

Subject: Workforce Report

Report to: GLA Oversight Committee

Report of: Head of Paid Service

Date: 17 July 2012

This report will be considered in public

1. Summary

1.1 This is the workforce report for the period 1 April 2011 to 31 March 2012.

2. Recommendation

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

3. Background

3.1 This is the fifth report following the creation of the current organisation structure and covers the year ending 31 March 2012 and contrasts with the year ending 31 March 2011.

3.2 This report includes workforce monitoring data and recruitment monitoring data for all four quarters of 2011/12.

3.3 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 is also being developed.

4. Issues for consideration

4.1 Detailed data for the year ending 31 March 2012 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.

4.2 The absence data covers quarters 1 – 3 only as the new absence management system is still in development. It is expected this development will be concluded to enable full inclusion of the sickness absence data for the period 1 April 2011 to 31 March 2012 with the half yearly update report to be published at the end of this year.

5. Turnover

- 5.1 Total numbers of staff have now increased to 711 as at 31 March 2012, rising from 637 in March 2011. This reflects the impact of the devolution programme and expansion of the GLA's responsibilities. 73% of the increase in numbers is accounted for by transfers of staff from the LDA into the GLA. The Assembly have been previously consulted via the then Business Management and Administration Committee about the detailed changes. The distribution of staff across the directorates in percentage terms has remained broadly similar with no significant changes. The new Housing and Land Directorate was created with effect from 1 April 2012. This directorate was created to absorb all HCA staff that transferred to the GLA on 1 April 2012 and the London Thames Gateway Development Corporation that transferred on 16 April 2012, in addition to the GLA's existing Housing Policy unit. This adds a further 73 to the total GLA staff. This Directorate was created in April 2012 and as this report refers to the workforce statistics up to the end of March 2012 it is not included in this report.
- 5.2 Total turnover for the GLA for the year ending 31 March 2012 was 15% with voluntary turnover running at 10% which is higher than the current public sector trend of 1.9% as evidenced in the Resource and Talent Planning 2012 report (source: Chartered Institute of Personnel and Development). There is a marked difference between voluntary turnover in the GLA and that showing in the CIPD report for public sector bodies. The IRS Employment Review Labour Turnover Rates survey 2011 shows the median of employees resigning from their jobs in 2010 was 8.1%. Highest median voluntary turnover rates for 2010 were in the private sector services at 9.7% with median rate in the public sector being 7.0%. 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, 14.3% in private sector services and 12.6% in the public sector. These results are in sharp contrast to the CIPD findings, however the public sector sample size for CIPD report was very small and this may have skewed the results. The GLA's turnover rates are more closely aligned with the IRS survey findings.
- 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 85 leavers were invited to complete part one of the exit interview questionnaire with 47% of them actually doing so. The data shows that 60% would return to work for the GLA in the future. A small number of people agreed to have a face to face interview.
- 5.5 The Survey Monkey data shows that of those declaring their destination after the GLA that 55% took roles in the private sector, 35% in the public sector and 10% 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 and access to a higher paid role.

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 from 24 to 25% over the year in question. However the number not stating their ethnicity has increased to 11 people, representing 2% of the total staff population. These individuals will be contacted and asked to update their records accordingly.
- 6.3 Table 2.3 in Appendix 1 sets out the breakdown of Black, Asian and Minority Ethnic (BAME) staff across directorates. Across the directorates, Resources has the highest number of BAME staff with 41% of the directorate total. The percentage of BAME staff in other directorates ranges from 8% in the Secretariat to 29% in External Affairs.
- 6.4 The overall turnover for BAME staff is entirely proportionate in comparison to the overall GLA profile and had reduced significantly from the workforce report in 2010 when it was at 33%.
- 6.5 Table 2.4 shows that 52% of staff are female as at 31 March 2012 with this being a slight decrease from 54% as at 31 March 2011. The turnover of women in the GLA has decreased significantly from 2011. The continuing focus for workforce issues is now on increasing the number of female staff represented in the senior positions in the organisation. The Women's Learning Partnership Network, supported by the Learning and Development Team continues to provide training opportunities, networking and a forum for shared learning for women in the GLA.
- 6.6 The percentage of disabled staff as at 31 March 2012 has remained fairly stable albeit with a slight decrease. 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 recommend this as an area to focus on in terms of improving the workforce profile in 2012/13.

7 Salaries

- 7.1 Table 3 shows that 58% of staff are in the £30,000 – £50,000 bracket. The number of staff earning over £70,000 has remained stable with 9% of the staffing population in this category. The number of staff earning over £100,000 has also remained stable at 2% since 2011.
- 7.2 The percentage of BAME staff earning above £70,000 has remained stable since 2011 at 12%. BAME staff represent 28% of staff earning between £30 – 40,000, and 24% between £40-50,000. 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 but there are proportionally fewer female staff earning over £70,000.
- 7.4 Table 3.5 shows allowances by ethnicity. The number of BAME employees who have received additional payments is 19% which is marginally lower than the overall BAME profile of 25%.

8 Sickness Absence

- 8.1 The findings in this report are based on sickness data for the year ending 31 December 2011. The GLA is currently in the process of moving to a new absence management system, as the system is in the latter stages of development, data for the year ending 31 March 2012 is unavailable but will be reported in the update Workforce Report later in 2012. The comparison document (CIPD: Absence Management Survey 2011) uses data for the same period, ie year ending 31 December 2011.
- 8.2 Annualised figures show an average absence of 5.9 days per employee for the year ending 31 December 2011 (target 6 days per employee). The GLA average is significantly lower than published benchmark figures from the CIPD Absence Management Survey 2011 which report Central and Local Government who have reported 8.4 and 9.6 days respectively and is now lower than the Private Sector average reported as 6.0 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 During the reporting period the majority of vacancies released for recruitment were advertised internally for staff in the organisations affected by the devolution programme including GLA staff, London Development Agency, Housing and Communities Agency (London) and Metropolitan Police Authority to allow staff to apply ahead of external recruitment processes. This was introduced to mitigate the possible redundancies for staff in those agencies affected by the devolution programme.
- 9.2 In October 2011 a new protocol introduced an extended approval process, with all recruitment requests being considered by the Assistant Director Human Resources & Organisational Development, the Head of Paid Service and the Mayor's Chief of Staff. This was introduced to ensure that only essential posts were released for recruitment in the period leading up to the Mayoral and London Assembly Elections and the Olympic and Paralympic Games. Posts in the Secretariat were not considered under this revised protocol.
- 9.3 125 vacancies were recruited to during the reporting period. Of these, 35 (29%) appointments were made from the current workforce in response to an internal advert.
- 9.4 During this reporting period, females made up half of the applicant pool and the number of females being shortlisted and appointed has been proportionate.
- 9.5 The number of BAME applicants has increased significantly since the last reporting period. There is a slight drop-off from application stage to interview. However, the percentage of applicants from this group attending an interview has increased since the last reporting period. The number of appointments made from this group has also increased from the last period and is proportionate to the number of applicants interviewed.

9.6 In line with the last reporting period, 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 Unit's intervention in the shortlist process. By following up on manager's shortlist decisions, an increased number of disabled applicants have been short-listed for interview over the reporting period.

10 Grievances/ Disciplinary

10.1 During the period 3 disciplinary hearings were held and there were 5 formal grievances. One grievance was not upheld and the other four were resolved with mediation.

11. Complaints Monitoring

11.1 Complaints received from 1 April 2011 to 31 March 2012

11.2 For the period 1 April 2011 to 31 March 2012 a total of 21 complaints were received.

11.3 Of the 21 complaints received by the GLA, 20 were responded to within the GLA's standard (20 working days). This represents 95% of all complaints received. This is above our 90% target.

11.4 Of the 21 complaints, 10 were not upheld and 9 were upheld and 2 were for No Further Action as they were referred to another Authority. 16 were stage one complaints, 3 complaints were dealt with at stage two and 2 complaints were dealt with at stage three. Examples of these complaints are:

- Two complaints with regards to the conduct of former Assembly Member;
- The behaviour of a member of security at City Hall;
- Wheelchair access at the Royal Wedding;
- Reimbursement of travel costs incurred by attending an interview at City Hall; and
- A GLA response to a VIP case which was found to have lipstick on the envelope.

Summary of 2011/12 performance to 31 March 2012

11.5 Table 1 below shows performance against the standard for 2010/11 and 2011/12

2010/11		2011/12	
Target	Actual Performance	Target	Actual Performance
90%	90%	90%	95%

11.6 Table two below shows the number of complaints received by each Directorate during 2011/12.

Table 2: Complaints received by directorate

Directorate	2010/11				Total
	Q1	Q2	Q3	Q4	
Mayor's Office/Private Office	0	1	0	0	1
Corporate Management Team	0	0	2	0	2

Resources	0	1	5	2	8
External Affairs	3	3	1	3	10
Communities and Intelligence	0	0	0	0	0
Development and Environment	0	0	0	0	0
London 2012	0	0	0	0	0
Total received	3	5	8	5	21

12. Improving performance

- 12.1 The GLA will continue to monitor its performance on complaint handling in 2012/13 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.
- 12.2 Correspondence, including complaints, information 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 the measures for improvement are introduced.
- 12.3 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.
- 12.4 The Authority will again aim to reach 90% in 2012/13 and maintain this high level.

13. Strategy Implications

- 13.1 Information in relation to workforce monitoring and the analysis of emerging trends, will help to support the GLA's aim to achieve exemplar employer status and proactively meet the GLA equality duties.

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:

Appendix 1 - Workforce Report – An annual digest of employment data and statistics – Year ending 31 March 2012

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

An annual digest of
employment data and
statistics

Year ending 31 March 2012
issue number: 16

Introduction

This compendium provides information on a range of employee statistics and staff monitoring.

The information contained in this profile presents a range of employment statistics available from the GLA's HR group. For more detailed information or reports, please contact Jo Scott (020 7983 4242).

Notes on the data

Unless otherwise indicated, the source of all the data tables is both the HR Resource Link and Cyborg systems and covers the year ending 31 March 2012.

Figures are presented to the nearest whole number, with the exception of turnover. As a result of the rounding process some percentages will not total 100. The data and figures include all permanent and fixed term employees on both the HR Resource Link and Cyborg systems as at dates indicated. The data excludes the Mayor and Assembly Members.

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1. TURNOVER

The following tables and charts set out the number of employees in post together with starters, leavers and turnover. Figures have been rounded to the nearest whole number.

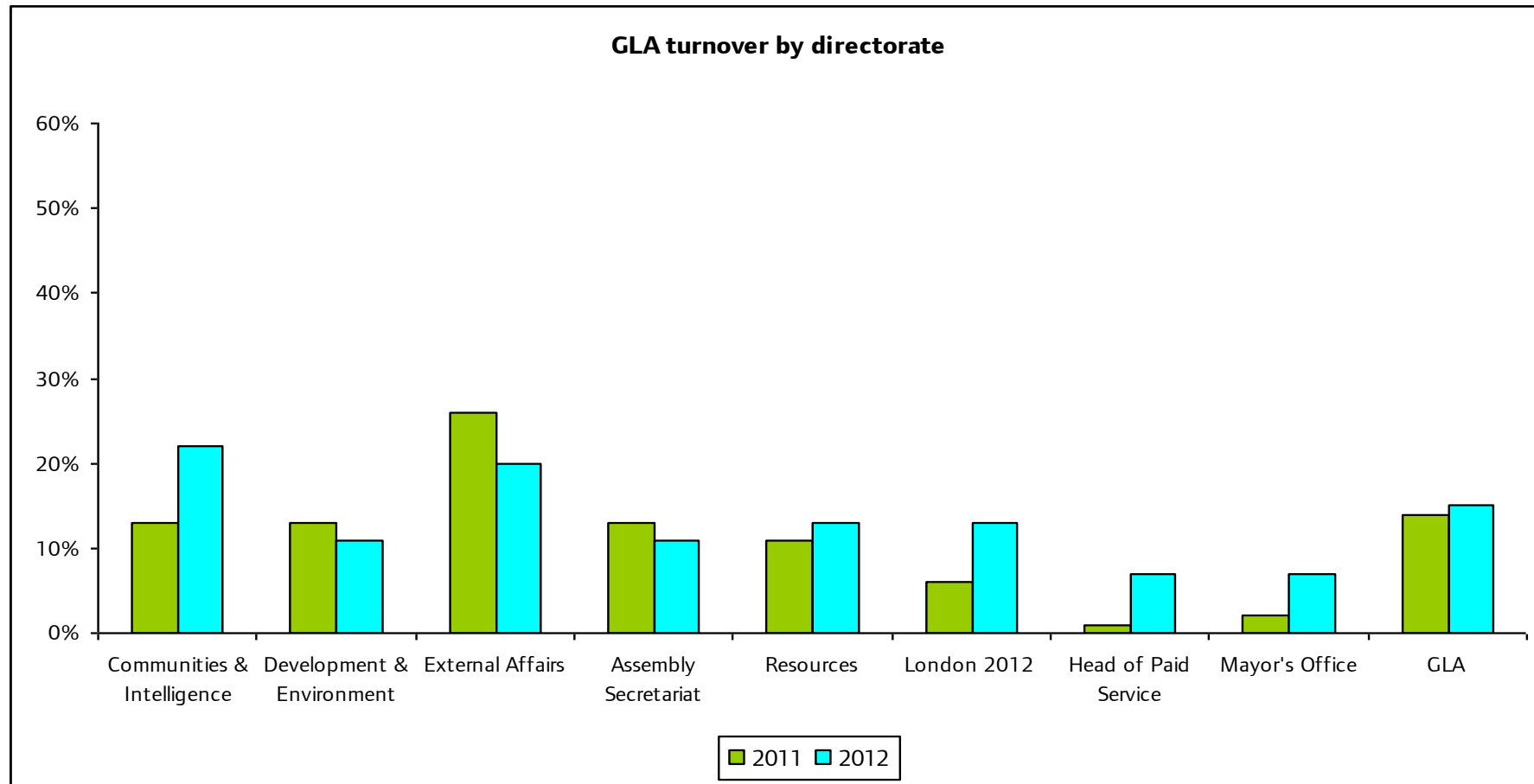
Table 1.1 Employees by directorate

The percentage of employees broken down across directorates has remained broadly the same from 2011 to 2012. The total number of employees in post as at 31 March 2012 has increased by 74, of which 73% transferred into the GLA under TUPE from organisations such as the LDA. Overall turnover for the year ending 31 March 2012 was 15%, however if only looking at voluntary turnover e.g. resignations, turnover for the year is less at 10%. Within the overall turnover figures are staff who left as a result of fixed term contracts coming to an end, redundancy, resignation and TUPE transfer. The increase in staff within Head of Paid Service in particular arises from reorganisations e.g. transfer of staff into the directorate from the Resources Directorate. There has also been an increase in staff in the London 2012 Directorate due to the work in this area increasing due to the forthcoming Olympic and Paralympic Games.

	In post		In post		Starters		Leavers		Total turnover		Voluntary turnover	
Directorate	As at 31/03/2011		As at 31/03/2012		Year ending 31/03/2012		Year ending 31/03/2012		Year ending 31/03/2012		Year ending 31/03/2012	
Communities & Intelligence	135	21%	134	19%	36	20%	30	28%	30	22%	23	17%
Development & Environment	102	16%	135	19%	42	23%	15	14%	15	11%	11	8%
External Affairs	76	12%	85	12%	20	11%	17	16%	17	20%	12	14%
Assembly Secretariat	102	16%	103	14%	13	7%	11	10%	11	11%	10	10%
Resources	160	25%	167	23%	44	24%	22	21%	22	13%	11	7%
London 2012	18	3%	30	4%	17	9%	4	4%	4	13%	2	7%
Head of Paid Service	1	0%	15	2%	3	2%	1	1%	1	7%	1	7%
Private Office & Political Advisors	43	7%	42	6%	5	3%	6	6%	6	14%	5	12%
Total	637		711		180		106		106	15%	75	10%

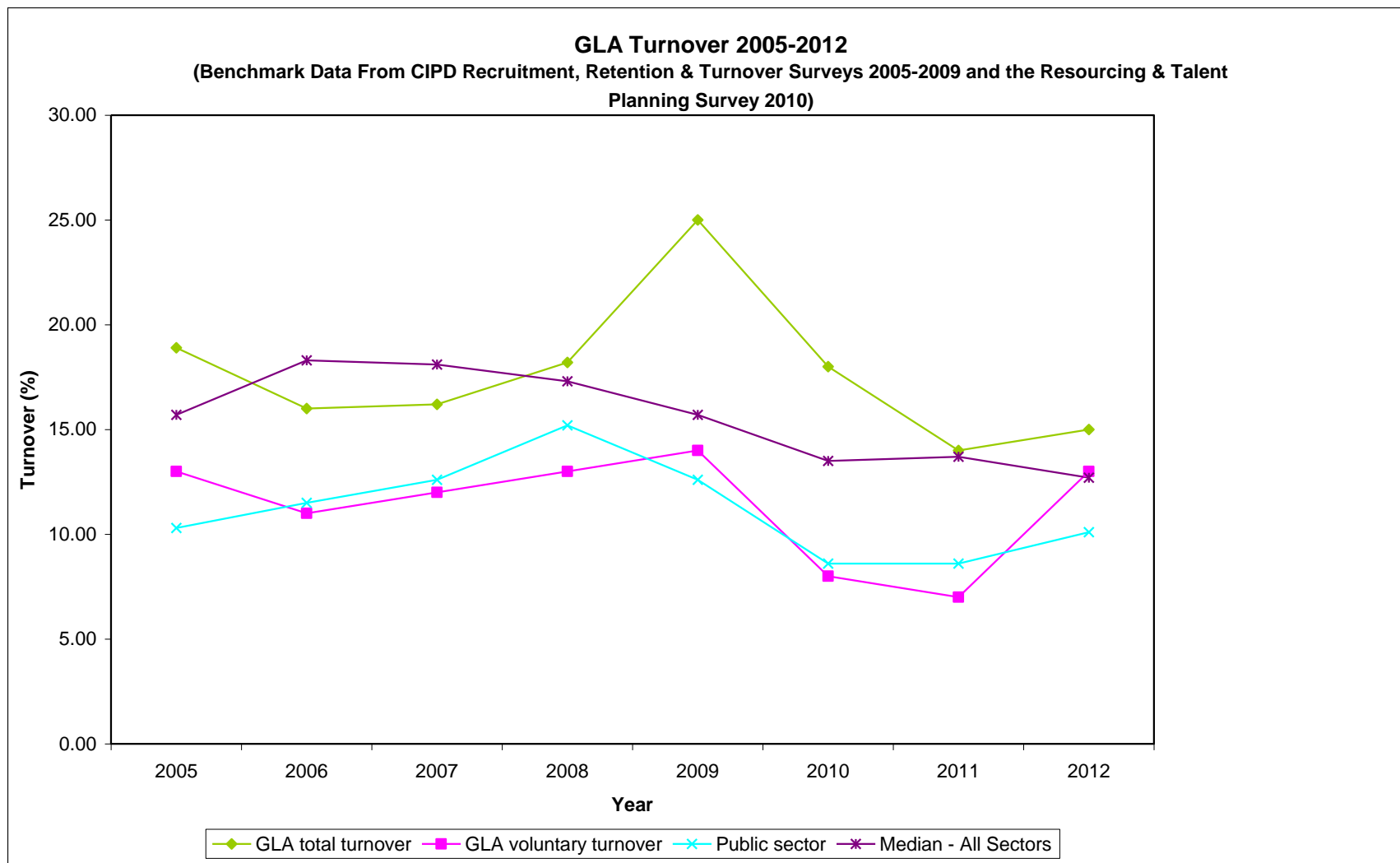
Figure 1.1 GLA turnover by directorate

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1. Calculations for turnover show percentages of the Directorate totals.

Figure 1.2 Trends In turnover 2005-2012



Overall turnover at the GLA for the year ending March 2012 was 15%. Voluntary turnover was 10%. Comparative figures from the Resourcing and Talent Planning 2012 (source: Chartered Institute of Personnel and Development) show annual turnover rates for public sector as 10.1% with voluntary turnover as 1.9%, for the voluntary, community, not for profit sector as 13.0% overall turnover and voluntary as 7.6%, private sector as 16.1% overall and 8.9% voluntary and overall median turnover across all sectors as 12.7%. The CIPD report is based on 2011 survey results. The IRS Employment Review Labour Turnover Rates survey 2011 shows the median of employees resigning from their jobs in 2010 was 8.1%. Highest median voluntary turnover rates for 2010 were in the private sector services at 9.7% with median rate in the public sector being 7.0%. 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, 14.3% in private sector services and 12.6% in the public sector. These results are in sharp contrast to the CIPD findings, however the public sector sample size for CIPD report was very small and this may have skewed the results. The GLA's turnover rates are more closely aligned with the IRS survey findings.

Table 1.2 Reasons for Leaving GLA

	01/04/2011 to 31/03/2012	
Reason	No. of leavers	% of total staff
Resigned	75	71%
End of contract	19	18%
Retirement	2	2%
Dismissed	1	1%
Redundancy	5	5%
Death in service	2	2%
Mutual agreement	2	2%
Total	106	

Resignation remains the main reason for leaving the GLA with 71% of leavers resigning.

The GLA has been using Survey Monkey (on line questionnaire) since Jan 2009 for the completion of all exit interviews. The GLA exit interview is designed in two parts. Part one is a quantitative questionnaire, with multiple choice sections on reasons for leaving, part two is a qualitative questionnaire and or face-to-face exit interview. All leavers are requested to complete an exit interview questionnaire except those that leave due to redundancy.

85 leavers were invited to complete the exit interview. Of these, 47% completed part one of the exit interview questionnaire and, of those, 10% agreed to have face-to-face exit interviews with a member of HR. Leavers are now followed up and encouraged to at least complete the part one questionnaire. 19% of respondents cited promotion, higher paid job, 13% job dissatisfaction and 13% lack of career development opportunities as the main reason for leaving. 77% stated that their job description was accurate, 76% that their duties were clearly defined and 62% had regular one to one meetings with their line manager. 47% stated that their line manager always showed fair treatment and 41% that they listened to suggestions and/or criticism. 59% stated that they would return to work at the GLA in the future.

Table 1.3 Exit interviews completed by ethnicity

Exit interviews completed	Year ending 31 March 2012	
	Number	%
Asian or Asian British	4	11%
Black or Black British	3	8%
Chinese/ any other group	2	5%
White	29	76%
Dual-heritage	0	0%
Total	38	

40 leavers completed exit interviews on-line using Survey Monkey of these, 38 answered the ethnicity question. The numbers and percentages in the above table refer to this 38.

2. EMPLOYEE NUMBERS BY MONITORING CATEGORIES

2.1 Ethnicity

Table 2.1 Employees by ethnic group

Ethnic group	In post				Starters				Leavers				Voluntary Turnover			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
Asian or Asian British	51	8%	54	8%	5	4%	13	7%	10	11%	10	9%	3	6%	6	11%
Black or Black British	75	12%	87	12%	18	13%	22	12%	4	4%	10	9%	0	0%	6	7%
Chinese/ any other group	21	3%	22	3%	4	3%	6	3%	6	7%	5	5%	4	19%	4	18%
White	478	75%	526	74%	104	78%	126	70%	70	77%	78	74%	36	8%	57	11%
Dual-heritage	9	1%	11	2%	3	2%	4	2%	1	1%	2	2%	0	0%	2	18%
Not stated	3	0%	11	2%	0	0%	9	5%	0	0%	1	1%	0	0%	0	0%
Total	637		711		134		180		91		106		43	7%	75	11%

Following the Staff Census in 2007, ethnicity data is now held for virtually all employees. The ethnicity breakdown for all employees in post and new starters has remained fairly stable over the years ending 2007-2012. The BAME profile for the GLA has varied between 24% to 27% over the years 2007 to 2012 and is currently 25%.

Table 2.2 BAME leavers by reason

BAME leavers	01/04/2011 to 31/03/2012	
Reason	No. of leavers	% of total staff
Resignation	18	67%
Redundancy	1	4%
Mutual Agreement	1	4%
End of Contract	7	26%
Total	27	

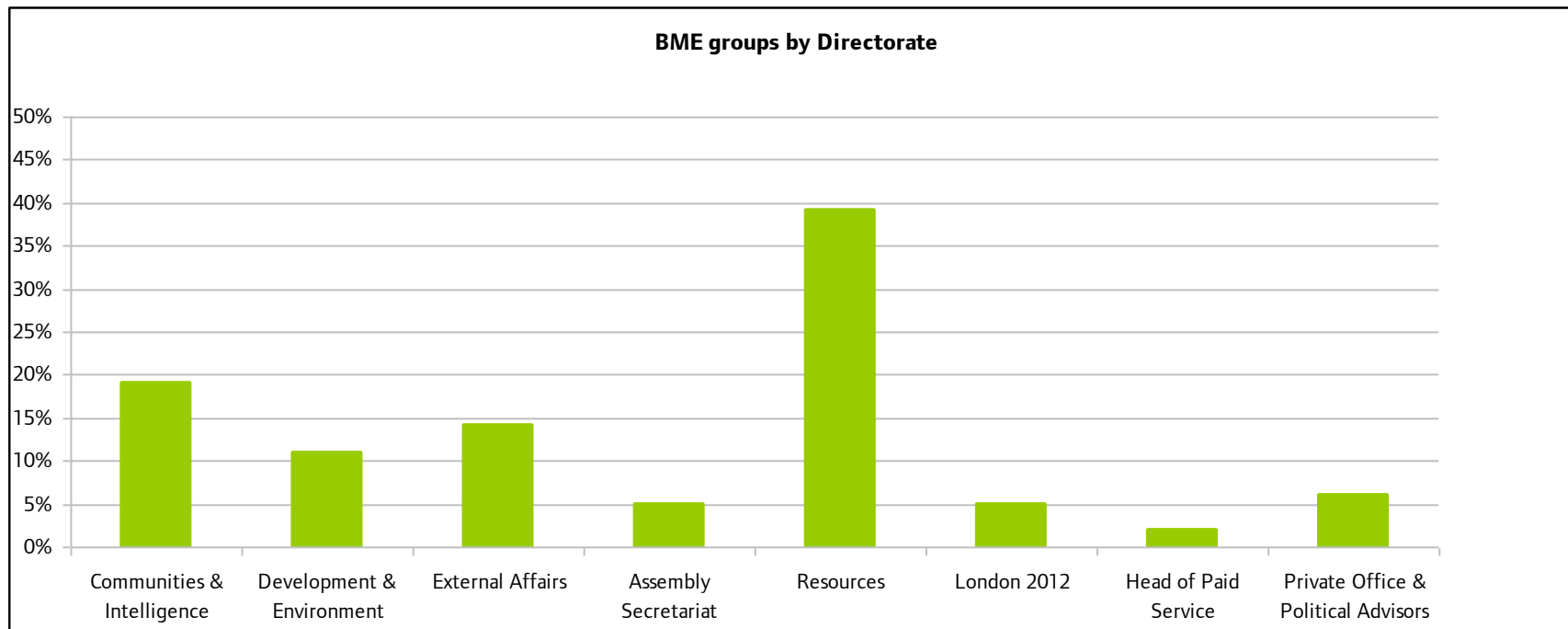
Of the leavers for the year ending 31 March 2012, 18 – 67% were resignations, and 7 – 26% were end of fixed term contracts.

Table 2.3 BAME employees by Directorate

Directorate		As at 31/03/2012	
	Directorate total	BAME employees	BAME emps as a % of directorates total
Communities & Intelligence	134	33	25%
Development & Environment	135	19	14%
External Affairs	85	25	29%
Assembly Secretariat	103	8	8%
Resources	167	68	41%
London 2012	30	8	27%
Head of Paid Service	15	3	20%
Private Office & Political Advisors	42	10	24%
	711	174	

Staff from BAME backgrounds account for 25% of the total workforce, table 2.3 shows the percentage of staff in this group as a percentage of the directorate total.

Figure 2.2 BAME employees by Directorate



2.4 Gender

Table 2.4 Employees by gender

The GLA's target is that women should comprise 51% of the workforce. The overall gender profile for the GLA during the reporting period shows that the percentage of females exceeds this at 52%. Females also make up the greater percentage of leavers for both periods but the turnover of females has increased from 6% for the year ending 31 March 2011 to 11% for the year ending 31 March 2012.

Gender	In post				Starters				Leavers				Voluntary Turnover			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
Female	342	54%	367	52%	75	56%	87	48%	47	52%	62	58%	22	6%	41	11%
Male	295	46%	344	48%	59	44%	93	52%	44	48%	44	42%	21	7%	34	10%
Total	637		711		134		180		91		106		43		75	

2

² Calculations for staff in post, starters and leavers show percentages of overall staff . Calculations for turnover show percentages of that category.

2.5 Disability

Table 2.5 Employees by disability

Disability	In post				Starters				Leavers			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
Disabled	50	8%	48	7%	8	6%	10	6%	4	4%	8	8%
Non-Disabled	554	87%	626	88%	121	90%	158	88%	79	87%	89	84%
Not stated/Refused	33	5%	37	5%	5	4%	12	7%	8	9%	9	8%
Total	637		711		134		180		91		106	

The GLA's definition of disability is based on the social model of disability: "a disabled person is someone who has an impairment, experiences externally imposed barriers and self identifies as a disabled person". This differs to the DDA (1995) definition, which is based on the medical model: "a physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day to day activities". The HR Group records employees who consider they meet either definition as disabled (some external monitoring mechanisms use the DDA (1995) definition only).

The percentage of disabled employees at the GLA has reduced slightly to 7% as at 31 March 2012. The numbers of starters who have classified as disabled has remained at 6% and the number of leavers who have classified as disabled has increased from 4% for the year ending 31 March 2011 to 8% for the year ending 2012.

2.6 Age

Table 2.6 Employees by age

Age	In post				Starters				Leavers			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
< 20 years	4	1%	4	1%	4	3%	3	2%	0	0%	1	1%
20-24 years	19	3%	23	3%	17	13%	18	10%	10	11%	10	9%
25-29 years	96	15%	84	12%	40	30%	33	18%	18	20%	19	18%
30-34 years	129	20%	162	23%	27	20%	45	25%	12	13%	18	17%
35-39 years	121	19%	137	19%	15	11%	34	19%	20	22%	18	17%
40-44 years	104	16%	108	15%	10	7%	15	8%	14	15%	13	12%
45-49 years	65	10%	75	11%	9	7%	10	6%	3	3%	11	10%
50-54 years	46	7%	52	7%	4	3%	11	6%	5	5%	7	7%
55-59 years	33	5%	42	6%	6	4%	6	3%	5	5%	3	3%
60-64 years	15	2%	17	2%	1	1%	4	2%	2	2%	3	3%
65+ years	5	1%	7	1%	1	1%	1	1%	2	2%	3	3%
Total	637		711		134		180		91		106	

The age profile of employees in post has remained stable over the past two years of reporting. The average age has also remained stable at 39 years as at the 31 March 2010, 2011 and 2012. The greatest number of staff were within the 30-34 age band as was the greatest number of starters.

2.7 Faith

Table 2.7 Employees by faith

Faith	In post				Starters				Leavers			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
Buddist	2	0%	2	0%	0	0%	1	1%	0	0%	1	1%
Christian	214	34%	245	34%	49	37%	63	35%	25	27%	35	33%
Hindu	11	2%	11	2%	3	2%	1	1%	2	2%	1	1%
Jewish	15	2%	13	2%	3	2%	1	1%	4	4%	3	3%
Muslim	18	3%	25	4%	1	1%	9	5%	5	5%	3	3%
Sikh	7	1%	8	1%	1	1%	4	2%	2	2%	2	2%
None	235	37%	255	36%	69	51%	70	39%	36	40%	46	43%
Prefer not to say	19	3%	19	3%	3	2%	1	1%	3	3%	6	6%
Other	11	2%	13	2%	0	0%	3	2%	7	8%	1	1%
Not stated	105	16%	120	17%	5	4%	27	15%	7	8%	8	8%
Total	637		711		134		180		91		106	

The faith profile of employees in post has remained stable over the past two years of reporting, although the percentage of employees who have not stated their faith remains high at 17%.

2.8 Sexual Orientation

Table 2.8 Employees by sexual orientation

Sexual orientation	In post				Starters				Leavers			
	31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12		31-Mar-11		31-Mar-12	
Bisexual	3	0%	5	1%	1	1%	2	1%	0	0%	0	0%
Heterosexual	466	73%	529	74%	113	84%	147	82%	70	77%	83	78%
Lesbian or gay man	36	6%	41	6%	8	6%	11	6%	9	10%	6	6%
Prefer not to answer	32	5%	36	5%	9	7%	10	6%	8	9%	2	2%
Not stated	100	16%	100	14%	3	2%	10	6%	4	4%	15	14%
Total	637		711		134		180		91		106	

The sexual orientation profile of employees in post has remained stable over the past four years of reporting

2.9 Contract Type

Table 2.9 Employees by contract type

Contract type	31-Mar-11		31-Mar-12	
	Number	%	Number	%
Permanent	559	88%	623	88%
Fixed term contract	78	12%	88	12%
Total	637		711	

Staff are engaged on fixed term contracts for a number of reasons. For example, temporary staff are used to cover temporary posts. Temporary posts include those linked to external funding, those linked to short-term work, and those linked to the Mayoral term.

Temporary staff can also be used to cover permanent posts. Examples include where the permanent postholder is absent (for example, due to sabbatical, secondment or maternity leave), where the post is being recruited to, where the manager is considering a review of the post or structure.

Students on one year work placements and Mayoral appointments are included in the fixed term contract figures above.

The contract profile of staff in post as at 31 March 2012 has remained the same as 31 March 2011 with 88% of employees engaged on permanent contracts.

3. SALARY

For salary, figures are based on full time equivalent salaries.

Table 3.1 Employees by salary

Salary	In post		In post	
	31-Mar-11		31-Mar-12	
Under £20,000	13	2%	18	3%
£20,001 to £30,000	98	15%	99	14%
£30,001 to £40,000	199	31%	188	26%
£40,001 to £50,000	182	29%	230	32%
£50,001 to £60,000	74	12%	97	14%
£60,001 to £70,000	21	3%	23	3%
£70,001 to £80,000	17	3%	19	3%
£80,001 to £90,000	9	1%	12	2%
£90,001 to £100,000	1	0%	1	0%
£100,001 to £120,000	12	2%	12	2%
£120,001 and above	11	2%	12	2%
Total	637		711	

The majority of employees at the GLA earn between £30,001-£50,000. Some of the movement between salary bands can be contributed to by annual increments, which can move employees from one salary band to another even whilst remaining in the same salary grade. The number of employees earning under £20,000 has increased for 31 March 2011 due to the increase in the number of industrial placements/graduate trainees. The average salary as at 31 March 2012 was £44,643. The difference between the highest and lowest paid employee is a ratio of 10 times which is well within the government recommendations of 20:1. The payscale for the GLA remains frozen as there was no cost of living increase paid on 1 April 2011 except for those on pay grade 3 and below.

Table 3.2 Number and percentage of employees by salary and ethnic group

Salary range	Under £20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001+	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Asian or Asian British	2	11%	8	8%	17	9%	19	8%	5	5%	1	4%	2	4%
Black or Black British	4	22%	28	28%	24	13%	18	8%	7	7%	4	17%	2	4%
Chinese or any other ethnic group	0	0%	2	2%	4	2%	13	6%	1	1%	0	0%	2	4%
White	10	56%	59	60%	135	72%	174	76%	82	85%	17	74%	49	88%
Dual-heritage	1	6%	1	1%	4	2%	4	2%	0	0%	1	4%	0	0%
Not stated	1	6%	1	1%	4	2%	2	1%	2	2%	0	0%	1	2%
Total	18		99		188		230		97		23		56	

Table 3.3 Number and percentage of employees by salary and gender

Salary range	Female		Male	
	Number	%	Number	%
Under £20,000	10	3%	8	2%
£20,001 to £30,000	52	14%	47	14%
£30,001 to £40,000	112	31%	76	22%
£40,001 to £50,000	119	32%	111	32%
£50,001 to £60,000	45	12%	52	15%
£60,001 to £70,000	13	4%	10	3%
£70,001 +	16	4%	40	12%
Total	367		344	

Females outnumber males proportionately at salary levels under £20,000, £30,001 to £40,001 and £60,001 to £70,000, however the situation reverses for salaries above £70,001.

Table 3.4 Number and percentage of allowances by grade

	01/04/11 to 31/03/2012	
	No	%
Grade 4	1	2%
Grade 5	6	10%
Grade 6	6	10%
Grade 7	10	17%
Grade 8	10	17%
Grade 9	6	10%
Grade 10	4	7%
Grade 11	5	9%
Grade 12	4	7%
Grade 13	3	5%
Grade 14 and above	3	5%
Total	58	

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2011 to 31 March 2012.

Table 3.5 Number and percentage of allowances by ethnicity

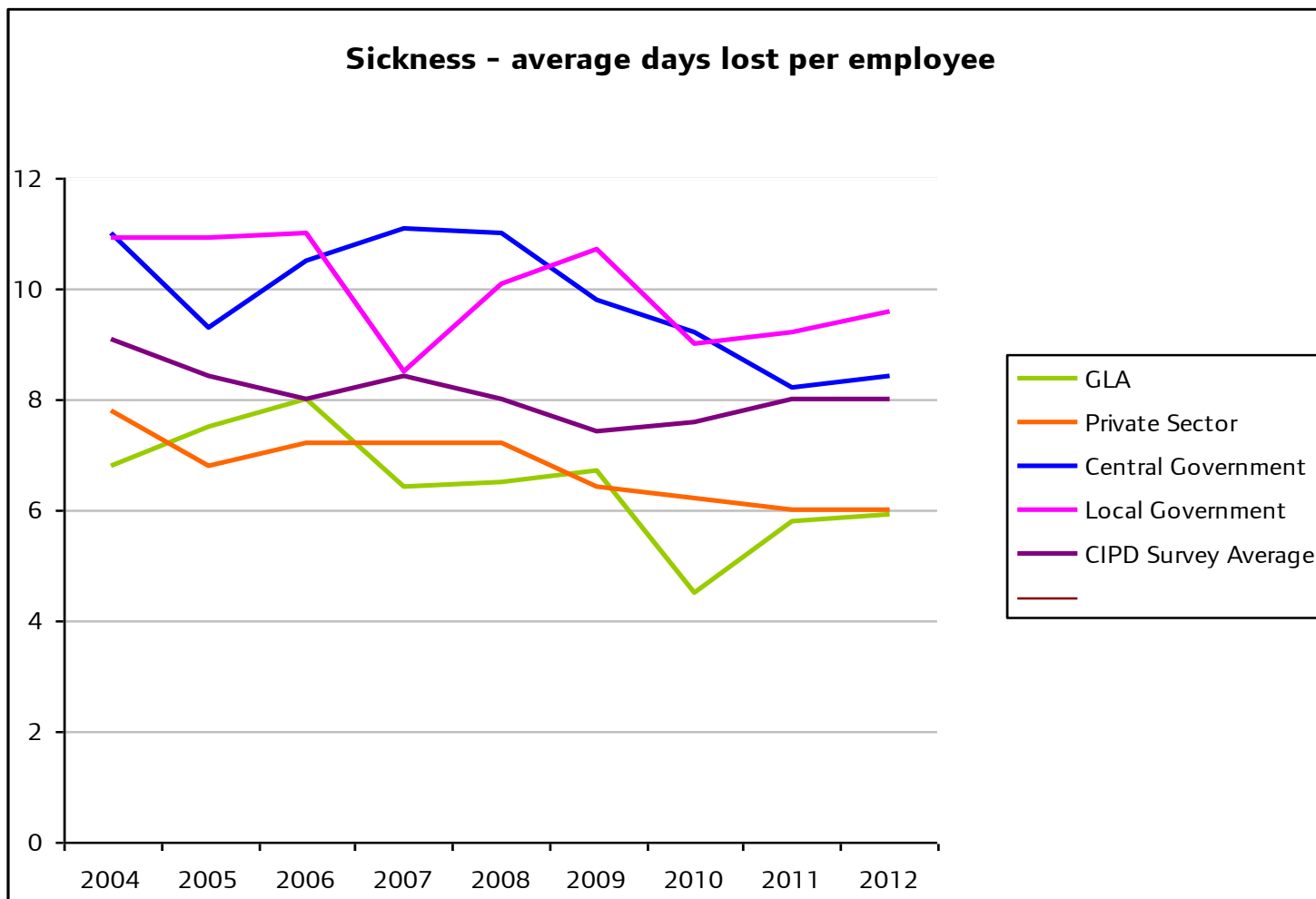
Ethnic origin	01/04/11 to 31/03/2012		
	No	%	Overall BAME GLA employees
Asian or Asian British	4	7%	8%
Black or Black British	5	9%	12%
Chinese/ any other group	2	3%	3%
White	47	81%	74%
Dual-heritage	0	0%	2%
Not stated	0	0%	2%
Total	58		

Allowances include recognition payments, honoraria payments and acting up allowances. The details above include anyone in receipt of such a payment during the period 1 April 2011 to 31 March 2012.

4. SICKNESS

Average days lost due to sickness absence have fallen since 2006, from 8.4 days in 2006 to 5.9 days in 2012. Furthermore, figures for average days lost to sickness at the GLA are lower than published benchmark figures from the Chartered Institute of Personnel and Development (Absence Management Survey 2011) for both Central and Local Government who have reported 8.4 and 9.6 days respectively and are now more in line with the Private sector who have reported 6.0 days. The GLA's approach to absence management has become more pro-active with reporting including employees who are hitting trigger points or exceeding the target of 6 days per year being introduced into the quarterly meetings with managers, and also increased support for managers where possible long term sick issues arise. These findings are based on data covering the year ending 31 December 2011. The GLA is currently in the process of moving to a new absence management system, as the system is in the latter stages of development data for the year ending 31 March 2012 is unavailable but will be reported in the update Workforce Report later in 2012.

Figure 4.1 Sickness – average days lost 2004 to 2011



5. DISCIPLINE AND GRIEVANCE

There were 3 disciplinary hearings in the period 1 April 2011 to 31 March 2012. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of disciplinary cases for the public sector is 8.5, although this is based on organisations that are mostly larger than the GLA

There were 5 formal grievances concluded during the period 1 April 2011 to 31 March 2012. Data from the CIPD Conflict Management Survey Report 2011 shows a median figure of grievance cases for the public sector is 2, although this is based on organisations that are mostly larger than the GLA

6. RECRUITMENT

The following tables set out the number of people applying for, being shortlisted and appointed to GLA jobs by gender, BAME, and Disabled groups.

Recruitment activity for this period has been unusual due to the devolution programme. During the reporting period the majority of vacancies released for recruitment were advertised internally for staff in the organisations affected including GLA staff, London Development Agency, Housing and Communities Agency (London) and Metropolitan Police Authority. This was introduced to mitigate the possible redundancies for staff in those agencies affected by the devolution programme.

In October 2011 a revised recruitment protocol introduced an extended approval process with all requests to recruit being considered by the Assistant Director of Human Resources & Organisational Development, the Head of Paid Service and the Mayor's Chief of Staff. This was introduced to ensure only essential posts were released for recruitment during the run-up to the Mayoral elections and the Olympic and Paralympic games. Posts in the Secretariat, supporting the London Assembly were not subject to this revised protocol.

125 vacancies were recruited to during the reporting period. Of these, 35 (29%) appointments were made from the current workforce responding to an internal advert. The remaining 90 vacancies were re-advertised externally.

Recruitment information for all vacancies

Female candidates applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage of the process.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% female	Total	% female	Total	% female
2008 (Apr to Sept)	38	415	54%	127	54%	38	39%
2009	79	1043	53%	250	61%	79	58%
2010	160	2440	57%	558	54%	160	50%
2011	101	2206	52%	390	52%	86	58%
2012	125	1778	50%	421	55%	114	46%

During this reporting period the females made up half of all applicants and the number of females applying for, being shortlisted and appointed to jobs has been proportionate.

Black, Asian and other minority ethnic candidates applying for, being shortlisted and appointed, as percentage of total number of applicants at each stage.

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% BAME	Total	% BAME	Total	% BAME
2008 (Apr to Sept)	38	415	20%	127	19%	38	3%
2009	79	1043	12%	250	12%	79	10%
2010	160	2440	24%	558	16%	160	19%
2011	101	2206	23%	390	20%	86	17%
2012	125	1778	32%	421	24%	114	21%

The number of BAME candidates applying for GLA roles has risen again during this reporting period; a rise of 9% since the last reporting period. Although there remains a drop from application to shortlist stage, the number of interviewed applicants and appointments from this group has again risen in comparison to the last reporting period.

Disabled candidates applying for, being shortlisted and appointed, as a percentage of the total number of applicants at each stage

Year ending 31 March	Posts	Applicants		Shortlisted		Appointed	
		Total	% Disabled	Total	% Disabled	Total	% Disabled
2008 (Apr to Sept)	38	415	9%	127	10%	38	11%
2009	79	1043	6%	250	6%	79	3%
2010	160	2440	5%	558	5%	160	6%
2011	101	2206	6%	390	10%	160	5%
2012	125	1778	5%	421	7%	114	4%

The number of disabled applicants who were appointed during the reporting period was proportionate to the number of disabled applicants who applied.