Cyd-bwyllgor Corfforedig De-Ddwyrain Cymru | South East Wales Corporate Joint Committee

Report for:	ACTION
Contains Confidential or Exempt Information	NO

For Consideration By	South East Wales Corporate Joint Committee
Report Title	Strategic Equality Plan Annual Report and Gender Pay Gap Report
Report of	Colan Mehaffey, Strategic Director of Policy, Impact and Partnerships
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Date to be Considered	2 June 2025
Implementation Date	Immediate
Affected Council Areas	All
Keywords / Index	Strategic Equality Plan, Gender Pay Gap Report

Reason for this Report

1. To seek comment and approval of the inaugural Strategic Equality Plan Annual Report for Cardiff Capital Region.

Recommendations

2. It is recommended that the SEW CJC:

   (1) Approve the Strategic Equality Plan Annual Report and Gender Pay Gap Action Plan.

Background

3. CCR's transition to a Corporate Joint Committee (CJC) and establishment as a standalone Public Body necessitated the development of new policy positions, in line with enhanced statutory requirements and powers.

4. CCR published its first Strategic Equality Plan last year, to cover 2024-2028.

5. The Annual Report and accompanying Gender Pay Gap Report and Action Plan were finalised in March 2025, in line with CCR's annual reporting requirements.

6. The Annual Report provides context to CCR's transition from a City Deal programme to CJC, and highlights the progress made from April 2024 to end of March 2025.

Work to Date

Regional Objectives

7. Across each regional and organisational objective, and given this is a 4-year plan, good progress has been made within the first year. The report is appended (Appendix 1).

8. The two actions marked as complete reflect the work undertaken to refresh and mature CCR's Impact Investment Framework, building on outputs, outcomes and impacts measures to enhance CCR's monitoring capabilities, enabling us to provide additional levels of insight.

9. Further, recent updates to the Responsible Investment Policy and the introduction of the ESG Scorecard ensure more meaningful implementation across investments going forward, drawing out additional value from investments made but also demonstrating CCR's wider impact.

10. All other actions are either currently "ongoing" or "in progress" and are on track to be delivered within the 4-year life span of the Equality Plan, for example developing meaningful public engagement will commence across the region this summer, with engagement planned for both the Equality Plan and the wider Economic Well-being piece. This will be developed further over the coming years, allied to CCR's longer-term commitment to work with citizens in the development of policy, strategy but also interventions.

11. In addition, given the Economic Well-being statement, objectives and overarching Action Plan were approved by the CJC in March, work will be undertaken to develop the complimentary Economic Well-being Data Dashboard, working with key partners on Regional Growth Board to ensure this is fit for purpose.

12. Following CCR becoming a corporate entity, it worked towards and received its Real Living Wage accreditation during the Summer of 2024. This was the necessary first step on the journey to scoping the feasibility of becoming a Real Living Wage region. This action is marked as on ongoing, given the first commitment has been made by CCR as an organisation. This commitment has already been embedded within the ESG Scorecard, and work will continue over the next three years to scope the feasibility, benefits and impact of a regional charter.

Organisational Objectives

13. CCR has made good progress against its organisational objectives over the last year. Although this has been limited, given some of the capacity restraints of key supporting functions, for example HR.

14. Additional progress is expected over the lifetime of the Equality Plan, with the introduction of a Strategic Director for Resources last year, and the upcoming

appointment of a Head of People & Culture. These roles will be key in driving this agenda forward.

15. CCR has recently completed a restructure and continues to go through a period of significant change, with a ~40% vacancy rate, which is being addressed as a priority.

16. Progress has been focused on collating pay data to support the development of CCR's first Gender Pay Gap Report and accompanying Action Plan, with other objectives planned to progress over the next few years.

17. The Gender Pay Gap Report is appended (Appendix 2) and covers the period of 24-25. All data included is correct as at 31st March 2025.

18. As highlighted in Table 1 of the report, the findings present a mean hourly percentage gap of 24.07%, with male employees paid on average £8.12 more than females. The median hourly rate variance is 25.70%.

19. As highlighted in Table 2, this is due to the gender representation across the four quartiles of hourly pay. Male employees make up 67% of the upper quartile hourly pay, with female employees making up 33%. Conversely, male employees make up 23% of the lowest quartile hourly pay, in comparison to females constituting 77% of this quartile.

20. The outcomes of the recent restructure have reduced the overall mean to 21.8% (as at 1st April 2025), but with a significant number of vacancies remaining in the organisation, there is an opportunity to ensure this is reduced further as recruitment continues.

21. The accompanying Action Plan sets out the areas of priority for 2025-26 to help address the discrepancies and reduce CCR's overall Gender Pay Gap by increasing female employees' representation in the upper quartiles of the organisation. It sets out key actions within priority areas such as the development of organisational policy, development opportunities and recruitment practices.

22. The majority of these actions will be complete within the calendar year 2025, with others scheduled to be executed over multiple years, and this will make an overarching positive impact on CCR's Gender Pay Gap for the 2025-26 report.

Implementation and Next Steps

23. As highlighted within the Strategic Equality Plan Annual Report, key areas where action is required are highlighted within a specific column, laying out the priorities for 2025-26.

24. These actions will be taken forward across the Policy & Impact team, working with key stakeholders internally and externally to drive forward progress.

25. The Gender Pay Gap Action Plan will become a priority, ensuring measures are put in place to reduce the Gender Pay Gap, with dedicated resource in this area from the developing HR function within CCR.

Reasons for Recommendations

26. To ensure CCR are in compliance with the Equality Act (2010) and are fulfilling their obligations to report annually on progress made against it's established 4-year Strategic Equality Plan.

27. To highlight key progress and developments made in emerging and new areas of focus for CCR, for example the wider Economic Well-being framework and public engagement.

28. Ensure transparency in reporting on new statutory requirements and addressing organisational challenges, for example the Gender Pay Gap Report and Action Plan.

Financial Implications

29. The Gender Pay Gap Action Plan referred to in this report may give rise to financial implications, as the actions highlighted are quantified in resource terms. If so, these will be captured in advance and highlighted as part of the CJC's budget monitoring reports during 2025/26, along with details of any supplementary budget approvals that may be required.

Legal Implications

30. CCR's Strategic Equality Plan 2024-2028 seeks to ensure that CCR is compliant with the Public Sector Equality Duty under the Equality Act 2010.

31. Any employer with 250 or more employees on a specific date each year (the 'snapshot date') must report their gender pay gap data. The snapshot date is 31 March for most public authority employers.

32. Under section 11 of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, the CJC must pay due regard to the need to have equality objectives that address the causes of any differences between the pay of persons employed by the CJC who have a protected characteristic or share a protected characteristic. Under Section 12 the CJC must publish an action plan setting out any policy of the CJC that relates to the need to address the causes of any gender pay difference. Under Section 13 the CJC must keep under review their arrangements.

Well-being of Future Generations

33. The Corporate Joint Committees (Amendment of the Well-being of Future Generations (Wales) Act 2015) Regulations 2021 bring CJCs within the scope of Parts 2 and 3 of the Well-being of Future Generations (Wales) Act 2015.

34. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development, meaning the process of improving the social, economic, environmental and cultural well-being of Wales by taking action aimed at achieving the well-being goals of:

- A prosperous Wales
- A resilient Wales
- A healthier Wales

- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

and by acting in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

35. In order to act in accordance with the sustainable development principle, when exercising its functions, the Committee must take account of the following things:
    - the importance of balancing short term needs with the need to safeguard the ability to meet long term needs;
    - the need to take an integrated approach to achieving the well-being goals;
    - the importance of involving others with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of the region;
    - how acting in collaboration with others could assist to meet the region's well-being objectives;
    - how deploying resources to prevent problems occurring or getting worse may contribute to meeting the region's well-being objectives.

36. In developing the Recommendations of this report, regard has been had to the well-being duty arising under the Well-Being of Future Generations (Wales) Act 2015 ('the Act').

Equality, Diversity, and Inclusion

37. The Equality Act 2010 (Public Authorities subject to the Public Sector Equality Duty) (Wales) Order 2021 amended Part 2 of Schedule 19 to the Equality Act 2010 to provide that Corporate Joint Committees are subject to the Public Sector Equality duty set out in Section 149 of the Equality Act 2010.

38. The Equality Act 2010 (Authorities subject to a duty regarding Socio-economic Inequalities) (No. 2) (Wales) Regulations 2021 amended section 1 of the Equality Act 2010 in order to add Corporate Joint Committees to the list of relevant authorities subject to the Socio Economic Duty.

39. The Committee must, in the exercise of its functions, have due regard to the need to: (1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act; (2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not; and (3) foster good relations between persons who share a relevant protected characteristic and persons who do not.

40. The characteristics protected under the Act are:
    - age;
    - disability;
    - gender reassignment;

- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex; and
- sexual orientation.

41. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
    (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
    (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
    (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

42. The socio-economic duty requires public bodies to, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage. Officers are of the view that the decisions recommended in this report will have a positive equalities impact.

43. CCR is outwardly committed to advancing the economic development of the Region, through its investments and projects across key portfolio areas and its additional regional planning powers.

Welsh Language Implications

44. The Welsh Language Standards (No.1) Regulations 2015 (Amendment) Regulations 2021 bring Corporate Joint Committees within the scope of the standards specified by the No.1 Regulations.

45. In accordance with the Welsh Language Standards (No.1) Regulations 2015, consideration has been given to the impact the recommendations made in this report may have on opportunities for people to use and promote the Welsh Language, whether the proposals treat the Welsh Language more or less favourably than the English Language, and opportunities for increasing the positive effects, or decreasing the negative effects, of the proposals on the Welsh Language.

46. No negative impacts were identified which would prevent approval being sought to implement the recommendations of this report.

Risk Management

47. The operational risks associated with approving the Equality Plan Annual Report and Gender Pay Gap are minimal.

48. It is advised there may be reputational risks associated with CCR where issues such as Gender Pay are concerned. The Action Plan is the first step in terms of addressing the challenges highlighted, and reporting on progress against this will be key in ensuring transparency and positive change.

Kellie Beirne
Chief Executive, South East Wales Corporate Joint Committee

2 June 2025

Appendices
Appendix 1 – Strategic Equality Plan - Annual Report (2024-25)
Appendix 2 – Gender Pay Gap Report (2024-25) and Action Plan (2025-26)

Strategic Equality Plan
Annual Report 2025

Chief Executive's Foreword

The past year has been one of significant change and evolution. Our transition to the Corporate Joint Committee is technically complete but work to drive forward and deliver on our regional and organisational equality objectives continues.

It has been a year of establishing ourselves and maturing as an organisation. We are now a public body that is responsible for the delivery of statutory powers, spanning Economic Well-being, Regional Transport Planning and Strategic Development Planning, but must still demonstrate successful investment delivery through the deployment of our wider funding mechanisms whilst working with our key Local Authority partners.

This Annual Report demonstrates the good progress made to date on realising some of the specific actions we set out in our first Strategic Equality Plan, from becoming a Real Living Wage employer to enhancing our responsible investment principles. The Annual Report also highlights the additional work that needs to be continued to ensure we deliver against our actions to meet those overarching objectives by 2028.

Becoming a Corporate Joint Committee

As highlighted within our inaugural Strategic Equality Plan, CCR has undergone an operational and organisational transition throughout 2024, and this continues into the early stages of 2025. The biggest evolution has been the transition from City Deal programme to Corporate Joint Committee (CJC). Throughout the past year, there have been significant progress on developing our organisational capacity, for example the development of core functions, such as HR, but also properly defining our new strategic and wider policy context, in the form of our Economic Well-being Policy Framework. Economic Well-being is one of the statutory powers that CJCs are responsible for delivering in Wales, and as the name suggests, this forms the centre of our overarching Framework.

This Framework helps to illustrate the various policies and strategic plans that now sit under CCR, whilst differentiating between statutory duties and powers as a newly established public body, as well as the core principles we are building on from City Deal delivery. Underwriting the Policy Framework are CCR's new Economic Well-being Statement and Objectives, that help set direction and intent for CCR's activity going forward.

Our Strategic Equality Objectives

As set out in our Strategic Equality Plan 2024-28, there are four regional objectives and three organisational objectives for us to deliver against. Actions in the below progress report have been labelled as completed, in progress (this objective has a stated end date), ongoing (this objective has no set end date) or not started.

Regional Objectives

Objective 1 – Support employment and funding opportunities for protected groups to reflect the diversity of our region.

Objective 2 – Adopt a collaborate approach to sustainable and inclusive economic growth that addresses both in-region and region-on-region disparities.
Objective 3 – Develop an aligned approach to regional transport and spatial planning that enables social mobility and improves wellbeing.
Objective 4 – Engage with communities and utilise a data-driven approach that informs regional provision and activity.

Organisational Objectives
Objective 5 – Record pay information and take relevant actions that address the organisation's Gender Pay Gap.
Objective 6 – Promote employment opportunities for protected groups that reflect the diversity of our region.
Objective 7 – Create an inclusive work environment that supports staff from all backgrounds to reach their potential.

Regional Objective 1 - Support employment and funding opportunities for protected groups to reflect the diversity of our region			
Actions as per Equality Plan	**Status *(complete/in progress/ongoing/not started)***	**Progress Commentary**	**Actions for 2025-26**
1. Refresh CCR's Impact Investment Framework to reflect: a) New indicators to be included in the Investment Framework b) Monitoring and Evaluation tools to be built into Investment Reports including specific targets relating to outputs, outcome and impact measures.	Complete	New subcategory data has been included in CCR's monitoring menu, which includes a range of protected characteristics, but also other data sources such a home and work postcodes. These subcategory indicators have been incorporated into our central, automated reporting system to ensure they are embedded within business cases and subsequent monitoring reports.	This is marked as complete as the indicators, methods of reporting and frequency have been approved. However further work is required to ensure the consistent adoption and integration of these indicators across CCR activity. Working centrally with the Performance and Delivery team, and other teams responsible for bringing forward and developing projects and investments, the Policy team will help support the behavioural change required to ensure this is successfully reported.
2. Working with key stakeholders from relevant sectors, any new interventions and investments brought forward will be assessed based on their contribution to the above objective, ensuring consideration to this is developed throughout the business case approval process.	Ongoing	Business case development templates have been updated to ensure demonstrating alignment to the Strategic Equality Plan is a key requirement. This includes from Investment Requests (the initial phase) up to Full Business Case stage (the final phase). The Equality Plan has helped to empower internal Investment Leads to be on the forefront of setting expectations in terms	Internal workshops and knowledge sharing sessions to share process, best practice and share responsibility for delivery. This will help ensure consistency of implementation and adoption across the organisation. Policy team to continue to support, as capacity of the team develops, in business case development stages.

		of our equality aims with potential investees.	
3. Begin scoping the feasibility of becoming a Real Living Wage Region.	Ongoing	Further progress has been made with Cynnal Cymru to establish a way forward on evolving to becoming a Real Living Wage Region and the implications. CCR successfully gained its own Real Living Wage accreditation in 2024. CCR's Responsible Investment Policy has been refreshed and excludes investment in businesses or projects that will not commit to paying all employees the Real Living Wage, as a minimum. A newly developed ESG scorecard will be used to monitor investments against Real Living Wage commitments.	Cardiff Capital Region will scope the feasibility of becoming a Real Living Wage region by working with key regional stakeholders to form a Cardiff Capital Region Living Wage Steering Group in 2025-26.

Regional Objective 2 – Adopt a collaborative approach to sustainable and inclusive economic growth that address both in-region and region-on-region disparities			
Actions as per Equality Plan	***Status complete/in progress/ongoing/not started)***	**Progress Commentary**	**Actions for 2025-26**
1. CCR will update its Impact Investment Framework and Responsible Investment Policy a) Ensure key indicators are included within the Investment Framework to monitor progress towards this objective. b) Utilise existing wider regional, and UK-wide, measures annually.	Complete	Updates to Responsible Investment Policy have been made to incorporate positive screening approach across key areas including Fair Work, DEI and Green Growth. These will also be measured and monitored against periodic ESG scorecard evaluations. Building on the appendix of our Strategic Equality Plan, and in line with our Economic Well-being duty, wider regional measures have been identified to monitor and track.	Continue to embed approved Responsible Investment Policy across the organisation's activity.
2. Through our Northern Valleys Initiative, CCR will help address regional disparities by funding sustainable, inclusive growth, decreasing the current inequalities across the region.	In Progress	The Northern Valleys Initiative is a 5-year programme that is to deliver against key elements including infrastructure, digital connectivity, and tourism. The delivery team has now been built and finalised, with work on-going to make the first investment.	Continue to work closely with the NVI to understand wider impacts of investments, for example social value, wider community benefits as well as managing key deliverables against our Equality Plan and Responsible Investment Policy.
3. New Economic Well-being objectives will be designed in collaboration with key stakeholders across the region,	In Progress	Economic Well-being Statement and Objectives have been developed in partnership with our Regional Growth Board and key academic partners.	Obtain approval for the Economic Well-being Statement and Objectives.

including those with protected characteristics.			Commence further engagement with diverse groups across the region to gain insight and feedback about Economic Well-being, and how it pertains to their experience.
4. CCR will increase its data collection and analysis capabilities, working to build a baseline for the region to enable monitoring and evaluation of impact. CCR will establish new data points on Economic Well-being.	In Progress.	Initial report on Economic Well-being measures and the current "state of the region" completed. Work also completed to build on this, and look at key measures across Stronger, Fairer, and Greener principles.	Work with key partners to develop and launch regional Economic Well-being Data Dashboard to allow for inclusive access to wider measures, ensuring these measures are updated annually.
5. Looking to the longer-term, and given the growing remit of CJCs, work will be undertaken with key stakeholders to ensure wider equality indicators are developed and deployed across our wider activities, for example, the Investment Zone.	In Progress	As Investment Zone programme develops, Policy and Impact function will continue to work with the Investment Zone team to identify how tools like the Investment Zone are key to helping us reduce the regional inequalities. Other funding streams that may become available must also seek to address this.	Develop governance and policy positioning of Investment Zone with the team. Further develop the monitoring and evaluation methods for other programmes, that align with those already in existence but provide more insight and intelligence.

Regional Objective 3 – Develop an aligned approach to regional transport and spatial planning that enables social mobility and improves well-being			
Actions as per Equality Plan	**Status** ***(complete/in progress/ongoing/not started)***	**Progress Commentary**	**Actions for 2025-26**
1. Develop and produce an inclusive and evidence based Regional Transport Plan (RTP) and Strategic Development Plan (SDP) in line with the prescribed timelines and in partnership with key stakeholders.	In Progress	The RTP is in final draft and is undergoing a 12-week full public consultation. All consultation materials are available to meet the needs of all and are bilingual. The SDP Delivery Agreement (DA) has been drafted and has undergone consultation with general and specific consultation bodies. This is being submitted to SEWCJC for approval at the meeting of 31 March 2025-26.	The RTP & RTDP are to be submitted to Welsh Government by 31st July 2025 for Cabinet Secretary approval by September 2025. Pending approval of the SDP DA and the confirmation of funding, the process of developing the SDP will commence with the recruitment of a specialist team.
2. Adopt a sustainable and inclusive approach to transport through the RTP, aligned to the Wales Transport Strategy a) Ensure the RTP is aligned with our regional ambitions in the Regional Economic Industrial Plan and has equality considerations embedded. b) CCR to produce an engagement plan to ensure the RTP is developed in a collaborative manner across LAs, key stakeholders and citizens.	In Progress	The Integrated Well-being Appraisal (IWBA) considers all elements of sustainability and inclusivity as well as any requirements within a SEA. NRW has considered the IWBA and a further screening has been undertaken on the RTP, at their request. A full engagement Plan has been produced as part of the consultation process, and is continually updated as the process unfolds.	Await responses to RTP consultation and amend where appropriate before submission to WG for approval.

3. Lead the SDP, ensuring engaged and empowered local community involvement a) Publish a Preferred Strategy b) CCR and LAs to set a threshold for Strategic Candidate Sites and Locations during the Call for Sites	In Progress	It is worth noting that the SDP is in its infancy – WG and CCR have re-phased the programme of work to focus on the development of a DA in 24-25. A wide range of stakeholders were consulted in the development of the DA, with more than 1,000 general and specific consultation bodies, allied to Town & Community Councils. A full consultation report has been produced for the DA and there is a Community Involvement Scheme outlined in the DA.	Given re-phasing, CCR is seeking to confirm funding to appoint a team for the delivery of the SDP in 25-26, and will focus on the initial stages of the SDP, that being the case. This would be to Publish a Preferred Strategy and set a threshold for Strategic Candidate Sites. However, this will be dependent on resources being secured.
4. Contribute to the roll-out of enhanced digital infrastructure.	Ongoing	As identified within the RTP & Regional Transport Delivery Plan (RTDP), and given consideration in the SDP DA.	The RTP has a specific set of policies and activities related to digital infrastructure. In the case that it is formally adopted, these activities will be identified in the RTDP. The SDP is at an early stage and consideration will be given to these aspects as it emerges.
5. Ensure alignment between current infrastructure interventions.	Ongoing	The wider CCR Infrastructure programme is in delivery and has been designed per the Regional Economic & Industrial Plan. This considers the development of an RTP and SDP as critical in establishing clear plans for infrastructure development in the region.	Continue to develop the RTDP and SDP in line with other interventions planned and developed.

Regional Objective 4 – Engage with communities and utilise a data-driven approach that informs regional provision and activity			
Actions as per Equality Plan	**Status** *(complete/in progress/ongoing/not started)*	**Progress Commentary**	**Actions for 2025-26**
1. The formation of stakeholder engagement groups to discuss the high-level strategic direction of CCR, as it pertains to those with protected characteristics. a) The establishment of Public Forums and Citizen Assemblies to represent those across the region.	Not started	CCR has developed a public engagement plan and will tender this work for procurement in April 2025.	CCR will conduct public engagement on key statutory policies, including the Strategic Equality Plan and Economic Well-being Objectives.
2. Increased and directed communication initiatives across the region, to raise awareness of CCR and the opportunities it offers.	In progress	CCR has diversified the location of the Regionally Unleashed events, ensuring those living in rural areas and towns are more easily able to access CCR events. CCR sponsored the Science and Technology Area of the 2024 National Eisteddfod, held in Pontypridd. CCR representatives spoke to hundreds of local residents throughout the event, raising awareness of the organisation's work.	CCR will ensure its communication initiatives are targeted to those outside the business community, and ensure language is accessible to all.
3. Data to be used to inform decision-making across regional provision a) Building CCR's evidence base and monitoring and evaluation capabilities to	In progress	Initial report on Economic Well-being measures and the current "state of the region" completed.	Work with key partners to develop and launch regional Economic Well-being Data Dashboard to allow for inclusive access to wider measures, ensuring these measures are updated annually.

ensure robust reporting of social impact.		Work also completed to build on this, and look at key measures across Stronger, Fairer, and Greener principles.	
4. Embedding positive social impact as a consideration into all relevant decision-making.	In progress	CCR has developed an ESG scorecard, with social impact measured across five indicators. This will allow CCR to track the social impact of investments across their life period. CCR's refreshed Responsible Investment Policy and commitment to Fair Work ensures social impact is considered in all investment decision-making.	CCR will utilise the ESG scorecard on all future investments and retrofit to previous investments made. CCR will utilise its Economic Well-being Objectives to ensure social impact is a key consideration in all decision-making.
5. Ensure CCR documents are accessible with inclusive use of language.	In progress	Key Statutory policies and documents have been translated into the Welsh Language.	CCR will publish easy-read versions of key documents in 2025-26 and use plain-English where possible. Further work will be undertaken to ensure compliance with Welsh Language Standards. CCR will employ a full-time translator to achieve this.

Organisational Objective 5 – Record pay information and take relevant actions in relation to CCR's Gender Pay Gap			
Actions as per Equality Plan	**Status** *(complete/in progress/ongoing/not started)*	**Progress Commentary**	**Actions for 2025-26**
1. Publish and report our Gender Pay Gap analysis, in line with guidance, within each Equalities Annual report, beginning in 2024/25.	Ongoing	CCR has published its 2024-2025 Gender Pay Gap Analysis, and is appended to this report.	CCR will publish an annual Gender Pay Gap analysis to monitor progress.
2. Design and implement a CCR Action Plan towards addressing a Gender Pay Gap, as appropriate.	Ongoing	CCR has published its 2025-2026 Gender Pay Gap Action Plan.	CCR will publish a refreshed Gender Pay Gap Action Plan annually and report on any progress made.
3. Ensure workforce data is regularly collected and reviewed, to enable monitoring against equality objectives and to meet any duties placed upon us. a) Use workforce data to guide action and analyse existing barriers to inclusion and development. b) Publish employment information as required by the Equality Act.	Ongoing	Workforce data is collected by CCR's HR team during the onboarding process of all new employees.	Workforce data will be more regularly collected and reviewed once CCR's HR function is fully staffed and resourced.

Organisational Objective 6 – Promote employment opportunities for protected groups that reflect the diversity of our region			
Actions as per Equality Plan	**Status** *(complete/in progress/ongoing/not started)*	**Progress Commentary**	**Actions for 2025-26**
1. Review and revise recruitment policies, processes, and practices.	In progress.	CCR has developed an Equal Opportunities policy and established a name and gender-blind recruitment process.	The HR function will run a series of workshops regarding equal opportunities, recruitment practices, and onboarding.
2. Establish a clear, objective, structured and transparent recruitment process, with inclusive practices embedded, e.g. name and gender-blind recruitment, bias-free job adverts, and use of inclusive language.	In progress	CCR has established a name and gender-blind recruitment process.	CCR will develop bias-free job adverts and ensure the use of inclusive language.
3. Deliver unconscious bias training to all staff undertaking interviews, alongside any other statutory training requirements.	Not started	CCR has conducted a review of all training requirements as a public sector body.	CCR will deliver unconscious bias training as part of a wider training programme across the organisation.
4. Seek to actively promote vacancies to marginalised groups, through focusing outreach methods and advertising in forums that specifically target people and groups with protected characteristics.	Not started	CCR has improved the advertising of roles by utilising social media channels and the Rhondda Cynon Taf career website.	CCR will proactively promote vacancies across a range of forums. action this once the HR function is fully resourced.

5. Collect high-quality data to monitor inclusion outcomes. a) Analyse recruitment data to prioritise inclusion efforts. b) Publish recruitment information as required by the Equality Act.	In progress	CCR has a service level agreement with Rhondda Cynon Taf to collect all recruitment data.	CCR will develop internal capabilities to analyse recruitment data and monitor inclusion outcomes.
6. Set diversity targets for recruitment e.g. number of applicants with protected characteristics.	Not started	CCR has been collecting recruitment data, in line with the Public Sector Equality Duty.	CCR will continue to collect recruitment data to establish a baseline from which targets could be established.

Organisational Objective 7 – Create an inclusive work environment that supports staff from all backgrounds to reach their potential			
Actions as per Equality Plan	**Status** *(complete/in progress/ongoing/not started)*	**Progress Commentary**	**Actions for 2025-26**
1. Revise and create HR policies and processes that promote fairness, equity, and inclusivity for all employees	Ongoing	CCR has developed an Equality, Diversity, and Inclusion Policy, Equal Opportunities Policy, Gender Identity Policy, and Neurodiversity Policy.	CCR will develop training opportunities in line with all equality policies to ensure organisational implementation. CCR will ensure compliance with Welsh Language Standards within the HR function, its policies, and processes
2. Development and appraisal opportunities made mandatory, to promote the personal development of employees and break down barriers.	In progress	CCR has developed an appraisal process for all employees with clear development pathways. This process has been titled "Achieving Full Potential" and is overseen by the HR function.	Ensuring consistent compliance of the AFP process across all departments will be a key priority. The AFP process will be reintroduced to all teams, with managers trained on its implementation.
3. Ensure opportunities for advancement and development are communicated through an open and transparent process.	Ongoing	CCR has recently undergone a significant organisational restructure; this created employment opportunities for internal candidates to advance and develop.	CCR will continue to ensure opportunities are advertised openly within the organisation, with transparent process utilised for secondments and promotions.
4. Onboarding and induction process that is consistent for all new employees.	In progress	CCR has developed a staff handbook to be shared with all new employees, providing an overview of CCR and key workplace information.	Onboarding and induction processes will be established by HR for all managers.

5. Ensure opportunity for accessible Welsh language training is made available for all employees to develop their skills and confidence in using our language.	In progress	Welsh language training is now available to all employees.	Policies will be developed to support employees through advanced Welsh-language training, if required. This would include dedicated time for study.
6. Foster agency and inclusive co-creation, ensuring whole team participation in efforts towards inclusion and build a culture of belonging.	Ongoing	CCR has created a new Head of People and Culture role, with recruitment ongoing in March 2025.	The HR function will hold monthly surgeries on-site to allow for feedback from all employees.
7. Develop and implement an organisational people strategy, with consideration given to diversity and inclusion, to be approved by December 2024.	Not started	The organisational people strategy was placed on hold whilst CCR underwent an internal restructure.	A Head of People and Culture, to be appointed in April 2025, will develop this strategy in 2025-2026.
8. Work in partnership with external bodies, as and when needed, to ensure access to appropriate expertise, e.g. on matters of accessibility, outreach programmes, and targeted job advertising campaigns.	Not started	CCR has begun to develop partnerships and relationships with key stakeholders, including the Equality and Human Rights Commission.	CCR will build partnerships with organisations across the region to provide expertise where needed. CCR will conduct public engagement on the Strategic Equality Plan.
9. Integrate accessibility considerations into all aspects of activity and within the workplace a) Conduct review of accessibility of the workplace and work practices for protected characteristics. b) Appropriately leverage technology to make strides towards inclusivity, for	Not started	CCR currently undertakes DSE Assessments within the workplace. CCR has purchased additional monitors and keyboards, to ensure all desks are fully equipped.	CCR will formalise its approach to accessibility reviews and processes.

example ensuring virtual meetings are accessible for all.			
10. Build organisational trust from leadership level through open and collaborative communication. a) Deliver inclusive leadership programmes for mid and senior-level management.	In progress	Research and scoping of appropriate leadership programmes has been completed and presented to the Executive Team for review.	CCR will deliver inclusive leadership programmes for senior-level management.

CCR Gender Pay Gap 2024-2025

The table below display the differences in the average pay between men and women as at 31st March 2025.

Table 1: Corporate Gender Pay Gap

Corporate	Mean Hourly Rate	Median Hourly Rate
Male	£33.73	£33.31
Female	£25.61	£24.75
Pay Gap	24.07%	25.70%

The mean average involves adding up all of the hourly rates and dividing the result by how many numbers were in the list.

The median average involved listing all of the hourly rates in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

The quartile table below shows the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts.

Table 2: Corporate Gender Quartiles

Quartiles	No of Male	%	No of Female	%	Total
Q1 Lower hourly pay	3	23%	10	77%	13
Q2 Lower middle hourly pay	3	25%	9	75%	12
Q3 Upper middle hourly pay	7	58%	5	42%	12
Q4 Upper hourly pay	8	67%	4	33%	12
TOTAL	21	43%	28	57%	49

Note: Total includes all permanent Cardiff Capital Region staff who were paid in March 2025.

Gender Pay Gap Action Plan 2025-2026

Context

As per the Public Sector Equality Duty legislation, Cardiff Capital Region (CCR) must publish an action plan designed to address the organisation's Gender Pay Gap.

2024/25 is CCR's first year as a public body and during the reporting period temporary staffing arrangements were in place across a number of areas, including locum and agency support that are not included in the figures above.

During 2024/25 CCR has taken steps to provide a more stable staffing structure and address it's gender pay gap by undertaking an organisational restructure, the internal aspect of which was implemented on 1st April 2025. Whilst this has already positively impacted our gender

pay gap by reducing it to a mean of 21.8% (11.4% including agency staff) as at 1st April 2024, it is clear that further action is needed during 2025/26 and beyond to make the required progress.

Data indicates that our Gender Pay Gap is largely attributable to over-representation of female staff in lower pay quartiles, and under-representation in higher quartiles.

A significant number of vacancies remain within the staffing structure and external recruitment therefore presents an excellent opportunity to further reduce or eliminate our gender pay gap during 2025/26.

Our Gender Pay Gap Action Plan aims to address these disparities and create a roadmap for increased representation of female employees in the upper quartiles of the organisation.

Action Plan

Area	Action	Timeline
Organisational Policy	Review existing policies and practices to identify if any are a contributory factor to identified inequality in pay.	September 2025
	Where necessary, implement policies that increase access to opportunities such as family-friendly policies, flexible working, part-time work, job sharing etc.	September 2025
	Increase awareness of existing family-friendly policies to internal staff.	May 2025
Development Opportunities	Make development and appraisal opportunities mandatory, to promote the personal development of employees.	October 2025
	Implement a new standardised performance management & development framework.	October 2025
	Dedicate annual funding to CCR's Training Budget.	Complete
	Support career progression routes by embedding a clear organisational structure.	June 2025
	Promote networking opportunities and increase access to networking for female staff, and others with protected characteristics.	September 2025
Recruitment Practices	Carry out a strategic review of recruitment practices to ensure an equality-based employee-value proposition	August 2025
	Review and revise recruitment and promotion policies, processes, and practices.	August 2025
	Review recruitment data to assess proportion of female applicants to lower quartile and upper quartile pay roles.	May 2025
	Increase awareness of family-friendly policies to prospective applicants and ensure reference to family-friendly policies is included in all job descriptions advertised.	May 2025
	Actively promote vacancies to marginalised groups, through focusing outreach methods and advertising	May 2025

	in forums that specifically target people and groups with protected characteristics.	
	Limit the use of locum / agency staff where possible	April 2025
	Use equality lens support on all job adverts and job descriptions	June 2025