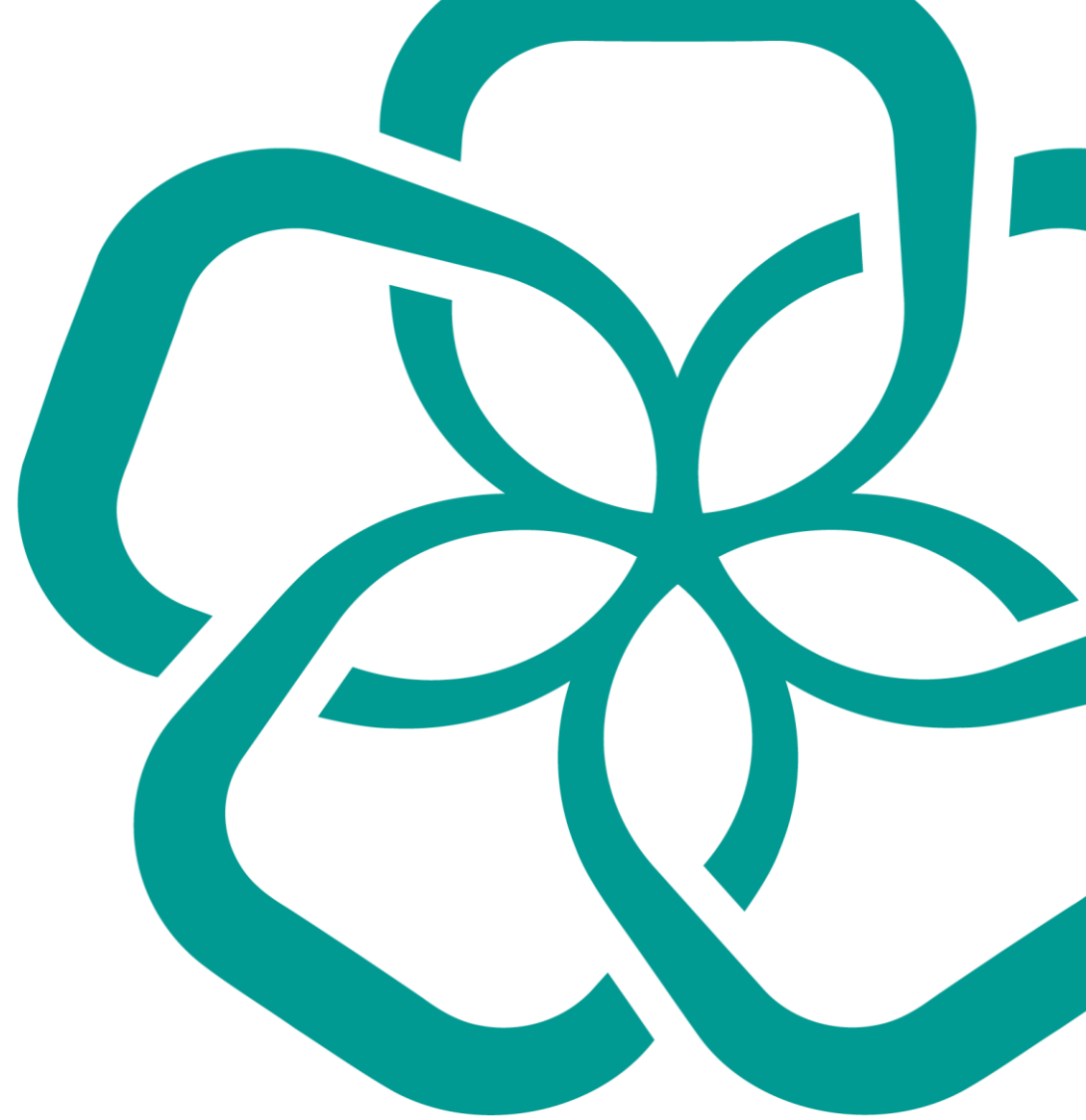




West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire



Combined Authority's Equity, Diversity, and Inclusion Report 2023/2024.

Evidence in support of compliance with the Public Sector Equality
Duty.

Publication March 2024.

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Foreword

The West Yorkshire Combined Authority has a vision to be a leader recognised nationally for our focus and commitment to equity, diversity, and inclusion. Serving a diverse population of 2.4 million people, it is essential that our investments, services, and programmes are targeted at narrowing gaps and addressing inequality, and that our workforce is diverse and representative of the communities that we are serving.

The Combined Authority has made great strides over the last few years, embedding equity, diversity, and inclusion practice across its business, developing clear strategies and plans, setting equity, diversity, and inclusion objectives, collecting data, and measuring our performance internally and externally. But we still have more to do for people, place, and region.

Our gender and ethnicity pay gaps are narrowing, but this needs to accelerate if we are to hit our targets of zero by 2030. We have increased the diversity of the workforce, and of the applicants who are looking to join us, but we need greater diversity at more senior levels within the organisation. So, we have grown our learning and development offer to support future diverse leaders but need to do more to accelerate the pace of change.

We have improved our data about the West Yorkshire economy through an equity, diversity, and inclusion lens, but we have more to do in order to make the interventions that we are pursuing to improve the economy bite and have a real-world substantial impact on narrowing equality of opportunity and tackling entrenched disadvantage.

There is currently a spotlight on local government's spending on equity, diversity, and inclusion programmes. But we must remind ourselves that equity, diversity, and inclusion is everyone's responsibility. It is part of all our jobs, not an add-on that can always be quantified. We recognise that targeted interventions that require extra spending are sometimes necessary in order to achieve our objectives, and we must continually demonstrate value for money.

So, whilst we have made progress, we always knew that the change on the scale of our ambition would take time. We are not resting on our laurels but redoubling our efforts. I am pleased to present this report which shows our progress over the last 12 months. Thanks to Jonathan Stephen, Hannah Pennick, Staff Networks, Directorate Networks, and members of the Equity, Diversity and Inclusion Performance and Oversight Board, for their contributions to this report.

Alan Reiss
Chief Operating Officer and Leadership Board Equity, Diversity, and Inclusion Champion.

Overview

Public Sector Equality Duty

This report provides information from the financial year 2023/2024, regarding our progress towards the Combined Authority's agreed [Equality Objectives](#), that form three of the five priorities of the [Combined Authority's EDI Plan 2022-2025](#), and current methodology for understanding the employee profile. The Public Sector Equality Duty requires public sector organisations like the Combined Authority to consider how their policies and/or decisions affect people and communities, who have and share protected characteristics named under the Equality Act 2010. To comply with the Public Sector Equality Duty, public sector organisations must have due regard for:

- Eliminating unlawful discrimination.
- Advancing equality of opportunity between people.
- Fostering good relations between people.

The Equality Act 2010

The Equality Act 2010 replaced all prior equality legislation to provide a single legal framework to protect the rights of individuals and advance equality of opportunity for all. The nine protected characteristics under the Equality Act 2010 are: Age, Disability, Gender Reassignment (Gender Identity), Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, and Sexual Orientation. This report includes employee profile data for the following protected characteristics:

- Age
- Disability
- Sex
- Race
- Sexual Orientation
- Religion or Belief

Our Objectives under the Public Sector Equality Duty

The Combined Authority's Equality Objectives 2022-2025

1. Champion Equity, Diversity, And Inclusion Externally and Develop an Excellent Regional and National Reputation.
2. Consult And Engage with Our People, Communities, and Businesses to Understand Their Diverse Needs and Ensure Our Services Meet Their Needs.
3. Ensure Our Workforce Reflects the Diversity of West Yorkshire.

Progress Against Our Equality Objectives

Introduction

The renewed set of Equality Objectives 2022-2025, form three of the five priorities set out in the [Equity, Diversity and Inclusion Plan 2022-2025](#) to strengthen accountability, monitoring and reporting on performance. The Plan has been developed and published and is the organisation's first Equity, Diversity, and Inclusion Plan, building on the equity, diversity and inclusion policy and sets direction for achieving the Combined Authority's equity, diversity, and inclusion vision.

The Plan is embedded into the [Corporate Plan](#) and reframes our interventions into one place, bringing together a range of activities for the duration of the plan. This will help shape a central strategic approach to addressing inequalities in the future and will support the delivery of interventions. The equity, diversity and inclusion plan and associated targets have been developed and integrated into the organisation's business plans. The desired outcomes of the and mission, is to strive to:

- Integrate the breadth of equity, diversity and inclusion interdependencies across the organisation and shape a clear view of the current commitments.
- Strengthen recruitment and diversity and create a progressive & evolving culture.
- Build on best practice from partners including local authorities.
- Build skills, knowledge and understanding of services that will improve the evidence base for determining local priorities.
- Generate, preserve, and share the research and intelligence on equity, diversity, and inclusion.
- Strengthen capabilities within the organisation and the region.
- Deliver new strategies for community engagement, access, and participation.
- Evidence impact and progress against the underpinning framework - Equality Framework for Local Government and the segments: Leadership & Organisational Commitment, Diverse & Engaged Workforce, Understanding and working with our communities, Responsive Services & Customer Care.

The positive development to embedding equity, diversity and inclusion has led to the creation of an internal equity, diversity and inclusion Performance and Oversight Board and is embedded into the Combined Authority's governance, with authority for overseeing the delivering of the Equity, Diversity and Inclusion Plan, chaired by the Chief Operating Officer and the Leadership Team's equity, diversity and inclusion Champion to drive the plan's interventions forward and maintain oversight as to improving the health of the organisation's equity, diversity and inclusion interventions.

Key highlights

We are really pleased to share the significant developments in embedding equity, diversity, and inclusion across the organisation, including the improved definitions to focus the tangible nature of interventions including the explicit focus on equity and intersectional analysis. Key achievements include:

- The terminology and framework better accounts for measures monitoring social and inclusion outcomes by starting to introduce the socio-economic duty.
- Positive action is explicitly detailed in the plan to appropriately support recruitment and wider employee lifecycle interventions in nurturing the organization's diverse people/talent.
- The baselines detailed in the targets section of the plan have been renewed following the release of the Staff Survey 2021/22, as well as Census 2021 data on ethnicity, disability, gender identity and sexual orientation. Resulting in sexual orientation and gender identity now reflect specific workforce targets.
- Increasing capacity to deliver through the appointment of a Project Manager.
- Developed the first intersectional pay gap report (gender and ethnicity analysis) that will help derive deeper holistic action plans.
- Creation of the Directorate equity, diversity and inclusion Networks embedded in the governance and supporting bilateral movement aligned with the equity, diversity, and inclusion plan.
- Maturity of Staff Networks including the introduction of the Staff Networks elections and all the Staff Networks have achieved that help improve the health of the organisation.
- Inclusivity Champion workplan and activities including delivery of Women of West Yorkshire network events.
- Achieved Disability Confident Level 2 in December 2023.
- The organisation has continued to recruit on the Vercida platform and focused use of LinkedIn to promote vacancies, as well as advertising on armed forces recruitment pages. In February 2024, the Combined Authority was shortlisted for a Diversity, Equity and Inclusion Employer of Choice award in the Vercida Inclusive Employer Awards.
- Supported the delivery of Equity, Diversity, and Inclusion Training to over 700 Combined Authority employees in 2023.

Case study

Alongside understanding employee experience, important work continues and understanding peoples' experiences across the Combined Authority's services as well as through communities, consultation, and engagement activity trying to better understand who is and who is not engaging with our surveys and projects. [The About You questions](#) were shaped by the Combined Authority's former Equity, Diversity and Inclusion Network, led by the [Communities, Consultation and Engagement Team](#), which is a key intervention to baseline engagement profiles in our consultation exercises and inform targeted work with communities (including seldom heard). The 'About You' questions are a tangible example of equity, diversity and inclusion intervention that contributes to the Combined Authority's vision. These voluntary questions are used to help build an understanding of the communities we are working and engaging with as an organisation.

A good example of where use of the 'About You' questions has been used effectively is across our employment and skills and business support programmes, which are available to people and businesses in West Yorkshire. Across our employment and skills programmes, over 55,000 individuals have completed this information, of whom 66% identify as female, 50% as from an ethnic minority and 17% as disabled. Across our business support programmes, over 1,000 individuals have completed this information with 51% identifying as female, 24% as from an ethnic minority and 12% as disabled. This information allows us to set ambitious targets to ensure that we are effectively targeting engagement with our programmes and providing support to help people access opportunities.

1. Champion Equity, Diversity and Inclusion Externally and Develop an Excellent Regional and National Reputation

- 1.1. The Combined Authority's equity, diversity and inclusion vision is to be a leader recognised nationally for our focus and commitment to equity, diversity, and inclusion.
- 1.2. The Golden thread running through the Mayor's approach is equity, diversity, and inclusion. The Mayor is passionate that all parts of West Yorkshire benefit from Combined Authority activity and are represented in any profile building, trade delegations, inward investment queries and any services the authority provides.
- 1.3. The [West Yorkshire Plan](#) sets out how the Combined Authority and its partners are working toward a brighter West Yorkshire that works for all, with associated vision and missions that centre equity, diversity and inclusion at the heart of everything we do. These values are embedded across all related work.
- 1.4. The five missions of the West Yorkshire plan are:
 - A **prosperous** West Yorkshire - an inclusive economy with well paid jobs.
 - A **happy** West Yorkshire – great places and healthy communities.
 - A **well-connected** West Yorkshire – a strong transport system.
 - A **sustainable** West Yorkshire – making lives greener.
 - A **safe** West Yorkshire – a region where everyone can flourish.
- 1.5. As part of supporting the Mayoral Pledges, associated regional activity and equity, diversity and inclusion, the Combined Authority in partnership with the West Yorkshire Integrated Care Board has appointed [the Inclusivity Champion](#). The Inclusivity Champion works closely and collaboratively with the Mayor, the Deputy Mayor, leaders, and the diverse communities which they serve to provide leaders with advice on inclusion and addressing regional disparities. And always to add value to - and not duplicate - existing local and regional activities and plans.

- 1.6. The West Yorkshire Combined Authority & West Yorkshire Integrated Care Board have strengthened partnership working, with the Inclusivity Champion forming a key shared resource, as part of the [partnership agreement](#). Shared organisational priorities overlap in the space of social determinants of health, and joint work focuses on economic opportunity and equity, the climate emergency, and inclusion in the region.
- 1.7. This joint work between the Combined Authority and the West Yorkshire Integrated Care Board requires dedicated capacity and there is commitment to sharing resources that will enable joint work effectively and maximising each partner organisation's existing resources. This has involved creating a small number of joint roles that work across the two partnership organisations to work on our shared priorities.
- 1.8. The Inclusivity Champion has an established workplan, with three focus areas: building capability to change practice to deliver more inclusive outcomes, creating inclusion friendly employers, and advocating for a more inclusive West Yorkshire. Through this work there is an opportunity to publicly promote and champion Equity, Diversity and Inclusion as well as enhance outputs of the existing work through partnership with the West Yorkshire Integrated Care Board.
- 1.9. The Inclusivity Champion has launched the [Women of West Yorkshire Network](#) aligned with previous work of the Mayor, in support of International Women's Day. The Women of West Yorkshire Network is in place to bring women and allies together from across the region. There have been four Women of West Yorkshire events since its formal launch in 2023 – two in person and two online – and the network now has a mailing list of over 340 members. At these events, attendees can input into conversations including live consultations, informing the work of the Mayor, including strategies, plans and policies from the Combined Authority. Ensuring that the input of women and allies are accounted for in strategic decisions, as well as building their own personal and professional networks to develop and progress as individuals.
- 1.10. The Deputy Mayor for Policing and Crime is joint lead for Race Disparity, Equality and Human Rights for the Association of Police and Crime Commissioners, working at a national level to champion equity, diversity and inclusion and, locally, to hold the Chief Constable to account for West Yorkshire Police's performance against the Police Race Action Plan through bi-annual reports to the Mayor's public Community Outcomes Meeting.
- 1.11. The Deputy mayor also assists the Mayor in delivering the safety of women and girls pledge. The male behaviour change campaign, #justdont, was launched on 19th September 2023, which has been shared over a million times on social media. [The Mayor's #JustDont campaign](#) brought together partners from across the region to target inappropriate male behaviour towards women and girls. Equity, diversity, and inclusion was considered throughout the creation and delivery of the campaign. A range of organisations were consulted

serving a breadth of communities across West Yorkshire. The final video featured a mix of background locations and diversity in the cast, as well as subtitles. The campaign went viral and was supported by a huge range of organisations including major sports teams such as Leeds United and Leeds Rhinos and continues to be promoted to reach as many people and organisations as possible.

- 1.12. Collaborative work with members of the West Yorkshire Equity, Diversity, and Inclusion Public Sector Network, consisting of equity, diversity, and inclusion practitioners across the five local authorities, West Yorkshire Police and the West Yorkshire Integrated Care Board has continued throughout the year. This network is more established and facilitates shared learning, quality checking, and shaping a regional equity, diversity and inclusion ecosystem to identify opportunities to promote inclusion. Going forward this network will be chaired by the Inclusivity Champion. The Terms of Reference for this group have been approved and strengthened in-line with maturity.
- 1.13. This Public Sector Network has focused on inputting into key documents and providing peer review, including inputting into the West Yorkshire Plan, Economic Strategy, Mass Transit, reviewing Equality Objectives, celebrating National Inclusion Week, and a deep dive on Equality Impact Assessments. These sessions are a valuable opportunity to provide feedback and share learning across the region, ensuring that region-wide equity, diversity, and inclusion activity is consistent and well informed.
- 1.14. Equality Impact Assessments have been embedded as part of the assurance process for our evaluation of projects to ensure compliance and strengthen social inclusion outcomes, ensuring that all equality impact assessments are quality checked and completed to a high standard. In addition, the Combined Authority's policy review process integrates equity, diversity and inclusion by ensuring that each new strategy or policy reflects the associated and proportionate Equality Impact Assessment.
- 1.15. Through February and March 2024, training on how to complete Equality Impact Assessments is being delivered to all members of the Senior Management Team, representatives from Staff Networks, and representatives from Directorate Equity, Diversity, and Inclusion Advisory Networks by an external provider, [Diversity McKenzie](#). This means that those who are involved in the development of Equality Impact Assessments have a deeper understanding of the value of this assessment and can challenge their use for policies and projects more effectively. In March/April 2024 there will be a project evaluation to determine next steps from this exercise and inform what further work can be done to develop employee confidence to effectively use these assessments to maximize inclusive outcomes and monitor the impact of schemes and internal policies.
- 1.16. In addition, the added value sessions for the Equality Impact Assessment training will involve recording a session which will then be made available to all Combined Authority employees. This means that employees at all levels throughout the organisation are developing awareness and confidence in applying Equality Impact Assessments.

- 1.17. Moreover, as part of the contract for our Equality Impact Assessment training delivery, the provider will also deliver social value sessions reflecting workshops to Small - Medium Enterprises which the Combined Authority work with to extend learning around Equality Impact Assessments appropriate for their business need. There are ongoing conversations between the training providers and the business support team, with the intention of offering this service to Small – Medium Enterprises that have signed up to [the Fair Work Charter](#). This aligns with the organisational commitment to not only embed equity, diversity, and inclusion internally but also provides opportunities to advocate for the advancement of equity, diversity, and inclusion in and across the diversity of the region.
- 1.18. Aligning to the Mayoral Pledge, the Fair Work Charter was launched on 24th November 2023, supporting, and celebrating employers to deliver greater diversity, wellbeing, and social mobility within the workplace. Since launching the Fair Work Charter, 47 organizations ranging from small to large have signed up as early adopters, including voluntary sector and Local Authorities. As of 5th January, 85 organizations have adopted the Charter across the region. These businesses represent the entire region, with a breakdown of 51% of Charter adoptees being in Leeds, 21% in Bradford, 16% in Kirklees, 7% in Calderdale and 5% in Wakefield. They are also representative of sectors across the region, including financial, legal, and professional services, health and medical, digital, technology and media, manufacturing and food processing, retail, hospitality and tourism, culture, sport and entertainment, education, and government.
- 1.19. Equity, Diversity, and Inclusion Training has been delivered to frontline employees of the Combined Authority's Bus Station and Travel Centre sites, increasing confidence, and understanding of the diverse needs of our service users and strengthening the quality of our public-facing services. Although the front-line employees have had access issues previously with e-learning modules, the employees have now received training and felt engaged in the work of the equity, diversity, and inclusion plan.
- 1.20. On 15th December 2023, the organisation signed Unison's Anti Racism Charter, committing to meeting a set of actions including having a specific anti racism policy, providing anti racism training to all employees, and identify race disparities in promotion and grievance processes within 12 months of signing up. Any activity which is additional to the approved Equity, Diversity, and Inclusion Plan is to be integrated into project delivery, monitored through the Combined Authority's Equity, Diversity, and Inclusion Performance and Oversight Board.
- 1.21. The Combined Authority Local Transport Plan is being developed in line with the West Yorkshire Plan, with inclusivity, affordability, safety, and reliability being key pillars of the vision behind it. The outlined objectives include enabling inclusive growth by connecting our people and communities with opportunities to deliver equal access to all and eliminate transport related social exclusion and improving health and wellbeing of our people and communities and reducing disparities in public health by promoting physical activity, supporting sense of place, and improving air quality. The new Local Transport Plan will explore a place-based approach to find the

right balance to align the scale and pace of transport decarbonization across the diverse communities and geographies of West Yorkshire.

- 1.22. The Mass Transit Team is concluding work to develop an initial version of its Equity, Diversity, and Inclusion Strategy for West Yorkshire Mass Transit. This Strategy aligned with the Combined Authority's Equity, Diversity and Inclusion Plan and further develops the People First Design Principle as set out in the Mass Transit Vision 2040, including the statement of intent for Mass Transit to be best in class for accessibility and inclusion and to champion equity, diversity, and inclusion being at the heart of its development and design.
- 1.23. The strategy provides a roadmap to show how an inclusive mass transit system can be created, from early stages of planning and design through to construction and operation. It aims to address the needs and preferences of different groups of passengers by ensuring that the mass transit system is accessible, affordable, safe, and comfortable for everyone. The strategy further demonstrates the organisational commitment to embed equity, diversity, and inclusion in how we develop mass transit, going beyond legal compliance for accessibility and inclusion to deliver a best-in-class mass transit system.
- 1.24. Work to develop the Strategy has been informed by extensive research to into how people experience mass transit differently and the range of needs people have, based on who they are, in addition to work around better understanding the different people and communities across West Yorkshire that mass transit will be serving. Collaborating with inclusive transport experts from district partners, industry and academia has been key to developing the Strategy so far. We will continue to enrich our Strategy through engagement with people with diverse lived experience in due course.
- 1.25. Work has also started to develop a methodology to conduct an Integrated Impact Assessment for West Yorkshire Mass Transit. Working in conjunction with delivery partners across the mass transit program will capture a more holistic view of what the impact of mass transit will be, and how it will affect West Yorkshire's communities by considering wider implications to determinants of health and wellbeing, alongside other key factors such as equalities and environment. This will ultimately help ensure that key decisions made around mass transit's development, design, construction, and operation, are more transparent and lead to more positive outcomes for communities.

Further development

- Improve capability and capacity to undertake meaningful and effective equality impact assessments and support our delivery partners requires focussed training for employees in this area.
- Review of the Equality Impact Assessment Toolkit to improve best fit across the organisation and relevance for partners.
- The leadership amplify and continue to role model our influence in diverse decision-making forums and will leverage relationships to consciously address inequalities experienced by people, communities, and businesses at the forefront of decisions, whilst celebrating the breadth of equity, diversity, and inclusion in the region.
- Equity, diversity, and inclusion embedded in commissioning and procurement of services.
- We will work with the Inclusivity Champion to respond to the intelligence and priority actions identified including the developing interventions with communities related to the adopted definitions of Islamophobia and Antisemitism.
- Promoting our corporate social responsibility and strengthening focus across the organisation to our social focused policies like volunteer days.

Monitoring impact

- Strengthened the governance and rigor of embedding equity, diversity, and inclusion both internally and through our external services through our performance monitoring and progress towards achieving our equality objectives. In particular, the introduction of the Equity, Diversity, and Inclusion Performance and Oversight Board.
- Each directorate has an equity, diversity, and inclusion advisory group who are linked into the organisational governance structures, and these consist of representatives across the organisation to identify opportunities in their service areas to maximize inclusive outcomes.
- To compliment the interventions to embed equity, diversity, and inclusion in all that we do, we have set the ambition that by 2024, 100% of strategies, policies and plans have equity, diversity, and inclusion embedded:
 - All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met.
 - All policies, strategies and plans developed by the Combined Authority will have a completed an equality impact assessment which pro-actively examines and evaluates all the protected characteristics.

- And, by 2028, 100% of scheme equality impact assessments are quality checked where they come through the Combined Authority Assurance Framework.

- The Inclusivity Champion workplan has specific objectives that are aligned with the Equity, Diversity, and Inclusion Plan and supported by the Performance and Oversight Board, with measurable outputs to substantiate the progress that the Inclusivity Champion has had on creating a more equitable and inclusive region.

2. Consult and Engage with Our People, Communities, and Businesses to Understand their Diverse Needs and Ensure Our Services Meet their Needs

- 2.1. The approach to communities, consultation, and engagement has been reviewed to establish a baseline to understand who we are and who we are not connecting with, as well as map against the Census 2021 information and profile of West Yorkshire. More details of the work is available [here](#), which includes the voluntary [About You Questions](#) we introduced and embedded in consultation and engagement exercises. We use the About You questions in Communities, Consultation and Engagement reporting and monitor answers throughout our schemes to more effectively target promotion to reach those in the communities we need to strengthen engagement with.
- 2.2. With circa 35 consultation and engagement projects delivered in 2023/24, we continue to engage local people, community groups and businesses in decision-making. In the last year, the Your Voice engagement platform has grown by 600+ new accounts. This means that more people from our region are regularly informed and engaged about the Combined Authority's work. Further promotion of Your Voice is planned in 2024/25 with an aim to encourage more young or ethnically diverse people to register. Having used standard 'About You' questions in our consultations in the past year, there is a better understanding of whose voices are often missing and we continue to seek innovative ways to reach those groups.
- 2.3. To support this work, a new Community Engagement team was created, who in the last year organised and supported various community engagement projects, such as Community conversations as part of the Mayor's Big Climate Chat, West Yorkshire Mayor's Question Time, Women of West Yorkshire Network, as well as working to develop an Inclusive Engagement Strategy which seeks to ensure an organisational approach and commitment to inclusive, diverse and equitable engagement
- 2.4. In addition, since April 2022 we have collected data on the individuals within businesses that have engaged with our business support programmes via the [About You Survey](#). This will form a baseline for our current engagement and will be compared to Census and other data about the protected characteristics of business owners in West Yorkshire as well as the population demographics of our region. We have built ambitious diversity targets into our programme supporting new business start-ups, Enterprise West Yorkshire, and 60% of engagement has been with women, 37% with ethnic minority business founders and 11% people with disabilities. In 2022 we launched Beyond Bronte's, the Mayor's Screen Diversity Programme, to increase diversity in the film and TV production industry by delivering bespoke training and offering work placements to people aged 18 to 30. To date 80 people have been supported, including 30 from ethnic minority backgrounds.

- 2.5. In developing the Better Homes Hub Programme (the regional approach to upgrading residents' homes with energy efficiency and renewable technologies) we are aiming for a service which all residents in West Yorkshire can access, regardless of their circumstances. Our LEAD (Local Energy Advice Demonstrator) project working with elderly and non-English speaking communities is an example of how we are engaging and consulting with residents to ensure provision considers their needs. We are also working with businesses to understand their needs and/or concerns in servicing the demand that the Better Homes Hub Programme will create and designing mechanisms that will ensure equal opportunity for Small – Medium Enterprises in the region.
- 2.6. The continuation of Mayor's Fares means that we can support people in our communities with the cost-of-living crisis, with the majority of bus users coming from low-income background, giving more people the opportunity to travel for work, and access communities.
- 2.7. The Walk it Ride it campaign was the first Combined Authority campaign to include fully accessible video case studies which included audio descriptions, subtitles, and British Sign Language interpreters.
- 2.8. Using demographic insights, the Marketing, Campaigns and Engagement teams were able to pinpoint which communities to target for Bus Reform consultation, by region, to ensure responses came from all priority groups. Tactics included using Sunrise Radio advertising and telephone kiosk advertising in local areas.
- 2.9. The Mayor's Safer Communities Fund gives funding to hundreds of projects across West Yorkshire, with some of those specifically targeting equity, diversity, and inclusion gaps. Awareness of these projects is raised through various platforms, with a recent example that feature in the grant round 5 awards press release being Hive. Hive provides a weekly social group, offering open access and non-referral support tailored for youth and young adults identifying as LGBTQIA+. The focus is ensuring a safe environment for the young people. Through this inclusive platform, they prioritise the well-being of participants, fostering a supportive community where they can freely express themselves.
- 2.10. Equity, diversity, and inclusion is at the heart of consultation for policing and crime initiatives, aiming to ensure all communities are represented and have equal opportunity to access content and get involved with policing and crime work. Examples of this approach in general include ensuring that all videos have subtitles, all images have alt text, and that a diverse range of people are represented in the images we use. There is also recognition of a range of events and notable dates, including Pride events and religious holidays.
- 2.11. The launch of the Violence Reduction Partnership Community Leadership Programme is further expanding the community voice. The successful participants of this programme are being upskilled as community leaders, ensuring their participation in decision making levels in diverse grassroots organisations.

- 2.12. Working with User Voice, the Violence Reduction Partnership team have been able to support peer commissioners, with lived experience of prison and probation, to achieve Level 1 NCFE qualifications to support the commissioning of a West Yorkshire wide restorative justice service.
- 2.13. To support the Mayor's consultation on the 24/25 council tax precept and to gain information about perceptions of policing 26 focus groups were held over December 2023 – January 2024 including with young people under the age of 16, asylum seekers and refugees, residents with learning difficulties, members of the Roma community, women's and men's groups. Telephone contact was used where people were not able to attend in person because of mobility issues and translation support was available.
- 2.14. The Design team has received accessibility training to build PDFs that are accessible to meet Web Content Accessibility Guidelines (WCAG) and is applying these skills. A recent example is the Bus Reform consultation documents. The design team has also led on explaining to and informing partner organisations on how to gain accessibility training to ensure documents they produce on our behalf also meets these standards.
- 2.15. All of our websites have undergone testing against WCAG. The corporate website www.westyorks-ca.gov.uk is now the highest-ranking Combined Authority on the Silk Tide index. The UK industry standard for measuring accessibility across the public sector digital landscape. Audits against the revised guidelines WCAG 2.2 AA that become legislation in October 2024 have been scheduled to ensure the organisation is at the forefront of delivering accessible content across our digital footprint.
- 2.16. New processes have been introduced to mitigate the risk of inaccessible content being uploaded to the website. The Digital team now review thousands of content updates against compliance and provide guidance to content owners. The team have successfully created an informal network for web content owners to provide enhanced training, and support. A session delivered by an accessibility agency is taking place in April 2024 to ensure content owners have the most up to date knowledge they need to create and upload web content that meets WCAG 2.2 AA.
- 2.17. Monsido was introduced in 2023 as the core software for supporting accessibility monitoring across all Combined Authority websites. This has proved useful during a recent audit project to refine the content across the organisation's websites, and a recent audit of thousands of PDFs within the public domain.
- 2.18. The videography and photography team has raised awareness and implemented new ways of working to ensure that accessibility across media aligns with legislation and gives our audiences the best experience when viewing digital media. This cover subtitles on videos, audio descriptions, Alt-Text on images and ensuring subjects within creative content are representative of West Yorkshire.

- 2.19. The number of events delivered in person to reach more people has increased. This includes supporting the delivery of three Women in West Yorkshire events to build a network to champion the opportunities and challenges faced by women in and across West Yorkshire.
- 2.20. The growth and maturity of the Staff Networks have been supported, who are a critical part of the fabric of the organisation – a safe place where people can raise and discuss issues and make recommendations for action that needs to be taken. There are multiple examples of where the ideas proposed by these groups have been fully supported by the organisation, such as Covid working arrangements, celebration months, and accessibility improvements.
- 2.21. Substantial intranet site with access to equity, diversity and inclusion learning materials and microsites for each Staff Network, with viewing rates of 7552 over the total lifetime of the page.
- 2.22. Staff Networks have been further embedded into the organisation through the Staff Networks review recommendations and resulting action, including leadership team nominating Exec Sponsors for each Network to complete the feedback group and provide an advocate at a senior level. To date, the Combined Authority's Staff Networks include:
- Embrace
 - Gender Equality
 - Proud @ WYCA
 - WeCAN
 - Young Employee Network
 - With supporting ally networks including Proud Allies and Young at Heart.
- 2.23. Each Staff Network now has access to a budget to support achieving their learning and development actions, and access to a budget has been confirmed for the next financial year as well, so this initiative and development opportunity is ongoing, working closely and engaging with Staff Network Chairs and members.

- 2.24. In addition to the formal Staff Networks, there is a subgroup of WeCAN called the Parents of Neurodivergent Children (PoD), specifically focused on peer support for parents of neurodivergent children. This network has organised several organisation-wide events which have been very well attended, and focused on informing fellow colleagues about the lived experiences of neurodiverse children and adults and adjustments which can be made in the workplace to improve accessibility and wellbeing for neurodiverse colleagues.
- 2.25. Staff Networks' activities are monitored quarterly through the Senior Management Team (with rolling attendance at the meeting) with support from the Equity, Diversity, and Inclusion Strategic Network, and the Performance and Oversight Board, as well as the Combined Authority's Equity, Diversity, and Inclusion Manager.
- 2.26. The internal comms team are working with Staff Networks to evolve their engagement platforms and methods, including support with the intranet and the visual identity of all of the Staff Networks.
- 2.27. To effectively deliver the Equity, Diversity, and Inclusion Plan, as well as distribute autonomy whilst strengthening capabilities across the organisation, a governance review has been undertaken to renew the arrangements and positively harness the assets across the organisation, including Staff Networks.
- 2.28. The exercise commenced following the introduction of the new structures, as part of Organisational Evolution work, and the ongoing commitment to embed equity, diversity, and inclusion. The review began formally in December 2022, and among the equity, diversity, and inclusion ecosystem, the networks in scope, included:
- Equity, Diversity, and Inclusion Working Group
 - Staff Networks (independent consultant Toko Solutions delivered a review and recommendations)
 - Last, Equity, Diversity, and Inclusion communities of practice that have organically grown and matured across the organisation.
- 2.29. Following cross organisational input from the Equity, Diversity, and Inclusion Working Group, including Directorate Equity, Diversity, and Inclusion Networks' Chairs, Employee Engagement Panel and Staff Networks, as well as workshops with the Corporate Performance Team.
- 2.30. The following section of the report presents the roles and responsibilities relating to the Combined Authority's equity, diversity, and inclusion Ecosystem, communications flow, and accountability. As highlighted below:

- **The Combined Authority’s Equity, Diversity, and Inclusion Performance and Oversight Board** has oversight of the organisational equity, diversity, and inclusion interventions and key enablers including the Equity, Diversity, and Inclusion Plan, as well as the associated targets and effective compliance with the Combined Authority’s legal responsibilities.
 - **The Combined Authority’s Strategic Equity, Diversity, and Inclusion Network**, which transforms the Equity, Diversity, and Inclusion Working Group, provides strategic oversight across the organisation, coordinating cross organisational activities and generating ideas in response to emerging need.
 - **The formal introduction of Directorate Equity, Diversity, and Inclusion Advisory Groups** is to better coordinate interventions and support Directorate monitoring and progress. These groups will build on existing groups but bring a more formal approach to embedding equity, diversity, and inclusion at the directorate level.
 - **Staff Networks** review highlighted the purpose and value of Staff Networks. In summary the role of Staff Networks is to provide a safe place and support for members, and to champion inclusion across the organisation.
 - The arrangements have been agreed by the Senior Management Team in March 2023, with the equity, diversity, and inclusion ecosystem is embedded within the Combined Authority’s governance.
- 2.31. In addition, the introduction of the ecosystem is a key indicator for assessing the progress of embedding equity, diversity, and inclusion in the context of broader organisational priorities, ambitions, and objectives, as well as developing work e.g., Inclusivity Champion workplan.
- 2.32. Furthermore, there is Increased engagement among the Equity, Diversity, and inclusion Community of Practice Teams site, now with 123 members, reflecting colleagues across the organisation, sharing information, intelligence, and activity, as well as enabling a space for focusing on sharing best practise.
- 2.33. As set out in the [EDI Statement](#) as well as linked to the targets embedded in business plans, all Combined Authority employees will undertake Equity, Diversity, and Inclusion training offered through iHasco e-learning.

- 2.34. As of December 2023, 92.2% of employees have completed the iHasco equity, diversity, and inclusion e-learning module, 86.9% have completed the Unconscious Bias for Employees and 85.7% of Managers have completed the Unconscious Bias for Managers module.
- 2.35. In addition to this provision, equity, diversity, and inclusion training had been procured through InDiverse, delivering a series of sessions for employees, funded through the learning and development budget. Training began in November 2022, and completed by the end of August 2023 for all employees (excluding those on sabbatical/parental leave for example) and has resulted in 83.7% of employees (as of August 2023) completed the training.
- 2.36. From the total attendees, feedback from employees reflects that 79% agree that the session gave them a chance to reflect on inclusivity and how to create a more inclusive environment at the Combined Authority; 83% agree the session made them think about the commitment to inclusivity they need to take going forward and; 75% agree the session allowed them to reflect on themselves, their strengths and areas of development as a role model for inclusivity within the Combined Authority.
- 2.37. Additional data indicates the positive results supporting people transformation:
- 94.5% agree that the programme content supported the learning objectives
 - 92.6% agreeing that content provided them with a good introduction to inclusion and creating inclusive workplaces.
 - 78.3% said they feel more comfortable and equipped now to have conversations around equity, diversity, and inclusion within their team / organisation.
 - And 78% agree that they can implement the tools and strategies that they have learnt in order to create an inclusive workplace.
 - 69% of respondents shared a good understanding of the equity, diversity and inclusion plan, framework, and strategies to embed inclusion within the Combined Authority.
- 2.38. The training provided by InDiverse has received a project evaluation with the aim of ensuring that we best understand from colleagues the impact of the training, and what we need to do to improve future training and delivery. The next steps for non-e-learning provision is under review.

- 2.39. Working with employees and equity, diversity, and inclusion networks to revise and embed equity, diversity and inclusion the [Values and Behaviours](#). Equity, diversity, and inclusion are explicit in each of the values, demonstrating expectations in all employees to maintain a consistent focus and commitment to embedding equity, diversity, and inclusion throughout their roles and whilst representing the organisation.

Further development

- Publish equality impact assessments internally and externally through our Your Voice Platform as part of key decision-making process and advance the equality impact assessment form/toolkit and central repository of assessments.
- Equity, diversity, and inclusion are proactively embedded in the development and evaluation of policies, programmes, projects, and services.
- Development and implementation of the Inclusive Engagement Strategy throughout all consultation and engagement activity.
- The first West Yorkshire multi-faith event will be held in 2024, in collaboration with partners at West Yorkshire Police and explores engagement with diverse groups, in familiar and accessible settings to bring forward the agenda to include the community in the conversations around ensuring a safer region. A critical step for enabling greater progress in establishing faith inclusion interventions.
- A key part of our agenda is to engage more young people in our audience reach, this has seen progress toward establishing a Youth Commission who report from the front-line with their peers to feed into.
- Working with and learning from Staff Networks, through a case study series to magnify experiences of Staff Networks' members, to promote the importance and value of the networks as well as qualitatively generate insight to inform and shape interventions to address gaps in the workforce Staff Survey, and monitoring information.
- Working with and learning from front-line delivery employees, through the front and centre case study series to spotlight experiences of front-line employees and raise attention to how we work together and embed interventions through to delivery. As referenced earlier in the report (section 1.19.) there has been a specific focus on working with front-line delivery colleagues, and so going forward there will be an effort to ensure these colleagues are engaged with the organisation as a whole, feeling included and valued.
- A review of where, how, and what equity, diversity, and inclusion material is presented across internal and external systems to establish a central platform for equity, diversity, and inclusion communications.

Monitoring impact

- Establish and report metrics through the Inclusive Engagement Strategy.
- About You data with the communities, consultation and engagement baseline and address gaps in responses including the composition of seldom heard communities, evidenced through consultation and engagement exercises.

3. Ensure Our Workforce Reflects the Diversity of West Yorkshire

- 3.1. The recruitment and diversity workplan led by Human Resource Team, is an enabler to the Combined Authority becoming more reflective of the West Yorkshire profile. As of September 2023, the data indicates that the trend identified in quarter 1 of recent starters being more reflective of the wider population of West Yorkshire has continued.
- 3.2. As of September 2023, the data indicates that the trend identified in quarter 1 of recent starters being more reflective of the wider population of West Yorkshire has continued and improved into quarter 2 (quarter 3 management information data to be released).
- 3.3. In addition, this analysis includes an analysis of the employee profile by grade – this shows progress is still needed to reflect the wider positive trends across all levels of the organisation.
- 3.4. 19% of employees joining in the past 12 months are from an ethnic minority background – this is a 3% improvement from quarter 1; this matches the percentage of working age adults from an ethnic minority group in West Yorkshire. However, this trend is limited when considered by grade – ethnic minority employees recruited to senior roles (grade 10 and above) reflect gaps in the organisation’s composition. This emphasises the importance of the target in place working toward at least 23% of senior colleagues (grades 10 and above) reflecting minority ethnic communities (in line with whole population).
- 3.5. Employees 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 employees who identify as LGB+. This is consistent with quarter 1 and is contributing towards some progress towards a more accurate employee profile.
- 3.6. Employees joining in the past 12 months are more likely to disclose they have a disability. However, this falls short of the wider figure for working age adults in West Yorkshire, of 24%.
- 3.7. The previous 12 months has seen more progress towards a more representative employee profile for gender, accelerating the trend from quarter 1. In sum, 91 of the 197 joiners in the past 12 months are male.
- 3.8. The organisation has continued to recruit on the Vercida platform and focused use of LinkedIn to promote vacancies, as well as advertising on armed forces recruitment pages. In February 2024, the [Combined Authority was shortlisted for a Diversity, Equity, and Inclusion Employer of Choice award in the Vercida Inclusive Employer Awards.](#)

- 3.9. The organisation's presence at jobs fairs has increased across the region to broaden our recruitment reach and promote our employer brand.
- 3.10. Recruitment briefings for managers, focusing on inclusive recruitment interventions and to launch equity, diversity, and inclusion questions in the recruitment process, have continued across the organisation to promote and encourage inclusive recruitment. During 2023 there were 14 sessions with a total of 98 managers attending. Sessions will be picked back up during 2024 following a short pause whilst the new recruitment system is embedded.
- 3.11. The equity, diversity and inclusion categories for the new integrated Human Resource and Finance system have been reviewed to inform and improve employee profile information. The implementation of the new CiAnywhere has allowed for greater specificity when employees are updating their personal information, allowing for more authentic self-reporting from employees when recording their personal data.
- 3.12. The Recruitment Toolkit around guidance for managers on inclusive recruitment has been updated and continues to be reviewed and amended as necessary to stay up to date with best practice for encouraging inclusive recruitment.
- 3.13. Monitoring of data on recruitment and under-representation continues at a directorate level to understand the areas to target to ensure that there is a representative and diverse workforce in all areas of the organisation.
- 3.14. All job vacancies are now offered as part time/job shares. This has been working in practice with new starters requesting part time hours on offer of employment and the remaining hours being advertised as a further part time role.
- 3.15. The adverts are now consistent, improving access for job searchers with supported filters to enable users to focus in on the grade/department of interest, and videos are regularly created to go alongside the recruitment information from current employees providing personal insight into job roles/organisational culture/experiences at the Combined Authority in a more candid and approachable way. This provides an alternative way to deliver information in an accessible manner.
- 3.16. The Combined Authority careers site has been updated to make it more engaging and diverse - now including a video message from Mayor and images of current Combined Authority employees.
- 3.17. Opportunities are promoted through our sites including travel centres and bus stations – increasing awareness of the organisation both in terms of the schemes and projects that it is involved in across the region, but also as an employer, drawing attention to job opportunities.

- 3.18. Per the Equity, Diversity, and Inclusion Plan, interview questions and values have had equity, diversity and inclusion questions embedded, with every interview, regardless of role or grade, requiring an equity, diversity, and inclusion question from a bank to be asked and adequately answered. This has been added to the Interview Scoring Marksheet for managers to score this question separately. This also helps remind managers of the importance of asking an equity, diversity, and inclusion related question.
- 3.19. Role Profiles being used for recruitment have been amended to include as a core competence *‘Demonstrates a Commitment to Equity, Diversity, and Inclusion at all times’*.
- 3.20. There has been a greater drive for positive action, specifically within internal progression opportunities through targeted learning and development initiatives. Currently there are a number of employees including managers enrolled on the AMPlify Solace training programme, specifically put in place to champion and empower diverse talent.
- 3.21. There are a further number of employees who are due to start the next cohort of this training programme. This approach to positive action in learning and development opportunities in the organisation is part of a broader organisational culture movement towards proactively seeking to champion diverse talent.
- 3.22. The organisation has achieved a number of accreditations which support and provide evidence for our commitment to a diverse workforce. During 2023, Disability Confident level 2 was achieved, with work to achieve level 3 of this accreditation after 3 years planned and integrated into the Equity, Diversity, and Inclusion Plan, with collaborative conversations ongoing between Human Resource team and the WeCAN Staff Network to collectively work toward this goal. The organisation remains Mindful Employer accredited.
- 3.23. To better understand the experience of the Combined Authority’s diverse workforce and perception toward the Combined Authority’s improvements, for the first time two equity, diversity, and inclusion questions were embedded in the Staff Survey in 2021, as follows:
- *The Combined Authority respects individual differences.*
 - *The Combined Authority acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.*
- 3.24. The findings from the 2022 Staff Survey responses and data analysis against the questions, indicate that:

- Overall, 90% of employees said they think that the Combined Authority respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.), with 6.9% selecting 'no'.
- Employees who are identified as an ethnic minority, are less likely to agree to this statement than staff who identified as White British. Employees who self-reported as disabled, are less likely to agree to this statement compared to those without a disability.
- Over three quarters of employees agreed that the organisation acts fairly with regard to career progression / promotion, with:
 - 1 in 4 (25.4%) employees who have disclosed as disabled disagreed with this statement.
 - Employees who identified as an ethnic minority are more likely to disagree with this statement than employees who identified as White British.

3.25. The findings from the 2023 Staff Survey responses and data analysis, reflect that most questions have seen a positive improvement since last year, with the responses to the equity, diversity, and inclusion questions/barometer indicating:

- 60% of employees said they definitely think that the Combined Authority respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.). The response is up from 41% in 2021, with a further 33% saying that it does to some extent. With a total of 4% of employees expressing that they felt it didn't, lower than the previous two years.
- Disabled employees are less likely to definitely agree the Combined Authority respects individual differences (44%) compared to those without a disability (65%). Women less likely to say yes definitely (57%) vs men (68%), with the share of employees who said yes definitely declines by length of service; 69% for those who have worked at the organisation for less than a year vs 52% for those who have been at the organisation for more than 10 years.
- 47% of employees said 'yes definitely' when asked if they thought the Combined Authority acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age (an increase from 2022), with a further 30% saying that it does to some extent.
- Employees who self-reported a disability are less likely to say yes definitely (41%) vs those without a disability (50%).

- Employees who identify as bisexual less likely to say yes definitely (25%) vs gay/lesbian or heterosexual (49/50%).
- Some variation by length of service; 48% for those who have worked at the organisation for less than a year vs 36% for those who have worked at the organisation for 5 - 10 years.
- Employees self-reporting a disability were consistency less likely to report a positive response. Nearly half of the questions have a 10% point or more gap in the proportion agreeing to the statements between those employees reporting having a disability and those reporting no disability.
- 60% of employees who self-reported a disability agreed that the Combined Authority's priorities are clearly set compared 75% of employees self-reporting with no disability.
- 68% of employees who self-reported a disability would recommend the Combined Authority as a good place to work compared to 83% of employees self-reporting without a disability (a 15% point difference).
- 67% of employees self-reporting a disability have job satisfaction compared to 81% of employees self-reporting without a disability (a 14% point difference).

- 3.26. The results indicate a sharp focus is required on both questions, in particular, employee experience relating to acting fairly with regard to career progression/promotion.
- 3.27. There is a noticeable and important difference in experience identified among Combined Authority employees, in particular, employees self-reporting as disabled, as well as differences in experiences for bisexual and ethnic minority employees.
- 3.28. The Senior Management Team in in partnership with Employee Voice are working through solutions, with the intention being that the Equity, Diversity, and Inclusion Plan and Performance and Oversight Board will be critical enablers for improving the diverse employee experience and achieving inclusive outcomes.

Further development

- Firm and clear positive action guidance.
- Review and strengthen the understanding of the diverse employee lifecycle, through employee data analysis of workforce profile and Staff Survey.
- Continue to strengthen briefings and guidance including platforms for information through the equity, diversity, and inclusion Hub providing up to date resources.
- Establishing a strategic approach to accreditations which reflects evidence led measures aligned to the maturity of the Combined Authority and demonstrates most value for the communities intended.
- Embedding equity, diversity and inclusion in the induction process, and monitoring effects on employee performance through related training and performance reviews.
- Following the implementation of CiAnywhere the integrated HR/Payroll and Finance System, an important part of the Combined Authority's transformational change programme, need for increased investment in IT equipment has been highlighted for remote employees together with associated skills training in numeracy and IT that now form part of the Learning and Development programme and strategy to upskill employees across the organisation so that everyone feels a sense of belonging and has the opportunity to continually develop as individuals.
- The data indicates that interventions are beginning to attract a more diverse pool of applicants that better reflects the communities we serve. However, deeper analysis is required to understand the diverse experiences from interest in a role through to appointment. This is being picked up and will form part of future work. This will also contribute to understanding the employee lifecycle from the earliest point of contact with the organisation among prospective candidates.
- There is work to be undertaken to maintain and advance the quality of employee analysis across the workforce to better track and monitor the employee experience and internal and external data publication.

Monitoring impact

Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. By 2030:

- At least 20% of colleagues will be people with disabilities (in line with working age population).
- At least 23% of colleagues will be people belonging to minority ethnic communities (in line with whole population).
- At least 23% of senior colleagues (grades 10 to 16) will be people belonging to minority ethnic communities (in line with whole population).
- At least 2% of colleagues will be people of minority gender identity/expression and sex characteristics.
- At least 5% of colleagues will be people of minority sexual orientation.
- By 2023, 100% of employees complete their employee profile monitoring information on new Integrated Corporate System (including prefer not to say) – excluding people on maternity (parental) leave and long-term sickness. This will improve the accuracy of the employee profile baseline.
- By 2025, 100% of employees who respond to the Staff Survey will have an inclusive employment experience, monitored by:
 - By 2025, 100% of respondents to the Staff Survey will agree the Combined Authority respects individual differences.
 - By 2025, 100% of respondents to the Staff Survey will agree that the Combined Authority acts fairly with regard to progression.
- By 2023, 100% of recruitment processes will be inclusive, monitored by:
 - 100% of interviews include an equity, diversity, and inclusion question in the set of interview questions.
 - 100% of applications are anonymised before sifting.

- 100% of role profiles include equity, diversity, and inclusion requirements, monitored by:
 - By 2023, all new role profiles include equity, diversity, and inclusion requirements.
 - By 2025, all role profiles include equity, diversity, and inclusion requirements.

- By 2023, IHasco unconscious bias training complete by 100% of managers.
- By 2023, 100% of employees complete IHasco mandatory equity, diversity, and inclusion, and unconscious bias training.
- By 2023, over 75% of employees complete the optional equity, diversity, and inclusion IHasco units.
- By 2024, 100% of Senior Management Team complete equality impact assessment training (training to be procured in 2023).
- By 2025, at least 75% of the entire workforce complete the equality impact assessment training.
- By 2025, 100% of managers attend Combined Authority focused diverse recruitment workshops.

Employee Profile Data

Methodology

We are using a different collection window and data suppression methodology than previous reports. The 2023 dataset includes all employees currently employed by the Combined Authority as of 31/12/2023. Datasets for 2022 are similarly snapshots of current employees as of the end of March 2022. The data provided through Carval has benchmarked against the West Yorkshire population, baselined from the Census 2021. The key statistics for the different protected characteristics are explored in more detail in this report.

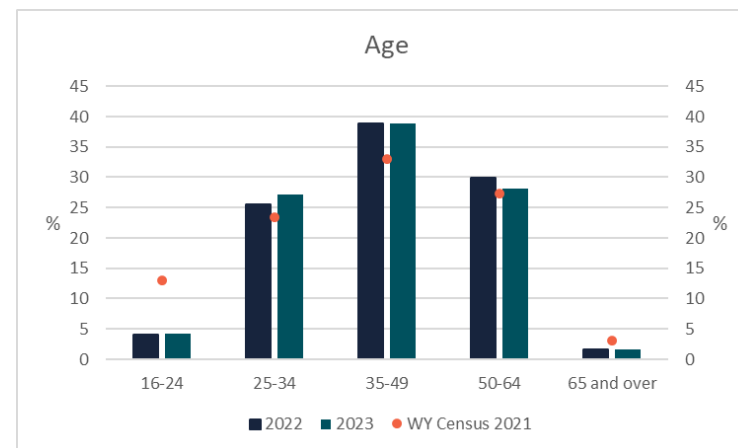
Our Employee Profile

The employee profile of the Combined Authority has been benchmarked against West Yorkshire data from the 2021 Census. Where possible a working age population has been used. Data for other Combined Authorities is not consistently available for comparison and many of these areas have significantly different populations making comparison not sensible.

Age

	CA 2022	CA 2023	CA 22/23 Change	Economically Active West Yorkshire Population Census 2021
Under 25	4.0%	4.2%	0.2%	13.0%
25-34	25.6%	27.2%	1.6%	23.5%
35-49	38.8%	38.8%	0%	33.0%
50-64	29.9%	28.2%	-1.7%	27.4%
65+	1.6%	1.6%	0%	3.1%

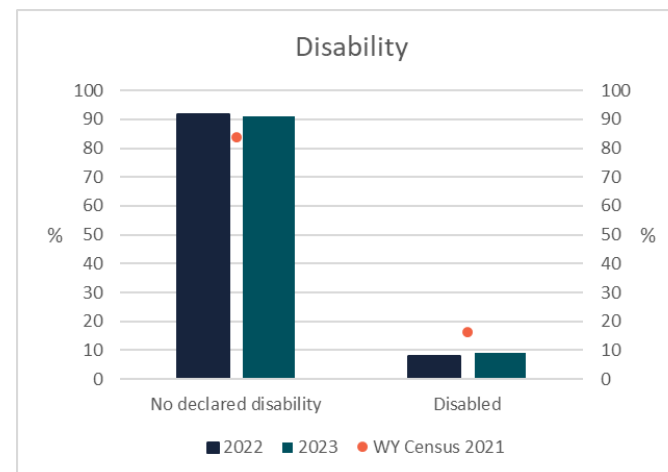
Source: Carval System.



The economically active population of West Yorkshire broken down by age group is now available from the 2021 census and is included here. The age groups used have been realigned to mirror this analysis.

Disability

	CA 2022	CA 2023	CA 22/23 Change	West Yorkshire Working Age (15-64) Population Census 2021
No declared disability	91.9%	91.1%	-0.8%	83.8%
Disabled	8.1%	8.9%	0.8%	16.2%



Source: *Carval System*.

The data in the Carvel System is collected from employees by a tick box to declare if they are disabled. This means that anyone who has not completed the Equal Opportunities section of the personal information, it will automatically be assumed, and therefore counted as, having no declared disability. As the level of completion for other protected characteristics is variable it is difficult to know how accurate this data is.

Data from the Census for disability by age is only currently available in 5-year age bands so the best working age comparison available is the 15-64 age group.

Race/Ethnicity

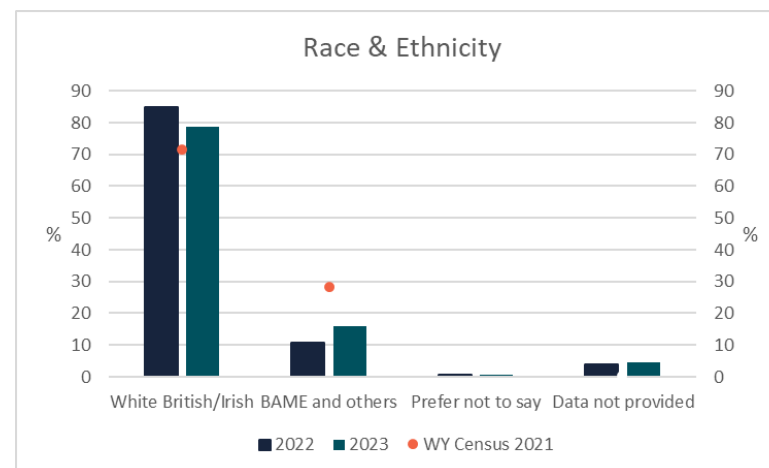
	CA 2022	CA 2023	CA 22/23 Change	West Yorkshire Working Age (16-64) Population Census 2021
White British/Irish	84.9%	78.8%	-6.1%	71.6%
BAME and others	10.6%	15.9%	5.3%	28.4%
Prefer not to say	0.6%	0.6%	0%	
Data not provided	4.0%	4.7%	0.7%	

Source: *Carval System*.

This is a compulsory question in the Census unlike religion, sexual orientation and gender identity which are all currently, voluntary questions and hence the prefer not to say category for those questions but not for ethnicity. The category *BAME and others* includes everyone who has not identified as either White British/English/Welsh/Scottish/Northern Irish or White Irish.

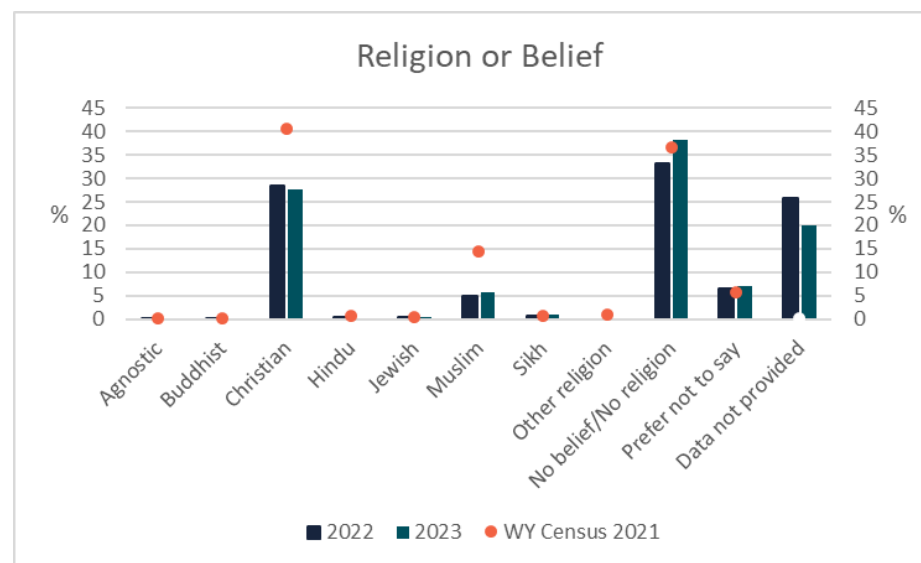
However, *in line* with the GOV.UK guidance following the Commission on Race and Ethnic Disparities [recommended that the government stop using the term *BAME*](#).

One of the recommendations in the [final report on COVID-19 disparities](#), published in December 2021, was to refer to ethnic minority groups individually, rather than as a single group. As indicated on page 12, *Employee Data and Methodology improvements*, the current system provides limitations in collecting granular data, and so following the implementation of the new Integrated Corporate System, methodology will be strengthened going forward to align with GOV.UK and the Race and Ethnic Disparities Report.



Belief/Religion

	CA 2022	CA 2023	CA 22/23 Change	West Yorkshire Population Census 2021
Agnostic	0.1%	0.1%	0%	0.04%
Buddhist	0.1%	0.1%	0%	0.27%
Christian	28.3%	27.7%	-0.6%	40.62%
Hindu	0.3%	0.2%	-0.1%	0.77%
Jewish	0.3%	0.4%	0.1%	0.30%
Muslim	4.9%	5.7%	0.8%	14.50%
Sikh	0.6%	1.0%	0.4%	0.82%
Other religion				0.83%
No Belief/No religion	33.1%	38.1%	5%	36.69%
Prefer not to say	6.5%	7.1%	0.6%	5.58%
Data not provided	25.8%	20.1%	-5.7%	



One in four employees have not input data for this meaning the actual proportions within the Combined Authority could vary from those reported, although this group is smaller than in 2022.

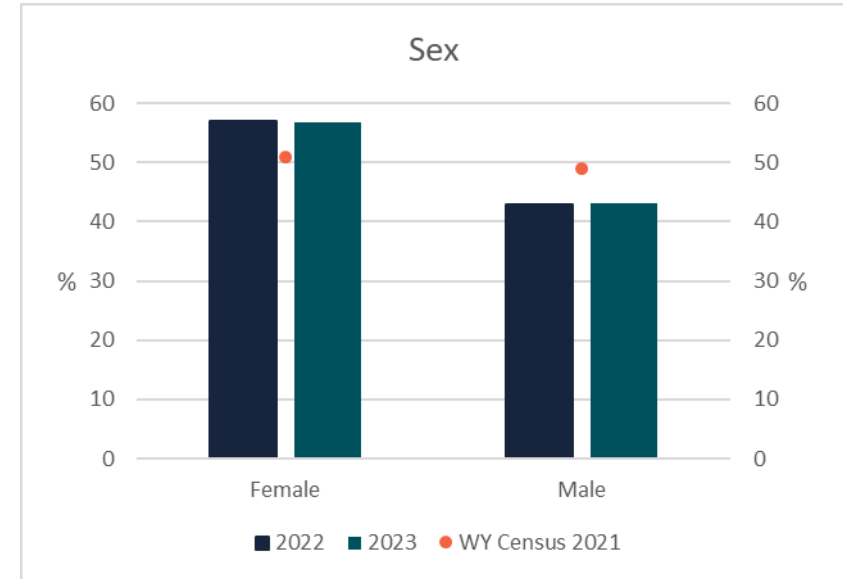
The Carval system does not have the option for employees to choose *Other* religion which may also be affecting the accuracy of the data collected.

Source: Carval System.

Sex

	CA 2022	CA 2023	CA 22/23 Change	West Yorkshire Working Age (16-64) Population Census 2021
Female	57.1%	56.8%	-0.3%	50.9%
Male	42.9%	43.2%	0.3%	49.1%

Source: *Carval System*.



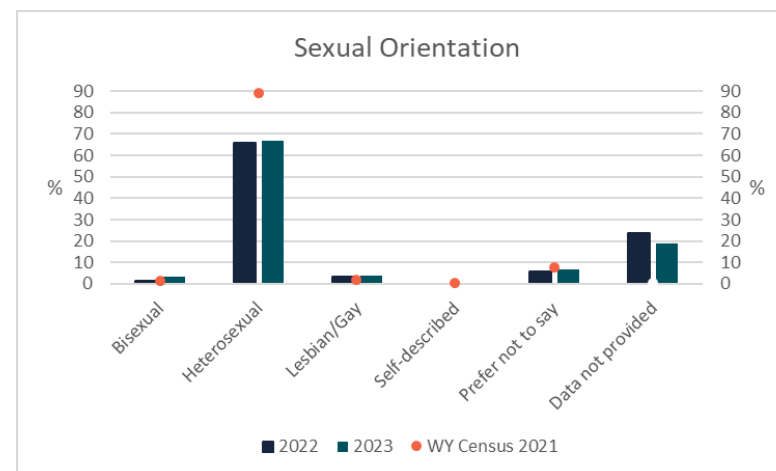
Sexual orientation

	CA 2022	CA 2023	CA 22/23 Change	West Yorkshire Population (16+) Census 2021
Bisexual	1.5%	3.3%	1.8%	1.4%
Heterosexual	66.0%	66.8%	0.8%	89.3%
Lesbian/ Gay	3.1%	4%	0.9%	1.5%
Self-report				0.3%
Prefer not to say	5.6%	6.7%	1.1%	7.5%
Data not provided	23.9%	19.0%	-4.9%	

Source: *Carval System*.

Nearly one in five employees have not provided sexual orientation data, meaning the actual proportions within the Combined Authority could vary from those reported, although this group is smaller than in 2022. The Carval system does not have the options for employees to self-report their sexual orientation which may also be affecting the accuracy of the data collected.

The total headcount has increased by 20% from 720 in 2022 to 864 in 2023.



Employee data and methodology improvements

Going forward, the methodology will be reviewed to enable positive changes in the methodology in future reports, following implementation of a new Integrated Corporate System. This will improve the quality of employee monitoring and address the gaps evidenced in the employee profile section of the report. HR Management Information is now reported on a quarterly basis to the Finance, Resources and Corporate Committee.

Appendix: Completed actions delivering the West Yorkshire Combined Authority's Equity, Diversity, and Inclusion Plan 2022-2025.

Number	Action
Priority 1: Embed equity, diversity, and inclusion.	
3.	100% of scheme Equality Impact Assessments are quality checked where they come through the Combined Authority's assurance framework.
5.	Developed Equality Impact Assessment workshops and share learning with partners as well as encourage and reward employees for flagging up implications of their service on users.
6.	A sample of internally developed Equality Impact Assessments across each directorate audited annually for quality assurance.
7.	Process established to publish Equality Impact Assessments along with the reports that rely on them to ensure transparency.
9.	Establish the role of Regulatory and Compliance Board monitoring equality objectives, annual reporting and monitoring Public Sector Equality Duty compliance.
12.	Support and empower internal equity, diversity, and inclusion peer groups.
Priority 2: Equity, diversity, and inclusion foundations.	
17.	Development of Corporate Equality Objectives aligned to current approach and reported on annually.
18.	Publish Gender and Ethnicity Pay Gap and address gaps recognising intersectionality.
23.	Organisational Evolution embeds equity, diversity and inclusion in the change programme and positioned to deploy equity, diversity, and inclusion responsibilities into business-as-usual work.

24.	Establish effective oversight of the equity, diversity and inclusion plan and coherent programme of works for monitoring.
26.	Audit of equity, diversity and inclusion performance monitoring and management, including interdependencies, accreditations, definitions, charters and pay gap reports and their associated action plans.
27.	Establish a robust process for signing up to accreditations to ensure the communities intended are best served.
28.	Establish a single integrated equity, diversity, and inclusion programme for effective oversight.
Priority 3: Ensure workforce represents the diversity of West Yorkshire.	
29.	Develop a strong culture of inclusive behaviours and leadership by informing the people and culture work as part of the organisational change programme and Equality Impact Assessment.
31.	Establish operating framework including terms of reference template with core principles for Staff Networks.
32.	Develop the Staff Networks' objectives.
33.	Support PROUD@WYCA to establish the ally network.
38.	Procure, create, and deliver and evaluation of equity, diversity, and inclusion training (in addition to iHasco/e-learning) feedback pre and post attendance.
39.	Increased understanding and membership of Staff Networks as well as ally network members and equity, diversity, and inclusion peer spaces. Measured through the equity, diversity, and inclusion training evaluation.
40.	Embed equity, diversity, and inclusion in the CA's values.
47.	Develop a baseline of equity, diversity, and inclusion systems, databases and surveys.
48.	100% of role profiles include equity, diversity, and inclusion requirements.
51.	Equity, diversity, and inclusion embedded in agenda templates and coordinated through PAs across DMTs and linked to internal comms plan and equity, diversity, and inclusion in values.

Priority 4: Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs.	
56.	Equity, diversity, and inclusion engagement section on YourVoice page including published EqIAs.
57.	Refresh the organisation's image library and make access more widely available.
58.	Implement accessibility charter recommendations.
59.	Standardised accessibility guidance for internal and external users is clear for supporting others in our tone of voice.
60.	Review brand guidelines, house style/tone of voice, imagery and assets.
64.	Equity, diversity, and inclusion embedded in the series of all staff events.
67.	Review YourVoice platform, revise registration questions, introduce and promote equity, diversity, and inclusion ideas section.
69.	Identify gaps and revise promotional techniques as needed, for tailored communications.
70.	Improve links with third sector organisations (role for proposed new community engagement team).
71.	Investigate setting up equality engagement panels e.g. a disability panel to assess plans and provide advice based on lived experience.
72.	Establish equity, diversity, and inclusion connection matrix through the working together for an inclusive West Yorkshire mission.
73.	Mechanism for capturing unknown contacts established and increase in submissions whereby diverse contacts are identified.
Priority 5: Champion equity, diversity, and inclusion externally and develop an excellent region and national reputation.	
75.	Established regional equity, diversity, and inclusion network with partners and continue to participate in regional meetings, projects and shape shared priorities.

76.	Inform and learn from local authority community frameworks.
77.	Incorporate equity, diversity, and inclusion horizon scanning and best practice into annual business and service planning processes.
81.	Advance knowledge through research and intelligence State of the Region that maps from cradle and beyond the breadth of inequalities experienced across West Yorkshire.
82.	Create operating model to support the work of the Economic Services equity, diversity, and inclusion Action Group, Transport equity, diversity, and inclusion group and Inclusive Growth network.
83.	Feeding into or creating a regional equity, diversity, and inclusion conference and awards which aligns to the cross-cutting themes and West Yorkshire vision.
85.	Incorporate equity, diversity, and inclusion questions into contract management framework.
86.	Include equity, diversity, and inclusion impact into post contract evaluation and evaluate impacts including return on investment and social value.
89.	Appoint Inclusivity Champion (Mayor's pledge) and support the work plan shaped by the Inclusivity Champion.
90.	Embedding equity, diversity, and inclusion into the Strategic Economic Framework evaluation (now replaced with the West Yorkshire Plan).



Find out more:
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All information is correct at time of writing.