

# Subject: Workforce Report

**Report to: GLA Oversight Committee**

**Report of: Head of Paid Service**

**Date: 17 July 2018**

**This report will be considered in public**

## 1. Summary

1.1 This is the workforce report for the period 1 April 2017 to 31 March 2018.

## 2. Recommendation

2.1 That the Committee notes the report.

## 3. Background

3.1 This report covers the year ending 31 March 2018 and contrasts with the year ending 31 March 2017.

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.

3.3 A further report will be brought forward for consideration by the Assembly for the period 1 April 2018 to 30 September 2018 and this pattern will continue ongoing.

## 4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2018 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) 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.

## 5. Workforce Composition (Slides 3-10)

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

5.2 **Staffing Profile:** Total staff numbers have increased from 816 as at 31 March 2017 to 909 as at 31 March 2018. This represents a 11% increase on total staff numbers. Of the new starters 53% were recruited on permanent contracts and 47% on fixed term contracts. The greatest increases were in the DEE Directorate and the HOPS/C&I Directorate. In the case of the DEE directorate the increases are in the main in the Environment Unit the newly created temporary Skills Unit with European Programmes Management Unit moving from Resources Directorate to DEE. In relation to C&I the increases can be attributed to the establishment of the Communities and Social Policy unit and growth in the Intelligence and Analysis team. (Page 3)

**BAME Workforce Analysis:** The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has increased from 210 staff as at 31 March 2017 to 220 as at 31 March 2018 although the % has decreased from 26% to 24% due to the organisation growth, this below the economically active London population at 36% (Page 4). Across the directorates, Resources has the highest number of BAME staff with 42% 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 12% in the Secretariat which is a decrease from 17% as at 31 March 2017, to 31% in External Affairs which is also a decrease from 34% as at 31 March 2017 (Page 4).

5.3 **Gender Workforce Analysis:** The percentage of female staff has continued to increase from 54% as at 31 March 2017 to 56% as at 31 March 2018. The increase in gender representation is spread across the GLA with six of the seven directorates reporting a higher number of female staff than male staff. This is greater than the economically active London population which the GLA has consistently been higher than since 2008, the current figure is 46% (Page 5).

5.4 **Disability Analysis:** The percentage of disabled staff has remained at 5%, which is somewhat less than the economically active London population at 12% (Page 6).

5.5 **Senior Staff:** The percentage of female senior staff has increased from 42% to 45%, the percentage of BAME senior staff has remained the same at 12% and the percentage of senior staff that have self-declared as disabled has decreased from 5% to 3% (Page 8)

5.6 **Part-time Analysis:** As at 31 March 2018, 11% of the total workforce were part time which is a slight increase from 10% since March 2017. Of these, 91% were female, an increase from 86%. (Page 9). As at 31 March 2018 6% of staff were working compressed working patterns that cover full time hours.

5.7 **Age Demographic:** The majority of staff in the organisation are aged between 30 to 49 with an organisation average age of 40 (Slide 10).

- 5.8 During the year ending 31 March 2018, 17 women commenced maternity leave, of the 25 due to return in the period, 24 returned to work, 12 of which are on flexible working patterns.

## **6. Turnover (Slide 11)**

- 6.1 Total annualised turnover (all leavers for the period) for the year ending 31 March 2018 was 14% with voluntary turnover (all resignations and voluntary redundancies) running at 11%. 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%. 71% of the total turnover was due to resignations and retirements and 11% due to fixed term contracts ending. The overall turnover for BAME staff is 28% and is 4% higher than the BAME profile in the organisation.
- 6.2 Of leavers for the period, 67% completed part one of the exit questionnaire. The data shows that 66% 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 and monitor the data collected.
- 6.3 The exit data shows that, of those declaring their destination after leaving the GLA, 21% took roles in the private sector, 69% in the public sector and 10% in the voluntary sector. The main reason given for leaving the GLA was promotion.

## **7 Salaries (Slide 12)**

- 7.1 53% of staff are in the £30,000 – £50,000 salary bracket. There is a slight increase in the number of staff earning over £60,000 from 13% as at 31 March 2017 to 16% as at 31 March 2018, staff earning over £100,000 has remained the same at 3%. The pay ratio between lowest and highest is 8:82, the highest paid is 3.5 times the average salary. The average salary has increased slightly from £47,749 to £48,782 which reflects the annual pay award.
- 7.2 The percentage of BAME staff earning above £60,000 has increased slightly from 11 % to 12% as at March 2018. BAME staff represent 32% of staff earning between £30,000 –£40,000, and 22% between £40,000 –£50,000, these have both slightly decreased from 34% and 26% respectively as at 31 March 2017.
- 7.3 The salary levels for female and male staff are broadly representative up to £30,000. There are more females than males from £31,000 to £70,000 - 57% female to 43% male, with equal numbers between £70,000 and £80,000 and then more males than females from £80,000 and above 41% female to 59% male.

## **8 Sickness Absence (Slide 13)**

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2018. Managers 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 3.9 days per employee for the year ending 31 March 2018. This is a slight increase on 3.6 average days for the year ending 31 March 2017, although 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.
- 8.3 External Affairs and Resources directorate reported the highest number of average days lost due to sickness, both have several long-term absence cases which have affected the total number of days lost due to sickness.

## **9 Recruitment (Slides 14-19)**

- 9.1 In the current reporting period (April 2017 – March 2018) there were a total of 255 appointments, a total of 95 (37%) of appointments were made from the existing workforce, which demonstrates the opportunities and progression available to our internal workforce. In this reporting period a total of 160 (62%) external appointments were made. This is a 30% increase in external appointments compared to the last reporting period (March 2017).
- 9.2 Females made up 59% of the applicant pool for posts advertised externally, the highest number of external female applicants since reporting started in 2010. The number of external female applicants shortlisted and appointed remains high at 61% and 58% respectively. The number of internal female applicants remains high and the number shortlisted (62%) is at its highest since reporting started in 2010. The number of internal appointments was at 63%. (Page 15)
- 9.3 The number of external BAME applicants has increased to 36% and the number of applicants shortlisted is at its highest (27%) since reporting started in 2010. However the external appointment figures in relation to BAME groups has not improved from the last reporting period with appointments remaining at 23%. The number of internal appointments from BAME is 34% which is extremely positive. The previous highest number of internal appointments from BAME groups was 23% (March 2015) (Page 14)

It is acknowledged there is work to do to improve the number of BAME appointments externally. In 2018 the GLA has been piloting the use of specialist executive search agencies for some senior level appointments to help attract high quality applicants to job vacancies, particularly BAME groups. The next workforce report will assess the impact of using executive search agencies in relation to these appointments.

To drive awareness of the GLA's commitment to equality and diversity and to promote the organisation as an open and inclusive place to work, the GLA will be procuring a specialist agency to

help review and improve the GLA employer brand and strategy for attracting a more diverse range of applicants, particularly BAME groups, to our job vacancies.

In December 2016, the GLA introduced 'name-anonymous' recruitment to all internal and external staff vacancies advertised using the GLA's online recruitment system. Name-anonymous recruitment removes names from application forms to reduce the risk of unconscious bias at shortlisting stage. The shortlisting figures in this reporting period do demonstrate positive outcomes for both women and BAME candidates, however without a full review this cannot be attributed to the introduction of name anonymous shortlisting.

- 9.4 The number of external applications from disabled applicants has increased significantly from 5% to 9% and the number shortlisted has increased slightly to 6%. The number of disabled applicants appointed was 5% - the highest number of disabled applicant external appointments since for 2011.
- 9.5 In the current reporting period 6% 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% and internal appointments was 7%. (Page 16)

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 2017 to 31 March 2018 there were 7 interns appointed. The GLA Internship scheme attracts a diverse group of applicants and the BAME profile of interns appointed (57%) is well above the workforce profile (24%). The number of female intern appointments was 71%.

## **10. 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)**

- 10.1 HR&OD are working with the Equality and Fairness Team to support individual Directorates and Units to deliver the priorities set out in the Mayor's Equality, Diversity and Inclusion Strategy, published on 9 May 2018. Local action plans will be developed setting out how Units/Directorates will contribute to both policy making and workforce diversity and inclusion objectives.

### **Strengthened internal governance of workforce diversity activity**

- 10.2 To strengthen the internal oversight of workforce diversity and inclusion the GLA has introduced a new Diversity and Inclusion Management Board, chaired by the Head of Paid Service. The board is a sub-committee of the Corporate Management Team and all directorates are represented at Assistant Director level or higher. The Mayor's Office is represented by the Chief of Staff. Staff are represented by Unison, the LGBT+ Network, the Women's Network and the new BAME Network.
- 10.3 The Board acts as the GLA's internal oversight body of all workforce diversity and inclusion activity. A new Diversity and Inclusion work programme has been developed, aligned with the Diversity and Inclusion Action Standard, against which the board will monitor delivery.

## **Diversity and Inclusion Action Standard and other benchmarking**

- 10.4 The GLA has led on the development of a 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.
- 10.5 The content of the Standard has been agreed and will be published shortly. The GLA, together with GLA Group organisations, are in the process of finalising an initial self-assessment against the Standard to establish a baseline against which progress can be measured. This data is informing our corporate action planning on workforce diversity and inclusion, which is being overseen by the Diversity and Inclusion Management Board. A further assessment will take place in 2019.
- 10.6 The GLA takes part in a number of benchmarking initiatives to gain feedback on its workforce diversity and inclusion practice. We are currently working on the feedback gained through the 2018 Stonewall submission which is focused on improving HR Policies e.g. ensuring we have gender neutral language; examining how we can improve the diversity of our procurement chain and lastly how we can work with our LGBT+ staff network on key areas of improvement e.g. programme to establish LGBT+ allies in the GLA. The 2019 Stonewall Workplace Equality Index submission is due in the Autumn.

## **Pay Gaps Analysis and related action planning**

- 10.7 The GLA published its second gender pay gap analysis in March 2018, 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. An action plan is not required by law and demonstrates the GLA's ambition to lead by example.
- 10.8 The gender pay gap for the GLA published this year (based on data as of 31 March 2017) was 6.14%. The action plan includes a range of activity designed to have a positive impact on female representation at all levels such as anonymous applications, balanced interview panels, publicising and promoting opportunities to work flexibly. The plan also features larger scale initiatives targeted at helping women progress to senior levels in the organisation, for example Our Time: Supporting Future Leaders – a pilot programme across the GLA Group launched in May as part of the #BehindEveryGreatCity campaign (see 10.11 below). We provide ongoing support for our staff-led Women's Network which works with the organisation as a whole to promote gender equality. We continue to be part of active partnership with Timewise and will be drawing on their expertise in relation to upskilling managers on job design that allows for flexible working.
- 10.9 The first ethnicity pay gap analysis for the GLA Group was published in March 2018. The ethnicity pay gap for the GLA is 16% (based on data as of 31 March 2017). The Mayor has since announced that he will publish an action plan on how the GLA is working to close the ethnicity pay gap. Staff and other stakeholders are currently being consulted on the draft plan.
- 10.10 The GLA's pioneering experience in relation to pay gap analysis has been recognised externally.
- In April the GLA hosted a Timewise seminar highlighting its approach to pay gap analysis, on both the gender and ethnicity pay gap which was attended by private and public sector guests.

- The Equality and Human Rights Commission (EHRC) invited the GLA to be part of their research on ethnicity and pay and has highlighted the GLA as a case study of good practice. We will aim to share this case study across the sector once published.
- Business in the Community's (BITC) Race Equality Campaign held an event in partnership with the EHRC inviting the GLA to speak about this work to share with other employers in all sectors.

### **Our Time – Supporting Future Leaders**

- 10.11 In May the GLA launched Our Time, a new development initiative to support women into leadership positions. The scheme is being developed in collaboration with the GLA Group and is designed to remove barriers which prevent women from all backgrounds progressing to the highest levels. Our Time will pair high-potential women with senior staff champions (men and women) who will help to open up the professional networks, opportunities and contacts often needed to progress within workplaces.
- 10.12 The initiative is the first and largest-scale programme of its kind to be adopted in the public sector. The first cohort of women from across the Group (GLA, MOPAC, TfL, LLDC, MPS and OPDC) will start on the programme in the autumn and a toolkit will be created so that companies and organisations across all sectors in London can learn how to apply this model to their organisations.

### **Unconscious Bias Learning**

- 10.13 All members of the Mayoral Team, Corporate Management Team and Senior Management Team have now attended unconscious bias learning sessions, delivered by a specialist diversity provider.
- 10.14 Based on positive feedback from CMT and the Diversity and Inclusion Management Board, work is underway to procure a supplier to roll out unconscious bias learning to all staff. This will include a number of elements including interactive workshops for line managers and for teams, 1:1 sessions for senior managers and e-learning.

### **Staff Networks**

- 10.15 The GLA recently launched new guidance for Staff Networks to formalise how the organisation works in partnership with staff networks and how the GLA supports them. The guidance covers financial support, facility time for those in elected positions and support with democratic processes within networks.
- 10.16 The staff networks, supported by the HR&OD team, are coordinating and supporting an impressive range of staff activity including transgender awareness campaign, an LGBT+ allies programme and events to celebrate the centenary of the first women getting the vote.
- 10.17 A new BAME Network, established recently, held a launch event to engage BAME staff across the organisation. They had conducted a survey of staff where career progression was the top priority identified for potential objectives for the network. The network will be an important partner in the work to tackle the ethnicity pay gap and other work to advance race equality internally.

## **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. Staff in Development, Enterprise and Environment and Communities and Intelligence

and HOPS take up a slightly higher proportion of training places. Communities and Intelligence and HOPS staff take up 23% of training places while they constitute 19% of all staff. Development, Enterprise and Environment staff take up 31% of training places while they constitute 27% of all staff. The Mayor’s Office staff take up less opportunities (3% versus target 6%) although this has increased since the last report.

- 11.2 Women take up proportionally slightly more development opportunities compared to men (62%). BAME staff are also slightly overrepresented in training attendance – 26% versus 24%. 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.
- 11.3 Staff who declare disability (6% of the organisation) take up 4% of learning opportunities.
- 11.4 We have commissioned a tailored programme of digital learning for the GLA senior leadership team. The first six-month programme began in February 2018. Work is underway to identify the next cohort of participants for a second programme later this year.
- 11.5 We have also identified senior GLA participants for the London Leadership Programme, a pan-London programme developed to support high potential officers into leadership position and create a pipeline for roles in the next 2-5 years.
- 11.6 The L&OD service has recently been through an internal audit to look at the processes to ensure effective learning needs analysis and learning delivery. The audit has provided very positive feedback on the service. The full report will come to Audit Panel later in the year.

### **Apprenticeships and the Apprenticeship levy**

- 11.7 In the current year, the GLA is hosting 18 Advanced Apprentices and 5 Higher Apprentices in project management. OPDC are hosting 1 Advanced Apprentice and 1 Higher Apprentice as part of the scheme. 3 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. We are meeting the public-sector apprenticeship target of 2.3% of the workforce.

The GLA Apprenticeship scheme attracts a diverse group of young people. The table below shows the equalities profile of the 2017 advanced apprenticeship recruitment campaign.

<b>Stage</b>	<b>Total</b>	<b>Female</b>	<b>BAME</b>	<b>Disability</b>	<b>LGBT</b>
Applications	177	44%	55%	6%	5%
Assessment	48	52%	46%	6%	4%
Appointed	19	53%	37%	5%	5%
Economically Active 18-24 population London		48%	40%	7%	n/a

- 11.8 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 Government tops up the levy funds by 10% and the money can then be used for apprenticeship training. 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.

- 11.9 In August 2018 the GLA will again host a project team of Teach First teachers who will work with the apprentices to support their next career steps. They will also look at how to effectively communicate the new apprenticeship standards to managers and apprentices.

### **Staff engagement survey**

- 11.10 The GLA has a commitment to regularly survey employees as a way of driving staff engagement and improvement within the management and performance of the organisation. The resulting data and analysis is used to identify and deliver a range of organisational development projects.

The last staff survey took place in Autumn 2017. The GLA's overall employee engagement level is high at 79% (same as 2015). This figure is made up of questions that measure how positively staff speak about the organisation, how willing they are to go the extra mile, and whether they want to stay working for the GLA. As a comparison, the Civil Service engagement score is 62%. The indicators which drive the engagement index are also above the UK public sector benchmark.

From the survey we can see that GLA staff have a lot of belief in the purpose and objectives of the GLA (85%) and are proud to work for the organisation (83%), +13 higher than the public sector average. 75% of you would recommend the GLA as a great place to work. This is +14 above the public sector average. Since 2015 we've seen a slight (+4) increase in intention to stay.

- 11.11 Areas where we are performing highest compared to other organisations in the public sector include:
- I work beyond what is required in my job to help [the organisation] achieve its objectives (+24 above public sector benchmark)
  - Working here makes me want to do the best work I can (+20 above public sector benchmark)
  - There is good co-operation between teams I work with (+20 above public sector benchmark)
  - I have the opportunity to contribute my views before changes are made which affect my job (+20 above public sector benchmark)
  - Senior management are open and honest in their communications with staff (+17 above public sector benchmark)
- 11.12 Unit leaders have been working with their teams to look at local results, celebrate success, determine key areas for improvement and create a plan of action. The Senior Management Team (SMT) and Corporate Management Team (CMT) have also been working together to look at what areas need to be addressed not just within individual Units but also at an organisational level.

The three areas that have been agreed by the CMT and SMT as corporate priorities for 2018/19 are:

- Reviewing how we reward and recognise employees for their efforts
- Reviewing resources to enable employees to work more effectively and improve wellbeing
- Improving how we manage performance, diversity and inclusion - including importantly bullying & harassment.

Each priority will be led by at least one CMT & SMT member. CMT are also working on a series of activities to improve communication and increase visibility of the Executive Leadership team amongst staff. A series of staff briefing events have been held in June at City Hall and Union Street to engage staff in the current and future priorities across the Directorates and to also set out the work of the Assembly. We will capture feedback from these events to inform future staff engagement.

## **Wellbeing**

- 11.13 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 April supported by our Employee Assistance Programme, Occupational Health and Health check providers and other suppliers.
- 11.14 As part of the GLA's commitment to increasing mental health literacy, we supported the Time to Talk awareness campaign in February with a mental health pop up stall for staff.
- 11.15 We've been supporting the Mayor's vision to make London a Dementia Friendly City. Staff have had access to online material and face to face sessions to support them to become Dementia Friends.
- 11.16 The Employee Assistance Programme provides a free, confidential, 24 hour, 365 day a year counselling service to staff. The services provided include life management, telephone, face to face and e-counselling. There is good usage of the Programme. 50 cases were received between April 2017 and March 2018; 19 of which related to stress, anxiety or depression. We are investigating how we can call on this provider to give additional support to staff who may be supporting the victims of serious crime to ensure that we are doing all we can to prevent problems in relation to stress or anxiety.
- 11.17 The GLA also provides range of health promotion initiatives such as a free, health screening programme and corporate memberships to Benenden Health.

## **Performance management**

- 11.18 The recently implemented Diversity and Inclusion Standard for the GLA Group sets out an expectation (at the Base level) for the organisation to have a performance management system in place. In turn, managers are expected to ensure all staff have a development plan, that they are provided with development opportunities, and that they discuss career paths with staff as part of performance management. The GLA has a well embedded performance management process, however, the recent staff survey identified performance management practice as an area for improvement. To improve consistency of performance management practice, a comprehensive communications plan was put in place to ensure all GLA staff are clear on the need to have annual performance reviews. Additional tools were developed for managers and staff, including a new Performance Review Toolkit and 1h refresher sessions run at City Hall and Union Street. Senior managers were also provided with regular Unit data on expected and completed performance reviews. The overall completion as of 27 June stands as 86% and we anticipate this rising further.

## **12. Financial Implications**

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

## **13. Legal Implications**

- 13.1 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 01/04/17 to 31/03/2018.

Local Government (Access to Information) Act 1985

List of Background Papers: None

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# **GLA Workforce Report**

**An annual digest of employment data and statistics for year ending 31 March 2018**

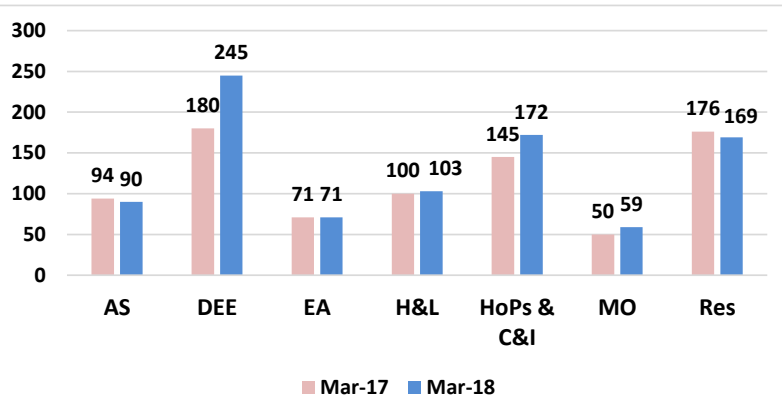
**GREATERLONDONAUTHORITY**

# GLA Workforce Report Key

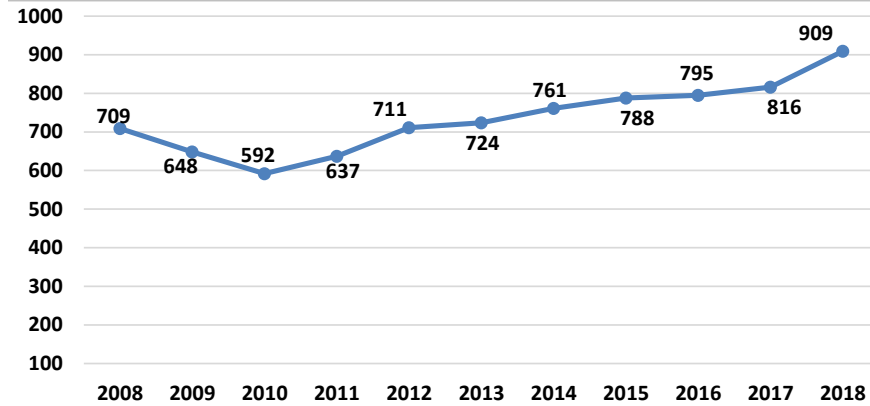
<b>Code</b>	<b>Directorate</b>
AS	Assembly Secretariat
DEE	Development, Enterprise & Environment
EA	External Affairs
H&L	Housing & Land
HoPS & C&I	Head of Paid Service and Communities & Intelligence
MO	Mayors Office
Res	Resources

# Staffing profile

## Staffing profile by directorate 2017 and 2018

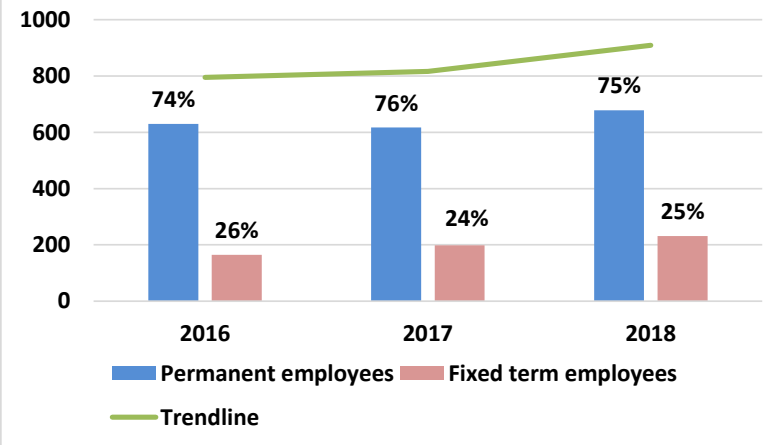


## GLA staff 2008 to 2018\*

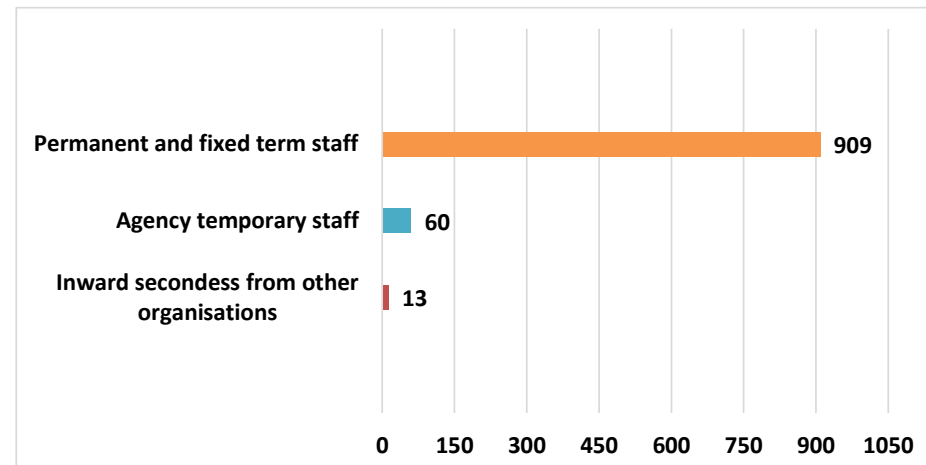


\*This data shows permanent and fixed term employees only it does not include agency staff, consultants or inward secondees

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

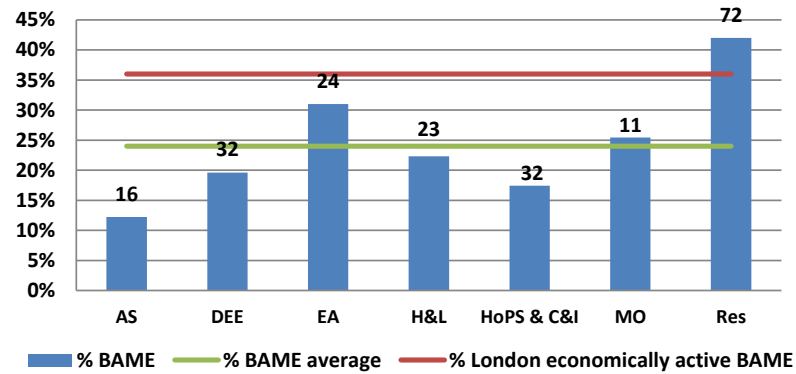


## Staff by contract type

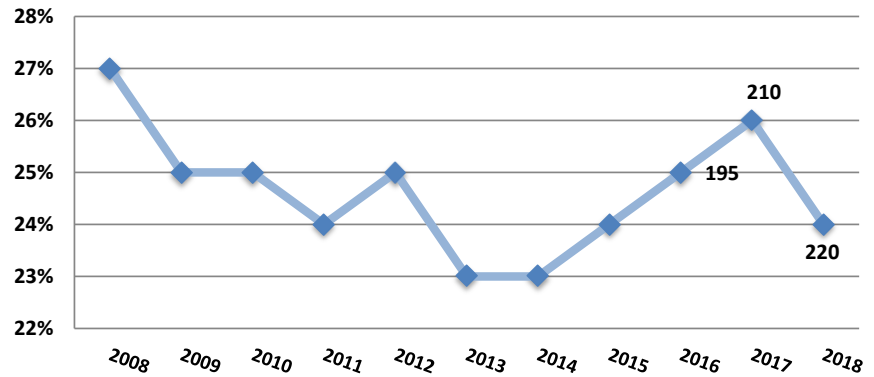


# BAME workforce analysis

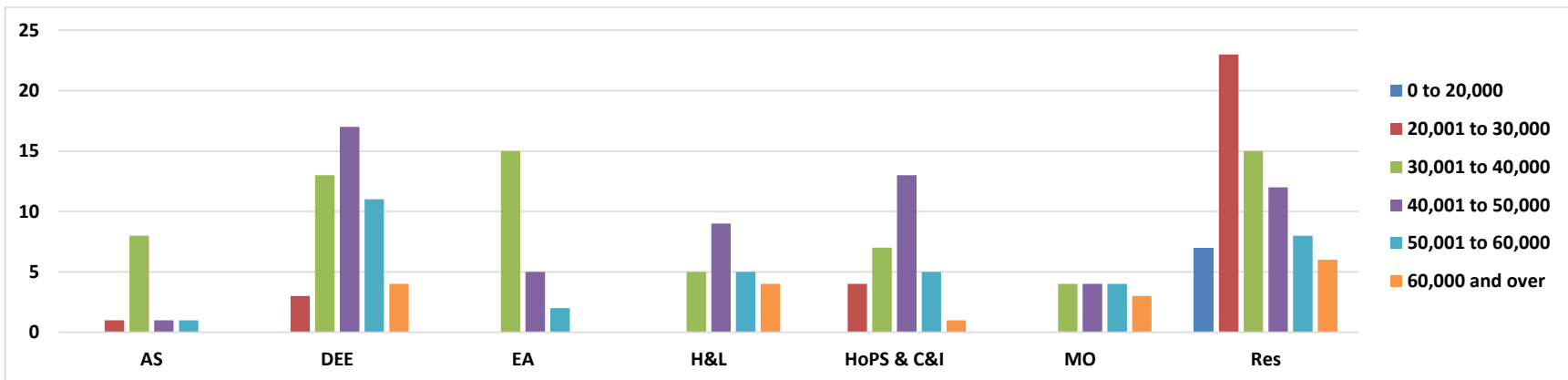
**BAME staff by directorate (% and number)**



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

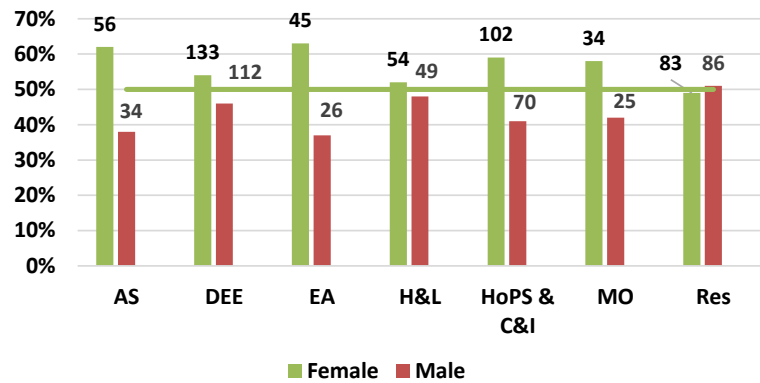


**BAME staff by directorate and salary**

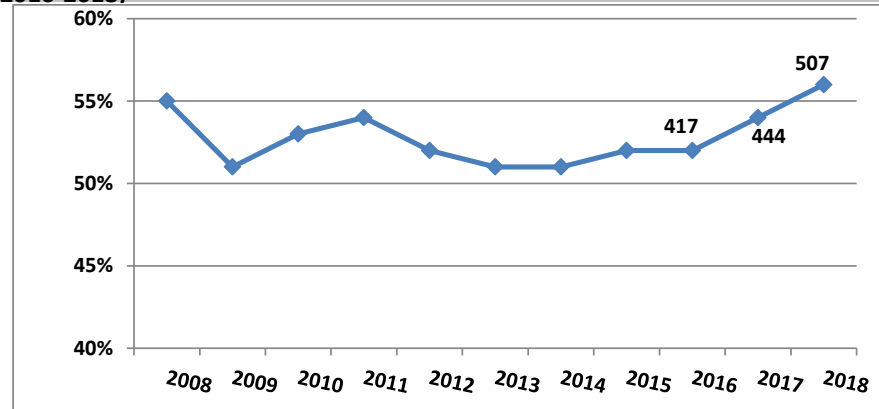


# Gender workforce analysis

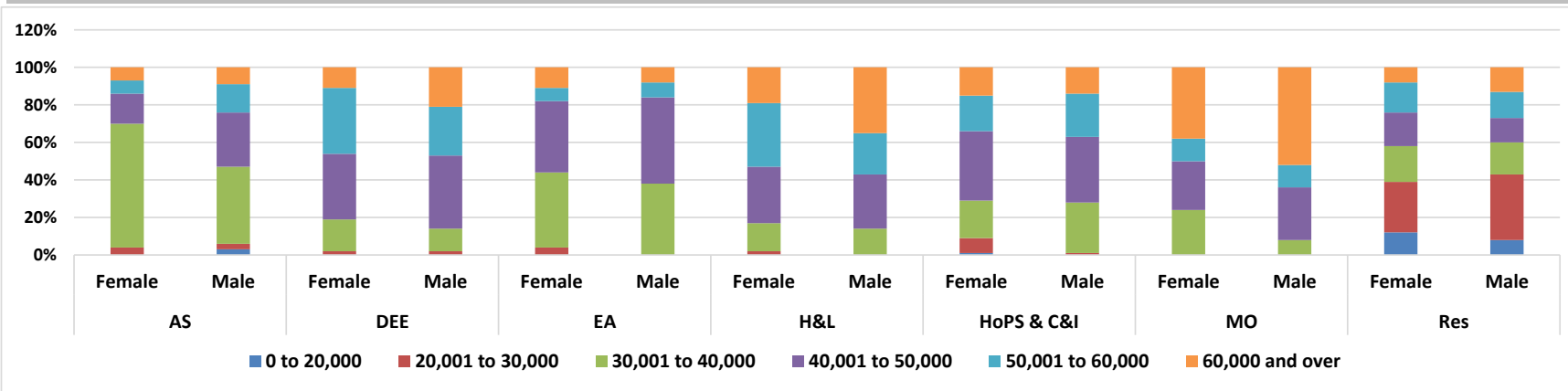
Female staff by directorate (% and number) with 50% trendline



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



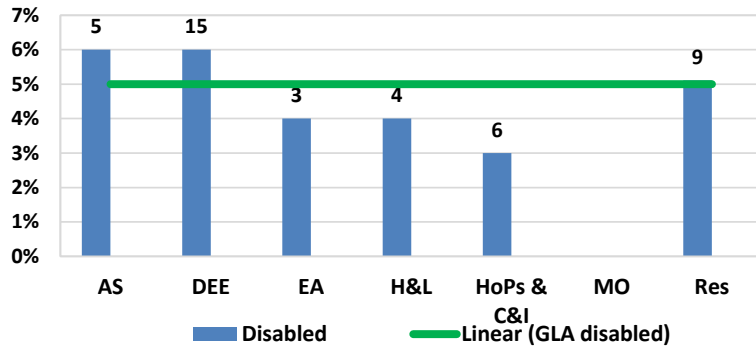
Staff by gender, directorate and salary



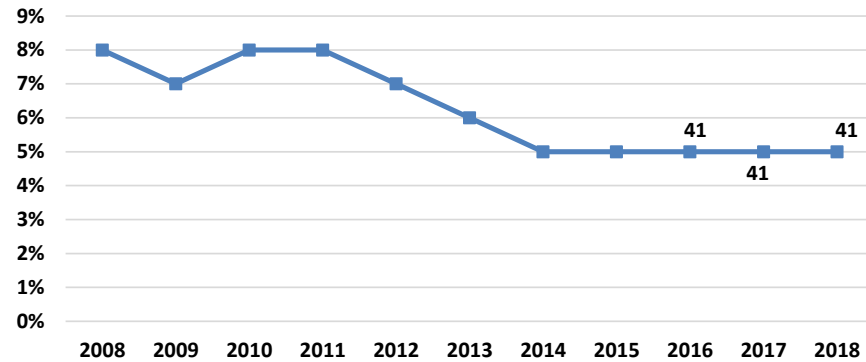


# Disability analysis

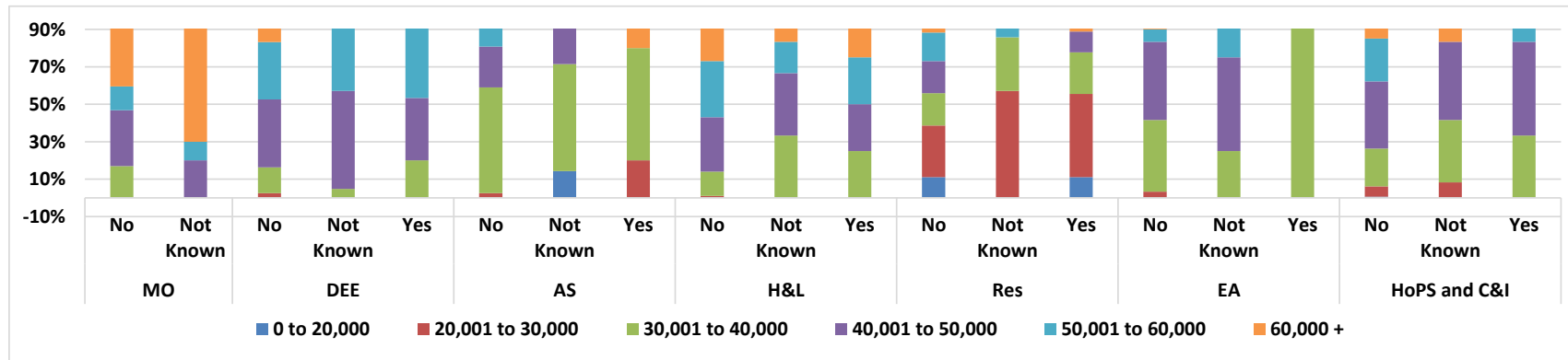
Disabled staff by directorate (% and number)



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

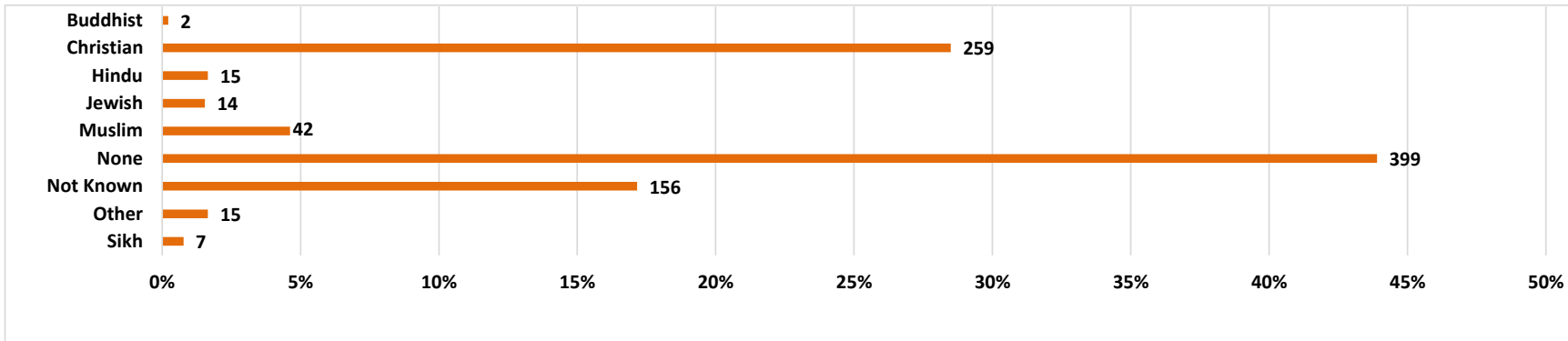


Staff by disability, directorate and salary

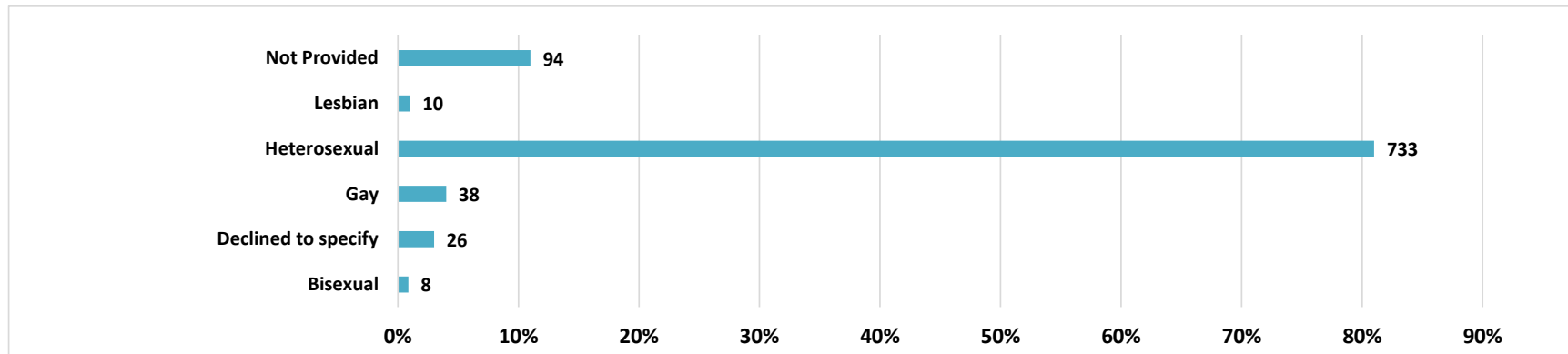


# Faith and Sexual Orientation

## Overall faith (% and numbers)

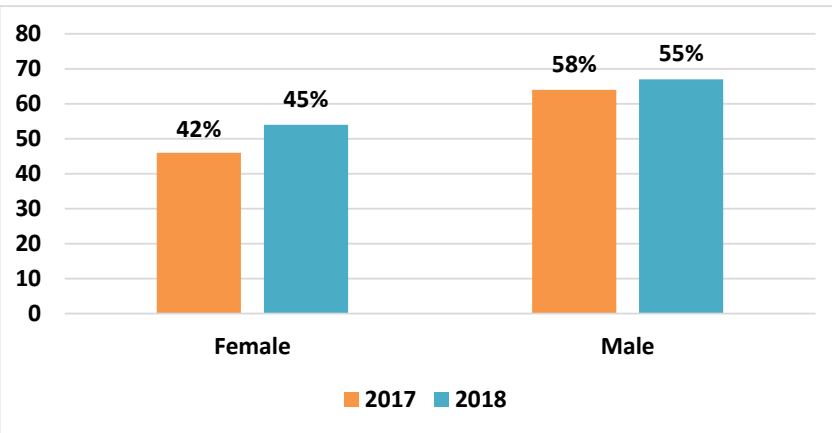


## Overall sexual orientation (% and numbers)

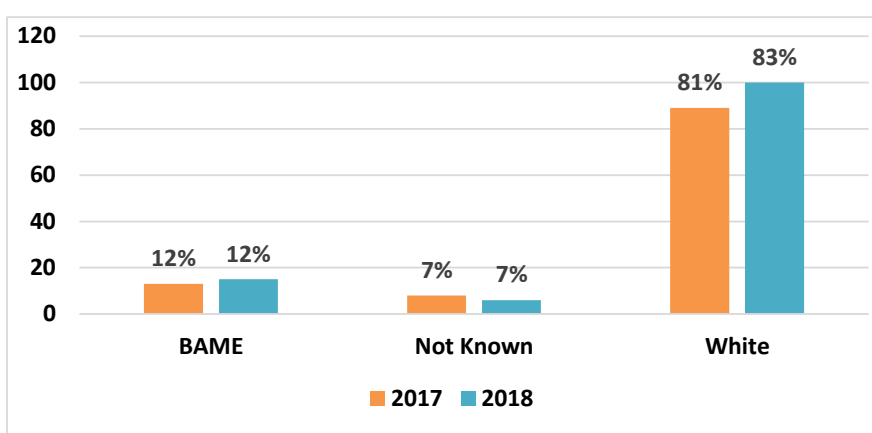


# Senior staff (£67,513 - Grade 12 and above)

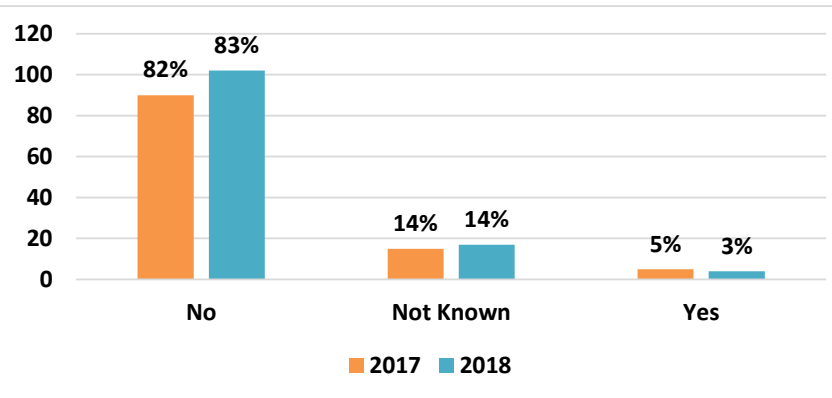
Senior staff by gender 2017 and 2018



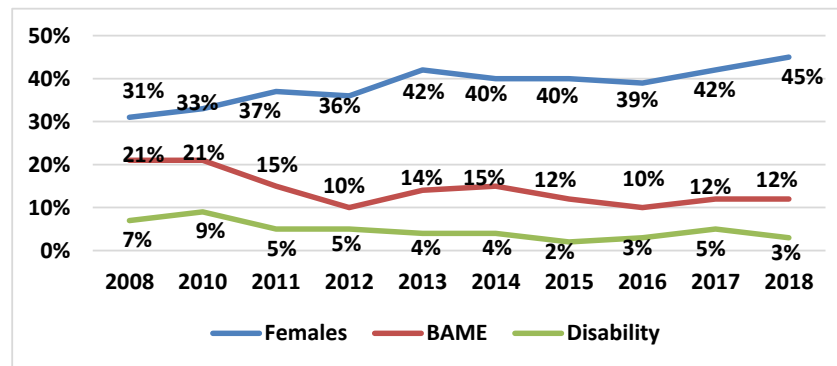
Senior staff by Ethnicity 2017 and 2018



Senior staff by disability 2017 and 2018

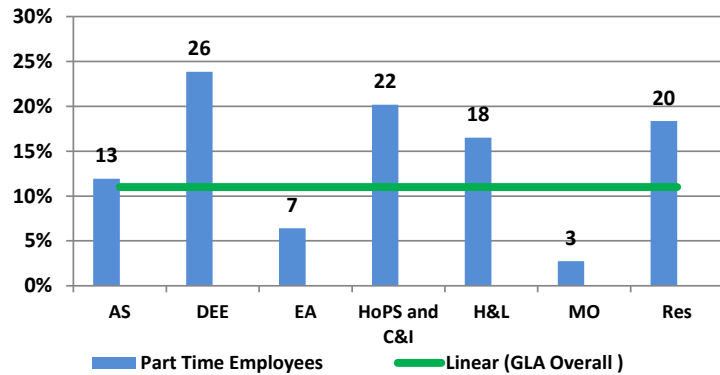


Senior staff 2008 to 2018

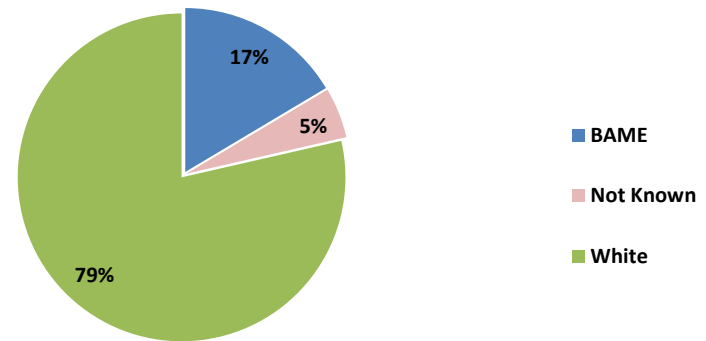


# Part time\* staff analysis (\*staff who work less than 37 hours per week)

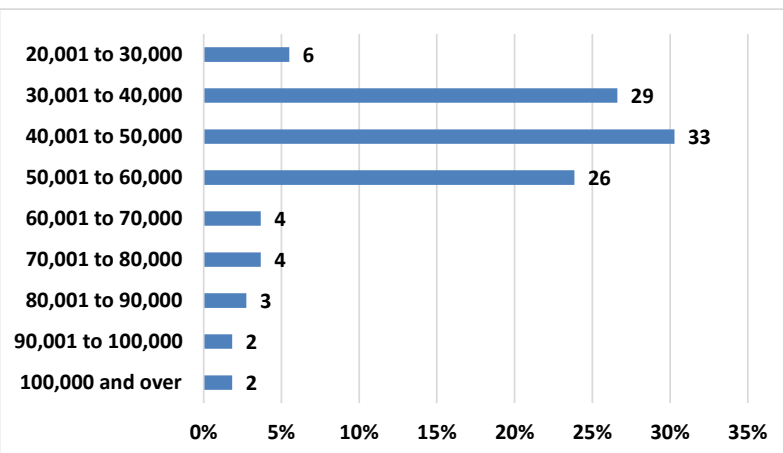
Part time staff by Directorate % and number



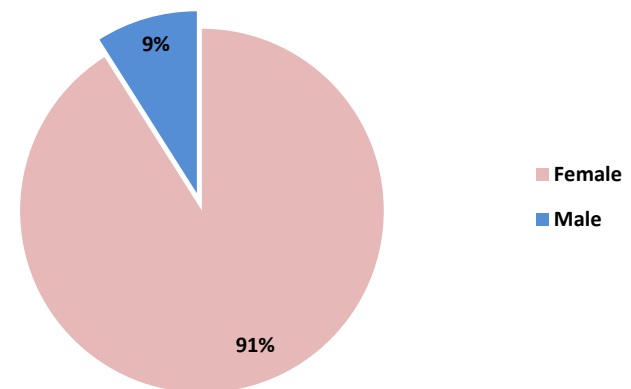
Part time staff by ethnicity % and number



Part time staff by salary band % and number

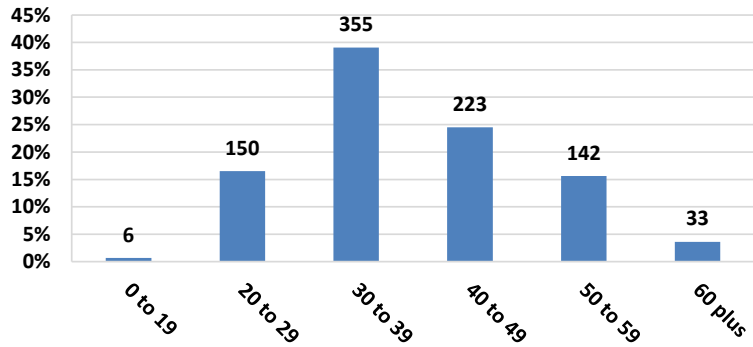


Part time staff by gender % and number



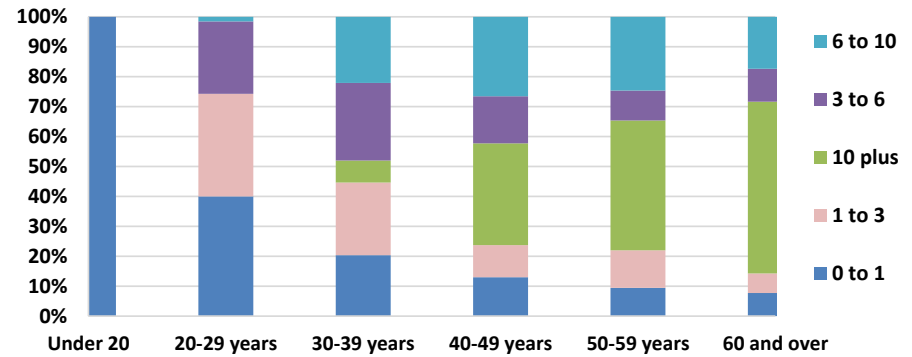
# Age analysis

Staff breakdown by age (% and number)\*

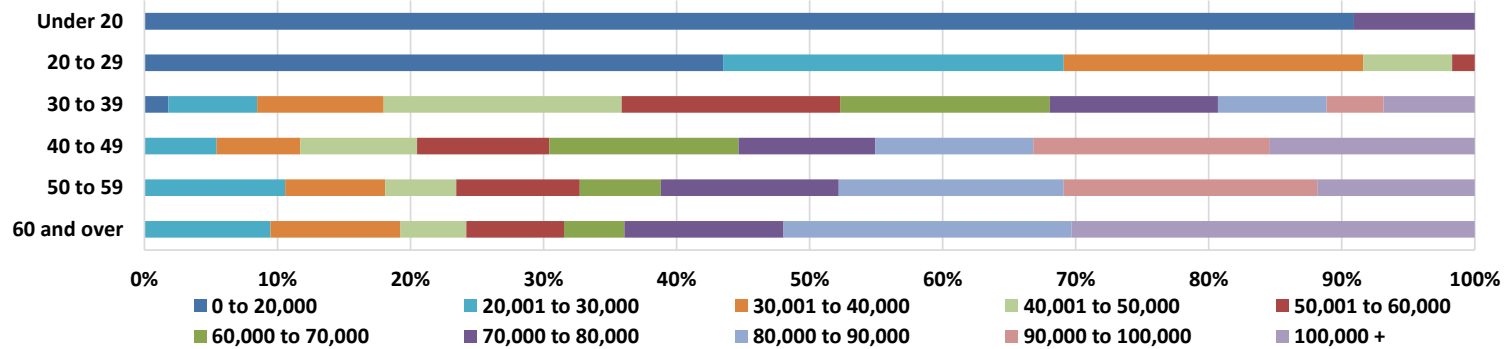


\*GLA average age is 39 years

Staff length of service by age band

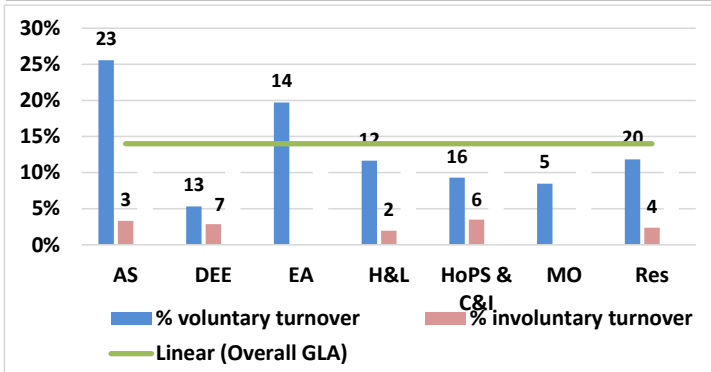


Salary breakdown by age (% and number)



# Turnover - overview

## Turnover by Directorate



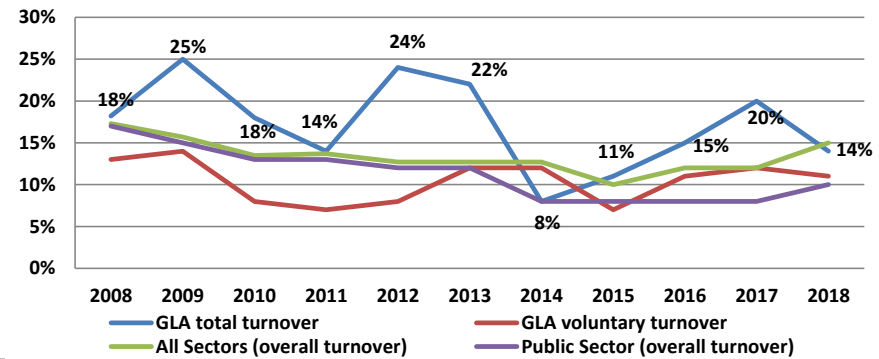
## Reasons for leaving

Reason	Number	%	%
Resignation	87	66%	
Retirement	6	5%	
TUPE Transfer	5	4%	
Voluntary Redundancy	6	4%	
End of Fixed Term Contract	15	11%	
Dismissal	2	2%	
Efficiency of Service	1	1%	
Compulsory Redundancy	3	3%	
<b>Total</b>	<b>125</b>		

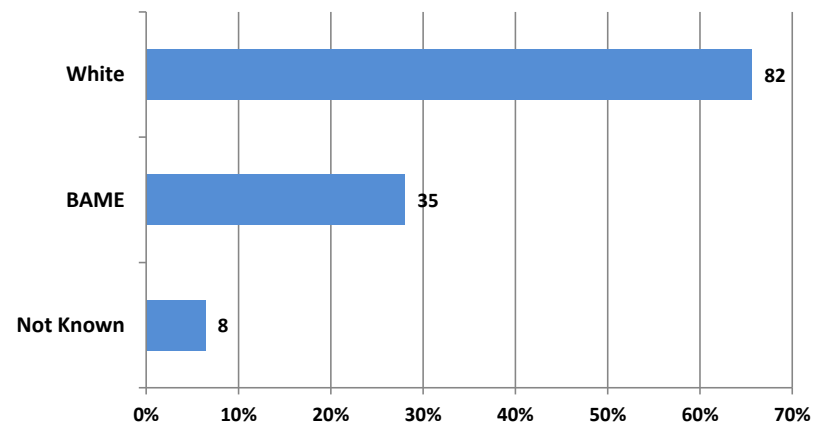
### Table key

Voluntary turnover
  Involuntary turnover

## Turnover benchmarking



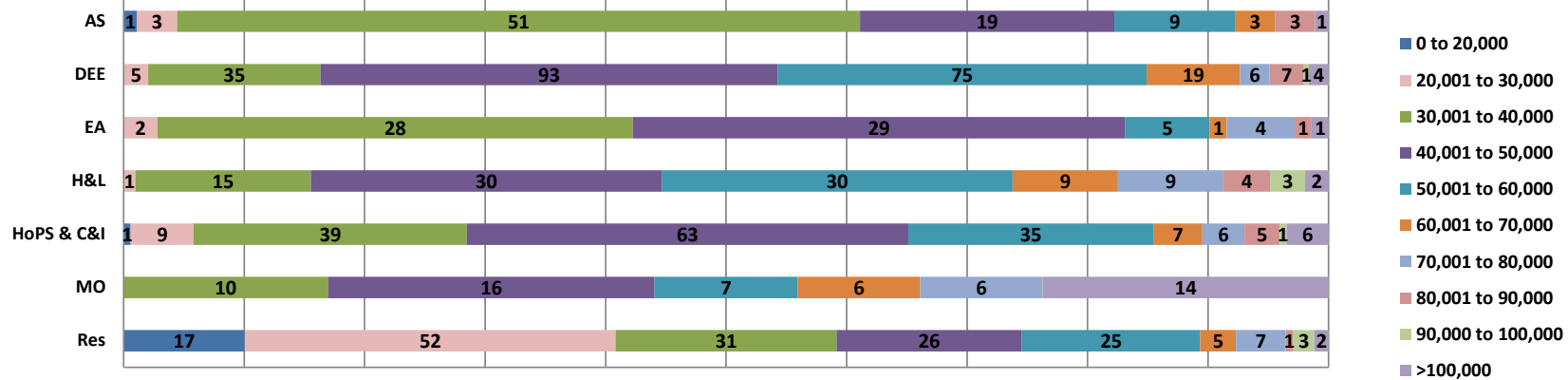
## Leavers by ethnicity



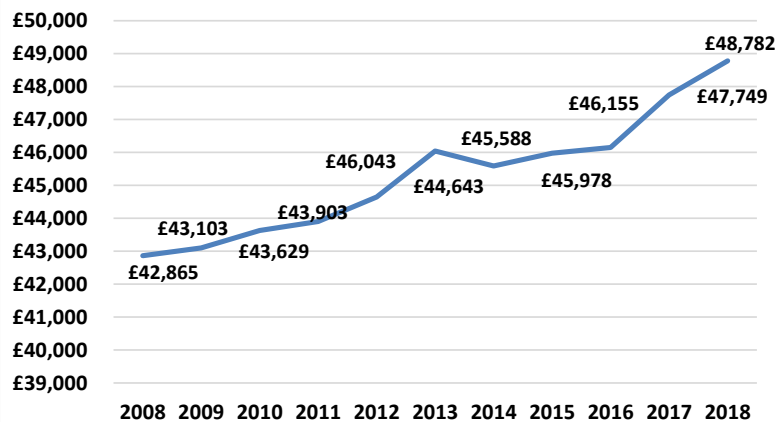
GREATER LONDON AUTHORITY

# Salary profile

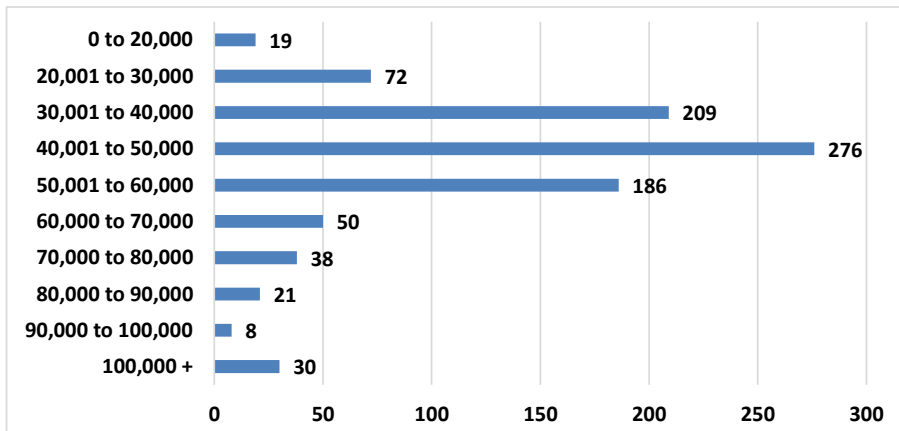
## Salary breakdown by Directorate



## Average salary 2008 to 2018

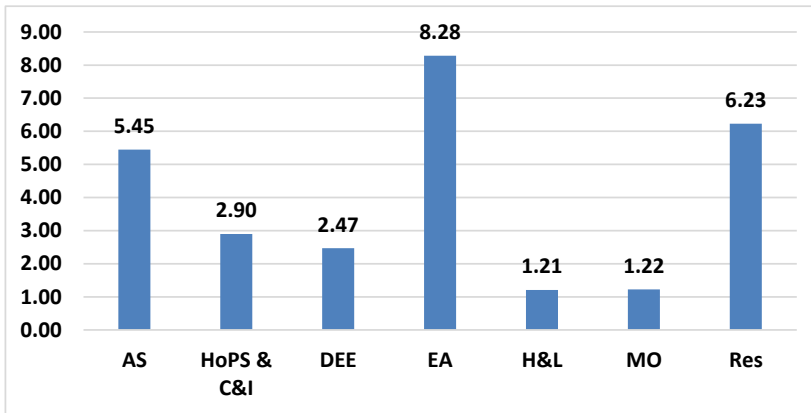


## Number of staff by salary band

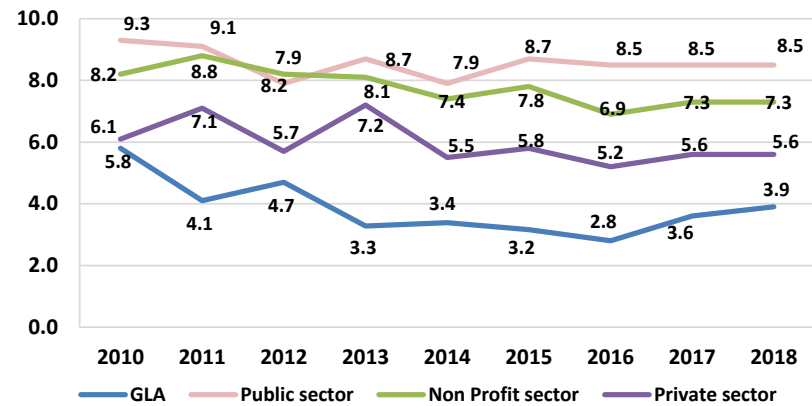


# Sickness

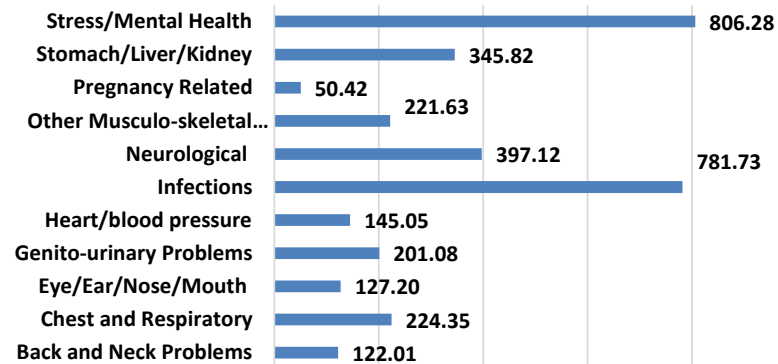
Average days taken by Directorate



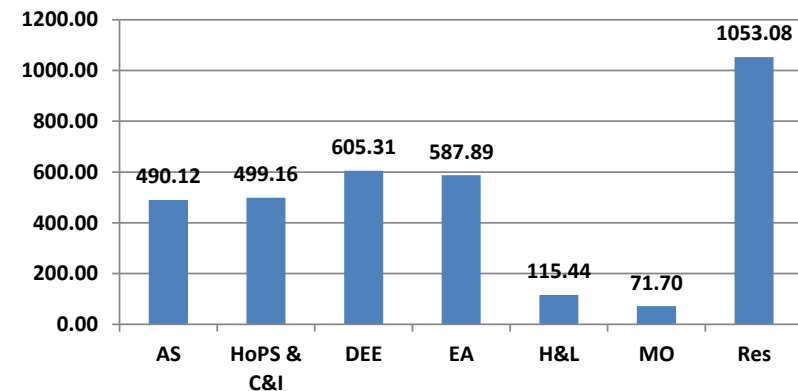
Average days taken 2010 to 2018 with benchmarking



Days taken by Reason



Total days taken by Directorate for year ending March 2018

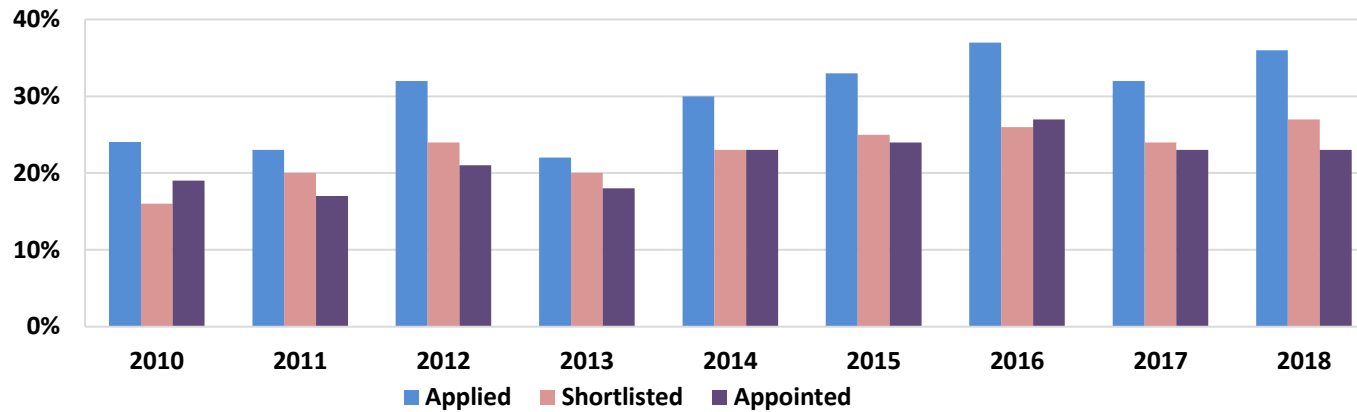


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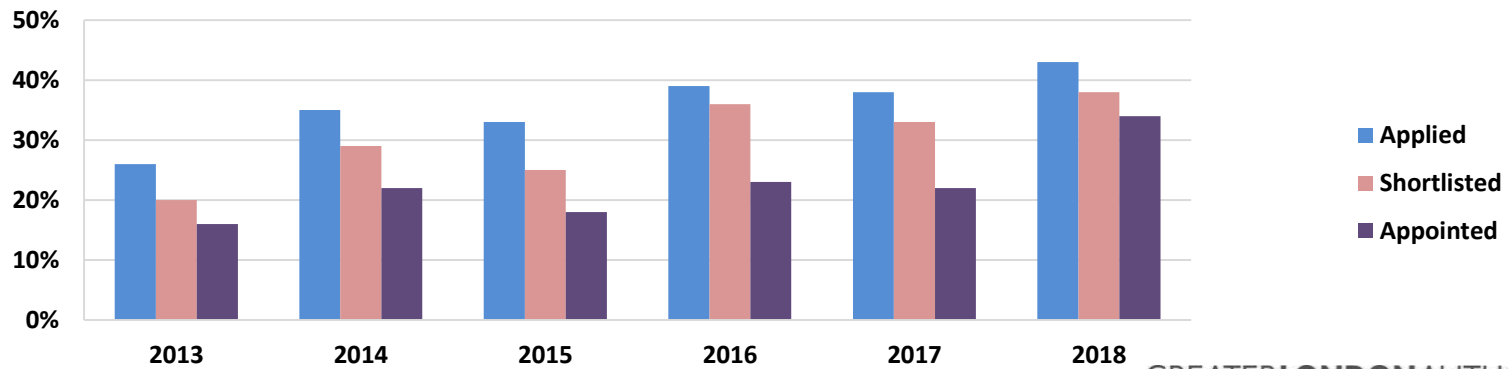


# Recruitment - BAME staff

## External Recruitment

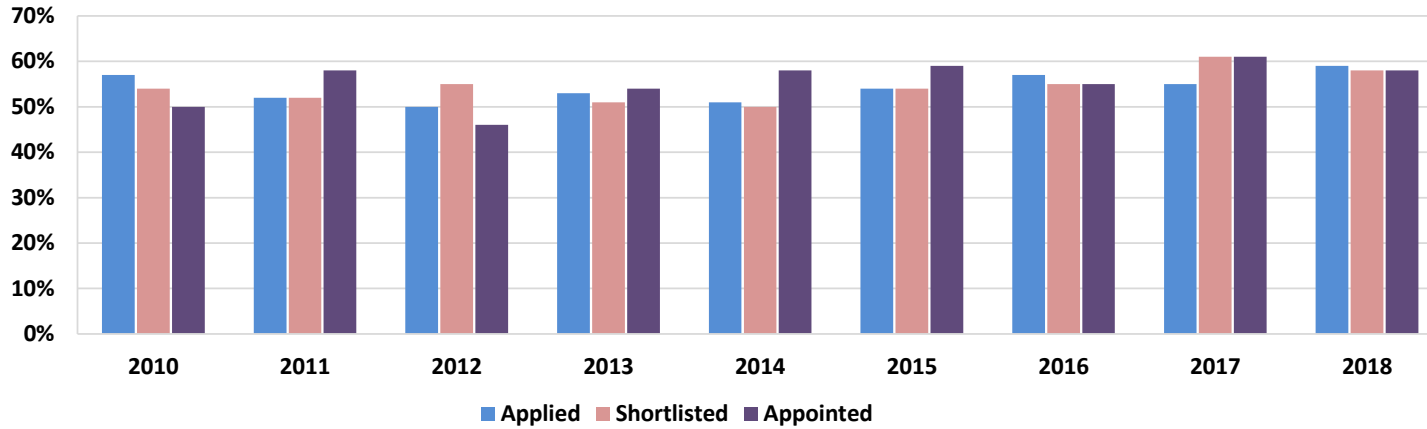


## Internal Recruitment

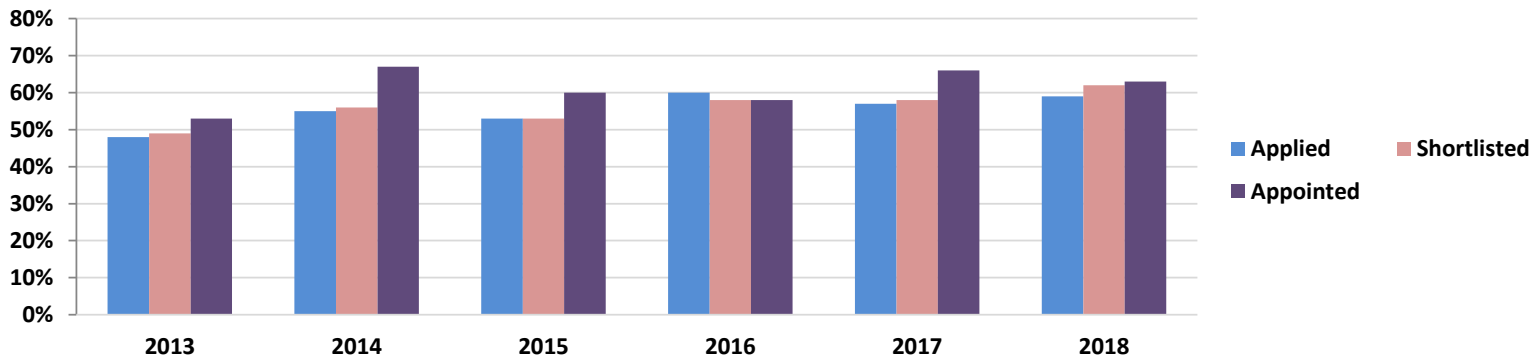


# Recruitment - female staff

## External Recruitment

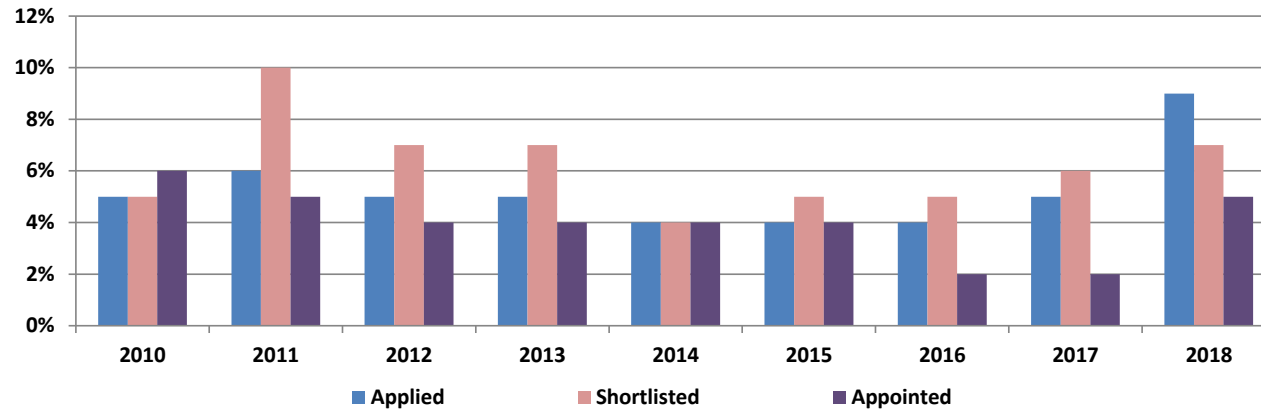


## Internal Recruitment

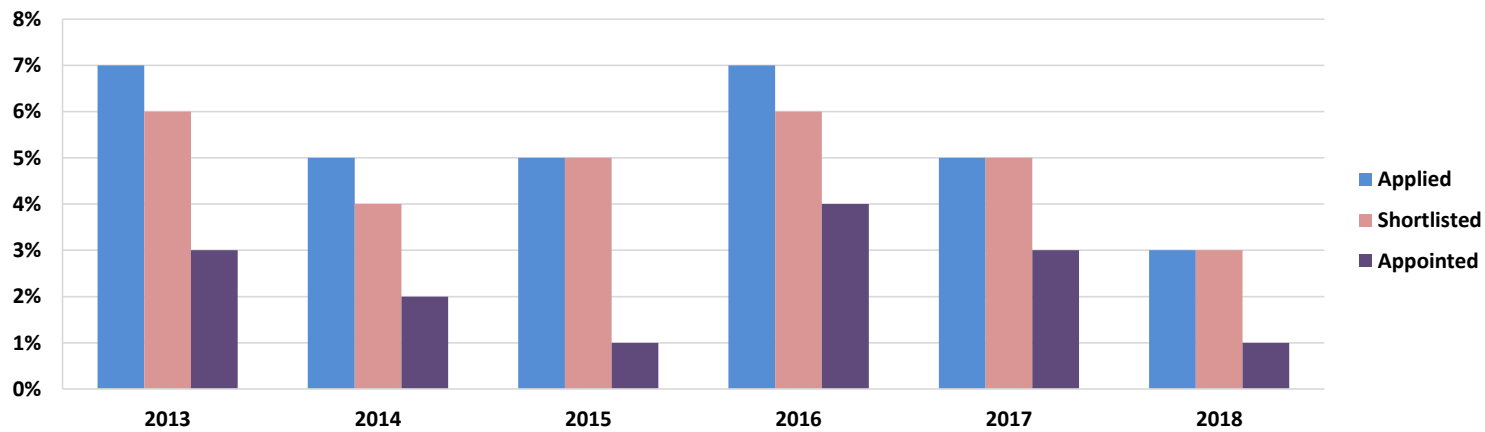


# Recruitment - disabled staff

## External Recruitment



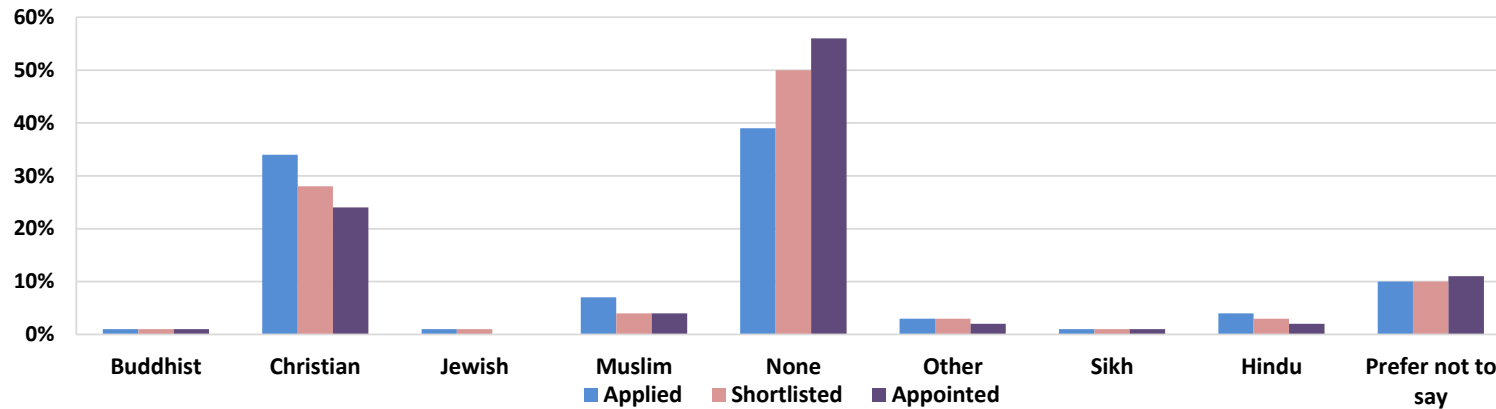
## Internal Recruitment



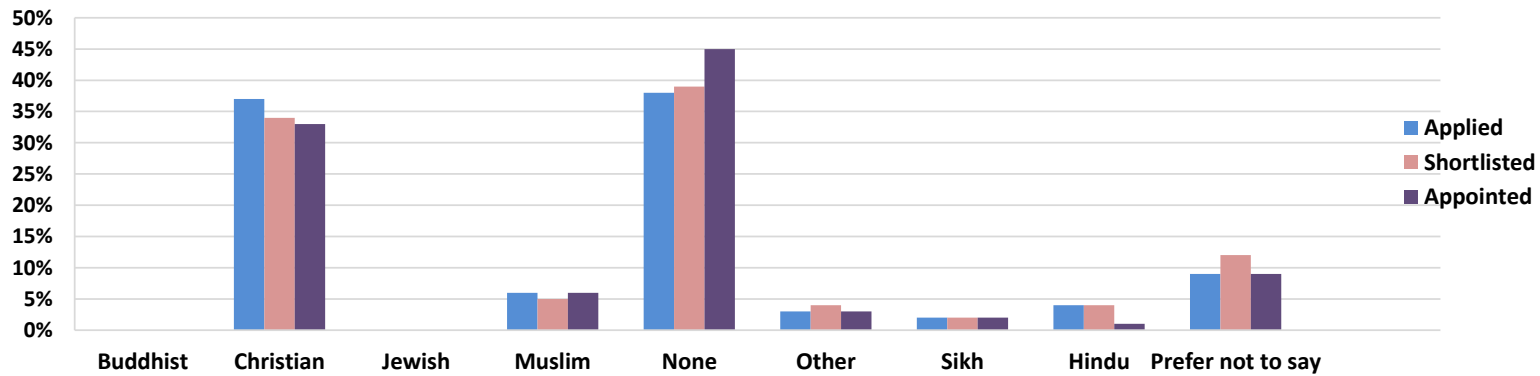
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# Recruitment - Faith

## External Recruitment

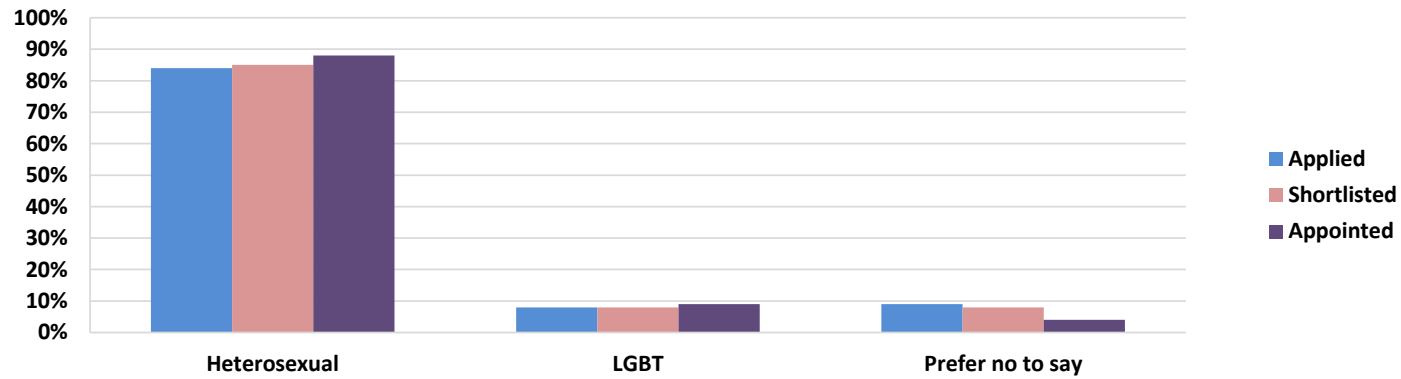


## Internal Recruitment

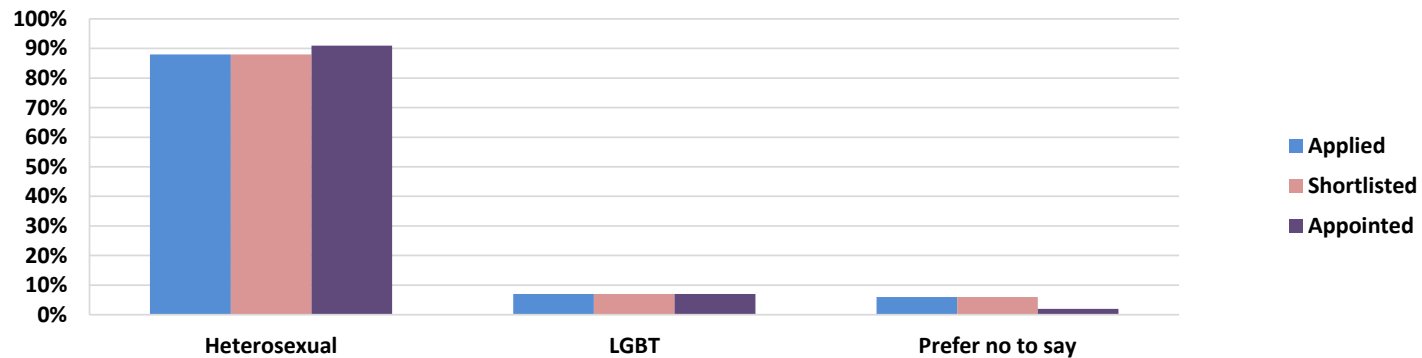


# Recruitment - Sexual orientation

## External Recruitment

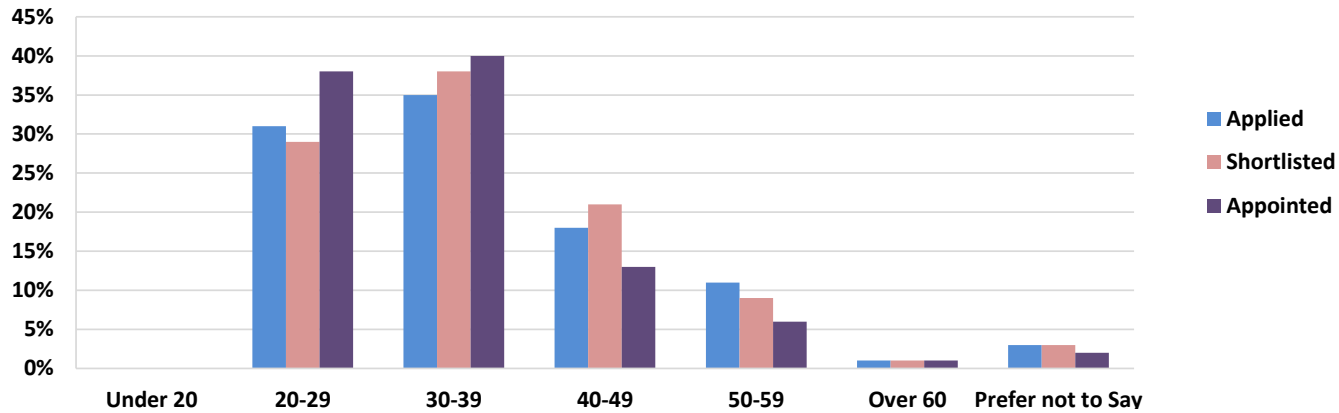


## Internal Recruitment

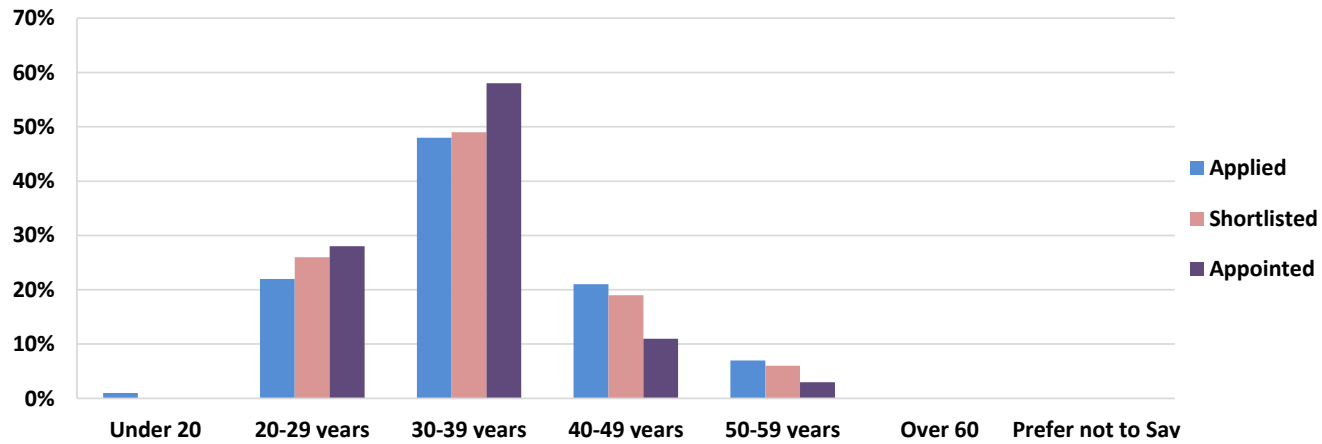


# Recruitment - Age

## External Recruitment

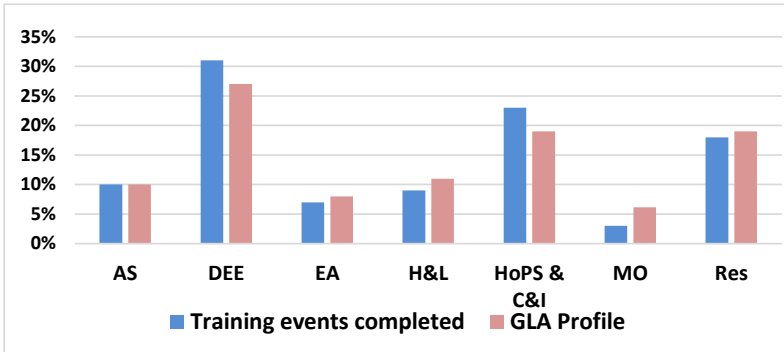


## Internal Recruitment

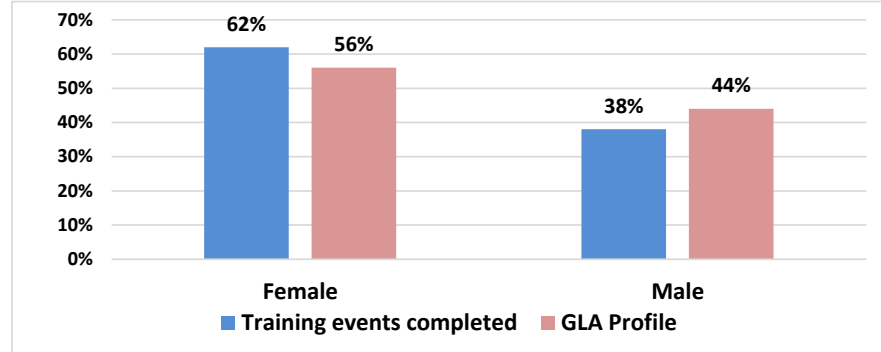


# Learning analysis

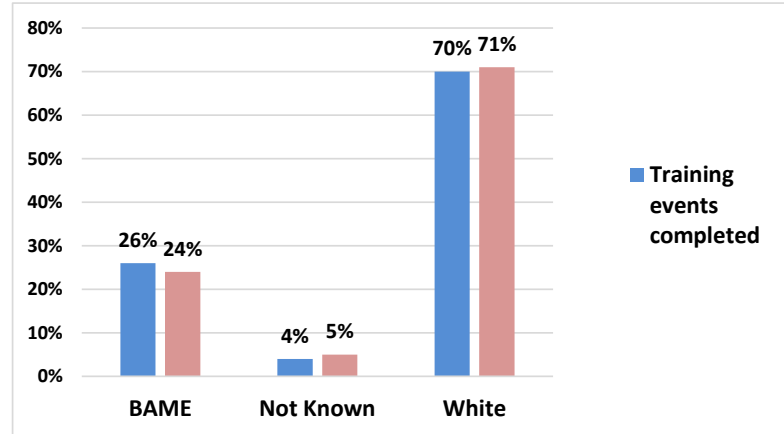
Training events completed April 2017 to March 2018



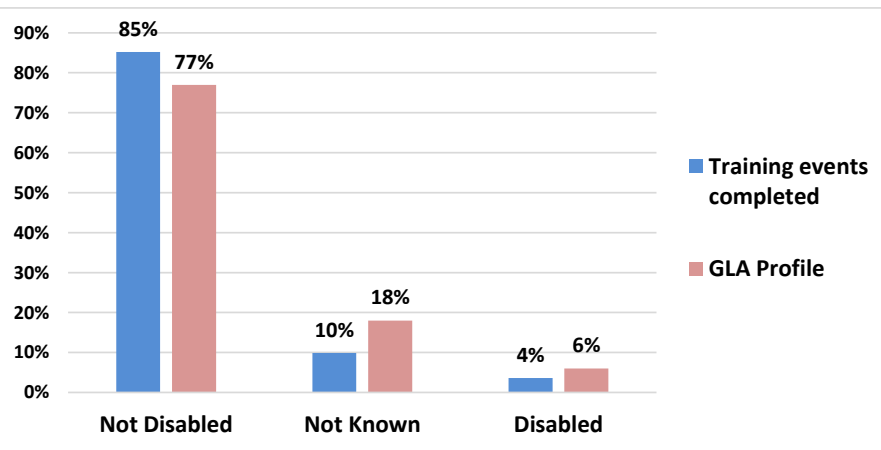
Training events completed by gender



Training events completed by ethnicity



Training events completed by disability



# Additional Payments\*

## Additional Payments by Ethnicity

Ethnicity	GLA profile at 31/03/18	Additional Payments for year ending 31/03/17	Additional Payments for year ending 31/03/18
BAME	24%	22%	17%
White	71%	77%	79%
Not Known	5%	2%	4%

## Additional Payments by Disability

Disability	GLA profile at 31/03/2018	Additional Payments for year ending 31/03/17	Additional Payments for year ending 31/03/18
Disabled	5%	5%	2%
Not disabled	84%	88%	86%
Not stated	11%	8%	11%

## Additional Payments by Gender

Gender	GLA profile at 31/03/18	Additional Payments for year ending 31/03/17	Additional Payments for year ending 31/03/18
Female	56%	51%	50%
Male	44%	49%	50%

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