



West  
Yorkshire  
Combined  
Authority

Tracy  
Brabin  
Mayor of  
West Yorkshire

# Management Information – Q2 24/25

July to September 2024



# Introduction

This Management Information is intended as a status update of current performance against a number of Human Resources related measures, summarised for the whole organisation with a breakdown by directorate where appropriate.

In addition, a directorate specific version of this Management Information will be provided each quarter.

New in this edition is a clarified analysis of sickness absence, progress towards 2030 EDI targets and additional analysis on external recruitment timelines.



# Contents

## **Sickness Absence**

- Total time lost during quarter due to sickness as a % of time available
- Instances of long-term sickness (more than 4 weeks) and breaches of attendance standards (as per attendance management policy) in comparison to short term sickness absence
- Reasons for sickness absence as % of total absences

## **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 employees
- Trends towards 2030 EDI Targets

## **Recruitment and Onboarding**

- Timelines to recruit to roles – from initial role approval to start date, by directorate and role level
- Balance between internal and external recruitment sources

# Summary of Findings

## Areas of good performance

The average time to recruit continued to reduce from 126 to 105 days.

Sickness remains lower than the Yorkshire and Humber and local government averages and the number of employees affected by at least one sickness absence (166) was lower than Q4, despite the overall increase.

## Areas of note

Sickness absence as a % rose during the quarter, in line with levels that could be expected from trends in 23/24.

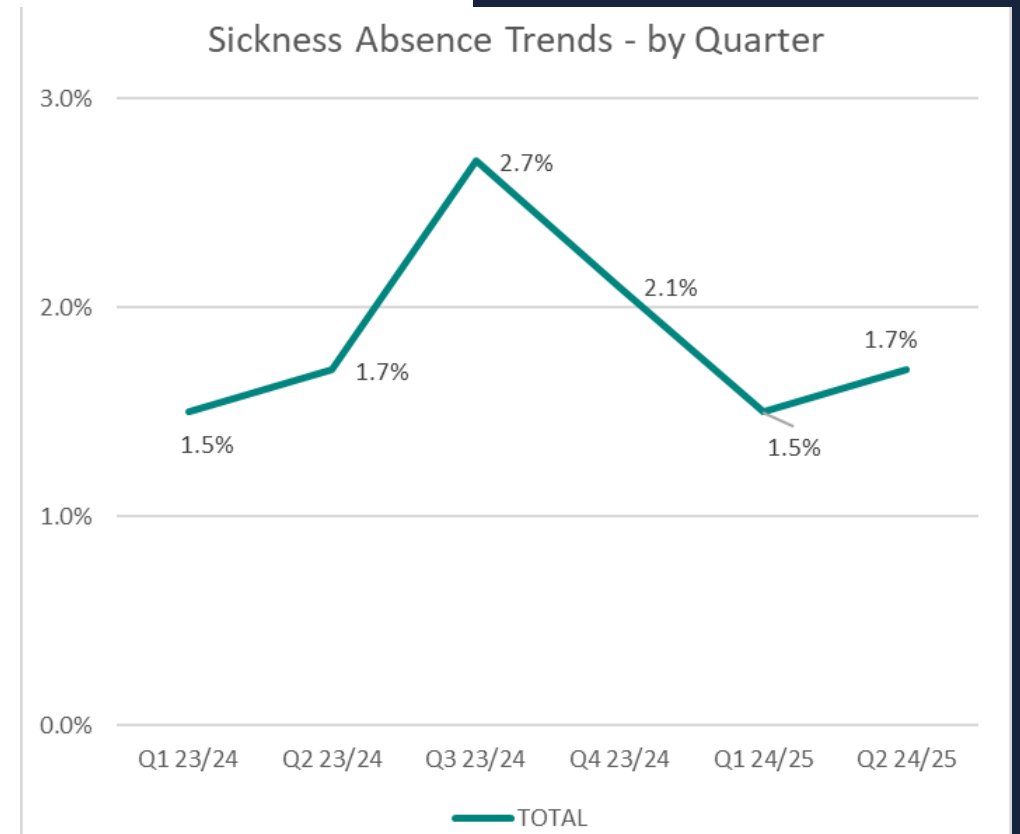
This is the busiest recruitment quarter we have recorded recently, patterns of recruitment sources between internal and external candidates have continued.

Staff stability and turnover have both marginally declined in the quarter but this still reflects a year-on-year improvement for both metrics.

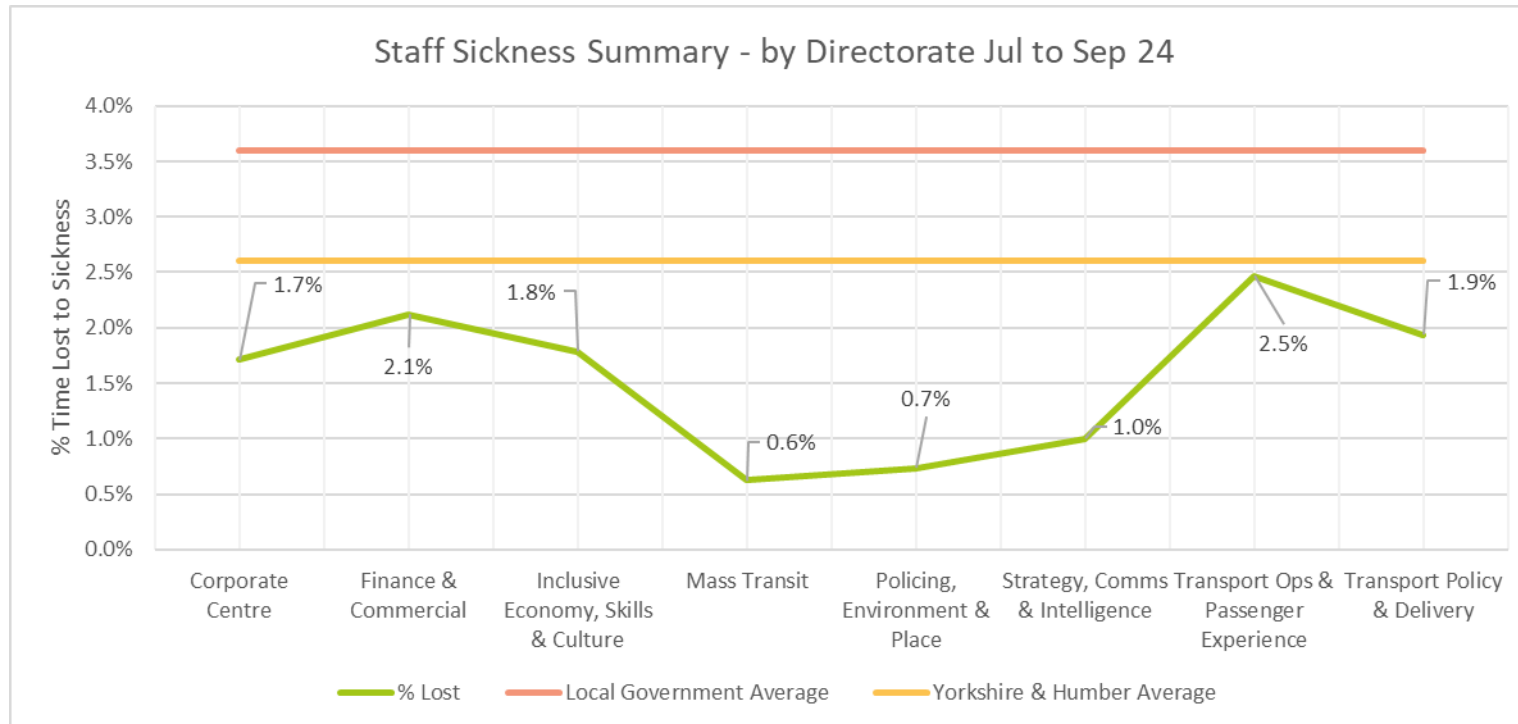
# Sickness Absence - Summary

- Sickness absence was 1.7% of available hours during the quarter, an increase on the previous quarter of 0.2%.
- This is lower than the Yorkshire and Humber average of 2.6%, and further below the local government sector average of 3.6%\*
- This reflects the pattern of sickness absence as seen in 23/24.
- The number of employees affected by at least one sickness absence (166) was lower than Q4, despite the overall increase.

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

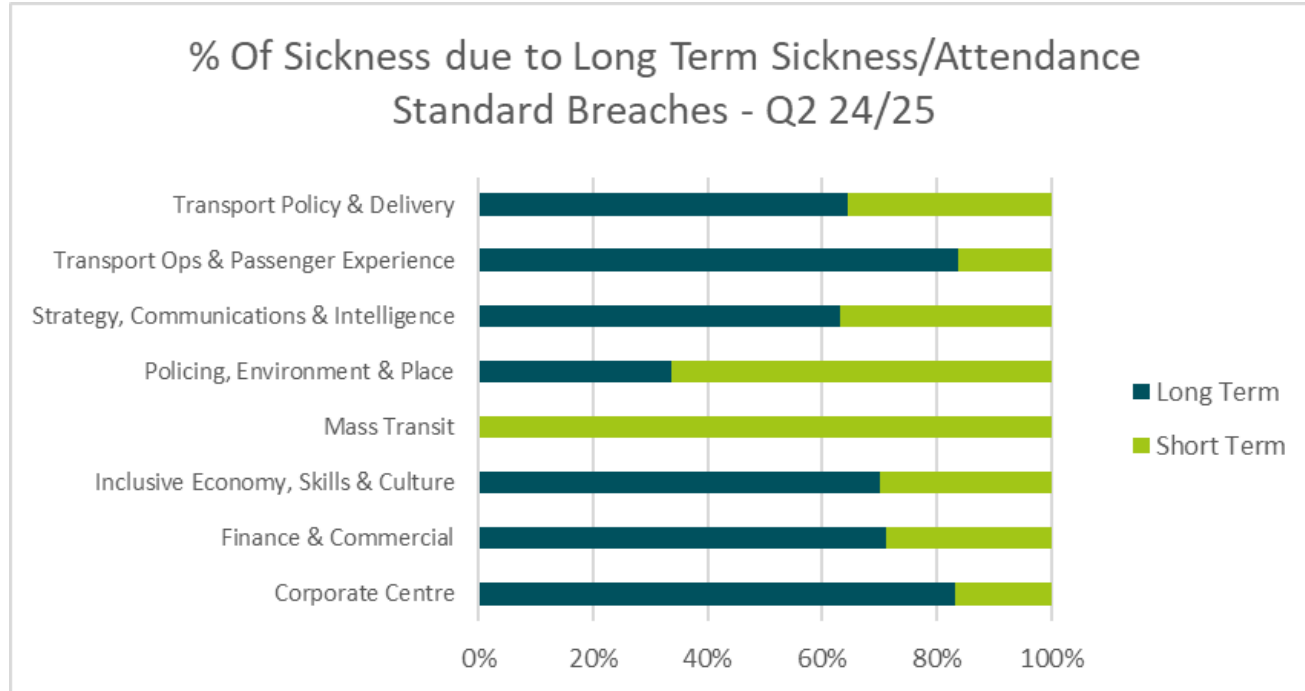


# Sickness Absence – Q2 24-25



The % time lost to sickness is higher than Q1 overall, however no individual directorate exceeded the Yorkshire & Humber or Local government averages.

# Sickness Absence – Q2 24-25



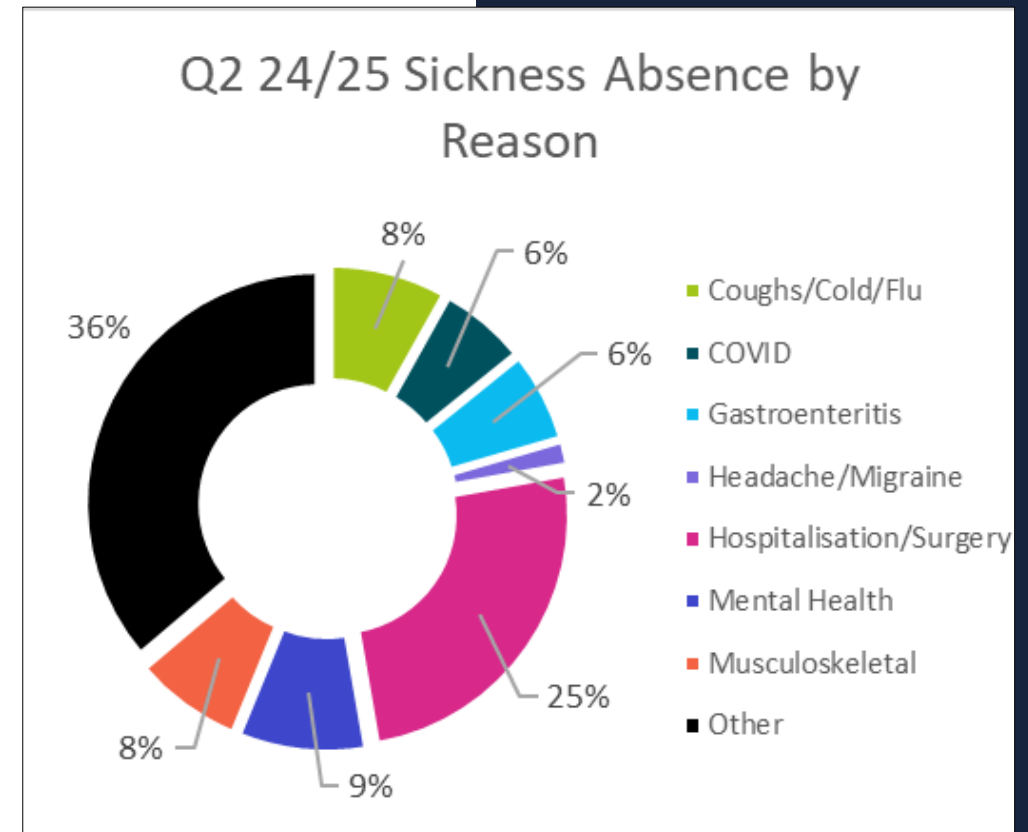
Many directorates were more affected by longer term absences than shorter term.

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)

# Sickness Absence - Reason

- The single largest reason for absence in the quarter was issues relating to hospitalisation/outpatient appointments or surgery, due to the length of some of these absences.
- Mental Health absences are more prevalent in Transport Services and Transport Policy and Delivery and in general around a third of mental health absences lead to long term absence.
- Higher absences in Transport Services are influenced by a number of long-term complex sickness cases as well as issues directly relating to the provision of public facing services such as Coughs and Colds or COVID infections.
- 'Other' includes sickness outside of these categories and where a lack of specific reason was recorded in CiA, 25 sickness entries during the quarter did not give a formal reason for absence.

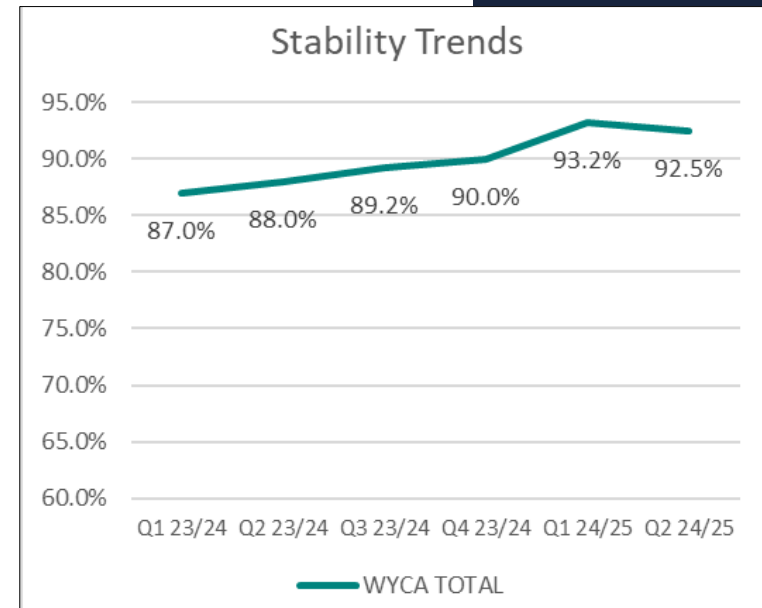
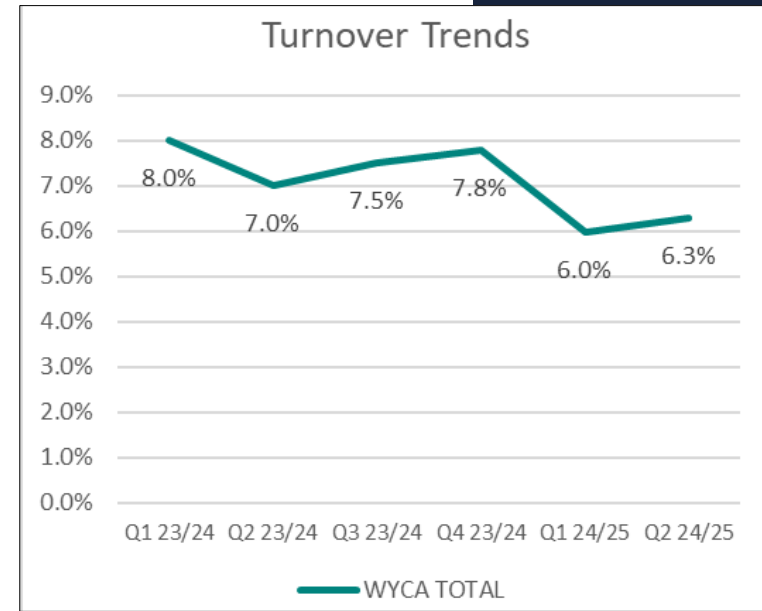




# Turnover and Stability - Summary

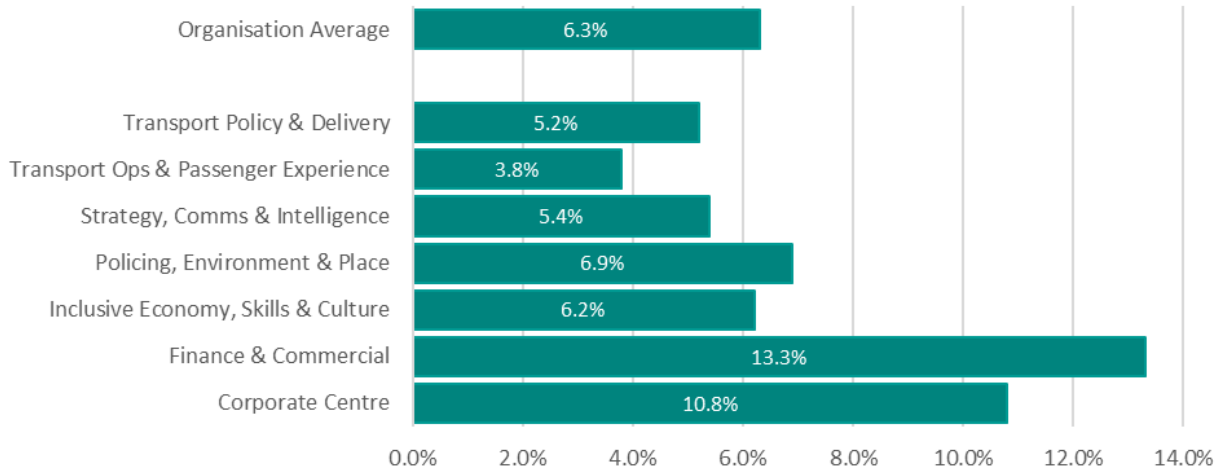
- Staff Turnover is a reflection of the percentage of people that have left their role voluntarily during the previous 12 months, the overall figure of 6.3% is low, less than 1 in 10 staff leaving during the year. This is a slight increase, 5 more people left voluntarily for the rolling year in comparison to Q1.
- Whilst turnover is low, the majority of leavers are experienced staff, 85% of leavers had at least a years service.
- This results in a high rate of stability, 92.5% of people with the organisation a year ago are still with us today. This measure has improved year on year by over 4% despite a slight fall in Q2 in comparison to the previous quarter.

Management Information – Q2 24/25

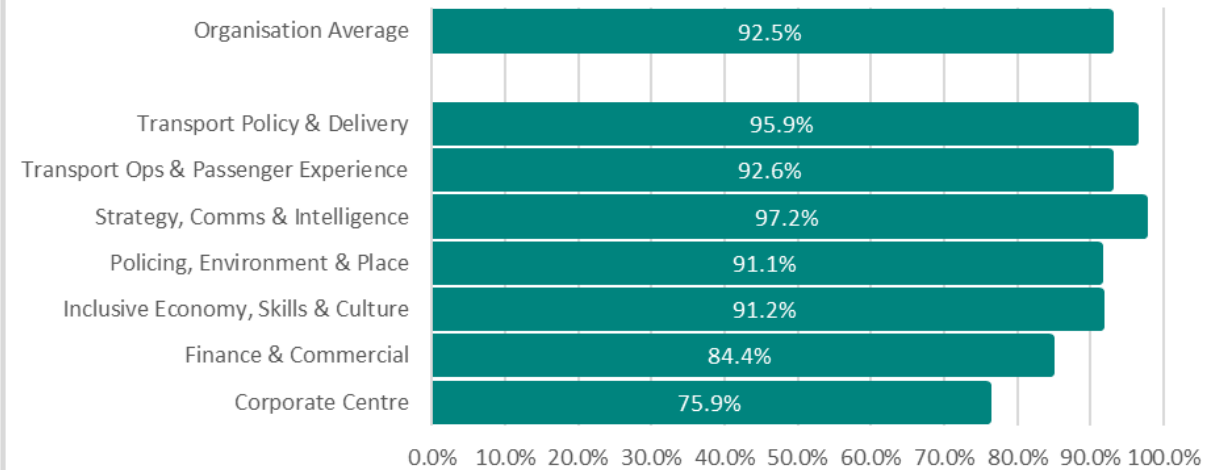


# Staff Turnover and Stability

Directorate Voluntary Turnover - Sep 23 to Sep 24



Directorate Stability - Sep 23 to Sep 24



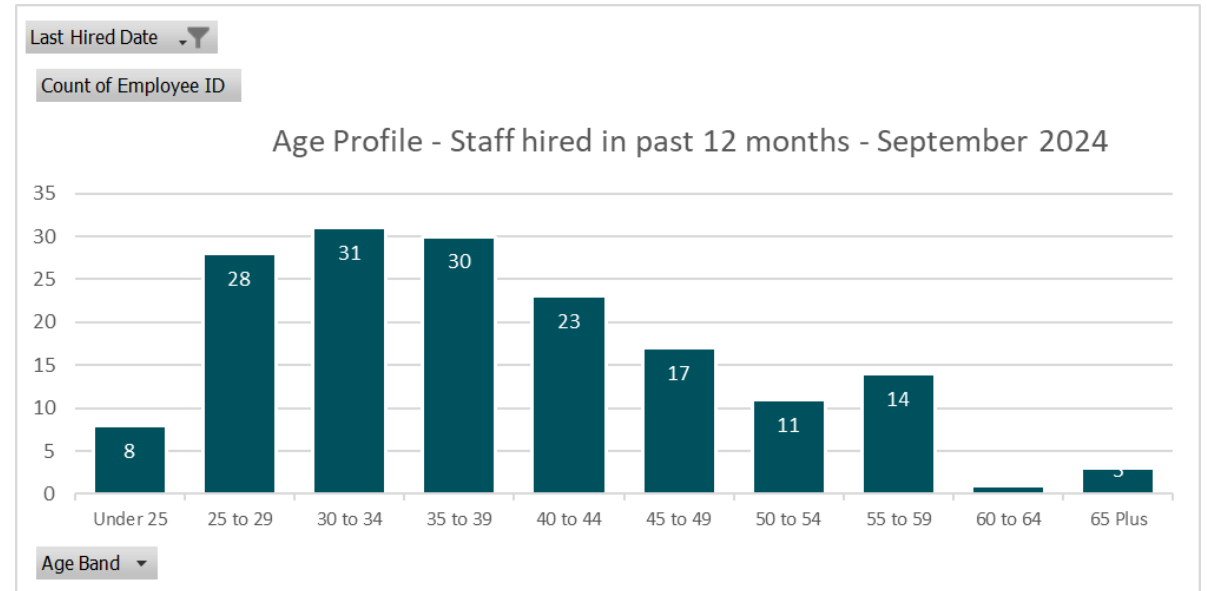
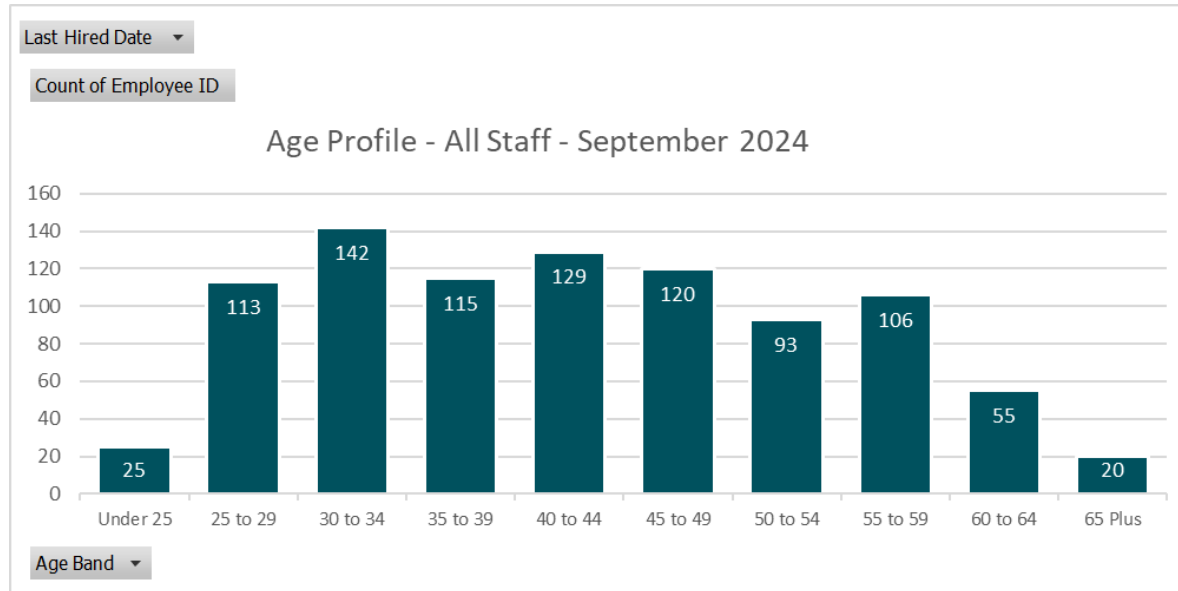
Mass Transit is excluded from this analysis due to team size

- At a directorate level most teams are experiencing a good level of stability and low levels of voluntary turnover, Finance & Commercial and Corporate Centre currently have higher turnover and are less stable than the wider organization.

# Equality, Diversity and Inclusion - Summary

- Consistent progress has been observed during the past year in hiring a more representative percentage of Ethnic Minority staff, as against the West Yorkshire working age figure of 19%.
- With the migration to CiA the % of staff making an active choice and preferring not to indicate their sexual orientation has significantly increased with an associated reduction in no response being recorded.
- The trends towards 2030 EDI targets reflect a mixed picture with targets on disability and minority ethnic showing some progress that requires a greater rate of change.
- Staff will be asked to review their personal details on CiA and encourage them to complete the EDI fields to ensure this data is as complete and up to date as possible.

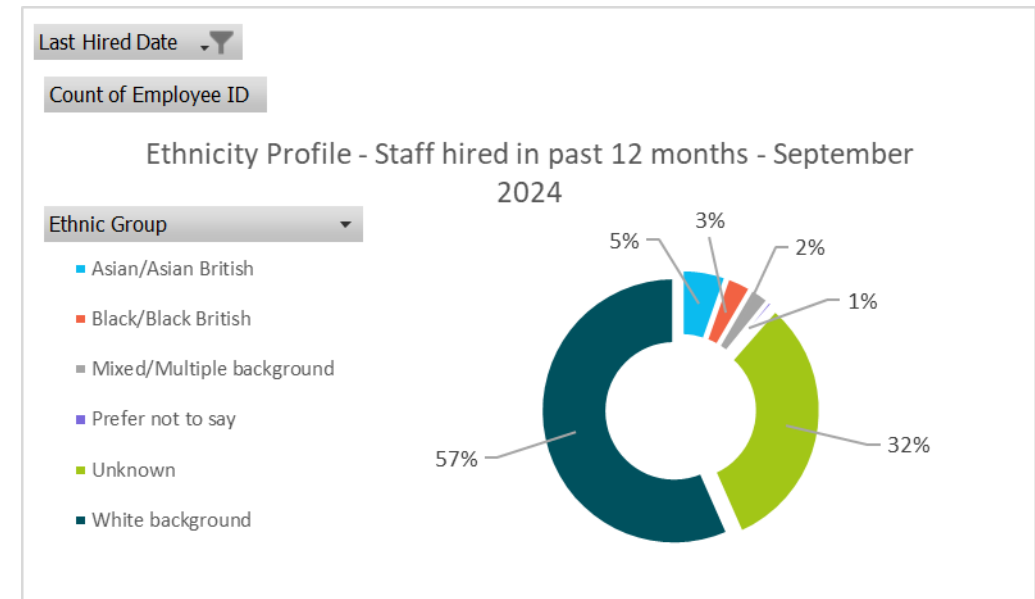
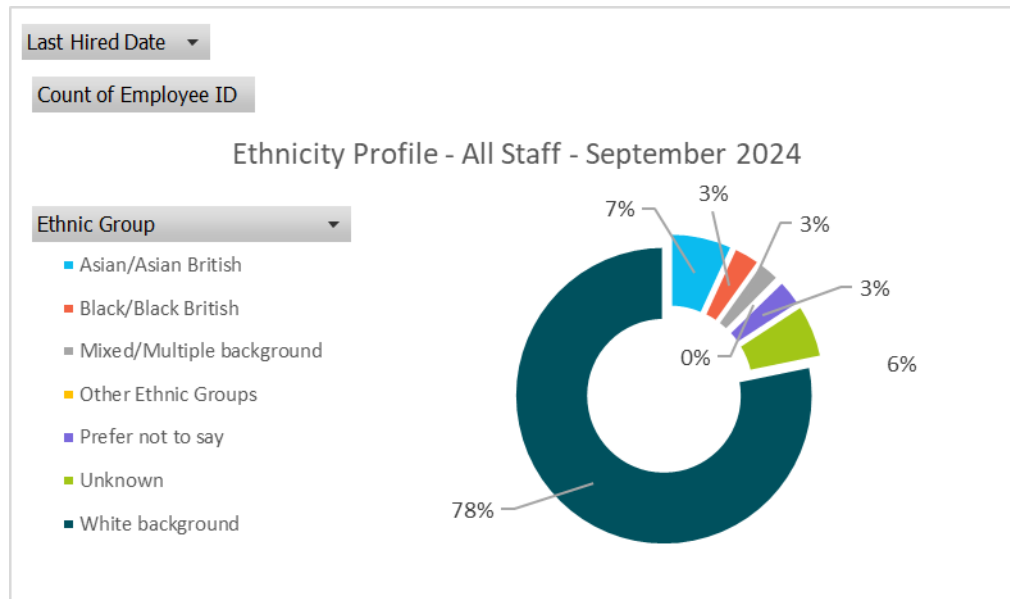
# Staff Profile by Age



- Recent recruitment has begun to tip the balance towards a younger age profile for the organisation
- 58% of recent joiners are under 39 – this may have an associated benefit on future Gender Pay Gap calculations as reports for West Yorkshire identify the gap for people aged 18-39 is ‘almost zero’\*

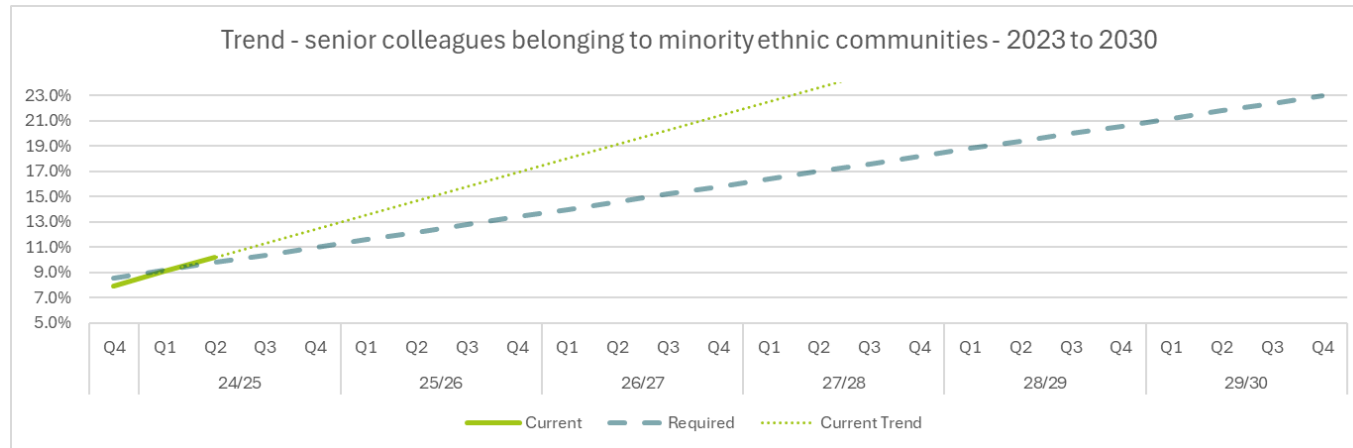
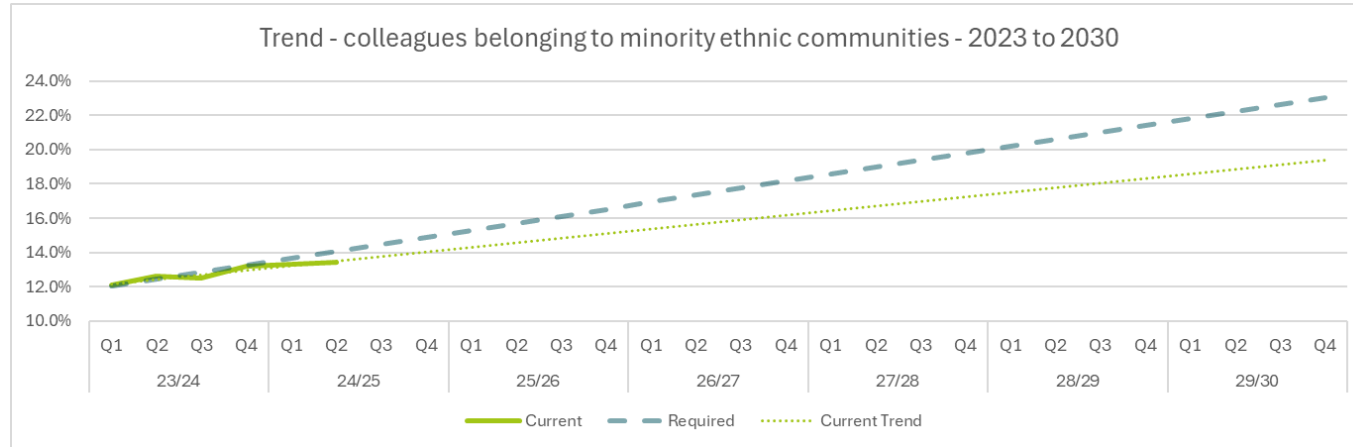
\* <https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf> (page 19)

# Staff Profile by Ethnicity



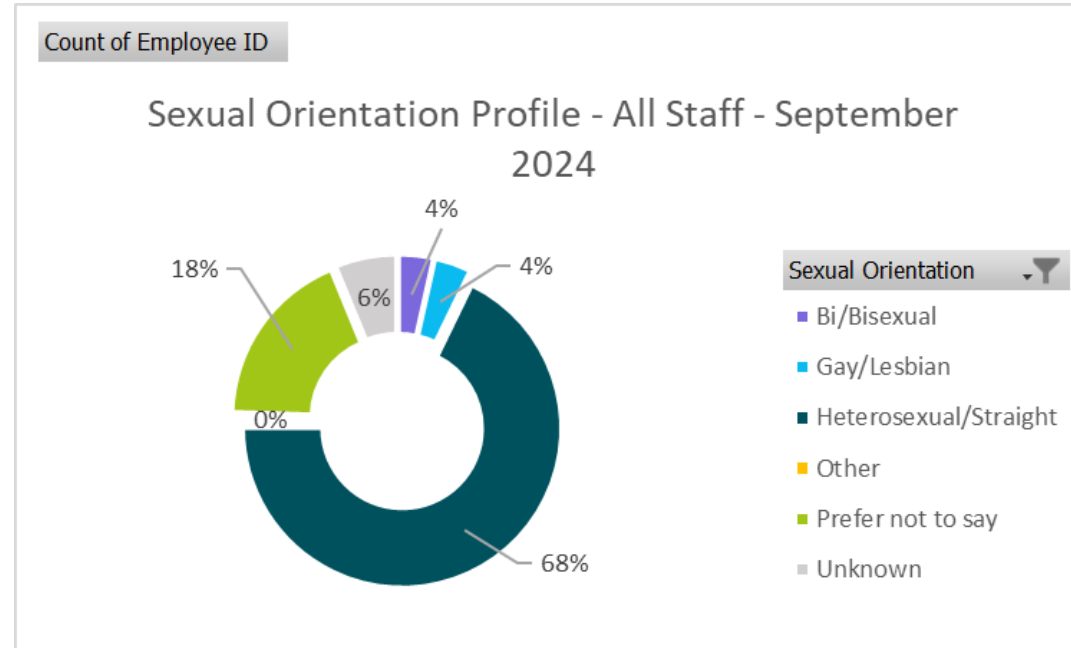
- 53 of 166 starters in the past 12 months have not recorded their ethnicity, efforts are needed to encourage recent starters to complete the EDI fields to ensure this data is as complete and up to date as possible.

# Trends towards 2030 EDI Targets



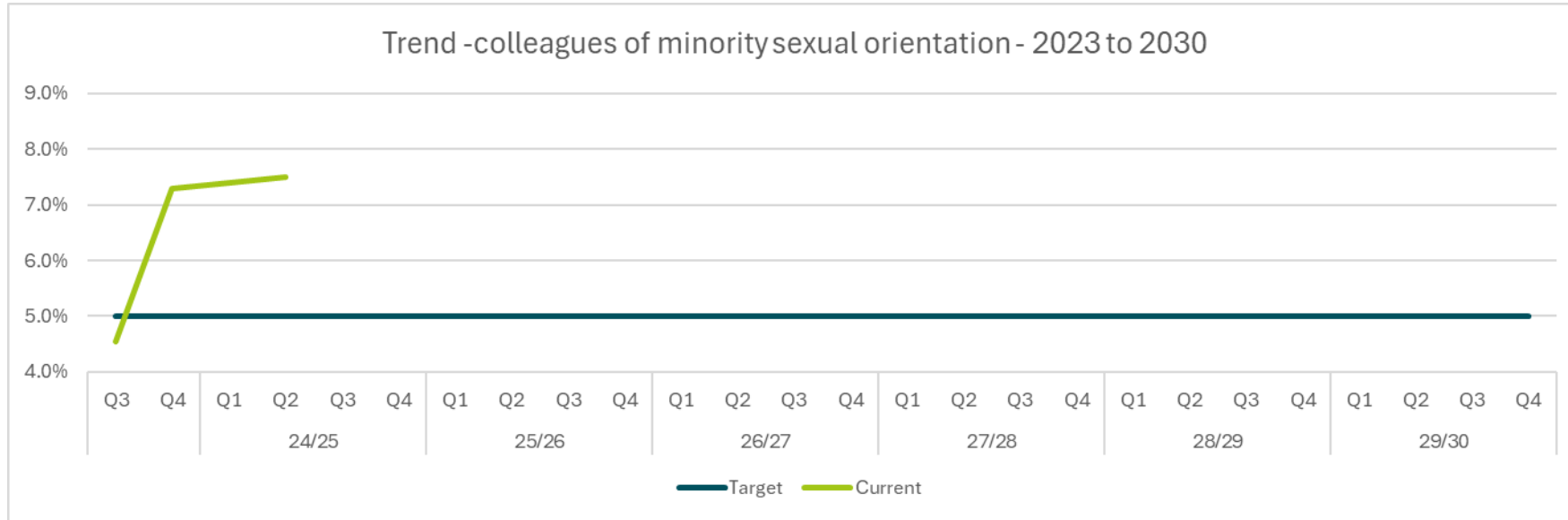
- To ensure our workforce reflects the diversity of West Yorkshire we have targeted that by 2030 23% of our colleagues/senior colleagues will belong to minority ethnic communities
- We note progress needs to accelerate to meet this target for all colleagues, more data points are required to confirm senior colleague trends although progress is broadly positive

# Staff Profile by Sexual Orientation



- With the migration to CiA the % of staff making an active choice and preferring not to indicate their sexual orientation has significantly increased with an associated reduction in no response being recorded. The vast majority with no response recorded are recent starters.

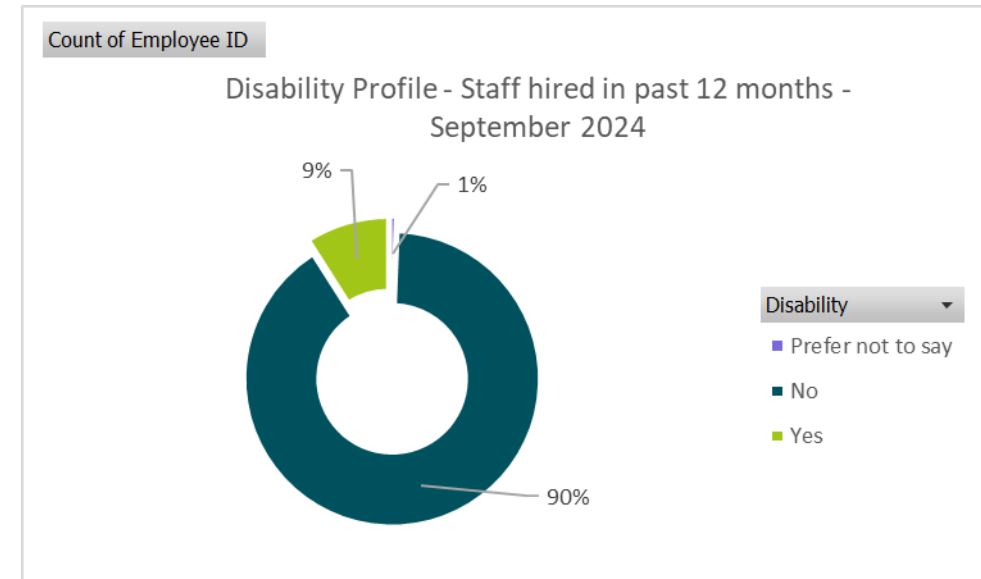
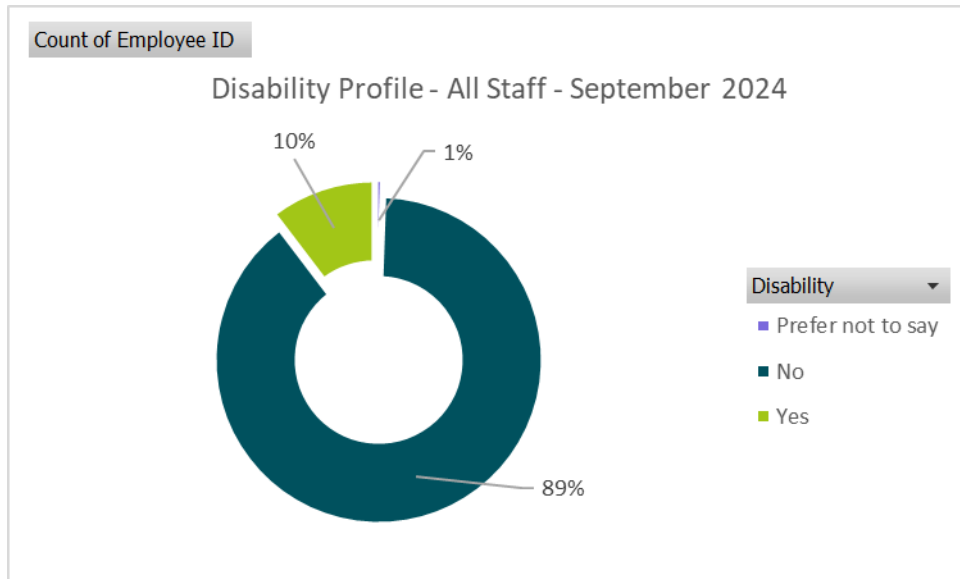
# Trends towards 2030 EDI Targets



- To ensure our workforce reflects the diversity of West Yorkshire we have targeted that by 2030 at least 5% of our colleagues will be people of minority sexual orientation
- We have consistently met this target since Q4 23/24.



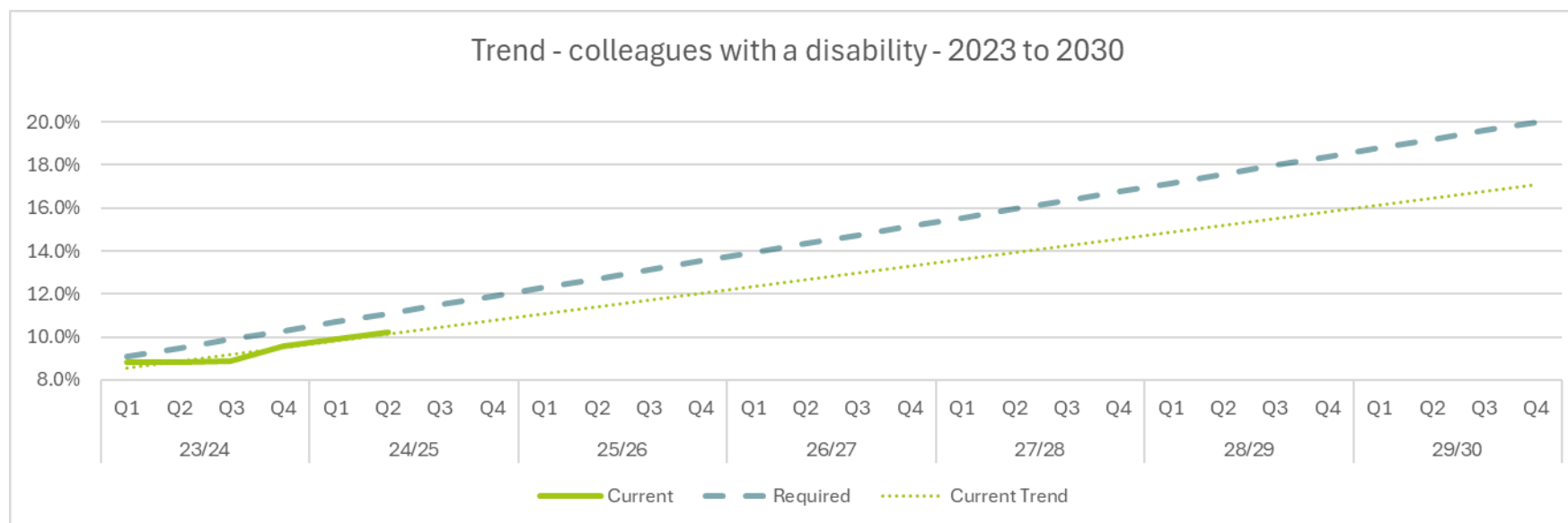
# Staff Profile by Disability



- People recruited in recent months have a slightly lower instance of disability than the wider staff group
- This is less than the wider figure for working age adults in West Yorkshire, of 24%\*

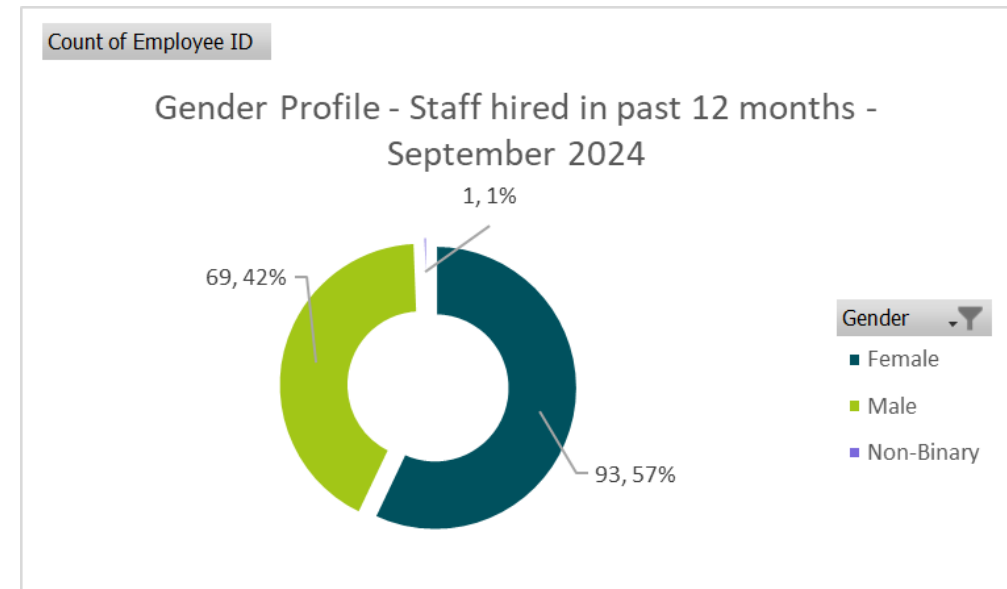
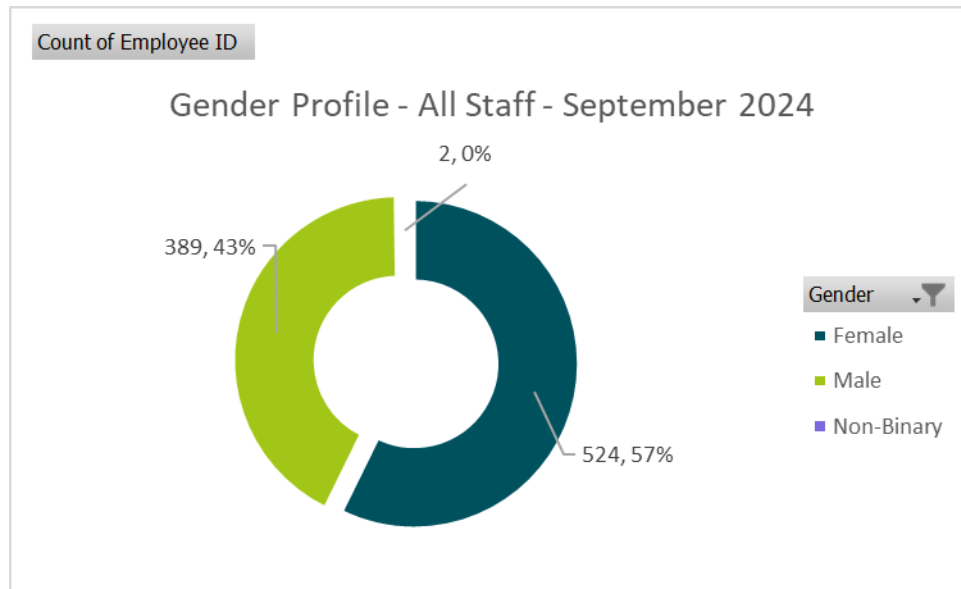
\*<https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf>

# Trends towards 2030 EDI Targets



- To ensure our workforce reflects the diversity of West Yorkshire we have targeted that by 2030 at least 20% of our colleagues will be people with disabilities.
- Progress is noted but at a slower rate than required to meet the 2030 target

# Staff Profile by Gender



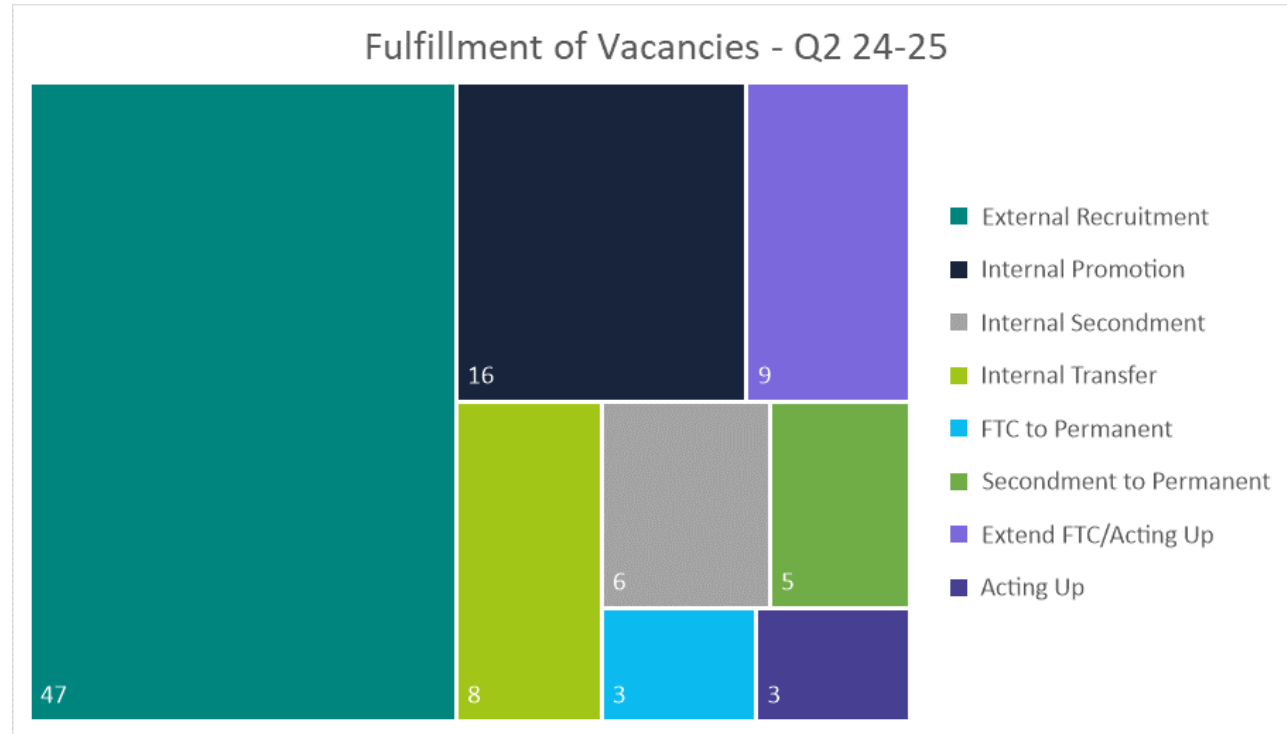
- The previous 12 months has seen some progress towards a more representative staff profile for gender, continuing the trend from 23/24. Staff indicating their preferred gender as non-binary is a new inclusion, recording this information is not currently available via self service in CiA so this is likely an underestimation of the true figure. Monitoring of progress towards the 2030 target of 2% of colleagues being people of minority gender expression is a future development.

# Recruitment and Onboarding - Summary

- 97 roles were fulfilled during the quarter; 47 new external starters and 50 internal changes, whose commencement date was between July and September 2024.
- This is the busiest recruitment quarter we have recorded.
- The average time to recruit reduced significantly from 126 to 105 days, continuing positive trends from a previous high of 190 days seen in Q4 23/24.
- Patterns of recruitment sources between internal and external candidates have continued

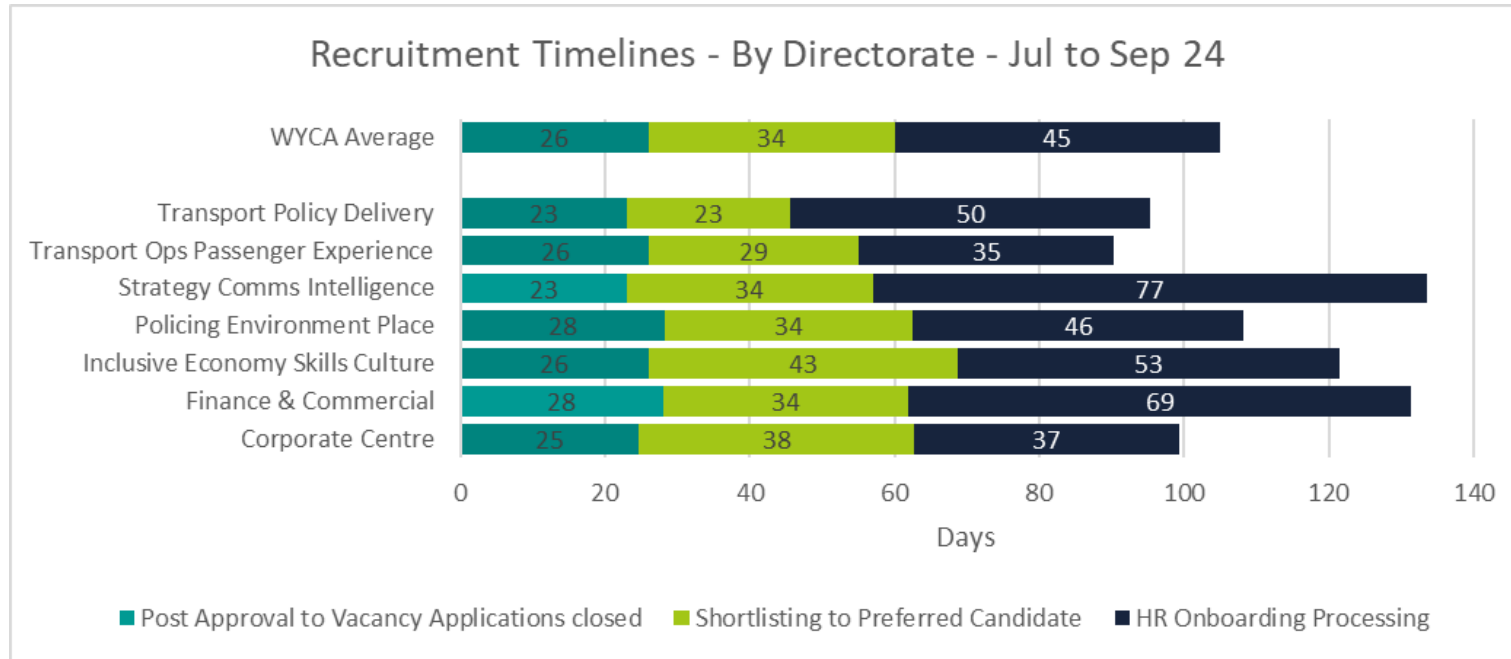


# Recruitment and Onboarding – Q2 24-25



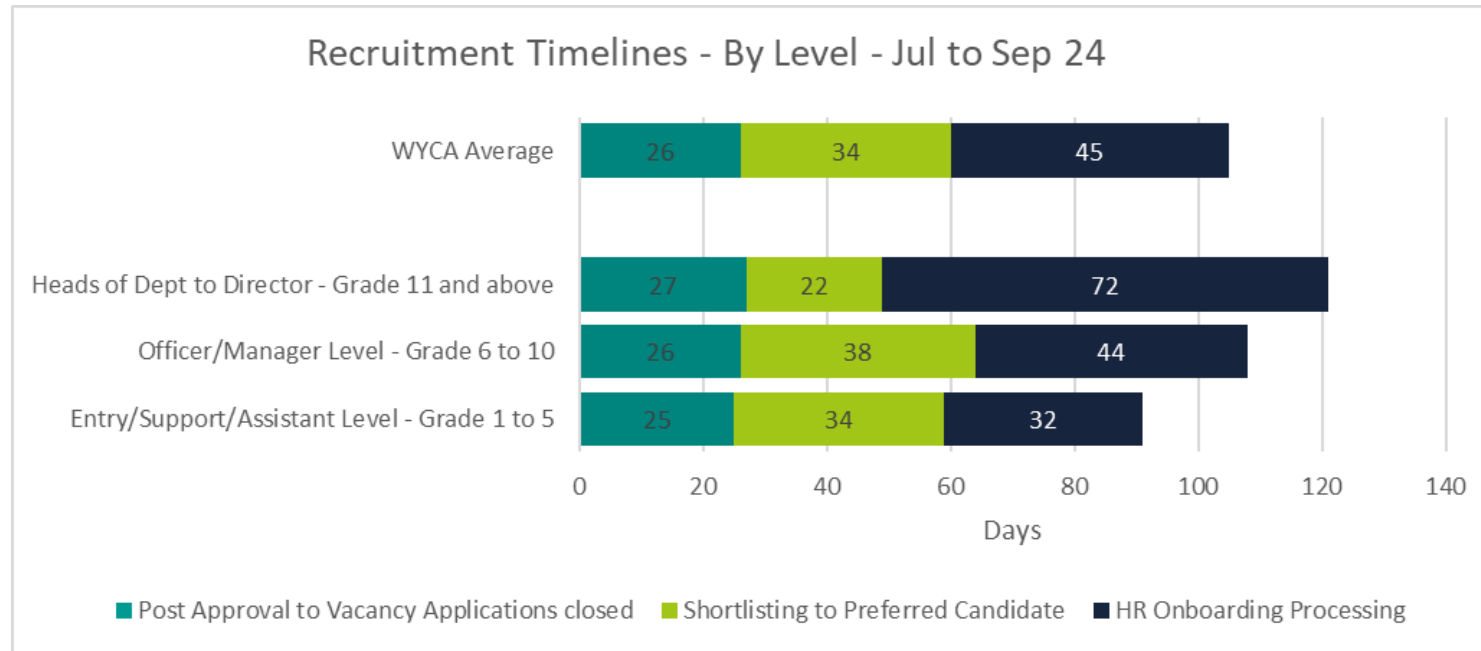
- 52% of vacancies fulfilled during the quarter were using existing internal resources – 50 of 97. The remaining 47 were met through external recruitment.

# Recruitment and Onboarding – External – Q2 24-25



- The Post approval to applications closed stage has been consistently short in the quarter, helping overall timelines.
- The average time to recruit decreased to 105 days from 126

# Recruitment and Onboarding – by Seniority – Q2 24-25



- Extended timelines in the HR onboarding phase for senior recruitment are expected and were experienced in the quarter, this impact was somewhat minimized by shorter than average timelines to find a preferred candidate.



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**Thank you**

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