

STAFFING AND APPEALS COMMITTEE



Thursday, 23 February 2023

Democratic and Members' Services

Linda Walker

Interim Monitoring Officer

16:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

**Red Kite Room, New Shire Hall, Alconbury Weald,
Huntingdon, PE28 4YE
[Venue Address]**

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
2. **Minutes - 1st and 5th December 2022** **3 - 6**
3. **Senior Manager Pay Data and Pay Policy Statement 2023** **7 - 28**
4. **Pay Gap Reporting** **29 - 36**
5. **Role of Staffing and Appeals Committee in the appointment of the Council's Leadership Team roles** **37 - 40**
6. **Cambridgeshire County Council HR Services Update** **41 - 50**

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The Staffing and Appeals Committee comprises the following members:

Councillor Edna Murphy (Chair) Councillor Henry Batchelor Councillor Ken Billington
Councillor Douglas Dew Councillor Lucy Nethsingha Councillor Kevin Reynolds Councillor
Tom Sanderson Councillor Neil Shailer and Councillor Steve Tierney

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	michelle.rowe@cambridgeshire.gov.uk

Staffing and Appeals Committee Minutes

Date: Thursday, 1 December 2022

Time: 10.02am – 12.35pm

Venue: [New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE](#)

Present: Councillors H Batchelor, K Billington, M McGuire (substituting for Councillor K Reynolds), E Murphy (Chair), L Nethsingha, N Shailer (Vice-Chair), and T Sanderson

47. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Kevin Reynolds (Councillor Mac McGuire substituting) and Councillor Steve Tierney.

No declarations of interest were received.

48. Minutes – 13 September 2022

The minutes of the meeting held on 13 September 2022 were agreed as a correct record and were signed by the Chair.

49. Exclusion of Press and Public

It was proposed by the Chair, seconded by Councillor Nethsingha, and agreed unanimously to exclude the press and public from the meeting on the grounds that the agenda contained exempt information under Paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information).

50. Children's and Adult Social Services – Future Proposals

The Committee considered future proposals for Children's and Adult Social Services.

It was resolved unanimously to agree the recommendations set out in the report.

51. Cost of living increase 2022: Leadership Pay Scale

The Committee considered a report on the cost-of-living increase 2022: Leadership Pay Scale.

It was resolved unanimously to:

agree Option 2 (£1,925 added to all pay points) as the cost-of-living increase to the Leadership Pay Scales, including the recommendation to not apply a cost-of-living uplift to the Chief Executive grade, and to implement with effect from September 2022 and not back date prior to the implementation of the new leadership pay scale.

52. Appointment to Service Director: Legal and Governance
(Monitoring Officer)

The Committee considered the appointment to a Service Director: Legal and Governance (Monitoring Officer) for the County Council.

It was resolved unanimously to recommend to Council the recommendation set out in the report.

Chair

Staffing and Appeals Committee Minutes

Date: Monday, 5 December 2022

Time: 9.10am – 5.45pm

Venue: [New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE](#)

Present: Councillors K Billington, L Dupré, L Nethsingha, N Shailer (Vice-Chair), K Reynolds, T Sanderson and S Tierney

53. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor H Batchelor (Councillor L Dupré substituting) and Councillor E Murphy.

No declarations of interest were received.

54. Exclusion of Press and Public

It was proposed by the Vice-Chair, seconded by Councillor Nethsingha, and agreed unanimously to exclude the press and public from the meeting on the grounds that the agenda contained exempt information under Paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information).

55. Appointment to Corporate Leadership Roles

The Committee considered appointments to corporate leadership roles for the County Council.

It was resolved unanimously to:

- i) recommend to Council the appointment of Michael Hudson to the post of Executive Director of Finance and Resources (Section 151 Chief Financial Officer).
- ii) appoint Simon Parker to the post of Service Director: Policy and Communities.
- iii) appoint Frank Jordan to the post of Executive Director of Place and Sustainability.

Chair

Senior Manager Pay Data and Pay Policy Statement 2023

To: Staffing and Appeals Committee

Meeting Date: 23rd February 2023

From: Staffing and Appeals Committee

Purpose: The purpose of this report is to review the data due to be published on senior employee remuneration to ensure compliance with:

- The Local Government Transparency Code 2015
- Chapter 8 of the Localism Act 2011

Recommendations: Staffing and Appeals Committee is asked to consider the report and recommend the Pay Policy Statement 2023 (Appendix 2) to Council on 21 March 2023 for approval.

Officer contact:

Name: Janet Atkin
Post: Assistant Director HR Services
Email: janet.atkin@cambridgeshire.gov.uk
Tel: 07775 024309

Member contact:

Names: Councillor Edna Murphy
Post: Chair
Email: Edna.murphy@cambridgeshire.gov.uk
Tel: 01223 706398

1.0 Background

- 1.1 In 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e., full Council, and is required to be published by 31 March.

2.0 Current Position

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
- The names of employees paid £150,000 and above.
 - The post title, team, grade, salary range, (in £5,000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
 - The post title, grade and salary range of employees earning £50,000 and above.
 - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce.
 - Structure charts showing colleagues in the top 3 levels of the organisation.
 - Details of vacancies via the Council's new recruitment hub: [Jobs and careers with Cambridgeshire County Council](#)

3.0 Senior Officer Pay Data

- 3.1 The senior manager pay data is provided in two worksheets in Appendix one. This data considers the 12-month period from 1st December 2021 to 30th November 2022.
- 3.2 The tier 1 to 3 data looks at the full time equivalent (FTE) salary of those employed in these tiers of the organisation. There were four posts in the organisation in the reporting period that were paid an FTE salary of more than £150,000. These are:
- Chief Executive, Stephen Moir with a salary of £190,000. Stephen was appointed, at his request, on a salary lower than that advertised for the post and for 2023/2024 he has waived the cost-of-living increase that would ordinarily have been applied to his salary.
 - Rachel Stoppard, Chief Executive Greater Cambridge Partnership (GCP) with a FTE salary of £154,252. The Greater Cambridge Partnership is an

independently operated entity with the majority of the GCP funding coming from a central government grant.

- Charlotte Black shared Executive Director of People Services with a salary of £161,925. It should be noted that Charlotte has now left the authority. At the time the data was extracted, this post (and 50% of the cost) was shared with Peterborough City Council.
- Stephen Cox, Executive Director, Place & Sustainability with a salary of £158,177. This post is shared with, and 50% funded by, the Cambridgeshire and Peterborough Combined Authority.

- 3.3 There were 38 posts in Tier 1 to 3 of the organisation in the reporting period. This compares to 35 in the previous year. Of these 38 posts, 18 are shared and part funded with partners, with 4 individuals who occupy these posts being directly employed by Peterborough City Council.
- 3.4 The over £50,000 salary data outlined in Appendix 1 looks at employees' total remuneration during the 12-month reporting period. It considers basic salary and any additional elements of pay that have been received during the reporting period.
- 3.5 There are currently 199 officers with total earnings of £50,000 or above. This is an increase of 22 posts compared to the previous year. Whilst an annual cost of living award is usually applied to our pay scales, the £50,000 threshold has not increased, and therefore it is expected that this number will continue to increase year on year.
- 3.6 19 of the 199 officers listed have a basic salary of less than £50,000 but their total earnings were over the threshold due to additional elements of pay that they received. For example, payments for working additional hours and allowances paid for undertaking specific responsibilities.
- 3.7 A pay ratio is calculated annually to compare the Chief Executive's salary and the organisation's median salary (using FTE salaries to undertake this calculation). In the reporting period, the ratio of the Chief Executive's salary to the organisations median salary was 1:6. This is the same ratio as last year.
- 3.8 The median salary of the Council is £29,876, an increase of £2,835 from £27,041 in 2021. The current mean salary for the Council this year is £32,367 which is an increase of £2,576 from £29,791. Most of this increase can be accounted for by the cost-of-living award of £1,925, that was applied to the majority of our pay scales from April 2022.
- 3.9 Appendix 3 outlines the structure charts for the top three tiers of the Council. It should be noted that these charts represent the structure as of 31st January 2023 and incorporate changes that have taken place since the end of the reporting period for the data. The data shown in Appendix 1 will therefore differ from the structure charts shown in Appendix 3. Further structure changes are planned, and we have new members of the Corporate

Leadership team joining the Council in the coming months. The Corporate Leadership Team structure charts on the Council's website will be updated as changes take place.

4.0 Chief Officer Pay Policy Statement

- 4.1 A copy of the Chief Officer Pay Policy Statement is provided in Appendix 2. This has been updated to reflect changes in job titles and responsibilities and to reflect the introduction of a new Leadership pay scale in the reporting period.

5.0 Source documents

- 5.1 [The Local Government Transparency Code 2015](#)

Tier	Position (post holder name is given for posts with an FTE salary of above £150,000)	Directorate	FTE salary in £5K bands (except for roles with a salary of £150,000 and above)	Bottom of pay grade for the position	Top of pay grade for the position	Employment Type	Comments
Tier 1	Chief Executive, Stephen Moir	Chief Executive	£190,000.00	£190,000.00	£217,000	Permanent	
Tier 2	Executive Director of People Services, Charlotte Black	People Services	£161,925.00	£161,925.00	£176,925	Permanent	Role shared with PCC - paid on CCC payroll
Tier 2	Executive Director, Place & Sustainability, Stephen Cox	Place & Sustainability	£156,177.00	£130,509.00	£154,252	Permanent	Role paid on CCC payroll, but shared and 50% funded by the Cambridgeshire and Peterborough Combined Authority
Tier 2	Chief Executive Greater Cambridge Partnership, Rachel Stopard	Finance & Resources	£154,252.00	£130,509.00	£154,252	Permanent	Role paid on CCC payroll, but funded by the Greater Cambridge Partners
Tier 2	Executive Director of Public Health	Public Health	125,000 - 129,999	£128,925.00	£143,925	Permanent	Role shared with PCC - paid on CCC payroll
Tier 2	Executive Director of Strategy and Partnerships	Strategy & Partnerships	145,000 - 149,999	£145,925.00	£160,925	Permanent	
Tier 3	Director of Education	People and Communities	140,000 - 144,999	£128,925.00	£143,925	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Service Director, Comissioning	People and Communities	135,000 - 139,999	£128,925.00	£143,925	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Service Director, Adults	People and Communities	110,000-114,999	PCC	PCC	Acting	Role shared with PCC - paid on PCC payroll
Tier 3	Director of Resources & Chief Finance Officer (S151)	Finance & Resources	120,000 - 124,999	£122,795.00	£140,596	Permanent	
Tier 3	Assistant Director of Finance	Finance & Resources	80,000 - 84,999	£80,925.00	£92,925	Permanent	
Tier 3	Assistant Director IT & Digital Services	Finance & Resources	100,000 - 104,999	£96,925.00	£108,925	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Assistant Director - Property	Finance & Resources	100,000 - 104,999	£96,925.00	£108,925	Permanent	
Tier 3	Head of Finance Operations	Finance & Resources	75,000 - 79,999	£73,176.00	£78,893	Permanent	Role shared with other Councils under a lead authority model
Tier 3	Head of Diligence and Best Value	Finance & Resources	75,000 - 79,999	£73,176.00	£78,893	Permanent	
Tier 3	Head of Customer Services	Finance & Resources	60,000 - 64,999	£61,849.00	£66,613	Permanent	
Tier 3	Head of Insurance	Finance & Resources	60,000 - 64,999	£61,849.00	£66,613	Permanent	
Tier 3	Head of Commercial and Procurement	Finance & Resources	80,000 - 84,999	£80,925.00	£92,925	Permanent	
Tier 3	Service Director: Highways and Transport	Place & Sustainability	120,000 - 124,999	£112,925.00	£124,925	Permanent	
Tier 3	Assistant Director: Planning, Growth and Environment	Place & Sustainability	95,000 - 99,999	£96,925.00	£108,925	Permanent	
Tier 3	Programme Director: Connecting Cambridgeshire	Place & Sustainability	90,000 - 94,999	£80,925.00	£92,925	Permanent	
Tier 3	Assistant Director: Transport Strategy and Network Management	Place & Sustainability	85,000 - 89,999	£80,925.00	£92,925	Permanent	
Tier 3	Assistant Director: Climate Change and Energy Services	Place & Sustainability	85,000 - 89,999	£80,925.00	£92,925	Permanent	
Tier 3	Assistant Director: Highways Maintenance	Place & Sustainability	85,000 - 89,999	£80,925.00	£92,925	Permanent	
Tier 3	Assistant Director: Regulatory Services	Place & Sustainability	100,000 - 104,999	PCC	PCC	Permanent	Role shared with PCC - paid on PCC payroll
Tier 3	Assistant Director: Community Safety	Place & Sustainability	100,000 - 104,1000	PCC	PCC	Permanent	Role shared with PCC - paid on PCC payroll
Tier 3	Senior Public Health Consultant	Public Health	95,000 - 99,999	£83,193.00	£111,490	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Consultant in Public Health - Health & Social Care Innovation	Public Health	90,000 - 94,999	£88,364.00	£119,133	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Deputy Director Public Health -	Public Health	90,000 - 94,999	£73,119.00	£88,147	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Head of Public Health Business Programmes	Public Health	60,000 - 64,999	£61,849.00	£66,613	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Head of Communications and Information	Strategy & Partnerships	75,000 - 79,999	£73,176.00	£78,893	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Head of Business Intelligence	Strategy & Partnerships	75,000 - 79,999	£73,176.00	£78,893	Permanent	
Tier 3	Head of Audit & Risk Management	Strategy & Partnerships	75,000 - 79,999	£73,176.00	£78,893	Permanent	
Tier 3	Emergency Planning Manager	Strategy & Partnerships	50,000 - 54,999	£52,055.00	£56,025	Permanent	Role shared with PCC - paid on CCC payroll
Tier 3	Assistant Director HR Services	Strategy & Partnerships	95,000 - 99,999	£96,925.00	£108,925	Permanent	
Tier 3	Head of Policy, Design and Delivery	Strategy & Partnerships	75,000 - 79,999	£73,176.00	£78,893	Permanent	
Tier 3	Democratic Services Manager	Strategy & Partnerships	55,000 - 59,999	£52,055.00	£56,025	Permanent	
Tier 3	Data Protection Officer	Strategy & Partnerships	55,000 - 59,999	£59,280.00	£72,453	Permanent	Role shared with PCC - paid on PCC payroll

Position	Total remuneration in £5k ranges	Grade Minimum	Grade Maximum	Notes
District Highway Maintenance Manager	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Transformation Manager	50,000-54,999	52,055	56,025	
Principal Child and Family Social Worker	50,000-54,999	52,055	56,025	
Development and Policy Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Programme Manager - Minor Capital Works	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
Senior Commissioning Manager - CIC	50,000-54,999	52,055	56,025	
Head of Centre Burwell and Stibbington	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
Senior Social Worker	50,000-54,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Senior Procurement Manager	50,000-54,999	52,055	56,025	
Acting Deputy Safeguarding Lead and Independent Chair	50,000-54,999	role one: offscale role two: 46,285	role one: offscale role two: 49,620	Two job roles which together take earnings over £50,000
Enterprise Architect	50,000-54,999	52,055	56,025	
District Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Lead Mathematics Adviser	50,000-54,999	52,055	56,025	
Highways Development Manager	50,000-54,999	52,055	56,025	
Senior Procurement Manager	50,000-54,999	52,055	56,025	
Early Years Improvement Advisor	50,000-54,999	52,055	56,025	
Access and Inclusion Coordinator	50,000-54,999	38,690	41,604	Overtime and/or allowances have taken this over £50,000
Area Team Manager High Risk and Targeted Services	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Transformation Manager	50,000-54,999	52,055	56,025	
Service Manager Independent Chairs	50,000-54,999	52,055	56,025	
SEND Development Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
GCP Senior Delivery Project Manager	50,000-54,999	52,055	56,025	
Team Manager	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Educational Psychologist	50,000-54,999	38,865	57,544	
Head of Commercial and Procurement	50,000-54,999	80,925	92,925	New starter in year so earnings not full year
Senior Social Worker	50,000-54,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Mental Health Social Worker Manager	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Team Leader Cycling Projects	50,000-54,999	52,055	56,025	
Innovation and Design Hub Manager	50,000-54,999	52,055	56,025	
Senior Social Worker	50,000-54,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Operational Lead - Assessment	50,000-54,999	52,055	56,025	
Quality, Compliance and Registered Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Head of Technical Operations, The ICT Service	50,000-54,999	52,055	56,025	
Operational Performance Manager	50,000-54,999	52,055	56,025	
Asset Manager Urban	50,000-54,999	52,055	56,025	
Senior Contracts Manager	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	

Network Engineer	50,000-54,999	OFFSCALE	OFFSCALE	Postholder is on a salary protected by TUPE regulations
Health in all Policies Team Leader	50,000-54,999	52,055	56,025	
Strategic Improvement Manager	50,000-54,999	52,055	56,025	
Service Manager Quality Assurance	50,000-54,999	52,055	56,025	
Investigations Manager	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
People & Communities Governance Manager (CCC/PCC)	50,000-54,999	52,055	56,025	
Senior Educational Psychologist	50,000-54,999	48,727	72,090	Acting up arrangement - not full year of salary in higher role
Youth Offending Service Manager	50,000-54,999	52,055	56,025	
Local Highway Officer	50,000-54,999	24,948	32,020	Overtime and/or allowances have taken this over £50,000
GCP Transport Programme Manager	50,000-54,999	52,055	56,025	
Group Manager - Provider Services	50,000-54,999	52,055	56,025	
Service Manager - Discharge Planning	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Commissioning Team Manager Lifestyles and Primary Care	50,000-54,999	52,055	56,025	
GCP Senior Delivery Project Manager	50,000-54,999	52,055	56,025	
Business Systems Service Manager	50,000-54,999	52,055	56,025	
Manager Grafham Water Centre	50,000-54,999	52,055	56,025	
Strategy and Partnership Manager	50,000-54,999	73,176	78,893	Acting up arrangement - not full year of salary in higher role
Area Team Manager Sexual Behaviour Service	50,000-54,999	46,285	49,620	Postholder has a second role on an offscale salary
Business Intelligence Manager	50,000-54,999	52,055	56,025	
Operational Lead, Provider Services	50,000-54,999	52,055	56,025	
Service Manager Independent Chairs	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
Team Manager Drugs Alcohol and Sexual Health	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Business Systems Service & Support Manager	50,000-54,999	52,055	56,025	
Service Manager	50,000-54,999	52,055	56,025	
Head of Business Development, The ICT Service	50,000-54,999	52,055	56,025	
Safeguarding Manager	50,000-54,999	52,055	56,025	
Outdoor Education Adviser	50,000-54,999	52,055	56,025	
Commissioning Team Manager	50,000-54,999	52,055	56,025	
District Manager Early Help	50,000-54,999	52,055	56,025	
Opportunity Area Programme Manager	50,000-54,999	52,055	56,025	
Waste Partnership Manager	50,000-54,999	52,055	56,025	
Strategic Wellbeing and Engagement Business Partner	50,000-54,999	52,055	56,025	
Acting Head	50,000-54,999	42,195	117,197	Acting up arrangement - not full year of salary in higher role
Democratic Services Manager	50,000-54,999	52,055	56,025	
Sec Ops Manager	50,000-54,999	52,055	56,025	
Team Manager	50,000-54,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Consultant in Public Health	55,000-59,999	OFFSCALE	OFFSCALE	Postholder is on a salary protected by TUPE regulations
Highways Asset Manager	55,000-59,999	52,055	56,025	
Senior Social Worker	55,000-59,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Head of Cambridgeshire Music	55,000-59,999	61,849	66,613	Position regraded in year, so not a full salary year at higher rate
Senior Social Worker	55,000-59,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Early Help Hub Manager	55,000-59,999	52,055	56,025	
Senior Social Worker	55,000-59,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
Service Manager	55,000-59,999	52,055	56,025	
County Strategic SEND Support Team Manager	55,000-59,999	38,690	41,604	Overtime and/or allowances have taken this over £50,000
Deputy Programme Director	55,000-59,999	61,849	66,613	Part time working arrangement
Strategic Lead for School Governance Peterborough and Cambrid	55,000-59,999	61,849	66,613	Position regraded in year, so not a full salary year at higher rate

Programme Manager Enduring Transmission Plus Programme	55,000-59,999	52,055	56,025	Postholder previously in a higher graded post
Traffic Manager	55,000-59,999	61,849	66,613	Position regraded in year, so not a full salary year at higher rate
Strategic Finance Manager	55,000-59,999	61,849	66,613	Part time working arrangement
Manager Sensory Support Team 0-25 years	55,000-59,999	42,195	117,197	
Educational Psychologist	55,000-59,999	38,865	57,544	
Head of HR and Recruitment	55,000-59,999	61,849	66,613	New to role in year, so earnings not full year in this role
Team Manager	55,000-59,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Workforce Strategy & Policy Manager	55,000-59,999	61,849	66,613	Part time working arrangement
Head of Regional Adoption Agency	55,000-59,999	61,849	66,613	Market supplement applied to role
Strategic Admissions & Attendance Manager	60,000-64,999	61,849	66,613	
Senior Adviser for Leadership	60,000-64,999	61,849	66,613	
Group Manager Transport Strategy and Funding	60,000-64,999	61,849	66,613	
Transport and Infrastructure Strategy Manager	60,000-64,999	52,055	56,025	Overtime and/or allowances have taken this over grade ceiling
Emergency Planning Manager	60,000-64,999	52,055	56,025	Overtime and/or allowances have taken this over grade ceiling
Senior Educational Psychologist	60,000-64,999	48,727	72,090	
Assistant Director School Improvement	60,000-64,999	96,925	108,925	New starter in year so earnings not full year
Safeguarding and Review Manager	60,000-64,999	61,849	66,613	
Highways Contracts and Commissioning Manager	60,000-64,999	61,849	66,613	
Highways Maintenance Manager	60,000-64,999	52,055	56,025	Overtime and/or allowances have taken this over grade ceiling
Strategic Education Capital Programme Manager	60,000-64,999	61,849	66,613	
Head of Public Health Business Programmes	60,000-64,999	61,849	66,613	
Senior Support Worker	60,000-64,999	24,496	26,845	Postholder has additional role with overtime, and allowances
Senior Educational Psychologist	60,000-64,999	48,727	72,090	
Head of Customer Services	60,000-64,999	61,849	66,613	
Head of Service: Planning and Sustainable Growth	60,000-64,999	73,176	78,893	New starter in year so earnings not full year
Head of Insurance	60,000-64,999	61,849	66,613	
Strategic Education Place Planning Manager	60,000-64,999	61,849	66,613	
Primary Adviser	60,000-64,999	61,849	66,613	
Lead Service Manager Operations	60,000-64,999	61,849	66,613	
Head of Libraries, Archives and Culture	60,000-64,999	61,849	66,613	
Head of Service - Assessment & Care Management (North & South)	60,000-64,999	61,849	66,613	
Head of Adults Performance and Strategic Development	60,000-64,999	61,849	66,613	
Senior Adviser- Intervention and Safeguarding	60,000-64,999	61,849	66,613	
Assistant Director - Education Capital & Place Planning	60,000-64,999	96,925	108,925	New starter in year so earnings not full year
Strategic Finance Manager	60,000-64,999	61,849	66,613	
School Improvement Adviser	60,000-64,999	61,849	66,613	
Head of Service Waste Management	60,000-64,999	73,176	78,893	Position regraded in year, so not a full salary year at higher rate
Senior Social Worker	60,000-64,999	41,045	44,062	Overtime and/or allowances have taken this over £50,000
District Highway Maintenance Manager	60,000-64,999	46,285	49,620	Overtime and/or allowances have taken this over £50,000
Alternative Education and Inclusion Manager	60,000-64,999	61,849	66,613	
Head of The ICT Service	60,000-64,999	61,849	66,613	
Head of Learning and Development	60,000-64,999	61,849	66,613	
Strategic Finance Manager	60,000-64,999	61,849	66,613	
Primary Adviser	60,000-64,999	61,849	66,613	
Head of Virtual School	60,000-64,999	61,849	66,613	
Group Asset Manager	60,000-64,999	61,849	66,613	
Local Highway Officer	65,000-69,999	24,948	32,020	Overtime and/or allowances have taken this over £50,000
Strategic Lead for Integrated SEND Commissioning 0-25	65,000-69,999	61,849	66,613	
Head of Audit & Risk Management	65,000-69,999	73,176	78,893	New starter in year so earnings not full year
Principal Educational Psychologist	65,000-69,999	48,727	72,090	

Strategic Finance Manager	65,000-69,999	61,849	66,613	
School Improvement & Curriculum	65,000-69,999	73,176	78,893	New starter in year so earnings not full year
Head of the Learning Disability Partnership	70,000-74,999	73,176	78,893	
Head of Service, Natural & Historic Environment	70,000-74,999	73,176	78,893	
Head of Service SEND	70,000-74,999	73,176	78,893	
Head of Service Transfers of Care	70,000-74,999	73,176	78,893	
Head of Service Operations	70,000-74,999	73,176	78,893	
GCP Head of Innovation and Technology	70,000-74,999	73,176	78,893	
Head of Policy, Design and Delivery	75,000-79,999	73,176	78,893	
Head of Finance Operations	75,000-79,999	73,176	78,893	
Head of Youth Support and Care Leavers (CCC & PCC)	75,000-79,999	73,176	78,893	
Head of Business Systems & Digital	75,000-79,999	73,176	78,893	
Head of IT Strategy Projects & Programmes	75,000-79,999	73,176	78,893	
Head of Service Early Help South (CCC & PCC)	75,000-79,999	73,176	78,893	
Head of Service Family Safeguarding (CCC & PCC)	75,000-79,999	73,176	78,893	
Head of Service Early Help North (CCC & PCC)	75,000-79,999	73,176	78,893	
Head of Disability	75,000-79,999	73,176	78,893	
Head of Communications and Information	75,000-79,999	73,176	78,893	
Head of Service Early Years	75,000-79,999	73,176	78,893	
Head of Business Intelligence	75,000-79,999	73,176	78,893	
Head of Diligence & Best Value	75,000-79,999	73,176	78,893	
Assistant Director Safeguarding, Quality and Practice	80,000-84,999	80,925	92,925	
Assistant Director of Finance	80,000-84,999	80,925	92,925	
Head of Commissioning Adult Social Care	80,000-84,999	80,925	92,925	
AD Climate Change and Energy Services	80,000-84,999	80,925	92,925	
Assistant Director Transport Strategy and Development	80,000-84,999	80,925	92,925	
Assistant Director Highways Maintenance	80,000-84,999	80,925	92,925	
Consultant in Public Health - Health & Social Care Innovation	85,000-89,999	OFFSCALE	OFFSCALE	Postholder is on a salary protected by TUPE regulations
GCP Assistant Director Sustainable and Inclusive Growth	90,000-94,999	88,986	100,871	
GCP Assistant Director Strategy and Programme	90,000-94,999	88,986	100,871	
Deputy Director Public Health	90,000-94,999	73,119	88,147	Overtime and/or allowances have taken this over grade ceiling
Assistant Director HR Services	90,000-94,999	96,925	108,925	Change in leadership grading structure, postholder has not been on new salary for a full year.
Service Director: Policy and Communities	90,000-94,999	112,925	124,925	New starter in year so earnings not full year
Assistant Director Planning, Growth and Environment	90,000-94,999	96,925	108,925	Change in leadership grading structure, postholder has not been on new salary for a full year.
Senior Public Health Consultant	95,000-99,999	83,193	111,490	
Head of Commissioning Commercial	100,000-104,999	96,925	108,925	
Assistant Director	100,000-104,999	96,925	108,925	
Assistant Director: Fostering, Regional Adoption and Young People	100,000-104,999	96,925	108,925	
Assistant Director - Property	105,000-109,999	96,925	108,925	
Assistant Director IT & Digital Services	105,000-109,999	96,925	108,925	
Director Highways and Transport	115,000-119,999	112,925	124,925	
Director of Resources & Chief Financial Officer (S151)	120,000-124,999	122,795	140,596	
Greater Cambridge Partnership Transport Director	125,000-129,999	108,669	126,471	
Executive Director of Public Health	125,000-129,999	128,925	143,925	
Executive Director of Strategy and Partnerships	125,000-129,999	145,925	160,925	New to role in year, so earnings not full year in this role
Service Director	130,000-134,999	128,925	143,925	
Director of Education	135,000-139,999	128,925	143,925	
Chief Executive	145,000-145,999	190,000	217,000	New starter in year so earnings not full year
Executive Director of People Services CCC & PCC	150,000-154,999	161,925	176,926	New to role in year, so earnings not full year in this role

Chief Executive Greater Cambridge Partnership	150,000-154,999	130,509	154,252	
Executive Director, Place & Sustainability	155,000-159,999	128,264	151,599	Additional responsibilty allowance applied

Notes

This data shows an employee's total remuneration (which is made up of basic salary and additional elements of pay received)

There is no overlap between the salary points on the pay spine. The employees' current range above illustrates the £5,000 range that their salary falls within and does not take account of the grade starting point or ceiling.

There are some positions where an employees total remuneration is above the top value of the grade - this is due to additional payments received in addition to the employee's basic salary for example additional allowances, overtime payments or a market supplement payment

Appendix 2

Chief Officer Pay Policy Statement – 2023/2024

Effective from 1st April 2023

1. Introduction

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements and to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was updated and agreed by Full Council in March 2023.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

2. Scope

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our constitution.

3. Basic Pay Determination

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced officers.
- Quality assured to ensure that standards are maintained.
- Considers the relative size of jobs and not the postholders or pay grades.
- Wholly dependent on job role, function and accountability.

4. Chief Officer Pay

Pay Scale

The pay scale for the Leadership Team is published on our website.

Staffing and Appeals Committee

The Staffing and Appeals Committee determines, on behalf of Full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 9 members of the Council.

When determining application of the pay policy, the Committee is advised by the Assistant Director HR Services (or their nominee). The Committee may, having sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay rates for the Leadership pay scale (applying to Chief Officers) by reference to our performance against key measurable outcomes and overall affordability given the prevailing budget position. In addition, the National Joint Council (NJC) award is used as a guideline for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee for consideration.

Flexibility for Non-Consolidated Payments

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability.

Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and will not exceed the grade boundaries within the Leadership pay grades.

Individual Salary Progression

There is no automatic progression through the scale points in the leadership grades. Personal development in role may be recognised by the award of discretionary consolidated pay movements (incremental pay increases) each year, in accordance with the locally agreed scale points and the Councils wider 'Ratings Conversation' approach.

Awarding of pay movements will be determined each year by the individuals line manager, taking into consideration the individual's performance, as evidenced by the Our Conversations appraisal scheme, the individuals personal performance rating and overall affordability given our prevailing budget position. Progression will not go beyond the boundaries set for each grade.

Any salary progression for the Chief Executive will be determined by the Leader of the Council following a ratings conversation in January.

Acting Up / Partial Acting Up and Honorarium Payments

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post they will normally be remunerated at the bottom scale point of the higher graded post.

The decision to Act an officer up into a Chief Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an additional responsibility payment based on the difference of their current salary and the additional partial role they are required to carry out.

Any honorarium or additional responsibility payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, Full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

Market Supplement Payments

Where a business case is put forward to pay a market supplement to a Director, this will be presented to the Staffing and Appeals Committee advised by the Assistant Director HR Services (or their nominees) and Chief Executive for consideration. Any market supplement would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of unsuccessful recruitment campaigns.
- Evidence of comparable roles paid at higher levels in benchmark authorities.
- Significant evidence of higher than normal turn over/attrition rates.
- Significant business continuity/service delivery risks.

Market supplement rates are temporary for a maximum period of 12 months, thereafter they must be reviewed annually, and are only made in exceptional circumstances and subject to affordability.

Any proposed market supplement payments made to the Chief Executive would be subject to the above and Full Council approval.

5. Pay Equity – The Pay Multiple

The Council monitors the ratio between the remuneration of its Chief Officers and Deputies and the rest of the workforce.

The current ratio of the Chief Executive's FTE salary to the median salary in the organisation is 1:6 based on a median salary of £29,876.

6. Termination of Employment

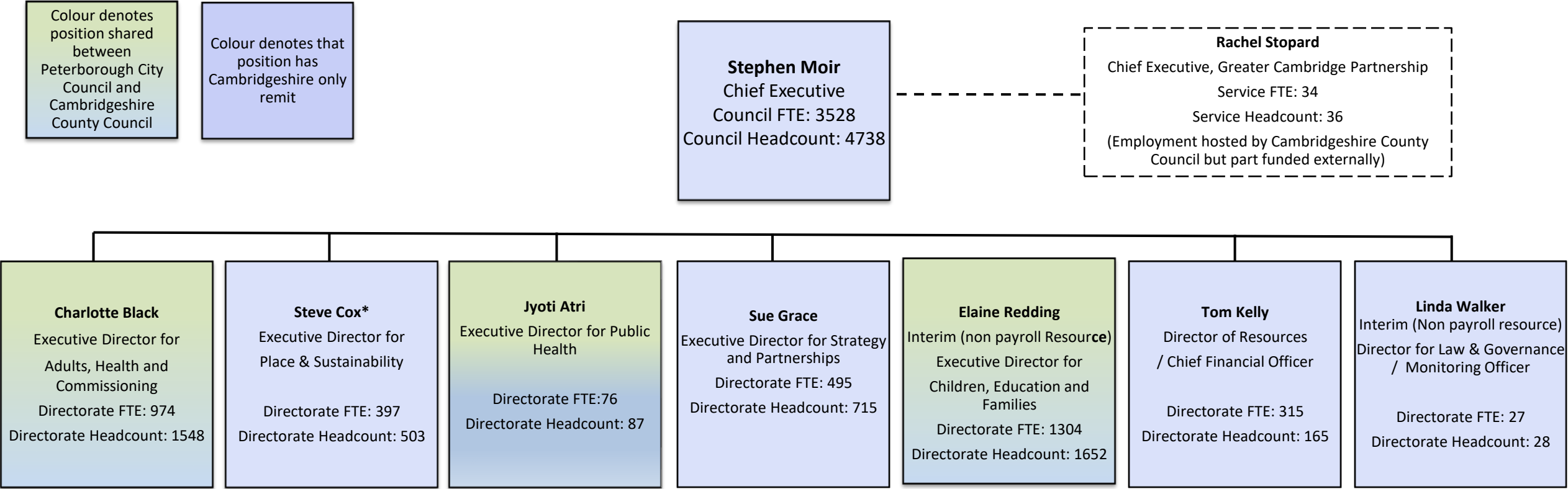
On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

7. Review

This pay policy statement will be reviewed annually and recommended to Full Council for approval. We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.

Cambridgeshire County Council Appendix 3

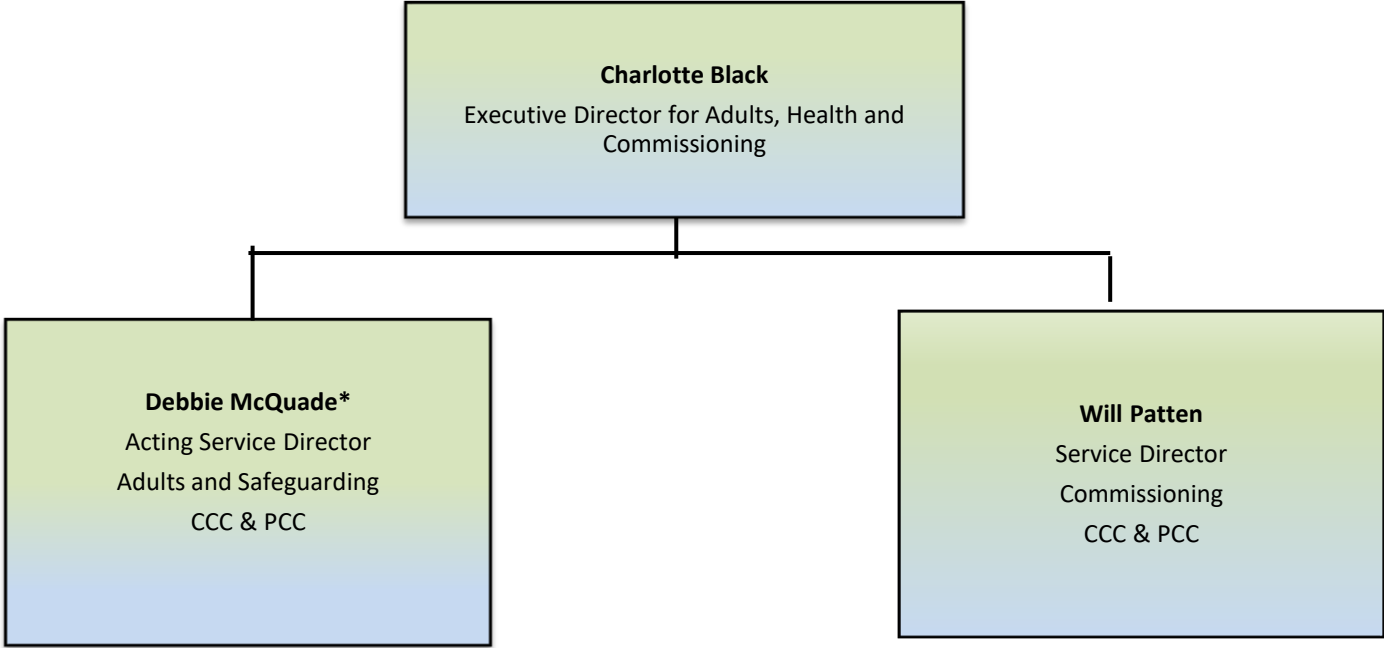
Structure Chart showing tier one to three senior managers. Structure, headcount and FTE figures correct as at 31st January 2023, but will be updated to reflect the structure at the time of uploading to the Internet



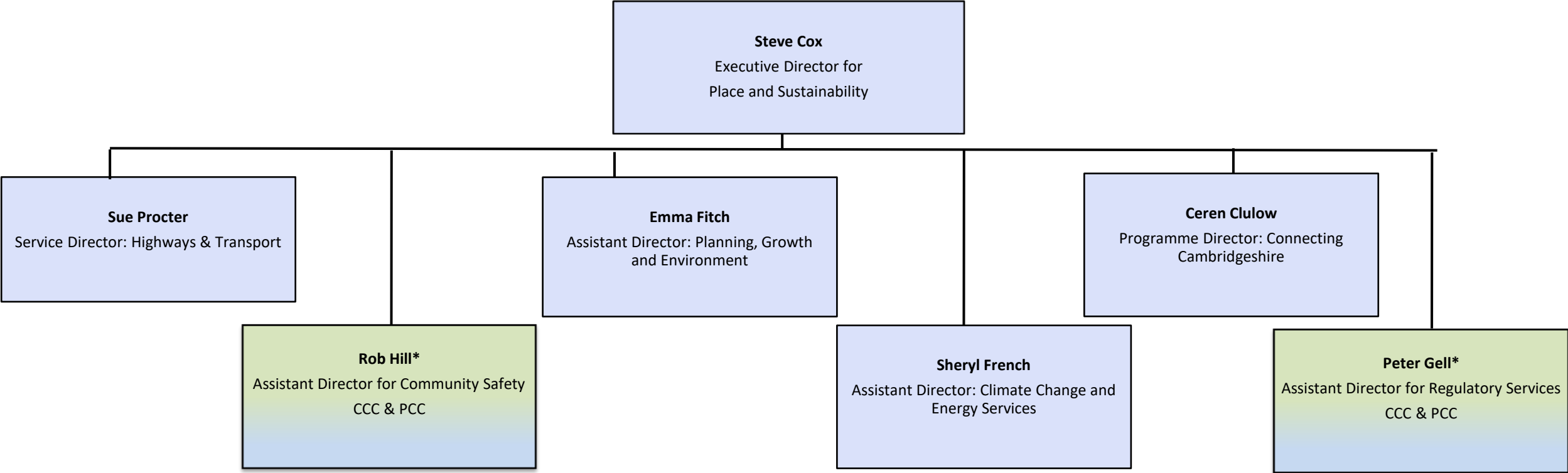
*Post part funded by Cambridgeshire and Peterborough Combined Authority

Adults, Health and Commissioning

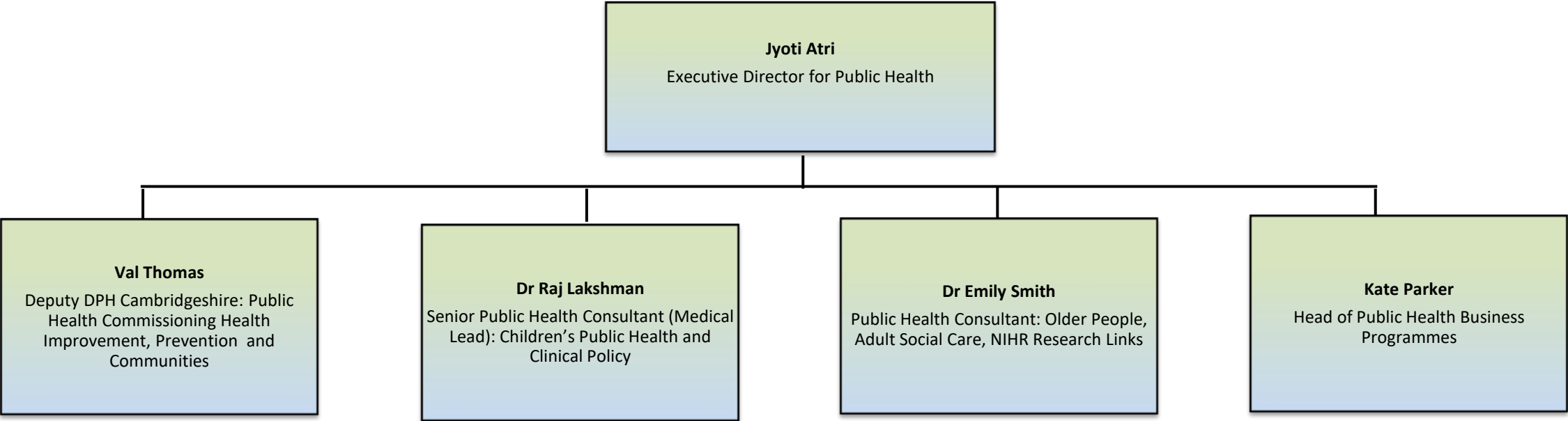
Structure chart to 3rd tier. Please note that this Directorate is undergoing significant restructuring. The structure chart will be updated prior to uploading on the Council's internet site.

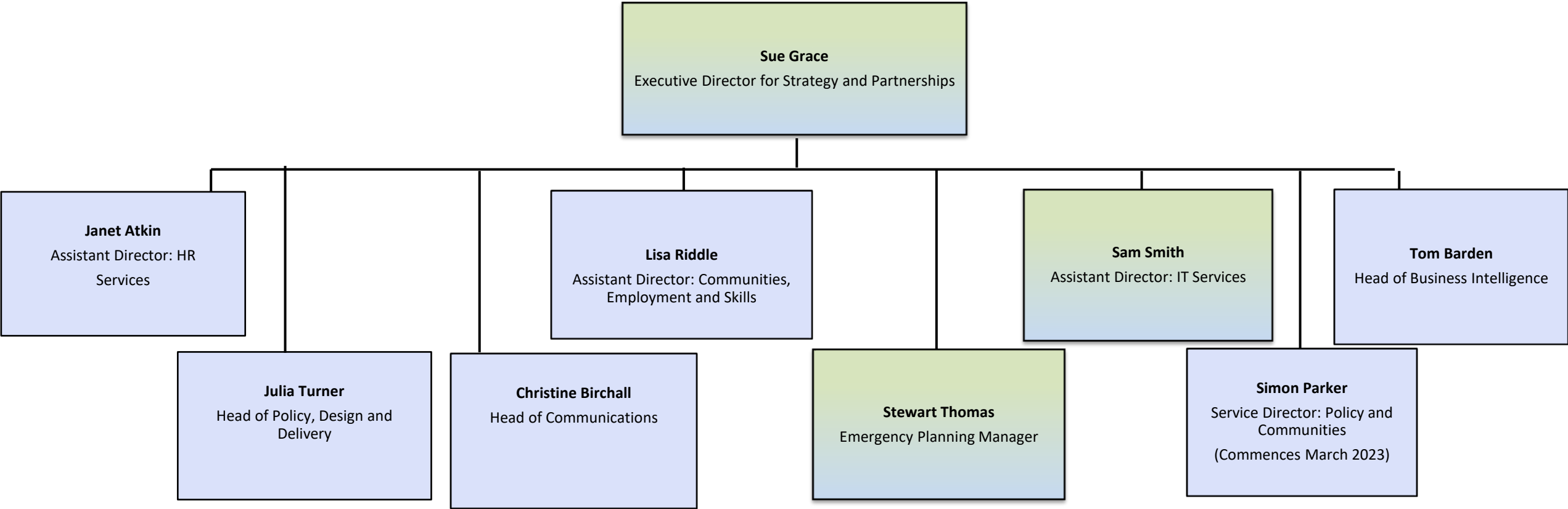


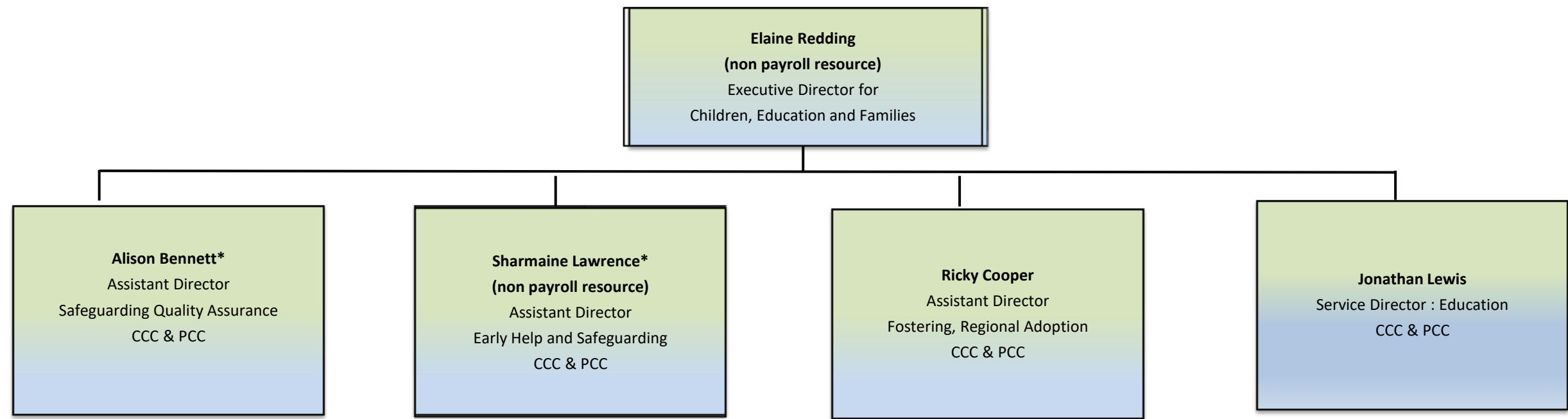
*Denotes that postholder is employed by Peterborough City Council



*Denotes that postholder is employed by Peterborough City Council

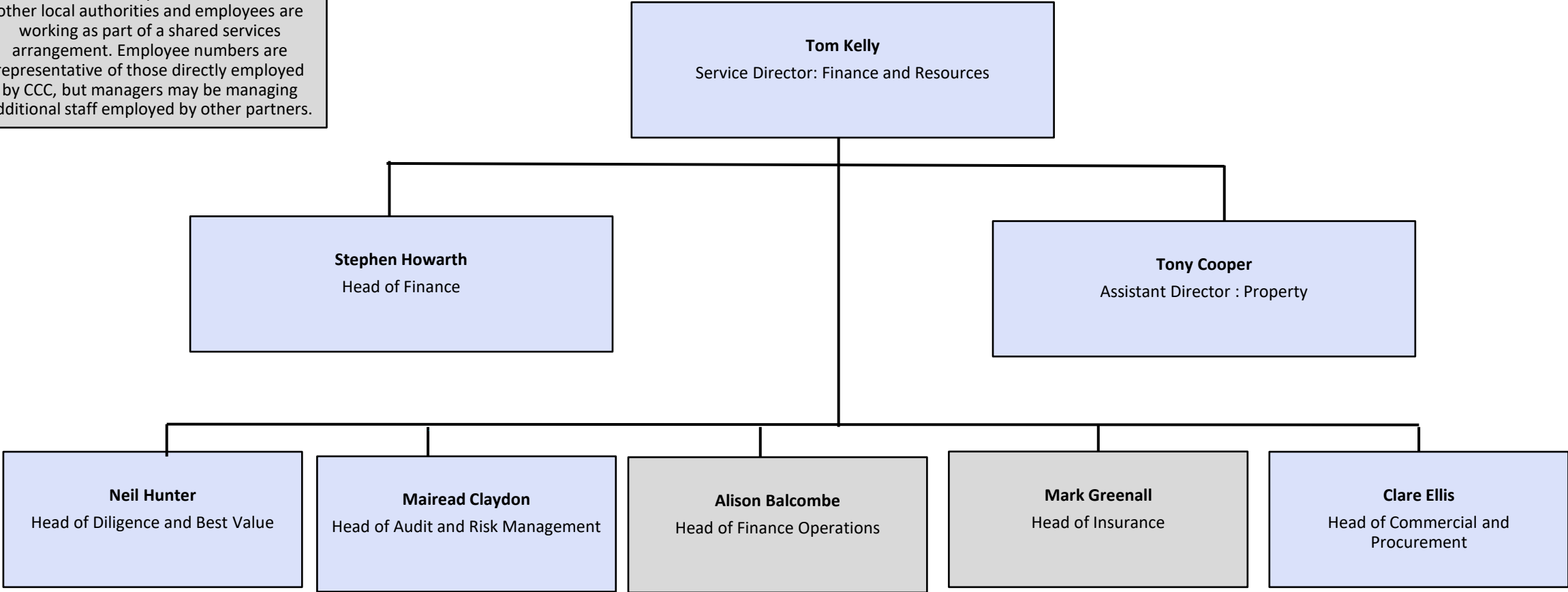


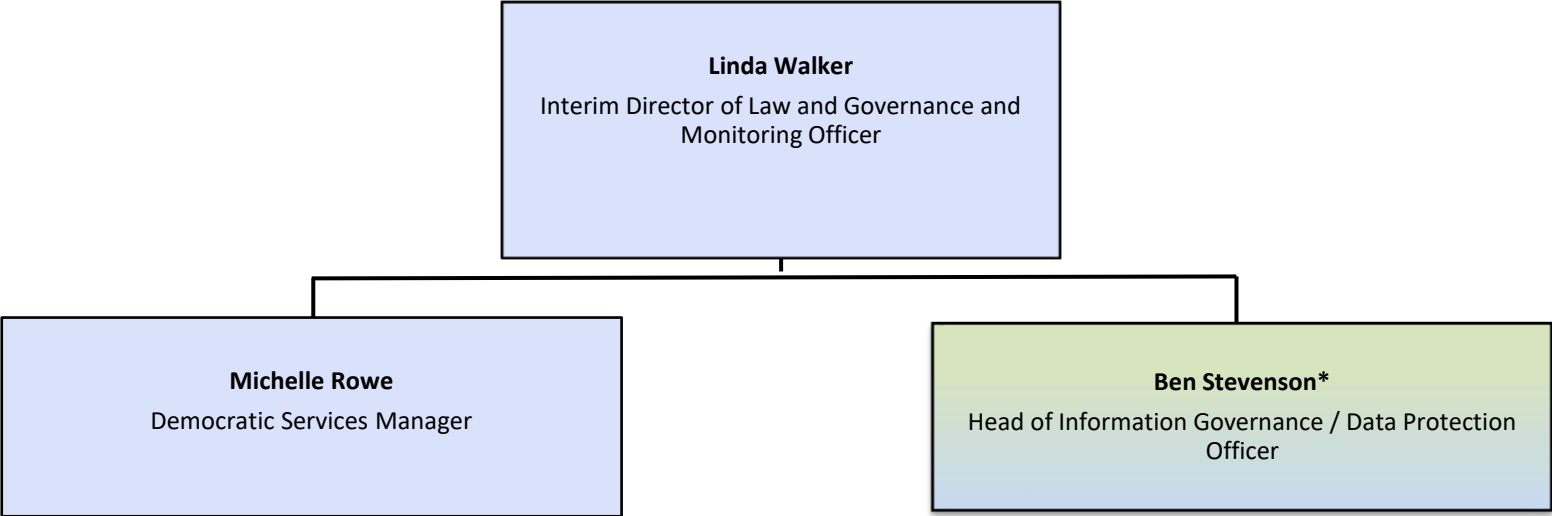




*Denotes that postholder is employed by Peterborough City Council

Colour denotes that posts are shared with other local authorities and employees are working as part of a shared services arrangement. Employee numbers are representative of those directly employed by CCC, but managers may be managing additional staff employed by other partners.





*Denotes that postholder is employed by Peterborough City Council

Pay Gap Reporting

To: Staffing and Appeals Committee

Meeting Date: 23rd February 2023

From: Janet Atkin, Assistant Director HR Services

Purpose: The purpose of this report is to report the gender pay gap publication to ensure compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Recommendations: Staffing and Appeals Committee is asked to consider the report and recommend the Pay Gap Report 2023 (Appendix 1) to Council on 21 March 2023 for approval.

Officer contact:

Name: Janet Atkin
Post: Assistant Director HR Services
Email: Janet.atkin@cambridgeshire.gov.uk
Tel: 07775 024309

Member contact:

Names: Councillor Edna Murphy
Post: Chair
Edna.murphy@cambridgeshire.gov.uk
Tel: 01223 706398

1.0 Background

- 1.1 The Equality Act 2010 provides the legislation by which we are required to publish a number of calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. In line with requirements, the information used for the calculations is the Council's pay data as of 31st March 2022.
- 1.2 At the Full Council meeting in July 2021, our Councillors gave their full backing to tackling racial inequality and racism within the Council and unanimously agreed a motion that racism in all forms, both structural and in individuals, is a serious problem and set out a number of specific actions to address this. One of these actions was to report annually on the Council's ethnicity pay gap, and this has been included in the pay gap report outlined in Appendix 1.

2.0 Gender Pay Gap

- 2.1 Gender pay reporting is used to assess the levels of gender equality in the workplace and the balance of male and female employees at different levels of the Council.
- 2.2 It is pleasing to report a decrease in the gender pay gap this year. The data shows the Council's mean gender pay gap is 8.8%. Last year our mean gender pay gap was 9.6%.
- 2.3 The mean gender pay gap is the difference between the average hourly earnings of men and women.
- 2.4 The Council's median gender pay gap is 8.2%. Last year our median gender pay gap was 8.6%.
- 2.5 The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

3.0 Ethnicity Pay Gap

- 3.1 It is likely that reporting an ethnicity pay gap will be a mandatory requirement in the future but when and how this will work, with organisations using different classifications, and that disclosing ethnic origin is voluntary for employees, remains to be defined by Central Government. As such, the method in which we report the ethnicity pay gap may differ in future from how we have approached it in this report if reporting becomes legislative with defined criteria.
- 3.2 Our ethnicity pay gap is calculated in a similar format to the gender pay gap process, comparing the number of employees disclosing their ethnicity against the earnings of those who are white, and excluding those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity.
- 3.3 The data shows the Council's mean ethnicity pay gap is 3.1%, an increase from 2.5% last year.

- 3.4 The Council's median ethnicity pay gap has increased from -2.9% last year to 6.2% this year.
- 3.5 Whilst there has been an increase in the overall ethnicity pay gap, the publication demonstrates that the number of colleagues declaring they are from an ethnicity other than white has almost doubled from last year. This suggests that although our pay gap looks to have increased, we are getting more data being completed, providing a more accurate picture. We will continue to analyse this data to determine reasons and inform actions to reduce the gaps. We will also continue to encourage our workforce to complete their diversity data on our ERP system.

4.0 Progress Against Actions

- 4.1 The actions developed to reduce our pay gap are managed by the Council's People Strategy Board. This board has been paused whilst the new people strategy is being developed and will be reinstated in May of this year. The new People Strategy Action plan will include references to pay gaps throughout each people strategy theme, acknowledging that actions to reduce the pay gap are not always purely pay focused.
- 4.2 Whilst the People Strategy Board has been paused, the actions relating to reducing the pay gaps have continued to be progressed. The action plan in appendix one has been updated to include progress against the previous actions set and has been refreshed with new and updated actions for the year ahead.
- 4.3 Members will continue to be updated on progress against these actions through an annual review at Staffing and Appeals Committee.

5.0 Source documents

- 5.1 Pay Gap Report – Appendix 1.

Appendix 1

Pay Gap Report

Published March 2023

Cambridgeshire County Council is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it will not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2022.

We are required to publish the results on a government gender pay gap website, and in addition we publish the high-level results on the Cambridgeshire County Council website alongside our pay and transparency data.

Gender pay reporting is used to assess:

- the levels of gender equality in our workplace
- the balance of male and female employees at different levels

Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations as a result of the figures into the action plan below.

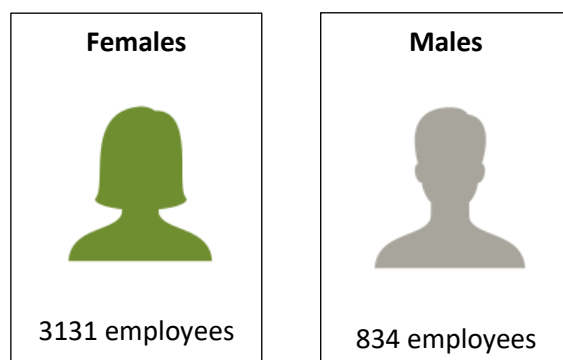
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 4500 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.

Gender Pay Gap

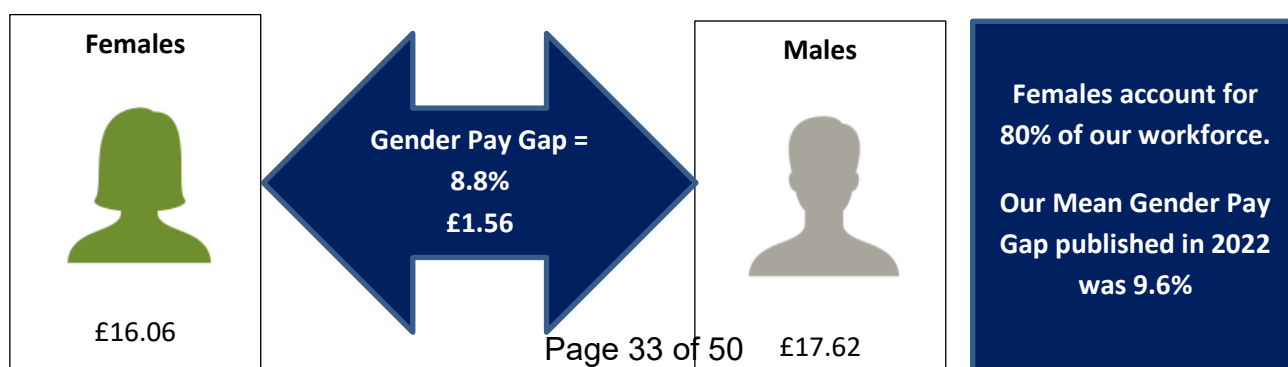
Our Workforce Profile

The headcount for CCC was 4643 on 31st March 2022 (the snapshot date). The number of positions filled at CCC is higher due to some employees holding more than one position, a total of 4732 positions.

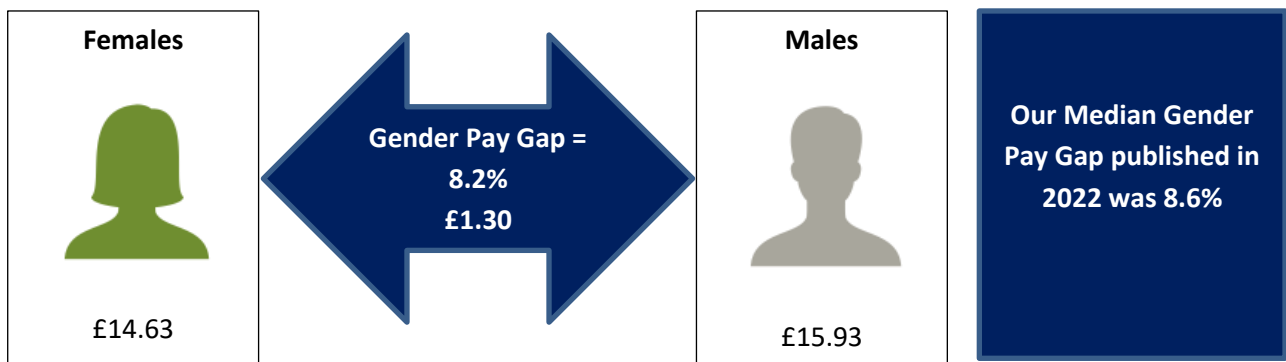
For the purpose of this data 3965 employees were considered 'full time relevant employees' under the government gender pay gap reporting guidelines.



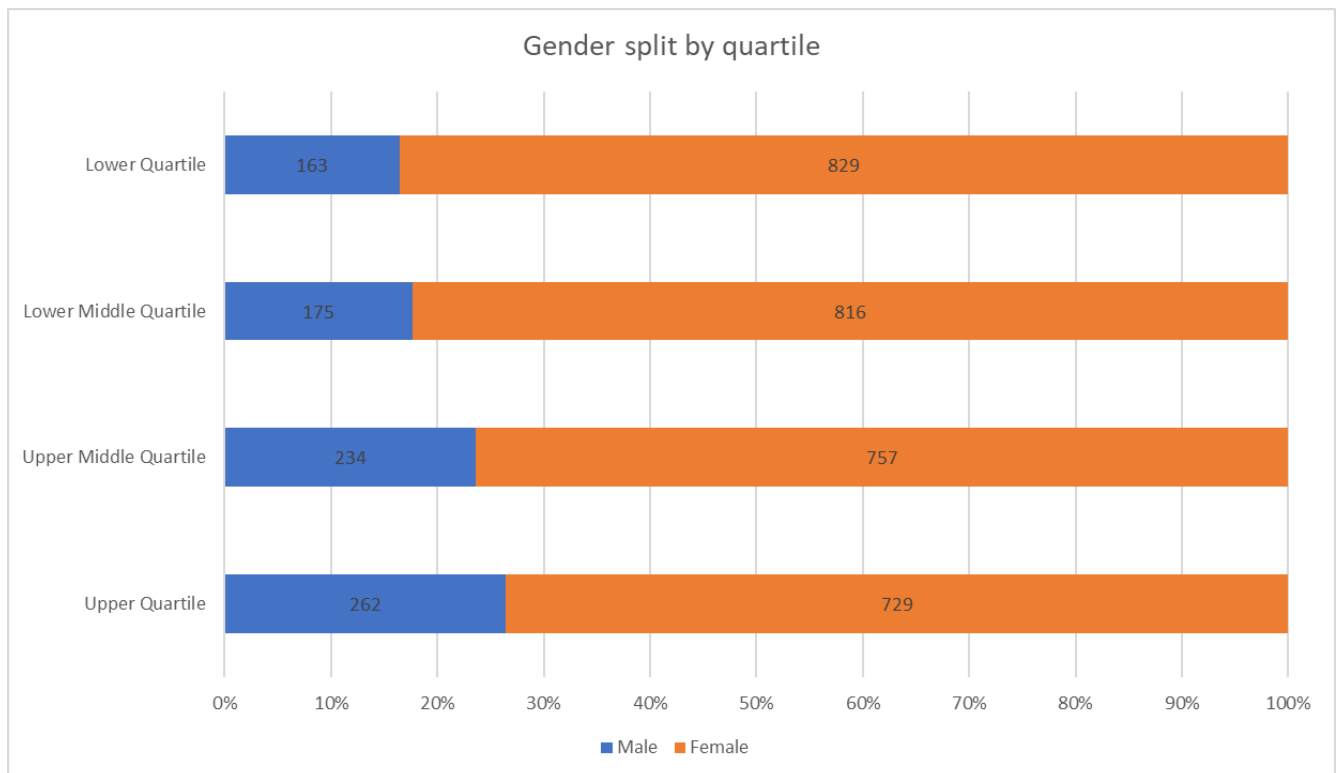
Mean Gender Pay Gap in Hourly Pay



Median Gender Pay Gap in Hourly Pay



Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The number of employees that were included (full pay relevant employees) in this year's Gender Pay Gap Report is slightly lower than last year.

The lower quartile range relates to hourly rates of up to £11.04. The lower middle quartile is hourly rates of £11.04-£14.63. The upper middle quartile is hourly rates of £14.63-£19.24. The upper quartile relates to hourly rates of £19.24 and above. Where there were employees on the same hourly rate that overlap between the top or bottom hourly pay of the quartiles men and women have been split as evenly as possible across the hourly pay quartiles, either side of the overlap.

Please note that these figures exclude employees on reduced pay such as absence/maternity and adoption leave/career breaks, and therefore does not correspond to the total headcount figure.

There was an increase in the number of women in higher paid roles in March 2022 compared with March 2021. The upper middle quartile has increased by 1.5% and the upper quartile has increased by 2.5% across the two years.

Mean, Median and Proportion of Employees Receiving a Bonus Payment

Cambridgeshire County Council does not operate a bonus payment scheme, and therefore has no bonus payment pay gaps.

Ethnicity Pay Gap

Until such a time that ethnicity pay gap reporting becomes legislative, there is no agreed calculation or classification for the data. We have, therefore, calculated our ethnicity pay gap in a similar format to the gender pay gap process, comparing the number of employees disclosing they are of an ethnic origin other than white, against the earnings of employees who are white and excluding those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity. The method in which we report the ethnicity pay gap may differ in the future if legislative requirements and guidance are introduced.

UNKNOWN	PREFER NOT TO SAY	ETHNICITY OTHER THAN WHITE	WHITE
1227 employees	60 employees	333 employees	2345 employees
30.9 % of employees	1.5% of employees	8.4% of employees	59.1% of employees
Mean hourly rate = £15.40	Mean hourly rate = £18.61	Mean hourly rate = £16.34	Mean hourly rate = £16.86
Median hourly rate = £13.20	Median hourly rate = £15.60	Median hourly rate = £14.63	Median hourly rate = £15.60

Pay Gap

Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white.

Mean Ethnicity Pay Gap 3.1%	Median Ethnicity Pay Gap 6.2%
--------------------------------	----------------------------------

The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.52 less, per hour, than white employees and have a lower median hourly rate at £0.97 less than white employees. However, those who have declared their ethnicity as other than white equates to only 8.4% of the council. It is also worth noting that those who have not answered any ethnicity details on ERP have an average lower hourly rate. Having further information on ethnicity will help to determine the true mean and median gender pay gap.

Action We Are Taking

Our current workforce data tells us that the council is attracting and retaining women and we have a fairly representative number of female employees across all four pay quartiles. The council has a fair and equitable pay policy in place and promotes flexible working practices. All jobs in the council are evaluated using the Hay methodology to ensure we have equality of grading for all colleagues carrying out the same work.

We undertake a full review and report into our gender pay gap every year and have incorporated ethnicity gap figures into the report that is presented to our Staffing and Appeals Committee. The analysis and research undertaken emphasises that there is no quick win or simple solution to reduce a pay gap in the workforce. The only way to reduce our pay gaps is to take a long-term view of resourcing, developing and engaging our workforce, and the following table summarises the current actions that we are taking.

THEME	ACTIONS WE HAVE TAKEN	ACTIONS WE WILL FOCUS ON
Development	<ul style="list-style-type: none"> We have increased and promoted our coaching offering encouraging all employees to consider their own development. We have developed a new Learning and Development 'Our Development' portal increasing the visibility and breadth of our training offer. A briefing session for our IDEAL network was held specifically on gender and ethnicity pay to highlight and discuss the pay gaps we have. A session on gender and ethnicity pay gaps took place at an EDI Conversation, attended and watched by over 400 individuals. Launched Menopause Awareness sessions to promote increased awareness and understanding of the challenges in work that a significant proportion of colleagues face related to the menopause and have encouraged everyone to attend these sessions. 	<ul style="list-style-type: none"> Develop clearer career pathways across the Council, ensuring that these are inclusive and accessible to all employees. Managers and leaders need to be trained in how to spot talent and encourage employees to develop – talent management toolkits to be developed alongside the new people strategy encouraging managers to look beyond their own teams and employees existing roles. We will continue to brief our colleagues on our pay gaps, increasing the visibility of our actions and ambitions in this area. We will explore the option of linked grades, or developmental scale points to help recruit and develop colleagues into roles. We will encourage development and career conversations as part of Our Conversations.
Engagement	<ul style="list-style-type: none"> Upon returning to the office after the pandemic we looked at new ways of encouraging professional networking groups to continue. Many of these are now continuing remotely resulting in more inclusive and better attended groups. We have a dedicated resource for employee engagement and wellbeing within the HR team, increasing our capacity and expertise in this area. External audit of EDI in the organisation resulted in recommendations to support better diversity and inclusion. 	<ul style="list-style-type: none"> Pilot a mutual mentoring scheme, with a view to expanding understanding in the organisation of the challenges faced by colleagues with protected characteristics. Develop a managers' forum and hub to improve cross working of managers across the Council and to have a space for managers to learn about and discuss issues such as our pay gaps.
Recruitment, Selection and Retention	<ul style="list-style-type: none"> The new e-recruitment system can provide much more meaningful diversity data that can easily be downloaded and analysed, allowing us better data an insight into who is moving into and within the Council. 	<ul style="list-style-type: none"> Alongside the system changes, we are reviewing all recruitment processes to reduce the risk of gender or ethnicity bias post shortlisting. We will analyse data taken from exit and new starter interviews to consider the impact on our pay gaps.
Working Practices	<ul style="list-style-type: none"> We have changed our gender reporting fields on our ERP system to be more inclusive. A new Gender Identity field has been added, enabling colleagues to outline their identity. We have further promoted our flexible working practices, flexible from first approach and flexible bank holidays. The flexing of bank holidays has now become a widespread practice. 	<ul style="list-style-type: none"> Continue to investigate and introduce new ways to improve workplace flexibility. We will continue to ask colleagues to review and complete their diversity information on our ERP system and when we have enough data completed, we hope to be able to report on pay gaps for Gender Identity and Disability.
Pay	<ul style="list-style-type: none"> We have significantly increased the transparency of our pay this year through a new pay and reward approach document and through a dedicated pay page on Camweb. A review of the Our Conversations and Ratings Conversation took place, seeking employee thoughts on or pay, reward and progression arrangements. One direct improvement resulting from this was a change in criteria for our employee recognition scheme, aligning this to the Ratings Conversation process, resulting in the increased the usage of the scheme and making it much more inclusive. 	<ul style="list-style-type: none"> We will complete a full review of local agreements to ensure that they are still relevant, fit for purpose and do not negatively impact any of our pay gaps or individual protected characteristics.

Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender and ethnicity pay gap. We will continue to work on initiatives to reduce our pay gaps including further mid-year analysis and reporting.

Role of Staffing and Appeals Committee in the appointment of the Council's Leadership Team roles

To: Staffing and Appeals Committee

Date: 23rd February 2023

From: Stephen Moir, Chief Executive and Head of Paid Service

Purpose: To review and update the responsibilities of the Staffing and Appeals Committee in relation to the appointment of members of the Council's leadership team.

Recommendation: The Committee is recommended to:

- (a) Approve the proposal to clarify and redefine the scope of the Committee's accountability in relation to senior appointments, and
- (b) Recommend an amendment to Constitution and Ethics Committee for the Constitution to be updated accordingly.

Officer contact:

Name: Stephen Moir
Post: Chief Executive and Head of Paid Service
Email: stephen.moir@cambridgeshire.gov.uk
Tel: 01223 699188

Member contacts:

Names: Councillor Edna Murphy
Post: Chair of Staffing and Appeals Committee
Email: Edna.Murphy@cambridgeshire.gov.uk
Tel: 01223 706398

1.0 Background and Purpose

1.1 This report seeks to clarify and update the responsibilities of the Staffing and Appeals Committee in relation to the appointment of members of the Council's leadership team.

1.2 The Council's Constitution sets out the responsibility of the Committee to:

undertake the selection of and to appoint statutory and non-statutory chief/deputy chief officers in accordance with Officer Employment Procedure Rules. For the avoidance of doubt the term statutory and non- statutory chief /deputy chief officers has the same meaning as that contained in S.2 (6), (7) and (8) of the Local Government and Housing Act 1989.

1.3 The Local Government and Housing Act 1989 defines the roles as:

Statutory chief officers

- Head of Paid Service
- Section 151 Officer
- Monitoring Officer
- Director of Children's Services (DCS)
- Director of Adult Social Services (DASS)
- Director of Public Health (DPH)
- Chief Education Officer or Director of Education

Non-statutory chief officers

- Direct reports of the Head of Paid Service, e.g., Executive Director of Place and Sustainability.

Deputy chief officers

- a person who is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.

2.0 Proposed Amendments

2.1 In practice, for the last ten years or more Staffing and Appeals Committee have been involved in the appointment of all posts at Service Director level and above, but not all roles that technically fall under the auspices of the Chief Officer and Deputy Chief Officer definitions as above.

2.2 Changes in structures and leadership roles over time have led to there currently being 34 officers on the Leadership Pay Scales, 32 of which would come under the Chief Officer or Deputy Chief Officer category i.e., Executive Directors, Service Directors and Assistant Directors.

- 2.3 Given these changes it is proposed that the definitions within the Council's Constitution be updated to redefine the delegations to the Staffing and Appeals Committee to:

Undertake the selection of and to appoint to the following roles:

- *Head of Paid Service/Chief Executive*
- *Executive Directors (as set out in the Council's Constitution / Management Structure) – including the DCS, DASS and DPH*
- *Section 151 Officer*
- *Monitoring Officer*
- *Service Director: Education*

Subject to Full Council approval for the Head of Paid Service, Section 151 Officer, and Monitoring Officer.

- 2.4 This would cover all the Council's key statutory roles. The remaining Service Director roles and Assistant Directors would be officer led appointments via the delegation to the Chief Executive as the Head of Paid Service and/or the relevant Executive Director.
- 2.5 With this approach the Committee would continue to be responsible for leading the appointment processes for all the most senior and statutory roles for the Council. Adopting this revised approach would also recognise that the Council needs to be more agile in response to labour market conditions and cannot afford the lead in times required for Staffing and Appeals Committee appointments for all senior roles, for example for a Service Director role in Children's, Education and Families, should that fall vacant.

3. Source documents

3.1 [The Council's Constitution](#)

Cambridgeshire County Council HR Services Update

To: Staffing and Appeals Committee

Date: 23rd February 2023

From: Janet Atkin, Assistant Director HR Services

Purpose: To provide Committee with an update on progress with actions and achievements relevant to the previous and proposed people strategy.

Recommendation: The Committee is asked to note the information contained in the report.

Officer contact:

Name: Janet Atkin
Post: Assistant Director HR Services
Email: janet.atkin@cambridgeshire.gov.uk
Tel: 01223 699495

Member contacts:

Names: Councillor Edna Murphy
Post: Chair of Staffing and Appeals Committee
Email: Edna.Murphy@cambridgeshire.gov.uk
Tel: 01223 706398

1.0 Purpose

- 1.1 The purpose of this report is to provide Staffing and Appeals Committee with an overview of the Cambridgeshire County Council workforce demography, current people related challenges across the organisation and the work being undertaken and planned to address these challenges.

2.0 Our Workforce

- 2.1 The graphics below illustrate some data summarising our current workforce demography.



Our average colleague age is 45. 4.5% of you are over the age of 65, and 4.6% are under 25 years old



80% of our workforce are female



Our turnover currently stands at 15% with around 55 leavers per month. This is an increase from 12.3% last year



63% of our workforce have shared their ethnicity information with us. Of these, 90% have stated they are white, 3% Asian or Asian British, 3% Black, Black British, Caribbean or African, 2% mixed, multiple or other ethnic groups and 2% who would prefer not to say



Our total headcount is 4625
Our total full time equivalent is 3448



We have 203 apprentices working across 45 apprenticeship standards



Team charters and our work spaces and buildings give us flexibility in the way that we undertake our roles and facilitate efficient ways of working



3.2% of us have declared we are disabled. We are proud to be a disability confident employer



We currently lose 31,688 working days per year to absence, with 'anxiety, mental health and depression' being the highest reasons for sickness absence



Our colleagues work for us for an average of 7.9 years with 169 of us (3.7%) having more than 25 years service



31% of our workforce work part time, in addition to a wide range of flexible working arrangements including 9 day fortnights



We are proud to be a flex from first employer, enabling colleagues to request the right to flexible working from day one.

A GUIDE TO WELLBEING AT THE COUNCIL

Workshops, blogs and more...



55 colleagues are Mental Health First Aiders. We have an excellent wellbeing offer

- 2.2 Reporting, analysing and understanding our workforce data enables us to target our people related activity across the organisation to improve workforce wellbeing, performance, and engagement in addition to many other benefits.

- 2.3 The following sections of the report summarise the work that has been undertaken over the past 12 months, is planned for the next 12 months, and references this workforce information where relevant.

3.0 Employee Relations

- 3.1 **Change Management.** During 2022 and into 2023 there has been a number of structural changes across the Council. This has included a review of the Corporate Leadership Team, the current proposals to separate People Services from Peterborough and reviews of the Prevention and Early Intervention Services, Think Communities Services and Corporate Insight and Programmes Services. The HR Advisory team have provided consultation advice, support and input to ensure colleagues are actively engaged and that managers are supported during organisational change to achieve the outcomes needed. A wholesale review of our change management processes and policy is planned in 2023 to make sure that they continue to meet and model best practice.

3.2 **Workforce Data.** As well as using our workforce information to inform strategy and people related project work, the HR Advisory team meet with Directors and Directorate management teams on a regular basis to review the data relevant to their services. Dashboards are provided enabling each directorate to have an overview and understanding of the absence trends, turnover and cases such as performance management, disciplinary and workplace concerns that are happening across their services. The workforce data helps to inform solutions and mitigation for potential workforce challenges.

4.0 Resourcing

4.1 **The Recruitment and Retention team.** The team has grown to 10 people and now provides professional recruitment advice across the whole organisation whereas it previously supported only the social care teams. The challenges nationally regarding recruitment have sharpened our focus on retention as well and we have introduced a dedicated post carrying out exit interviews, feedback from colleagues new in post and analysing data relating to length of service and reasons for leaving. This will provide valuable insights to inform our efforts to retain and develop people.

4.2 **“The Recruitment Hub”.** A new Recruitment Hub system has been introduced which has seen the reach into the employment market increase through the ability to post vacancies across a number of sites and therefore increase the number of candidates. Improved application processes have led to barriers being removed which previously may have deterred candidates from applying. A review of the candidate journey and the managers role in the process has been undertaken with new training soon to be rolled out. Our recruitment policies and processes have been streamlined and updated as part of the system introduction.

4.3 **Exit and stay interviews.** Examples of projects that are ongoing into the next 12 months include new ways of gaining qualitative feedback from both leavers and new colleagues. Face to face exit interviews are offered to colleagues who have chosen to leave and the data gathered from these interviews will help to inform future retention strategies. ‘Stay’ interviews are also being undertaken with colleagues after their first 6 months of employment with us. As with the exit interviews, this will give us valuable information to inform retention strategies but also meaningful feedback on our recruitment and induction processes to inform continuous improvement in that area.

5.0 Employee Engagement

5.1 **Engagement activity.** Activity in 2022/23 that informs our understanding of employee engagement has included:

- Engagement surveys seeking views from colleagues on Equality, Diversity & Inclusion (EDI) and on Internal Communications
- Focus groups seeking feedback from colleagues on their experiences of the new Our Conversations approach

- Themes arising in opportunities for colleagues to come together for regular corporate events such as Cambridgeshire Conversations, EDI Conversations, and Wellbeing Hours
- Feedback via internal networks
- Regular review of feedback via new starter and exit questionnaires and interviews

5.2 **Engagement themes.** Themes arising from the above and from previous engagement surveys have informed the new draft People Strategy, the draft EDI Strategy and our focussed approach to Wellbeing.

5.3 **Future plans.** In the coming year we plan to engage an external supplier to undertake a benchmarked employee survey covering a wide range of engagement questions, test the appetite for a manager network, and use the feedback from the Internal Communications survey to inform ways to ensure colleagues in all services feel connected and are able to make their voices heard.

6.0 Health and Safety

6.1 **Display Screen Equipment.** During 2022 there have been 875 DSE Self-Assessments completed and of these, 109 (12%) required an Advanced Assessment carried out by the Health and Safety Team. Given the increase in agile working and people choosing to work where it makes most sense to do so, it is even more important that these assessments are carried out to maintain people's safety.

6.2 **Health and Safety Training.** A key feature of any Safety management System is to ensure the competency of staff to undertake the activities expected of them safely. Training, across a suite of core courses, remains a key activity with an estimated 25% of H&S Team time being spent on training delivery. During 2022, 546 staff attended H&S training courses. The Introduction to First Aid online course is a mandatory course which must be completed annually. During 2022, 1232 staff completed the course.

6.3 **Incident reporting.** During 2022, there were 431 incidents reported relating to CCC colleagues. There were 101 physical assaults reported and these related to Adult Social Care staff. 2 of the physical assaults were reported to the HSE under the Reporting of Injuries, Diseases & Dangerous Occurrences Regulations (RIDDOR).

6.4 **Health and Safety updates** are now provided to the Corporate Leadership Team on a monthly basis along with updates on wellbeing activity.

7.0 Learning and development

7.1 **Learning to support all colleagues.** Between April and December 2022, colleagues have accessed 4863 course places and have completed 11,237 individual eLearning packages.

- 7.2 **“Our Development”**. In April 2022 we successfully launched and have since continued to develop our own learning management system (Our Development) which hosts our eLearning offer and enables colleagues to book onto training events. Our Development has enabled us more flexibility to shape a system that works for CCC colleagues and receives positive feedback. We have also enabled other teams to utilise the system for their learning offers, moving us towards a single point for all learning across the council.
- 7.3 **Coaching**. We have increased our coaching offer, enabling colleagues to access 3 sessions of 1:1 coaching to focus on a goal or issue.
- 7.4 **New training offering**. Our menopause awareness training has been our most in demand course, and we have continued to add additional dates and expand our delivery team to keep up with the level of interest. We have also worked in partnership with the Energy team to launch and deliver Net Zero training, including Carbon Literacy training leading to Bronze level accreditation for CCC and launched supporting eLearning.
- 7.5 **Learning to support managers and leaders**. We have at pace and in response to feedback developed and delivered a package of support for colleagues going through organisational change including a bespoke offer for Leaders and Managers.
- 7.6 **Psychometric Testing**. Our package of psychometric support continues to be well used, supporting the recruitment of senior officers, and change management for colleagues using a report for building resilient agility.
- 7.7 **New colleagues**. We have re-designed the Welcome learning for new colleagues with updated eLearning and a new Welcome event focusing on the vision, values, and priorities of CCC. We are also going to be shortly launching a CamWeb page for new colleagues, which hosts all the essential information to support successfully settling into the council, in one place.
- 7.8 **Adult Social Care**. We have developed closer links with the Principal Social Worker and locality teams enabling us to be proactive to the Learning & Development requirements of the Adult Social care workforce. The team have developed ‘Huddles’ to support practitioners to enhance their skills in complex areas such as, Safeguarding, Fluctuating Capacity, Hoarding & Welfare. We have closer links with Contracts and the Care Home Support Team and offer sessions to support with the improvement of standards of practice following the monitoring of Care Homes. We have increased capacity in the team to support with the delivery of additional courses in ASC and the PVI sector. The ‘Supporting Carers’ training has been refreshed and Strengths Based Training has been rolled out to all practitioners. The team are also supporting the review of practice guidance and training standards of priority areas.
- 7.9 **Children’s Social Care**. The team have been building closer links within Children’s social care aided by the creation of the Children’s Workforce programme Board. A wide range of courses are offered to Children’s Social Care colleagues, these are delivered both via online and face-to-face events

and are open to social workers and alternatively qualified colleagues and include topics like, key theories of child development and how to apply in practice; safeguarding children and young people; Child and adolescent development; communication and engagement with children and young people; direct work and creative tools to use children and young people; critically reflective supervision; working with groups; domestic abuse; evidence-based assessment and analysis; tools to assess neglect, the role of the lead professional in child protection; working with child exploitation; intra-familial sexual abuse; managing child sexual abuse work for managers; child protection enquiry (section 47) training for social workers (3 days) and Motivational Interviewing for the Family Safeguarding practice model.

- 7.10 **Social Workers & ASYE's.** The team is now fully involved in the current ASYE recruitment drive for Newly Qualified Social workers. The support offered through the Adults ASYE Assessor role continues to receive positive feedback from the locality teams. Social Workers in Adults have been offered the opportunity to complete the Best Interest Assessors award, which supports with professional development but also a priority area of practice. We have facilitated placements for student Social Workers and we have 9 'Step Up to Social Work', postgraduate students who will be completed in March 2023 and 7 of these have posts within children's 2 are moving to adults. We have also updated the children's services induction handbook, to support new colleagues navigate their first few weeks in the council.
- 7.11 **Apprenticeships.** We have seen a steady increase in the number of apprentices offered, currently we have 203 apprentices, there has also been growth in the number of employers requesting a levy transfer to support them offer apprenticeships across Cambridgeshire. As interest continues to grow, we are now starting to work on our approach for managing apprenticeships when demand reaches greater than the funds available, this is looking increasingly likely.
- 7.12 **Social Work apprentices.** Our first cohort of Social Work apprentices are due to qualify in the spring of 2023, and all have been offered permanent Social Work roles Cohort 3 has just commenced their programme and further cohorts are in development to continue with our Grow Your Own approach.
- 7.13 **Apprenticeship Awards.** We have recently hosted our second Apprenticeship Awards, this time in person at New Shire Hall which celebrated the achievements of apprentices and those who support them and was attended by over 80 people.
- 7.14 **Civil Engineering.** Working with Highways a new offer for Civil Engineering technicians apprentices has been approved by full council and will start in September 2023.
- 7.15 **Graduates.** Successful recruitment of 4 new NGDP graduates who joined CCC in October and continued support to the previous cohort of 4 graduates. In addition, a new role was created to provide oversight for the whole programme and manage recruitment, placements and support sessions.

8.0 Reward and recognition

- 8.1 **Business Partnering.** Strategic HR Business Partners are dedicated to work alongside departments, understanding the demands of the service but reflecting back the needs of the workforce. Supporting and challenging managers to understand the importance of motivation, reward and recognition. The Strategic HR Business Partners work alongside managers, encouraging them to ensure regular Our Conversations are carried out as a mechanism to support performance but also provide feedback and recognition to those delivering services across the organisation.
- 8.2 **New Leadership Grades.** New leadership grades were modelled and costed by the Workforce Strategy and Policy team before being approved by Staffing and Appeals Committee last year. These new pay grades are now operational with existing colleagues having been assimilated onto the new grades, and also new colleagues recruited to them. This has allowed some of the new salary ranges to be tested in the open recruitment market and it is pleasing to note that we attracted a good field of candidates for roles at the new salary ranges.
- 8.3 **Ratings Conversation.** Our new ratings process was launched in 2021 and we are nearing the end of the second whole year of the process. Whilst we are not yet in the position to summarise the ratings outcomes for this year, we are really pleased to have a return rate of 99.3%, meaning that almost all of our eligible colleagues have had a ratings conversations during December and January. It is expected that approximately 25% of our colleagues will receive incremental progression as a result of this process.

9.0 Equality, diversity and inclusion (EDI)

- 9.1 **EDI Conversations & Blogs.** In 2022 there were monthly EDI Conversations on a range of topics for colleagues to participate in, followed by a round-up blog of each topic. In total, 69 posts were published from the EDI Team in 2022 which raised awareness of EDI-related topics and supported colleagues to implement actions in their everyday roles.
- 9.2 **EDI Action Plan.** Our actions from the CCC EDI Action Plan were implemented throughout 2022 with oversight from the EDI Leadership Forum which is led by our Executive Director of Strategy and Partnerships and has representatives from all departments and our IDEAL staff network. The plan includes actions related to three outcome areas. At the end of 2022, 28 actions were completed, 33 were in progress and ongoing and 5 were deferred to 2023.
- 9.3 **The Equal Group Survey.** In early 2022 an independent employee survey was conducted by The Equal Group. 1,288 colleagues completed the survey, giving a response rate of circa 30%. A significant proportion of people did not engage with the survey which is part of a broader challenge around engagement. The key themes from the survey included leadership, mental health and wellbeing, training, data collection and internal policies.

- 9.4 **Anti-racism Charter.** In May 2022, the Council signed the Unison Anti-Racism Charter which commits the Council to a range of pledges designed to prevent racial bias. Alongside the charter is an ongoing anti-racism action plan which includes specific actions against each of the commitments.
- 9.5 **Equality Impact Assessments and Super Users.** A revised Equality Impact Assessment (EqIA) process was implemented during 2022 which included a new online system and new resources for colleagues to access via the EqIA hub. In addition to the new process, EqIA Super-users were recruited and trained to provide additional support for colleagues completing EqIAs. All of our employment policies will now be assessed using this new tool, and we plan to publish the EqIA's alongside each policy.
- 9.6 **Diversity data.** A priority for 2023 is to improve our diversity disclosure rates. A targeted communications exercise will be launched shortly, and we will work with colleagues who do not have regular access to IT or our employee records system (ERP) to ensure that they know how to update their data and what it is used for.
- 9.7 **EDI e-learning & Guidance.** Our new EDI e-learning will be released in March. This will be mandatory for all colleagues and introduces the key concepts of equality, diversity and inclusion, encourages colleagues to reflect on their practice and take action, covering important topics such as allyship and bystander intervention. Following the launch of the 4 introductory modules, additional EDI learning will be introduced to build on this foundation knowledge. A new course, 'The 4 Pillars of Inclusion' will be launching in May, this builds on the knowledge covered in the eLearning modules and explores leadership and allyship behaviours and how to support an inclusive workplace. Last year CLT members also attended a programme of Compassionate and Inclusive Leadership learning, additional dates have been secured to enable the new members of CLT to experience this learning and this is going to be expanded further to support all members of the Extended Leadership Team to participate.
- 9.8 **Integrated Assessment.** Following the upcoming plan to introduce Health and Carbon Assessments, work is underway to introduce an integrated Impact Assessment tool to align all three assessments and include the socio-economic inequalities. The aim is to have a more streamlined approach which is user-friendly. A range of training and resources will be launched to support colleagues to use the new tool and process.
- 9.9 **EDI Strategy 2023-2027.** A new EDI Strategy will be presented to Full Council in May before being launched. This will set out our approach to EDI and our equality objectives for the next four years. Colleagues will be consulted with on the draft strategy and a new EDI action plan will be developed to identify how the objectives will be achieved.
- 10.0 **Wellbeing**
- 10.1 **Dashboards and key indicators.** CLT review monthly dashboards featuring key indicators of employee wellbeing. These show that while our top two absence reasons remain related to mental health and stress, the total

days absent due to these reasons is on a downwards trajectory. Use of our Employee Assistance Programme has increased, and people are more often accessing this while remaining in work as opposed to once they are off sick.

- 10.2 **Monthly Wellbeing Hours** continue to prove a popular way to promote wellbeing resources and encourage people to support and protect their own wellbeing while being part of a shared experience with colleagues. Sessions regularly attract more than 300 people, with consistently positive evaluations. These sessions are recorded and we are building a substantial library of recordings and resources capturing the expertise on various subjects which is then readily available for people to access as and when they need it.
- 10.3 **Partnership working with the Integrated Care System** has proven valuable, with bespoke support solutions being codeveloped, including a series of clinician-led sessions enabling colleagues from social care, public health and education to reflect on the emotional impact of their work through the COVID pandemic. 145 people attended these sessions.
- 10.4 **Development of new strategic approach to Wellbeing** has commenced, building on themes identified in our employee engagement activity, as well as through work with CLT and management teams, and our trade union colleagues. This will identify the challenges for CCC in the current context, as well as opportunities to better understand the varying needs across the range of services we offer.
- 10.5 **Health promotion.** Interventions commissioned through our existing Public Health offer have been promoted internally and specific interventions offered including smoking cessation support and the regularly oversubscribed weight management sessions.
- 10.6 **Launch of new Wellbeing and Mental Health Awareness Sessions.** These launched in December 2022 and are already popular, with a practical focus on how colleagues can support their own mental health and have meaningful conversations at work about their wellbeing. There has been a provision of mental health awareness sessions for a number of years but this is a new approach with a different provider.

11.0 Our People Strategy

- 11.1 **A new People Strategy** is being developed and following engagement and input from colleagues across the organisation and from Staffing and Appeals Committee, it will be presented to Full Council in May.
- 11.2 **Compassionate, inclusive and personal approach.** The proposed strategy has a much more people focussed, personal approach than previous strategies and introduces some new core values for Cambridgeshire. The strategy has been developed alongside the EDI strategy and our approach to wellbeing as well as ensuring it is aligned with other enabling strategies such as our Digital strategy.

11.3 Workforce information. The activity above and the workforce information available to us has all helped to shape the People strategy and ensure that our people activity for the coming years is aligned to the Councils overall Strategic Framework and ambitions.

12.0 Source Documents

12.1 None