

Working together for an inclusive West Yorkshire

# Equity, Diversity, and Inclusion Plan

2022–2025

**West  
Yorkshire**  
Combined  
Authority

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# Working together for an inclusive West Yorkshire

**It is the responsibility of everyone at the Combined Authority to work together to achieve our vision for an inclusive West Yorkshire. The renewed equity, diversity, and inclusion approach outlines a commitment to attracting, nurturing, and retaining a diverse and talented workforce. It challenges all employees to evidence proactively and through an intersectional lens about how interventions are supported and embedded both within the organisation and in our proactive work with local communities, to achieve quality social and inclusion outcomes.**

Championing our region, working together, working intelligently, being positive about change, and easy to do business with, are our values. We must ensure that in everything we do, we role model equality, equity, and inclusion in our values; enabling diverse people to be their authentic selves, feel valued for their contributions and sense of belonging where we live and work.

This new Combined Authority Plan sets out the overarching approach to equity, diversity, and inclusion, with inclusion as the outcome, at the heart of what and how we do things across the organisation, recognising that Combined Authority has some way to go before it meets the vision to be recognised as a national leader.

Prior equity, diversity and inclusion interventions have been reactionary, taken without a clear strategy for change, effective governance and understanding of the inequalities, and without a shared collaborative ambition to address historical barriers. Key areas for improvement are the understanding the facts of the workforce composition and efforts to baseline interventions, including the employee profile, to work towards reflecting the communities we serve across West Yorkshire. As well as strengthening clarity as to the nature of our role and relationships with communities, which the organisation is working to address now that it has a directly elected Mayor, and new functions, including Policing and Crime. However, from this starting point, much has been achieved over the last two-three years.

Therefore, it is important to start by building a strong foundation with a focus on recovery, rebuilding, and strengthening the organisation to achieve longer term, sustainable social and inclusive outcomes. We need a concentrated focus on workforce equity, diversity, and inclusion outcomes, alongside embedding interventions and evaluating outcomes for the people and place we serve. The framework underpinning the approach which the Combined Authority is working to is the Equality Framework for Local Government which is the standard against which the Combined Authority will be audited and will judge itself. The **Equality Framework for Local Government** is a key tool for monitoring progress, escalating issues where interventions are not having the desired effect, and setting a timeline to be excellent by 2025, to empower action.

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## Our equity, diversity, and inclusion vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to equity, diversity, and inclusion.

## Our equity, diversity, and inclusion statement

The West Yorkshire Combined Authority celebrates the difference of all the people we serve, work with, and employ. The organisation will hold itself to the highest standards in relation to equity, diversity, and inclusion and we will evidence our commitment in the following ways:

- The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.
- All training for employees on equity, diversity, and inclusion will be mandatory.
- All staff will be set an annual objective about how they must promote equity, diversity, and inclusion in their work, and we will monitor compliance of line managers with this requirement.

- We will monitor and report the protected characteristics of our employees to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.
- We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps.

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**Compliance with this statement is non-negotiable and any employee found to have breached our policies will be dealt with under the Combined Authority's disciplinary policy.**

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The definitions of equality, equity, diversity, inclusion, and intersectionality are reflected in **Appendix A** and our legal responsibilities guided by the Equality Act 2010, and Public Sector Equality Duty, are outlined in **Appendix B**. To note, the Plan accounts for inclusive growth forming part of the equity, diversity and inclusion interventions, and contribution to achieving positive social and inclusion outcomes, guided by the Socio-Economic Duty. Last, detailed baseline data from the Census 2021 relevant to our equity, diversity and inclusion targets, is reflected in **Appendix C**.

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## Our core mission and desired outcomes

- Integrated the breadth of equity, diversity, and inclusion interdependencies across the organisation and its services, and shaped a clear baseline of current commitments and interventions to address gaps.
- Strengthened recruitment and diversity, including through positive action, and create a progressive and evolving culture with an improved sense of belonging.
- Built on best practice from partners including local authorities evidenced through the peer challenge in partnership with the Local Government Association.
- Built skills, knowledge and understanding of services the Combined Authority provides through equality impact assessments, that will improve the evidence base for determining local equity, diversity, and inclusion priorities.
- Generated, preserved, and shared research and intelligence relating to equity, diversity, and inclusion.
- Strengthened capabilities within the organisation and the region.
- Delivered new strategies for community engagement, access, and participation.
- Evidenced excellence impact against the Equality Framework for Local Government themes: Leadership and Organisational Commitment, Diverse and Engaged Workforce, Understanding and working with our communities, Responsive Services and Customer Care.



## The five priorities of the equity, diversity, and inclusion plan



There are five priorities of the plan, which set out the work necessary to embed equity, diversity, and inclusion objectives, and lay the foundations to support long term and sustainable social and inclusion outcomes. Each theme has priority actions to be delivered over the course of the plan. These priority actions will help us to make progress against the ambitious targets we have set ourselves:

- 1 Embed equity, diversity, and inclusion**
- 2 Equity, diversity, and inclusion foundations**
- 3 Ensure our workforce reflects the diversity of West Yorkshire**
- 4 Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs**
- 5 Champion equity, diversity, and inclusion externally and develop an excellent regional and national reputation**

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## 1 Embed equity, diversity, and inclusion

**The Combined Authority's plan cannot be seen as a standalone function but more an important framework to mainstream equity, diversity, and inclusion and fully embed it in all work undertaken. This includes providing services to people, employing people and in shaping the place and region that we live and work. This will require organisation wide proactive commitment to incorporate equity, diversity, and inclusion, and will be actioned by:**

- We will strengthen our equality impact assessment toolkit and mapping onto the assurance framework to improve the quality and inclusive nature of decisions. We will proactively embed equity measures at the heart of new projects, budget decision-making, service development and organisational change. Every proposal put forward for investment by the Combined Authority will have an equality impact assessment completed and will be required to show what action has been taken to shape the proposal as a result.
- We will conduct an organisation wide gap analysis that seeks to assess what we need to do to achieve excellent against the Local Government Equality Framework and subsequently, refresh the current and shape the future equity, diversity, and inclusion interventions to respond to identified gaps.

- We will embed equity, diversity, and inclusion in internal and external policy development processes via increased application of equality impact assessments and work with external partners to share knowledge and exchange guidance.
- Each Directorates and their respective services will demonstrate how they are going to be measure equity, diversity and inclusion within their own business plans and key performance indicators.

### Intention

Embedding equity, diversity, and inclusion, will mean we are improving evidence-based decisions, and the quality of consultation and engagement to strengthen the inclusive nature of outputs and outcomes in our services, schemes, programmes and policies for our people, communities, place, and region. Our communities will feel valued, included, and better served by the Combined Authority.

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## Monitoring Impact

The redevelopment of our equality impact assessment toolkit is complete with an agreed action to establish an online tool to monitor evidence led diversity, equality, equity, and inclusive decision making, evaluation and publication. This will also monitor action taken to address where any negative impact has been identified and mitigated against effectively. Supporting targets as follows:

- By 2024, 100% of strategies, policies and plans have embedded equity, diversity, and inclusion:
- 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 equality impact assessment which pro-actively examines and evaluates all of the protected characteristics.
- By 2028, 100% of schemes' equality impact assessments are quality checked when they come through the Combined Authority's Assurance Framework.

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## 2 Equity, diversity, and inclusion foundations

**The Combined Authority must ensure that we have the foundations in place to improve how we work together, the cohesion among the equity, diversity, and inclusion ecosystem, our governance, and the effective oversight of performance to monitor progress and impact. This is critical to ensure positive outcomes for employees, and in the services we provide for people in and around West Yorkshire:**

- We will ensure we are meeting and set a direction to go beyond our legal responsibilities through the Equality Act 2010 and Public Sector Equality Duty.
- We will establish a governance structure with associated terms of reference among the equity, diversity, and inclusion ecosystem, with the ultimate responsibility and accountability resting with the Combined Authority Leadership Team.
- We will deliver an annual report of progress against the Corporate Equality Objectives (2022–2025).
- We will create an equity, diversity, and inclusion dashboard that reflects corporate progress as well as progress made against the Local Government Equality Framework.

- We will integrate and evolve the Combined Authority’s current equity, diversity, and inclusion policies and review the detail to ensure effective compliance, as well as reflect the Combined Authority’s diversity, equality, equity and inclusion vision, statement, and framework.
- We will be proactive in shaping future strategies in one place to address the inequalities identified through evidence.

### Intention

Establishing strong foundations ensures that we are meeting our legal responsibilities and importantly, setting the direction for how we can go beyond compliance in working together for an inclusive West Yorkshire. We can strengthen confidence in our processes including the Assurance Framework, which means we can improve how we make decisions and monitor equity measures to achieve social and inclusion outcomes.

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## Monitoring Impact

Corporate performance of equity, diversity, and inclusion will be monitored through the creation of a dashboard that reflects the targets set out to achieve the Equality Objectives, and additional measures built into business planning. This dashboard will produce the annual report of the Public Sector Equality Duty, whilst providing opportunity for routine collaborative benchmarking and oversight of interventions, both those that are successful and those that have not had the intended impact and will adapt the intervention. In addition, this information will be supported by the Equality Framework for Local Government Dashboard that records progress made against the framework, towards excellence. In which, the following targets will be monitored:

- By 2028, the mean gender pay gap and the mean ethnicity pay gap is zero.
- By 2025, the mean gender pay gap reduced by minimum of 1 percentage point.
- By 2025, the mean ethnicity pay gap reduced by minimum of 4 percentage points.

- The Public Sector Equality Duty, annual report published setting out progress made against the Equality Objectives and impact.
- Progress continues towards achieving the internal audit recommendations.
- From October 2023, review the diversity, equality, equity and inclusion peer challenge report and recommendations, developed through Local Government Association peer challenge team.

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### 3 Ensure our workforce reflects the diversity of West Yorkshire

**This priority action outlines our commitment to attracting, nurturing, and retaining a diverse and talented workforce. It challenges all employees to think proactively and through an intersectional lens about how equity, diversity, and inclusion interventions are evidenced and embedded within the organisation because that will also enable proactive work with local communities. This will be actioned by:**

- Taking positive action to increase the diversity of our workforce.
- Supporting the growth and maturity of staff networks, and empowering intersectional experiences.
- Report against the equality objective to ensure our workforce reflects the diversity of West Yorkshire.
- Review and strengthen the understanding of the diverse employee lifecycle, through employee data analysis of workforce profile and staff survey.
- Accreditation(s) process developed and scoped effectively for interactions to better demonstrate impact among the communities intended.
- Progress actions outlined in the gender and ethnicity pay gap action plans and integrate them with this plan and its supporting delivery actions.
- Equity, diversity, and inclusion training programme secured and rolled out, and compulsory for all employees.
- Continue to strengthen briefings and guidance including platforms for information through the equity, diversity, and inclusion Hub and Knowledge Centre.
- Pilot listening circles in collaboration with staff networks and measure impact.
- Support the development of the ally network and measure impact on employee performance.
- Embedding equity, diversity, and inclusion into our values and behaviours.
- Set equity, diversity, and inclusion objectives for all employees through performance reviews.
- Empower equity, diversity, and inclusion Directorate spaces to coordinate interventions and formalise the eco system and governance arrangements.
- Reflect and engage our diverse societies throughout our internal and external communication plan.

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## Intention

The Combined Authority demonstrates leadership with the renewed approach, including employee co-production in shaping solutions together. Across the region our vision, commitment, people, and partnerships we work with and serve, recognise the Combined Authority as an evidential inclusive employer, and employer of choice.

## Monitoring Impact

- 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.
- Equity, diversity, and inclusion training deployed. Target set for 100% of colleagues to complete the training.
- Workforce data audit and analysis against the annual staff survey to analyse the employee experience identifying and overcoming barriers.
- Gender and ethnicity pay gap reporting and analysis to overcome discrepancies and embed actions to address into business plans, monitored through the corporate performance dashboard.
- Disability Confident action plan monitored through the corporate performance dashboard.
- Embedding equity, diversity and inclusion in the induction process, and monitoring effects on employee performance through related training and performance reviews.
- 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.

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**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 M to CX) 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:**

- 100% of respondents to the staff survey will agree the Combined Authority respects individual differences.
- 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.

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**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.**

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## 4 Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs

**This priority action seeks to strengthen our transparency and rhythm of related equity, diversity, and inclusion communications and engagement, and bring to life [working together for an inclusive West Yorkshire](#), to ensure that our tone of voice and visual imagery reflects our broader approach and responsibilities, whilst regularly refreshing our progress:**

- 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 and central repository of assessments.
- Equity, diversity, and inclusion are proactively evidenced in the development and evaluation of policies, programmes, projects, and services.
- Equity, diversity, and inclusion embedded as part of the series of all-staff events, whether in person and/or online.
- Report against the equality objective to consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs, through the annual report.
- Research procurement needs and budget effectively for providing accessible materials so all can have a great interaction with us.
- Produce and deliver an inclusive engagement plan that sets out how we will work with and hear from a wider range of people and communities including the organisation's staff networks and seldom heard people and communities across the region.
- 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. Ultimately, to deepen the monitoring of the workforce targets, to assess why diverse people would want to work for the Combined Authority.
- Working with and learning from our 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.
- Implement Accessibility Charter audit recommendations and wider material created internally with external functions.
- 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 equality, diversity, and inclusion communications.

- Regular communication of equity, diversity, and inclusion progress published internally and externally, including the annual report against the equality objectives.
- Evolve our existing house style and tone of voice guidelines that directs our approach and how we work together internally and externally.
- Refresh and increase access to the organisation’s image and asset library for clear and consistent communications that meet our equity, diversity, and inclusion ambitions.

## Intention

The Combined Authority is recognised for communicating equity, diversity, and inclusion progress including what we have achieved, and still to progress. As well as celebrating our people, and demonstrating how equity, diversity, and inclusion has been practically embedded across the Combined Authority. We will ensure that all employees, people we serve through services we provide, and partners can access and equitably participate with the material created and shared.

## Monitoring Impact

- Successfully meet the requirements of the Accessibility Charter, reported through the annual Equality Objectives report.

- Empower generating, disseminating, and sharing of data across the Combined Authority and with partners including with Local Authorities, and Open Innovations to inform equity, diversity, and inclusion interventions.
- Continue to develop and measure engagement with the equity, diversity, and inclusion Hub, whereby employees can access a suite of unlearning/relearning and learning opportunities to support development for people and culture and the wider Combined Authority’s tone of voice, monitored through employees’ equity, diversity, and inclusion objective.
- Review the audience baseline to build understanding as to the extent that we are recognised as a diverse, equal, equitable, and inclusive organisation as an employer, commissioner, and civic organisation.
- Establish the About You consultation and engagement baseline and address gaps in responses including the composition of seldom heard communities, evidenced through consultation and engagement exercises.
- Establish and report metrics through the inclusive engagement plan.

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## 5 Champion equity, diversity, and inclusion externally and develop an excellent regional and national reputation

**This priority action seeks to promote our equity, diversity, and inclusion interventions in the region and strengthen capabilities in each other, within the organisation and with partners.**

**We demonstrate a continuous commitment to equity, diversity, and inclusion in our commissioning functions. We will work together for an inclusive West Yorkshire to address regional inequalities, whilst influencing national developments:**

- The leadership will 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 partners across the region in a coordinated way to exchange learning and improve collective knowledge, identifying gaps in collaborating and avoiding duplication of regional interventions.

- We will contribute to existing networks in the region demonstrated through the creation and development of the West Yorkshire equity, diversity, and inclusion public sector network.
- We will support related campaigns with shared objectives to deepen social and inclusion outcomes.
- We will establish and/or feed into a regional equity, diversity, and inclusion conference and embed in key committees in the region, including Leeds Enterprise Partnership, and the Combined Authority.
- We will work with the Inclusivity Champion to respond to the intelligence and priority actions they identify.

### **Intention**

Grow the Combined Authority's profile by working together in a coordinated way and provide inclusive leadership in our work across the region and wider, whilst effectively horizon scanning regional and national developments to better equip how we evolve and deepen equity, diversity, and inclusion interventions, and demonstrate impact of social and inclusion outcomes.

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## Monitoring Impact

- Partnership plans that demonstrate shared objectives and are supported by co-produced success measures.
- Work plan developed toward creating/feeding into a West Yorkshire equity, diversity, and inclusion conference.
- Inclusivity Champion workplan objectives and targets.
- Equality Framework for Local Government Dashboard for monitoring the breadth of activities aligned to the priorities.

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## Targets, monitoring, and impact

The full impact and benefits of equity, diversity, and inclusion interventions may take time to be felt, though we are committed to evolving what we do and how we do it, to be the change we want to feel at the Combined Authority. By prioritising the areas set out, we intend to establish strong foundations whereby processes are strengthened, compliance is proactive and effective, there is flexibility to pilot innovative projects, whilst continuing to deepen equity, diversity, and inclusion in our day-to-day work, including with and for, our employees, in the services we provide, and how we commission and deliver programmes and schemes.

In contributing to our vision, as well as understanding the success of the Combined Authority's equity, diversity, and inclusion plan, the actions that sit behind this plan include associated targets. The fundamental purpose of setting and monitoring the targets is to have a way of evaluating whether all are treated fairly in the workplace and wider. It is a way of observing differences of experience between people and communities, identifying trends over periods of time, investigating the reasons for these differences, and, crucially, putting suitable plans into action to address any imbalances we find.

Ongoing, effective monitoring of the organisation, employees and wider, means we can see what has worked well in our interventions, and what hasn't, to then be improved upon. The targets set out below are a minimum set for the organisation and are in the main, internal facing. However, teams and departments set additional equity, diversity, and inclusion targets as part of the business planning and key performance indicator process. To note, further interim targets will also be required and considered from 2025 onwards and more detailed baseline data from the Census 2021, reflected in [Appendix C](#).



## Workforce targets

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
Priority 3	<p>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. Within this:</p> <ul style="list-style-type: none"> <li>At least 20% of colleagues will be people with disabilities (in line with working age population).</li> <li>At least 23% of colleagues will be people belonging to minority ethnic communities (in line with whole population).</li> <li>At least 23% of senior colleagues (grades M to CX) will be people belonging to minority ethnic communities (in line with whole population).</li> <li>At least 2% of colleagues will be people of minority gender identity/expression and sex characteristics.</li> <li>At least 5% of colleagues will be people of minority sexual orientation.</li> </ul>	<p>2030</p> <p>(interim targets to be agreed and will be aligned to the formation of the EDI strategy from 2045/25).</p>	ILB/SMT	<p>Regular management reports provided through ICS system.</p> <p>Gender pays gap report.</p> <p>Ethnicity pay gap report.</p> <p>We will apply an intersectional lens to collecting and reporting data to support understanding our progress.</p>	<p><b>CA workforce data:</b> 6.4% declared as disabled. 10.3% black, Asian and minority ethnic. 57.1% female and 42.9% male (with limitations on workforce data for gender identity).</p> <p>The CA's current workforce data on sexual orientation is limited, and will be strengthened including gender identity, which will also improve the accuracy of management information.</p> <p><b>Census 2021 data:</b> 17.6% of the West Yorkshire population are disabled under the Equality Act 2010.</p> <p>23% of the population of West Yorkshire identifies as being from an ethnic minority (all categories excluding white).</p> <p>0.61% of the West Yorkshire population stated they have a gender identity different from the sex they were registered at birth, which compares to 0.55% in England.</p> <p>3.2% the West Yorkshire population identified as LGB+ (lesbian, gay, bisexual, and other minority sexual orientations).</p>
Priority 3	<p>100% of employees complete their employee monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness.</p>	<p>2023 (June)</p>	SMT/DMTs	<p>Regular management reports provided through ICS system.</p>	<p><b>May 2022 Carval data completion rates:</b> Ethnic origin – 95.5% Sexual orientation – 70.7% Religious belief – 67.8% Disability – 100%</p> <p>From Carval, ethnicity reflects 4% unknown and 0.6% prefer not to say, religion/belief 25.8% unknown and 6.5% prefer not to say, sexual orientation reflects 23.9% unknown, and 5.6% prefer not to say (2022 data).</p>

## Pay gap monitoring

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
2	<p>The mean gender pay gap is zero.</p> <p>Mean gender pay gap reduced by minimum of 1 percentage point.</p>	<p>2028</p> <p>2025</p>	SMT	<p>Regular management reports provided through ICS system.</p> <p>Gender pay gap report.</p>	Mean gender pay gap 3.63% in 2022.
2	<p>The mean ethnicity pay gap is zero.</p> <p>Mean ethnicity pay gap reduced by minimum of 4 percentage points.</p>	<p>2028</p> <p>2025</p>	SMT	<p>Regular management reports provided through ICS system.</p> <p>Ethnicity pay gap report.</p>	Mean ethnicity pay gap 11.8% in 2022.

## KPIs and management targets

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	100% of employees who respond to the staff survey will have an inclusive employment experience: <ul style="list-style-type: none"> <li>100% of respondents to the staff survey will think the CA respects individual differences.</li> <li>100% of respondents to the staff survey will agree that the CA acts fairly with regard to progression.</li> </ul>	2025	ILB	<b>Staff survey question</b> I think the CA respects individual differences (e.g., culture, working styles, backgrounds, ideas etc.)	87% of respondents (2021) said yes definitely, or to some extent with 90.50% in 2022. 8% (2021) 6.9% (2022) disagree which includes ethnic minority and disabled employees (2022 analysis).
		2025		<b>Staff survey question</b> I think the CA acts fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability, or age.	69% of respondents (2021) said yes definitely, or to some extent with 76% in 2022. 17% (2021) 13.3% (2022) disagree, which includes ethnic minority and disabled employees (2022 analysis).
3	100% of recruitment processes will be inclusive: <ul style="list-style-type: none"> <li>100% of interviews include an EDI question in the set of interview questions.</li> <li>100% of applications are anonymised before sifting</li> </ul>	2023  2023	DMTs/ recruiting managers/ HR	Business plans/KPIs	Not currently measured

## KPIs and management targets continued

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	<p>100% of role profiles include EDI requirements:</p> <ul style="list-style-type: none"> <li>All new Role Profiles include EDI requirements.</li> <li>All Role Profiles include EDI requirements.</li> </ul>	<p>2023</p> <p>2025</p>	DMTs	<p>Business plans/KPIs</p> <p>Job evaluation panels</p>	Not currently measured
1	<p>100% of Strategies, Policies and Plans have EDI embedded:</p> <ul style="list-style-type: none"> <li>All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met.</li> <li>All policies, strategies and plans developed by the CA will have a completed EqIA which pro-actively examines and evaluates all of the protected characteristics.</li> </ul>	<p>2024</p> <p>2024</p>	DMTs/ Corporate performance	<p>Business plans</p> <p>Budgets</p> <p>KPIs</p> <p>Policy Review Group</p> <p>Internal audit plans</p> <p>EqIAs will be quality checked through the Policy Review Group.</p>	Not currently measured
1	100% of scheme EqIAs are quality checked where they come through the CA Assurance Framework	2028	DMTs/PAT	<p>Business plans and KPIs</p> <p>PIMS</p> <p>Funding agreements</p>	Not currently measured

## Learning and development

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	iHasco unconscious bias training completed by 100%* managers.	2023	SMT/DMTs	iHasco management reports	TBC
3	100%* employees complete iHasco mandatory EDI and unconscious bias training.	2023	SMT/Managers	iHasco management reports	TBC
3	Over 75%* of employees complete the optional EDI iHasco units.	2023	SMT/Managers	iHasco management reports	TBC
3	100% of SMT complete EqIA training (training to be procured in 2023).	2024	SMT/DMTs	iHasco management reports KPIs	TBC
3	At least 75% of the entire workforce completing EqIA training (training to be procured in 2023).	2025	SMT/DMTs	iHasco management reports KPIs	TBC
3	100% managers attend CA focused diverse recruitment workshops.	2025	SMT/DMTs	KPIs	None

\* Where employees are currently in work, this excludes employees currently on long term sickness or maternity leave.

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## Appendix A: Key definitions

### Diversity

Diversity is a fact, among the workforce and regional composition and is valuing the full range of differences between people in the workplace and wider society, achieved through responding to present and historical inequalities. Opportunities can be impacted / influenced by a range of factors beyond the protected characteristics included within the equality legislation, including social, economic, and educational background, professional background, hierarchal level, and working styles. It involves an understanding of the perceptions and experiences of others. Diversity is also a description of the way an organisation looks and how well it serves its people, place, and unique populations. This is the result of harnessing and valuing difference. The legislation is an important element, but the scope of diversity is far richer than the legal basis.

### Equality

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality focussed within a legislative framework, the Equality Act 2010. The Act is designed to address unfair discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics covered by the Equality Act: age, disability, gender reassignment (transgender), marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex (gender), and sexual orientation.

Everyone is treated equally and equitably under policies, practices and have the same rights as everyone else. Everyone is provided with equitable access to opportunities, and there is parity between the outcomes everyone can achieve from those opportunities.

### Equity

This is the measurable recognition and understanding of individuals experiences in order to address structural barriers and achieve equal outcomes for all, specific action needs to be taken to level this out. Including employees, leaders, partners, and local communities.

### Intersectionality

The interconnected nature and analysis of diverse dimensions of identity, difference, inequalities, and inequity, such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination and/or disadvantage. Intersectional analysis is applied to understand how diverse intersections of people, generate different experiences, which informs the breadth of interventions and future planning.

### Inclusion

Inclusion is achieved through action, and is an outcome of addressing inequalities, and inequity. Inclusion is about including and nurturing all people across environments and upholding trust in representation and accountability. It is:

- About the culture, environment, and processes operated by the organisation.
- Measured by how people feel.
- Requires proactive effort to be achieved.

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## Appendix B: Legal responsibilities

When public authorities carry out their functions, the Equality Act says they must have due regard or think about the need to do the following things:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster or encourage good relations between people who share a protected characteristic and those who do not.

Having due regard means public authorities must consciously consider or think about the need to do the three things set out in the public sector equality duty. It is the courts who decide if a public authority has done enough to comply with the duty. The Equality Act says public authorities should think about the need to:

- Remove or reduce disadvantages suffered by people because of a protected characteristic.
- Meet the needs of people with protected characteristics.
- Encourage people with protected characteristics to participate in public life and other activities.

The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

Public authorities are required to monitor and publish all the protected characteristics of their employees. It is a mandatory requirement for all larger public sector employers, with 250 or more employees, in England to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

### Specific duties

Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty. Public authorities must do the following:

- Publish equality information at least once a year to show how they have complied with the equality duty.
- Prepare and publish equality objectives at least every four years.
- The annual report will provide this information.

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## Appendix C: Targets and Census 2021 baseline detail

### Disability

- 414k people in West Yorkshire are disabled under the Equality Act 2010 (17.6% of the population).
- In England as a whole, 9.77 million people are disabled (17.3% of the population).
- Using Age Standardised Proportions (ASP's) reveals:
  - With the exception of Leeds, all districts in West Yorkshire have a higher proportion of the population (age standardised) who are disabled under the equality act than in England as a whole.
  - Overall, in England, Blackpool, Liverpool, Knowsley, Sunderland and Hartlepool have the highest proportion of people with a disability.
- 321k households (33%) in West Yorkshire included at least one disabled person (up from 310k (33.6%) in 2011), and locally, this figure is higher in Wakefield.

### Ethnicity

- 23% of the population of West Yorkshire identifies as being from an ethnic minority (all categories excluding white).
- 39% of Bradford's residents identify as an ethnic minority which (up from 33% in 2011).
- 232k out of 550k (42%) people who identify as ethnic minority live in the 10% most deprived neighbourhoods in West Yorkshire. This rises to 61% if you consider the 20% most deprived neighbourhoods.
- 44% of people in the 10% most deprived neighbourhoods in West Yorkshire identify as an ethnic minority.
- 1 in 6 (16%) of those residents who identify as Pakistani ethnicity in England, live in West Yorkshire, with 9% living in Bradford.

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## Gender identity

- 0.61% of the population stated they have a gender identity different from the sex they were registered at birth, which compares to 0.55% in England.
- 4,754 Leeds residents stated they have a gender identity different from the sex they were registered at birth (0.72%).
- For West Yorkshire residents aged 16 and over:
  - 1,976 identified as a Trans woman.
  - 1,986 identified as a Trans Man.
  - 1,224 identified as non-binary.
- 735 identified as having another gender identity.

## Sexual orientation

- 89.3% of West Yorkshire residents aged 16 and over identified as being Straight or Heterosexual, similar to the England average (89.4%).
- 3.2% the West Yorkshire population identified as LGB+ (lesbian, gay, bisexual, and other minority sexual orientations), with just under half (46%, 27,962 people) living in Leeds (4.2% of Leeds population).
- For West Yorkshire residents aged 16 and over:
  - 1.5% of the population identified as Gay or Lesbian
  - 1.36% of the population identified as Bisexual, slightly higher than the England average (1.29%).
  - 0.24% of the population identified as Pansexual.
  - 0.05% of the identified as Asexual.
- 1 in 13 people (7.5%) in England didn't provide a response to this question, and locally that figure was higher in Bradford (8.8%).
- Overall, 4.1% of England's residents who identify as being LGB+ live in West Yorkshire.

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Find out more  
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