

Communities, Social Mobility and
Inclusion Committee

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

Thursday, 16 October 2025

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

14:00

Red Kite Room

New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

Agenda

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1 Apologies for Absence and Declarations of Interest

Guidance on declaring interests is available in [Chapter F2 \(Members' Code of Conduct\)](#) of the Council's constitution.

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- 3 Public Questions and Petitions

KEY DECISIONS

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The Communities, Social Mobility and Inclusion Committee comprises the following members:

Councillor Alison Whelan (Chair) Councillor Laurence Damary-Homan (Vice-Chair)
Councillor Henry Batchelor Councillor Alex Bulat Councillor Sarah Caine Councillor
Yasmin Deter Councillor Daniel Divine Councillor Peter Fane Councillor Samantha Hoy
Councillor David Levien Councillor Charlotte Lowe Councillor Andy Osborn Councillor
Tom Sanderson Councillor Geoffrey Seeff and Councillor Elliot Tong

Clerk Name:	Nick Mills
Clerk Telephone:	01223 699763
Clerk Email:	Nicholas.Mills@cambridgeshire.gov.uk

Communities, Social Mobility and Inclusion Committee Minutes

Date: 5 June 2025

Time: 2:00 p.m. – 3:20 p.m.

Venue: Red Kite Room, New Shire Hall

Present: Councillors Alison Whelan (Chair), Laurence Damary-Homan (Vice-Chair), Henry Batchelor, Yasmin Deter, Daniel Divine, Peter Fane, Leedo George, Bryony Goodliffe, Tom Hawker-Dawson, David Levien, Charlotte Lowe, Geoff Seeff and Elliot Tong

1. Notification of Chair and Vice-Chair

The Committee noted that on 20 May 2025, Full Council appointed Councillor Alison Whelan as the Chair of the Communities, Social Mobility and Inclusion Committee for the 2025/26 municipal year, and Councillor Laurence Damary-Homan as the Vice-Chair.

2. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillors Alex Bulat (substituted by Councillor Goodliffe), Sarah Caine (substituted by Councillor Hawker-Dawson), Sam Hoy (substituted by Councillor George) and Tom Sanderson.

There were no declarations of interest.

3. Minutes – 27 February 2025

While discussing the minutes of the previous meeting, it was noted that it had been suggested that consideration could be given in the future to creating a new fund to support capital projects, and Members were informed that it would need to be considered as part of the next round of business planning.

The minutes of the meeting held on 27 February were agreed as a correct record and signed by the Chair.

The Committee noted the Minutes Action Log.

4. Public Questions and Petitions

No public questions or petitions were received.

5. Cambridgeshire Skills Grant Funding Agreement

The Committee received a report on a £6.435m grant that had been awarded to Cambridgeshire Skills by the Cambridgeshire and Peterborough Combined Authority for the provision of adult learning for the 2025/26, 2026/27 and 2027/28 academic years.

While discussing the report, individual Members:

- Paid tribute to Cambridgeshire Skills for the positive Ofsted report that had been published following a recent inspection of the service, emphasising the value of the service in providing opportunities for residents across the county.
- Expressed concern that there had been a 10.6% reduction in funding, although it was acknowledged that there had been a national reduction in funding for adults skills and that it was not based on any issues with previous performance. Members requested further information on how the reduced funding would impact the service and the wider adult learning sector. Members were informed that Cambridgeshire Skills worked closely with other local providers to avoid duplication and to maximise the impact of available funds. It was clarified that there would be an approximate 10% reduction in the number of learners accepted on all courses on a first come first served basis, rather than the removal of certain courses entirely, and it was agreed to provide Members with more detailed figures on the potential impact on learner numbers. **Action required**
- Clarified that 'Free Courses for Jobs' was a level 3 provision aimed at both supporting unemployed people to obtain work and improving the employment of people in low paid work. It was emphasised that Cambridgeshire Skills only provided services to over-19s.

It was resolved unanimously to:

- a) Accept the funding agreement from the Cambridgeshire and Peterborough Combined Authority; and
- b) Delegate authority to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to sign the funding agreement under seal.

6. Coroner Service Body Removals Contract

The Committee received a report on the procurement of body removal services to commence in October 2025, and attention was drawn to a late appendix that had been published to provide additional clarity on the geographical areas covered by each separate contract. It was noted that recommendation (b) sought a delegated authority to the Executive Director of Place and Sustainability, rather than the Executive Director of Strategy and Partnerships.

While discussing the report, individual Members:

- Queried whether the separate contracts could be terminated or extended on an individual basis if necessary. It was confirmed that each contract would be tendered for and agreed separately, and that they could therefore be terminated or extended on an individual basis in the future.
- Sought confirmation that the proposed financial contribution from Peterborough City Council would be sufficient for the services provided. Members were informed that the Service Level Agreement (SLA) signed in 2015 included a provision for either of the two authorities to carry out a review of the SLA, and it was confirmed that this was being considered as part of the procurement process.
- Established that body removal services were paid for on a case-by-case basis, rather than a fixed annual fee, with each bidder submitting a price per removal as part of the procurement process.
- Requested further information on how the providers' response to a catastrophe or mass fatality incident would be reflected in the contracts. Members were informed that the contracts included a provision to ensure the providers would be able to respond appropriately in such a situation, although it was emphasised that the cost for such support would be negotiated separately at the time.
- Queried how many providers were anticipated to submit bids to the procurement process, expressing concern that a smaller number of bidders could afford them greater control over the cost of the contracts. It was acknowledged that there were only a few organisations that could meet the required demands of the contracts, although it was suggested that there were a higher number than in neighbouring areas. Members were informed that three bids had been received in the previous procurement and were provided assurances that the Council was advertising widely to attract attention.
- Suggested that providers could be encouraged to be as environmentally conscious as possible, for example through the energy used for body storage units and transferring bodies. Members were informed that such considerations were included in the weighting criteria of the procurement process and were encouraged by the Council, and it was noted that submissions in the previous procurement had included significant focus on environmental concerns.

It was resolved unanimously to:

- a) Approve the recommissioning of the contracts for the provision of body removals commencing in October 2025, as set out in the report; and
- b) Delegate authority to the Executive Director of Place and Sustainability, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to award and execute the contracts.

7. Library E-Stock Procurement

The Committee received a report on the procurement of the library service's estock to commence in April 2026.

While discussing the report, individual Members:

- Welcomed the significant growth in the provision of electronic resources between 2021 and 2024 and queried whether such growth in demand was expected to continue. Members were informed that the reducing impacts of the Covid-19 pandemic were a significant cause of the growth since 2021, and while further growth was expected, it was not anticipated to be at such a high rate. The service would continue to expand awareness of the various services that were offered by libraries to increase uptake in the usage of e-stock.
- Queried whether the procurement would have any impact on the provision of non-electronic resources. Members were informed that the budget for overall stock was a fixed amount and therefore the ratio of electronic and non-electronic stock could vary. Notwithstanding, it was emphasised that a benefit of having a higher level of e-stock was an increase in the availability of library space for alternative activities and spaces, such as the expansion of children's areas to accommodate higher levels of physical books and usage.

It was resolved unanimously to:

- a) Agree to the procurement of e-stock through a single multi-lot procurement exercise, as set out in the report; and
- b) Delegate authority to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to:
 - (i) Award and execute the contract once procurement has been completed; and
 - (ii) Approve all necessary legal documentation relating to the contract award, along with any transactions, associated arrangements and their formal executions.

8. Corporate Performance Report – Quarter 4 (2024-25)

The Committee received a report providing an update on the performance of services within its remit over Quarter 4 of the 2024/25 financial year, with one key performance indicator (KPI) rated as red, one KPI rated as amber, six KPIs rated as green, and two KPIs rated as contextual. It was clarified that KPI 10 (total number of live investigations that are over 12 months old (including inquests)) had been rated as amber, as set out in the cover report, rather than green, as erroneously indicated in Appendix 1 of the report.

While discussing the report, individual Members:

- Expressed concern about the red rating for KPI 6 (percentage of clients engaging with the Independent Domestic Violence Advocacy (IDVA) Service) and requested further information on the reported decline in performance. Members were informed that recent changes to the medium risk referral process for victims of domestic violence had impacted levels of engagement, while a delay in referrals being received due to a backlog within the police service had resulted in contact being made with victims at a slower rate, resulting in lower levels of engagement. The service was also continuously investigating ways to overcome a perceived reluctance of victims to initially engage due to uncertainty over who was contacting them.
- Observed that the Council could not control the number of Coroner investigations, suggesting that it also only had limited influence on how quickly such investigations progressed through the courts, and queried whether KPI 10 (total number of live investigations that are over 12 months old (including inquests)) was therefore an appropriate way to track performance. Members were informed that the KPI helped to track the effectiveness of the Council in supporting investigations throughout their duration and to provide confidence.
- Noted that the reduced level of funding received from the Combined Authority for Cambridgeshire Skills was not expected to affect KPI 1 (percentage of learners that have been retained) or KPI 2 (percentage of learners who have achieved their qualification), as both indicators were based on a percentage of learners rather than the number of learners.
- Queried what had led to the significant increase in the percentage of learners achieving their qualification, as demonstrated in KPI 2. Members were informed that the Committee's decision in December 2022 to reintegrate the service into the Council's governance structures had positioned it at the heart of the Council, which improved links with other teams and directorates while expanding the reach to potential learners, which had resulted in improved performance levels. It was also highlighted that the service's continuous self-assessment process identified areas for improvement, which had been investigated and acted on to further improve the rate of learners achieving their qualification.

It was resolved unanimously to:

Note the performance information.

9. Finance Monitoring Report – Outturn 2024-25

The Committee received the Outturn Finance Monitoring Report for the services within its remit for the 2024/25 financial year, which included a £470k underspend across the revenue budgets, while two capital programmes within its remit had a significant variance over £250k.

While discussing the report, individual Members:

- Clarified that the £500k funding for Fenstanton Village Hall would be re-phased to the 2025/26 financial year, as referenced in section 5.2 of the report, rather than being re-allocated. It was noted that the committee had previously supported the project's continuation when it reallocated funds from other uncompleted projects to the Cambridgeshire Priorities Capital Fund.
- Established that twenty-six projects had received funding of up to £40k from the Cambridgeshire Priorities Capital Fund, sixteen of which had been completed. A further five projects were ongoing, while five projects were yet to start, although it was emphasised that officers were content with the causes of delays and amended timelines. It was confirmed that there had been no requirement for projects to be completed within the 2024/25 financial year, as projects were often subject to unavoidable delays.
- Queried why the Strategic Management budget line listed in the table in section 4.2 of the report was negative. Members were informed that it related to 'Homes for Ukraine' grant funding that had been received from the government and allocated to services within the committee's remit due to their role in providing support to 'Homes for Ukraine' guests. The one-off grant income had been applied to this budget for a three year period, following which the budget line would return to a positive level.

It was resolved unanimously to:

Note the content of the report.

10. Agenda Plan, Training Plan, Appointments to Outside Bodies

The Committee received a report which included its agenda plan and training plan, along with lists of appointments to be made to outside bodies, internal advisory groups, and Member Champion roles. It was noted that revised versions of Appendices 3, 4 and 5 had been published, which included the names of Members nominated to the various roles.

While discussing the proposed nominations, Members:

- Welcomed the cross-party nature of appointments that had been proposed.
- Noted that three appointments to outside bodies which had not been received nominations would be further discussed with Spokes and appointed to by the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair.

It was resolved unanimously to:

- a) Review its agenda plan attached at Appendix 1 to the report;
- b) Review its training plan attached at Appendix 2 to the report;
- c) Agree the appointments to outside bodies, as detailed in the revised Appendix 3 to the report;
- d) Agree the appointments to internal advisory groups and panels, as detailed in the revised Appendix 4 to the report; and
- e) Appoint Councillor Sarah Caine as the Community Safety Champion and Councillor Alex Bulat as the Migrant Champion.

Chair
16 October 2025

Communities, Social Mobility and Inclusion Committee Minutes Action Log

This is the Committee's updated minutes action log, and it captures the actions arising from recent Communities, Social Mobility and Inclusion Committee meetings and updates Members on the progress in complying with delivery of the necessary actions.

Minutes of the Committee Meeting Held on 5 June 2025

Minute no.	Report	Officer responsible	Action	Update	Status
5.	Cambridgeshire Skills Grant Funding Agreement	T Molloy	Provide Members with more detailed figures on the potential impact of the reduction in funding on learner numbers.	A briefing note was circulated to members of the committee on 12 August 2025.	Complete

Funding for the High Impact Use Operational Team

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 16 October 2025

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2025/071

Executive Summary: The Council's Communities Service currently hosts the High Impact Use team, working with residents who have very high attendance at hospital Accident and Emergency departments. This report seeks approval to enter into a new Section 256 Agreement with the Integrated Care Board to receive funding to continue to host the team in the 2026-27 financial year.

Recommendation: The committee is recommended to:

Authorise the Council to enter into a Section 256 Agreement with the Integrated Care Board for receipt of funding to host the HIU Operational Team.

Officer contact:

Name: Jill Buckingham

Post: Head of Communities

Email: jill.buckingham@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1. Hosting the High Impact Use (HIU) Operational Team has been evaluated against the seven ambitions set out in the Council's Strategic Framework, and it contributes to the following strategic ambitions:

- Ambition 3: Health inequalities are reduced.
- Ambition 4: People enjoy healthy, safe and independent lives through timely support that is most suited to their needs.
- Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.
- Ambition 5: People are helped out of poverty and income inequality.

2. Background

2.1 High Impact Use (HIU), in this context, refers to residents who frequently present at hospital Accident and Emergency Departments (EDs). These individuals often have complex, but not necessarily medical, needs, which cannot be met by the ED.

2.2 In 2023, the Cambridgeshire and Peterborough Integrated Care System spent an estimated £28m of NHS funding on emergency care for the 4,500 people attending ED 5-10 times per year (an average of £6,200 per person). While the cost of high impact service use has not yet been quantified in the same way for other organisations and services, including Council services, it is clear that the ED costs are only one part of the total public sector spend.

2.3 Early identification of high intensity users of services has shown to reduce Accident and Emergency (A&E) attendances and non-elective admissions by at least 40% within NHS patient cohorts; improved understanding of the drivers of high frequency use of A&E will also identify gaps and impacts in wider care and support provision.

2.4 The approach is to focus on an individual's concerns, building a personalised plan with them and working with wider partners to use all the collective services, assets and resources in a more proactive way.

2.5 In March 2024, the committee agreed to enter into a Section 256 Agreement with the Integrated Care Board (ICB) to receive the funding to host the HIU operational team within the Council's Communities Service, for an 18-month pilot project. The service has been operating for a year and is evidencing a positive impact. The Council is currently the only local authority in the country to host an HIU service, and the model is being promoted nationally as an example of good practice, and locally received an Outstanding Achievement award from one of the acute hospital trusts.

3. Main Issues

- 3.1 In total, the Council will receive £600,000 to host the HIU Operational Team for the full 2026-27 financial year.
- 3.2 Pursuant to Section 256 of the National Health Service Act 2006, payments will be made from the ICB to the Council under a Section 256 Agreement.
- 3.3 The Section 256 Agreement and related service specification has been reviewed and approved by the Head of the Communities Service, the Head of Partnerships and Programmes (Adults, Health, and Commissioning Directorate) and Pathfinder Legal.
- 3.4 Proposed costings have been reviewed by the Council's Finance team to ensure that there is no adverse financial risk to the Council in continuing to host the HIU Operational Team.

4. Alternative Options Considered

- 4.1 The following alternative options have been considered in formulating the recommendations contained in the report:
 - (a) Do nothing – this was rejected as acceptance of the Section 256 Agreement would enable the Council to continue to host the team and to do nothing would prevent this from happening.

5. Conclusion and Reasons for Recommendations

- 5.1 The Council currently hosts the HIU Operational Team on behalf of the wider system. The service is making a positive impact on the lives of its service users, their attendance at A&E, and is valued by system partners.
- 5.2 As the total amount of funding to be received is more than £500,000, this is a key decision and requires the committee's approval.
- 5.3 The committee is therefore recommended to authorise the request to receive funding of £500,000 to continue to host the team for the 2026-27 financial year, via a Section 256 Agreement.

6. Significant Implications

6.1 Finance Implications

This report requests approval to enter into a Section 256 Agreement and to receive funding from the ICB. No financial implications have been identified for the Council. Potential redundancy costs have been calculated and included in the budget, and the funding covers the Council's legal costs related to the Section 256 Agreement.

6.2 Legal Implications

Section 256 of the National Health Service Act 2006 provides authority for the ICB to make payments to a local authority if it is satisfied that the payment is likely to secure a more effective use of public funds than the deployment of an equivalent amount on the provision of services. A Section 256 Agreement would be entered into between the Council and ICB.

6.3 Risk Implications

Not applicable.

6.4 Equality and Diversity Implications

There are no equality and diversity implications.

6.5 Climate Change and Environment Implications (Key decisions only)

Not applicable – this key decision relates to receiving income from the ICB.

7. Source Documents

7.1 [National Health Service Act 2006](#)

Youth Guarantee Trailblazer Grant Funding Agreement

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 October 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	Yes
Forward Plan ref:	2025/044
Executive Summary:	To approve the receipt of a grant from the Cambridgeshire and Peterborough Combined Authority for the delivery of services provided as part of the Youth Guarantee Trailblazer.
Recommendation:	The committee is recommended to: <ul style="list-style-type: none">a) Approve the receipt of a £841,695 Youth Guarantee Trailblazer grant from the Cambridgeshire and Peterborough Combined Authority; andb) Delegate authority to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to sign the Grant Funding Agreement under seal.

Officer contact:
Name: Tom Molloy
Post: Head of Cambridgeshire Skills
Email: tom.molloy@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The £841,695 of funding received from the Cambridgeshire and Peterborough Combined Authority (CPCA) will deliver support and programmes that help secure employment and / or education / apprenticeship opportunities, which will reduce the number of young people not in education, employment, or training (NEET).
- 1.2 This will contribute to the following ambitions from the Council's Strategic Framework:
 - Ambition 5 - People are helped out of poverty and income inequality
 - Ambition 7 - Children and young people have opportunities to thrive.

2. Background

- 2.1 The government has provided funding for 8 Youth Guarantee Trailblazers that will focus on youth programmes and supporting NEET young people aged 18 to 21 across England. One of these areas is Cambridgeshire and Peterborough, with the Cambridgeshire and Peterborough Combined Authority (CPCA) receiving £5m in funding for the year running from 1 April 2025 to 31 March 2026.
- 2.2 The objective of the trailblazer funding is to reduce the number of young people in Cambridgeshire and Peterborough aged 18 to 21 who are NEET by providing comprehensive support and opportunities.
- 2.3 The role of the trailblazer programme is to test a new localised approach to the Youth Guarantee, before a national rollout of the programme, gathering evidence to inform the policy's national development.
- 2.4 The Committee is asked to approve this grant, rather than the Children and Young People Committee, as the Youth Guarantee is being coordinated by Cambridgeshire Skills due to its existing relationships with the Cambridgeshire and Peterborough Combined Authority that has issued the funding. The Youth Impact Programme that is being funded by the Youth Guarantee is also being delivered by the Council's Communities Service.

3. Main Issues

- 3.1 As part of the Youth Guarantee Trailblazer, the Council has been awarded £841,695 by the CPCA. This funding is to deliver two projects.
- 3.2 Firstly, to extend the statutory tracking that the Council already undertakes for young people aged 16 to 18 (year 12 and 13) to cover those aged 19 to 21. This will provide the data and insight into the issues and barriers faced by young people to ensure that the right provision and opportunities are in place to reduce NEET.
- 3.3 Secondly, the funding will maintain an existing programme of work that has included delivery of the National Citizens Service and which has provided targeted support to

vulnerable groups at a time of transition. These programmes focussed on improving mental health and well-being, building life skills and independence, and helping young people find purpose. The programmes have enhanced young people's social mobility and provided pathways to further education, training, and employment and will be extended to the 18 to 21 age group.

4. Alternative Options Considered

Do nothing – this is not an option as failure to accept the funding from the CPCA would result in there being no service offer from the Council as part of the national programme.

5. Conclusion and Reasons for Recommendations

- 5.1 The grant provides the Council with funding to play a significant role in shaping the Youth Guarantee before its national rollout in 2027. The funding can help many young people achieve their employment and skills goals, while also contributing to the ambitions in the Council's Strategic Framework.

6. Significant Implications

6.1 Finance Implications

This grant brings in significant external funding to support the delivery of critical services to support young people into employment and / or education / training.

6.2 Legal Implications

Not applicable.

6.3 Risk Implications

Staff working on the delivery of the continuation of the National Citizens Service (NCS) were put at risk of redundancy when the government withdrew NCS funding. Funds have been put aside to fully cover these costs if the Youth Guarantee Trailblazer funding does not continue.

6.4 Equality and Diversity Implications

This grant will fund learning that will help to achieve Ambition 5 of the Strategic Framework (People are helped out of poverty and income inequality).

6.5 Climate Change and Environment Implications (Key decisions only)

Not applicable.

7. Source Documents

7.1 None.

Cambridgeshire Poverty Strategy Commission

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 October 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Executive Summary:	For the committee to note the content of the Cambridgeshire Poverty Strategy Commission and endorse a move to a phase of delivery of the proposed recommendations.
Recommendation:	The committee is recommended to: <ul style="list-style-type: none">a) Note the recommendations of the Poverty Commission; andb) Endorse the move to a delivery phase for the Council.

Officer contact:
Name: Nikitta Vanterpool
Post: Anti-Poverty Strategic Lead
Email: Nikitta.vanterpool@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The recommendations of the Cambridgeshire Poverty Strategy Commission support the Council's ambitions to address inequalities, tackle rural and digital exclusion and strengthen community resilience as set out in the refreshed Strategic Framework 2023–2028.
- 1.2 The Commission has been a key enabling project and is supported by a range of public and voluntary sector partners. Delivering on the recommendations of the Commission will help the Council deliver its vision of becoming a greener, fairer, more caring Cambridgeshire, owing to its alignment to the following ambitions:
- Ambition 3: Health inequalities are reduced. Poverty and poor health are closely linked; therefore the commission's recommendations will help to tackle the social determinants of health.
 - Ambition 5: People are helped out of poverty and income inequality. The Commission presents a series of recommendations for Cambridgeshire that work to tackle poverty.
 - Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Many of the recommendations recognise the importance of local, community-based responses.
 - Ambition 7: Children and young people have opportunities to thrive. Children and young people growing up in low-income households are more likely to experience poor health, housing insecurity, and limited access to resources. Therefore, by supporting low-income households through the recommendations of the report, it creates more opportunities for children and young people.

2. Background

- 2.1 The Cambridgeshire Poverty Strategy Commission officially launched in October 2024. The independent commission was supported by a delivery group consisting of representatives from all five district and city councils, the County Council, the Cambridgeshire and Peterborough Combined Authority, health, police, the fire service, and Support Cambridgeshire representing the voluntary and community sector. Secretariat support to the Commission was provided by the Council's Policy, Insight and Change service. The core function of the delivery group was to ensure that any resulting strategy would be a collaborative piece of work with public and voluntary sector partners across the county. The delivery group agreed the design of the commission, recruited commissioners, and ensured the work of the commission was fed back through their organisations in a timely manner.
- 2.2 The 11 independent commissioners were tasked with identifying a set of realistic and practical recommendations for public and voluntary sector organisations to alleviate poverty in Cambridgeshire. A strong evidence base underpinned the commission's work, with a

focus on first-hand or lived experience of poverty, evidence from partner organisations and national best practice.

- 2.3 The report notes that over 37,000 residents are estimated to be living in negative budgets, with the highest rates found in Cambridge and Fenland – areas affected respectively by high housing costs and persistent rural deprivation (Citizens Advice, 2024) – with the number of people receiving Universal Credit in the county increasing by 30% over the last four years (Local Government Organisation, 2025).
- 2.4 The [final report](#) published by the Commission in May 2025 highlights both the depth of need across the County and the strength of collaborative approaches, and explores six focus areas:
- Income maximisation – recognising the importance of providing support for individuals and households to increase their financial stability by ensuring they are receiving all the income, benefits, and financial support they are entitled to.
 - Digital inclusion – recognising both that the link between poverty and digital exclusion is well established (Good Things Foundation, 2024) and that access to the internet and digital technology is critical to everyday life – from applying for jobs and claiming benefits to accessing healthcare, managing finances and engaging with public services.
 - Rural poverty – noting that transport, health and well-being, loneliness and isolation, and affordable housing were the most pressing issues for rural communities (Action with Communities in Rural England (ACRE), 2023).
 - Housing and homelessness – recognising that housing costs place a significant burden on households. For those experiencing homelessness, the report notes that access to support can depend on an individual's ability to navigate multiple, often fragmented and demanding service systems.
 - Children and families – noting with concern that children are at the most risk of the effects of poverty, and many families that were just about managing are at risk of crossing a line into poverty (Joseph Rowntree Foundation, 2025).
 - Mental health – recognising that those living in poverty are more likely to experience mental health problems (Cambridgeshire and Peterborough Joint Strategic Needs Assessment, 2024).
- 2.5 The report provides a comprehensive list of detailed general and thematic recommendations, providing practical examples of what commissioners believe would have an impact for residents in Cambridgeshire.

3. Main Issues

- 3.1 The work of the commissioners has now concluded following the publication of their final report in May 2025. Their recommendations are rooted in extensive research and firsthand experiences of poverty, aiming to foster collaboration among public and voluntary sector organisations. The final report offers a clear evidence base and provides a strong platform for the next stage.
- 3.2 The Anti-Poverty Strategic Lead within the Communities Service at the County Council will lead the delivery stage, coordinating actions specific to the County Council and also acting

as convener for the wider system, bringing together on at least a quarterly basis the countywide delivery group of partners nominated by the Public Service Board.

- 3.3 Work is already underway within the Council to deliver against a number of the commission's recommendations. In December 2024, the Communities, Social Mobility and Inclusion Committee agreed to use a proportion of the Household Support Fund (HSF) allocation to fund Income Maximisation work delivered by Citizen's Advice. More recently, as the guidance around HSF has moved more towards developing resilience rather than purely responding to crisis, an element of this year's HSF allocation is being used to support the development of community food projects across the county and to provide additional funding for the network of 60+ warm and community hubs across the county.
- 3.4 The Cambridgeshire and Peterborough Public Service Board, comprising of the chief officers from the public sector partners who have been involved in this work, has re-affirmed its commitment to the shared ownership of this delivery stage and a commitment to developing a shared plan. Whilst the commission's work has ended, the individual commissioners and the wider system will remain involved through the Cambridgeshire Community Reference Group (CRG). This informal network of statutory and voluntary sector partners meets bi-monthly at a meeting convened by the Council's Communities Service.
- 3.5 Delivery Principles:
- **Place based and Collaborative:** Ensuring that actions are responding to local needs and priorities and encourages joined-up multi-agency responses to poverty.
 - **Lived Experience:** Ensuring the voices of residents with first-hand experience of poverty are central to the delivery stage of this work.
 - **Evaluation:** The action plan will be underpinned by an evaluation methodology that will ensure that learning is captured and informs the work.
- 3.6 The move into a phase of delivery will also be supported by the launch in April 2026 of the government's Crisis and Resilience Fund. Whilst guidance has not yet been received, it has been confirmed this will be a multi-year settlement, with a change in emphasis from the current Household Support Fund which will end this financial year. The new fund should present an opportunity to re-design a local offer for Cambridgeshire more closely aligned to the recommendations from the commission, and with input from the wider system and those with first-hand experience of poverty.
- 3.7 The Communities, Social Mobility and Inclusion Committee's Spokes will receive a quarterly update on the development and delivery of the Council's elements of the poverty action plan.
- 3.8 Members have attended an online workshop in September 2025, where further details were shared about the report, the recommendations and the proposed next steps were shared and member input was received.

4. Conclusion and reasons for recommendations

- 4.1 The Cambridgeshire Poverty Strategy Commission report provides a clear and valuable framework for tackling poverty across Cambridgeshire. It offers a strong foundation for coordinated action and effective decision-making. Moving from strategy to delivery is now essential to ensure meaningful progress, improved outcomes for residents, and addressing the root causes of poverty in our communities.

5. Significant Implications

5.1 Finance Implications

The delivery plan will be costed and delivered within the available budgets of all partners. For county council actions, spend will come from the anti-poverty budget, and where appropriate from the Household Support and Crisis and Resilience Funds and any other relevant and available resources.

5.2 Legal Implications

A commitment to addressing the impact of poverty supports the Council's responsibilities under the 2010 Equality Act and the delivery of the Public Sector Equalities Duties within that Act, as well as the related socio-economic duty which was adopted by the Council in March 2022.

5.3 Risk Implications

The detail of the Crisis and Resilience Fund has yet to be announced by the Department of Work and Pensions. Until this information is confirmed, planning will be based on assumptions and may delay some actions. Risks related to specific actions will be identified and managed as appropriate within the county council.

5.4 Equality and Diversity Implications

None

6. Source Documents

- 6.1 ['A Call for a Strategic Approach to End Poverty Across Cambridgeshire'](#) - Cambridgeshire Poverty Strategy Commission's final report

Equality, Diversity and Inclusion Strategy Action Plan Update

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 16 October 2025

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Executive Summary: The report provides an update on the progress of the Council's Equality, Diversity and Inclusion Strategy Action Plan

Recommendation: The Committee is recommended to:

Review the progress of the Equality, Diversity and Inclusion Strategy Action Plan.

Officer contact:

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1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Council's Equality, Diversity and Inclusion (EDI) Strategy is a key enabling strategy which helps the Council to achieve its vision and ambitions for Cambridgeshire to become greener, fairer, and more caring in the ways that are most suitable to the variety of people, and diverse communities it serves.

2. Background

- 2.1 The public sector Equality Duty (section 149 of the Equality Act 2010) applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.
- 2.2 The Equality Duty is supported by specific duties that are set out in regulations. These duties require public bodies to publish relevant and proportionate information demonstrating their compliance with the Equality Duty, and to set themselves specific, measurable equality objectives every four years. The Council's EDI Strategy, which is published on [the Council's website](#), outlines how the Council is working to ensure that it meets its statutory obligations in the Equality Act 2010 to the benefit of its employees, residents and service users.
- 2.3 The EDI Strategy (2023-2027) was approved by Full Council on 18 July 2023, following a recommendation from the Communities, Social Mobility and Inclusion Committee on 6 July 2023 and the Strategy and Resources Committee on 11 July 2023. The supporting EDI Strategy Action Plan was approved by the Communities, Social Mobility and Inclusion Committee on 11 January 2024.
- 2.2 Action plan progress is monitored by the EDI Leadership Forum, which is chaired by the Executive Director of Strategy and Partnerships. The forum meets quarterly and reports to the Communities, Social Mobility and Inclusion Committee biannually. Action Plan progress is also included in the annual workforce update to the Staffing and Appeals Committee.

3 Main Issues

- 3.1 The strategy and action plan are split into three themes:
 - a) Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
 - b) Our communities: Further understand and work with diverse communities across Cambridgeshire, developing local solutions which address the needs of communities.
 - c) Our services: Ensure people who use the Council's services and residents have good quality public services that meet the diverse needs of communities.

- 3.2 Every action has a responsible person or team, start and end dates, and a success measure. Each action has been RAG-rated to provide an update on progress. The action plan spans four years. As a result, there are some actions that are not due to start until 2026 and these have been identified in blue (planned, not started).
- 3.3 The progress of each action has been rated using the keys set out in Table 1.

Colour rating	Definition of colour rating
Red	Not started or behind schedule
Blue	Planned, not started
Amber	In progress
Green	Completed

Table 1 – RAG rating colour key

- 3.4 Table 2 (Workforce), Table 3 (Communities) and Table 4 (Services) show progress on each theme. The full action plan and progress is attached at Appendix 1. It is recognised that the action plan is focused primarily on Theme A (Workforce), which reflects the need to improve the Council's processes and information for staff as a foundation for refreshing EDI in its service work.

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	0
Blue	Planned, not started	5	-10
Amber	In progress	29	+2
Green	Completed	22	+8
Total		56	

Table 2 – Workforce Actions

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	0
Blue	Planned, not started	0	0
Amber	In progress	7	-4
Green	Completed	6	+4
Total		13	

Table 3 – Communities Actions

Colour rating	Definition of colour rating	Number of actions	Change from last update
Red	Not started or behind schedule	0	0
Blue	Planned, not started	1	-2
Amber	In progress	10	+1 (new action added)
Green	Completed	5	+2
Total		16	

Table 4 – Services Actions

3.5 The status of each action is included in the full action plan attached at Appendix 1. A summary of key achievements to date is highlighted in Table 5 below. The action plan is an organic document, and many actions are ongoing throughout the year. The action plan responds to new data and evidence, such as the Council's employee survey.

Theme	Key achievements
Workforce	Launched reasonable adjustment eLearning in collaboration with Learning & Development colleagues. The Equality Act 2010 mandates that employers make reasonable adjustments to prevent disabled employees or applicants from experiencing a substantial disadvantage compared to their non-disabled counterparts.
	Launched a Respect at work disclosure tool to enable colleagues to report any form of unacceptable behaviour that they have witnessed or experienced by other colleagues, in the workplace, including any form of bullying, harassment, discrimination, hate and/or micro-aggressions.
	Neurodivergent peer support group launched.
	Funded the women of colour in leadership programme.
	Anti-racism Steering Group launched in 2024, an overarching organisation wide group. The group oversees our organisational approach to addressing racial inequities and implementing a strategic and targeted approach to advancing race equity. Actions include: <ul style="list-style-type: none"> • Anti-racism webpages developed with support and resources. • Held listening sessions for global majority colleagues to understand their experiences in the workplace. • Supported the launch of a Global Majority peer support group. • Committed to the Social Care Workforce Race Equality Standard (SC-WRES). The Social Care Workforce Race Equality Standard (SC-WRES) is a program that identifies and addresses racial inequalities in the social care workforce. It is grounded in the legal framework of equality and non-discrimination, specifically the Equality Act 2010.

Theme	Key achievements
	<p data-bbox="347 271 1474 416">Introduced guaranteed interview scheme for care experienced applicants. We recognise Care Experience as a protected characteristic. Where a candidate has declared they are Care Experienced, and they meet the essential criteria for a role they are guaranteed an interview.</p> <p data-bbox="347 454 1474 927">Taking action to improve our diversity disclosure rates of employees. Diversity data helps us to understand the impact of our policies and practices on different groups, which is crucial for meeting the Public Sector Equalities Duties' requirements. To demonstrate compliance with the equality duty, we must publish the annual equality information report to understand whether we are providing equality and opportunity for all our employees and explore ways to improve data collection and data quality. For all actions in the action plan, an evidence-based approach is taken using data to identify issues and measure outcomes. This data also enables us to report our statutory pay gap information. Data change since November 2024: +10.83% for disability, +4.5% for ethnicity, +7.83% for nationality, +6.17% for religion and +5.24% for sexual orientation.</p> <p data-bbox="347 965 1474 1335">Following feedback from colleagues that they are experiencing microaggressions in the workplace, we published a microaggression document to support colleagues to understand what they are and the impact of microaggressions. Microaggressions in the workplace, though often subtle and unintentional, can create a hostile environment and contribute to discrimination and harassment. While not always explicitly covered by employment law, repeated or severe microaggressions can fall under the umbrella of harassment, leading to legal claims. Employers have a responsibility to address these behaviours and create a more inclusive workplace.</p> <p data-bbox="347 1373 1474 1518">Achieved Disability Confident Level 3 Leader status in September 2025. The Disability Confident scheme aligns with the legal obligations outlined in the Equality Act 2010, which protects disabled individuals from discrimination and requires reasonable adjustments in the workplace.</p> <p data-bbox="347 1556 1474 1850">Launched neurodiversity at work awareness training with Learning & Development colleagues and the Neurodivergent Peer Support Group. Neurodiversity awareness training helps the organisation to understand their legal obligations under the Equality Act 2010, which requires them to make reasonable adjustments for disabled employees, including neurodivergent conditions. The training fosters a more inclusive workplace by educating employees about neurodiversity and its associated strengths and challenges, ultimately promoting a more supportive and collaborative environment.</p>
Communities	Cambridgeshire County Council awarded Council of Sanctuary status in March 2025.

Theme	Key achievements
	Libraries EDI action plan including programmes for Refugee Week.
	Traveller Health Team deliver weekly drop-ins and adult education courses through Cambridgeshire Skills.
	Awarding of seed-funding to develop new community-led services and activities by out 5 place-based teams in the Communities Service.
Services	Launched a new Equality Impact assessment online form, guidance and eLearning. Equality Impact Assessments are a way to ensure public bodies have met their legal obligations under the PSED.
	Worked in partnership with the Integrated Care System on EDI related activity.
	Developing a reasonable adjustment policy for customers, supporting officers to understand our legal requirements as provider of services. The Public Sector Equality Duty requires public bodies to take reasonable steps to make adjustments for disabled people to ensure they can access services and functions without being disadvantaged
	Trained Equality Impact Assessment Super Users to support colleagues to complete EqIAs.
	Continued to host a regional EDI Network with other local authorities and education providers.

Table 5 – Summary of Key Actions from the Action Plan

4. Alternative Options Considered

- 4.1 As detailed in Paragraph 2.2 of the report, preparing and publishing the Council's equality objectives at least every four years is one of its specific requirements under the Equality Act 2010.

5. Conclusion and reasons for recommendations

- 5.1 The EDI Strategy demonstrates the Council's commitment to equality, diversity and inclusion as an employer and service provider, as well as its compliance with the public sector Equality Duty. The role of the committee is to review and scrutinise the progress of the Equality, Diversity and Inclusion Strategy Action Plan.

6. Significant Implications

6.1 Finance Implications

There are no foreseeable implications in this category.

6.2 Legal Implications

There are no significant implications within this category. The action plan aligns to existing HR and legislative requirements, including the Equality Act 2010 and associated public sector equality duty.

6.3 Risk Implications

There are no foreseeable implications in this category.

6.4 Equality and Diversity Implications

The action plan champions equality, diversity and inclusion within the Council's existing workforce. No direct or adverse equality implications are expected. Equality Impact Assessments are being carried out for all projects and programmes of work.

7. Source Documents

7.1 [Equality, Diversity and Inclusion Strategy](#)

7.2 [Equality Act 2010](#)

7.3 [Agenda Item 6 \(a\) \(Items for determination from Strategy and Resources Committee - Equality, Diversity and Inclusion Strategy\)](#) – Full Council meeting on 18 July 2023

7.4 [Agenda Item 9 \(Equality, Diversity and Inclusion Strategy Action Plan\)](#) – Committee meeting on 11 January 2024

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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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	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. 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.
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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).

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
					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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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).

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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 neurodivergen	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.

No	Action	Team Responsibility	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
					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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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	

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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.

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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.
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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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No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
	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).

No	Action	Team Responsible	Start	End	Success measure and key outputs	Status	Progress Update
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 Responsible	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 EqIAs 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.

Corporate Performance Report – Quarter 1 (2025-26)

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 16 October 2025

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Executive Summary: This report provides an update to the committee on the performance monitoring information for quarter 1 of 2025/26, covering 1 April 2025 to 30 June 2025.

Recommendation: The Committee is asked to:

Scrutinise and comment on the performance information presented.

Officer contact:

Name: Richard Springbett
Post: Governance and Performance Manager, Strategy and Partnerships
Email: Richard.Springbett@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This report analyses key performance indicators which link to multiple Ambitions. This includes, but is not limited to, Ambition 5: People are helped out of poverty and income inequality and Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

2. Background

- 2.1 The Performance Management Framework builds a clear performance process, linking individual services' performance all the way through to strategic decision-making, supporting the council to embed performance at the heart of everything it does.
- 2.2 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
 - Track progress quarterly.
 - Consider whether performance is at an acceptable level. Request further information on different Strategic Key Performance Indicators (SKPIs) each quarter to effectively assess performance.
 - Seek to understand the reasons behind the level of performance and identify remedial action.
- 2.3 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected SKPIs which track the performance of the services the committee oversees.
- 2.4 These indicators enable the committee to have the best overview of performance in line with the Council's strategic ambitions. These indicators will, where possible, be benchmarked against national and regional performance and set appropriate targets to allow fair scrutiny.
- 2.5 From quarter 1 2025/26 onwards, quarterly corporate performance reports submitted to Policy and Service Committees will be presented in the format of a scorecard. This will support the delivery of a transparent view of performance and will enable each committees' scorecards to be brought together into a holistic scorecard for the organisation for consideration by the Strategy, Resources and Performance committee. Each Policy and Service Committee scorecard will continue to have an appendix providing further detail for each SKPI.
- 2.6 This report covers the period of quarter 1 2025-26, up to the end of June 2025.

- 2.7 The most recent data for indicators for this committee can be found in the dashboard attached at Appendix 1. The dashboard includes the following information for each SKPI:
- Current and previous performance and the projected linear trend.
 - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
 - Red / Amber / Green (RAG) status.
 - Direction for improvement to show whether an increase or decrease is good.
 - Change in performance which shows whether performance is improving (up) or deteriorating (down).
 - The performance of the Council’s statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
 - KPI description.
 - Commentary on the KPI and path to green.
- 2.8 The following RAG criteria are being used:
- Red – current performance is 10% or more from target.
 - Amber – current performance is off target by less than 10%.
 - Green – current performance is on target or better.
 - Baseline – indicates performance is currently being tracked in order to inform the target setting process.
 - Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
 - In development - KPI has been agreed, but data collection and target setting are in development.

3. Main Issues

3.1 Current performance of available indicators monitored by the committee is as follows:

Status	Number of KPIs	Percentage of KPIs
Red		
Amber	2	20%
Green	6	60%
Baseline		
Contextual	2	20%
In Development		
Suspended		

- 3.2 The following indicators are annual and are updated in September, these will be reported in the quarter 2 report:
- CoSMIC 001: Percentage of learners that have been retained
 - CoSMIC 002: Percentage of learners who have achieved their qualification

3.3 Of the indicators updated this quarter, there are 6 **Green** indicators for commentary. Below is an example of commentary for **Green** indicators:

(i) CoSMIC 008: All births registered within 42 days of birth

Commentary: A total of 1,717 births (that occurred within Cambridgeshire, excluding Peterborough) were registered in Cambridgeshire during Q1, which is 4 fewer than the same period last year. 99 (5.76%) of the Cambridgeshire registrations were completed outside the statutory 42-day period. An additional 33 birth registrations were completed on behalf of Norfolk, as Cambridgeshire has an agreement to register births that take place in Wisbech for residents who live in Norfolk, as the area borders the county line and local residents find Wisbech more convenient. The General Register Office (GRO) has expressed support for the Council's decision to prioritise death registrations.

3.4 There are 2 **Amber** indicators for commentary this quarter. Below is an example of commentary and the path to green.

(i) CoSMIC 009: Registrations - All deaths registered within 5 days

A total of 1,428 deaths that occurred within Cambridgeshire (excluding Peterborough) were registered during Q1, 149 fewer than the same period last year, representing a 10.43% decrease.

The percentage of deaths registered within the statutory 5-day period fell to 56% in Q1. This dip was primarily due to staffing levels and reduced appointment availability over the Easter and May bank holidays. In response, the service worked closely with the General Register Office (GRO) to implement calendar restrictions and safeguard appointment capacity for death registrations, recognising these appointments have the shortest statutory timeframe for compliance and are critical to bereaved families. In addition, 37 deaths were registered by declaration for deaths that occurred outside Cambridgeshire. This process allows residents to attend a local appointment, with the information securely passed to the relevant district. While this provides helpful flexibility for families, it introduces additional administrative steps and can extend the overall processing time.

The decrease in overall death registrations is being monitored in the context of local death notification trends and capacity data to ensure continued resilience and responsiveness of the service.

Path to Green

Cambridgeshire Registration Service continues to work closely with the General Register Office (GRO) to review Key Performance Targets (KPTs) and identify areas for improvement. Diary changes have recently been implemented to increase appointment availability and improve overall performance.

3.5 There are 2 indicators which are identified as contextual. Detailed commentary and summary of each indicator can be found in Appendix 1.

4. Conclusion and recommendations

- 4.1 3.1 shows the breakdown of RAG status for this committee's indicator set. Of the 8 indicators updated this quarter, 4 indicators saw an improvement in performance.
- CoSMIC 003: Number of active library users
 - CoSMIC 005: Total number of people supported through the safe accommodation strategy
 - CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service
 - CoSMIC 010: Total number of live investigations in the Coroner's Service that are over 12 months old (including inquests)
- 4.2 Of the indicators updated this quarter, 4 indicators have seen a decline in performance:
- CoSMIC 004: Number of visitors to libraries
 - CoSMIC 007: No of Youth and Community organisations supported with initial seed funding (cumulative)
 - CoSMIC 008: Registrations - All births registered within 42 days of birth
 - CoSMIC 009: Registrations - All deaths registered within 5 days

5. Significant Implications

5.1 Finance Implications

Whilst there are no direct financial implications, poor performance can have an impact on the Council's finances. It is therefore important to consider the relationship between the SKPIs and financial performance.

5.2 Legal Implications

Performance of the following indicators is linked to statutory timescales:

- CoSMIC 008: Registrations - All births registered within 42 days of birth.
- CoSMIC 009: Registrations - All deaths registered within 5 days.

Tracking performance is therefore important as not meeting statutory requirements could have legal consequences for the Council.

5.3 Risk Implications

This report provides the latest performance information for this committee. The SKPI's performance should be scrutinised with a consideration towards to how improving or declining performance may impact risk.

5.4 Equality and Diversity Implications

The individual policies that relate to activity represented by these SKPIs will be underpinned by consideration of the outcome of Equality Impact Assessments.

5.5 Climate Change and Environment Implications

Where relevant the individual areas of activity represented by these SKPIs will be supported by an Environmental Impact Assessment.

6. Source Documents

6.1 None

Communities, Social Mobility and Inclusion Committee

Quarterly Performance Report



Quarter 1, 2025/26 Financial Year

Produced on: 17 September 2025

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Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	<ul style="list-style-type: none"> • Red – current performance is off target by more than 10% • Amber – current performance is off target by 10% or less • Green – current performance is on target • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • In Development - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Communities, Social Mobility and Inclusion Committee Scorecard

KPI	Target	Direction for Improvement	Performance (Current Period)	Performance (Previous Period)	Change in Performance	Last Updated	RAG Rating
CoSMIC 001: Percentage of learners that have been retained	92%	Higher is better	94%	93%	↑	Sep-24	Green
CoSMIC 002: Percentage of learners who have achieved their qualification	84%	Higher is better	92%	81%	↑	Sep-24	Green
CoSMIC 003: Number of active library users	99936	Higher is better	100196	97976	↑	Jun-25	Green
CoSMIC 004: Number of visitors to libraries	404357	Higher is better	380995	396428	↓	Jun-25	Amber
CoSMIC 005: Total number of people supported through the safe accommodation strategy	Contextual	Contextual	320	498	↑	Jun-25	Contextual
CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service	70%	Higher is better	71%	55%	↑	Jun-25	Green
CoSMIC 007: No of Youth and Community organisations supported with initial seed funding (cumulative)	Contextual	Contextual	15	90	↓	Jun-25	Contextual
CoSMIC 008: Registrations - All births registered within 42 days of birth	74%	Higher is better	81%	98%	↓	Jun-25	Green
CoSMIC 009: Registrations - All deaths registered within 5 days	60%	Higher is better	56%	85%	↓	Jun-25	Amber
CoSMIC 010: Total number of live investigations in the Coroner's Service that are over 12 months old (including inquests)	273	Lower is better	237	254	↑	Jun-25	Green

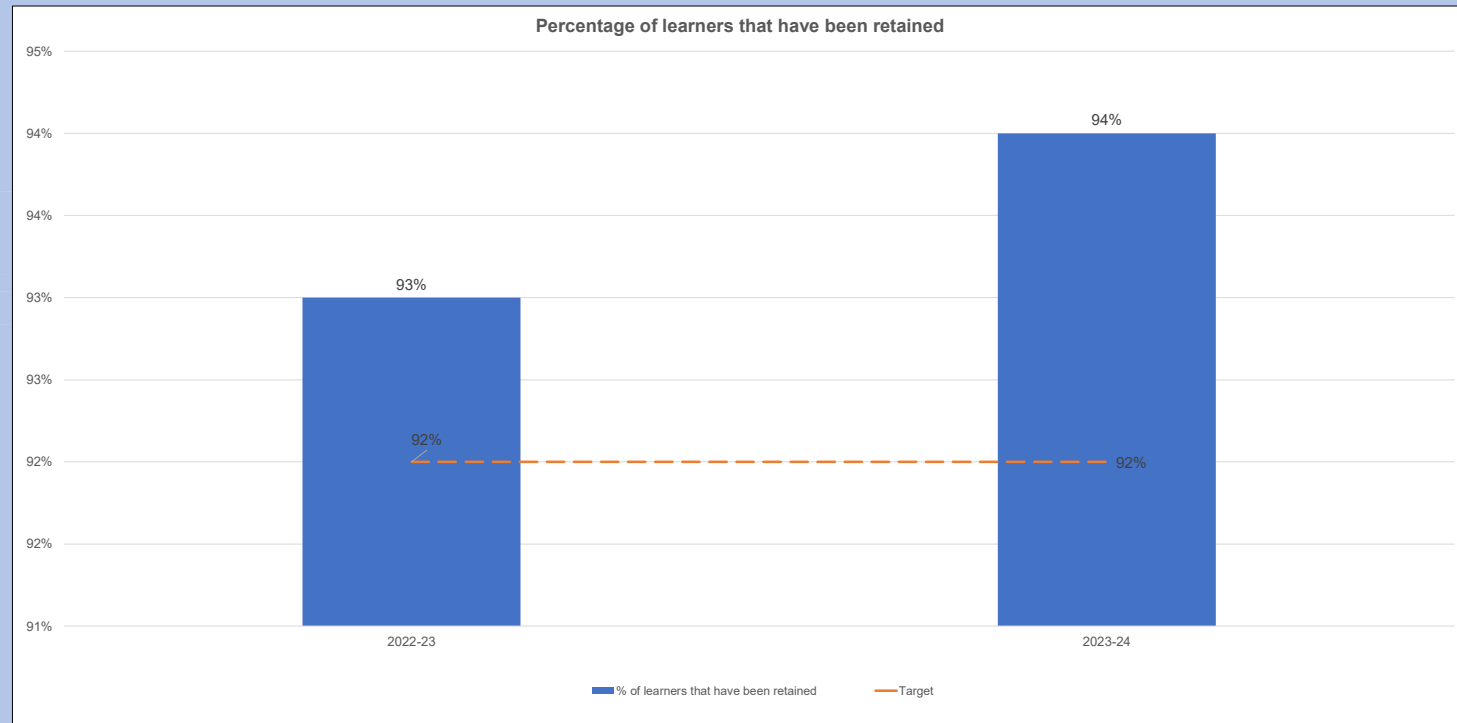
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
92%	↑	94%	93%	Improving

RAG Rating

Green

Indicator Description

Percentage of learners who remain on their course after initial enrolment by the Cambridgeshire Skills service. This indicator is calculated based on the academic year. There is a 6 month lag in availability of this data. This indicator is collected annually in September.



Commentary

New processes implemented for contacting learners who miss classes and additional resource put in place to support learners with additional needs have helped ensure more learners are retained.

Useful Links

Path to Green

Continue with current plans and monitor progress.

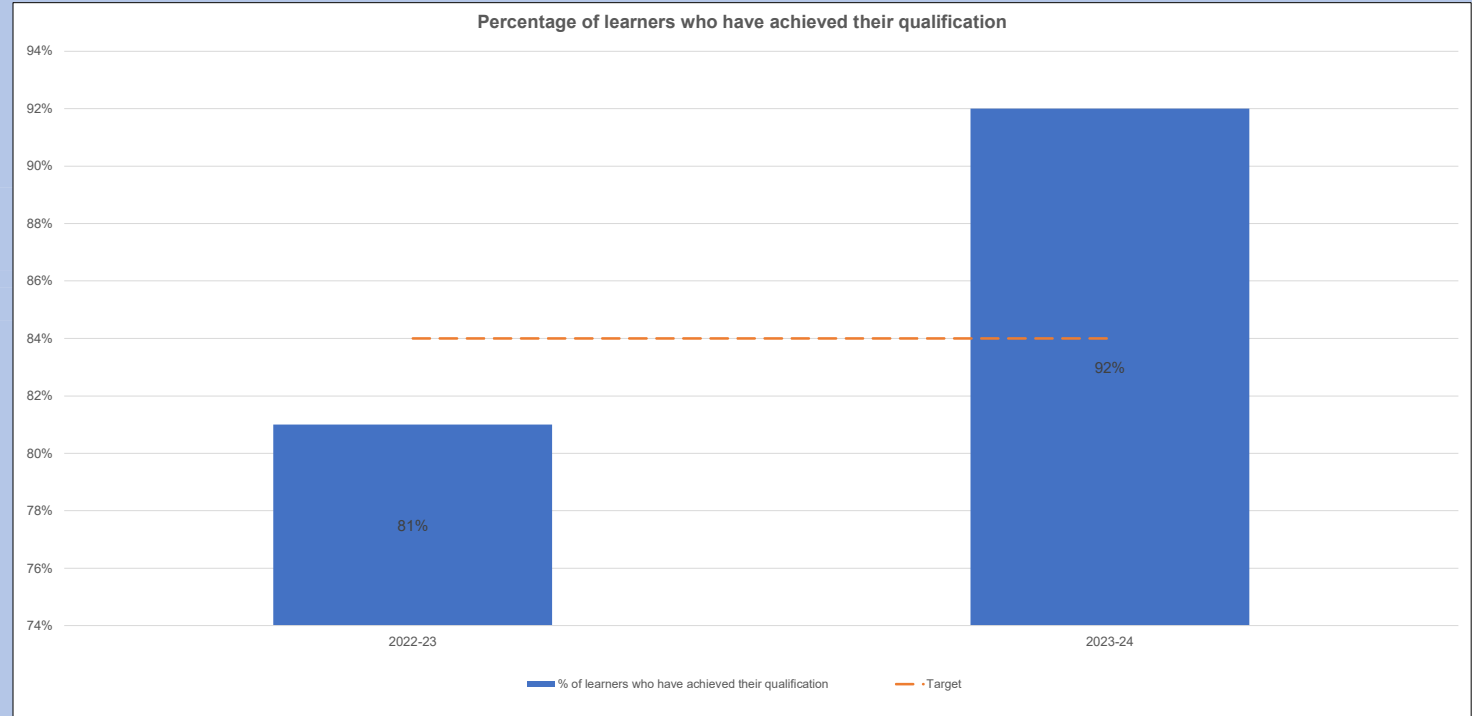
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
84%	↑	92%	81%	Improving

RAG Rating

Green

Indicator Description

Percentage of learners who initially enrolled on a course and successfully passed/achieved their qualification/course aims. This indicator is calculated based on the academic year. There is a 6 month lag in availability of this data. Data is collected by the Cambridgeshire Skills services annually in September.



Commentary

Targeted Continuous Professional Development (CPD) to develop teachers in key areas and additional resources put in place to support learners with additional need. This, with improved on course monitoring of learners, has enabled the service to help more learners achieve their qualification.

Useful Links

Path to Green

Continue with current plans and ensure that the actions in the services quality improvement plan, for the couple of qualification courses where achievement rates remain a little below national benchmarks, are implemented.

Indicator CoSMIC 003: Number of active library users

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September 2025

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
99,936	↑	100,196	97,976	Improving

RAG Rating

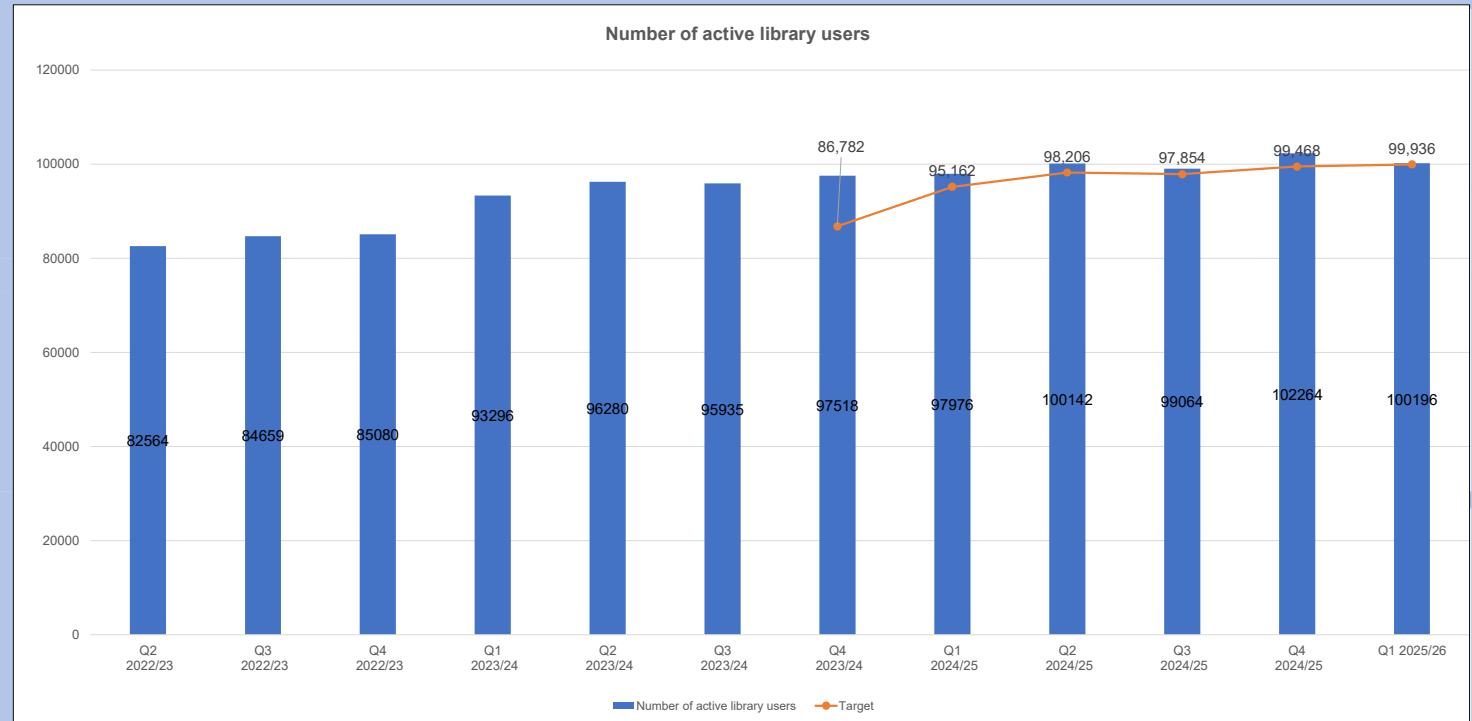


Indicator Description

This indicator shows the total number of unique people who have used their library card to access services in the last 12 months.

This is measured by the library management system, when someone interacts with it using their library card. This includes anyone who has borrowed a book, used the services' eBooks, borrowed a library PC, or used Open Plus to access a staff-less library. It does not include unique users who may simply visit library space and use services without making a transaction such as event attendance, WI-FI usage, or studying.

This is important for defining how well-used library services are and engagement with the community. The target is based on a 2% increase on performance in the previous year, as we look to continue to grow engagement with the library offer.



Commentary

This quarter has seen continued strong progress and impact from a number of library projects such as the Every Child a Member pilot being rolled out in Huntingdon Library. This is despite impacts caused by significant refurbishments and temporary closures in Rock Road, Cambourne and Whittlesey libraries throughout the quarter, as well as works on Cambridge Central's third floor. There has been positive impacts of the new library at Cherry Hinton and refurbished library at Yaxley, both showing a strong growth in membership over the quarter. The newly refurbished Yaxley Library has seen an increase of 20% active library users compared with Q1 2024/25. Lower visitor rates are expected due to temporary library closures but as this is a rolling figure the service is confident the end of year position will remain on track.

Useful Links

[The local area benchmarking tool from the Local Government Association](#)

Path to Green

The new libraries will launch with communications and an events programme to help attract back customers who may not have visited over their closed periods. Alternative provision is being used to minimise the impact of the temporary closure of Cambourne library. Staff have recently engaged in training on outreach and engagement, particularly with a focus on over 60s as part of the service's Care Together commitments. A pilot at Papworth has proved a significant boost and this should be rolled out as part of the service's ongoing membership drive this year. The service is also heading into Summer Reading Challenge in Quarter 2 which sees significant engagement, where the service hopes to build on the Every Child a Member workstreams at Huntingdon and Wisbech.

Indicator CoSMIC 004: Number of visits made to library sites reported quarterly

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September 2025

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
404,357	↑	380,995	396,428	Declining

RAG Rating

Amber

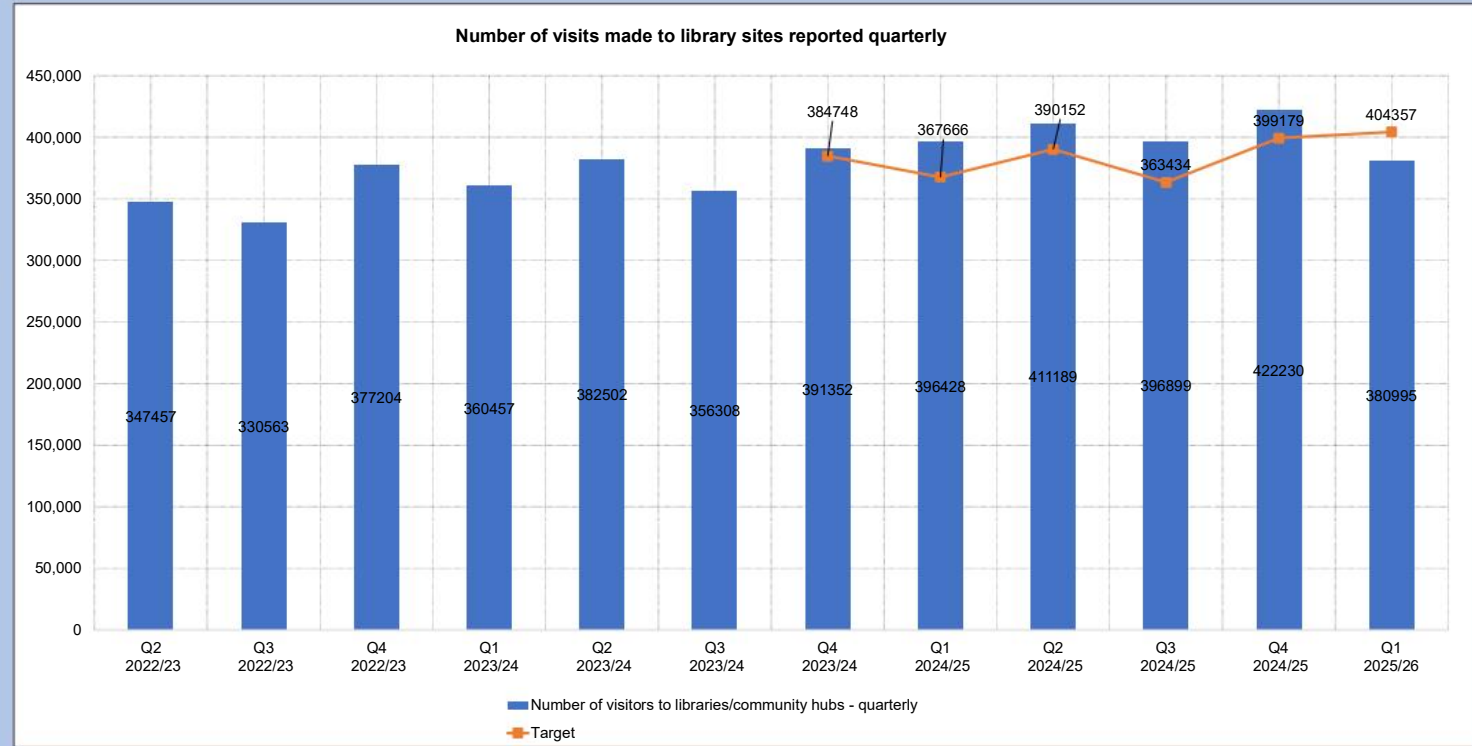
Indicator Description

The indicator represents the total number of visits made to libraries.

This is measured through electronic gate counters in libraries which record people entering the buildings. It represents attendance at library venues, but does not include engagement from outreach events or activities that take place outside or in other venues.

It is an important indicator for how well-used library buildings are and ability to attract people into library services.

Targets are based on a 2% increase on the previous year, to continue to encourage an increased use of our libraries (static and mobile).



Commentary

After a strong end to the previous financial year (helped by a late Easter) this financial year will be a challenge to maintain the visitor growth, as the temporary closure of sites for maintenance/refurbishment has a permanent impact on figures. Unlike active borrowing, visitors are much harder to recover following a temporary closure and with a large library like Cambourne closed for an extended period, as well as Ely and Wisbech forecast to temporarily close, it is likely that the annual target for growth will be missed this year. However, the trend away from libraries with refurbishments remains positive, with some good growth in some of the smaller libraries as they implement best practice and refresh their social spaces through Library Plus funding. The service is confident that the long term forecast remains a positive one.

Useful Links

[The local area benchmarking tool from the Local Government Association](#)

Path to Green

The ongoing investment in library buildings inevitably results in temporary closures as work is undertaken. The service will try to create alternative provision where a closure exceeds 4 weeks and there is not another option in easy distance. For example, at Cambourne the service has implemented a temporary mobile library and increased opening hours for Papworth and Comberton while the library is closed. Papworth Library, in particular, has seen a growth of 105% from the same period in 2024/25. Another mitigation has been put in place at Whittlesey, where there is a drop-in provision at Scaldgate Child and Family centre. Where work has finished the service has seen strong growth in visits, such as at Cherry Hinton and Yaxley libraries.

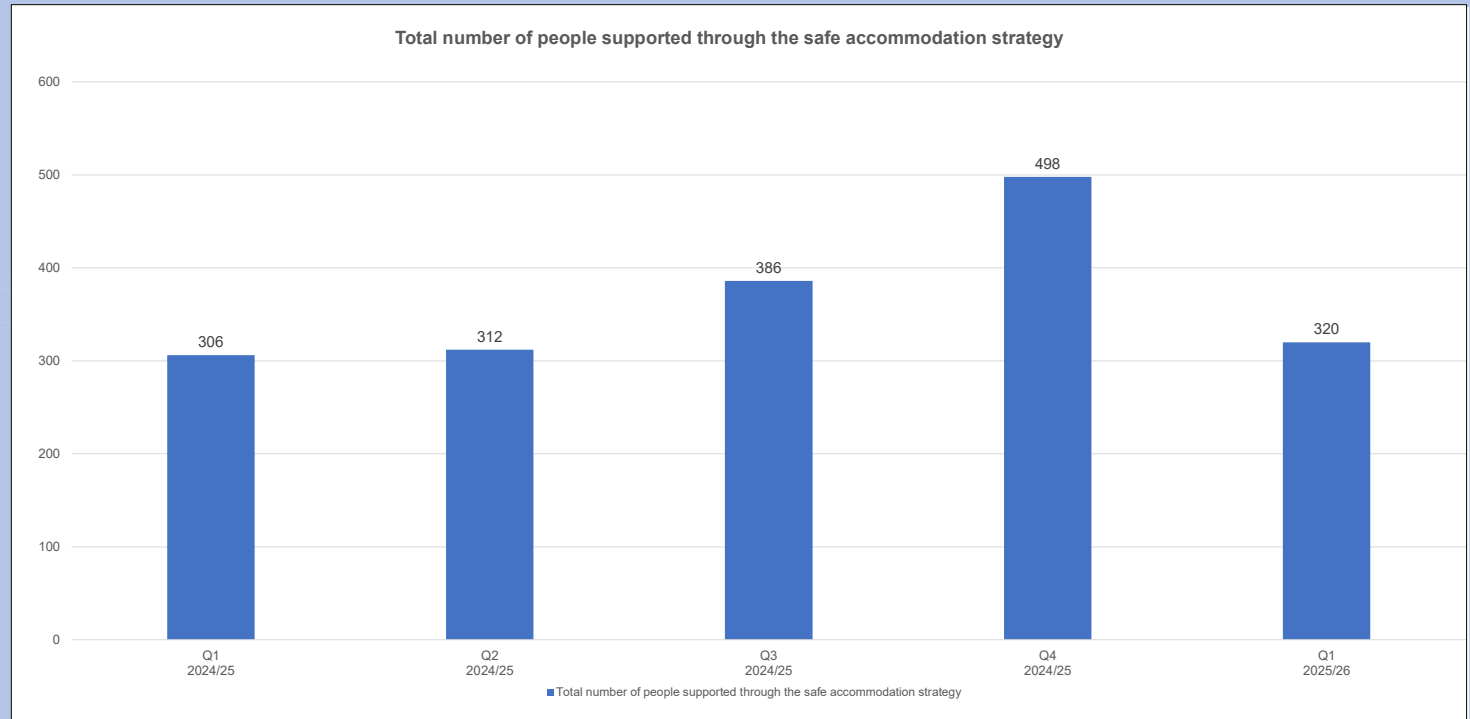
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	Contextual	320	498	Contextual

RAG Rating

Contextual

Indicator Description

This indicator is updated each quarter by the Domestic Abuse and Sexual Violence Partnership Service. The indicator shows the number of adults supported by the Local Authority Domestic Abuse Safe Accommodation Strategy. This includes the following: number of women being supported in refuges, numbers supported in dispersed accommodation, number receiving target hardening, numbers receiving flexible funding and numbers supported through the domestic abuse outreach service.



Commentary

320 people have been supported through the Safe Accommodation Strategy, which includes refuge and dispersed accommodation, target hardening, outreach support and flexible funding, in quarter one. This is a reduction from quarter four last year, due to cumulation of data from some commissioned services in the previous year and decoupling of the service from Peterborough.

Useful Links

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
70%	↑	71%	55%	Improving

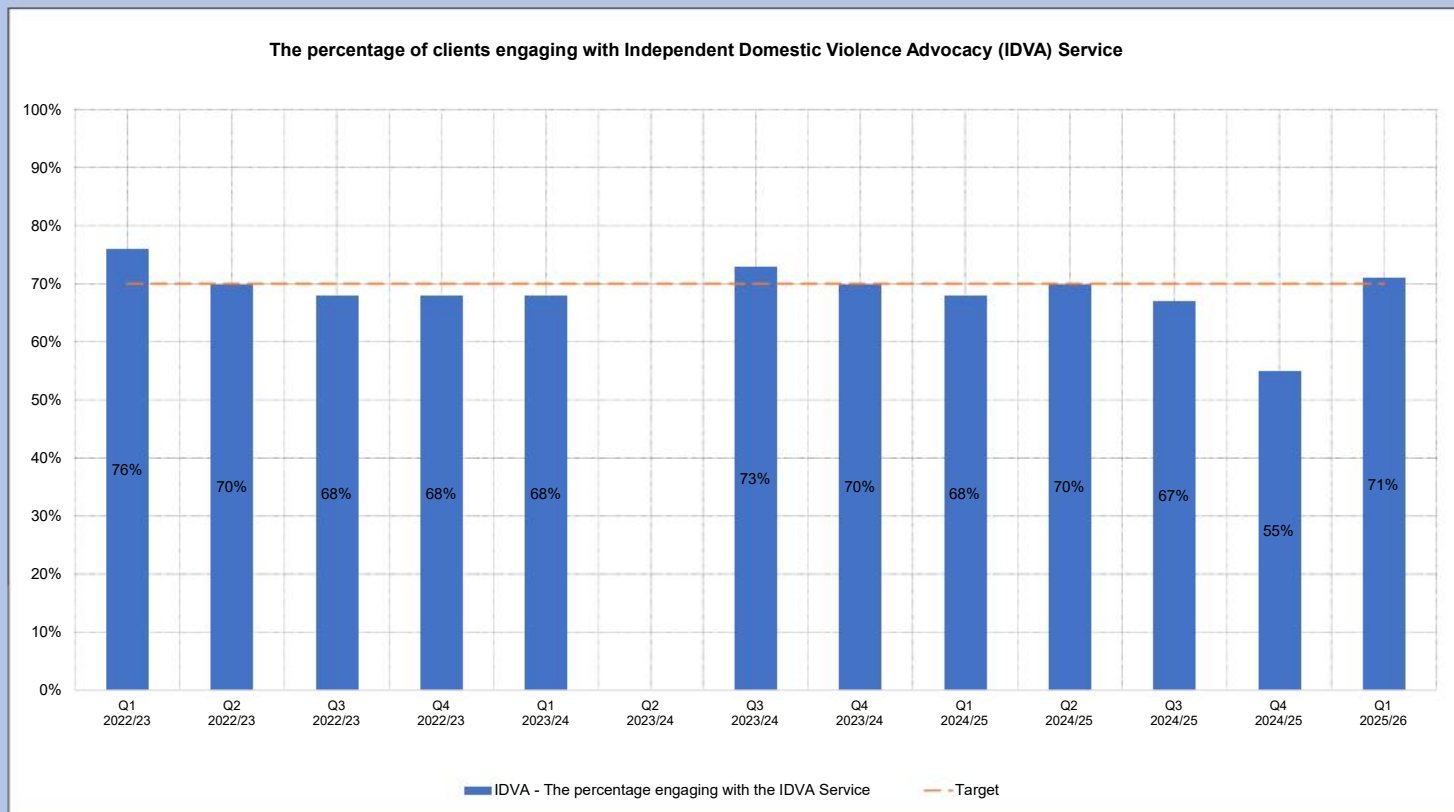
RAG Rating

Green

Indicator Description

This indicator shows the percentage of clients engaging with the Independent Domestic Violence Advocacy Service (IDVA). The IDVA Service require the consent of a victim to work with them and a victim needs to be willing to engage and accept support. In some cases the service are not able to make contact with clients (four attempts are made) and in some cases the offer of support is declined.

Useful Links



Commentary

Engagement rates have increased to above target following the decoupling of the service from Peterborough, and a new pathway for medium risk referrals through the Victim and Witness Hub implemented. This has allowed focus on engaging high risks clients to the service.

Path to Green

New pathway for medium risk referrals has reduced delay in referrals reaching the IDVA Service and increased engagement. As caseload numbers settle further increases in engagement are expected.

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
Contextual	Contextual	15	90	Contextual

RAG Rating

Contextual

Indicator Description

This indicator shows the number of grassroots youth and community groups supported by the Communities Service with initial seed funding. The seed funding is predominantly from the Services' Community Reach Fund which is only available to grassroots organisations who are being supported in their development by the Service. There are three types of grant available, Enabler (up to £500), Core Fund (up to £1,000) and the Reaching Further award (up to £5,000). Other seed funding includes the Kick Start s106 funding managed by the Communities Service to support the development of new communities. The number of organisations in receipt of seed funding is a proxy indicator for the work of the Communities Service, to give an indication of the number and range of community organisations being supported predominantly, but not exclusively, by the Place Based Teams within the service.

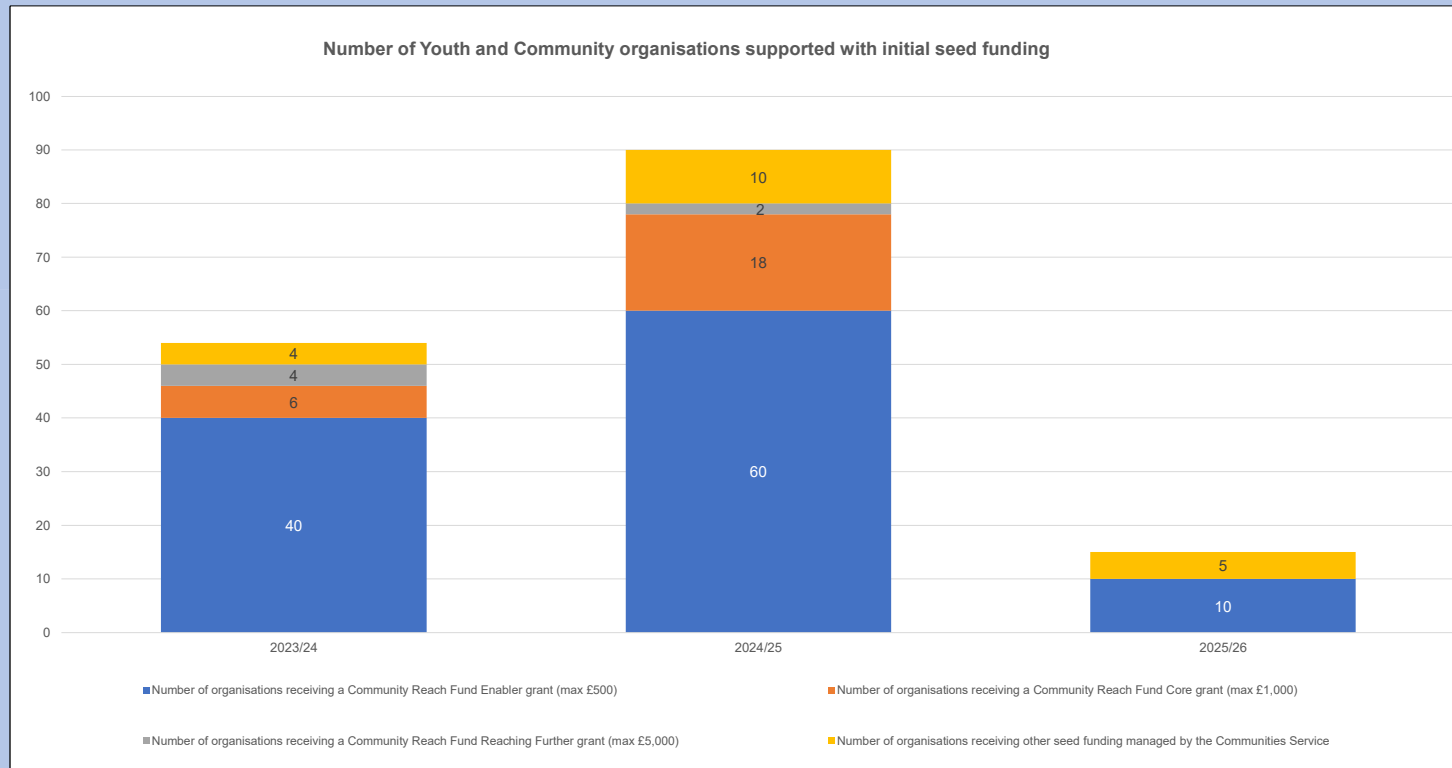
The indicator is updated quarterly and shows the cumulative figure of the number of organisations that receive seed funding over the course of the year. This data has been split by type of grant awarded.

This indicator is contextual, as there is no target for the number of groups supported and the impact of this support is more important.

This data is collected by the Communities Service.

Useful Links

<https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-county-council-grants-voluntary-community-and-social-enterprise-organisations>



Commentary

15 small grants of a value up to £500 have been issued in the first quarter of 2025/26. The grants have been awarded to grassroots community organisations across the county to fund youth and community projects ranging from skateparks in Fenland to bereavement support groups in Huntingdonshire. Among the grants are four S106 kickstart awards for groups in new communities, including the Northstowe Hub Cafe and the Cambourne Toy Library.

Path to Green

Indicator CoSMIC 008: Registrations - All births registered within 42 days of birth.

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September 2025

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
74%	↑	81%	98%	Declining

RAG Rating

Green

Indicator Description

This indicator shows the number of births registered with the Registration Service within 42 days of a child's birth.

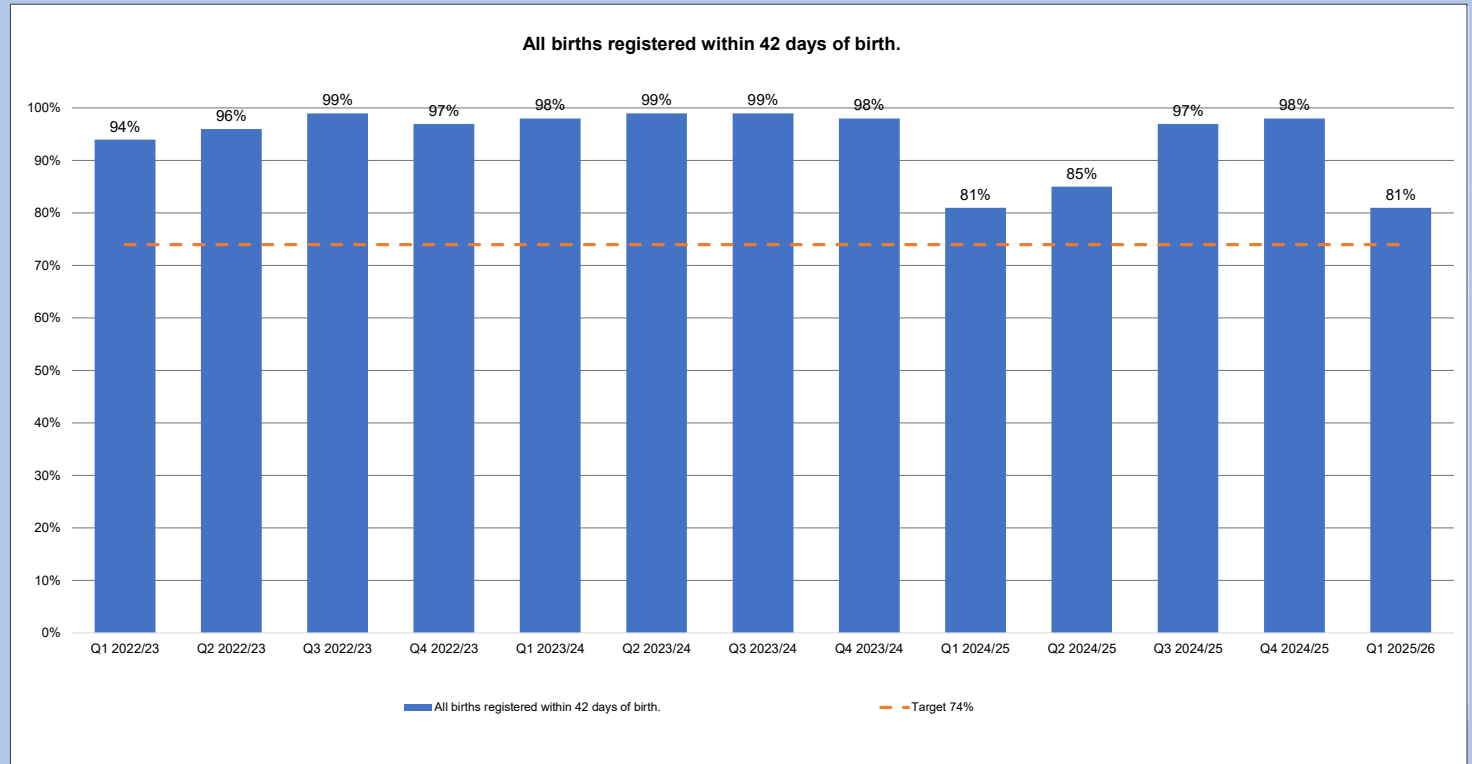
Legislation states that births must be registered within 42 days.

The KPI demonstrates the volumes and demand on the service, and the percentage of births registered within the 42 day requirement.

Population trends in the county are also demonstrated.

The target is the national average.

Births are recorded on a national database.



Commentary

Q1 Birth Registrations Summary – Cambridgeshire

A total of 1,717 births (that occurred within Cambridgeshire, excluding Peterborough) were registered in Cambridgeshire during Q1, which is 4 fewer than the same period last year. 99 (5.76%) of the Cambridgeshire registrations were completed outside the statutory 42-day period.

An additional 33 birth registrations were completed on behalf of Norfolk, as Cambridgeshire has an agreement to register births that take place in Wisbech for residents who live in Norfolk, as the area borders the county line and local residents find Wisbech more convenient.

The General Register Office (GRO) has expressed support for our decision to prioritise death registrations.

Useful Links

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
60%	↑	56%	85%	Declining

RAG Rating

Amber

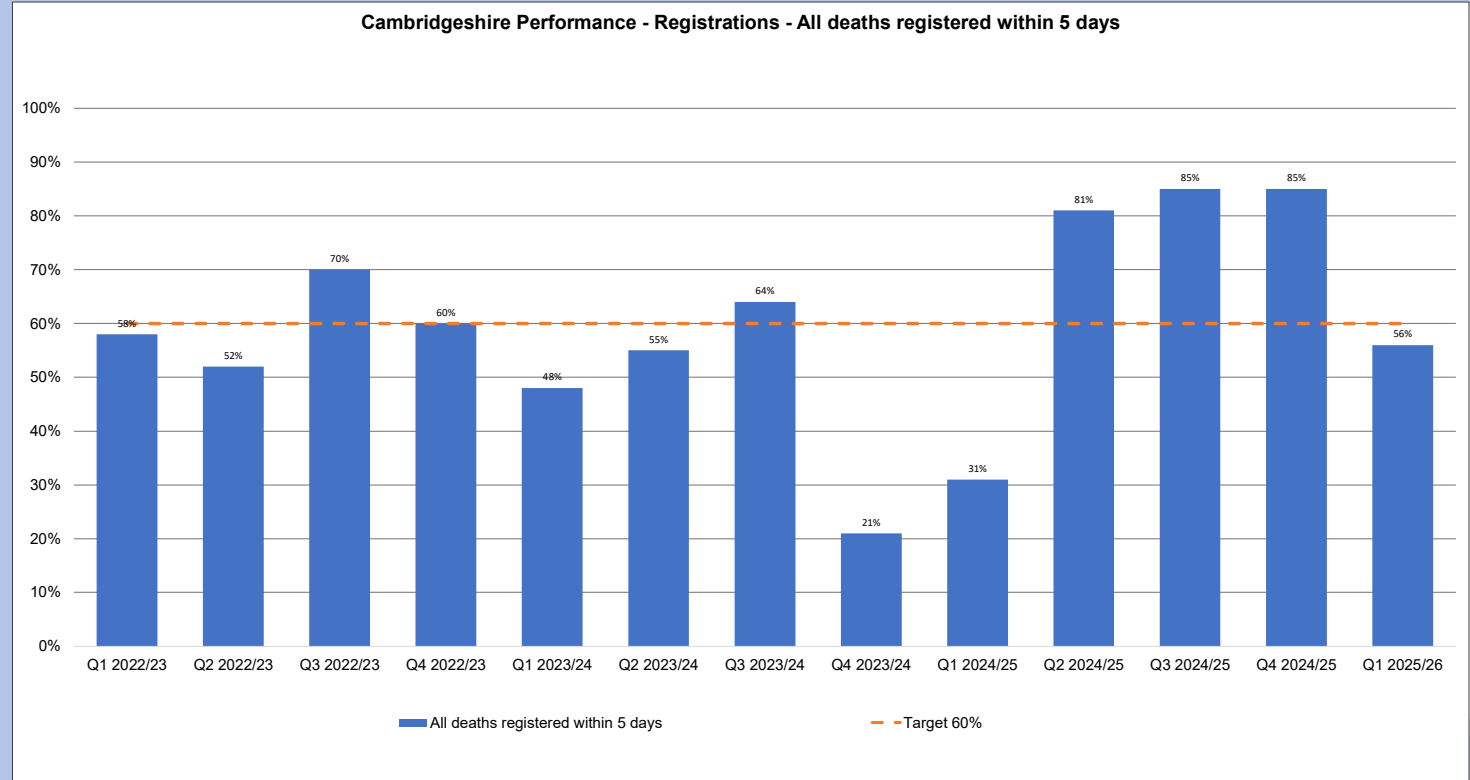
Indicator Description

This indicator shows the percentage of deaths registered by a qualified informant with the Registration Service within 5 days of receiving the correct death paperwork from the Medical Examiner.

The KPI demonstrates volumes and demand on the service, as well as showing population trends in the county.

The target is the national average.

Useful Links



Commentary

Q1 Death Registrations Summary – Cambridgeshire

A total of 1,428 deaths that occurred within Cambridgeshire (excluding Peterborough) were registered during Q1 — 149 fewer than the same period last year, representing a 10.43% decrease.

The percentage of deaths registered within the statutory 5-day period fell to 56% in Q1. This dip was primarily due to staffing levels and reduced appointment availability over the Easter and May bank holidays. In response, the service worked closely with the General Register Office (GRO) to implement calendar restrictions and safeguard appointment capacity for death registrations, recognising these appointments have the shortest statutory timeframe for compliance and are critical to bereaved families.

In addition, 37 deaths were registered by declaration for deaths that occurred outside Cambridgeshire. This process allows residents to attend a local appointment, with the information securely passed to the relevant district. While this provides helpful flexibility for families, it introduces additional administrative steps and can extend the overall processing time.

The decrease in overall death registrations is being monitored in the context of local death notification trends and capacity data to ensure continued resilience and responsiveness of the service.

Path to Green

Cambridgeshire Registration Service continues to work closely with the General Register Office (GRO) to review Key Performance Targets (KPTs) and identify areas for improvement. Diary changes have recently been implemented to increase appointment availability and improve overall performance.

Indicator CoSMIC 010: Total number of live investigations in the Coroner's Service that are over 12 months old (including inquests)

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September 2025

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
254	↓	237	254	Improving

RAG Rating

Green

Indicator Description

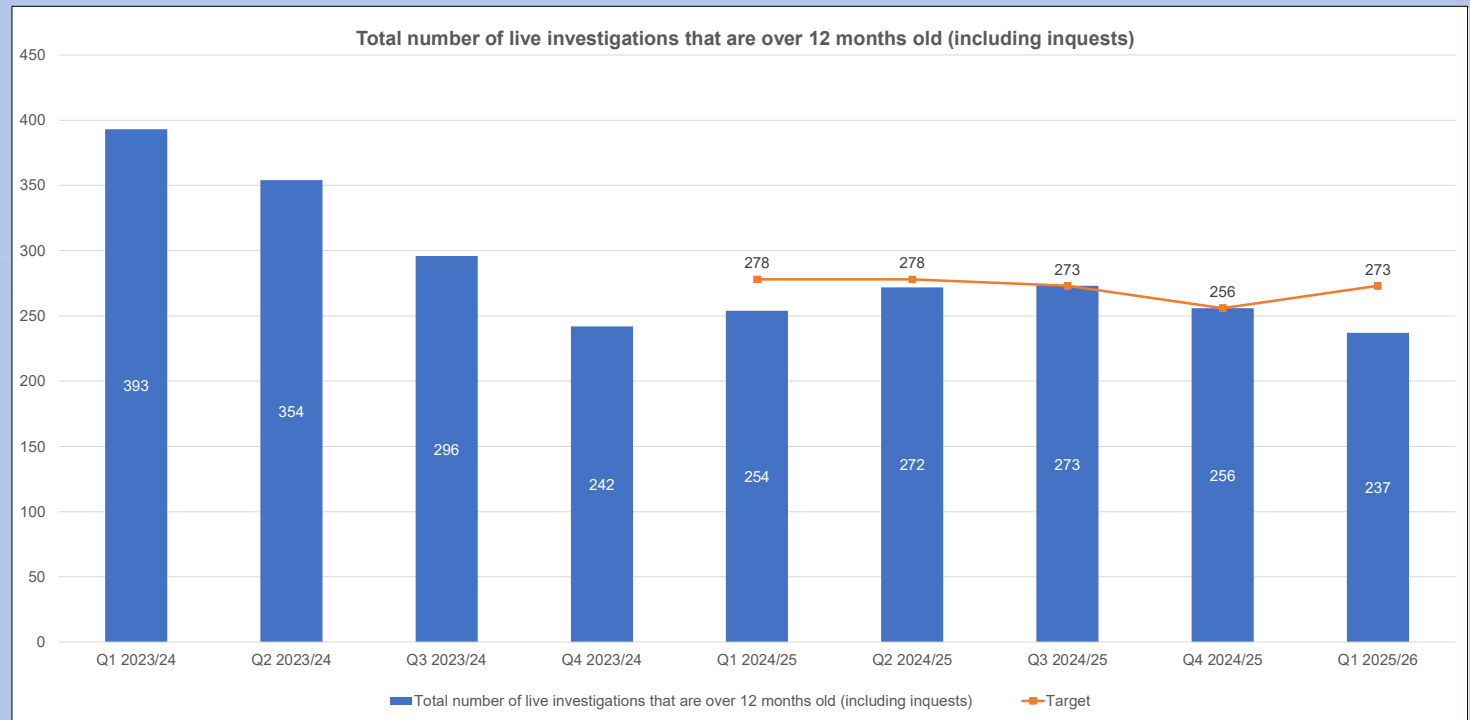
This indicator shows the total number of cases managed by the Coroner's Service that remain open beyond 12 months.

Coronial Services are monitored nationally on the number of inquests that remain open after 12 months. Reporting this figure to the Committee provides insight into performance and helps determine the direction of travel, whether improvements are being made (fewer over-12-month cases) or whether delays are increasing (more over 12-month cases).

Each inquest is recorded on the Coroner Service Case Management System, with reports produced quarterly. The indicator is calculated on a rolling 12-month basis.

Change in Reporting Period:

As of 31 December 2024, reporting now aligns with the calendar year rather than the financial year. This change enables clearer year-on-year comparison and consistency with national reporting cycles.



Commentary

While the overall aim is to reduce the number of long-standing cases year on year, it is important to acknowledge that some cases will inevitably exceed 12 months. This may be due to the complexity of the case or delays associated with the availability of third parties such as the Health and Safety Executive (HSE), hospital trusts, or other external agencies. These factors are often outside the direct control of the Coroner's Service.

As such, there will always be a residual caseload of inquests older than 12 months. The focus is therefore on ensuring that delays are justified and proportionate, with progress being monitored and documented. A reduction in the overall number of these cases reflects a positive direction of travel, while any increase warrants further scrutiny to identify root causes and potential mitigations.

The target is reviewed quarterly, with the aim of continual service improvement while maintaining appropriate standards for case quality and thoroughness.

Useful Links

Path to Green

To improve performance on this indicator, the service is prioritising older cases and actively working with Coroners to agree a consistent approach to managing inquests over 12 months.

A current workstream is focused on identifying and progressing these cases, supported by improved use of data to monitor delays and escalate issues early. We are also strengthening engagement with third parties (e.g. HSE, hospital trusts) to minimise avoidable delays.

While some complex cases will inevitably exceed 12 months, this approach aims to ensure all delays are justified and that overall numbers reduce over time.

Finance Monitoring Report – August 2025-26

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 16 October 2025

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Executive Summary: This report presents financial information setting out the financial position to the end of August 2025 of the services within the remit of this Committee. The report covers revenue and capital budgets.

Recommendation: The Committee is asked to:

Note the content of the report.

Officer contact:

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1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This regular financial monitoring report provides the management accounts of the services within the remit of this Committee, enabling members to be aware of, and to scrutinise, the delivery of the business plan for 2025-26.

2. Background

- 2.1 Finance Monitoring Reports (FMRs) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.
- 2.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended in-year by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services expect to be over or underspent at the end of the current financial year against those budgets.
- 2.3 The services within the remit of this Committee span two separate service areas within the Council; Regulatory Services (Registration, Coroners and Trading Standards) sit within Place and Sustainability, whilst Communities, Libraries and Skills services are within Strategy and Partnerships.
- 2.4 Rather than presenting two separate full FMRs to this Committee, the relevant revenue and capital lines from both the Place and Sustainability and the Strategy and Partnerships FMR's are summarised below. The full reports for Place and Sustainability and Strategy and Partnerships, which contain additional technical appendices, will be presented to the Highways and Transport Committee, the Environment and Green Investment Committee, and the Strategy, Resources and Performance Committee respectively and will also be published on the [Finance Monitoring Reports page](#) of the Council's website.

3. Main Issues - Revenue

- 3.1 At the end of August 2025, the revenue budgets within the remit of this Committee forecast an underspend of £434k. This level of underspend has been achieved as a direct response to the Council-wide in-year financial challenges, such as the demand for placements for children in care, the increased demand for SEND services and Home to School transport. In response to these pressures services that report to this committee have been working to control expenditure where they can. Addressing these pressures in-year is vital to ensure the sustainability of the Council and to mitigate increases in the budget gap for the Council in future years. A fuller report on the Council's overall financial position, and actions being taken to address this, will be reported to the Strategy, Resources and Performance Committee at its meeting on 23 October 2025.
- 3.2 The Communities service is reporting an underspend position of £355k. This is due to additional Homes for Ukraine funding above the budgeted level.
- 3.3 Detailed service by service financial information can be found below.

4. Main Issues – Capital

- 4.1 Details of the capital programmes within the remit of this Committee can be found in section 5.1 below.
- 4.2 At the end of August 2025, no capital programmes within the remit of the Committee had a significant variance (>£250k) to report. Details can be found in section 5.2 below.

Forecast Outturn Variance (Previous) £000	Committee	Note	Budget Line	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Outturn Variance %
Place & Sustainability: Regulatory Services									
0	CSMI		Registration & Citizenship Services	1,320	-2,086	-766	-348	0	0%
0	CSMI		Coroners	3,483	-1,187	2,296	971	-39	-2%
0	CSMI		Trading Standards	801	-45	757	188	0	0%
0			Regulatory Services Total	5,604	-3,318	2,286	810	-39	-2%
Strategy & Partnerships: Communities, Libraries & Skills									
0	CSMI		Strategic Management - C,L&S	-834	0	-834	80	0	0%
0	CSMI		Public Library Services	5,265	-562	4,703	2,013	-40	-1%
0	CSMI		Cambridgeshire Skills	2,400	-2,400	0	545	-0	0%
0	CSMI		Archives	480	-51	429	206	0	0%
0	CSMI		Cultural Services	367	-231	135	48	0	0%
0	CSMI		Communities Service	1,445	-142	1,303	-156	-355	-27%
0	CSMI		Changing Futures	889	-821	68	-733	-0	0%
0	CSMI		Domestic Abuse and Sexual Violence Service	2,709	-538	2,171	990	-0	0%
0	CSMI		Anti-Poverty	6,612	-6,312	300	1,433	0	0%
0			Communities, Libraries & Skills Total	19,333	-11,058	8,275	4,427	-395	-5%
0			Overall CSMI Committee Total	24,937	-14,376	10,561	5,237	-434	-4%

5. Capital

5.1 The capital budget for 2025/26 was £1.988m, with expenditure to the end of August 2025 totalling £0.59m.

Original 2025-26 Budget as per Business Plan £000	Committee	Scheme Category	Total Scheme Revised Budget £000	Total Scheme Variance £000	Budget Carried-forward 2025-26 £000	Budget Re-phasing 2025-26 £000	Additional / Reduction in Funding 2025-26 £000	Revised Budget for 2025-26 £000	Actual Spend (August) £000	Forecast Outturn Variance (August) £000
740	CSMI	Community Fund	5,071	0	129	0	0	869	233	0
42	CSMI	Library Minor Works	81	0	15	-15	0	42	13	-20
0	CSMI	EverySpace - Library Improvement Fund	618	0	91	0	229	320	299	30
207	CSMI	Darwin Green Library	208	0	1	-208	0	0	0	0
27	CSMI	Cherry Hinton Library	102	0	2	-2	0	27	0	0
181	CSMI	Sackville House Library	582	0	367	-88	0	460	23	-50
0	CSMI	Archives - Camera replacement	45	0	0	0	0	0	0	0
75	CSMI	Huntingdon Library Redesign	161	0	0	-75	7	7	1	0
350	CSMI	Mobile Library Replacement	369	0	0	-345	0	5	0	-5
200	CSMI	Replacement of 32 ageing self-service machines reaching end of life	200	0	0	0	0	200	0	0
8	CSMI	Whittlesey Library Refurbishment	166	0	0	0	0	8	0	-8
0	CSMI	March BMX Pump Track	107	0	50	0	0	50	30	0
1,830		Total	7,710	0	655	-733	236	1,988	599	-53

5.2 There are no current schemes with significant variances to list as at the end of August 2025.

6. Significant Implications

6.1 Finance Implications

This report sets out details of the overall financial position of the services within the remit of the Committee.

6.2 Legal Implications

There are no significant implications within this category.

6.3 Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category.

6.5 Climate Change and Environment Implications (Key decisions only)

There are no significant implications within this category.

7. Source Documents

7.1 [Finance Monitoring Reports](#)

Agenda Plan and Appointments

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	16 October 2025
From:	Democratic Services Deputy Manager
Electoral division(s):	All
Key decision:	No
Executive Summary:	<p>To review the Committee's agenda plan and make appointments to any Outside Bodies or Internal Advisory Groups and Panels.</p> <p>It is important that the Council is represented on a wide range of outside bodies to enable it to provide clear leadership to the community in partnership with citizens, businesses and other organisations.</p>
Recommendation:	<p>The Committee is recommended to:</p> <ul style="list-style-type: none">a) Note its agenda plan attached at Appendix 1 to this report;b) Appoint a Member as the Council's representative to the National Youth Agency Lead Members Peer Network.

Officer contact:

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- 1.1 Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the appointment of Member Champions enables Members to be aware of the groups which contribute to its seven ambitions.

2. Background

- 2.1 The Communities, Social Mobility and Inclusion Committee reviews its agenda plan, attached at Appendix 1, at every meeting.
- 2.2 The Council's Constitution states that the Committee has authority to nominate representatives to Outside Bodies other than the Combined Authority, Greater Cambridge Partnership, Cambridgeshire and Peterborough Fire Authority, the County Councils Network Council, and the Local Government Association.
- 2.4 Appointments to Outside Bodies and Internal Advisory Groups and Panels are agreed by the relevant Policy and Service Committee.
- 2.5 Section 7.2 of Chapter G2 (Scheme of Delegations to Officers) of the constitution sets out that all Executive Directors and Directors, including the Executive Director of Finance and Resources/Section 151 Officer, can approve nominations to outside bodies, in consultation with the chair of the relevant committee (or in their absence the vice-chair), between meetings.

3. Appointments

- 3.1 The Committee is asked to appoint a Member as the Council's representative on the National Youth Agency Lead Members Peer Network.

Name of Body	Meetings per Annum	Reps Appointed	Representative(s)	Guidance Classification
National Youth Agency Lead Members Peer Network To support the exchange of learning across the youth sector, the NYA is facilitating two Peer Networks for Lead Members and Officers with a responsibility for Children's and Youth Services.	1	1	Vacancy	Other Public Body representative

4. Source Documents

- 4.1 None

Communities, Social Mobility and Inclusion Committee Agenda Plan

Notes

The definition of a key decision is set out in the Council's Constitution in Chapter A2 (How the Council Operates), Part 4.4.

- * indicates items expected to be recommended for determination by full Council.
- + indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Minutes Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
16/10/25	Funding for the High Intensity Users Team	J Buckingham	2025/071	06/10/25	08/10/25
	Youth Guarantee Trailblazer Grant Funding Agreement	T Molloy	2025/044		
	Cambridgeshire Poverty Strategy Commission	N Vanterpool	Not applicable		
	Equality, Diversity and Inclusion Strategy Action Plan Update	F McCarthy	Not applicable		
	Finance Monitoring Report – August 2025	C Andrews	Not applicable		
	Corporate Performance Report – Quarter 1 2025/26	R Springbett	Not applicable		

04/12/25	Future Library Strategy	G Porter	2025/058	24/11/25	26/11/25
	Closer to Communities Place-based Work	L Riddle	Not applicable		
	Corporate Performance Report – Quarter 2 2025/26	R Springbett	Not applicable		
	Crisis and Resilience Fund	N Vanterpool	Not applicable		
	Finance Monitoring Report – October 2025	C Andrews	Not applicable		
15/01/26	Local Assistance Procurement	N Vanterpool	2026/011	05/01/26	07/01/26
	Business Plan Proposals	S Grace	Not applicable		
26/02/26	Corporate Performance Report – Quarter 3 2025/26	R Springbett	Not applicable	16/02/26	18/02/26
	Finance Monitoring Report – January 2026	C Andrews	Not applicable		
04/06/26	Corporate Performance Report – Quarter 4 2025/26	R Springbett	Not applicable	22/05/26	27/05/26
	Finance Monitoring Report - Outturn 2025-26	C Andrews	Not applicable		

Please contact Democratic Services (democraticservices365@cambridgeshire.gov.uk) if you require this information in a more accessible format.