

Appendix 1– Equality Diversity and Inclusion (EDI) Strategy Action Plan

Theme A: Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected and empowered.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
Objective 1: Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve.							
1.1	Recruitment & Selection: Develop guidance to support hiring managers in writing job descriptions and person specifications.	Recruitment Team and EDI Team	Jan-25	Jun-27	Improve diversity of applications and success rates for roles. Key output: guidance for hiring managers to support throughout the recruitment process.	Amber	Template interview questions developed by the Recruitment Team and launched in January 2025. Recruitment eLearning developed and rolled out November 2024.
	Provide guidance and examples of reasonable adjustments and support available during the recruitment process for neurodivergent applicants, disabled applicants and applicants with a long-term health condition.	Recruitment Team and EDI Team	Jan-25	Jan-25	Improve diversity of applications and success rates for roles. Key output: Produced guidance and examples of reasonable adjustments.	Green	Reasonable adjustment eLearning released November 2024, includes a section on reasonable adjustments in recruitment. A section about reasonable adjustments in recruitment has been added to the recruitment webpages for hiring managers and is also included in the online e-Learning and face-to-face workshop. Statement added to external recruitment pages about guaranteed interview scheme and examples of reasonable adjustments.

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	Review the existing recruitment training and provide updates related to inclusion.	Recruitment Team and EDI Team	Jan-25	May-25	Improve diversity of applications and success rates for roles. Key output: Recruitment training reviewed and revised.	Green	Recruitment e-Learning package launched, and face-to-face training is in place. Feedback is monitored and the content is reviewed regularly based on feedback. Face to face training completion: 220 (August 2025).
	Develop an eLearning package for recruitment and ensure EDI is woven throughout.	Recruitment Team and EDI Team	Jul-24	Dec-24	Improve diversity of applications and success rates for roles. Key output: Recruitment eLearning package launched.	Green	Recruitment e-Learning package launched. Completion figures since Nov 2024 (Jan 2025): 70 completions, August 2025: 132 completions and attendance at face-to-face training 220.
	Consider how we can further support care experienced individuals during the recruitment process.	Care Experience Working Group	Jan-24	Dec-27	Increased support for care experienced applicants provided.	Amber	Ongoing work - The Care Experience Working Group has identified a dedicated contact in HR who is able to support care experience individuals to navigate our recruitment process and answer any queries. A question on care experience has been added to our recruitment hub and employee system to monitor our data. In July 2025 we committed to a guaranteed interview scheme for any care experienced applicant who meets the essential criteria for a role. Information on this has been publicised internally and externally.
	Continue to publicise our roles on diversity jobs pages.	Recruitment Team	Jan-23	Ongoing	Improve diversity of applications and success rates for roles. Key output: jobs continue to be advertised through diversity jobs.	Amber	Ongoing work - Jobs are being advertised on Diversity Jobs - ongoing commitment.
	Develop and include a revised positive action statement in	Recruitment Team and EDI Team	Aug-23	Dec-23	Improve diversity of applications and success rates for roles. Key output: revised statement produced and	Green	Statement reviewed and published.

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	our job descriptions.				included in job descriptions.		
	Review our external EDI webpage for applicants to include our support for staff.	Recruitment Team and EDI Team	Jan-24	Feb-24	External webpage reviewed and updated.	Green	External webpage reviewed and updated, last update 29/07/2025.
1.2	Disclosure: Continue to raise awareness of disclosing diversity data for employees and be clear why this information is required. (SCWRES action 1c)	EDI Team, HR and Communications	Jan-23	Review quarterly	Increase in disclosure rates recorded: Disability not completed: 78.9%, Ethnicity not completed: 34%, sexual orientation not complete: 46.4%, Religion: 46% (baseline August 2023).	Amber	Ongoing work - CLT colleagues receive a quarterly update on disclosure rates. Question included in Ratings conversation (every January). November 2024 data: disability completed: 38.10%, ethnicity completed: 70.68%, nationality completed: 62.52%, religion completed: 63.62% and sexual orientation completed: 62.72%. February 2025 data: disability completed: 40.90% (+2.8%), ethnicity completed: 72.07% (+1.39%), nationality completed: 65.13% (+2.61%), religion completed: 65.35% (+1.73%) and sexual orientation completed: 63.96% (+1.24%). Targeted work to take place May to June 2025, impact to be measured. May 2025 data: disability completed: 41.83%, ethnicity completed: 72.08%, nationality completed: 65.49%, religion completed: 65.47%, sexual orientation completed: 63.35%. In June 2025 targeted emails went out to all colleagues with missing fields in their diversity data. In addition, communications with a video from our staff network was launched. August 2025 data: disability 48.93% completed, ethnicity 75.18% completed, nationality 70.35%, religion 69.79% completed, sexual orientation 67.97% completed. This has improved.
	Produce a briefing document to support managers to share with teams to highlight the importance of	EDI Team, HR and Communications	Sep-24	Jun-25	Key outputs: Diversity data briefing document produced to support managers.	Green	The EDI data page has been updated on CamWeb (EDI Hub). The EDI Team are exploring key touchpoints where managers can remind their direct reports about reviewing and updating their diversity data. A targeted campaign to improve disclosure rates will be launched May/June 2025. Briefing note developed and added to our diversity data webpage.

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	diversity data during key touch points e.g. Our Conversations .						
	Develop our ERP diversity data collection to include gender identity and sexual orientation (see appendix 2) to be more inclusive and care experience. Produce targeted communications and raise awareness of these fields when agreed.	EDI Team, HR and Communications	Mar-24	Mar-25	ERP diversity fields to include 'care experience' and provide revised options for 'sexual orientation' and 'gender identity'.	Green	Following engagement with the Care Experience Working Group and LGBTQIA+ Peer Support Group, revised options for sexual orientation were added in April 2024. Gender identity field included and care experience question added May 2024.

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1.3	Establish the most appropriate accreditation schemes for CCC.	EDI Team and Workforce Policy and Wellbeing Team	Mar-24	Review annually	CCC understands the existing accreditation schemes available related to EDI and wellbeing and has developed a plan to engage in the most appropriate ones which align with our Equality objectives, People strategy and strategic framework.	Amber	<p>Workforce Policy and Wellbeing Team have started to map out all the requests for accreditations. We are committed to Disability Confident and an agreement at the Anti-racism Steering Group in August 2024 was made to commit to the Social Care Workforce Race Equality Standard.</p> <p>New page on EDI hub being created to showcase our accreditations and commitments. Disability Confident Working Group formed in January 2025 to work towards Level 3 submission. CCC achieved Disability Confident Level 3 Leader status in September 2025. A proposal has been developed to outline our approach as an employer to accreditations and the sign off process for consistency.</p>
	Review the NGDP "Pride Checklist" (Appendix 2).	EDI Team	May-25	May-26	NGDP "Pride Checklist" completed.	Amber	In progress
1.4	Through the Care Experience Working Group, identify ways to ensure care experienced individuals are encouraged to apply, guided throughout the recruitment process and supported during their employment.	EDI Team through Care Experience Working Group (monthly)	Dec-23	Review every May	Care experienced individuals can disclose this information during the recruitment process and managers are aware of how to support care experienced individuals.	Amber	Ongoing work - The Care Experience Working Group has identified a dedicated contact in HR who is able to support care experience individuals to navigate our recruitment process and answer any queries. The Care Experience Working Group has been taken over by colleagues in CEF, with representation from HR. In July 2025 we committed to a guaranteed interview scheme for any care experienced applicant who meets the essential criteria for a role. Information on this has been publicised internally and externally. Guidance to support hiring managers and line managers is currently being developed.

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	Capture care experience in our recruitment system.	Recruitment Team and EDI Team through Care Experience Working Group	Jan-25	May-25	Care experience captured as a question in recruitment system.	Green	Added to our recruitment system and employee HR data system.
1.5	Explore options for supported employment schemes to create opportunities to close the learning disability employment gap. Consider barriers to work, understanding learning profiles and ensuring that the individuals are supported at work in the long-term.	HR Services: Recruitment Team, HR team, Workforce Strategy, Policy and Wellbeing and EDI Team.	Nov-24	Dec-25	Once options are explored, success will be measured through understanding the profile of our workforce more and identifying next steps to close the learning disability employment gap.	Amber	This work is being explored by EDI & Learning and Development colleagues. This work is also fed into the Disability Confident Leader accreditation. We are currently Disability Confident Employer (Level 2), we are now working with Disability Rights UK, an external organisation to support and validate our self-assessment. The self-assessment will explore employment opportunities and barriers to work for disabled colleagues. Level 3 Leader status was achieved in September 2025.
1.6	Analyse and monitor nominations and awardees of our employee awards by	Workforce Policy and Wellbeing Team	Mar-24	Aug-24	Nominations and awardees are representative of our workforce.	Green	Spotlight awards analysis complete and report produced. Actions in place for 2024/25 round to increase diversity of nominations and awards. 2024/25 awards analysis complete and analysis fed back into the next round of the awards process. 2025/26 round has relaunched (September 2025).

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	protected characteristic and compare to our workforce data.						
Objective 2: Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.							
2.1	Embed the analysis of data by protected characteristics into all HR processes: Collect, analyse and report employee lifecycle data from recruitment to exit by protected characteristic. Where there is evidence of disproportionality, identify barriers and action to address, including: - Recruitment data – including surveys	EDI Team with support from PIP and HR	Jun-24	Annually	Each year, a full employee lifecycle data report is produced which identifies underrepresentation in recruitment, progression/recognition, leavers and disciplinaries'/Resolving Workplace Concerns.	Amber	Ongoing work - New role in Business Intelligence supporting HR data analysis. Score cards have been created through Power BI by Directorate which includes diversity fields throughout. In addition, a separate diversity scorecard has been created which pulls through from ERP. Equality Information Report produced annually in June.

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	Recruitment – explore recruitment survey responses to identify key barriers in the process by protected characteristic. Progression data: rewards, recognition, acting up. Analyse data on respect at work cases, discipline, grievance and capability procedures by protected characteristic and directorate. Exit data – including interviews						
2.2	Analyse the full 2023 to identify staff views and perceptions in the workplace. Identify significant	Employee survey provider reports with support from PIP (Engagement)	Dec-23	Feb-24	Employee survey analysis complete and reported to EDI Working group and EDI leadership forum for discussion.	Green	Employee survey analysed. Significant findings related to underrepresented groups identified and reporting into EDI Working Group, Leadership Forum and Anti-racism Steering group.

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	differences and explore actions to address. Reports discussed at EDI Working Group and EDI Leadership Forum						
2.3	Career development: Evaluate the mutual mentoring pilot scheme and relaunch a revised mentoring scheme following feedback. (SCWRES action 9a)	Learning & Development	May-25	Dec-25	Baseline data (2023): Q: 'I am often recognised when I do a good job' - 66% positive, 20% neutral, 25% negative. Q: 'I feel I am fairly rewarded considering my duties and responsibilities at the council' - 44% positive, 25% neutral, 31% negative. Q: 'The council provides opportunities for people from diverse backgrounds to succeed and celebrates success' - 62% positive, 32%	Amber	Evaluation paper presented to EDI Leadership Forum in May 2024. EDI Leadership Forum agreed that the programme was valuable and to consider next steps. A proposal for the next cohort has been developed and is going to CLT.

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					neutral, 6% negative. Most colleagues believe the council treats everyone with fairness (60%) and that there are opportunities for people from diverse backgrounds to succeed (62%). However, Mixed / other and Black colleagues are markedly less positive.		
	Review the existing women of colour in leadership feedback and relaunch another cohort of the programme. (SCWRES action 9b)	Learning & Development	Jan-24	Dec-27	Women of colour in leadership programme evaluated and relaunched. Feedback and impact monitored.	Amber	10 attendees went on cohort 1: Feedback was overwhelmingly positive - themes included increased confidence, power to speak up and be heard, empowered and motivated for more. We know of at least one who has been successful in applying for a new role and others spoke positively of being able to plan for their own development. Cohort 2 of this programme took place end of 2024/start of 2025, feedback has been positive. We are now exploring the future of the programme and looking at future procurement.
	Publicise current career development offers including targeting underrepresented staff	Learning & Development	Jan-26	Jan-27	Q: 'The council provides opportunities for people from diverse backgrounds to succeed and celebrates	Blue	Career development is included in Our Conversations discussions. Women of colour in leadership programme launched with 2 cohorts completing the programme.

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	groups – monitor existing career development by protected characteristic. Make career development a regular part of the Our Conversations discussion.				success' - 62% positive, 32% neutral, 6% negative.		
	Apprenticeships – continue to monitor the diversity of our apprenticeships. Continue to publicise Apprenticeship opportunities. Showcase diverse profiles of completed apprenticeships.	Learning & Development	Jun-23	Annually	Diversity of apprentices analysed and monitored annually. Ongoing publicising of opportunities for all staff. Case studies/profiles of apprenticeships put on CamWeb.	Amber	We monitor the diversity of apprentices annually in June as this aligns with the workforce EDI data dashboard and our submission to the 5% club. 2023 Data: 81.5% female Of the 62% who responded, 57.22% were white, 1.15% Black, Black British, Caribbean or African, 1.15% Asian or Asian British, 1.15% Other ethnic group and 0.57% prefer not to say. The average age of an apprentice was 34. 2024 Data: 75.1% female, 62.7% were white, 2.1% Black, Black British, Caribbean or African, 2.6% Asian or Asian British and 30.1% did not disclose. 4.1% of apprentices are disabled, 31.1% are not disabled, 2.1% prefer not to say and 62.7% did not disclose. 2025 data: 75% female, 86% are 25+ and 14% are 19-24, 60.5% are white, 30% prefer not to say, 3.5% Black, Black British, Caribbean or African, 3.5% Asian or Asian British, 2% Mixed ethnic background. Case studies have been published for existing apprentices: https://cccandpcc.sharepoint.com/sites/CCCLearningandDevelopment/Apprenticeships/SitePages/Meet-our-apprentices.aspx
2.4	Review the update the equality, diversity and inclusion	EDI Team and Workforce Policy and	Oct-24	Every 3 years	Revised EDI policy developed with engagement from IDEAL network	Green	Good practice examples have been collated from other organisations. Policy has been updated, draft circulated to EDI Working Group, IDEAL Network and EDI Leadership Forum for comment. Draft policy statement was reviewed by EDI WG, EDI LF and Corporate Joint Panel (May 2025) and has been published May 2025.

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	policy to ensure it reflects our position on EDI.	Wellbeing Team			and other groups/committees		
2.5	Enhance our support for disabled colleagues, neurodivergent colleagues and colleagues with a long-term health condition by: Launch a revised SARA process (Health passport) to support neurodivergent, disabled employees and employees with a long-term health condition.	Workforce Policy and Wellbeing Team	Jun-23	Dec-23	A revised Health Passport process is created and launched. Managers and colleagues are aware of the new process and it is incorporated into online learning. Increased knowledge and awareness of Access to Work.	Green	New Wellbeing Passport launched end of 2023, feedback from Neurodivergent Peer Support Group received and acted upon. Reasonable adjustment eLearning launched. Neurodiversity eLearning to be launched in September 2025.
	Produce a guidance document for managers with examples of reasonable	Workforce Policy and Wellbeing Team	Jun-23	Dec-23	Barriers and Adjustment document launched.	Green	Reasonable adjustment guidance and Wellbeing passport launched. Reasonable adjustments in the workplace eLearning launched October 2024. Neurodiversity awareness training to be launched in September 2025.

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	adjustments and support for disabled colleagues, neurodivergent colleagues and colleagues with health conditions.						
	Review and revise the Reasonable Adjustment eLearning to incorporate changes.	Learning & Development	Mar-24	Sep-24	Launch new eLearning. Reduction in absence.	Green	New Reasonable Adjustments in the Workplace learning has been launched (October 2024).
2.6	Revise the Access to Work document to provide clarity and consistency on the process across the organisation.	EDI Team and Health & Safety Team	Jan-24	Mar-24	Revised document launched and increased awareness of Access to Work.	Green	Access to Work factsheet revised and relaunched.
2.7	Continue to publish our gender pay gap and ethnicity pay gap. Review our approach to ethnicity pay gap	Workforce Policy and Strategy Team and EDI Team	Mar-23	Annually	Publication and monitoring of pay gaps.	Amber	Gender Pay Gap report created and agreed by CLT for 2023/24. Annual report. 2024 report approved by CLT on 20 Jan 2025 and at Staffing and Appeals committee on 25 February 2025, published March 2025. 2025 data analysis currently being undertaken (September 2025).

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	reporting. (SCWRES action 1a)						
Objective 3: Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.							
3.1	Alongside training (objective 5), publish a commitment to anti-racism which includes what it means at CCC to be anti-racist, examples of racism, how to report incidents and support available to all colleagues. Launch Anti-racism Steering group and continue to become an anti-racist organisation.	EDI Team through Anti-racism Steering Group	Jun-24	Ongoing	Commitment to anti-racism published internally.	Amber	Anti-racism webpage and statement published internally and externally. Action broadened out for 2025. Anti-racism Steering Group formed February 2024, Group are exploring the CCC journey to becoming anti-racist and what that looks like. We held 3 listening sessions with a total of 25 colleagues attending, We held session with key colleagues from all directorates to discuss what we have done so far, areas that need key focus, content of the session was tied into the actions of the EDI strategy, Anti-racism charter and SCWRES report, this was then presented and discussed into to the Anti-Racism steering. SCWRES action plan was submitted to skills for care on the 23rd June 25, we have formed a SCWRES working group and will now be working them to work through the action plan and ensure that we are engaging and feeding back to colleagues throughout the process.

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3.2	Staff knowledge: Develop and publish toolkits and guidance documents to help staff and managers discuss sensitive issues such as race, gender identity and religion. Inclusive language document, supporting trans and non-binary staff (see Appendix 2). (SCWRES action Adults 7c/Children 7d)	EDI Team	Jul-24	Dec-26	Improve managers confidence in managing diverse teams and having conversations related to EDI. Key outputs: toolkits and guidance published.	Amber	New documents created and launched: Microaggression Toolkit. Other documents in progress Neurodiversity awareness training launched September 2025.
	Publish educational resources and encourage personal responsibility for self-education to develop staff	EDI Team	Dec-24	Dec-26	Improve managers confidence in managing diverse teams and having conversations related to EDI. Key outputs: educational resources published.	Amber	Microaggression toolkit developed and launched during Race Equality Week 2025 EDI Conversation and will be published internally once all feedback has been reviewed. Ongoing work on other resources to continue.

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	knowledge on race equality.						
	Embed inclusion throughout the Managers Hub toolkit that is being created	HR Advisory Team	Nov-23	Apr-24	Managers Hub launched - feedback to be monitored.	Green	Managers Hub created and being rolled out March 2024 - EDI embedded throughout the Hub.
3.3	Develop a business case for a reporting system to support staff experiencing any form of unacceptable behaviour at work.	EDI Team & HR Advisory Team	Jan-24	Dec-24	Reporting system developed and disclosures analysed quarterly, reported back to the EDI LF.	Green	Respect at Work disclosure tool launched 23/09/2024. Reporting quarterly to EDI LF.
3.4	Seek to increase the diversity profile of our Respect at Work Contact role by working with IDEAL Network collaboratively. (SCWRES Adults action 7b/Childrens action 7c)	EDI Team and HR Advisory	Jul-24	Review every 2 years	More Respect at Work contacts are recruited and trained. Diverse representation in applications and contacts.	Amber	Advert to recruit more Respect at Work Contacts has been drafted. A drop-in session to find out more about the role is being planned.

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3.5	Working with IDEAL and support groups: Develop a clear set of expectations for staff and managers that recognises the importance of staff networks, mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line managers to do so.	EDI Team and IDEAL	Sep-24	Dec-24	Clear set of expectations developed to recognise the time commitment of contributing to IDEAL etc.	Green	HR/EDI/IDEAL colleagues met in September 2024. IDEAL Terms of Reference were reviewed and a new form for members was created and rolled out. Training for all PSG leads by EDI/Learning and Development took place 2024 - May 2025. IDEAL representatives continue to be part of our EDI Working Group and Leadership Forum.

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3.6	Continue our Accessibility audit of all our buildings (including toilet facilities) considering the protected characteristics, including disability, gender identity, sex and gender reassignment. This includes evacuations and a review of meeting rooms (see Appendix 2).	Property Team	2024	2027	Access Audit completed and report presented.	Amber	<p>The accessibility audits and review of meetings rooms is currently part of the Accommodation Improvement Programme. The evacuations are currently on-going and the buildings that have been completed so far there has not been an issue as all staff that require a PEEP have one. A new Assistance Dogs in the workplace guide was developed and launched in September 2024. Following the UK Supreme Court ruling in 2025, Property explored all toilet facilities in our estate, for any building that did not have gender-neutral toilets, signage was placed on the accessible facilities to recognise that these facilities are inclusive. A statement has been published on the EDI Hub webpage:</p> <p>Whilst we do not have all the answers now, we recognise the importance of providing a safe space as well as accessible facilities for our customers, colleagues and Elected Members. As an interim position, we have confirmed that all our buildings have either gender-neutral toilets or accessible toilets that are gender neutral for trans colleagues and visitors to council buildings to use. We know that this will not be an acceptable or comfortable suggestion for everyone, but hope people will appreciate that this is the only pragmatic way to deal with the situation we find ourselves in. Ideally, we would ensure that every one of our buildings has gender neutral and single sex facilities, however regrettably we are not in a financial position to be able to make such changes to our estate given the number of buildings that we have and the costs and time that would incur.</p>
3.7	Similar to New Shire Hall, explore providing space for: reflection, quiet spaces, prayer, infant feeding, etc, at offices to support neurodivergent	Health and Safety Team, EDI Team and Policy and Wellbeing Team	2024	2027	Spaces considered throughout all our buildings.	Amber	Ongoing - Member of Property services now sits on the EDI Leadership Forum to hear any issues related to Property.

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	t colleagues in particular.						
3.8	Develop and publish a trans equality commitment statement in collaboration with our LGBTQIA+ Working Group (see Appendix 2).	EDI Team and LGBTQIA+ Working Group	Jan-26	May-26		Blue	
3.9	Gather feedback on the existing mental health and racism page and identify next steps to improve our wellbeing hub resources and support about mental health and racism.	Wellbeing Group	Oct-25	Dec-25	Employee survey measures: 'I believe the council genuinely cares about my health and wellbeing' - 58% positive, 26% neutral and 16% negative. 'At the council, I am supported to balance my work and my personal life in a way that works for me' – 69% positive, 20% neutral and 11% negative. Identify any significant	Blue	A Wellbeing Hour focussed on Racism and mental health is scheduled for October 2025.

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					differences by ethnicity.		
3.1	Provide guidance for colleagues to explore how local Teams can consider inclusivity in their Team Charter e.g. Inclusive ways of working.	EDI Team and Workforce Policy and Wellbeing Team	May-25	Sep-25	Guidance produced for colleagues.	Amber	Document has been finalised, awaiting feedback.
3.11	Increase awareness of Aggression and Violence Guidance.	EDI Leadership Forum, ELT and Team	Jan-26	Dec-26	Positive feedback received on the guidance and use of the template letters recorded.	Blue	
3.12	Introduce a name pronunciation tool or campaign for employees.	EDI Team and IT	Jan-25	Jul-25	Employee survey measure: I feel a strong sense of belonging to the council: 51% positive, 35% neutral and 14% negative.	Green	#MyNameIs campaign launched February 2025 (race equality week), encouraging colleagues to include the phonetic spelling of their name to their email signature.

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3.13	Continue to use our EDI governance structure to work closely with the IDEAL staff Network and the associated peer support groups, seeking feedback on policies, strategies and initiatives and hearing about any challenges identified by the Network and/or Peer Support Group.	EDI Team and IDEAL Network Committee	Jan-23	ongoing	Continued effective working relationship between corporate teams and IDEAL staff network. Colleagues feel their voices are heard.	Amber	EDI Team and IDEAL work closely together, IDEAL provide feedback and comments on documents and projects through the EDI Working Group and EDI Leadership Forum. Examples include feedback and involvement in: Neurodiversity awareness training development, EDI in employment policy statement, reasonable adjustment for customers policy. 15 IDEAL peer support group leads attended training in Dec 2024-May 2025 to focus on difficult conversations.
3.14	Support Members to consider how to work to diversify the pool of councillors in the future through increasing visibility of role models, outreach and	EDI Team and Members	Jan-26	Dec-26	Monitoring of the make-up of Members diversity profile and committee membership.	Blue	

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	support structures.						

Objective 4: Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.

4.1	Equality Impact Assessments – see objective 12						
4.2	Staff knowledge: Develop and publish toolkits and guidance documents to support colleagues who are providing services to our diverse communities e.g. Supporting trans and non-binary service users (see Appendix 2).	EDI Team	Jul-24	Dec-26	Increased engagement with EDI communications measured through engagement data. Employee survey measure: 'I trust this organisation to treat all employees with fairness' - 60% positive, 22% neutral and 18% negative. Outputs: toolkits and guidance developed to support colleagues providing services to diverse communities.	Amber	Microaggression Toolkit - being launched in February 2025. Other documents in progress. Development of Neurodiversity awareness training to be launched in September 2025.

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4.3	Create a 'one-stop' shop of all EDI-related resources and education for colleagues to tap into whenever they would like.	EDI Team	Jan-24	Jul-24	One stop shop' developed and publishes, feedback collated.	Green	New EDI Hub launched April 2024 which includes pages for resources and training. All future guidance and resources will be added to the Hub. EDI library, split by protected characteristics and key priorities, added to EDI hub.
Objective 5: Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across CCC and work together to make organisation-wide impact to progress our equality objectives.							
5.1	Produce an annual EDI communications plan which includes monthly EDI conversations and weekly blogs. Monitor the reach of these.	EDI Team	Jan-24	Annually	Increased uptake of EDI Conversations, specifically attracting those not usually desk based, by 15%	Green	2024 Communications plan complete. EDI Calendar 2024 launched and Teams backgrounds. 2025 communications plan, calendar, and Teams items, currently underway. 2025 communications plan underway, the calendar is on CamWeb and Teams backgrounds are being implemented on a monthly basis. Stats are taken on each EDI conversation and for each blog and reported on for EDI Leadership Forum.
5.2	EDI eLearning: Monitor uptake of existing eLearning modules by directorate. Report quarterly to directorates.	Learning & Development and EDI Team	Jan-24	Quarterly	Increase completion percentage of EDI e-Learning to 60%. % completion as of August 2023: 25.88%. Evidence of impact from training demonstrated.	Amber	Completion rates December 2023: 40%. Checks included in Ratings form and ERP March 2024 update: 60% completion. August 2024: 70% completion. November 2024: 71% completion. The module was reallocated in 2025 and as of September 2025 41.8% of colleagues have completed the module.

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	EDI eLearning: Review and update content of eLearning annually - Consideration for e-learning units about EDI topics of socio-economic, care experience and unpaid carers (a protected characteristic by association under the Equality Act 2010).	Learning & Development and EDI Team	Jan-24	Dec-27	EDI e-Learning regularly reviewed and updated.	Amber	Updates to this learning are ongoing, updates include including care experience (2024), mentioning the EDI strategy (2024), inclusion of information about gender critical beliefs being protected in the Equality Act 2010 (March 2025). Upcoming updates include new information about sexual harassment legislation, carers.
5.3	Deliver 4 Ps of Inclusion modules and monitor uptake by directorate, review evaluation data every 6 months. Promote upcoming cohorts to increase uptake.	Learning & Development	Jan-24	Ongoing	Increase in completion: 300 colleagues to complete by 2026. 96 colleagues have completed by March 2024.	Amber	Four Pillars of Inclusion – 109 attendees to date in total (since July 2023), update (19 May 2025) 202 colleagues have attended. Other training available (update Feb 2025): Women of colour in leadership - 9 fully attended cohort 1 and 12 fully attended cohort 2, Compassionate and Inclusive leadership - 52 fully attended (for CLT, ELT and now Heads of Service).

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5.4	Identify new and bespoke learning opportunities for colleagues, specifically: Provide anti-racism training, Provide trans awareness training, Provide disability awareness training, cultural awareness, hate crime. (SCWRES action 2a)	Learning & Development and EDI Team	Jan-24	Ongoing	Increased awareness of EDI-related topics as measured through uptake of training courses.	Amber	EDI Training proposal presented at EDI leadership Forum in May 2024 - EDI Leadership Forum members agreed the plan. EDI Team met with the Neurodivergent Peer Support Group Leads to map out a plan for Neurodiversity training and the listening sessions from the Anti-racism steering group will feed into the plans for anti-racism training. Neurodiversity awareness training to be launched in September 2025.
5.6	Write and publicise case studies from members of ELT who attended the compassionate and inclusive leadership programme to share learning to all managers.	Learning & Development and EDI Team	Jan-25	Dec-25	Case studies published by ELT members.	Amber	Will form part of the 2025 communications plan. Initial meeting planned on contacting ELT members with Lesley Listen providing a list of who has completed this. Email draft to invite ELT members to share their experiences and any changes they've made to be written and sent. Looking at different ways to communicate this information including video recording ELT members as well as gathering quotes for an article/adding to EDI hub. Names have been given for those who have completed this and email drafted to send.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
5.7	Re launch our EDI Contact role and increase the number of individuals signed up to the role across the organisation	EDI Team	Jul-24	Review every 2 years	EDI Contact role redesigned and communicated to all colleagues. Monitor feedback on the role.	Green	EDI Contact role has been evaluated and re-designed, we have had an update meeting with current EDI champions to discuss changes to the role and next steps. We have also held a few open-door sessions (January 2025) where colleagues that were interested in the role could come along and find out about the role, as a result we have recruited new EDI Champions.
5.8	Identify a way to weave EDI into the Our Conversations form and regular meetings.	Workforce Policy and Wellbeing Team and EDI Team	Sep-24	Sep-25	Guidance created and Employee survey measured reflect changes.	Amber	Guidance draft has been sent to workforce and wellbeing for review as they are responsible for Our Conversations guidance.
5.9	Publish guidance for managers to identify ways for embedding EDI into teamwork including in team meetings etc.	EDI Team	Mar-25	Sep-25	Guidance created.	Amber	Guidance has been finalised, awaiting review.

Theme B: Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
Objective 6: Create greater connection with Cambridgeshire's communities, to ensure that our services are accessible and appropriate for all of our residents and visitors.							
6.1	Empower communities to help themselves, for example, by working with local organisations to support members of the community to become trustees, or become involved in the governance of community assets.	Communities Service	2024	2027	Quality of Life survey results to provide a baseline measure.	Green	Core work of the 5 Place-based teams within the Communities Service, including the awarding of seed-funding to develop new community-led services and activities. Working in close partnership with Support Cambridgeshire to promote the use of the Volunteer Cambs portal
6.2	To embed an EDI Action plan across our Library services including: To reduce inequality of access to library services. To continue the Library Presents Programme	Cambridgeshire Libraries	Apr-23	Mar-27	Feedback from Libraries service.	Amber	EDI Action Plan approved by Library Leadership team; libraries EDI Working Group met in July 2024 and scheduled to meet again in October to check progress. Spring 2024 season of The Library Presents successfully delivered with accessible events at its heart. Public menu voting for Autumn 2024/Spring 2025 took place over the summer. New season being delivered with sold out events. TLP: Spring 2025 now launched and programme being delivered to community settings to reach new audiences. Libraries EDI Working Group continuing to meet quarterly and track progress on our action plan. New reps have joined the working group and meetings remain on track.
6.3	Continue to use local data from EELGA, Home Office, ICS and Cambridgeshire Insight – Communities to inform our work and develop a “Community Toolkit” to include quick links to the data	Policy Insight and Change	2023	2025	Community Toolkit produces and data used to inform EqlAs and the design and development of services.	Amber	New ACORN community profiles have been published on Cambridgeshire Insight https://cambridgeshireinsight.org.uk/population/socio-demographic-segmentation/acorn-community-profiles/ A larger more complex piece of work is on-going around producing a Cambridgeshire Context dashboard which will be informed by CCC own data about Place.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
	local communities are most likely to find helpful. Share good practice examples of how this data has informed out work.						
Objective 7: Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.							
	Ensure our Migrant policy and partnership officer works with stakeholders and partners to support access to core service provision for migrant and refugee communities and become a Council/County of Sanctuary.	Communities Service	2024	2028	Increased support for migrant and refugee communities	Green	Cambridgeshire County Council was awarded Council of Sanctuary Status in March 2025. This status is awarded for a 3-year period. The Communities Service continues to work with stakeholders and partners through the Cambridgeshire Migration Forum and locally as necessary.
7.1	To continue to embed the principles of Libraries of Sanctuary into our offer, and to work towards renewal of our sanctuary award in 2026. We will proactively engage with local migrant, asylum-seeking and refugee communities by:- Hosting regular library inductions/welcome sessions where we work to reduce barriers	Cambridgeshire Libraries	2024	2027	Embedded principle of Libraries of Sanctuary into our offer. Renewal of Sanctuary award in 2026.	Amber	Successful Welcome Session (library induction) for new arrivals from Hong Kong held in January. Half-term arts event with FitzWilliam museum held at Bar Hill library, with participation from families undergoing the asylum process. Programme of events for Refugee Week 2024 across the county. Continued engagement with Hong Kong families, working with Communities colleagues. Successful board games events held at Milton Road and Cambourne libraries. Europe Challenge delivered successfully at Bar Hill library with legacy of community meal taken up by local Residents Association. National Device Bank digital inclusion scheme to be delivered in Bar Hill before the end of April 2025. Successful visit to "Endless Stories" exhibition with residents of the Bar Hill hotel. Libraries represented at County of Sanctuary Internal Working Group and on track for renewal. National Devicebank delivered successfully in Bar Hill. Successful outreach visit to the Botanic Garden with Afghan

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
	to access, including language barriers.						families resettled in Northstowe, delivered with the Communities team.
	Promote how our resources and programming can support formal ESOL learning;- Continuing our outreach work with the hotels in Cambridgeshire housing people undergoing the asylum process and other relevant communities;- Continuing to build internal and external partnerships to ensure we're working closely with others who support these communities	Cambridgeshire Libraries	2024	2027		Green	Funding obtained for the Europe Challenge project at Bar Hill library, supporting residents of the nearby hotel. "Improve Your English with Cambridgeshire Libraries" resource sheet being rolled out. Europe Challenge underway with very successful sessions involving a community meal followed by an arts event at Bar Hill Library. Partnership work with Bilingual Cambridge underway.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
	Join up our existing work which supports the Gypsy, Roma and Traveller community.	Communities Service	2024	2024	Improved understanding of and support for our Gypsy, Roma and Traveller community.	Green	The Traveller Health Team moved from Public Health to the Communities Service in July 2024. The Traveller Health Team continue to deliver their well established weekly Drop-ins, and deliver adult education courses through Cambridgeshire Skills. A new significant piece of work has been around a national campaign "Reaching for the Rope" to raise awareness around the levels of poor mental health and suicide within the GRT community.
	Anti-poverty: Develop an Anti-poverty strategy	Policy, Insight and Programmes	2024	2025	Anti-poverty strategy created to include engagement with residents and communities.	Green	Poverty Commission delivered report and recommendations in May 2025. The report and recommendations were informed by residents with first-hand experience.
7.2	Anti-poverty: Review of our operating model of grant funding ensuring we engage with residents and communities to ensure whatever is introduced does not disproportionately impact certain groups.	Communities Service (Household Advice and Support Team)	2024	Mar-26		Green	Delivery model of Household Support Fund has been updated to ensure a timely process for residents in need of financial support. Continue to work very closely with key partners to ensure the support reaches residents in greatest need and mitigates risk of excluding certain groups e.g. digital exclusion
	Anti-poverty: Continue to review our Trusted Partner Network to ensure is reflective of our communities, working collaboratively with District councils.	Communities Service (Household Advice and Support Team)	2023	Mar-26		Green	The Trusted Partner Network is continuing to grow, helping to deliver support quickly and locally. The Household Support Fund will end in March 2026. Currently awaiting details of the successor Crisis and Resilience Fund.
Objective 8: Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.							

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
8.1	Review how we communicate, consult and engage with communities, looking at how this may need to adapt for different localities, diversities, interests and needs. This will include the need to report back to communities on outcomes as well as listening to needs, vulnerabilities and aspirations.	Communication and engagement working group	2025	2027		Amber	Review of accessible information and communications policy ongoing.
8.2	IT & Digital strategy (Inclusion): We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements. Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	ITDS and Health and Safety	2023	2027	Digital accessibility is considered in all that we do, and service users are able to access our information.	Amber	Ongoing through IT and Digital Strategy
	We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Part of customer contract – Authority wide	2023	Ongoing	Digital accessibility is considered in all that we do, and service users are able to access our information.	Amber	Ongoing through IT and Digital Strategy

Theme C: Our services – as a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
9.1	Ensure all our internal and external communications consider accessibility and inclusive in messaging and imagery. Being mindful when generating, selecting and using imagery and literature. Seeking to ensure our examples, posters, etc are inclusive of our diverse communities.	Communications and All	2023	2027	Information across the county is produced and delivered in an accessible format.	Amber	An Accessible Information and Communications Policy review Working Group was formed in February 2024 to review the existing policy and update it. External engagement will inform the review.
9.2	Highlight the use of Accessible Information Standards.	ITDS and EDI Team	Feb-24	Dec-25	Accessible Information and Communication policy reviewed and published.	Amber	An Accessible Information and Communications Policy review Working Group was formed in February 2024 to review the existing policy and update it. External engagement will inform the review.
9.3	Develop good practice guidance for colleagues to collect diversity monitoring data in their service areas data collection. This data should then inform the service.	EDI Team	Aug-24	Dec-24	Increased collection of diversity information where services do not currently record this data yet.	Green	Guidance has been developed and launched.

Objective 10: Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model this behaviour ourselves in all interactions with our community.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
10.1	Develop an external webpage to signpost information about how service users can raise a concern about a member of staff– signposting to the relevant policies and systems in different areas.	EDI Team and Communications	Jan-25	Aug-25	Webpage created and service users are aware of the mechanisms to report issues.	Amber	Customer feedback project is underway (2025), this action will feed into this work. Reasonable adjustments policy for customers has been drafted and shared with the Customer Feedback Project Board (6 March 2025), this is going to CLT for comment in summer 2025.
10.2	Continue to promote a shared set of mutual expectations amongst service users and employees, signposting to the Violence and aggression toolkit. Publish our respectful behaviour posters in clear, visible spaces.	Communications	Jan-26	May-26	Monitor usage and feedback of the Violence and aggression toolkit.	Blue	
Objective 11: Collaborate with our partners to reduce inequality, promote inclusion and recognise and celebrate diversity for all our communities.							
11.1	Undertake a review of EDI guidance on procurement and contract monitoring.	EDI Team and Procurement Team	Mar-25	Dec-25	Procurement processes have EDI throughout.	Amber	Documents have been sent to EDI Team for reviewing and updating, including Procurement plan and equalities questions - to review in March 2025
	Embed elements of our EDI strategy into our procurement processes in order to use our supply chain to become advocates of our EDI approach.	EDI Team and Procurement Team	Mar-25	Dec-25	Procurement processes have EDI throughout.	Amber	Documents have been sent to EDI Team for reviewing and updating, including Procurement plan and equalities

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
							questions - to review in March 2025
11.2	Establish stronger partnership work with the ICS and other partners.	HR & ICS	2024	2027	Continued partnership with ICS and regional connections.	Amber	HR colleagues attend ICS meetings to share good practice. ICE EDI group is currently being reviewed for a relaunch in due course (update Feb 2025). EDI Team engaged in a new project through ICS named Strengthening Inclusion Framework (July 2025).
11.3	Continue to utilise our networks to share good practice e.g. Regional EDI Network, ICS EDI group.	EDI Team, ICS, regional EDI Network	2023	Ongoing	Ongoing relationships with the EDI Regional Network and ICS groups, sharing good practice	Amber	The EDI Team continue to manage the Regional EDI Network, meeting quarterly to share good practice.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
11.4	Continue to work with partners to tackle racism and hate language, including tackling the root causes, as part of delivering our commitments made in the Anti-Racism Charter.	EDI Team & ICS	2023	Ongoing	Evidence of good practice sharing.	Amber	Anti-racism Steering Group formed, explored good practice, including good practice from our partners. We held 3 listening sessions with a total of 25 colleagues attending in January 2025, we also held a session with key colleagues from all directorates to discuss what we have done so far, areas that need key focus, this was feedback to the Anti-Racism steering group and actions were tied into the EDI strategy, Anti-racism charter and SCWRES report. BRAP have completed the report for listening sessions, CLT colleagues have seen the report and next steps are being discussed in the Anti-Racism Steering Group and with Learning & Development colleagues. SCWRES action plan was submitted to skills for care on 23rd June 2025, and we have committed to take part in phase 3. Date collection for 2025 submission will take

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
							place in October 2025. EDI Team engaged in a new project through ICS named Strengthening Inclusion Framework (May 2025).

Objective 12: To assess, consult, and evaluate the equality impact of our policies, processes and decisions and to make changes where reasonably possible if it creates inequality

12.1	Continue to develop our EqIA guidance and resources, including providing good practice examples and tips on consulting with diverse communities. Seek feedback on our existing EqIA processes.	EDI Team and Communities Team	Jan-24	Aug-24	Increased level of confidence in completing EqIAs as measured by staff feedback. Outputs: EqIA guidance reviewed and developed, EqIA training package launched for all colleagues, completion rated monitored,	Green	New EqIA Hub launched 24/09/2024 with new tool and e-Learning. E-Learning uptake will be monitored.
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No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
					Increased number of trained super-users. Feedback collated on the role.		
12.2	Develop and launch EqIA training package.	EDI Team	Jan-24	Aug-24	EqIA training package produced and communicated to all colleagues. Uptake monitored.	Green	New EqIA Hub launched 24/09/2024 with new tool and e-Learning. E-Learning uptake will be monitored.
12.3	Produce guidance for colleagues to understand how to incorporate care experience into their EqIAs.	EDI Team and the Care Experience Working Group	May-24	May-24	Incorporating care experience into EqIAs guidance produced for colleagues.	Green	Care experience was added as a protected characteristic to both the online form and all EqIA guidance documents. Guidance published in collaboration with Care Leaver Local Offer.
12.4	Publicise our EqIA Super Users and continue to provide continued professional development for the role.	EDI Team	Jan-24	Ongoing	Increased number of trained super-users. Feedback collated on the role.	Green	In 2024 we have introduced 6 new trained Super Users. There are quarterly meetings of Super Users for support and training.

No.	Action	Team Responsible	Start	End	Success measures and key outputs	Status	Progress update
12.5	Produce a checklist document for colleagues creating or reviewing documents which do not need a full EqIA to identify equality considerations e.g. accessibility of documents, diverse imagery. Consider how the EDI Champion role could embed this process throughout their service.	EDI Team	Aug-24	Sep-25	Checklist created and feedback monitored.	Amber	Document has been finalised, awaiting review.
12.6 NEW ACTION	Motion to full council: task officers with reviewing the County Council's Equality, Diversity and Inclusion (EDI) Strategy's Action Plan to ensure it contains an action to assess the implementation of Universal Design principles across all council directorates and provide an update on this, highlighting areas for improvement, as part of the six monthly monitoring report received by the Communities, Social Mobility and Inclusion Committee on the EDI Action Plan.	EDI Team and Communities Team	May-25	Ongoing		Amber	This review has now been added to the Councils Equality, Diversity and Inclusion Strategy Action Plan. Work is underway to scope out what this entails and how this might best be achieved.