

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 18 July 2013

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2012 to 31 March 2013.

2. Recommendation

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

3. Background

3.1 This is the seventh workforce report following the creation of the current organisation structure and covers the year ending 31 March 2013 and contrasts with the year ending 31 March 2012. It also covers complaints monitoring and recruitment for this period.

3.2 In October 2011 the GLA Payroll and HR system transferred to LFEPA under a shared services delegation agreement. The GLA payroll service is provided directly by LFEPA. The core human resources system is hosted by LFEPA with GLA staff connecting to the system remotely. A separate absence management module has been developed. All data is drawn from these two systems.

4. Issues for Consideration

4.1 Detailed data for the year ending 31 March 2013 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 CBI survey reports. The absence data covers the year ending 31 March 2013 and is taken from the StARS absence management system.

5. Turnover

- 5.1 Total numbers of staff in post have decreased to 724 as at 31 March 2013 from 750 in September 2012. This reflects the impact of the recent restructures that have taken place in the GLA. The distribution of staff across the directorates in percentage terms has remained broadly similar with no significant changes.
- 5.2 Total turnover for the GLA for the year ending 31 March 2013 was 22% with voluntary turnover running at 12% which is higher than the IRS Employment Review Labour Turnover Rates survey 2012 shows the median of employees resigning from their jobs in 2011 was 7.9%. Highest median voluntary turnover rates for 2011 were in the private sector services at 12.5% with median rate in the public sector being 6.1%. Total median turnover rates for the same period as measured by the IRS Employment Review Labour Turnover Rates survey 2011 are 13% across all sectors, 13.2% in private sector services and 14.8% in the public sector. The high level of turnover is linked to the restructurings takings place across the organisation.
- 5.3 Since January 2009 exit interview data has been collected using an online survey engine (www.surveymonkey.com). Following a resignation, an individual is sent a link to a standard exit interview questionnaire that can be completed online. As part of the questionnaire response staff are given the option to also have a face to face interview, normally with a member of staff from Human Resources.
- 5.4 139 leavers were invited to complete part one of the exit interview questionnaire with 22% of them actually doing so. The data shows that 80% would return to work for the GLA in the future. A small number of people agreed to have a face to face interview. The HR&OD team have reviewed the process of collecting exit interview data, and are introducing improvements to try and increase the completion rate.
- 5.5 The Survey Monkey data shows that of those declaring their destination after leaving the GLA that 62% took roles in the private sector, 25% in the public sector and 12% in the voluntary sector. It demonstrates that staff in the GLA are acquiring sufficient experience to enable them to secure alternative work including in the private sector. The main reason for leaving was promotion.

6 Workforce Composition

- 6.1 The Equal Life Chances for All Framework aims to ensure the GLA has a representative workforce.
- 6.2 Table 2.1 in Appendix 1 shows that the workforce composition in terms of ethnicity has increased slightly to 24% over the year in question. The number not stating their ethnicity has decreased from 4% to 1% of the total staff population following a targeted collection of data by the HR team. The overall turnover for BAME staff is entirely proportionate in comparison to the overall GLA profile at 23%.
- 6.3 Table 2.3 in Appendix 1 sets out the breakdown of BAME staff across directorates. Across the directorates, Resources has the highest number of BAME staff with 42% of the directorate total. The percentage of BAME staff in other directorates ranges from 9% in the Secretariat to 37% in External Affairs.

- 6.4 Assembly Members took part in a roundtable discussion on workforce statistics to address issues around low BAME representation in the Secretariat. An action plan has been developed following that meeting and the actions discussed at the Oversight Committee in May 2013.
- 6.5 Table 2.4 shows that the percentage of female staff has remained the same at 51% since September 2012. The turnover of women in the GLA has continued to decrease to 54% for the year ending March 2013.
- 6.6 The percentage of disabled staff has remained stable since September 2012 at 6%. However, when dealing with relatively small numbers, movement of one or two people can make a noticeable difference to the GLA profile. The HR team will seek to encourage those staff who have not responded/declared their status to do this.
- 6.7 An equalities taskforce has been established and an action plan developed which has been agreed with the corporate management team. The taskforce comprises representatives from Unison, HR, the senior and corporate management team including the Director of Housing and Land and the Head of Scrutiny. The action plan focuses on improving representation at every level of the organisation.

7 Salaries

- 7.1 Table 3.1 shows that 59% of staff are in the £30,000 – £50,000 bracket. The number of staff earning over £70,000 has remained stable with 8% of the staffing population in this category. The number of staff earning over £100,000 has also remained stable at 3% since 2011. The GLA has reviewed the trend in salaries from 2007 to date and found that the proportion of senior staff in the organisation has remained reasonably similar from that date. The average salary has remained reasonably stable at £45,094.
- 7.2 The percentage of BAME staff earning above £70k has increased slightly from 7% as at 30 September 2012 to 8% as at 31 March 2013. BAME staff represent 26% of staff earning between £30–40k, and 26% between £40–50k. It is recognised that there is still progress to be made in ensuring the GLA is representative at every level of the organisation.
- 7.3 Table 3.3 shows that the salary levels for female and male staff is broadly representative up to £70,000 although for £70,000+ the number of females decreases to 30% female.
- 7.4 The table below shows the percentage of total staff in each salary grouping. The percentage of total staff earning £61k + has remained stable at approximately 11% from 2007 to 2013. The percentage of total staff earning up to £30k has declined whereas the percentage of total staff earning £30k to £60k has steadily increased from 52% to 72% for the same period.

Year (31 st March)	Grades 1 to 6 / Up to £30k		Grades 7 to 11 / £31k to £60k		Grades 12+ / £61k +		Total Headcount
	No	%	No	%	No	%	
2007	248	37%	351	52%	76	11%	675
2008	252	36%	388	55%	61	9%	701

2009	176	30%	347	60%	58	10%	581
2010	114	19%	410	69%	68	11%	592
2011	111	17%	455	71%	71	11%	637
2012	117	16%	515	72%	79	11%	711
2013	119	16%	519	72%	86	12%	724

8 Sickness Absence

- 8.1 The findings in this report are based on sickness data for the year ending 31 March 2013. The GLA has moved to a new absence management system following the HR system shared service agreement with LFEPA. Comparison data is taken from the CIPD: Absence Management Annual Survey Report 2012.
- 8.2 Annualised figures show an average absence of 3.11 reported days per employee for the year ending 31 March 2013 (target 6 days per employee). The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Annual Survey Report 2012 which report Central and Local Government who have reported 7.5 and 8.1 days respectively and has remained lower than the Private Sector average reported as 6.6 days.
- 8.3 HR have continued 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.

9 Recruitment

- 9.1 Ninety-two vacancies were recruited to in the 2013 reporting period. All vacancies were advertised internally first and from that process thirty-eight (41%) appointments were made from the existing workforce.
- 9.2 During the reporting period, females made up half of the applicant pool for posts advertised externally and internally and the number of females being appointed from both internal and external advertisements was above 50%.

Females	Applicants	Shortlisted	Appointed
External	53%	51%	54%
Internal	48%	49%	53%

- 9.3 The number of BAME applicants applying for external vacancies has dropped since the last reporting period to 22%. The number of applicants from this group drops slightly through the shortlisting and appointment stages, although this is less significant than in previous periods. The number of BAME applicants for the internal vacancies is higher at 26%, but this number also drops through the shortlisting and appointment stages.

BAME	Applicants	Shortlisted	Appointed
External	22%	20%	18%
Internal	26%	20%	16%

- 9.4 In line with the last two reporting periods, this period has seen a slight increase in the number of disabled applicants moving through to shortlist stage, likely due in part to the guaranteed interview scheme, and the HR&OD Unit's intervention in the shortlist process. The number of internal applicants declaring a disability is higher than for the external round and the number of disabled applicants being shortlisted is proportionate. There is a slight drop from shortlist to appointment for both external and internal vacancies.

Disabled	Applicants	Shortlisted	Appointed
External	5%	7%	4%
Internal	7%	6%	3%

- 9.5 The Equalities Taskforce now meet regularly and actions have been agreed in relation to the GLA's recruitment activity. These include;
- Clear sign-posting of the GLA's approach to mainstreaming equalities issues at each stage of the process so that applicants and managers are aware of the importance of equality issues
 - Spot checks on recruitment activity and the introduction of further awareness training for managers to ensure that recruitment activity continues to be robust, transparent and equally accessible to all candidate groups.
- 9.6 The HR&OD team have recently reviewed the placement schemes on offer at the GLA and through discussions with the Executive Management team and the Equalities Taskforce have worked to ensure that the placements are identified, advertised and offered following a consistent process across the organisation.
- 9.7 As part of the placement programme review an opportunity was identified to offer internship opportunities that are targeted to Black and Minority Ethnic individuals, in areas of the organisation where these groups are under-represented in the workforce. The HR&OD Unit will work with Assistant Directors and Managers to identify, advertise and appoint to these opportunities.

10. Organisational Development and Engagement

- 10.1 Since October 2012, the HR&OD team have delivered the first phase of the Organisational Development and Engagement Plan, designed to help harness the people benefits from our delivery of the London 2012 Games and support organisational objectives following on from devolution and the 2011 staff engagement survey.
- 10.2 The Learning from the Games programme evaluated staff experience of Gametime redeployment through an online survey, team discussions and roundtable sessions with the Head of Paid Service. Themes were drawn out, particularly with regards to the need to create more organisational flexibility, maintain high staff engagement and build on the Gametime relationships. These themes have been incorporated into the new HR&OD Business Plan.

- 10.3 The HR&OD team has developed new tools for effective performance management conversations and has been working with senior managers to highlight the importance of effective performance management. New processes have been put in place to ensure increased performance review completion rate. The Head of Paid Service has also been running a series of informal performance management roundtables with a cross section of staff and managers from across the GLA to get feedback on current performance management practice and ideas for improvement
- 10.4 To effectively retain and develop high performing staff, HR&OD team have developed a comprehensive Career Pathways programme of short workshops focusing on different aspects of career management. The GLA Manage Your Career fair, showcasing the internal career development offer (including mentoring, sponsorship for accredited qualifications, professional development, and more) took place on 7 June. The fair, attended by over 150 staff, received excellent feedback. Career development offer will be extended in the upcoming year and will also include 1:1 support from newly trained internal career conversation coaches offering.
- 10.5 The HR&OD team have been working with a number of senior teams across the organisation to enhance leadership skills and help build internal and external relationships. New management and leadership development strategy has been drafted and will be implemented in the upcoming year.

11. Grievances/ Disciplinary

- 11.1 During the period 3 disciplinary hearings were held and there were 3 formal grievances.

12. Complaints Monitoring

12.1 Complaints received from 1 April 2012 to 31 March 2013

- 12.2 For the period 1 April 2012 to 31 March 2013 a total of 21 complaints were received.
- 12.3 Of the 21 complaints received by the GLA, 17 were responded to within the GLA's standard (20 working days). This represents 81% of all complaints received. This is below our 90% target. 2 of the 4 requests which exceeded the deadline did so by only 1 day.
- 12.4 Of the 21 complaints, 12 were not upheld and 6 were upheld and 2 were NFA'd as they were referred to another Authority. An outcome to a further complaint could not be established because a record of the response was not uploaded to the correspondence management system. 20 were stage one complaints, 1 complaint was dealt with at stage two. Examples of these complaints are:
- The conduct of former AM;
 - Appointment process for the Advisor, Team London, Volunteering, Charities and Sponsorship;
 - The behavior of Marshalls contracted to the GB Athletes' Parade on the Mall;
 - Call handling etiquette of Public Liaison Unit; and
 - Inadequate feedback received in relation to a GLA job interview.

Summary of 2012/13 performance to 31 March 2013

12.5 **Table 1 below shows performance against the standard for 2011/12 and 2012/13**

2011/12		2012/13	
Target	Actual Performance	Target	Actual Performance
90%	95%	90%	81%

12.6 Overall during the 2011/12, a total of 21 were received, 95% of complaints were responded to within the standard (20 working days) which met the GLA's local target of 90%. The number of requests received for 2012/13 has remained at the same level. However, our performance of responding to cases within 20 working days has decreased to 81%.

12.7 Table two below shows the number of complaints received by each Directorate during 2012/13.

Table 2: Complaints received by directorate

Directorate	2012/13				Total
	Q1	Q2	Q3	Q4	
Mayor's Office	1	0	1	0	2
Corporate Management Team	0	0	1	0	1
Resources	0	0	1	0	1
External Affairs	2	3	0	3	8
Communities & Intelligence	2	0	0	0	2
Development & Environment	1	1	0	1	3
Housing & Land	0	0	2	2	4
Total received	6	4	5	6	21

13. Improving performance

13.1 The GLA will continue to monitor its performance on complaint handling in 2013/14 as part of its performance management framework and in order to improve performance on response times. The indicator will continued to be monitored internally on a monthly rather than quarterly basis to ensure interventions are put in place in a timely manner.

13.2 Correspondence, including complaints, information is presented to the Head of Paid Service's 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 the measures for improvement are introduced.

13.3 The Public Liaison Unit has allocated individual officers to directorates to assist with improving performance. This has proved to have had a positive impact on our performance.

13.4 The Authority will again aim to reach 90% in 2013/4 and maintain the high level which previously achieved in 2011/12.

14. Legal Implications

- 14.1 Under S.67(2) of the Greater London Authority Act 1999, as amended, (the “Act”), the Head of Paid Service, after consultation with the Assembly and Mayor, and having regard to the resources available, and the priorities of the Authority, may appoint such staff as he considers necessary for the proper discharge of the Authority’s functions. He also may under S.70 (2) settle their terms and conditions of employment including terms as to remuneration, after consultation with the Mayor and the Assembly, as he thinks fit.
- 14.2 Receipt of workforce information by the GLA Oversight Committee will help inform and supplement any consultation with the Assembly and the Mayor by the Head of Paid Service on staff appointments and terms and conditions.
- 14.3 Staff appointments may be made to permanent or fixed term contracts as required by the Authority and may be filled by secondment or recruitment. Section 7 of the Local Government and Housing Act 1989 (LGHA) requires that all recruitment be on the basis of “merit”. The Authority has in place procedures to determine the application of “merit”.
- 14.4 Under Section 404 of the Act, the Authority whether acting by the Mayor or the Assembly is required in exercising its functions to have regard to the need to promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion, to eliminate unlawful discrimination and to promote good relations between people of different racial groups, religious beliefs and sexual orientation.
- 14.5 It is unlawful to discriminate on the above grounds against persons applying for jobs, determining who should be offered jobs and the terms upon which the offer is made and by refusing or deliberately omitting to offer employment. The GLA also has a statutory duty under the Equality Act 2010 to promote race equality, equality between men and women and disability equality.
- 14.6 Workforce monitoring as described in this report is a matter of good practice but will also enable the GLA to comply with the law as a result of the introduction of the Race, Employment and Equal Treatment EU directives which deal with combating discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation and the general legislative framework of combating discrimination.

15. Financial Implications

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

List of appendices to this report:

Workforce Report – An annual digest of employment data and statistics – Year ending 31 March 2013

Local Government (Access to Information) Act 1985

List of Background Papers: None

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