

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 20 July 2016

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2015 to 31 March 2016.

2. Recommendation

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

3. Background

3.1 This is the thirteenth workforce report following the creation of the current organisation structure and covers the year ending 31 March 2016 and contrasts with the year ending 31 March 2015. It also covers recruitment for this period.

3.2 The attached appendix is presented in a format agreed with the GLA Oversight Committee, with additional information included as requested by the Committee. Background data is available from Human Resources and Organisational Development (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 and the recruitment system by ATS Havas.

4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2016 is set out in the attached document (**Appendix 1**). Throughout the report, commentary has been included on the data highlighting the headline issues. The comparative benchmarking data in this report is taken from the Chartered Institute for Personnel and Development, Xpert HR reports and the Office for National Statistics.

5. Turnover

- 5.1 Total annualised turnover for the GLA for the year ending 31 March 2016 was 15% with voluntary turnover running at 11%. Xpert HR labour turnover rates 2015 survey shows overall turnover across the public sector as 14% with voluntary turnover as 11.5% and private sector at 23% and voluntary turnover as 16%.
- 5.3 Of leavers for the period, 73% completed part one of the exit questionnaire. The data shows that 100% of those completing part one of the questionnaire would return to work for the GLA in the future.
- 5.4 The exit data shows that, of those declaring their destination after leaving the GLA, 33% took roles in the private sector, 45% in the public sector and 22% in the voluntary sector. The main reason given for leaving the GLA was promotion.

6 Workforce Composition

- 6.1 Total staff numbers has increased from 787 as at 31 March 2015 to 795 as at 31 March 2016. The distribution of staff across the directorates has remained broadly similar with no significant changes.
- 6.2 The GLA is aiming for a workforce which is representative of London's communities at all levels of the organisation.
- 6.3 The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) ethnicity has increased slightly to 25% for the period in question. The overall turnover for BAME staff is 24% and is proportionate to the overall BAME profile in the organisation. The proportion of BAME staff has remained fairly stable from 2008 to date.
- 6.4 Across the directorates, Resources has the highest number of BAME staff with 37% of the directorate total. The percentage of BAME staff in other directorates ranges from 10% in the Secretariat to 36% in External Affairs.
- 6.5 The percentage of female staff has remained relatively stable at 52%.
- 6.6 The percentage of disabled staff has remained at 5%.
- 6.7 As at 31 March 2016, 12% of the total workforce were part time which is an increase from 8% since March 2015. Of these, 83% were female and 17% were BAME.
- 6.8 In the year ending 31 March 2016, 27 commenced maternity leave. There were 19 employees due to return from maternity leave during the reporting period of which only one did not return.

7 Equalities Taskforce Initiatives

- 7.1 The GLA is committed to promoting a workforce profile representative of London's population, at all levels of the organisation. 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 Equalities Taskforce are working 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 for part time workers. The GLA hosts 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.
- 7.3 The Women of London City Hall Network hosted a conversation café on flexible working in January 2016 and offered staff insights from this session at the lunchtime presentation. In April 2016 Fiona Fletcher-Smith, Executive Director for DEE hosted a lunchtime presentation for staff on flexible working with a number of senior leadership role models sharing their experiences. The HR&OD team provided an overview of the types of flexible working on offer and the progress we've made as an organisation over the last 18 months with regards to promoting flexible hiring.
- 7.4 Since January 2016 90% of job adverts, both internal and external, now go out with the following line if it is possible for the role to be open to flexible working: "The GLA is committed to being an inclusive employer and we are happy to consider flexible working arrangements. We would welcome applications from candidates who are seeking part time work as this role is open to job share".
- 7.5 According to the most recent Staff Survey, 77% of GLA staff believe that they are enabled to work flexibly. As a result of the work of the HR & OD team to promote flexible hiring, within the current reporting period, 11% of full time jobs were recruited on a part time basis.
- 7.6 The new London.gov 'Working at City Hall' section has a new web page dedicated to flexible working which provides applicants information on the GLA's approach to flexible working and case studies of staff who work flexibly at City Hall.
- 7.7 The HR & OD team have improved the information available to applicants as to why the GLA requests equalities monitoring information at application stage, making it clear the information does not form part of the selection process and used only to help monitor the fairness of our selection procedures.
- 7.8 The new London.gov will have a section for 'meet our people' which features staff profiles to showcase diversity at the GLA. The new London.gov 'Working at City Hall' section has a web page dedicated to flexible working which provides applicants with information on the GLA's approach to flexible working and case studies of staff who work flexibly at City Hall. Applicants can also find blog posts on apprenticeships
- 7.9 The Equalities Taskforce now sees regular feedback from shortlisting spot checks, which are carried out with a member of HR and someone independent from the original shortlist panel. The shortlist

audit panel provide a response as to whether there has been a robust and fair process and whether they concur with the outcomes. To date the audits have demonstrated no concerns with the process or outcomes of shortlisting.

- 7.10 The GLA is trialling 'name-blind' recruitment as a new initiative to address the challenge of unconscious bias. Name-blind recruitment removes names from application forms to reduce the risk of unconscious bias in the process. The GLA is planning to roll this out across the organisation to assess whether this makes any impact in improving the shortlisting outcomes for BAME and female applicants.
- 7.11 Parents of children born or placed for adoption on or after 5 April 2015 are entitled to Shared Parental Leave (SPL). HR&OD unit have launched a trial SPL policy that entitles GLA employees to enhanced shared parental leave pay in line with the GLA maternity pay. In June 2016, the HR&OD unit will conduct a review of the policy which will include data on employee take up, associated costs and any further guidance or changes to the legislation. In the year ending March 2016 three employees have taken shared parental leave.

8 Salaries

- 8.1 58% of staff are in the £30,000 – £50,000 salary bracket. The number of staff earning over £60,000 has reduced slightly from 13% as at March 2015 to 12%, staff earning over £100,000 has remained stable at 3%. The comparison between lowest and highest is 7.4:1, the highest paid is 4 times the average salary. The average salary has increased slightly from £45,978 to £46,155.
- 8.2 The percentage of BAME staff earning above £60,000 has reduced slightly from 15% as at March 2015 to 12% as at March 2016. BAME staff represent 33% 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. The number of females earning £60,000+ has significantly increased since 2008 from 31% to 41%.
- 8.4 The Mayor committed to publishing the gender pay gap in the GLA. The pay gap has been calculated using median salaries as recommended by the ONS. The pay gap information is included for the period ending 31st March 2016. The pay gap between full-time men and women in the GLA is 4.63%. For full-time workers in London it is 11.9%¹ so the GLA compares favourably to this. The pay gap for part-time employees (including mayoral appointments) is high as there were a number of highly paid part-time men in the mayoral team.
- 8.5 The GLA has a job evaluation scheme and therefore is confident it pays the same salary for roles of equal value. The pay gap is due not have less representation of women at a senior level in the organisation. The taskforce is reviewing ways to address this over the next year including mentoring, career development workshops, and increasing flexible working opportunities.

¹ ONS 2015 Annual Survey of Hours and Earnings

9 Sickness Absence

- 9.1 The findings in this report are based on sickness data for the year ending 31 March 2016. People Managers now use the Midland HR System to record their staff sickness, this gives managers access to real time information for their staff/teams. The HR team continue to provide monthly reports with details of the number of sickness days taken by unit and Directorate.
- 9.2 Annualised figures show an average absence of 2.8 days per employee for the year ending 31 March 2016. The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Survey 2015 which reported Central and Local Government as 9 days and 7.9 days respectively.
- 9.3 Resources directorate reported the highest number of days lost due to sickness this is due in part to a few long term cases of sickness rather than many short term.
- 9.4 HR & OD continues to support line managers in the application of the Sickness Absence policy which helps to ensure absence is reported by managers and encourages proactive intervention resulting in managers engaging with staff much earlier than before, leading to an improving picture of sickness absence.

Recruitment

- 10.1 The current reporting period (April 2015 – March 2016) there were a total of 188 vacancies. Vacancies are advertised internally first and from that process 95 (51%) of appointments were made from the existing workforce.

BAME

- 10.2 The number of BAME applicants applying for external vacancies has increased by 4% to 37%, the number of applicants moving through to shortlist stage increased by 1% to 26% and appointments has increased by 3% up to 27%. In the same reporting period, internal BAME applications increased by 6% to 39%, the number of shortlisted increased by 11% to 36% and appointments by 5% to 23%. The internal and external recruitment figures are the highest they have been across all stages.

Female

- 10.3 Females made up 57% of the applicant pool for posts advertised externally and 60% of posts advertised internally. There has been an increase in the number of females interviewed externally (55%) and internally (58%). The number of external appointments decreased by 4% to 55% and decreased by 2% to 58% for internal appointments. The number of females progressing to interview is consistent with previous reporting periods and the number of appointments is higher than the current number of female staff (52%)

Disability

- 10.4 The number of applicants from disabled groups applying for external vacancies and moving through to shortlist stage has remained at 5%, however the number of appointments has decreased to 2%. In the same reporting period, the number internal applications has increased to 7%, the number of shortlisted applicants increased to 6% and appointments to 4%.

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, or transgender (LGBT).
- 10.6 The number of external LGBT applicants and number at shortlist stage is 6% and the number of external appointments is 3%. The number of internal LGBT applicants and number at shortlist stage are both 8% and this increases to 9% for internal appointments.

Faith

- 10.7 The current number of employees who declare a Christian faith is 34%; this is the largest faith group. For external and internal recruitment, the highest number of applications, shortlisted and appointments are Christian. The current number of employees declaring no faith is 41%. With regards to external appointments 41% declared 'no faith' and for internal appointments 48% 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 (24%). The highest number of external applications fall in the 20-29 years (35%) age band followed by 30-39 years (34%). The 20-29 years age band is the highest at shortlisting stage (33%) and appointments (41%). With the exception of the 30-39 years age band being the highest number shortlisted, the figures are consistent with previous reporting period,

The highest number of internal applicants is in age band 30-39 years (40%) which continues through to shortlisting stage (40%) and number of internal appointments (41%). The figures remain proportionate at each stage and are consistent with the previous reporting period.

- 10.9 The HR & OD team continues to review the use of different advertising media using the information captured via the Applicant Tracking System (EngageATS) to understand where applicants see job opportunities with the GLA and the diversity of applicants.

11. Organisational Development and Engagement

11.1 Leadership and Management

Approximately a third of GLA staff have line management responsibilities. The GLA implemented our first Leadership and Management Strategy in October 2014. 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.
- Leadership Excellence – series of workshops and discussions for senior managers
- Management Development Programmes focusing on developing manager’s careers and helping them transition between different levels of management
 - Institute of Management (ILM) accredited qualifications programmes
 - ILM Level 3 Into Management – for first line and aspiring managers
 - ILM Level 5 Into Middle Management – for middle and aspiring middle managers
 - Into Leadership – for aspiring senior managers

11.2 About 70% of GLA line managers have attended the introductory Cornerstone module. A total of 252 places on Management Essentials courses have been taken up since April 2015 to date. During the same period, 39 managers have been studying for ILM levels 3 and 5. Satisfaction rates are high with a 78% satisfaction rate for Management Essentials and for the ILM Programmes. A review of the strategy will be undertaken by Autumn 2016. The table below shows the equality profile for the participants of the ILM accredited Management Development Programmes.

Programme	Cohort1	Cohort 2	Cohort 3	Cohort 4
Into Management (Level 3)	Launched 23 Oct 2014 9 delegates 78% female managers 12% BAME	Launched 11 Feb 2015 10 delegates 90% female 40% BAME	Launched 19 Oct 2015 11 delegates 45% female 18% BAME	Launched 7 March 2016 12 delegates 75% female 42% BAME
Into Middle Management (Level 5)	Launched 14 Jan 2015 7 delegates 43% female	Launched 21 April 2015 9 delegates 33% female 22% BAME	Launched 22 Oct 2015 7 delegates 29% female 14% BAME	Not launched yet
Into Leadership	Launched 13 delegates 62% female 16% BAME			

11.3 Apprenticeships

The apprenticeship scheme was launched at the GLA in late 2009, following the Mayor’s commitment to deliver 3000 GLA Group apprenticeships over three years. The scheme was established in a joint partnership with the other GLA Group organisations. It has grown steadily over the years and apprentices now make up 2.4% of the total workforce in the GLA.

The scheme provides a career development journey for young people:

- Traineeship (12 week work experience placement, with work readiness training and expenses paid)
- Advanced Apprenticeship (Structured 12 month work placement, paid LLW, NVQ level 2/3)
- Higher Apprenticeship (18 month contract paid G1, NVQ level 4 in project management)

11.4 In the current year, the GLA is hosting 17 Advanced Apprentices and 8 Higher Apprentices in project management (the 2015 cohort will complete their placement in July 2016, whereas the 2016 cohort will be based at the GLA until July 2017).

To date the scheme has been very successful in supporting young people into long term employment. We have 16 former apprentices (including 2 CIPFA apprentices who completed their placement in 2015) employed within the workforce. The Higher Apprenticeship in project management provides an option for advanced apprentices to continue within the GLA and opens up access for them to project based roles.

11.5 The GLA Apprenticeship scheme attracts a diverse group of young people and the ethnicity profile of apprentices (47% BAME) is very positive. The table below shows the equalities profile of the 2015 apprenticeship recruitment campaign.

Stage	Total	BAME		Disability		Female	
Applications	154	93	60%	5	3%	78	51%
Invited to Assessment	63	40	63%	1	2%	29	46%
Attended Interview	32	18	56%	1	3%	18	56%
Appointed	17	8	47%	1	6%	9	53%

11.6 Traineeships

Traineeships are a Government scheme designed to help young people aged 16 to 24 who want to get an apprenticeship or job but who do not yet have appropriate skills or experience. The eligibility criteria for a traineeship are as follows:

- eligible to work in the UK
- unemployed and with little or no work experience
- qualified below Level 3 (equivalent to AS/A Level)

The GLA has delivered trainee schemes over the last two years in partnership with [Outsource](#), in line with the [government's recommended programme](#).

11.7 The GLA Traineeship provides a high quality 12 week programme which includes two weeks employability training and a 10 week work experience placement. Trainees attend additional training (including support with Maths and English if needed) during their placement and those who complete the traineeship are guaranteed an interview for the GLA apprenticeship scheme. Trainees gain valuable work experience and develop new skills and behaviours to become work-ready and capable of taking the next step of an apprenticeship or paid job. This is evidenced by the success of the most recent programme (which finished in November 2015): [five trainees](#) completed the programme and attended the GLA Apprenticeship assessment days. All five secured long term paid

employment; three secured GLA Apprenticeships, and two secured employment with other organisations.

11.8 The table below shows the Equality data for the Traineeship recruitment in 2015.

Stage	Total	BAME		Disability		Female	
Applications	32	20	63%	3	9%	15	47%
Invited to Assessment	16	11	69%	2	13%	6	38%
Appointed	7	5	71%	1	14%	2	29%
Completed Programme	5	4	80%	1	20%	1	20%

11.9 In August 2016 the GLA will once again host a project team of Teach First teachers who will work with the apprentices and trainees to continue to evaluate the scheme and provide tools to support them and their managers taking their next career steps. This year's focus will be on mapping out the apprentice career pathway and identifying key success factors, as well as evaluating the Higher Apprenticeships scheme.

11.10 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. In the current reporting period, the GLA recruited 18 interns. The GLA Internship scheme attracts a diverse group applicants and the BAME profile of interns appointed (61%) is well above the workforce profile (24%). The gender balance of appointments was 56% female and 6% of those appointed were disabled.

11.11 Employee Wellbeing

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.

11.12 The GLA has signed the Time to Change pledge through which organisations commit to taking action to tackle the stigma and discrimination around mental health in the workplace. HR&OD are working on a mental health policy statement and guidance and establishing a peer mental health support group for staff. In October 2015 we partnered with Kings College to pilot an 8 week online programme on Self Confidence in the Workplace. The programme was based on cognitive behavioural therapy and covered different self-management techniques such as time management, problem-solving, getting support, challenging negative thoughts.

11.13 In April 2016 the GLA hosted its annual staff Health and Wellbeing Fair Wellbeing with stalls provided by external Health and Wellbeing organisations, suppliers, and staff representatives. The fair provided a range of health information and testing and was supported by our EAP, and Occupational Health and Health check providers. The wellbeing network hosted a Mental Health

stand which promoted good mental health practices in the workplace. We are currently hosting a series of lunchtime presentations on Work Life Balance and Wellbeing supported by Birkbeck College, University of London.

11.14 Employee Engagement Survey

The GLA employee engagement survey Your Say was carried out in December 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. The response rate was high (82%) although down on 2013 (88%). The engagement index continues to be high, with a further increase to 79% (up 4% since last survey) which is 14% higher than the public sector average.

11.15 Areas to celebrate:

- The GLA has an aligned, engaged and enabled workforce - staff are clear how their work contributes to the objectives of the GLA (91%) and are proud to work for the organisation (85%). 78% of staff said working for the GLA makes them want to do the best work they can do - this is 24% above the public sector average.
- Best in class perceptions of our leadership. Scores for belief that "senior managers are sufficiently accessible" and "are open and honest in their communications" are 15% above the public sector average.
- The learning and development investment has had a positive impact - after the last staff survey it was recognised that learning and development was an area that needed focus. All areas have seen improvements of 9% upwards. "There are sufficient opportunities for learning and development at the GLA to improve my skills in my current job" has gone up by 17%.

11.16 Areas for continued focus:

- Work-life balance and work pressure - GLA scored 6% below the public sector average in believing line managers support a healthy work-life balance
- Collaboration and cross organisational working - over 25% of staff were unsure as to whether the GLA provides appropriate networking opportunities
- Career progression opportunities - Only 40% of believe there are sufficient opportunities at the GLA to develop their career.

12. Grievances/ Disciplinary

12.1 During the period 01/04/15 to 31/03/2016 there were three disciplinary cases and three grievances. Equalities data for disciplinary and grievance cases has been withheld in light of the small numbers.

13. Complaints

For the period 1 April 2015 to 31 March 2016 a total of 51 complaints were received.

13.1 Of the 51 complaints received by the GLA

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

13.2 Of the 51 complaints 16 were upheld, 10 were partially upheld and 25 were not upheld. Forty seven were stage 1 complaints, three were stage 2 complaints and one was a stage 3 complaint. Examples of complaints received are:

- responses to correspondence
- attitude of staff or stewards at events
- planning applications
- information out of date on website and/or website not working adequately.

Table 1

2014/15		2015/16	
Complaints received	% responded to within 20 working days	Complaints received	% responded to within 20 working days
55	90% (Target of 90%)	51	94% (Target of 90%)

Table 2: Complaints received by directorate

Directorate	2014/15					2015/16				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Mayor's Office	0	0	0	0	0	2	0	0	1	3
Corporate Management Team	1	2	1	2	6	0	0	2	0	2
Resources	1	0	5	3	9	3	0	0	3	6
External Affairs	0	9	11	7	27	7	11	3	5	26
Communities & Intelligence	1	0	1	1	3	1	0	0	0	1
Development, Enterprise & Environment	0	1	2	0	3	1	4	2	2	9
Housing & Land	1	1	0	0	2	3	1	0	0	4
Total received	4	13	25	13	55	17	16	7	11	51

Improving performance

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

- 13.5 Correspondence performance is presented to the Corporate Management Team on a quarterly basis. Where performance has not reached the GLA target (90%) improvement measures are discussed and senior managers are responsible for ensuring those measures are introduced.
- 13.6 The Public Liaison Unit has allocated individual officers to each directorate to assist with improving performance. This has proved to have been a positive intervention as performance has improved slightly over the past year.
- 13.7 The GLA receives relatively few complaints. This means that not responding to one complaint within the target of 20 working days can have a disproportionate impact on reported performance.

14. Financial Implications

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

15. Legal Implications

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

List of appendices to this report:

Appendix 1 - Workforce Report – An annual digest of employment data and statistics – period 01/04/15 to 31/03/2016.

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