



West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire

Management Information – Q2 23/24

July to September 2023



Introduction

This Management Information is intended as a baseline of current performance against a number of Human Resources related measures, summarised for the whole organisation with a breakdown by directorate where appropriate, changes since Q1 are also incorporated.

A directorate specific version of this Management Information will be provided each quarter, with a greater level of directorate specific analysis included.



Contents

Sickness Absence

- Total time lost during quarter due to sickness
- Instances of long-term sickness (more than 4 weeks) and breaches of attendance standards (as per attendance management policy)

Turnover and Stability

- Percentage of staff to leave due to resignation in past 12 months
- Staff in post on last date of quarter with at least 12 months service

Equality, Diversity and Inclusion

- Age, Ethnicity, Sexual Orientation and Disability profiles for all staff
- Further analysis of EDI – focusing on representation in senior roles in comparison to the wider staff profile

Recruitment and Onboarding

- Timelines to recruit to roles – from initial role approval to start date

Summary of Findings

Areas of good performance

Sickness absence is generally low, in comparison to local and national benchmarks

Staff turnover and stability have continued to improve since Q1

Staff joining in the past 12 months have a similar ethnicity profile to the wider working age population of West Yorkshire

Areas of note

Recruitment activity increased notably during the quarter.

Areas of concern

Whilst overall sickness is low there are a number of individual cases of long-term sickness or where the amount of absence has breached attendance standard levels

Progress made in improving the diversity of our staff profile is not reflected consistently in senior roles.

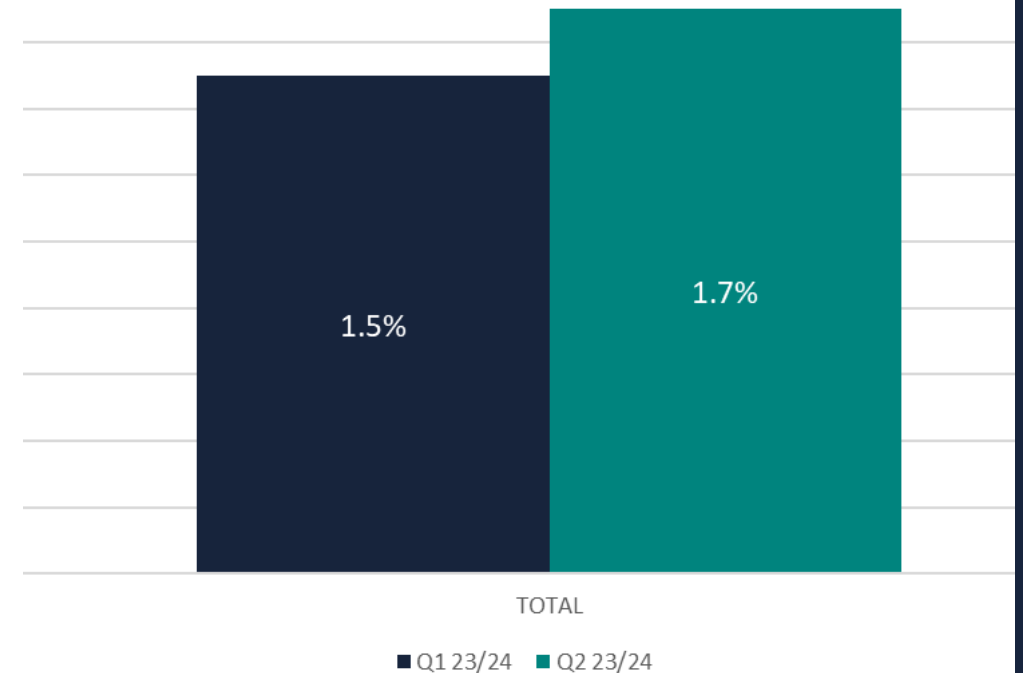
Organisation by Directorate - Headcount

Directorate	Headcount
Corporate Centre	108
Finance & Commercial	32
Inclusive Economy, Skills & Culture	125
Mass Transit	6
Policing, Environment & Place	79
Strategy, Comms & Intelligence	142
Transport Ops & Passenger Experience	203
Transport Policy & Delivery	121
TOTAL	816

Sickness Absence - Summary

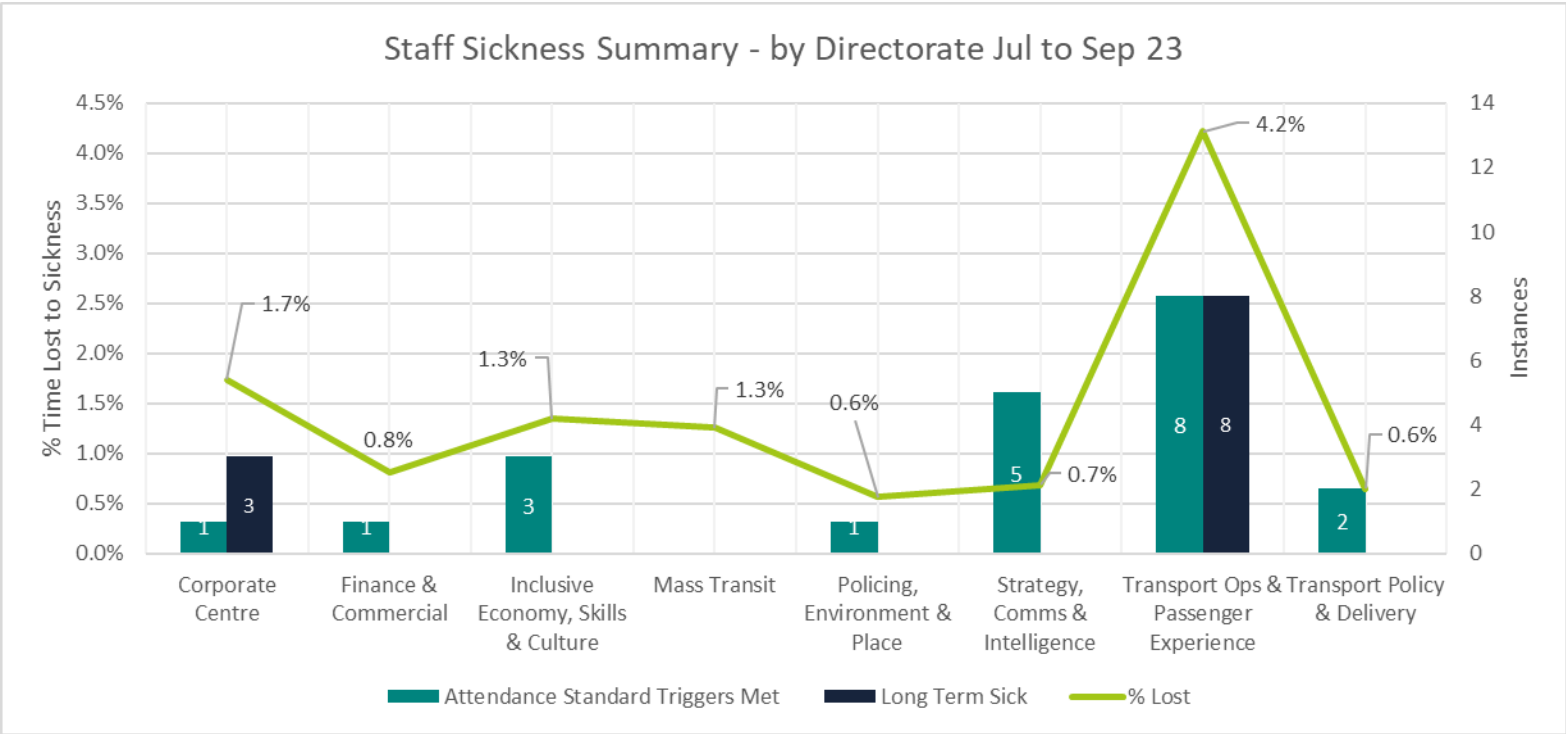
- Sickness absence was 1.7% of available hours during the quarter, an increase on the previous quarter of 0.2%
- This is still notably less than the Yorkshire and Humber average of 2.6%, and the local government sector average of 3.6%*
- There is a considerable disparity between directorates in terms of rates and sickness management cases

Sickness Absence Trends - by Directorate - 23/24



* Sources ONS - Sickness absence in the UK labour market: 2022, LGA 2022 Workforce Survey

Sickness Absence – Q2 23-24



Sickness absence triggers as per the Absence Management Policy:

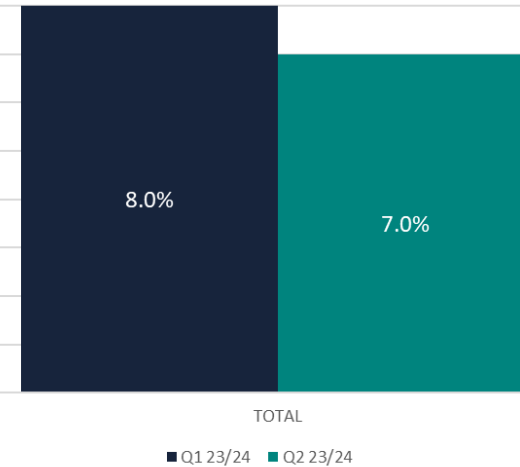
- 3 or more occurrences of sickness absence in any 6-month period; or
- 7 or more working days in any 12-month period; or
- 4 weeks continuous sickness absence (long term sickness absence)

Transport Operations and Passenger Experience have the highest rate of sickness, instances of breaching attendance standards and long-term sickness

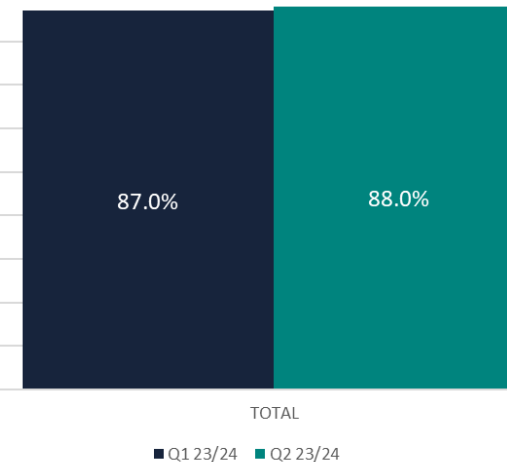
Turnover and Stability - Summary

- Staff Turnover is a reflection of the percentage of people that have left their role voluntarily during the previous 12 months, the overall figure of 7% is low, less than 1 in 10 staff leaving during the year. This is a reduction of 1% since last quarter.
- Outside of voluntary resignations around 3% turnover was seen due to other causes, for example redeployment or retirement
- This results in a high rate of stability, 88% of people with the organisation a year ago are still with us today. This is an improvement of 1% since last quarter.

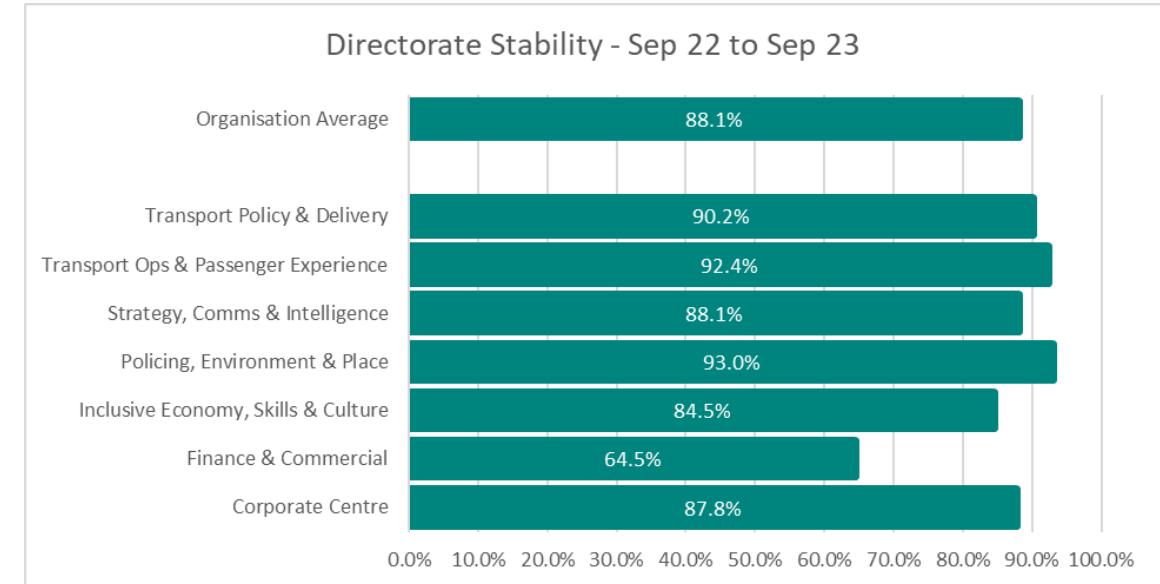
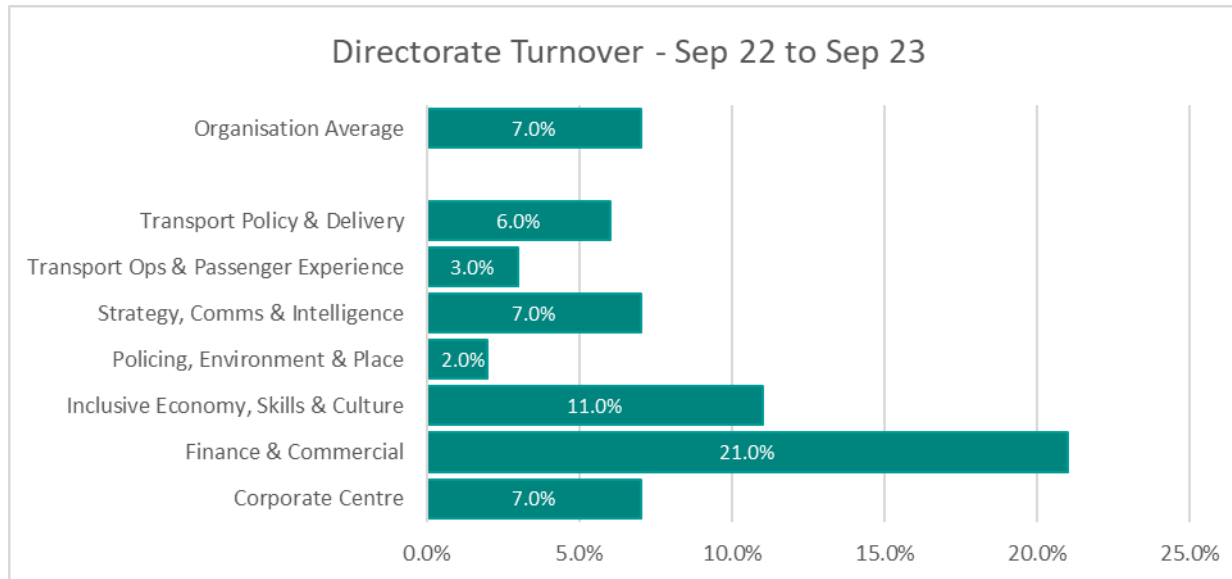
Turnover Trends - 23/24



Stability Trends - 23/24



Staff Turnover and Stability



Mass Transit is excluded from this analysis due to team size

- At a directorate level most teams are experiencing a good level of stability, Finance & Commercial are significantly below the average
- Higher turnover noted in
 - i. Inclusive Economy, Skills & Culture: influenced by turnover at management level in the Trade & Investment Team
 - ii. Finance & Commercial: influenced by turnover in accountant and management accountant roles in the Finance team

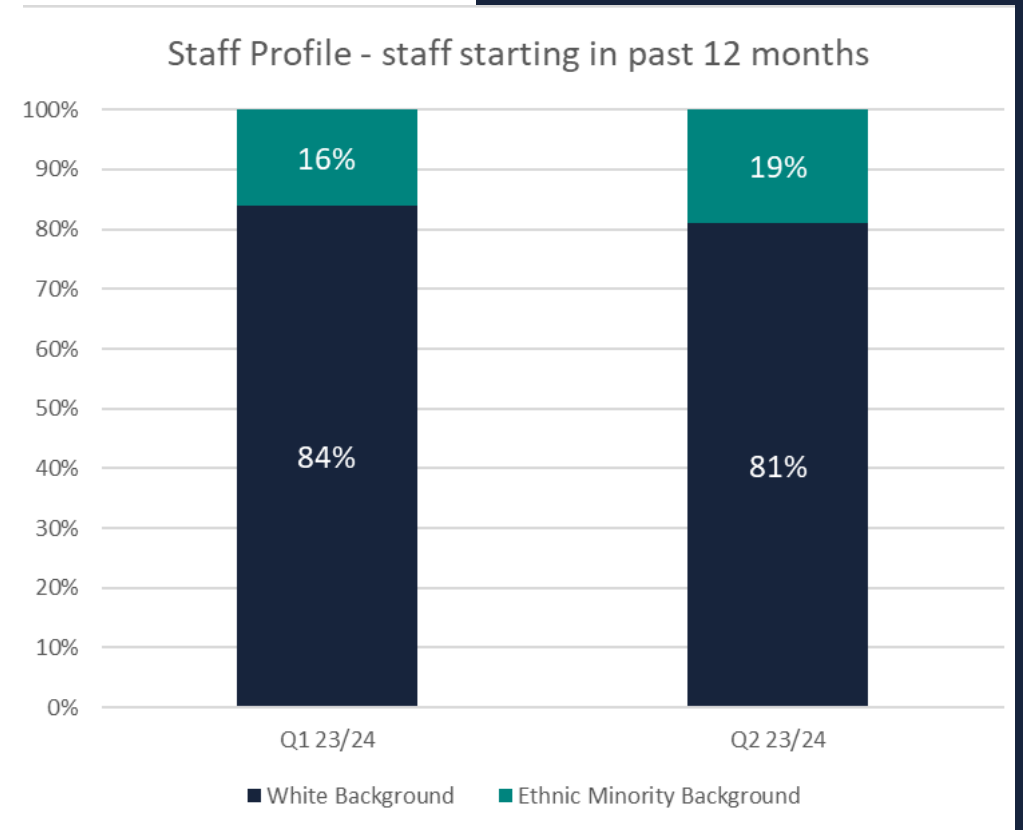


Equality, Diversity and Inclusion – further analysis

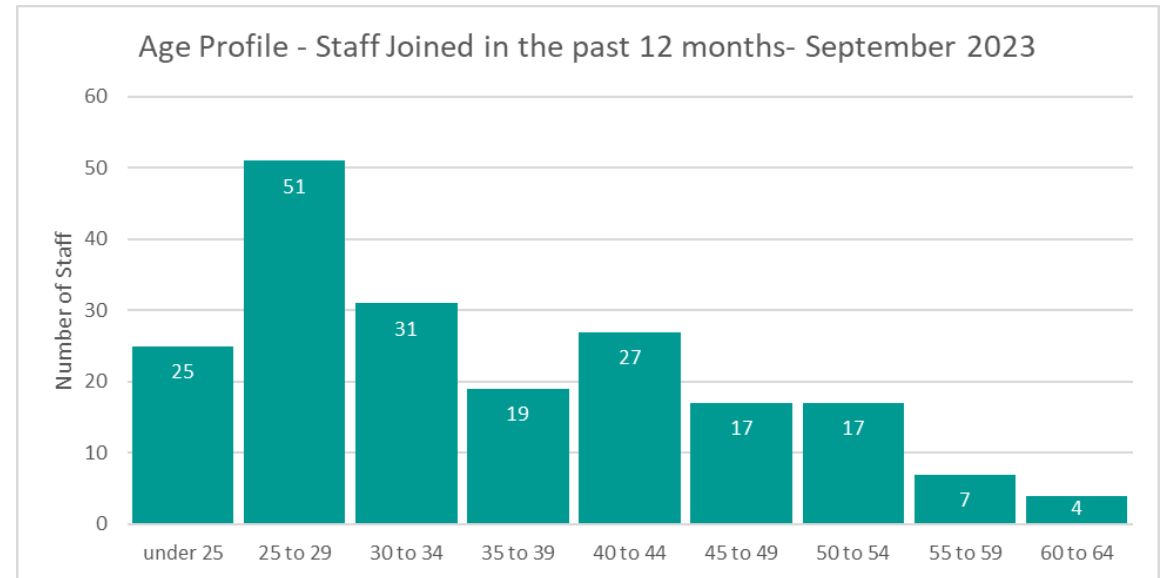
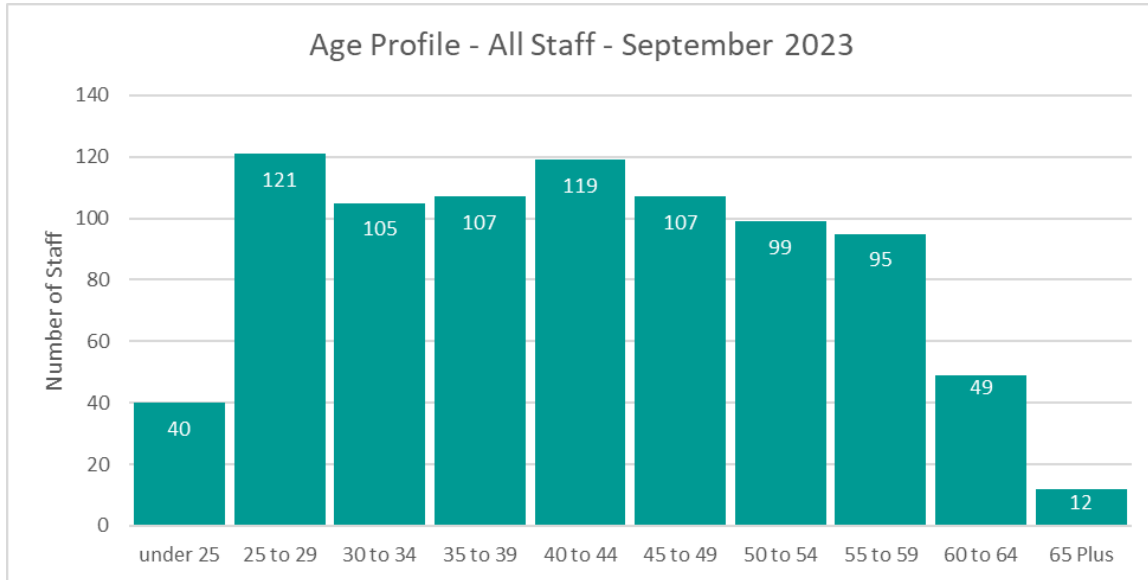
Management Information – Q2 23/24

Equality, Diversity and Inclusion - Summary

- The trend identified in Q1 of recent starters being more reflective of the wider population of West Yorkshire has continued and improved into Q2
- In addition this analysis includes an analysis of staff profile by grade – this shows progress is still needed to reflect the wider positive trends across all levels of the organisation
- Progress can be seen in the representation of staff declaring a disability but this is still some way short of the wider figure for working age adults in West Yorkshire

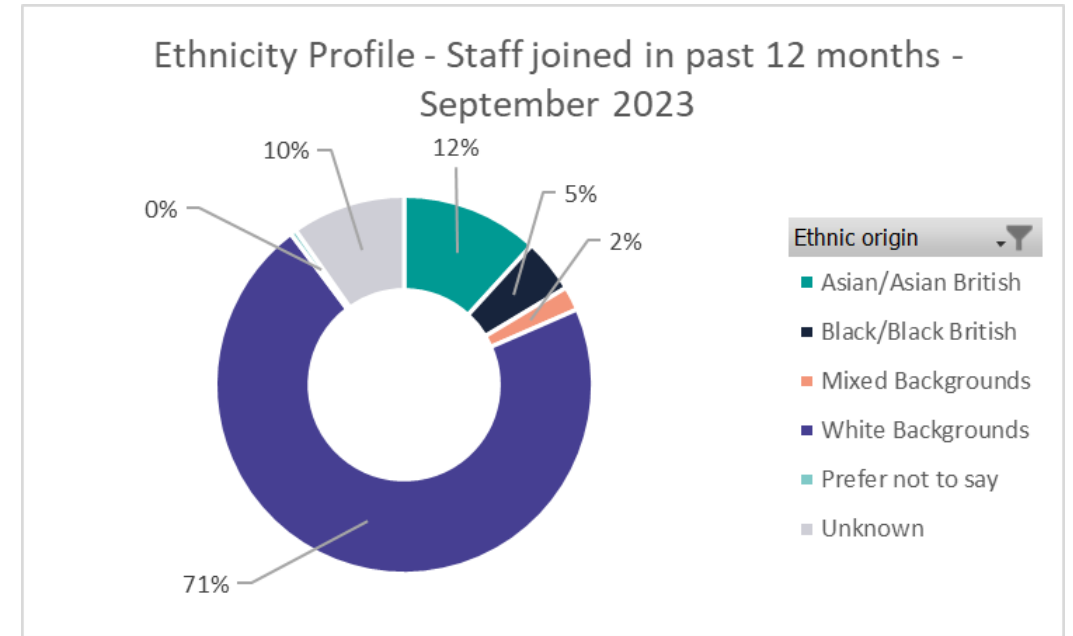
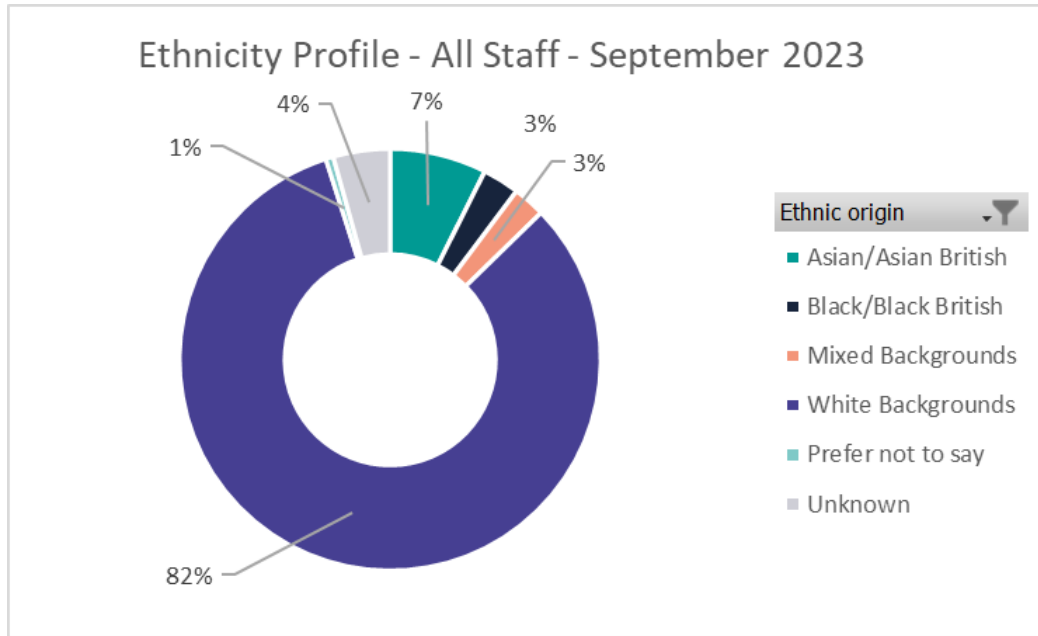


Staff Profile by Age



- There is a reasonably equal distribution of staff in 5 year age groups from 25 up to 59
- Recruitment in the past 12 months has seen an increase in people under 30 joining the organization (38% of all recruits) – this is consistent with the profile in Q1

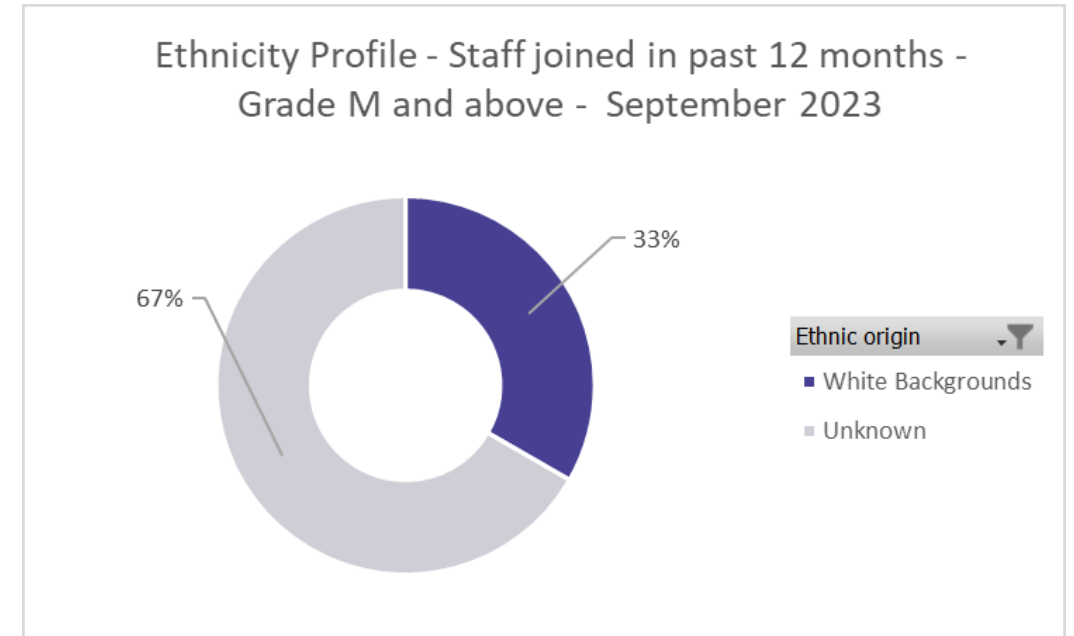
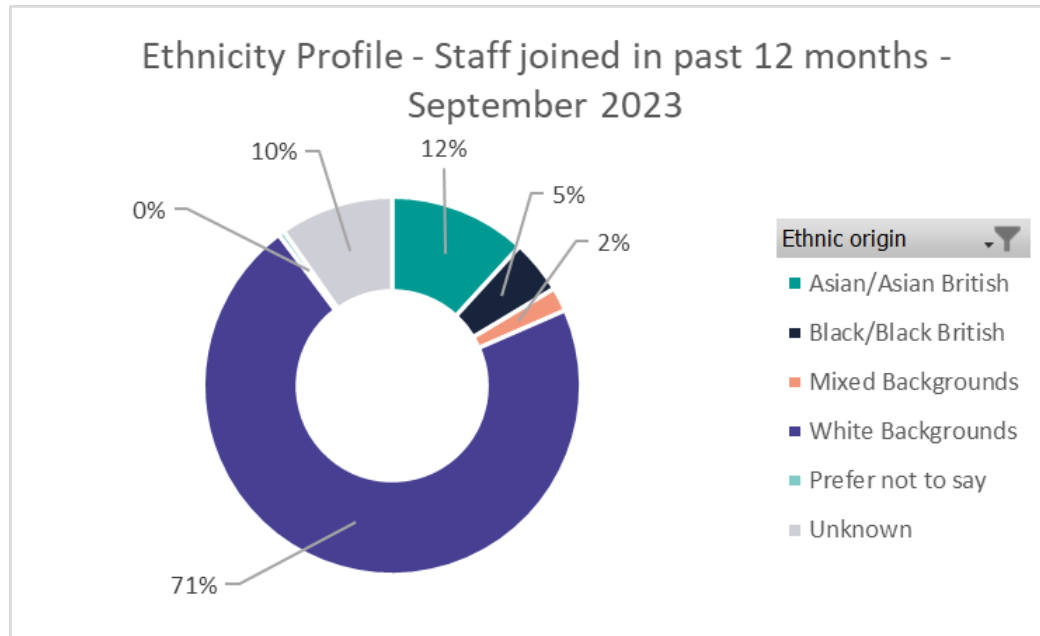
Staff Profile by Ethnicity



- 19% of staff joining in the past 12 months are from an ethnic minority background – this is a 3% improvement from Q1; this matches the percentage of working age adults from an ethnic minority group in West Yorkshire*

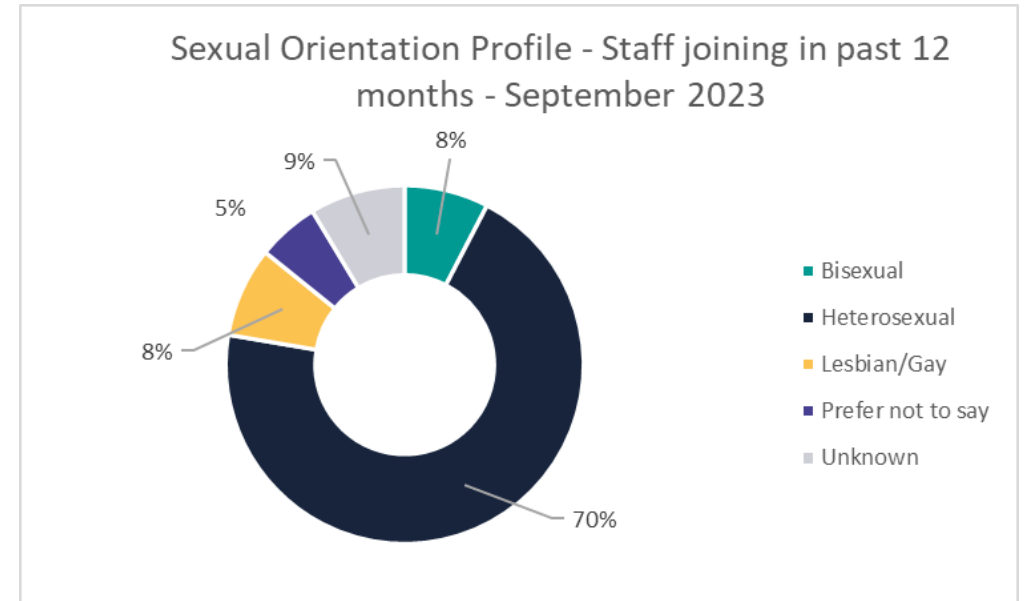
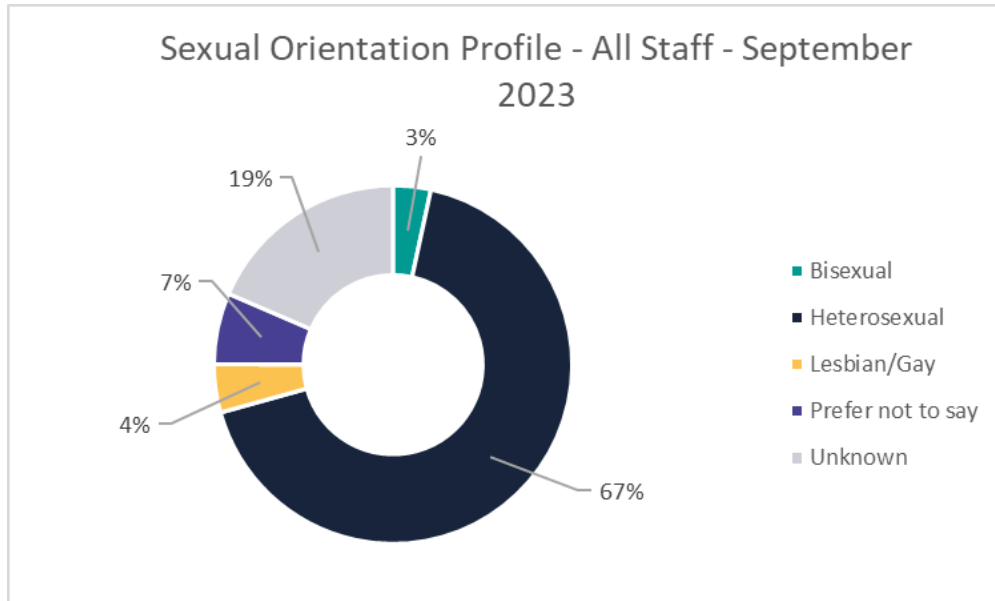
*<https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf>

Staff Profile by Ethnicity – Grade Analysis



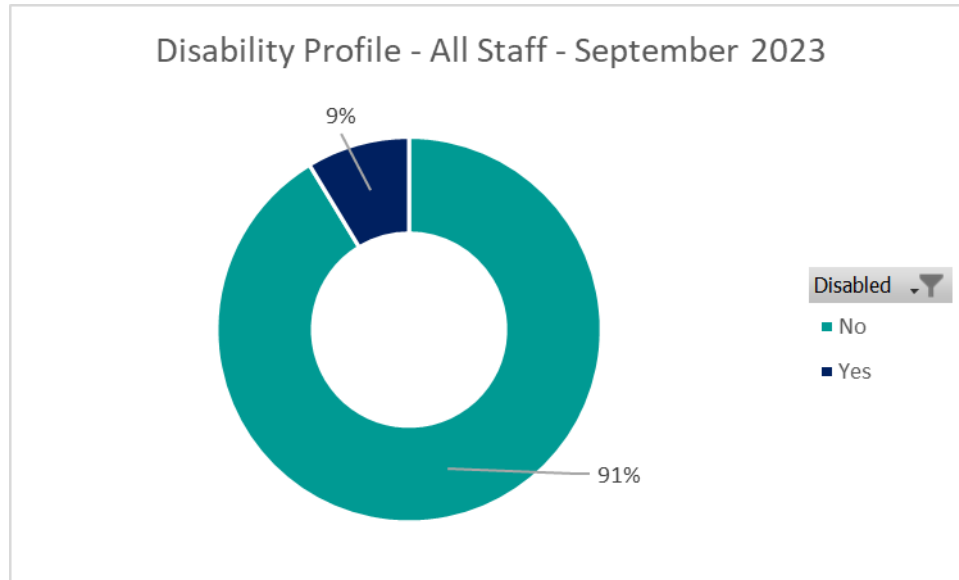
- This trend is not consistent when considered by grade – staff recruited to senior roles (grade M and above) are either from white backgrounds (3) or have not made a declaration (6)

Staff Profile by Sexual Orientation



- Staff joining in the past 12 months are more likely to provide information about their sexual orientation, this information suggests we are improving the representation of staff who identify as LGB+. This is consistent with Q1 and is contributing towards some progress towards a more accurate staff profile.

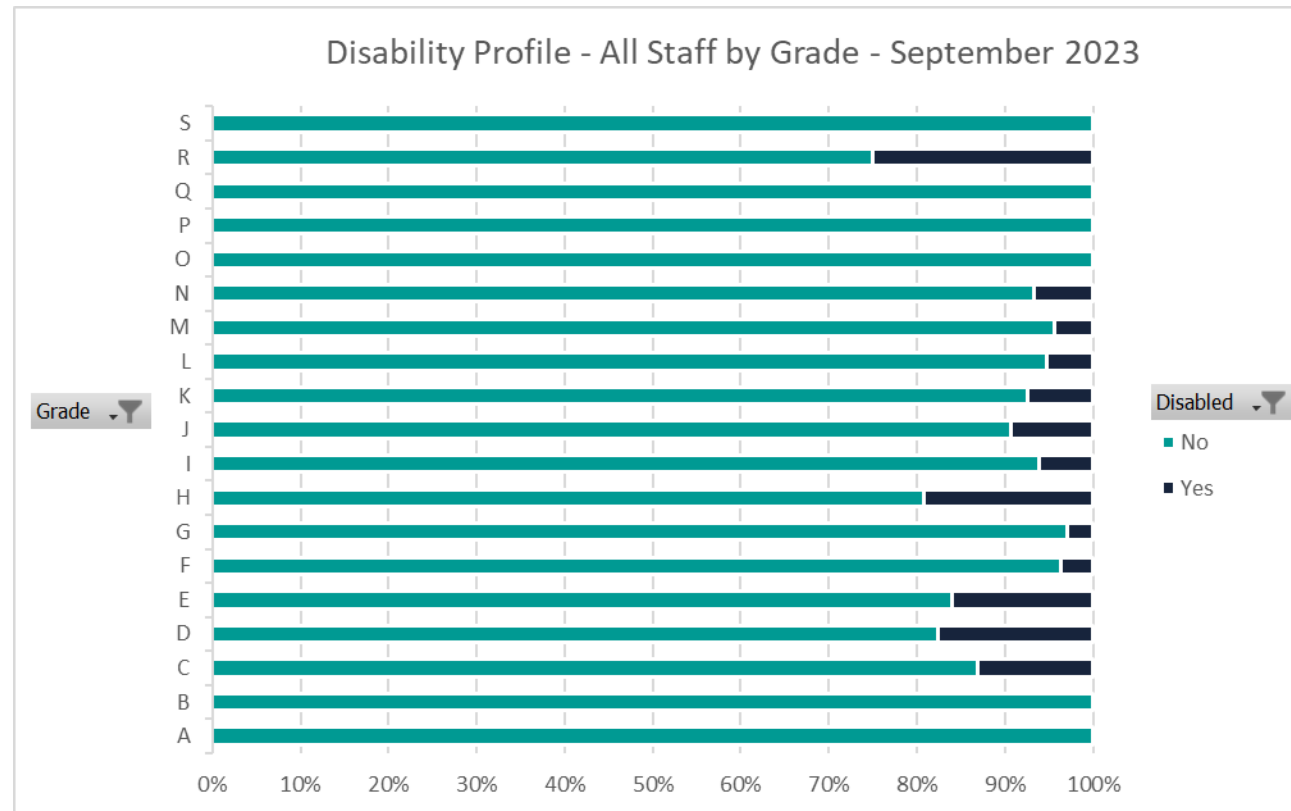
Staff Profile by Disability



- Staff joining in the past 12 months are more likely to disclose they have some form of disability.
- This falls short of the wider figure for working age adults in West Yorkshire, of 24%*

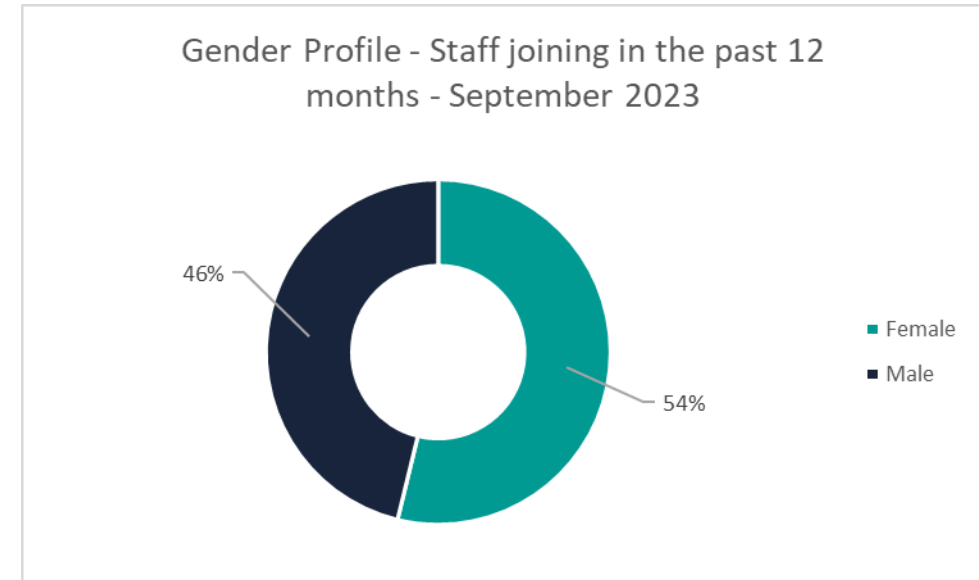
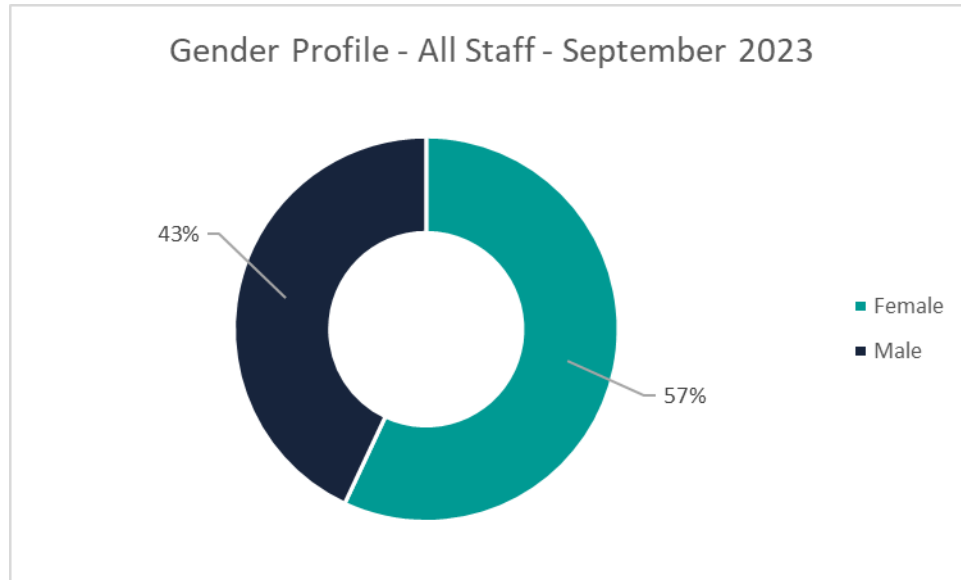
*<https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf>

Staff Profile by Disability – Grade Analysis



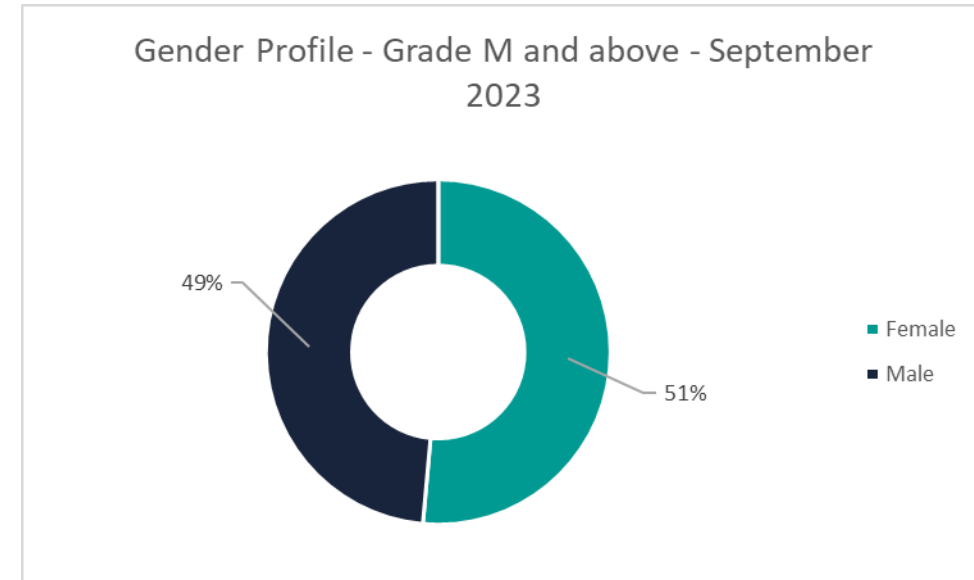
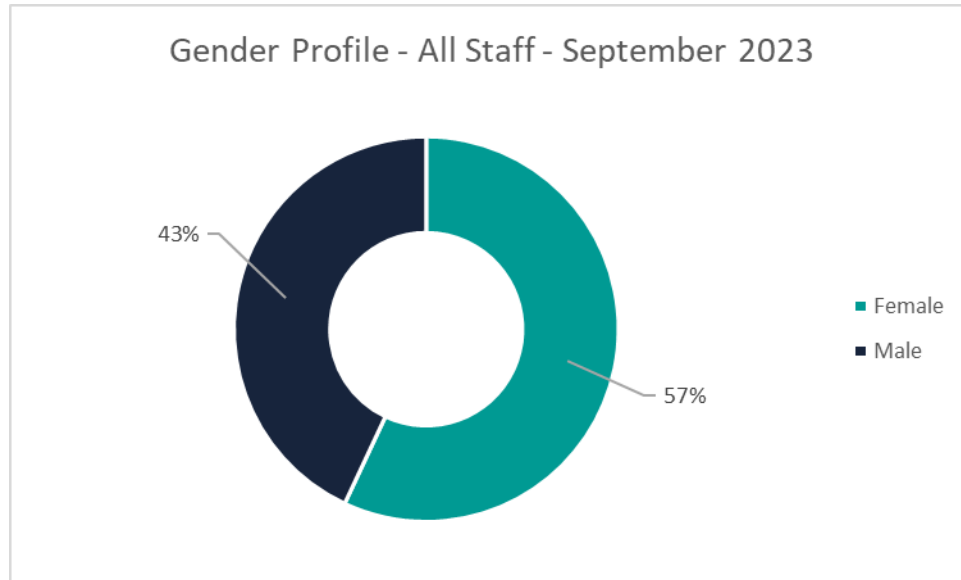
- Staff with a disclosed disability are underrepresented in senior roles (grade M and above) – 4 of 74 staff declaring a disability

Staff Profile by Gender



- The previous 12 months has seen more progress towards a more representative staff profile for gender, accelerating the trend from Q1. 91 of the 197 joiners in the past 12 months were male. A 1% change reflects the gender of 8 people.

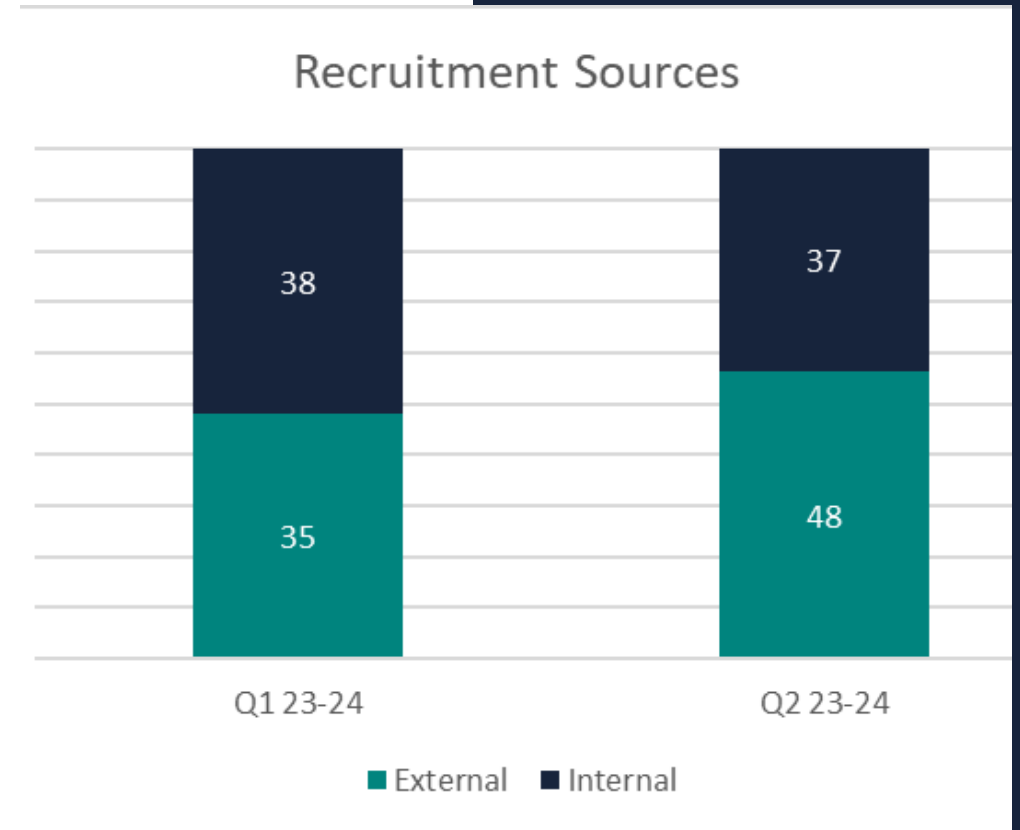
Staff Profile by Gender – Grade Analysis



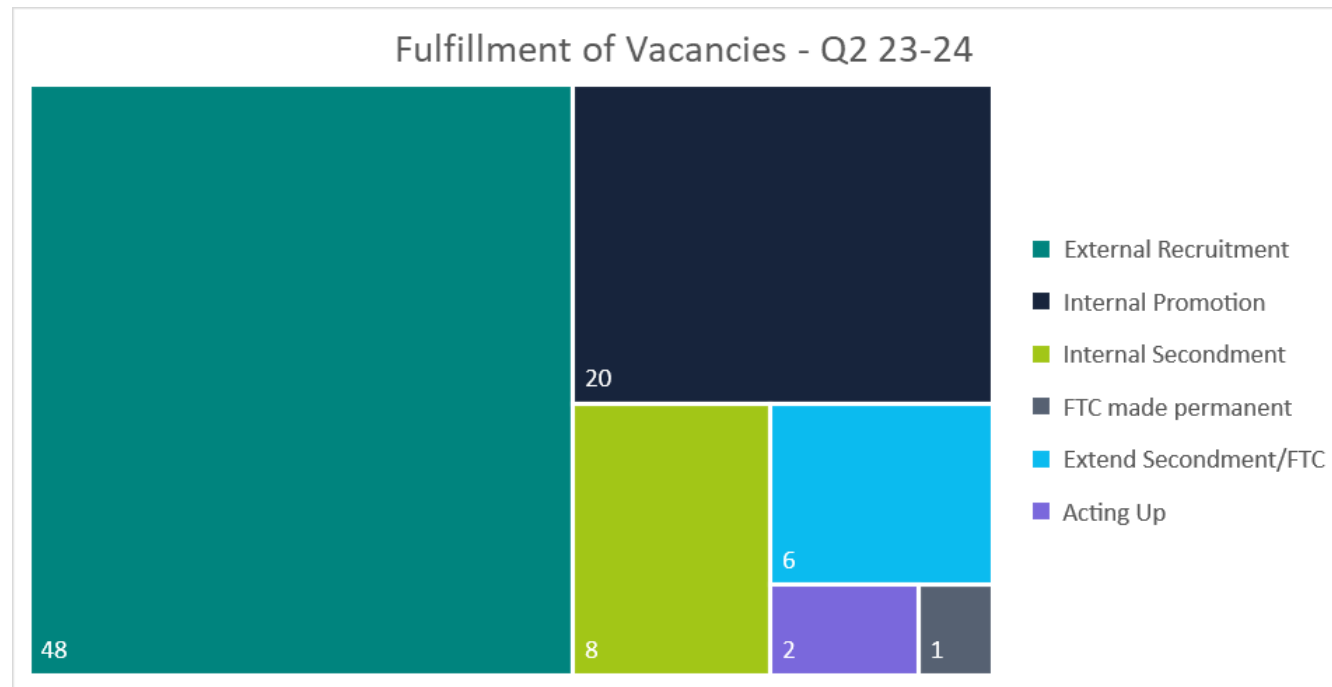
- Senior roles have a greater gender parity than the broader staff profile.

Recruitment and Onboarding - Summary

- 85 roles were fulfilled during the quarter; 48 new external starters and 37 internal changes, whose commencement date was between July and September 2023.
- This is a change from Q1, where internal resourcing fulfilled the majority of need.
- The overall average time to recruit externally increased to 169 days from 102 – this was driven by a significant number of long recruitment periods.

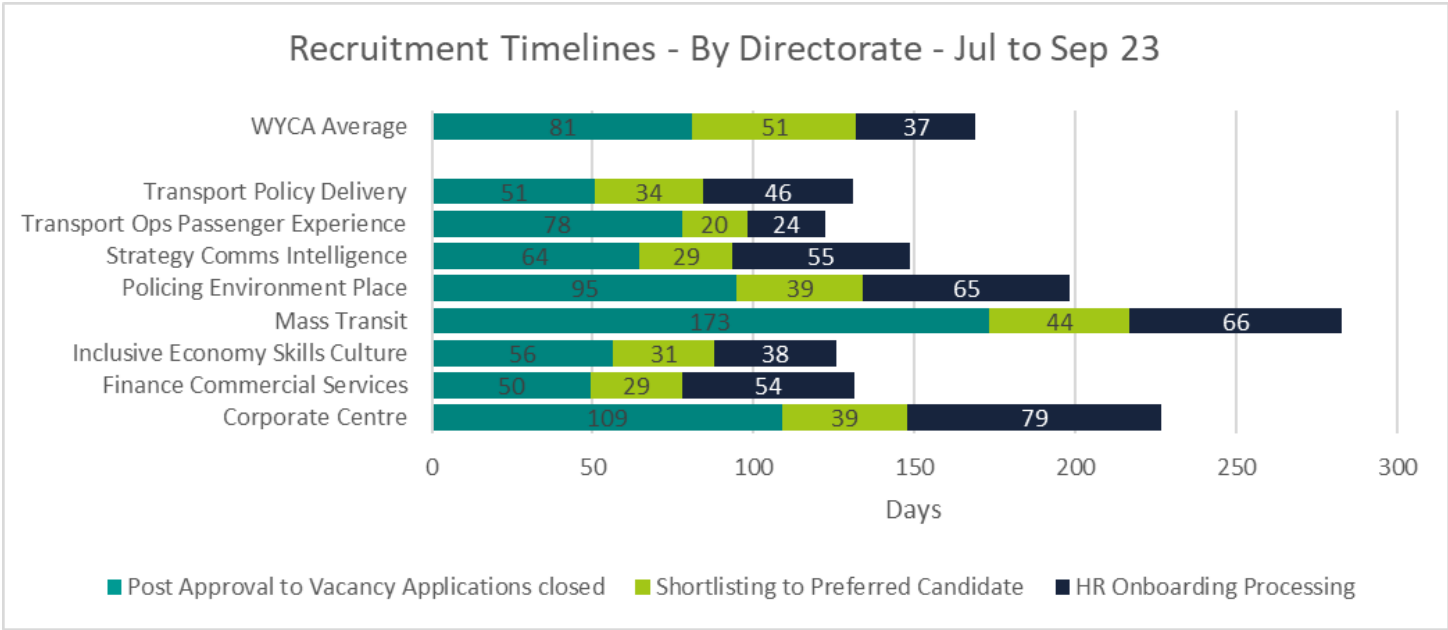


Recruitment and Onboarding – Q2 23-24



- 44% of vacancies fulfilled during the quarter were using existing internal resources – 37 of 85. The remaining 48 were met through external recruitment.

Recruitment and Onboarding – External – Q2 23-24



- The quarter saw a significant increase in external recruitment (from 35 in Q1 to 48 in Q2)
- The average time to recruit increased to 169 days from 102 – this was driven by a significant number of long recruitment periods coming to a close – 11 periods exceeded 200 days.



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Thank you

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