

Subject: Workforce Report, April – September 2023

Report to:	GLA Oversight Committee
Report of:	Chief Officer
Date:	17 January 2024
Public Access:	This report will be considered in public

1. Summary

- 1.1 This is the workforce report for the six-month period ending 30 September 2023, as set out at **Appendix 1**.

2. Recommendation

- 2.1 **That the Committee notes the Workforce Report.**

3. Background

- 3.1 This covering report focuses on providing the headlines from the in-depth data report, which covers key workforce dimensions: workforce numbers (established posts and headcount); staffing demographic profile; equality, diversity and inclusion; salary breakdown; recruitment; learning and development; and wellbeing.
- 3.2 The Greater London Authority (GLA) moved to a HR Shared Services model with Transport for London (TfL) in October 2022. It is important to note that differences between systems and structures in datasets have posed challenges in producing historical metrics. Comparisons prior to 2023 should be treated as indicative. The GLA has also updated how some metrics are calculated to align with other organisations under the remit of the Mayor of London and wider industry standards.

Definitions

- 3.3 Throughout this covering report and Appendix 1 we refer to posts, headcount and full-time equivalent (FTE). Within the GLA we use the following definitions when reporting on and describing our workforce:
- Posts – a post is a job or role to which an individual is assigned. Posts can be reported as actual numbers (a count of the total number of posts) or in FTE terms.
 - Headcount – headcount records employees either as actual numbers (a count of the number of employees) or in FTE terms, reflecting the number of hours that they work. An employee might be fixed-term, i.e. with a defined end date to their contract; or they might be permanent with no defined end date to their contract.
 - FTE – records the proportion of the standard full-time working week for which a post is established, or for which the individual occupant works. For example, a post required for only half of the standard working week would be 0.5 FTE.
- 3.4 To further safeguard against data disclosure, this report has additional measures in place to protect the anonymity of staff. Demographic data referring to fewer than five staff is redacted with a “u”. To reduce the need for redaction, when appropriate some categories have been grouped.
- 3.5 We have changed our terminology, replacing ‘gender’ with ‘sex’ as this better reflects our approach to reporting. Our sex information is derived from data required for tax purposes. Some staff may not identify with sex used for their tax records; or may not identify within a male/female gender binary. The GLA has enabled monitoring of non-binary identities. The data we currently have is withheld from publication due to numbers for confidentiality.

4. Headlines

- 4.1 The main data and accompanying analysis to this report are included in the slide deck at Appendix 1. Headlines for the Committee to note include the following.

Establishment

- 4.2 Post numbers on the 30 September 2023 were 1,512 (1,474 FTE) compared to 1,476 (1,464 FTE) in September 2022.

Headcount

- 4.3 On 30 September 2023 headcount was 1,346 (1,305 FTE) compared to 1,231 (1,189 FTE) in September 2022. This is an increase of 115.

Proportion of permanent to fixed-term employees

- 4.4 Overall, 83 per cent of staff were on permanent contracts and 17 per cent were on fixed-term contracts.

Agency workers

- 4.5 The number of Agency staff in September 2023 was 117. In September 2022, the GLA reported a figure of 92.

Recruitment

- 4.6 Between April and September 2023, 61 per cent of external applicants with a known ethnic background were from Black, Asian and Minority Ethnic backgrounds.
- 4.7 45 per cent of those with a known ethnic background who joined in the period were from Black, Asian and Minority Ethnic backgrounds. This is higher than the proportion of the GLA workforce as a whole (37 per cent).
- 4.8 The proportion of new joiners with a disability was 9 per cent, in line with the GLA workforce.
- 4.9 13 per cent of external applicants with a known sexual orientation identified as lesbian, gay, bisexual and other sexualities (LGBO). In all, 24 per cent of joiners with a known sexual orientation identified as LGBO, compared to 12 per cent of the GLA workforce.
- 4.10 The GLA currently has two recruitment channels that operate different elements of the recruitment process. The variety of recruitment channels makes it difficult to accumulate the relevant data in an efficient way; therefore internal recruitment has not been presented in this mid-year report. In the next financial year, the GLA plans to move to SAP Success Factors, which will bring recruitment into one system. This will allow for greater consistency and insight.

Building a diverse and inclusive workforce

- 4.11 February will mark two years since the receipt of the report, Independent Review of Ethnic Minority Experiences at the GLA, conducted by The Equal Group. The GLA's response to the Independent Review's report and its 42 recommendations was to establish the Inclusion Programme, led by the Chief Officer, consolidating all workforce diversity activity into a single programme. Reports to the Oversight Committee on progress with implementation were presented in June and December 2022.
- 4.12 This Workforce Report provides an update on progress against each of the recommendations. Of the 42 recommendations, 25 are complete, with seven partially implemented. Ten are not yet implemented; five of these concern equality-related learning and will be addressed in a new EDI learning curriculum which will be procured in 2024. The other five include: a review of all job descriptions (JDs), which will be addressed through the Job Families programme; and a job placements programme, which is being progressed by the GLA Group Collaboration Board.
- 4.13 The GLA's Workforce EDI Strategy 2022-25, 'We Belong Here', highlights three strategic objectives, including one focused on a workforce that reflects the diversity of London. Race equality and disability equality (through an intersectional lens) are priorities within the strategy as they remain areas of underrepresentation in the GLA's workforce. Data in the Workforce Report highlights further improvements in the representation of Black, Asian and Minority Ethnic staff, and Disabled staff; these improvements build on the last report and reflect further positive progress.
- 4.14 Black, Asian and Minority Ethnic staff now make up 37 per cent of the workforce (up from 36 per cent in March 2023). At Grades 12 and above, representation of Black, Asian and Minority Ethnic staff has

increased to 28 per cent (up from 27 per cent in March 2023). While measures were updated in March 2023 to include only those with a known ethnic background, better reflecting industry standards, it is worth highlighting that the GLA reported the representation of Black, Asian and Minority Ethnic staff at this level as only 14 per cent in 2020.

- 4.15 Representation of disabled staff remains at 9 per cent (as was the case in March 2023), although the actual number of disabled staff has increased to 108 from 101 in March. While measures were updated in March 2023 to include only those with a known disability status, better reflecting industry standards, it is important to highlight that the reported figure has doubled since 2019. It is also interesting to note that 19 per cent of respondents to the corporate inclusion-focused pulse survey (conducted in July) identified as disabled. It is positive that the representation of disabled staff at Grades 12 and above is consistent with their representation in the organisation overall, at 9 per cent.
- 4.16 Increasing representation of women is not a priority within the strategy, given that women make up at least 50 per cent of staff at every level within the organisation – including at Grades 12 and above (for which representation is 57 per cent). Overall, women make up 63 per cent of the workforce (a slight increase from 62 per cent in March 2023). However, representation varies across the organisation – ranging from 37 per cent in Resources to 80 per cent within the Chief Officer’s Directorate.
- 4.17 When the previous Workforce Report was discussed at the July Oversight Committee, it was suggested that salary by sexual orientation was captured. We have included this data at slide 29; and have also included faith at slide 30. We expect numbers for LGBTQ+ staff to increase and will provide this data by directorate when numbers allow. At this point we will also add data on faith by directorate.
- 4.18 In response to feedback, we have now included the distribution of pay of each Black, Asian and Minority Ethnic group, alongside the distribution for White colleagues, in order to identify the differences. This can be seen on slides 16–19. We have also provided data on disabled staff, against data on non-disabled staff, on slides 22 and 23; and data on males against data on females, on slides 25 and 26.

Understanding why people decide to leave the GLA

Leavers/four-weekly pay – changes to survey

- 4.19 There are two mandatory questions in the leavers’ survey, asking the main and secondary reasons for leaving the GLA. Staff have a list of reasons to select from, grouped under the categories of: job and conditions; workplace; career; personal; and other. Following the Oversight meeting on 1 November 2023, to discuss the HR shared service, the following reasons for leaving have been added:
- Job and conditions category: dissatisfaction with payroll frequency (four-weekly pay).
 - Workplace category: dissatisfaction with the HR shared service (HR activity provided by TfL).
 - We propose adding a further reason in the workplace category: dissatisfaction with the IT shared service (IT activity provided by TfL) when this commences. Individuals have the option to provide further comments regarding their main reason for leaving, so they can expand upon and provide more detail if they wish.

5. Legal implications

5.1 There are no legal implications, as the Committee is only being asked to note this report.

6. Financial implications

6.1 There are no direct financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Workforce Report

Local Government (Access to Information) Act 1985

List of background papers: None

Contact information

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