

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 30/11/2015

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2015 to 30 September 2015.

2. Recommendation

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

3. Background

3.1 This is the twelfth workforce report following the creation of the current organisation structure and covers the six months ending 30 September 2015 and is an update from the annual report as at 31 March 2015. It also covers complaints monitoring and recruitment for this period.

3.2 The attached appendix is presented in a concise, reader friendly format, with additional information included as requested by the Committee. Background data is available from HR & OD on request.

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

4. Issues for Consideration

4.1 Detailed data for six months ending 30 September 2015 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 and Xpert HR reports.

5. Turnover

5.1 Total annualised turnover for the GLA for the year ending 30 September 2015 was 14% which is a slight increase on the 11% for the year ending 31 March 2015 and slightly higher than Public Sector turnover at 8% as reported in the CIPD's Resourcing and Talent Planning Survey 2013. Voluntary turnover was 8% for the same period.

6 Workforce Composition

- 6.1 Total staff numbers has remained stable at 786 as at 30 September 2015 from 787 as at 31 March 2015. The distribution of staff across the directorates has remained broadly similar with no significant changes.
- 6.2 Equal Life Chances for All Framework aims for a workforce at the GLA which is representative of London's communities at all levels of the organisation.
- 6.3 The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has remained at 24% for the period in question. The overall turnover for BAME staff is proportionate in comparison to the overall GLA profile at 24%.
- 6.4 Across the directorates, Resources has the highest number of BAME staff with 38% of the directorate total. The percentage of BAME staff in other directorates ranges from 12% in the Secretariat to 30% in External Affairs.
- 6.4 The number of female staff has remained stable at 53%.
- 6.5 The percentage of disabled staff has remained at 5%.
- 6.6 As at 30 September 2015, 12% of the total workforce work flexibly with 86% of these working part-time. Of these, 75% were female and 18% were BAME.
- 6.7 In the six months ending 30 September 2015, 11 commenced maternity leave. There were 5 employees due to return from maternity leave during the reporting period of which all returned, 4 to flexible working 2 of which are now part time.

7 Equalities Taskforce Initiatives

- 7.1 The Equalities Taskforce continues to drive forward the action plan which was agreed with the Corporate Management Team. The taskforce comprises of representatives from HR, Unison and senior managers from each directorate. The action plan focuses on addressing diversity and inclusion issues and improving representation in the organisation.
- 7.2 The GLA has run an Inclusive Leadership programme, whereby each team/unit in the organisation took part in a facilitated discussion around inclusive leadership, prompted by video-based scenarios which exemplify non-inclusive behaviours. This programme was well received by most of the organisation and was viewed as a useful tool to stimulate discussion. There was a broad consensus that the GLA is a very open and inclusive place to work. An action plan following the facilitated discussions has been presented to CMT including:
- An informative intranet page for the Equalities Taskforce
 - More blogs on topics related to equalities; flexible working, inclusive leadership etc
 - Developing training around equalities topics
- 7.3 The new London.gov will have a section for 'meet our people' which will have staff profiles and will showcase diversity at the GLA.

- 7.4 The Equalities Taskforce continues to work in partnership with Timewise, a company that specialises in offering part time opportunities and works with organisations to develop a strategy to aid career progression. We are continuing with quarterly meetings with Timewise to learn, share and develop ideas for how the GLA can take a more inclusive approach to recruitment and career progression for part time staff. The aim is to continue to develop a culture where flexible working is not a bar to career progression.

8 Salaries

- 8.1 60% of staff are in the £30,000 – £50,000 salary bracket which is a slight increase since March 2015. . The number of staff earning over £60,000 has remained stable at 12%, staff earning over £100,000 has also remained stable at 3%. The comparison between lowest and highest is 7.4:1, the highest paid is 3.9 times the average salary. The average salary has increased slightly from March 2015 from £45,978 to £46,666.
- 8.2 The percentage of BAME staff earning above £60,000 has reduced slightly from 14% as at March 2015 to 12% currently. BAME staff represent 31% of staff earning between £30,000 –£40,000, and 23% between £40,000 –£50,000.
- 8.3 The salary levels for female and male staff are broadly representative up to £60,000. Females earning £60,000+ has dropped slightly from 40% as at March 2015 to 38% currently.
- 8.4 The percentage of promotions by ethnicity, gender and disability is in line with the overall GLA profile and in the case of gender exceeds the profile at 58% female.
- 8.5 The City Hall Women’s Network continues to meet regularly and offer learning and networking opportunities for GLA female staff. There has been a full programme of events for 2015, supported by the HR and OD team.

9 Sickness Absence

- 9.1 The findings in this report are based on sickness data for the year ending 30 September 2015. The HR team are using the Midland HR System to record sickness absence and output all management information. The roll out of the recording of sickness absence through People Manager is due for early 2016, this will enable managers to record all sickness absence for their teams and will give them, access to real time management information. As the Midland HR System enables accurate management reporting details of absence data broken down by equality groups is included in appendix 1 as requested by the Committee.
- 9.2 Annualised figures show an average absence of 2.3 days per employee for the year ending 30 September 2015. The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Survey 2014 which report Central and Local Government who have reported 9.0 and 7.0 days respectively and has remained lower than the Private Sector average reported as 6.0 days.
- 9.3 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.

10 Recruitment

- 10.1 The current reporting period (April 2015 – September 2015) has seen a total of 98 vacancies recruited to. Vacancies are advertised internally first and from that process 61 (63%) of appointments were made from the existing workforce.

BAME

- 10.2 The number of BAME applicants applying for external vacancies has increased by 11% to 41%, the number of applicants moving through to shortlist stage increased by 2% to 25%. External appointments have decreased to 19% but remain higher than 2013 reporting period figures. In the same reporting period, internal BAME applications has increased by 6% to 41%, the number of shortlisted by 9% to 38% and appointments by 8% to 30%. The internal recruitment figures have seen significant increases across all stages of the internal recruitment process.

Female

- 10.3 Females made up 54% of the applicant pool for posts advertised externally, which is consistent with previous reporting periods, and an increase by 8% to 63% for posts advertised internally. There has been a significant increase in the number of females interviewed externally (62%) and slight increase internally (60%). The number of external appointments increased to 62% and internal appointments decreased to 57%.

Disability

- 10.4 The number of applicants from disabled groups for external (5%) and internal (7%) adverts remains consistent with previous reporting periods. The number of applicants moving through to the shortlist stage has increased by 2% to 6% for both external and internal adverts. The number of external appointments has increased by 1% to 5% and internal appointments by 3% to 5%.

Sexual Orientation

- 10.5 The workforce report includes recruitment and retention figures in relation to sexual orientation, and this data is reviewed in the context of existing employee workforce data. In the current reporting period 7% of staff that have made a response declared their sexual orientation as lesbian, gay, bisexual, and transgender (LGBT).
- 10.6 The number of external LGBT applicants is 7%, increasing to 8% at shortlist stage and decreasing to 5% for appointments. The number of internal LGBT applicants is 10% and although slight decrease to 9% for shortlisting stage, the internal LGBT appointments are 13%.

Faith

- 10.7 The current number of employees with Christian faith is 35%; this is the largest faith group – apart from those declaring no faith (41%). For external and internal recruitment, the highest number of applications, shortlisted and appointments are Christian. The number remains mostly consistent through the different stages and is proportionate to the current number of existing employees, with the exception of external appointments at 49%. With regards to external appointments, 41% declared 'no faith' and for internal appointments, 54% declared 'no faith'.

Age

- 10.8 Of current employees the highest number fall in age band 30-39 years (38%), followed by age band 40-49 years (26%). The highest number of external applications fall in the 20-29 years (43%) age band. Statistically, applicants are very likely to be shortlisted in the 20-29 age band (44% being the highest number shortlisted), followed by the 30-39 (32%) age band. The highest number of external appointments in the 20 – 29 age band (57%). The highest number of internal applicants in the 30-39 (39%) age band and remains proportionate at shortlisting (44%) and appointment (44%) stage.

11. Organisational Development and Engagement

- 11.1 The key programmes and tools include:

- Cornerstone Module - to explain the management development programmes on offer and provide tools to help managers plan their development.
- Management and Leadership Diagnostic Tool – to enable managers to assess their skills against the GLA management and leadership standards and behaviours to inform their development choices
- Management Essentials – a range of workshops and courses focusing on specific skills areas, for example, recruitment and selection, performance management, delegation, team development and coaching.
- Institute of Management (ILM) accredited qualifications programmes
 - ILM Level 3 Into Management – for first line managers
 - ILM Level 5 Into Middle Management – for middle managers
 - Into Leadership – for aspiring senior managers (under development)
 - Leadership Excellence - for senior managers

- 11.2 Approximately a third of GLA staff are managers and about 85% have attended Cornerstone. A total of 219 managers have attended Management Essentials courses to date. During the same period, 51 managers have been studying for ILM levels 3 and 5. Satisfaction rates are high with a 70% satisfaction rate for Management Essentials and an 80% satisfaction rate for the ILM Programmes. The take up from women and BAME managers is good. More female managers have accessed the offer than male managers and the take up from BAME managers is at a higher percentage level than their percentage in the GLA manager population.

- 11.3 The second cohort of the GLA traineeship scheme took place from August to October with seven trainees. The trainees undertook 2 weeks intense training programme, followed by 10-week work experience placement at the GLA (3-4 days/week). They also had intensive career support training at the end of the placement. Five trainees completed the programme and were invited to take part in the assessment centre for the GLA apprenticeship programme in 2016.

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

- 11.5 The Wellbeing Network went through a rigorous accreditation process against the Mayor's three step Healthy Workplace Chartermark charter and were awarded the Excellence level in October 2014. The London Healthy Workplace Charter provides a framework to support employers develop good practice by promoting health in their organisation in a practical way. The verifiers praised the GLA for having "achieved excellent outcomes" on workplace health "with clear enthusiasm from staff".

The GLA is currently working towards the Time to Change pledge as part of our commitment to improving awareness of mental wellbeing.

- 11.6 The GLA employee engagement survey Your Say will be carried out in December (provisionally from 30 November -18 December). This survey follows on from staff surveys in 2009, 2011, 2013 in line with the GLA's commitment to survey employees every 2-3 years.

12. Grievances/ Disciplinary

- 12.1 During the period 01/04/15 to 30/09/15 there was one disciplinary case concluded. Equalities data for disciplinary and grievance cases has been withheld to preserve the anonymity of the individuals.

13. Complaints Monitoring

- 13.1 Complaints received from 1 April 2015 to 30 September 2015.

- 13.2 For the period 1 April 2015 to 30 September 2015 a total of 50 complaints were received.

- 13.3 Of the 50 complaints received by the GLA;

- 42 were responded to within the GLA's standard (20 working days).
- 5 complaints were marked for no further action (NFA) within the deadline as they had been answered previously.
- 3 complaints missed the deadline.

The percentage of requests known to be handled within deadline was therefore 94% of all complaints received. This is above our 90% target.

- 13.4 Of these 50 complaints, 33 of complaints were not upheld while 12 were upheld. 45 of the complaints received were classed as stage one complaints, while 1 complaint was at stage two and a further 1 complaint was at stage three. Some common themes of these complaints were:

- Correspondence on Vaisakhi at City Hall
- outstanding correspondence
- the Mayor's comments at a recent Mayor's Question Time
- GLA passing correspondence to TFL
- Errors on our website
- HR Vacancy complaint

Summary of 2014/15 performance to 30 September 2015

- 13.5 **Table 1 below shows performance against the standard for the two 2014/15 monitoring periods**

2014/15 (Q3 & Q4)		2015/16 (Q1 & Q2)	
Target	Actual Performance	Target	Actual Performance
90%	91%	90%	94%

- 13.6 A total of 50 complaints were received during Q1 & Q2 of 2015/16, of these, 42 complaints (94%) were responded to within the standard 20 working day deadline (GLA's local target of 90%). For Q1 and Q2 there has been a marked improvement in responding to complaints on time, bringing our annual performance to 94% so far.
- 13.7 Table two below shows the number of complaints received by each Directorate during Q1 & Q2 of 2015/16.

Table 2: Complaints received by directorate

Directorate	2014/2015				Total
	Q1	Q2	Q3	Q4	
Mayor's Office	1	0			1
Corporate Management Team	0	0			0
Resources	3	0			3
External Affairs	16	7			23
Communities & Intelligence	1	0			1
Development, Enterprise & Environment	7	4			11
Housing & Land	5	1			6
Total received	33	12			45

14. Improving performance

- 14.1 The GLA will continue to monitor complaint handling performance in Q3 & Q4 of 2015/16 as part of its performance management framework. In order to improve performance further, the indicator will continue to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place in a timely manner.
- 14.2 Correspondence and complaints performance is presented to Corporate Management Team Meetings on a quarterly basis. Where performance has not reached the local standard (90%), improvement measures are discussed and senior managers are responsible for ensuring those measures are introduced.
- 14.3 The Public Liaison Unit has allocated individual officers to each directorate to assist with improving performance. This has proved to have had a positive impact on our performance.
- 14.4 The Authority will continue to improve upon complaint handling performance through 2015/16 in order to maintain our performance in achieving the 90% target for responding to complaints within 20 working days as we have done in Q1 & Q2 of 2015/16.

15. Financial Implications

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

16. Legal Implications

16.1 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 01/04/15 to 30/09/15.

Local Government (Access to Information) Act 1985

List of Background Papers: None

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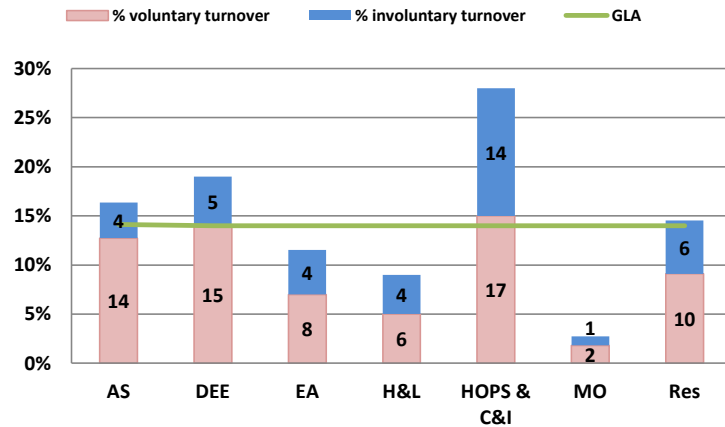
Email: juliette.carter@london.gov.uk

GLA Workforce Report

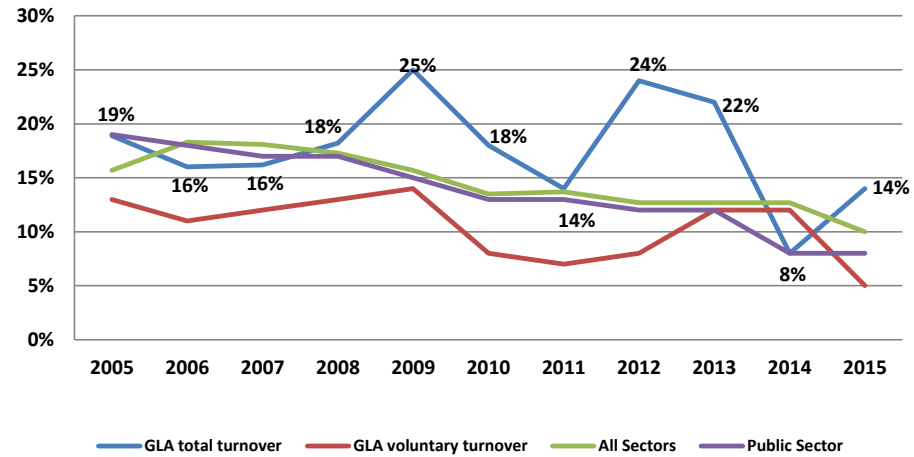
An annual digest of employment data and statistics for the six months ending 30 September 2015

Turnover - overview

Turnover by Directorate



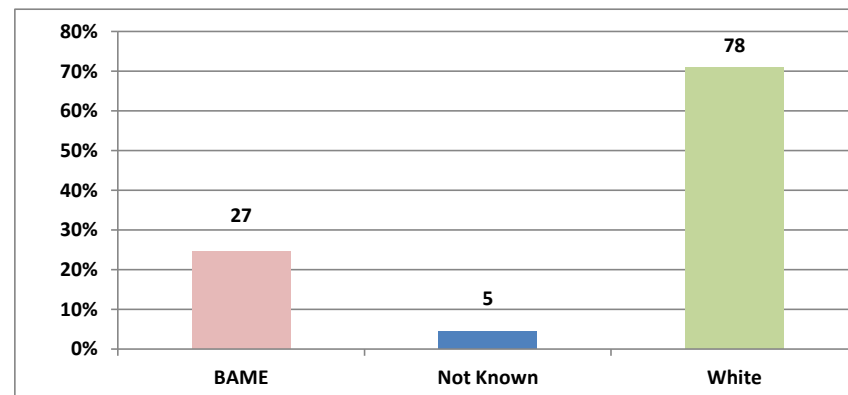
Turnover benchmarking



Reasons for leaving

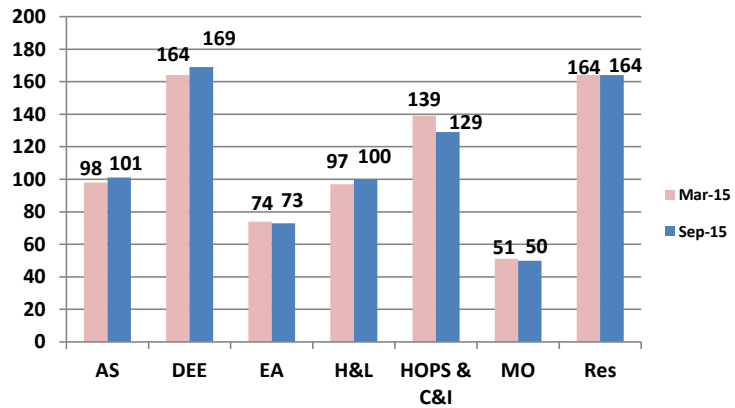
Reason	Number	%
Dismissed	1	1%
End of Contract	32	29%
Redundancy	9	8%
Resignation	64	58%
Retirement	1	1%
TUPE Transfer	3	3%
Total	110	100%

Leavers by ethnicity

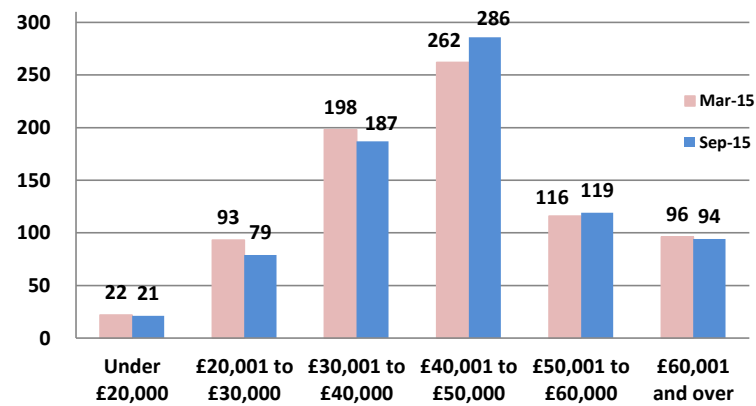


Staffing profile

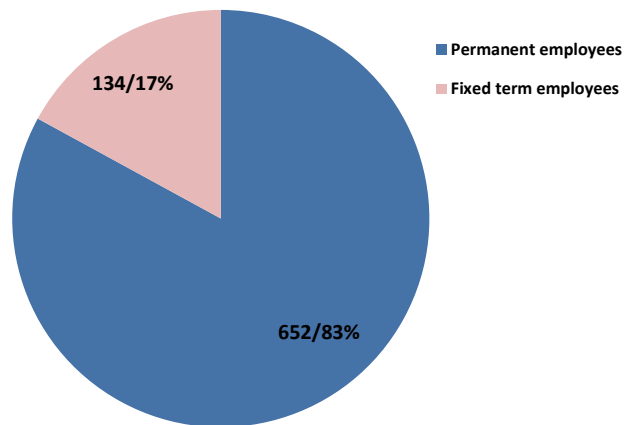
Staffing profile by directorate 2014 and 2015



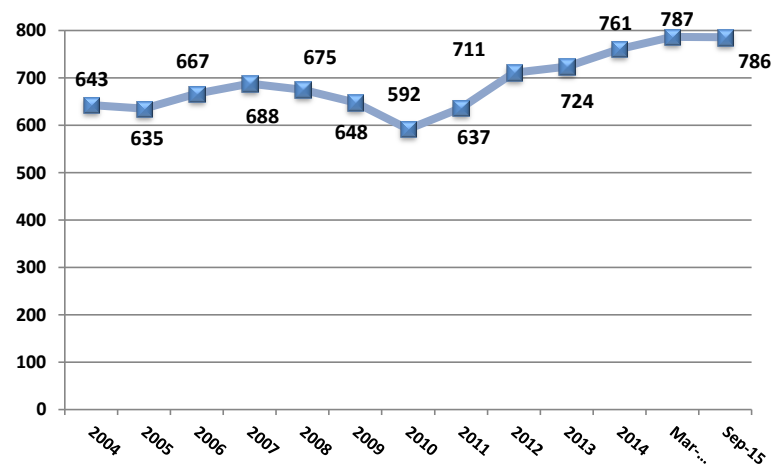
Number of staff by salary band



Staffing profile by contract type

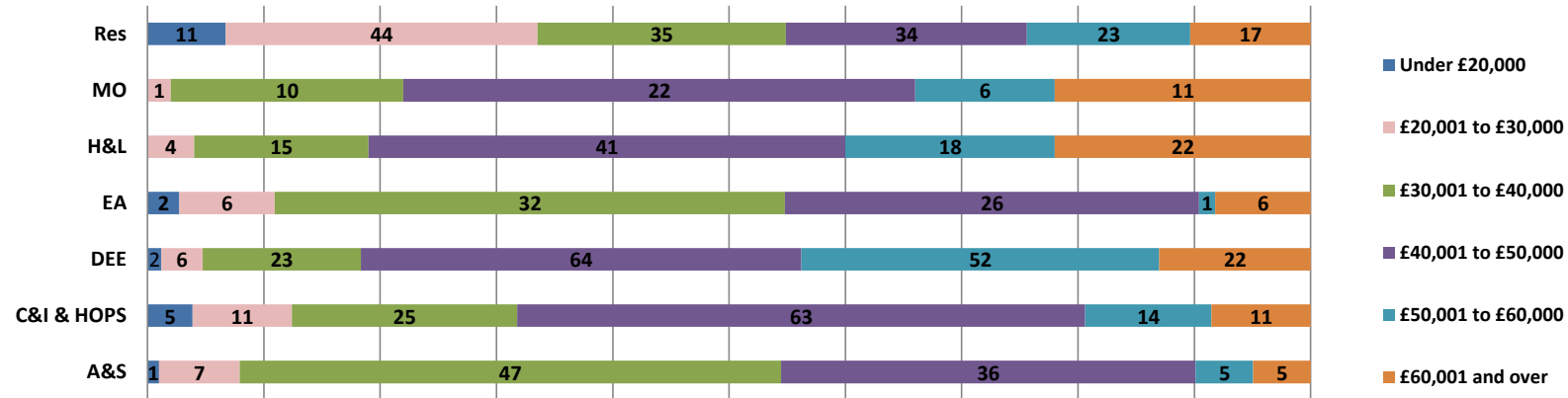


GLA staff 2004 to 2015

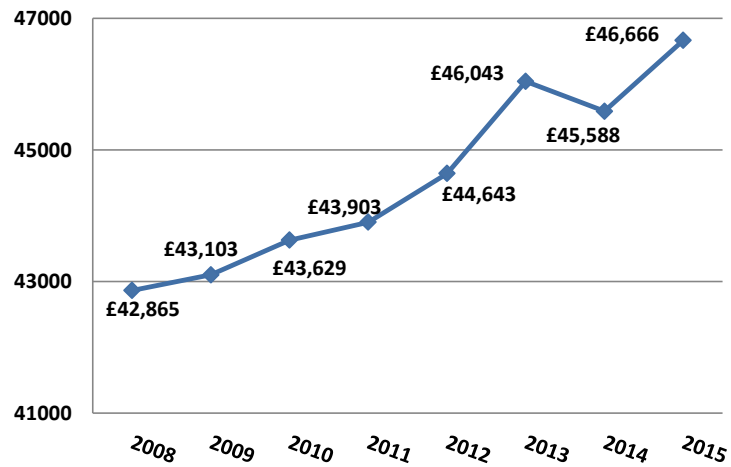


Salary profile

Salary breakdown by Directorate



Average salary since 2008

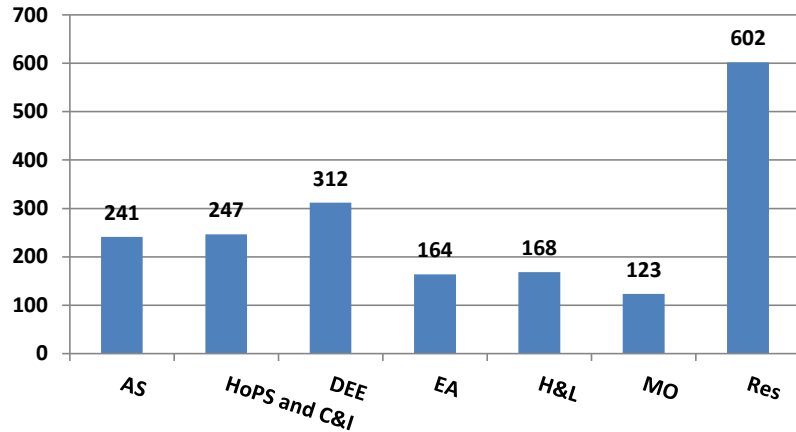


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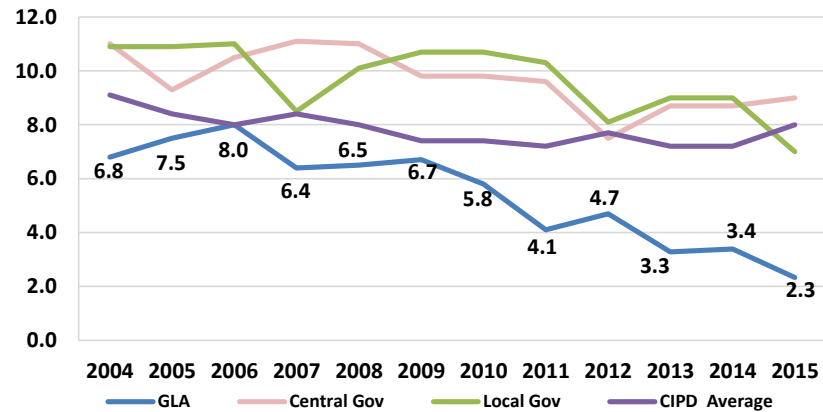
The majority of employees at the GLA earn between £30,000 and £50,000. The employees earning less than £20,000 are all Apprentices or Interns earning London's Living Wage. The average salary was £46,666 as at the 30 September 2015.

Sickness

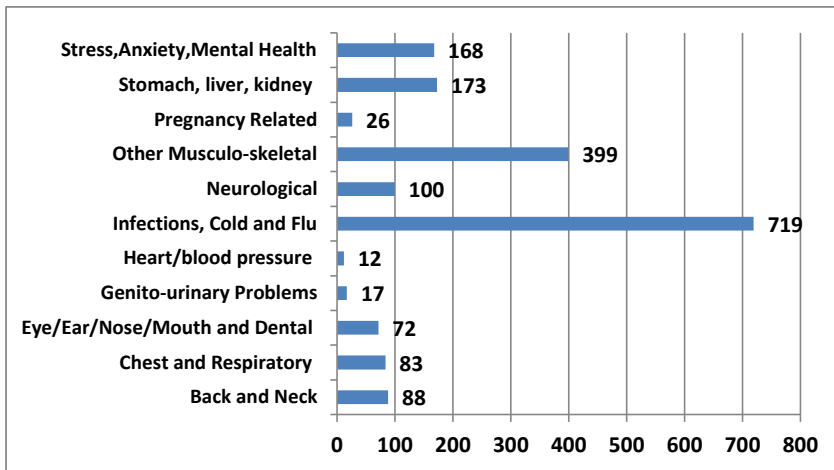
Total days taken by Directorate for year ending September 2015



Average days taken 2004 to 2015 with benchmarking



Days taken by Reason

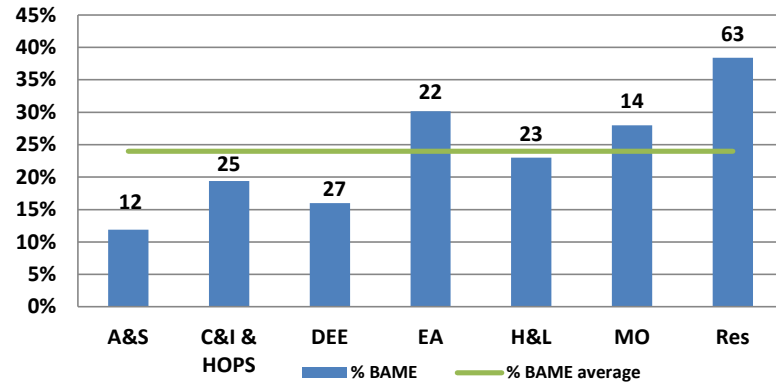


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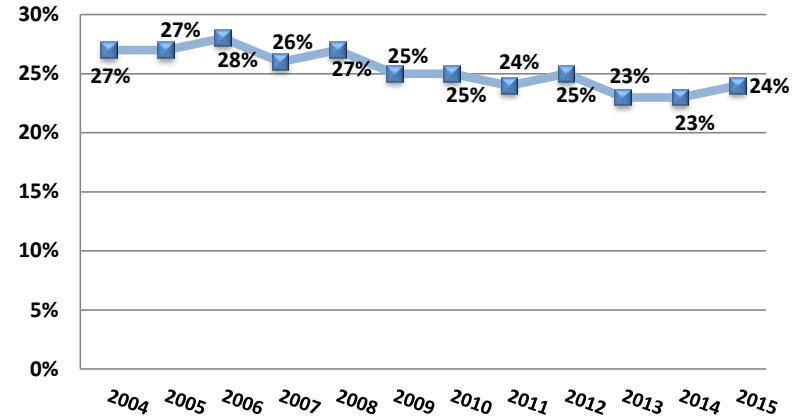
The number of average days taken due to sickness for the year ending 30 September 2015 was 2.33 this continues to be lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Survey 2015) for Central Government, Local Government and Private Sector.

BAME workforce analysis

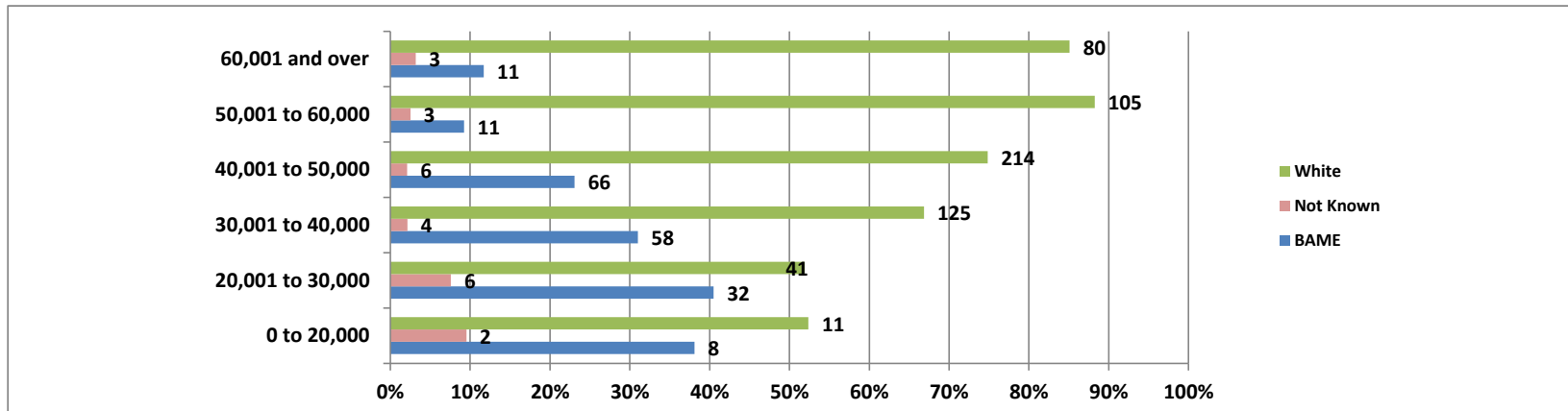
BAME staff by directorate (% and number)



BAME employees 2004 to 2015

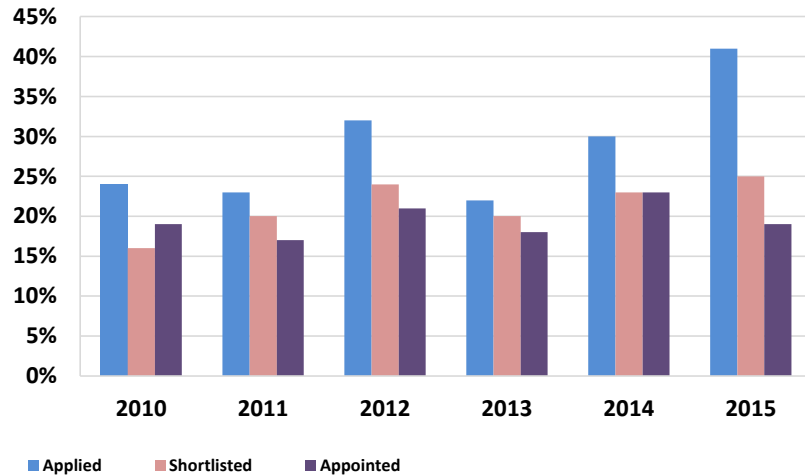


BAME staff by salary (% and number)

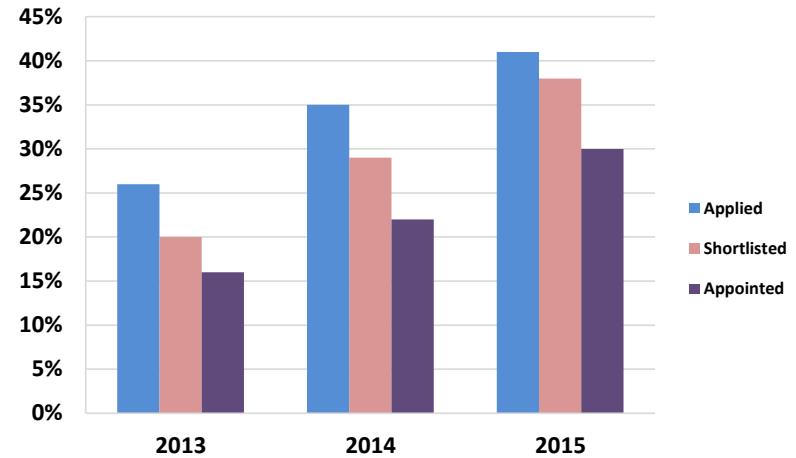


Recruitment - BAME staff

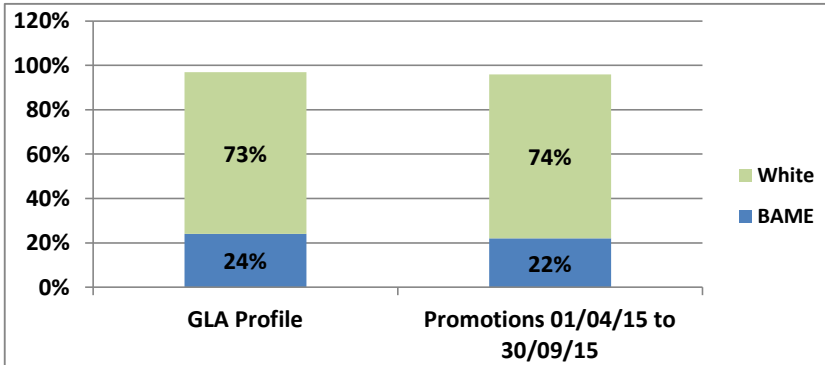
External Recruitment



Internal Recruitment



Promotions including internal secondments

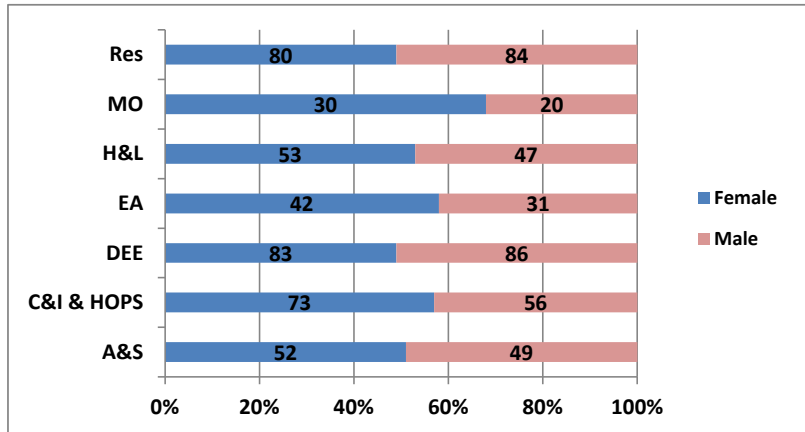


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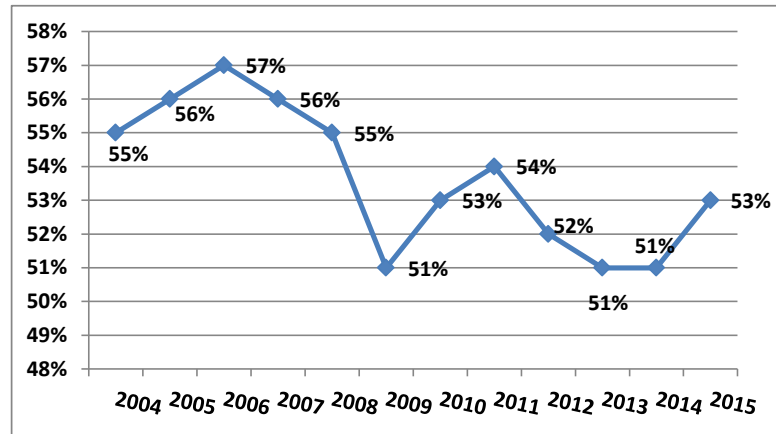
The number of external applications received has increased to 41% and shortlisting to 25%. The number of appointments has decreased to 19% but is in higher than 2013 reporting period figures. Internal BAME group figures have increased across all stages - application stage by 6%, shortlisting by 9% and appointments by 8%.

Gender workforce analysis

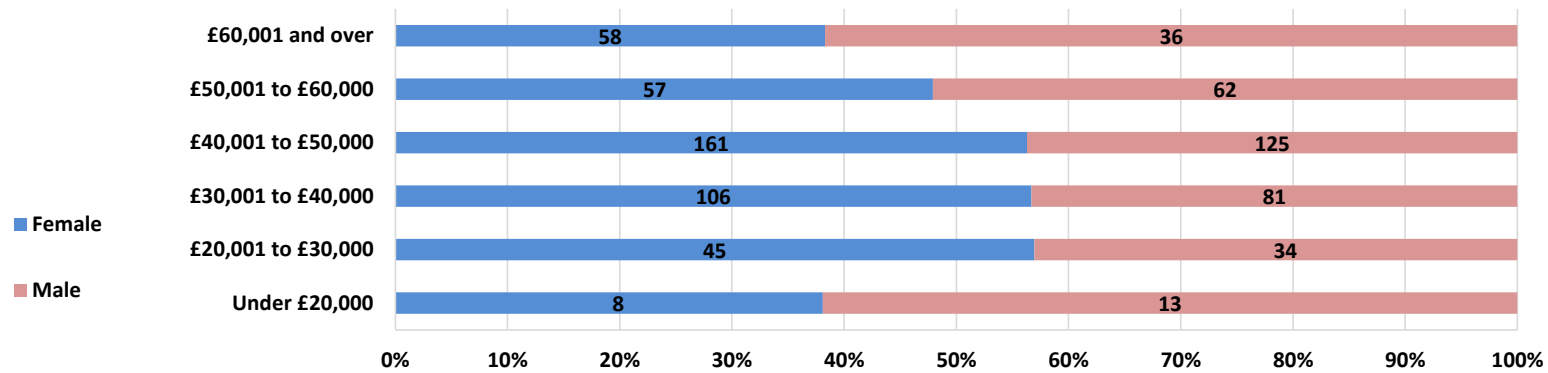
Female staff by directorate (% and number)



Female employees 2004 to 2015

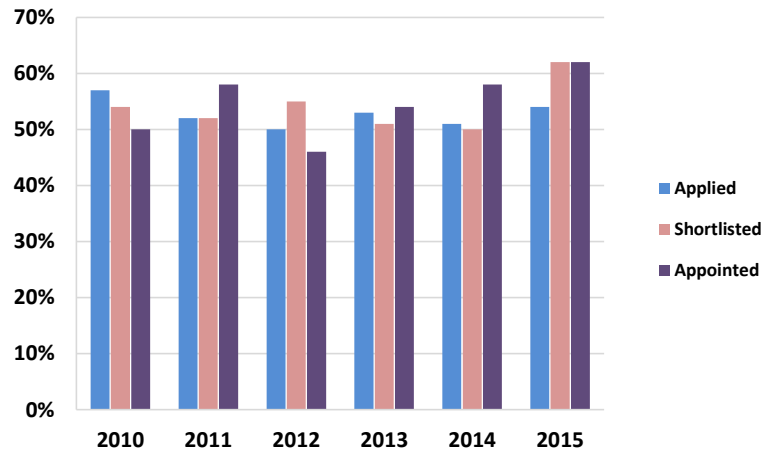


Salary by gender (% and number)

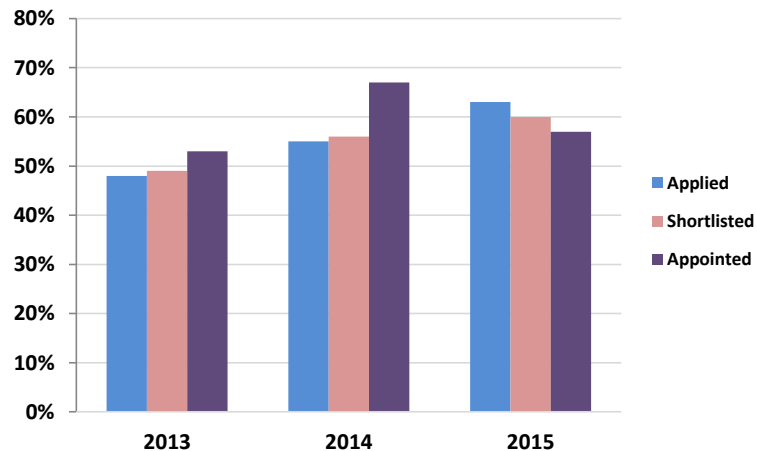


Recruitment - female staff

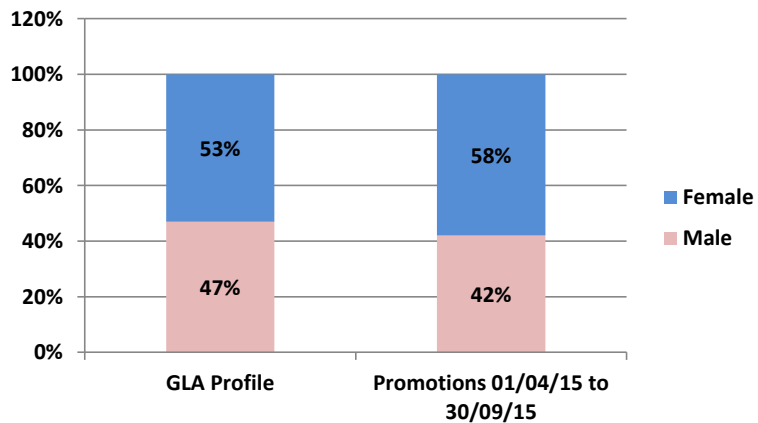
External Recruitment



Internal Recruitment



Promotions including internal secondments

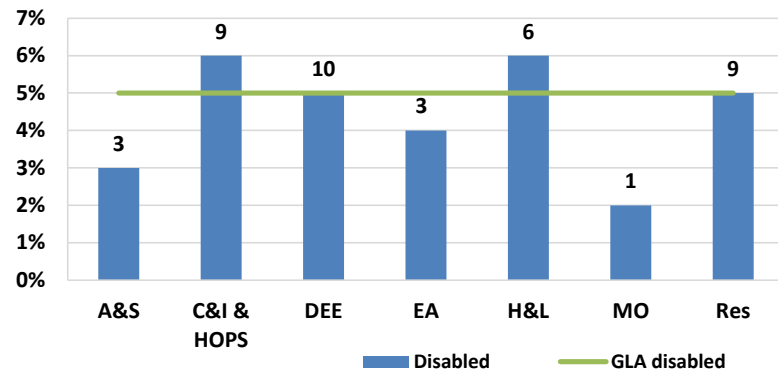


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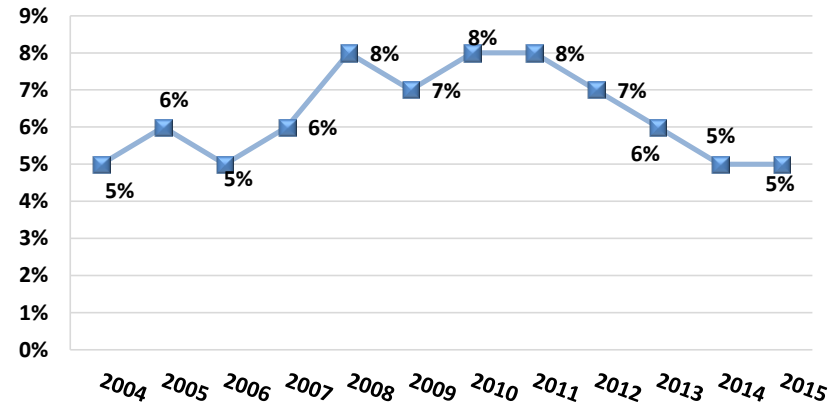
The number of external applications received from female staff has increased from 51% to 54% as well as increases of 12% for number to shortlisted and 4% appointed. The number of internal applications has increased from 55% to 63%, shortlisting increased by 4% to 60% and appointments decreased by 10% to 57%.

Disability analysis

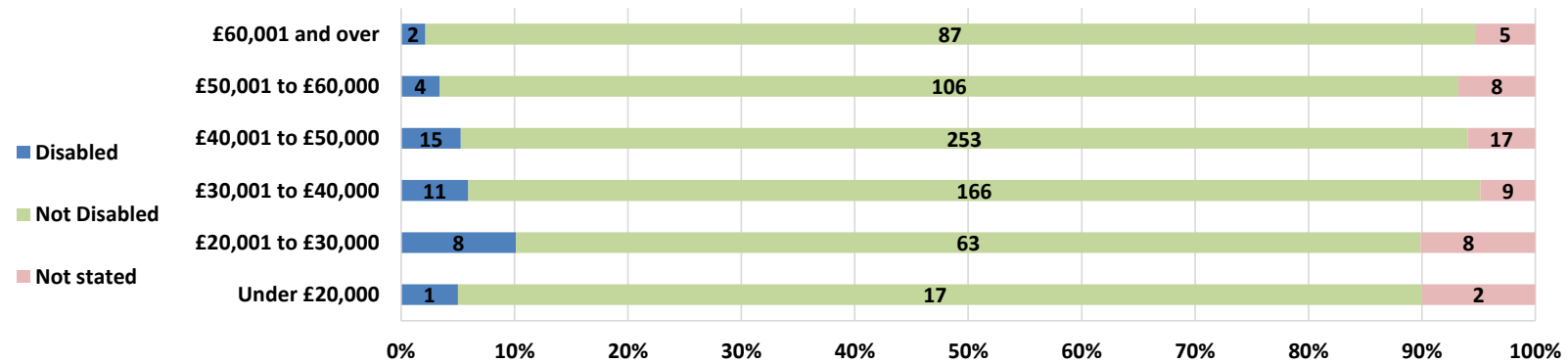
Disabled staff by directorate



Disabled employees 2004 to 2015

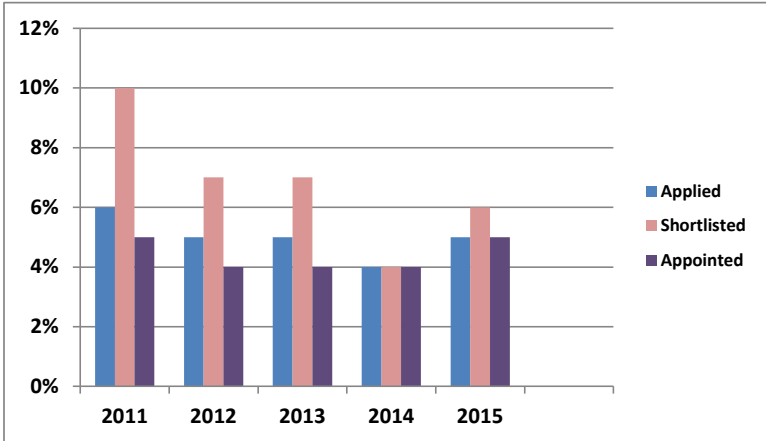


Disabled staff salary breakdown (% and number)

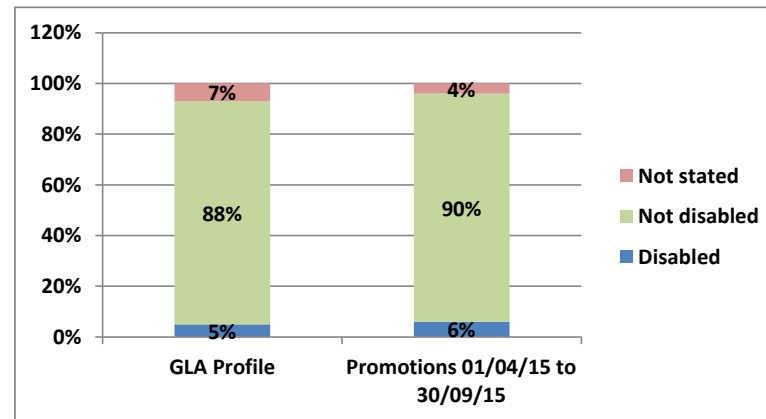


Recruitment - disabled staff

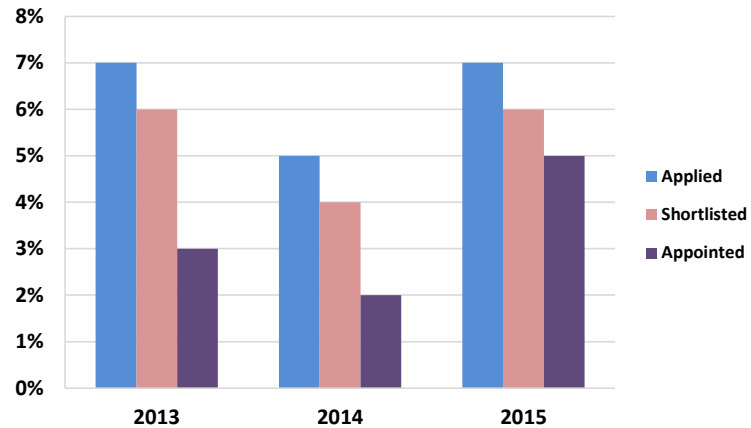
External Recruitment



Promotions including internal secondments



Internal Recruitment

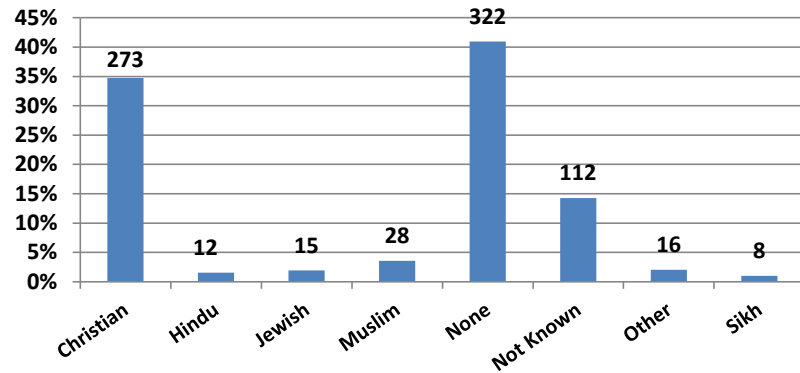


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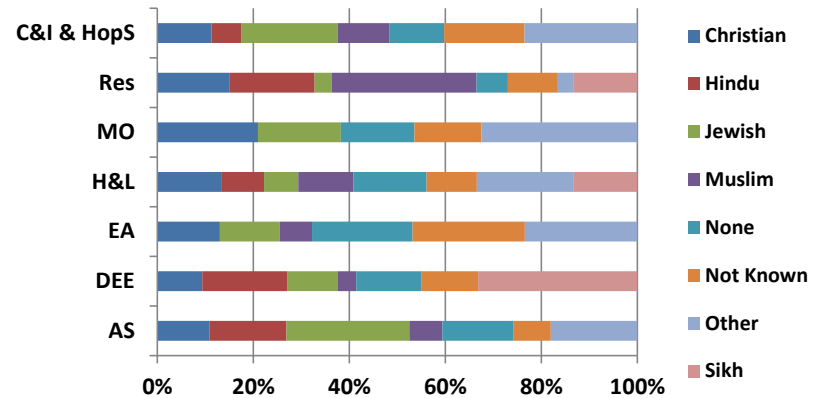
The number of external and internal applications received from disabled applicants is consistent with previous reporting periods. There has been an increase of 2% to 6% for number of internal and external disabled applicants shortlisted for interview. Appointments for internal and external disabled applicants has increased to 5%.

Faith analysis

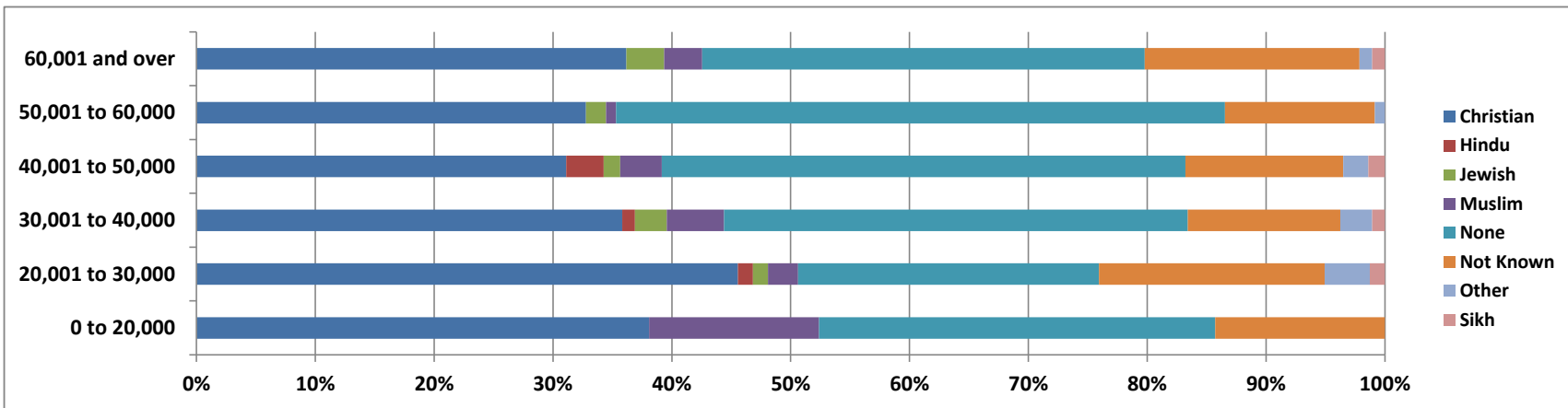
Faith overall by % and number



Faith by Directorate

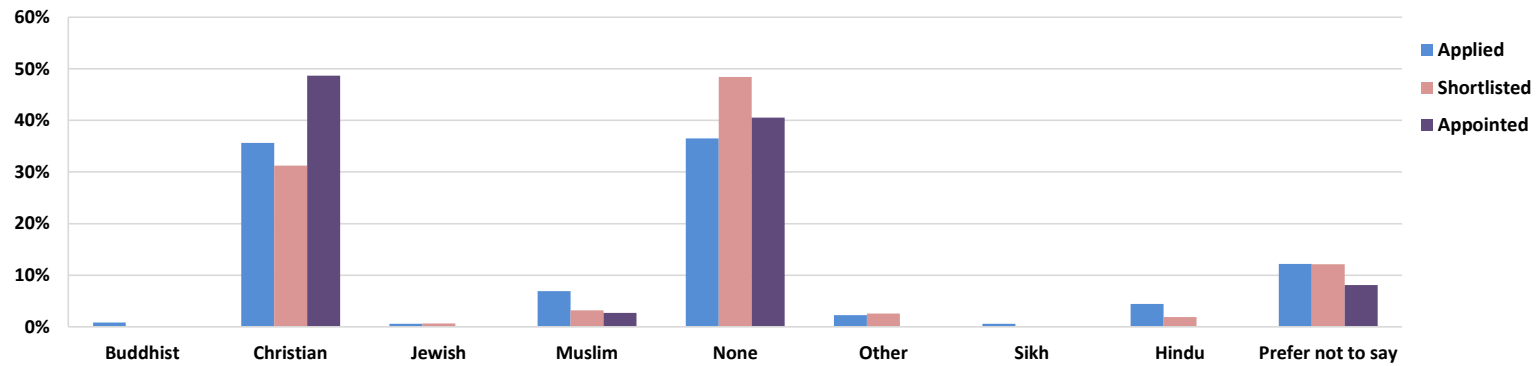


Faith by salary band

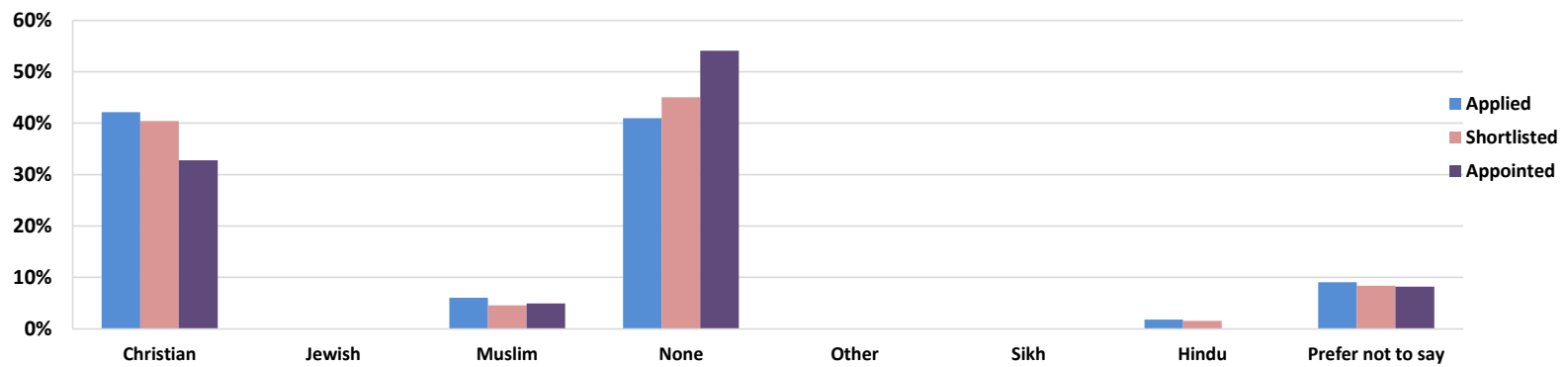


Recruitment - Faith

External Recruitment

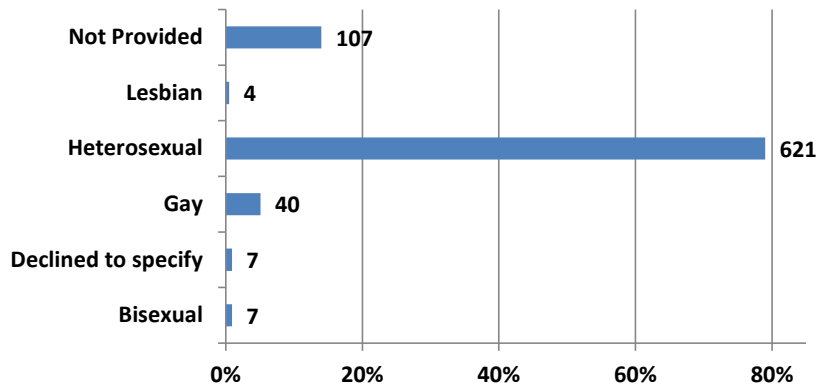


Internal Recruitment

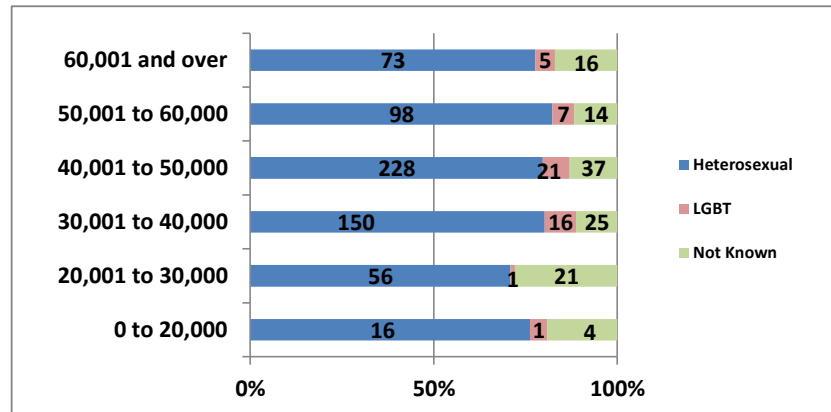


Sexual Orientation analysis

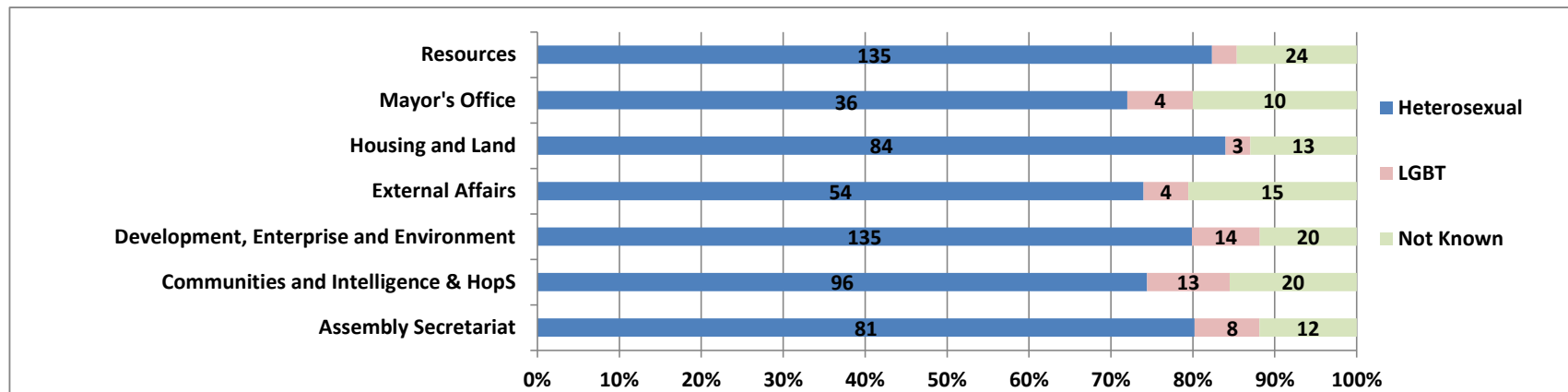
Sexual Orientation overall by % and number



Sexual Orientation by salary band by % and number

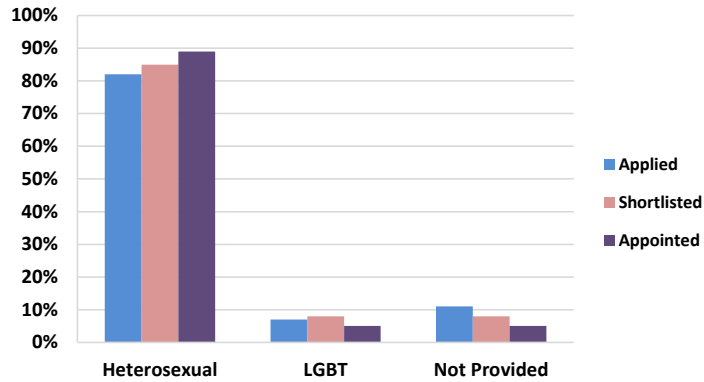


Sexual Orientation by Directorate % and number

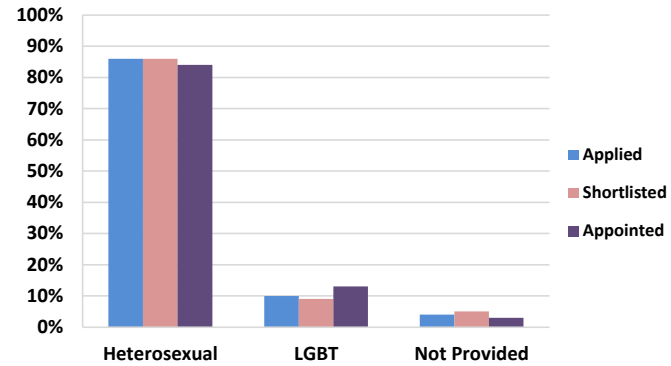


Recruitment - Sexual orientation

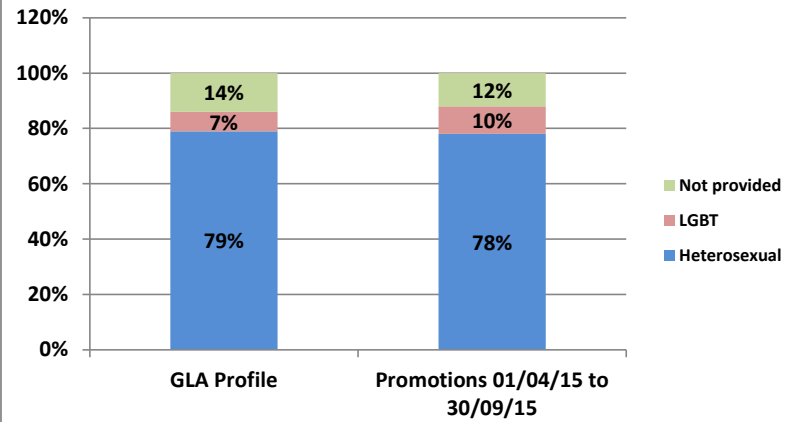
External Recruitment



Internal Recruitment



Promotions including internal secondments

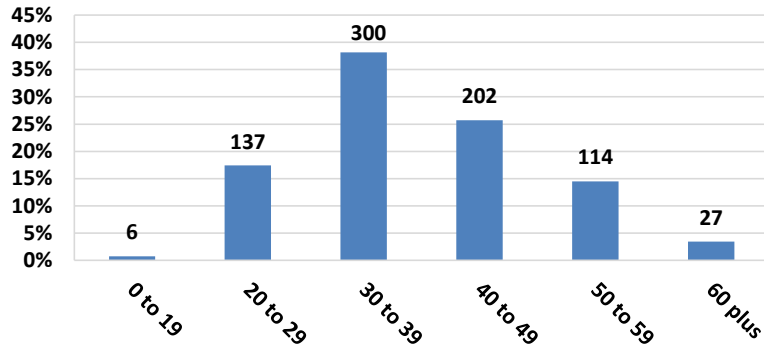


Comments

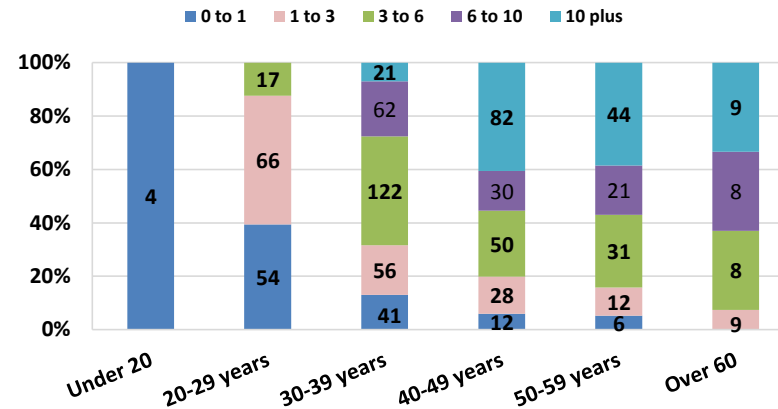
The number of external LGBT applicants is 7%, increasing to 8% at shortlist stage and decreasing to 5% for appointments. The number of internal LGBT applicants is 10%, this decreases to 9% at shortlisting stage but increases to 13% for LGBT appointments.

Age analysis

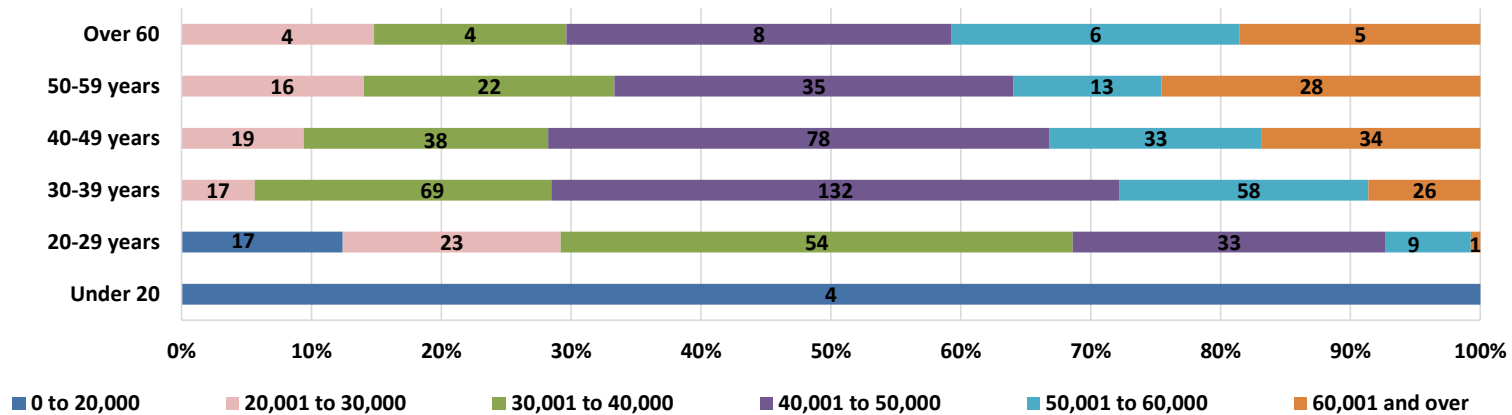
Staff breakdown by age (% and number)



Staff length of service by age band

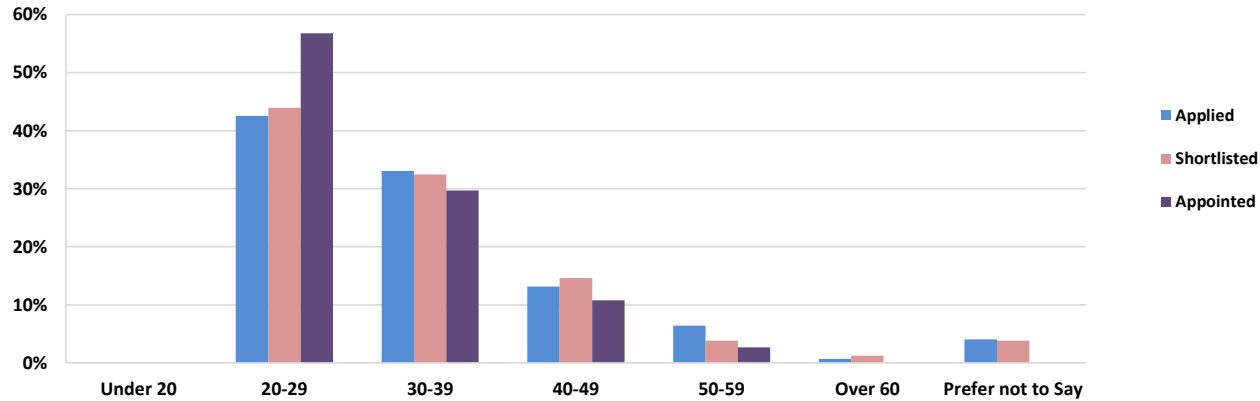


Salary breakdown by age (% and number)

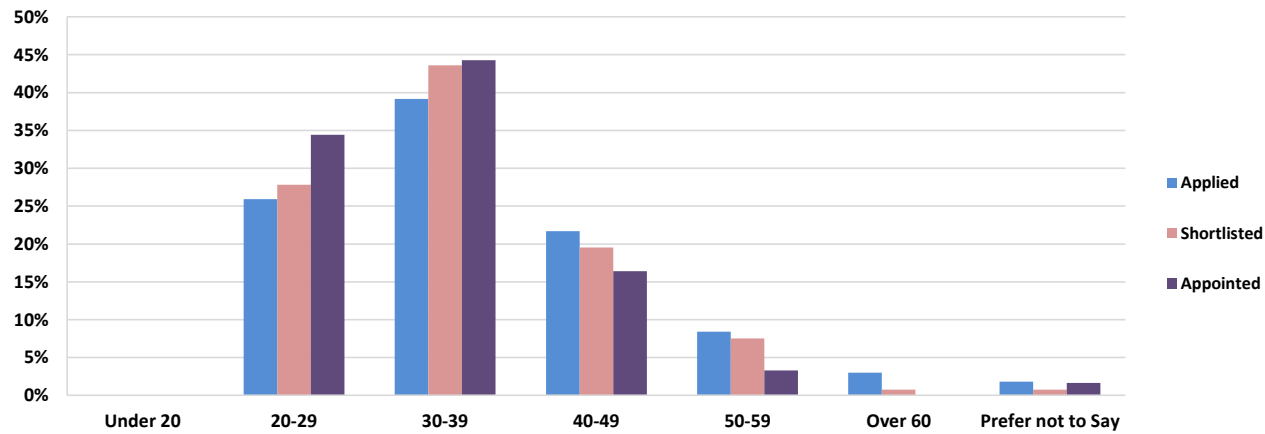


Recruitment - Age

External Recruitment

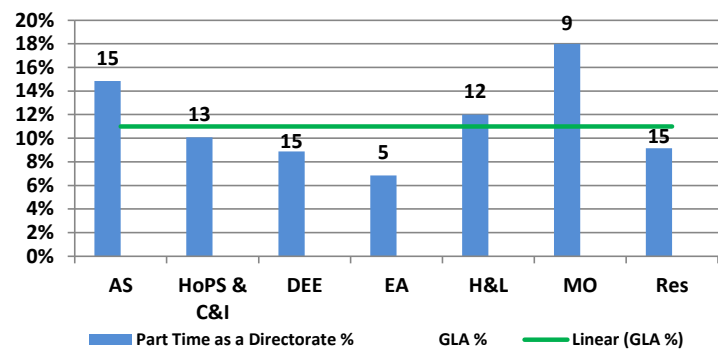


Internal Recruitment

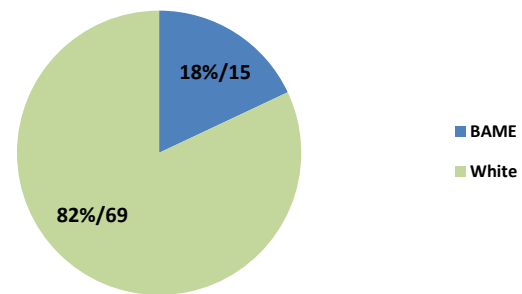


Part time staff analysis

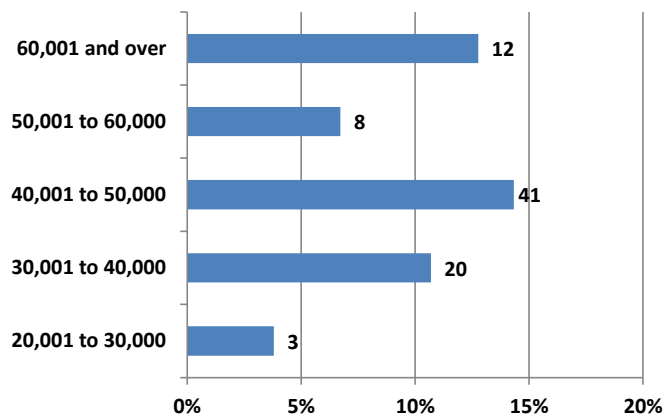
Part time staff by Directorate % and number



Part time staff by ethnicity % and number



Part time staff by salary band % and number



Part time staff by gender % and number

