



<b>Report to:</b>	Finance, Resources and Corporate Committee
<b>Date:</b>	5 December 2024
<b>Subject:</b>	<b>HR Management Information Quarter 2 24/25 (Including Pay Gap Reports)</b>
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Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If the report does contain exempt information, what is the reason for exemption: <i>(indicate in the adjacent box the relevant paragraph of Schedule 12A, Local Government Act 1972, Part 1 – see Access to Information Rules)</i>	

## 1. Purpose of this Report

- 1.1 To provide an update on data relating to the Combined Authority's workforce.
- 1.2 To provide the gender and ethnicity pay gap reports for 2024 to the Committee.

## 2. Recommendations

- 2.1 That the committee notes the information provided relating to the Combined Authority's workforce.
- 2.2 That agreement is provided that the pay gap reports are published via the Combined Authority website and Government Portal.

## 3. Information

### HR Management Information

- 3.1 This HR Management Information (MI) reports provides detail and analysis concerning employee sickness, turnover and stability measures, the EDI profile of the organisation and information relating to the fulfilment of role vacancies. This report reflects Quarter 2 (Q2) 2024/25 reflecting information between July and September 2024.

- This report continues to build upon trend data established in 23/24 and illustrates a year-on-year comparison for these metrics.
- 3.2 Additional analysis in Q2 includes reasons for sickness absence, measurement of progress towards our EDI goals by 2030 and a recruitment timeline breakdown by role seniority.
- 3.3 The information shows that the time lost to sickness is currently (and continues to be) low in comparison to figures seen regionally and in the wider local government sector. Whilst there are some examples of higher sickness absence, in general, these are in isolated areas.
- 3.4 Staff turnover and stability rates are also seen as broadly positive. Overall, the Combined Authority is able to retain its experienced staff. However low rates of turnover do have some associated challenges, for example it limits the pace at which we can improve the diversity of our workforce overall, to ensure it is representative of the population of West Yorkshire.
- 3.5 Our staff profile for EDI measures is showing signs of improvement, with indications of recent trends included here as a barometer of progress towards our targets of representation by 2030. There is still more work to do to ensure this is reflected across all teams and levels of the organisation, and a particular need to increase ethnic diversity at more senior grades.
- 3.6 Recruitment activity has continued to be high, Q2 saw the highest number of roles fulfilled since this measure was formulated in Q1 23/24. In terms of vacancy fulfilment there is a 50/50 split between external recruitment and existing internal resources fulfilling the need. This is positive, as it means that the organisation is both bringing in new talent and supporting internal development and promotion.

#### Gender and Ethnicity Pay Gaps 2024

- The Gender pay gap report for 2024 is attached at **Appendix 2**, and the Ethnicity Pay Gap at **Appendix 3**.
- 3.7 Positive progress has been seen in reducing both gaps, in line with expectations modelled from the 2023 analysis.
- 3.8 The analysis within the reports is used to support the formulation of strategies and actions to enable delivery of our vision to become a national leader in EDI.
- 3.9 When considering the data from 2017 to 2024, there is a broad trend of closing gaps for both gender and ethnicity, which is positive and shows some level of success. However, the pace of change is not currently sufficient to meet the goal of removing the gaps by



2028 (as set out in our EDI plan). Therefore, we are building on our existing interventions and redoubling our efforts through a range of measures to accelerate the pace. Current trends would suggest for ethnicity by 2028 the gap would be around 4%, and this would not close to zero until the early 2030s. A similar analysis for gender indicates this gap is closing more quickly, and the median pay gap was zero at the end of 2023-24.

- 3.10 Additionally, when combining information from the ethnicity and gender pay gaps and applying an intersectional approach to analysis, the disparities experienced by people from an ethnic minority are even greater for female colleagues. For example, while 12% of employees in the upper pay quartile have an ethnic minority background this drops to less than 8% for women from an ethnic minority. It should be noted this is an improvement since this was first measured in 2023 but more progress is required.
- Interventions to improve the position need to be managed over a multi-year period, and include actions already outlined in recruitment plans, the EDI Plan and existing gender and ethnicity pay gap action plans.
  - We have seen significant progress with a number of these actions in 2024 including:
    - Completing a review of our terms and conditions with an associated pay award in October 2023 – an equality impact assessment completed during the review indicated that there would be a positive reducing effect on pay gaps which has contributed to our 2024 figures.
    - Between April 2023 and March 2024, the Combined Authority has significantly invested in learning and development activity for colleagues, with a particular focus on positive action schemes for both gender and ethnicity. We have enrolled colleagues on the Solace AMPLify programme and a Women in Leadership programme which have had positive impacts, and our HR Learning and Development partner is in the process of working with Solace to create an AMPLify product in the North.
    - In December 2023, the organisation signed up to the Unison Anti Racism Charter, which outlined 20 actions for the organisation to have completed after 12 months of signing pertaining to race equity and anti-racist practice, providing a clear and visible anti-racism programme of initiatives as well as identifying and addressing race disparities in equality of opportunity. These actions are on track to be completed by the deadline of December 2025 and have demonstrated organisational commitment to tackling this issue in all forms internally and externally. A more detailed summary of progress is included in point 3.16
    - The five Staff Network Groups, including Gender Equality Group and Embrace, have been allocated a learning and development budget to



spend on offering development opportunities to members. Further, all staff networks have been given an executive sponsor to support and advocate for the groups at a senior level and discuss how and where to raise suggestions about how to make the organisation more inclusive.

- In-house training is available to all recruiting managers from our HR Recruitment and Diversity Advisor, which are available to any new recruiting managers or those who may want to have a refresh to be up to date on current best practice.

3.11 Whilst it is difficult to attribute the reducing gaps directly to these or any specific action taken, we are confident they are part of a positive pattern of interventions.

3.12 A comprehensive update on progress during 2024 and an indication of future actions is included with each pay gap report in Appendix 2 and 3.

- The pay gaps reports are attached to this paper and will be published on the Combined Authority website. The Government portal will also be updated with the information with regards to the gender pay gap as required.

### Antiracism Charter

3.13 Significant progress has been made to embed the requirements of Unison's Antiracism Charter.

3.14 Our leadership board champion EDI including a racially diverse workforce and the benefits of the CA looking like the people we serve, advocated by the leadership team's EDI Champion, and Embrace Staff Networks Exec Sponsor. The EDI Champion is the Chair of the EDI Board, overseeing the EDI plan and performance. All leaders have been involved in the production of the EDI plan and setting of our targets, including workforce composition and closing the gender and ethnicity pay gaps.

3.15 Our organisation is performing at a healthy level against the Antiracism Charter, measures include embedding EDI practice across its business, developing clear strategies and plans, setting EDI objectives and targets, collecting, interpreting and using data including ethnicity, for management decisions, and measuring our performance internally and externally. We have improved our workforce data through the new corporate system, and we continue to collect consistent data inclusive of ethnicity which is aligned with Census data categories. We continue to provide EDI training to enable people transformation inclusive all of the protected characteristics and have infrequently facilitated spaces of critical thinking such as anti-racism listening circles across teams.

3.16 However, we have more to do to, specifically around disparity reporting including race and ethnicity of the workforce, and wider performance reporting across the breadth of EDI outcomes. The Antiracism Charter is an additional driver to our EDI work, all whilst

ensuring we are maintaining a laser focus on having a real-world substantial positive impact.

#### **4. Risks and Mitigations**

4.1 There are no risks directly arising from this report.

#### **5. Tackling the Climate Emergency Implications**

5.1 There are no climate emergency implications directly arising from this report.

#### **6. Inclusive Growth Implications**

6.1 There are no inclusive growth implications directly arising from this report.

#### **7. Equity and Diversity Implications**

7.1 This data provides the tools to identify workforce and recruitment trends which then support formulating strategies to support the work at WYCA of working towards our vision of becoming as inclusive an employer as possible, increasing the diversity of the workforce at every opportunity through recruitment and ensuring steps are taken to address the gaps in pay identified.

#### **8. Financial Implications**

8.1 There are no financial implications directly arising from this report.

#### **9. Legal Implications**

9.1 There are no legal implications directly arising from this report.

#### **10. External Consultees**

10.1 No external consultations have been undertaken in the preparation of this report.

#### **11. Background Documents**

11.1 There are no background documents referenced in this report.

#### **12. Appendices**

- Appendix 1 - Management Information – WYCA – Q2 24/25
- Appendix 2 - Gender Pay Gap 2024
- Appendix 3 - Ethnicity Pay Gap 2024