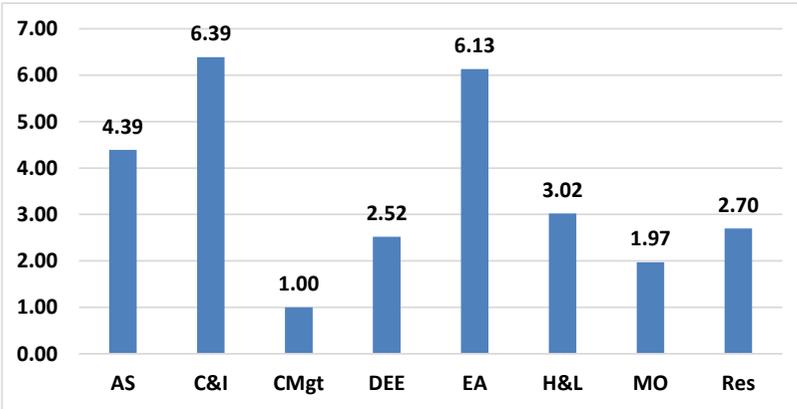


Number of staff by salary band

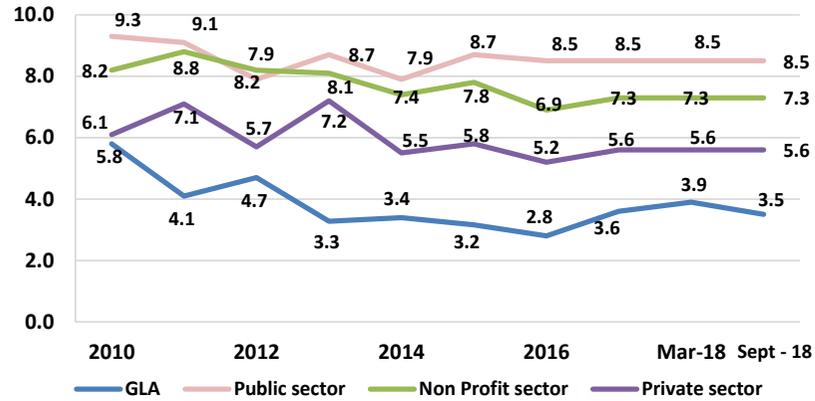


Sickness

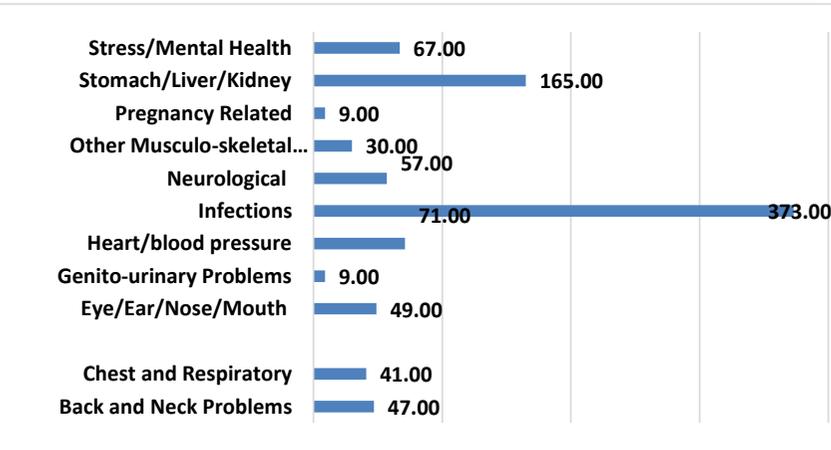
Average days taken by Directorate



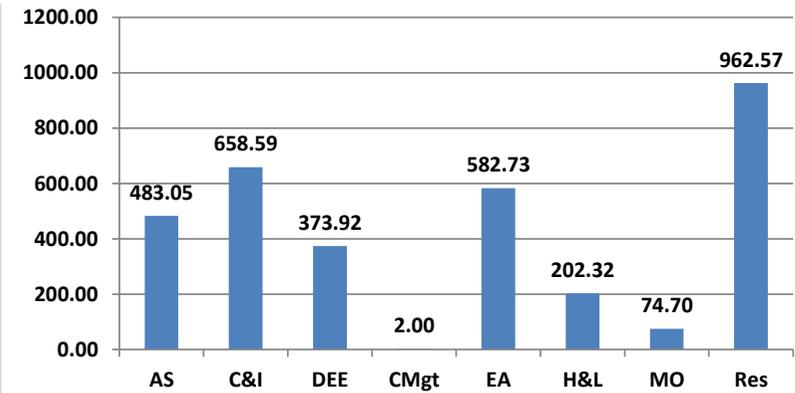
Average days taken 2010 to 2018 with benchmarking



Days taken by Reason

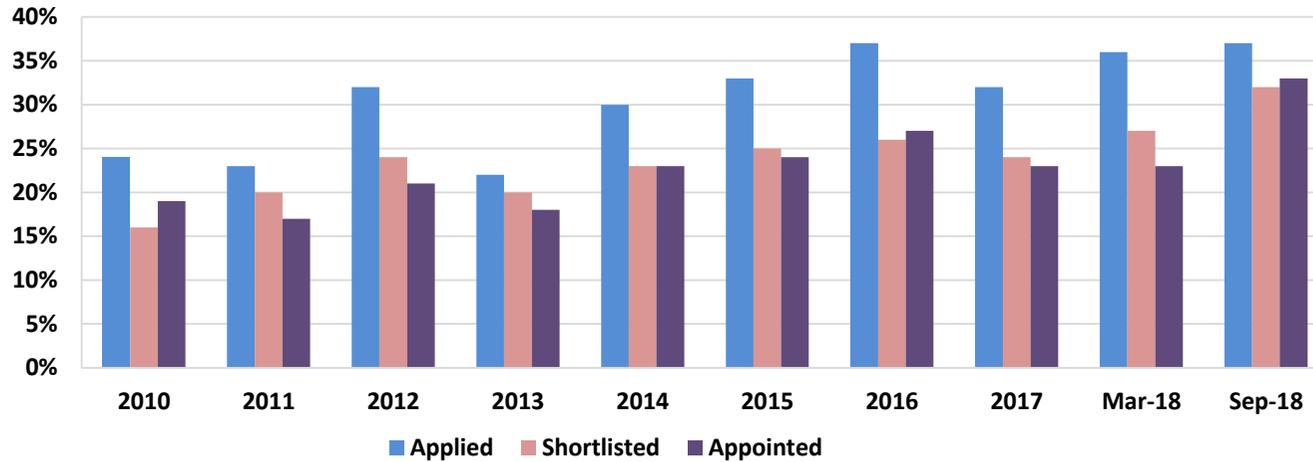


Total days taken by Directorate for year ending Sept 2018

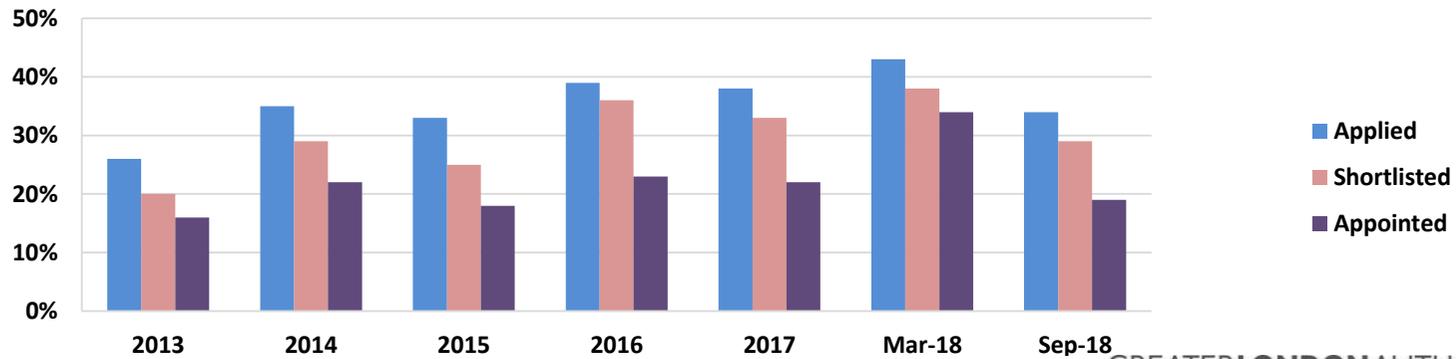


Recruitment - BAME staff

External Recruitment

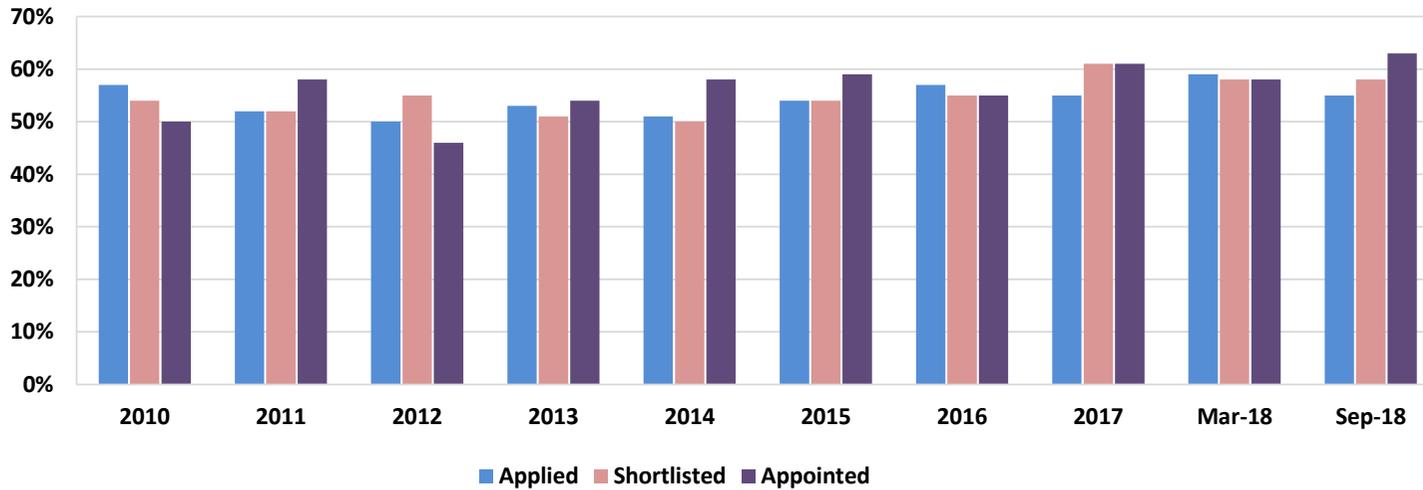


Internal Recruitment

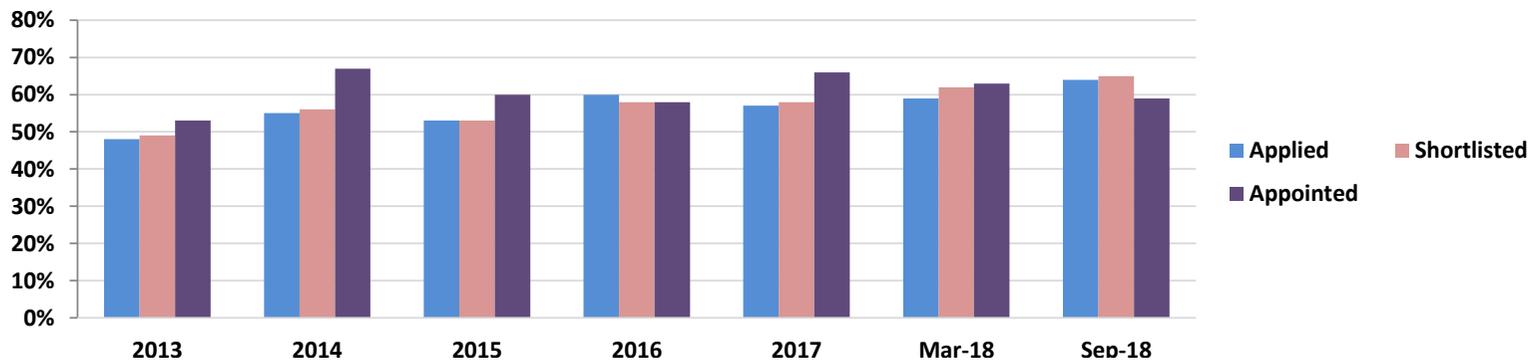


Recruitment - female staff

External Recruitment

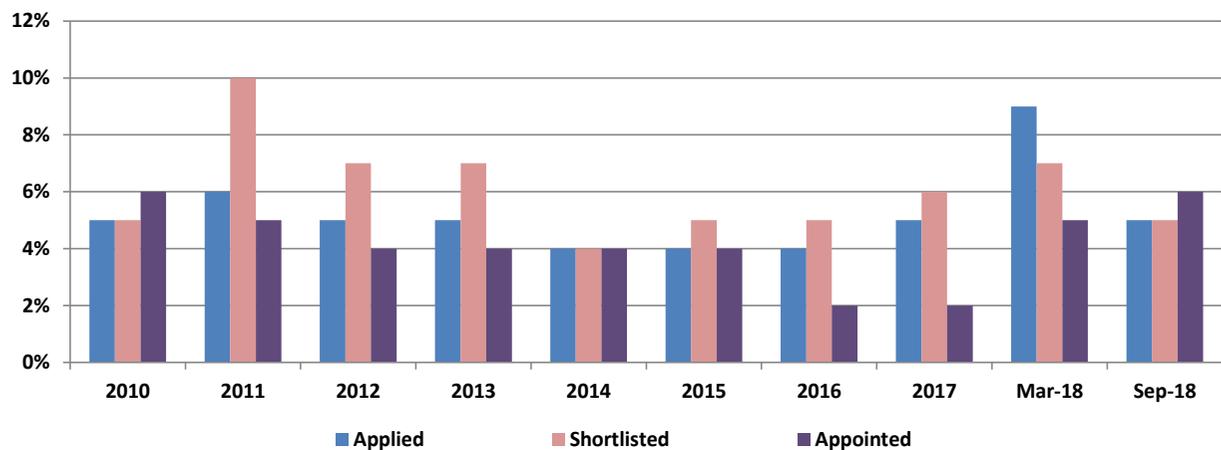


Internal Recruitment

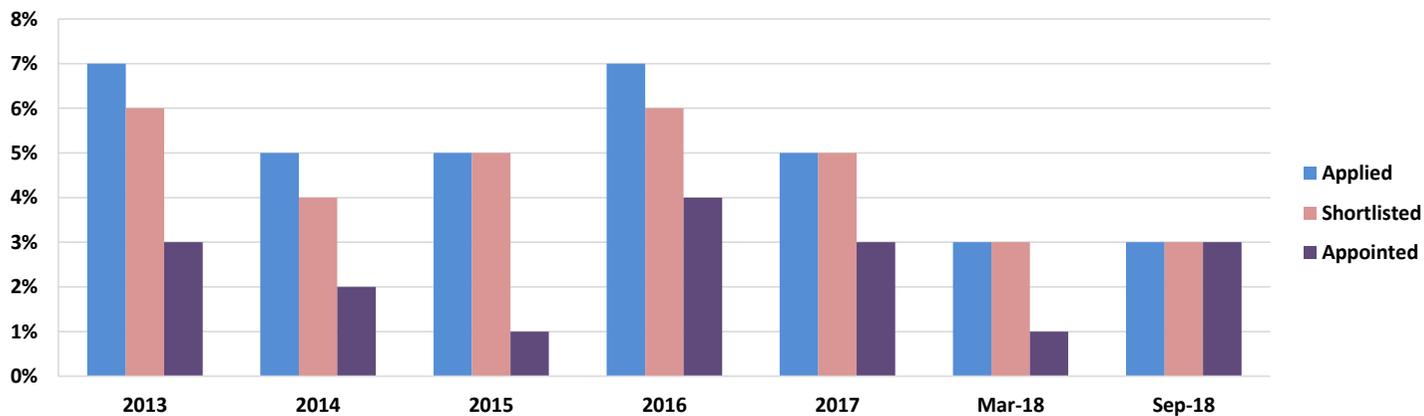


Recruitment - disabled staff

External Recruitment

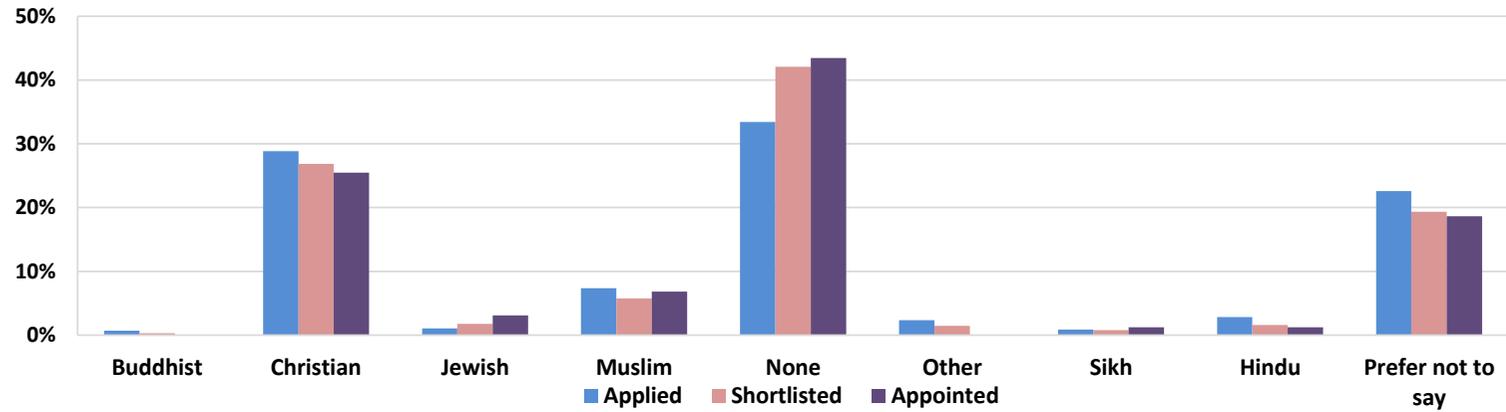


Internal Recruitment

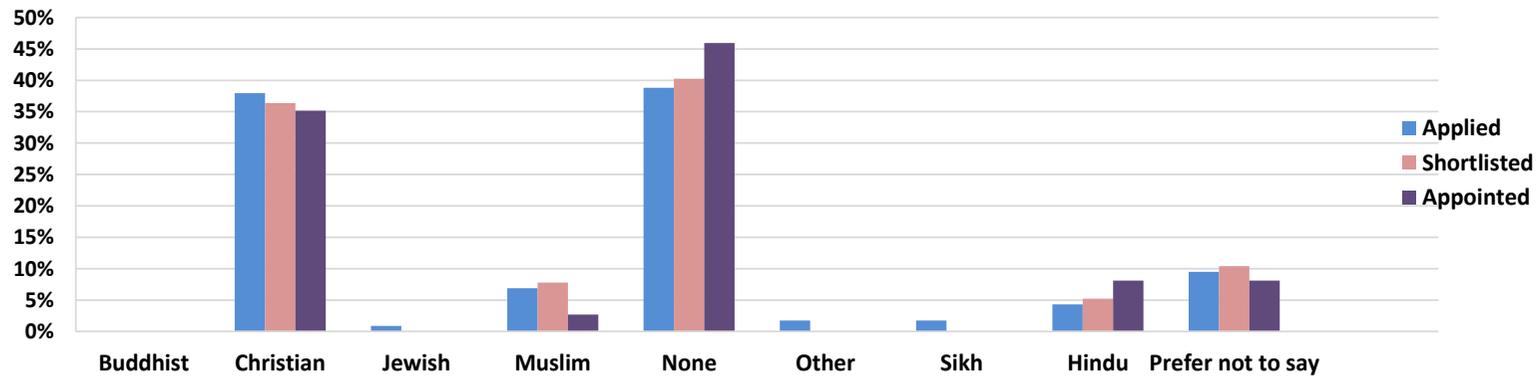


Recruitment - Faith

External Recruitment

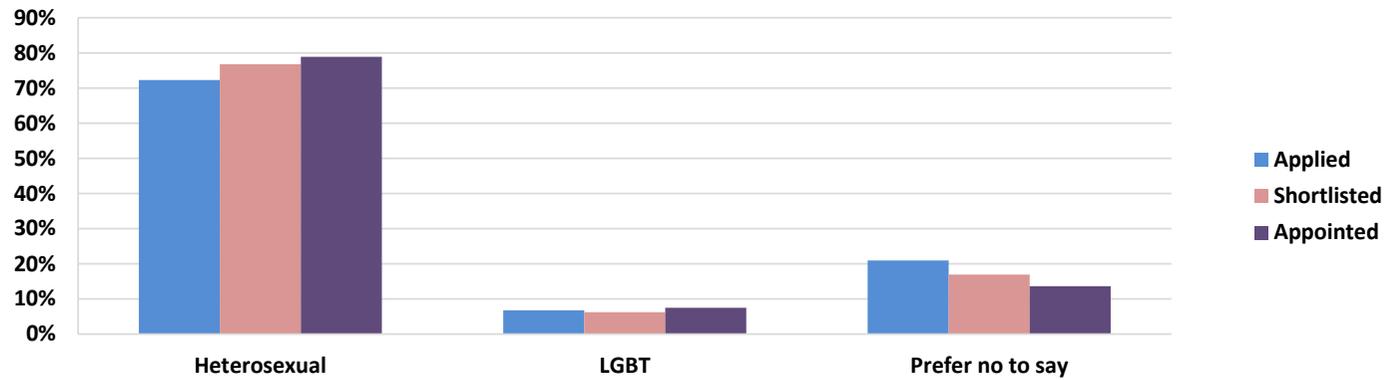


Internal Recruitment

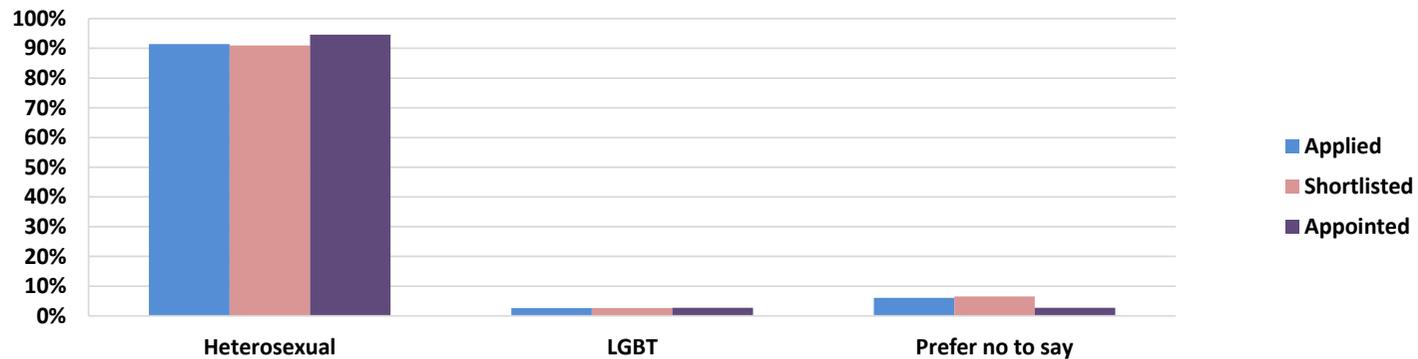


Recruitment - Sexual orientation

External Recruitment

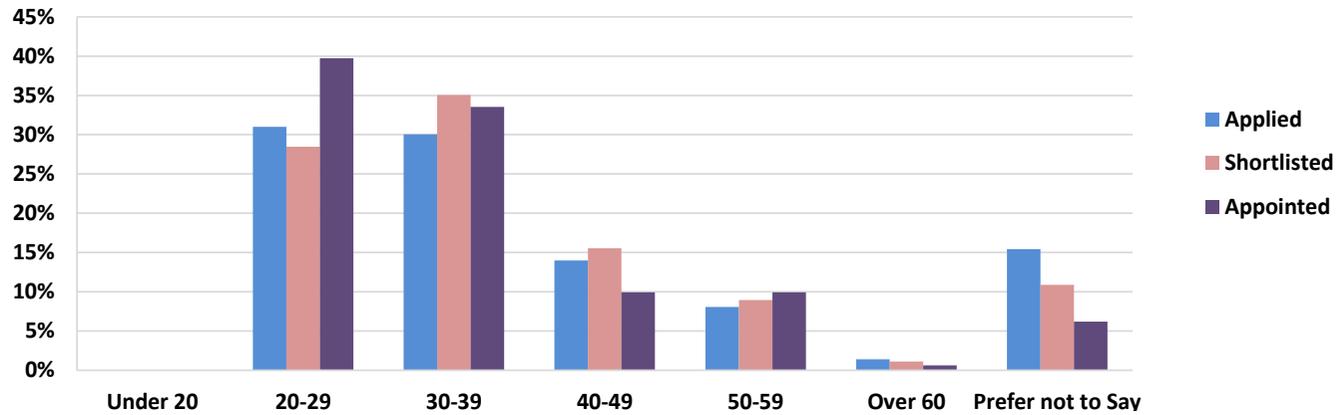


Internal Recruitment

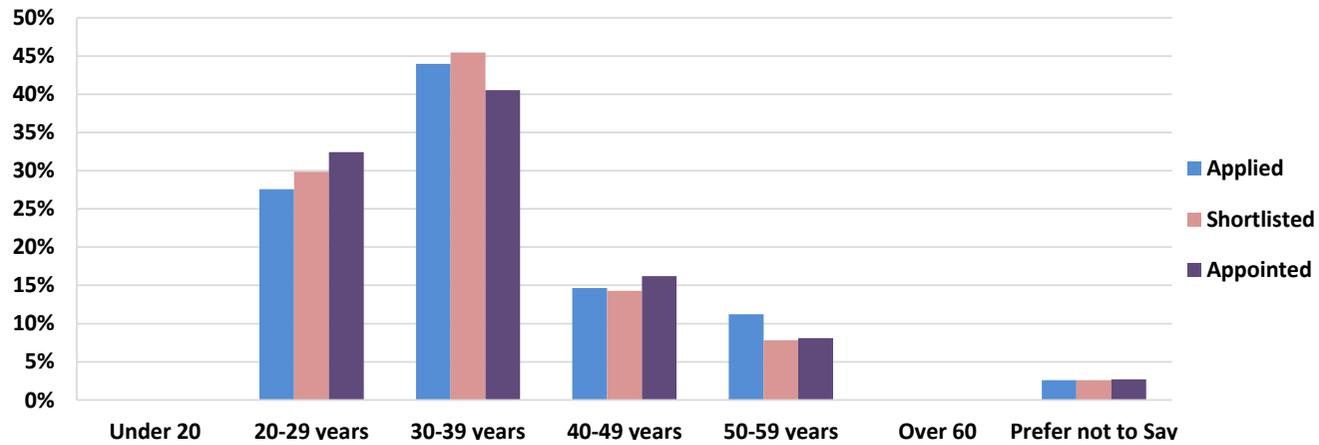


Recruitment - Age

External Recruitment

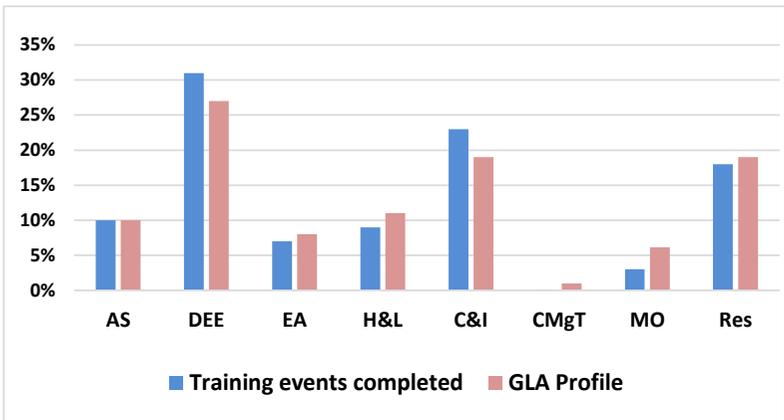


Internal Recruitment

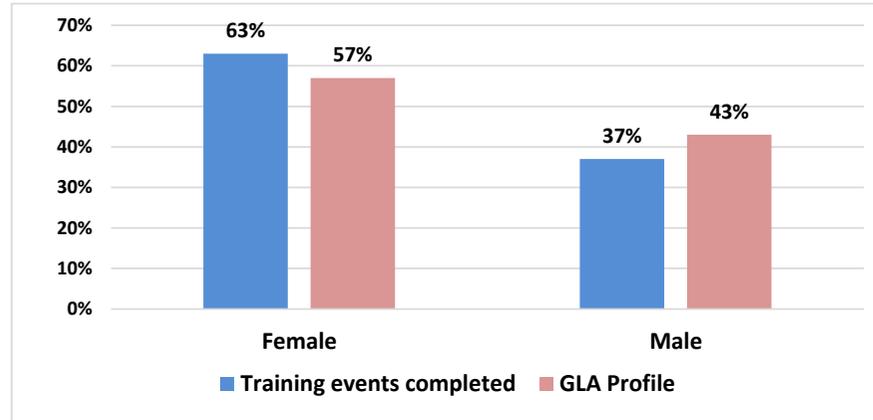


Learning analysis

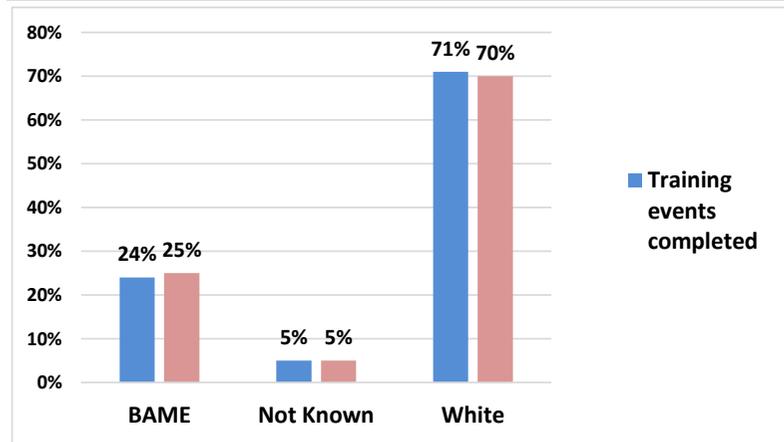
Training events completed April 2017 to March 2018



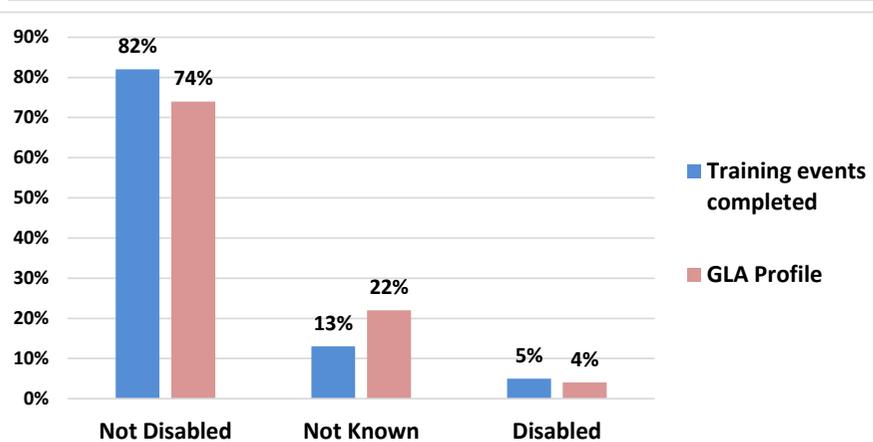
Training events completed by gender



Training events completed by ethnicity



Training events completed by disability



Additional Payments*

Additional Payments by Ethnicity

| | | Additional Payments for year ending 31/03/17 | Additional Payments 31/03/18 - 30/09/18 |
|-----------|--|---|--|
| BAME | | 22% | 16% |
| White | | 77% | 8% |
| Not Known | | 2% | 76% |

Additional Payments by Disability

| Disability | | Additional Payments for year ending 31/03/17 | Additional Payments 31/03/18 - 30/09/18 |
|-------------------|--|---|--|
| Disabled | | 5% | 4% |
| Not disabled | | 88% | 78% |
| Not stated | | 8% | 18% |

Additional Payments by Gender

| Gender | | Additional Payments for year ending 31/03/17 | Additional Payments 31/03/18 - 30/09/18 |
|---------------|--|---|--|
| Female | | 51% | 39% |
| Male | | 49% | 61% |

* Additional payments used for this data are honorariums and/or acting up allowances.