

STAFFING AND APPEALS COMMITTEE



Thursday, 07 November 2024

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

14:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

Red Kite Room
New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)
2. **Minutes - 3rd September 2024** **5 - 6**
3. **People Strategy Update** **7 - 46**
4. **Workforce Profile Update** **47 - 62**
5. **Equality, Diversity and Inclusion Strategy Update** **63 - 78**
6. **Cambridgeshire as a next generation employer – growing our potential** **79 - 108**
7. **Staffing and Appeals Committee Agenda Plan** **109 - 110**

8. Exclusion of Press and Public

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to the financial or business affairs of any particular person (including the authority holding that information)

9. Cost of Living Increase 2024 - Leadership Pay Scale

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting [Democratic Services](#) no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution: [Procedure Rules hyperlink](#)

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The Staffing and Appeals Committee comprises the following members:

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

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

Staffing and Appeals Committee Minutes

Date: 3 September 2024

Time: 11.35a.m. – 16.52pm.

Venue: Starling Room, New Shire Hall, Alconbury Weald

Present: Councillors K Billington, P Coutts, C Daunton, J Gowing, R Howitt, E Murphy, and N Shailer

Also in attendance: Professor Aliko Ahmed, Regional Director of Public Health (designated representative for the Secretary of State for Health and Social Care), and Ellis Friedman, the Faculty of Public Health Technical Adviser.

92. Election of Chair

It was proposed by Councillor Howitt, seconded by Councillor Shailer and resolved unanimously to elect Councillor Murphy as Chair for the municipal year 2024-25.

93. Election of Vice-Chair

It was proposed by Councillor Howitt, seconded by Councillor Shailer and resolved unanimously to elect Councillor Black as Vice Chair for the municipal year 2024-25.

94. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors H Batchelor, M Black, L Nethsingha, K Reynolds and T Sanderson.

No declarations of interest were received.

95. Minutes – 10th April 2024

The minutes of the meeting held on 10th April 2024 were agreed as a correct record and signed by the Chair.

96. Exclusion of Press and Public

It was proposed by the Chair, seconded by Councillor Daunton and agreed unanimously to exclude the press and public from the meeting on the grounds that the agenda contained exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to any individual.

97. Appointment to Director of Public Health

The Committee considered the appointment of a Director of Public Health for the County Council.

It was resolved unanimously to:

agree the appointment of Sally Cartwright to the post of Director of Public Health.

Chair

People Strategy Update

To:	Staffing and Appeals Committee
Meeting Date:	7th November 2024
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	The report provides an update on the progress of the People Strategy Action Plan, as part of a workforce update to the Staffing and Appeals Committee.
Recommendation:	The Committee is recommended to note the status of the actions in the People Strategy Action Plan.

Officer contact:

Name: Anna Syson
Post: Head of Workforce Policy and Wellbeing
Email: anna.syson@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Council's People Strategy and the supporting action plan enable the achievement of all seven ambitions. A workforce that is appropriately attracted, supported, appreciated, developed, and included, is integral to the delivery of the Council's vision and ambitions for Cambridgeshire.

2. Background

- 2.1 The Council's People Strategy is a key enabling strategy. It outlines how all colleagues will work together to achieve the ambitions of our Strategic Framework, describes the type of employer the Council wants to be in 2028, and sets out, through a series of commitments, a strategic approach to the attraction, retention, reward, development, and engagement, of an inclusive, diverse, valued, and supported workforce.
- 2.2 The supporting action plan was developed through the insight, input, and thoughts from colleagues, including the IDEAL Network and our recognised trade unions, because we can only achieve our ambitions for the county if we work well together. The Council's Corporate Leadership Team approved this plan on 17th June 2024.
- 2.3 The plan is an evolving route by which the Council's strategic people aims are achieved by 2028, setting out first actions to be prioritised or started by the end of 2025. The approach recognises that priorities and workforce needs will, by their nature, require regular review, and as such engagement on these needs and priorities will continue during the life of the Strategy.
- 2.4 The action plan will be updated on a quarterly basis with further commitments added as emerging priorities, considered and agreed by the Council's Corporate Leadership Team. A briefing will be provided to Staffing and Appeals Committee biannually focussing on highlights of progress to date.
- 2.5 This report provides the first of those updates, to appraise the Committee of progress, highlight achievements, and flag any potential barriers to progress.

3. Main Issues

- 3.1 The numbered action plan (Appendix 1) is structured in four themes: Attracting you, appreciating you, supporting you, developing you.
- 3.2 The presentation (Appendix 2) provides a consolidated update by theme on progress to date, planned next steps, and highlights any potential barriers or issues for awareness. Numbers related to actions in the numbered action plan. These updates will be provided to the Corporate Change Board, which next meets in December, and who are responsible for monitoring progress.

4. Conclusion and reasons for recommendations

4.1 Not applicable.

5. Significant Implications

5.1 Finance Implications

There are no foreseeable implications in this category.

5.2 Legal Implications

There are no significant implications within this category. The action plan aligns to existing employment legislation requirements.

5.3 Risk Implications

There are no foreseeable implications in this category.

5.4 Equality and Diversity Implications

The action plan complements the workforce elements of the Equality, Diversity and Inclusion Action Plan. No direct or adverse equality implications are expected. Equality Impact Assessments are being carried out for all appropriate projects and programmes of work.

6. Source Documents

6.1 [Council 16 May 2023 - Agenda and Minutes](#)

People Strategy Action Plan

This action plan supports our People Strategy. [Human Resources - Our People Strategy.pdf - All Documents \(sharepoint.com\)](#) It was approved by Corporate Leadership Team in June 2024 and supported by Strategy, Resources and Performance Committee in July 2024.

Directorate Management Teams will be instrumental in encouraging and supporting the delivery of this plan.

A key element of our People Strategy is our commitment to inclusion. Where workforce actions already form part of our Equality, Diversity, and Inclusion (EDI) Strategy Action Plan, that will be referenced, and this document should be read in conjunction with that plan. [EDI strategy action plan CoSMIC final.docx \(sharepoint.com\)](#)

How have we listened to what colleagues need in creating this action plan?

There have been a number of listening opportunities that have informed the creation of this action plan. These include:

People Strategy Focus Groups – Summer of 2023

Colleagues were invited to register via Our Development to join a series of virtual focus groups to look at what they would like to see from a People Strategy Action plan, and to seek input on ideas on a refreshed set of values. 65 colleagues attended these.

IPSOS Employee Survey

This all-employee survey in September 2023 attracted a response rate of 54%, enabling the provider, IPSOS, to provide a greater than 95% confidence rating that the results were representative of within 1.3%.

Employee Survey Listening Sessions

Following the recommendations from the survey, we offered a range of listening sessions, focused specifically on key themes that emerged from the survey, inviting colleagues to share with us their thoughts and ideas on what they would like to see in response to the survey and to inform our People Strategy Action Plan. This included sessions on Cambridgeshire Conversations, each of which attracted between 300-400 colleagues, as well as in-person sessions around the county, and Directorate-specific virtual listening sessions, going into more depth the Tier 1 survey reports. The themes arising from these sessions have been considered in the production of this plan and more will be added as Directorate-specific action plans progress that require corporate input.

Appendix 1

Employee Survey Listening Form

To support the listening sessions, an online form, accessible to colleagues via a link and a QR code, and which could be completed on work or personal devices, was offered to seek written submissions. This was created at the suggestion of our union colleagues, who represented views from their members that not everyone might be able to attend a listening session, and that some people would prefer to give their views anonymously. This form was shared at Cambridgeshire Conversations, on Camweb, and on posters shared with our Building Custodians for display in employee bases.

Links with service-level workforce planning

Needs identified in service-level programmes, including the Children's Workforce Programme, and the Adults, Health, and Commissioning (AHC) Strategic Workforce Plan, have been considered and where those require corporate activity, the main elements have been included here. As these other service-level plans progress, this action plan will be reviewed and update to incorporate activities identified as requiring corporate support and input.

Accommodation Improvement Programme

Once the Accommodation Improvement Programme has been fully scoped and the scale and people requirements are clear, actions from that will be mapped against this plan and updates made accordingly.

Appendix 1



Attracting You

The Outcome

Your experience starts from the moment you are first interested in joining us, and from that point onwards, your employment journey is welcoming and engaging. Our inclusive, supportive, and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Key metrics will include:

- Application and vacancy numbers
- Turnover figures
- Feedback from candidates and new starters

Relevant insights include:

- Data analysis of our workforce by protected characteristic and our local community, demonstrating we are attracting diverse people.
- Higher turnover and a need to fill vacancies and reduce reliance on agency workers in certain service areas, though we are within an overall benchmarked range.
- A changing labour market landscape in which increased flexibility of work location means increased competition for the best candidate.
- Effective workforce planning to meet projected increasing or changing need in services will require robust and efficient workforce data.

Appendix 1

Example:

Attracting you – 1

Commitment – 1.1

Action 1.1a

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
<p>1.1 We use inclusive and creative recruitment to attract people who are committed to our vision and values</p>	<p>1.1a - Fulfil commitments within the Equality, Diversity, and Inclusion (EDI) Strategy Action plan relating to attracting a diverse workforce (actions 1.1-1.5).</p>	<p>See EDI Action Plan</p>	<p>Equalities, Diversity & Inclusion Business Partner</p>	<p>See EDI Action Plan</p>	<p>June 2026</p>	<p>Including you Attracting you</p>
	<p>1.1b - Use our new Values proposition to showcase how we work in our communities, what is important to us and what people can expect of our culture and what it is like to work here. This will include promoting the values in our recruitment material, giving insight to our unique range of roles and activities, through creative methods, embedding in job descriptions, and including in our selection process.</p>	<p>Candidates have a clear insight into what we do for our communities, and how it feels to work at the Council, and are able to self-select accordingly. We are able to select candidates who are a good fit with our values and who will stay longer and be more engaged with our vision.</p> <p>Posts filled first time. Turnover figures are within range.</p>	<p>Head of HR & Recruitment <i>With support from the Communications Team</i></p>	<p>Directorate Management Teams</p>	<p><i>March 2025 based on launching values in July 2024</i></p>	<p>Attracting you Including you</p>

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
		Feedback from candidates. Engagement measures – pride and advocacy				
	1.1c - We will work hard to increase the recruitment of permanent social workers across all our social care teams. 1.1d - We will create and promote to services several routes to attract and recruit qualified social workers including grow our own, direct recruitment, international recruitment and in partnership with third party recruitment company. 1.1e - We will also monitor our salaries in comparison to the region on a regular basis and review the pay model for social workers and above across both children’s and adults’ services.	Increase of direct appointments Reduction in agency workers Reduction in vacancy rates Healthy turnover stats Improved retention rates Positive feedback from new starters and all colleagues including through the Social Work Health check	Head of HR & Recruitment with leadership from Children, Education, and Families (CEF) and Adults, Health, and Commissioning (AHC) management teams.	Directorate Management Teams Finance Teams		
1.2 Our pay and rewards are competitive, and our benefits package is attractive, offering a range of retail, lifestyle and wellbeing related offers and discounts	1.2a - Review and re-tender our employee benefits contract to ensure we have good value for money and aiming to offer increased local discounts, which support our values.	Use of our employee benefits platform is optimised. Candidates and existing employees know what is available and provide positive feedback on this.	Head of Workforce Policy & Wellbeing		November 2024	Attracting you Appreciating you

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
	1.2b - Use our improved benchmarking abilities to ensure that we have insight and analysis to effectively position the Council in the market. Using a range of tools to ensure we are an attractive employer.	Clear understanding and current data to measure and benchmark key and hard to fill roles.	Head of Workforce Policy & Wellbeing with support from: Head of HR & Recruitment Policy & Insights Team	Policy, Insights and Performance Service	March 2025	
1.3 Our commitment to wellbeing and the ways in which we actively support this are attractive to candidates in a competitive employment market, allowing us to differentiate ourselves through our focus on 'caring' and being a compassionate employer	<p>1.3a - Highlight in all recruitment material and training the focus we place on wellbeing and what this means for candidates.</p> <p>1.3b - Keep our wellbeing offer under regular review to ensure that we remain competitive and in line with our values.</p> <p>1.3c - Seek feedback on candidate experience in relation to perceptions about wellbeing offer and experience during early employment. This will include our flexible working offer.</p>	<p>Feedback from colleagues in their early employment demonstrates that they are aware of our wellbeing offer and that it is a factor in their decision to join.</p> <p>Feedback from candidates indicates that they feel their wellbeing is supported effectively during first 6 months.</p>	<p>Head of HR & Recruitment</p> <p>Head of Workforce Policy and Wellbeing</p>	Directorate Management Teams	March 2025	Attracting you Appreciating you
1.4 Our flexible approach to recruitment and our desire to help develop potential means we have increased our apprenticeship	1.4a - We will further develop our guidance to managers on how to offer apprenticeship opportunities in their recruitment campaigns and include this in recruitment training for managers.	Increased numbers of apprentices both externally and internally appointed.	<p>Head of HR & Recruitment</p> <p>Head of Learning and Development</p>		September 2024	Attracting you Developing you

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<p>opportunities as well as recruited people who are not only 'day one ready' but have also started in a role with development needs. We have proven our ability to support those on their development journey.</p>	<p>1.4b - We will ensure that advice around job design and job descriptions offer a degree of flexibility that balances the need to demonstrate sufficient competence, with the opportunity to develop within role, and so diversifies the candidate pool.</p>	<p>Employee Survey measure: I have sufficient opportunities to grow and develop in my role.</p> <p>Feedback from new starters indicates that they are being supported on their development in role</p>				
<p>1.5 We have clear and easy progression pathways, secondment opportunities and apprenticeships routes, opportunities for work experience and other supported placements, that are attractive both internally and externally</p>	<p>1.5a - We promote the roles and opportunities we have in the Council both internally and externally, enabling candidates in both spheres to see a route into a sustainable and rewarding career with us.</p> <p>1.5b - We will co-produce career pathways in specific target areas to create attractive opportunities that are well supported in services/roles where recruitment and retention are known challenges.</p> <p>1.5c - This will also include the creation and development of employment schemes and opportunities intended to close the gap and overcome barriers for groups who may find the workplace less accessible. This is covered in more depth in the EDI Strategy Action Plan.</p>	<p>Colleagues who join us through graduate and apprenticeship pathways, progress internally.</p> <p>Recruitment and turnover figures in these teams improve.</p> <p>Qualitative feedback from colleagues new in post refers to opportunities to develop.</p> <p>Engagement scores in relation to pride and advocacy and relating to development</p>	<p>Head of HR & Recruitment</p> <p>Head of Learning & Development</p>	<p>Directorate Management Teams</p> <p>Communications Team</p>	<p>Quarterly reporting to Corporate Leadership Team (CLT)</p>	

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
	1.5d - Continue to monitor the diversity of our apprenticeships annually. Continue to publicise Apprenticeship opportunities. Showcase diverse profiles of completed apprenticeships (EDI Strategy Action Plan – action 2.3).	opportunities improve at next survey point. Improved diversity in our workforce measured in our demography data			September 2025	
1.6 We will strengthen our ability to use workforce data effectively to inform current and future workforce needs, increasing visibility and transparency of key employment metrics.	1.6a Standardise our workforce key performance indicators (KPIs) to ensure that they can be benchmarked against relevant sector comparators. 1.6b - Understand what standard indicators could be made available to managers via interactive dashboards to enhance understanding of workforce metrics locally and aid service planning.	Revised KPIs are agreed and in place for Strategy, Resources and Performance Committee Dashboards are used by HR Advisory Team in sharing key indicators and metrics with management teams. Management teams use this information	Head of Workforce Policy & Wellbeing	Policy, Insights and Performance Service	June 2024	

Appreciating You

The Outcome

Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring. People talk positively about working for Cambridgeshire and we are known to be a kind and compassionate employer.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), specifically ‘Pride, advocacy, motivation, belonging’
- Feedback from candidates, new starters, and leavers

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
2.1 Our commitment to people feeling cared for by their employer and able to care for themselves will allow people to feel appreciated as	2.1a - Respond to what we have heard from our 2023 employee survey. This will include ensuring line managers are provided with the tools and learning needed to develop the skills and knowledge to effectively support wellbeing in their	Improvement in employee survey metrics: <i>I believe the council genuinely cares about my health and</i>	Extended Leadership Team (ELT) Head of Workforce Policy and Wellbeing		December 2025	Appreciating you Supporting you Developing you

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
individuals and for what they need to be well.	teams; that colleagues feel supported to engage and manage their wellbeing at work, including having the time to do so; and ensuring our leaders role model ways of working that promote wellbeing.	<i>wellbeing (58% positive in 2023)</i> <i>I am supported to balance my work and my personal life in a way that works for me (69% positive 2023)</i>				
2.2 Our values and culture support an environment of appreciation, where colleagues regularly praise each other, feedback is well received and given and we all feel valued for the work that we do	2.2a - We communicate our new Values effectively to drive a culture of feedback, which promotes feelings of appreciation and aids meaningful development. This will include embedding our values so that colleagues are referring to them regularly in all aspects of work, discussing in Our Conversations, using them in recognition and celebration, and sharing in teams to better understand how we deliver better outcomes for our community when we live our values. There will also be some skills development work to support effective feedback, as part of our corporate learning offer.	Improvement in employee survey metrics: <i>I am often recognised when I do a good job (66% positive 2023)</i> <i>Answers to culture questions are more closely aligned to our new values.</i>	Communications Team/Extended Leadership Team Head of Workforce Policy & Wellbeing Head of Learning & Development		Launch of Values July 2024 Review of progress at next employee survey December 2025	
2.3 Our ways of working enable us all to balance work with life	2.3a - Respond to what we have heard from our 2023 employee survey and subsequent listening	Improved engagement survey metrics:	Extended Leadership Team		December 2025	Appreciating you Supporting you

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
	<p>activity. This will include continuing to support flexibility in Our Ways of Working (including for remote working) as well as providing clarity and confidence from our leaders in ways to ensure time in the day is available for necessary rest, for example by protecting time without meetings in the middle of the day, and a practice of starting meetings 5 minutes after the hour to enable colleagues to have a comfort break.</p>	<p><i>I am supported to balance my work and my personal life in a way that works for me (69% positive 2023)</i></p> <p><i>Reduction in turnover</i></p> <p><i>Feedback from new starters and leavers</i></p>				
<p>2.4 We regularly celebrate our own successes and the successes of others</p>	<p>2.4a - We effectively promote the ways we already have to celebrate successes, including Employee Recognition Awards, Apprenticeship Awards, appropriate use of our Pay Policy, and our Spotlight Awards, as well as encouraging informal celebrations and sharing of wins both big and small in ways that are visible and accessible across the organisation. This will include looking at ways to better acknowledge long service and make this more visible.</p>	<p>Improved employee engagement metrics:</p> <p><i>I am often recognised when I do a good job (66% positive 2023)</i></p> <p><i>Increased take up of our various reward mechanisms</i></p>	<p>Head of Workforce Policy & Wellbeing</p> <p>Communications Team</p> <p>Head of Learning & Development</p>	<p>Directorate Management Teams</p>	<p>December 2025</p>	
<p>2.5 Our inclusive policies, reward and recognition mechanisms support</p>	<p>2.5a Our EDI Strategy Action plan sets out how we will ensure that our approach is inclusive and supports diversity in our workforce. (Actions</p>	<p>See EDI Action plan</p>	<p>Equalities, Diversity & Inclusion Business Partner</p>	<p>Directorate Management Teams</p>	<p>June 2026</p>	

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and enable our culture of appreciation and actively celebrate the diversity of our colleagues	1.1 to 5.9 in EDI strategy action plan).		Head of Workforce Policy & Wellbeing			
2.6 The benefits available to us are wide ranging and provide attractive and useful benefits that are widely utilised.	<p>2.6a - We actively review and develop our employee benefits approach, to ensure that it delivers the best range of benefits we can, provides value for money, connects with our ambitions.</p> <p>Our benefits are promoted as part of our wider approach to pay and reward so that people understand how they form part of our employer proposition, and can use this understanding to enhance their financial wellbeing as well as their sense of the council being a great place to work.</p>	<p>Improvement in employee engagement survey metrics:</p> <p><i>I would recommend the council as a great place to work (55% 2023)</i></p> <p><i>I believe the Council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p><i>I feel I am fairly rewarded considering my duties and responsibilities at the council (44% 2023)</i></p> <p>Feedback from new starters and leavers</p>	Head of Workforce Policy & Wellbeing		Next employee survey December 2025	

Supporting You

The Outcome

Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team and in the wider organisation.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), particularly those focused on support for balancing work and home, perceptions of genuine caring, and behavioural observations of line managers.
- Feedback from candidates, new starters, and leavers
- Take up of and other metrics related to health and wellbeing interventions.

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
3.1 Our buildings provide you with safe working spaces and are equipped and	3.1a - We will create a specific project line within the Accommodation Improvement Programme bringing together colleagues with diverse experience and skills, which will focus	Improved use of our buildings Reduction in reportable workplace incidents	Property Services with support from HR Services	Directorate Management Teams	Duration of property rationalisation programme	Appreciating you Including you

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
developed to complement the way we work	<p>specifically on ensuring that our key buildings deliver on this commitment. 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 (Action 3.6 in EDI Strategy Action Plan).</p> <p>Where people choose to work remotely including from home for some of the time, they complete a Display Screen Equipment (DSE) Assessment and are provided with the appropriate equipment to work safely.</p>	<p>Continued reduction in stress-related and Musculo skeletal-related absence</p> <p>Dip sample of risk assessments</p> <p>Improved engagement survey metrics:</p> <p><i>I would recommend the Council as a great place to work (55% 2023)</i></p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Completion of DSE Assessments</p>	Strategic Health and Safety Manager		<p>Throughout 2024</p> <p>Next employee survey by December 2025</p>	
	3.1b - We will move our trial of having emergency period products in employee toilets into business as usual in all main Council office/work buildings to ensure that colleagues experiencing the menopause and	<p>Period products available in all our main offices</p> <p>Monitoring use and update of this supply</p>	Property Services		All relevant buildings supplied by July 2024	Including you

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	<p>unpredictable menstrual conditions are supported to care for their own wellbeing when in the working environment. This will also incorporate provision of emergency products to support incontinence.</p>	<p>Improved employee survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p>			<p>Next employee survey by December 2025</p>	
	<p>3.1c - We will create a network of Health & Safety Champions by December 2024 who are appropriately skilled to support teams effectively in our work locations</p>	<p>Improvement in employee engagement survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Reduction in incidents arising in the workplace and associated absence levels.</p>	<p>Strategic Health & Safety Manager</p>		<p>Next employee survey by December 2025</p>	
	<p>3.1d - We report and monitor incidents and relevant metrics to Corporate Leadership Team (CLT) monthly that enable insights into how safely people are working and where further action needs to be taken. This</p>	<p>Monitored via the Health, Safety & Wellbeing Steering Group as well as monthly reporting to CLT</p>	<p>Strategic Health & Safety Manager</p>	<p>Directorate Management Teams</p>	<p>New incident reporting system by April 2025</p>	

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	will include developing an improved incident reporting system and effectively promoting its use.					
<p>3.2 Support networks and colleague forums operate formally and informally, providing you with safe spaces to share knowledge and experience, and learn from others.</p>	<p>3.2a - We will continue to promote and support the fora and networks that enable colleagues to share, learn and support one another. This will include continuing to prioritise resource to support these groups with clear links to ensure that barriers and feedback can be identified, communicated, and responded to. This includes our EDI Network and associated Peer Support Groups, our Communities of Practice, and our Mental Health First Aider (MHFA) Network.</p> <p>More detail on the EDI elements of this activity is detailed in the EDI Strategy Action plan</p>	<p>Engagement of colleagues in these groups and networks continues to grow.</p> <p>Support to Communities of Practice from Learning & Development Service is resourced.</p> <p>Support to MHFA network is resourced via Wellbeing Team</p> <p>Budget is allocated to provide appropriate refresher training for MHFAs and to train new MHFAs.</p> <p>Specific examples are shared that demonstrate the continuing feedback</p>	<p>Equalities, Diversity & Inclusion Business Partner</p> <p>Head of Learning & Development</p> <p>Head of Workforce Policy and Wellbeing</p>	<p>Directorate Management Teams</p>		

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
		<p>results in action from these spaces. We see increased internal promotions.</p> <p><i>The council provides opportunities for people from diverse background to succeed (62% 2023)</i></p>				
<p>3.3 We regularly ask you what you need from us as an employer to enable you to do your best in your role. We listen and act appropriately on all given feedback to create an enjoyable, sustainable, and supportive work environment with progression and learning opportunities</p>	<p>3.3a - We will share actions based on feedback from our 2023 Employee Engagement Survey and provide regular updates on progress – these actions will be incorporated into the People Strategy and EDI Strategy Action plans where appropriate, and in Directorate-specific action plans.</p> <p>3.3b - We will continue to seek new ways to listen and act on feedback and communicate how that is working and what we are doing.</p> <p>We will run a follow up engagement survey in 2025 and be transparent on the progress that has been made</p>	<p>Increased participation in the 2025 survey (54% in 2023)</p> <p>Increased participation in new listening events and opportunities</p> <p>Increased overall engagement score in that survey (55% in 2023)</p> <p><i>I believe action will be taken on the results of this survey (41% in 2023)</i></p>	<p>Head of Workforce Policy & Wellbeing</p>	<p>Directorate Management Teams</p>	<p>December 2025</p>	<p>Appreciating you</p>

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
<p>3.4 We all know where to go to feedback issues, and where to seek support for any concerns that we have – both work related and personal</p>	<p>3.4a We will effectively promote and monitor relevant health, safety and wellbeing support mechanisms so that they are well known and used appropriately, and action taken on concerns raised.</p> <p>3.4b We will develop and launch an online disclosure tool for colleagues to report instances of unacceptable behaviours in the workplace (employee focussed) that can be triaged and managed appropriately.</p>	<p><i>Incident reporting figures will be shared with Service H&S Groups and posted on the H&S Camweb page.</i></p> <p><i>Employee Assistance Programme utilisation data</i></p> <p><i>Use of other support networks including Respect @ Work Contacts and Mental Health First Aiders</i></p> <p><i>Awareness of these routes as identified through new starter feedback.</i></p>	<p>Strategic Health & Safety Business Partner</p> <p>Head of Workforce Policy & Wellbeing</p> <p>Reporting to Corporate Leadership Team</p>	<p>Directorate Management Teams</p> <p>All colleagues to take an action role in ensuring own health and safety at work</p>	<p>October 2024</p>	
<p>3.5 We are skilled in promoting early intervention and prevention measures to support our colleagues to improve their</p>	<p>3.5a - We identify appropriately researched and evidenced interventions that will support colleagues to be well at work and monitor the uptake and effectiveness of those interventions. This will include:</p> <p><i>Our wellbeing learning offer</i></p> <p><i>The introduction of Schwartz Rounds</i></p>	<p>Monthly Wellbeing Dashboards reported to CLT that monitor take up of interventions as well as feedback on improvements and key absence metrics. Participant numbers and feedback from this</p>	<p>Head of Workforce Policy & Wellbeing</p>	<p>Directorate Management Teams</p> <p>All colleagues in taking an active role in</p>	<p>Review in March 2025</p>	

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
<p>mental health and wellbeing</p>	<p><i>Our EAP offer.</i> <i>Maximus 1:1 Mental Health Support</i> <i>Exploring the feasibility of introducing a trauma risk management (TRiM) model to ensure effective support for teams experiencing trauma exposure as part of their work.</i></p> <p>3.5b - We will support managers with the knowledge and skills they need to signpost colleagues to these interventions at the right time via Manager Essentials training and Our Conversations learning.</p> <p>3.5c - Everyone understands how to support their own wellbeing at work and makes use of the support and resources available</p>	<p>new training offer for managers</p>		<p>own wellbeing at work</p>		
	<p>3.5d - We will participate in appropriately and ethically approved research in the field of employee health and wellbeing to enable insights into leading innovation in effective interventions, provide opportunities for colleagues to be involved in new interventions, and to contribute to scientific understanding</p>	<p>Participant numbers and research outcomes</p>	<p>Head of Workforce Policy & Wellbeing</p>		<p>As opportunities arise</p>	

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
	as to what supports health and wellbeing at work.					
	3.5e - We will set up 'break away' training by establishing a train the trainer delivery model that will support colleagues in relevant services to feel confident in working safely with members of our community who may present a physical risk	<p>Take up of this training offer.</p> <p>Improvement in engagement survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Reduced incidents relating to violence and aggression experienced in relevant services.</p>	Health & Safety Team & Learning and Development Team	Directorate Management Teams	<p>December 2024</p> <p>Engagement survey December 2025</p>	

Developing You

The Outcome

We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), particularly those focused on feedback received in relation to performance, opportunities for growth and development, intention to stay, and equal provision of opportunities for people from diverse backgrounds to succeed.
- Feedback from new starters and leavers
- Follow up listening activity.
- Measurement of learning interventions, quantitative and qualitative
- Levels of internal progression, analysed by demographic factors.

Insights here include:

- The importance of the role of skilled line managers in how people feel about working for Cambridgeshire.
- The relevance of having the right skills and knowledge to support people to feel confident in responding to the demands of work and the relevance of the right learning and development to mitigating psychosocial risks.
- The rapidly evolving role of digitisation and AI in the work that we do and the need to ensure our workforce is appropriately skilled and confident in meeting the challenges of making best use of technology.

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
<p>4.1 Our learning and development offer supports you with your personal development and you are encouraged to grow your potential and manage your career</p>	<p>4.1a - We will take actions to ensure we can analyse and demonstrate the effectiveness of our learning interventions through measuring the knowledge acquired and the application of learning post-intervention. This will include managers and colleagues discussing impact and learning as part of Our Conversations.</p>		<p>Head of Learning & Development</p>	<p>Directorate Management Teams All managers and colleagues taking ownership of development in teams and of self</p>	<p>March 2025</p>	<p>Supporting You</p>
	<p>4.1b - We will analyse the take up of learning and development opportunities to ensure equity across organisation and in terms of our workforce demography. We will be transparent in that analysis and seek feedback on what barriers to accessing opportunities are experienced, creating clear plans to remove those barriers.</p>	<p>Demographic breakdown of learners is representative of the workforce and barriers to access are identified and addressed.</p> <p><i>Improvement in engagement survey metric: The council provides opportunities for people from diverse background to succeed (62% 2023)</i></p>	<p>Head of Learning & Development</p>	<p>Directorate Management Teams to provide opportunities to feedback on any barriers experienced and take action to remove</p>	<p>March 2025</p>	<p>Including you</p>

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
4.2 Managers think proactively about succession planning ensuring plans are in place for future workforce requirements.	4.2a - We will support leaders and managers to be able to identify potential and have the tools and skills to nurture and develop individuals to meet future workforce requirements and future roles.	Directorates have clear succession routes for key roles and understand the potential within their current workforce.	Service Directors with support from Head of Learning & Development		March 2025	
4.3 Clear career pathways illustrate development routes to progress your skills and prepare for future roles.	<p>4.3a - We will co-produce career pathways in specific target areas to create attractive opportunities that are well supported in services/roles where recruitment and retention are known challenges.</p> <p>4.3b - Maximising opportunities for a 'grow your own' approach and enable increased internal mobility through development of transferable skills and increased visibility of opportunity.</p>	Increased retention evidenced through internal progression / mobility enabling CCC careers.	<p>Head of Learning & Development</p> <p>Head of HR Advisory and Recruitment</p>	Leadership from Directorate Management Teams	Ongoing	
4.4 Our commitment to growing our own provides opportunities for colleagues to be supported to gain the skills and knowledge needed for our roles	4.4a - We will demonstrate our commitment to learning while working by achieving Gold in the 5% Club. This will mean that at least 5% of our workforce are engaged in recognised earn and learn long term development schemes	Achievement of Gold membership from the 2024 employer audit	Head of Learning & Development	Support from Directorate Management Teams	October 25	Developing You

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
	4.4b - We demonstrate our commitment to learning by creating a bespoke learning centre, offering opportunities for more in person learning	Increase of in person learning opportunities and a reduction in external venue hire charges	Head of Learning & Development	Property Services via the Accommodation Improvement Programme	March 2025	Developing You
	4.4c - We support schemes like Think Ahead (in Adults Social Care) and social work apprenticeships, to grow our own workforce for critical roles.	Increased permanent workforce and reduced reliance on the use of agency workers	Head of Learning Development	Directorate Management Teams	Review March 2025	Developing You
4.5 - We have taken the approach to focus less on role specific requirements and more on transferable skills – this makes it easier than ever to move and progress to roles across the Council.	4.5a - Individuals will be supported to upskill beyond their current role and to access development that supports them to identify and utilise their transferable skills.	Increased retention evidenced through internal progression / mobility enabling council careers.	Head of Learning and Development	Directorate Management Teams Managers and colleagues	March 2025	
4.6 The 'Our Conversations' tool helps you to create a development plan to work towards your personal and professional development and	4.6a - Commission an electronic system to record and report on Our Conversations across the Council, enabling the capture of learning needs to inform the Our Development offer.	Electronic system offers insights to shape the learning offer and form an annual plan.	Head of Learning & Development	IT Services	March 2026	

Appendix 1

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
signposts training, information and support that is available.						
	<p>4.6b - We will enhance the professionalisation and importance of the line manager role by equipping all line managers with the right skills, knowledge, and behaviours to support and develop people in their teams. They will also have a clear picture of what they need to know to be an effective manager in this organisation and what their development pathway could look like.</p>	<p>Confident and competent managers and leaders who have invested in their CPD through accessing the L&D offer / management pathways as appropriate to their current development and skills.</p> <p>Measured through employee engagement survey results, feedback, employee recognition and spotlight award nominations.</p>	<p>Head of Learning & Development</p>	<p>Directorate Management Teams</p> <p>Line managers</p>	<p>December 2025</p>	



People Strategy Action Plan 2023 - 2028

November 2024 update

People Strategy and Action Plan



Enabling strategy for the delivery of our Vision and Ambitions [Our People Strategy \(sharepoint.com\)](#)

Sets out our workforce strategy around 5 themes:

- Attracting you
- Appreciating you
- Supporting you
- Developing you
- Including you – links here to the workforce elements of our [EDI Strategy](#)

Supporting action plan created following extensive engagement across internal stakeholders including IDEAL network and Trade Unions

[Action plan](#) approved by CLT in June 2024 and supported by Strategy, Resources and Performance Committee in July 2024

Governance is via the Council's Corporate Change Board, with updates to Staffing and Appeals Committee biannually now agreed.

Update Overview



Actions	Number of actions	Completed	On track	Not on track	Not started
Attracting You	18	0%	44.5%	27.8%	27.7%
Appreciating You	7	0%	71%	0%	29%
Supporting You	13	0%	54%	8%	38%
Developing You	11	0%	36%	0%	64%

This is calculated by considering the timelines for each action, the deadlines that have been given and the updates provided from each owner. The ones listed as ‘Not started’ are yet to begin due to their future timescales.

Attracting you: Highlights



Apprenticeships

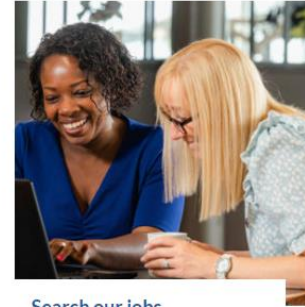
- Application rates for our apprenticeships campaign are high and we are finding new ways to encourage recruiting managers to consider offer apprenticeships options
- Form an important part of our route into social work and Adults' Social Worker apprentices have started this autumn

Wellbeing in the candidate experience

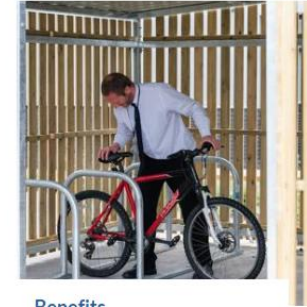
- Good awareness among our new starters of our wellbeing interventions, supported by increased promotion of our offer to candidates
- We have incorporated Our Values in our recruitment so candidates know what they can expect of us as an employer

Our use of data

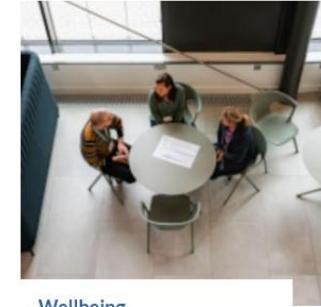
- We have developed our KPIs to enable more effective benchmarking and launched live dashboards for use by HR colleagues in advising and partnering with directorate management teams



Search our jobs



Benefits



Wellbeing



Learning and development



Equality and diversity



Apprenticeships (SEND Information Hub)

Appreciating you: Highlights



Engagement, recognition and wellbeing

- We launched our new Care Values, showcasing real examples of our values in action, via a dedicated Camweb page, Cambridgeshire Conversations and the Spotlight Awards. Wellbeing blogs make clear links with our vision and values.
- Our leadership team role model ways of working that promote wellbeing; talking about how they manage their time and wellbeing in spaces such as CLT Question Time, as well as in their approach to meeting scheduling.
- We have launched Wellbeing Conversations for Managers learning in two formats, equipping managers with the knowledge and skills they need to have effective wellbeing conversations and to understand the resources and support available to them in supporting their own wellbeing. Our October Wellbeing Hour focused on support for health at work.

Employee benefits

- As we undertake procurement for our employee benefits, we continue to manage our existing contracts to understand the impact they have and use those insights to focus our promotional activity, as well as making links with other themes and initiatives to present a rounded picture of Cambridgeshire as a great place to work.

Supporting you: Highlights



Our buildings

- Our Accommodation Improvement Programme is underway, with a timeline for consultation communicated and a network of Team Champions launched.
- Emergency period products rollout has continued, taking the full number of work locations holding stock to 43.

Learning to support ourselves and others

- Our Schwartz Rounds intervention is approaching its one year mark, with colleagues valuing the opportunity to come together and reflect on the emotional impact of work.
- The Managers Hub, Manager Essentials and Confident Manager are well used/ attended with additional sessions being provided to meet demand.
- We have been shortlisted for an LGC Workforce Award in relation to our wellbeing offer
- We are actively participating in and promoting research that furthers knowledge and understanding of health and wellbeing at work.



Confidential group sessions to discuss the emotional aspects of your work

Supporting you: Highlights

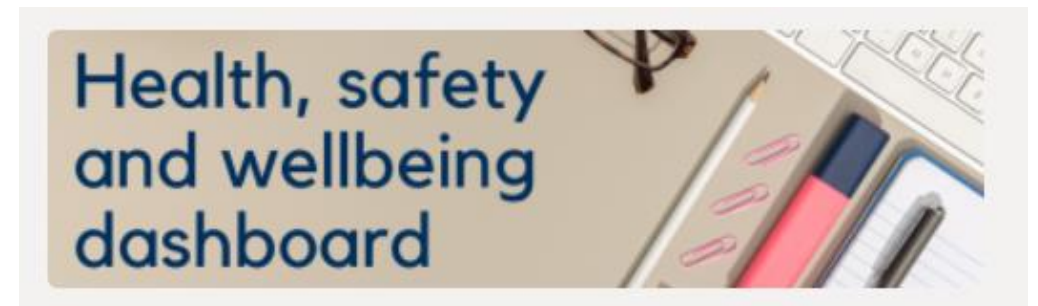


Developing understanding and raising awareness

- We promote awareness and understanding of topics and resources through our Wellbeing Hub, Wellbeing Hours, blogs, and newsletters.
- We listen to colleagues via a variety of routes to understand their experiences and use this to develop and focus interventions. All Tier 1 areas have now undertaken listening sessions and CLT has agreed recommendations for next steps.

Using data

- We actively monitor and analyse absence data, and take up of key wellbeing interventions, using a range of quantitative and qualitative data to better understand experiences at work and to target interventions.
- Health & Safety information and statistics are provided to CLT monthly via the Health and Safety Dashboard and this will now incorporate Property Compliance measures to provide rounded picture.
- Our Respect At Work Disclosure App has been developed and launched to provide another source of data on colleague experiences.



Developing You: Highlights



- The 'Think Ahead' programme is a fast-track graduate programme to help qualify as a social worker in Mental Health. We had 309 applications for 20 Adult Social Work Apprentices, due to start in January 2025 and complete the course in Summer 2025.
- Consulted with range of groups over the summer and looked at the engagement survey feedback to identify potential gaps in our current learning offer, with a focus on skills for line managers.
- Evaluation group established and detailed scoping underway to analyse and demonstrate the effectiveness of our learning interventions through measuring the knowledge acquired and the application of learning post-intervention.

Risks/ barriers to consider



Attracting you:

- International recruitment is paused while we review the support that is needed to effectively and carefully bring people on board.

Supporting you:

- Funding for wellbeing activity and interventions will be considered in the round as part of the next financial planning cycle to ensure that we allocate and focus resources to best effect.

Developing you:

- Opening of a new learning centre under the Accommodation Improvement Plan will now be delayed until 2026 so linked outcomes will need to be reviewed and reprioritised.

Workforce Profile Update

To:	Staffing and Appeals Committee
Meeting Date:	7th November 2024
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	The purpose of this report is to provide Staffing and Appeals Committee with an update of the workforce demography, current people related challenges and the work being undertaken and planned to address these challenges. A full annual report will be presented each February.
Recommendation:	The Committee is recommended to note the content of this report and actions planned.

Officer contact:

Name: Caroline Adu-Bonsra
Post: Head of HR Advisory and Recruitment
Email: Caroline.Adu-Bonsra@cambridgeshire.gov.uk

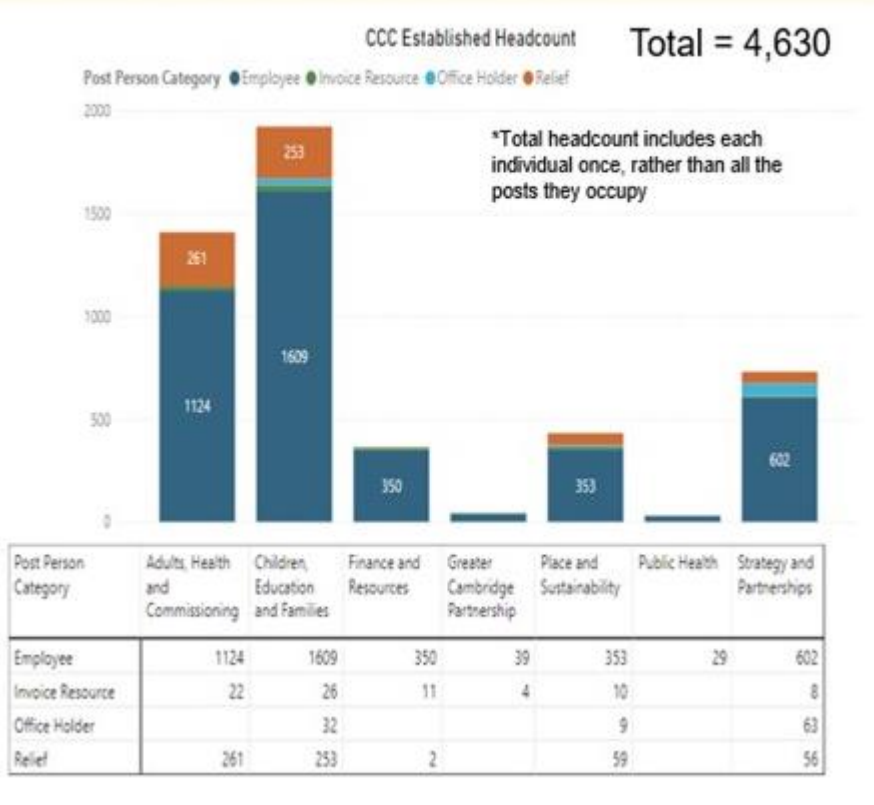
1. Creating a greener, fairer and more caring Cambridgeshire

1.1 The Council's People Strategy and the supporting action plan enable the achievement of all seven ambitions. A workforce that is appropriately attracted, supported, appreciated, developed, and included, is integral to the delivery of the Council's vision and ambitions for Cambridgeshire.

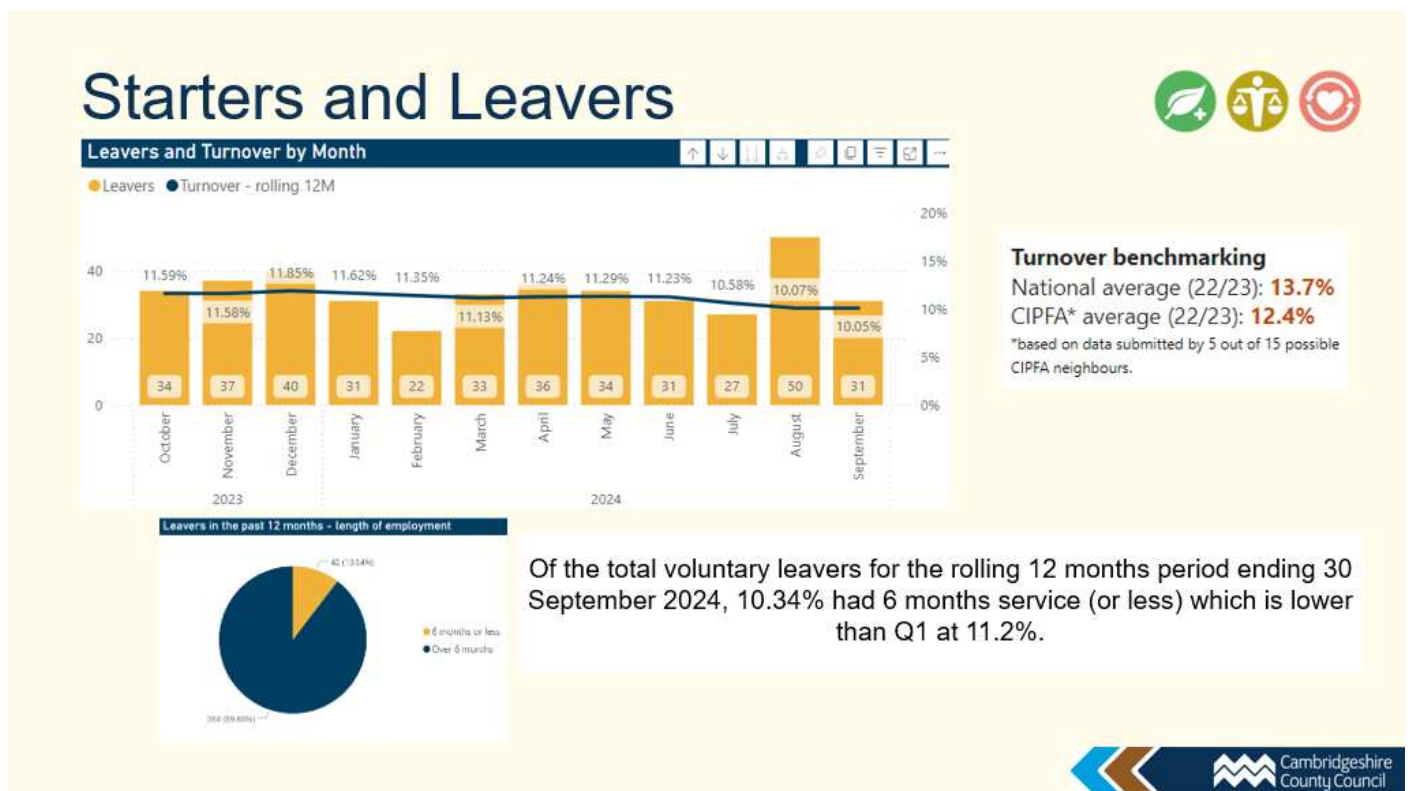
2. Our Workforce

2.1 At 30th September 2024 (end of Q2) the overall headcount for the Council was 4,630, a slight decrease from Q1 when we reported 4772.

Headcount and FTE



2.2 The profile of leavers is set out in the table below:



2.3 This year the number of leavers has remained steady and is sitting within the target range set by the Corporate Leadership Team of 10 – 13%. There was, as last year, a slight increase in August 24 and this is largely attributed to contracts which cease in line with the academic year. We continue to focus on gathering information from colleagues who leave but recognise a level of turnover is healthy.

2.4 The role of Retention Advisor has changed this year and we have now taken the well-established practice of good quality exit interviews and these are undertaken by all members of the recruitment team. This activity allows us to continue to understand the reasons people are leaving.

2.5 We have refocused some capacity on delivering engagement sessions with newly recruited social care workers to actively continue to gain feedback at early and key intervals in their employment to understand any issues new employees are facing in their first 6 months and feed these back into the services to avoid unnecessary leavers and make sure that people are onboarded and settle into the organisation well.

3. Absence and health

3.1 Absence is monitored closely by looking at long term and short term absence and by reasons for the absence itself. The HR Advisory team provide support and challenge to managers to enable them to actively support and manage absence. Reports are provided regularly to Directorate Management Teams with details of the number of instances of absence individuals have had to enable discussions with managers around supporting health and attendance in their teams generally as well as tackling specific cases in a supportive way.

- 3.2 The training and materials available to give managers the tools and information necessary to be in the best position to manage absence in their teams continues to improve with online offers, direct advice from HR and access to external support such as the Employee Assistance Programme and Occupational Health.
- 3.3 In the last 12 months we have seen our average days lost per FTE decrease slightly and return to a similar position as this time last year. This remains within our absence target bracket of 8 – 10 days lost per FTE.
- 3.4 The primary reasons for absence are Absence, Mental health and depression; cough, colds, flu etc; Gastrointestinal, Musco skeletal conditions and stress.

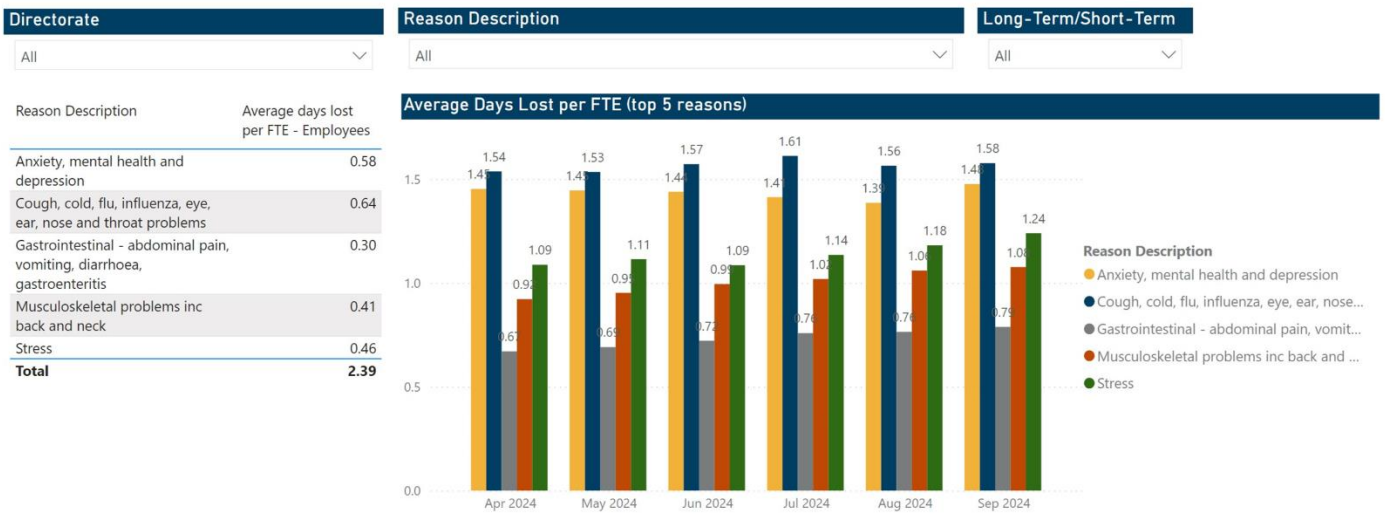
Absences | Average Days Lost (rolling 12m) per FTE - Benchmark Cohort

Directorate: Reason Description:
 Date: Long-Term/Short-Term:
 Benchmark*:



NOTE: *The cohort used for benchmarking is only permanent employees and those who have been on fixed term contracts over 1yr. It excludes relief and agency workers, staff who have been on fixed term contracts under a year, and members.
 The cohort for 'All Employees' includes permanent employees and all staff on fixed term contracts. It excludes relief and agency workers, and members.

Absences | Top 5 Absence Reasons (Average days lost per FTE) - last 6m



NOTE: The cohort for this page is all employees. It excludes relief, and agency workers, and members.

4. HR Advisory Activity

- 4.1 **Case Management** - HR Advisory colleagues are organised in a business partnering model and work closely with managers and leaders to manage all casework relating to absence, disciplinary, respect at work, resolving workplace concerns or performance matters with appropriate pace, challenge and support to enable and empower managers whilst also striking a balance of support and opportunity to individuals. On average there are 100 active cases being managed at any one time.
- 4.2 **Change Management.** During 2024 there has continued to be a number of structural changes across the Council. This has included the appointment of a number of leadership roles and largescale change programmes, along with further decoupling from Peterborough City Council. HR Advisory team have continued to provide comprehensive professional guidance and advice, to ensure colleagues are actively engaged and appropriately supported, and that managers are guided through organisational change to achieve the outcomes needed.
- 4.3 **Workforce Data.** As well as using our workforce information to inform strategy and people related project work, the HR Advisory team meet with Directors and Directorate management teams on a regular basis to review the data relevant to their services. Dashboards are provided enabling each directorate to have an overview and understanding of the absence trends, turnover and cases such as performance management, disciplinary and workplace concerns that are happening across their services. The workforce data helps to inform solutions and mitigation for potential workforce challenges.

5. Resourcing

- 5.1 **The Recruitment and Retention team.** The team is organised in a partnering structure to give continuity and consistency to services providing professional recruitment advice across the whole organisation. The team regularly deliver training, which is always well attended, writing guidance notes and templates to continue to try and bring consistency to the adverts that are presented to the recruitment market and the experience candidates have. Achievements can be seen in the numbers of applicants that are attracted to Cambridgeshire County Council roles, in the majority of roles there is a strong field of candidates and those roles that are specialist and harder to recruit to remain challenging to fill but the team bring creativity and challenge to increase the attractiveness of the roles.
- 5.2 **“The Recruitment Hub”.** The system has been live since November 2022 and has seen the reach into the employment market increase through the ability to post vacancies across a number of sites and therefore increase the number of candidates. We have also seen a very slight increase in the diversity of applicants.
- 5.3 Improved application processes have led to barriers being removed which previously may have deterred candidates from applying. Notably the reablement service which was historically a difficult team to attract candidates to is now at full capacity and no longer considered a difficult to fill team.
- 5.4 Teams who have difficulty recruiting are provided bespoke support with advert writing, advertising on particular sites, for example Linked In and are offered appropriate challenge to consider alternative options such as the appointment of an apprentice who can learn and develop into the role. In some instances individual campaigns have been created and managed to attract particular skills and expertise for example International Social Workers into Children’s Social Care.
- 5.4 Attraction of candidates who require sponsorship has increased over the past 12 months with individuals joining across all services.

5.5 The data available from the system is used regularly to track progress, an example of which is set out below:

Recruitment Information July 23 to June 24

Since the introduction of the Recruitment Hub, we have found that the majority of roles receive more applications than in the previous system*. Most roles advertised are filled.

Data from the Recruitment System may not be fully reflective of the situation. Managers often take offers outside of the system when the successful candidate is internal so these roles won't show as being recruited to. Figures are an indication only.

- 1210 positions were advertised on the system in the period - but 229 did not accept applications (partner orgs using our system).
- 981 posts were able to accept applications
- 19889 applications were submitted (Avg 20 applications per role)
- 860 roles were filled via the Recruitment Hub - 88% of all advertised roles

During the same period 1009 colleagues started in a new post, 770 of these were new to the organisation.

Roles which were not filled can be broken down into:

Directorate	No of roles not filled	Type of Roles
AHC	41	Social workers, Senior SW's, TM's, Family workers and Support workers
CEF	54	Social workers, SeniorPracs, Family Workers, Ed Psych's, Passenger Transport
P&S	21	GCP, Highways, Project Managers
S&P	14	Analysts, Auditors
F&R	0	All roles advertised were filled

*Anecdotally as we do not have data from the old system to substantiate

6. Training and resources for Managers

6.1 The support for managers across HR Advisory continues to be developed with the creation of a training course "Confident Managers" which provides every line manager with the key information they need and signpost to further support to be well informed and confident line managers. This complements all other learning available through the Learning and Development team.

7. Significant Implications

7.1 Finance Implications

There are no foreseeable implications in this category.

7.2 Legal Implications

There are no significant implications within this category. The action plan aligns to existing employment legislation requirements.

7.3 Risk Implications

There are no foreseeable implications in this category.

7.4 Equality and Diversity Implications

The action plan complements the workforce elements of the Equality, Diversity and Inclusion Action Plan. No direct or adverse equality implications are expected.

8. Source Documents

8.1 None



Workforce Profile Update

Staffing and Appeals Committee 7th November 2024

Caroline Adu-Bonsra, Head of HR Advisory & Recruitment

Cambridgeshire County Council Workforce Diversity Profile 2024



4772 Headcount
3877.42 FTE

76% of the workforce is female and 24% is male

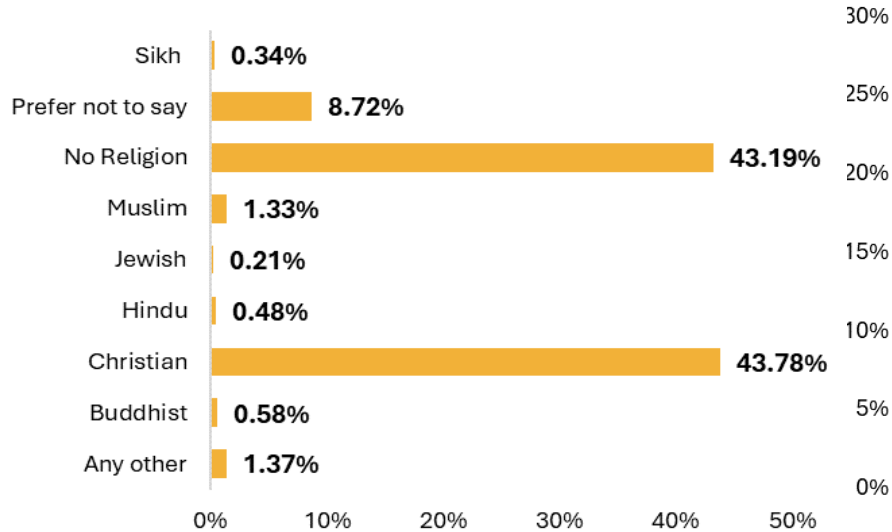


5.1% have declared they are disabled

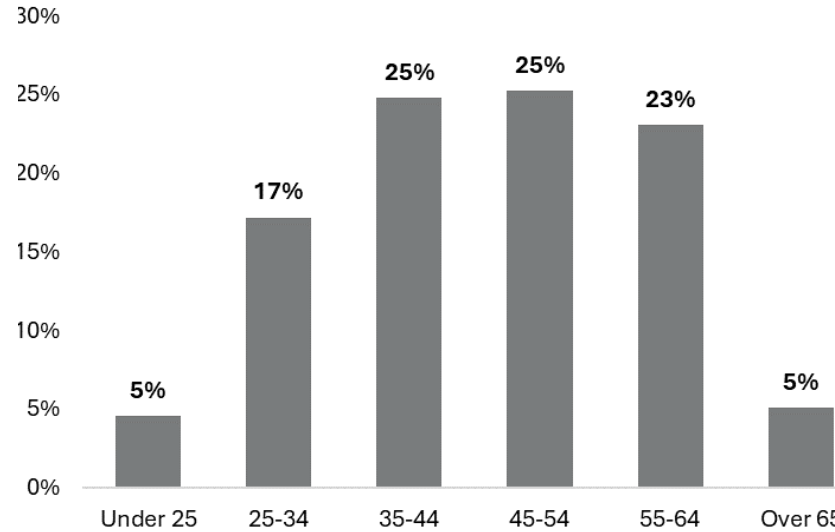


171 colleagues took maternity / paternity / parental / adoption leave between July 2023 and June 2024

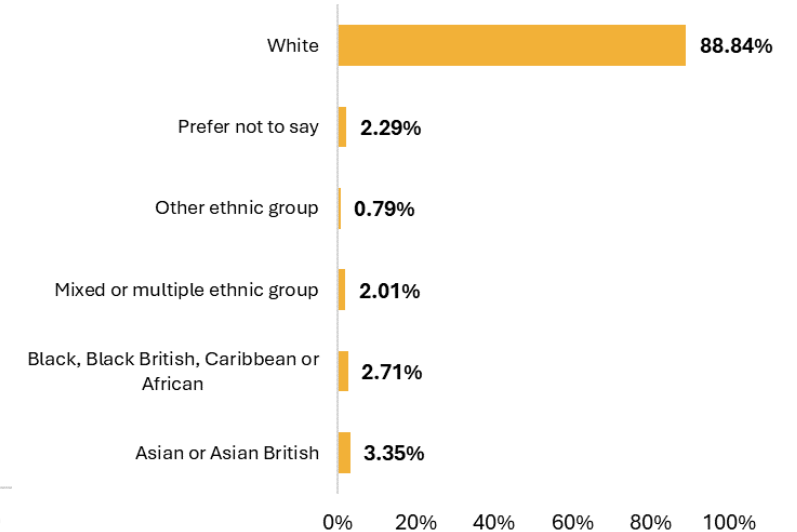
Religion or Religious Belief
Of those who disclosed (61%)



Workforce Age
Average employee age 46



Ethnicity
Of those who disclosed (69%)



3.1% have declared their sexual orientation as either lesbian, gay, bisexual or self-defined.
5.8% have preferred not to disclose.
52.1% said they are heterosexual.
39.0% have not disclosed their sexual orientation.

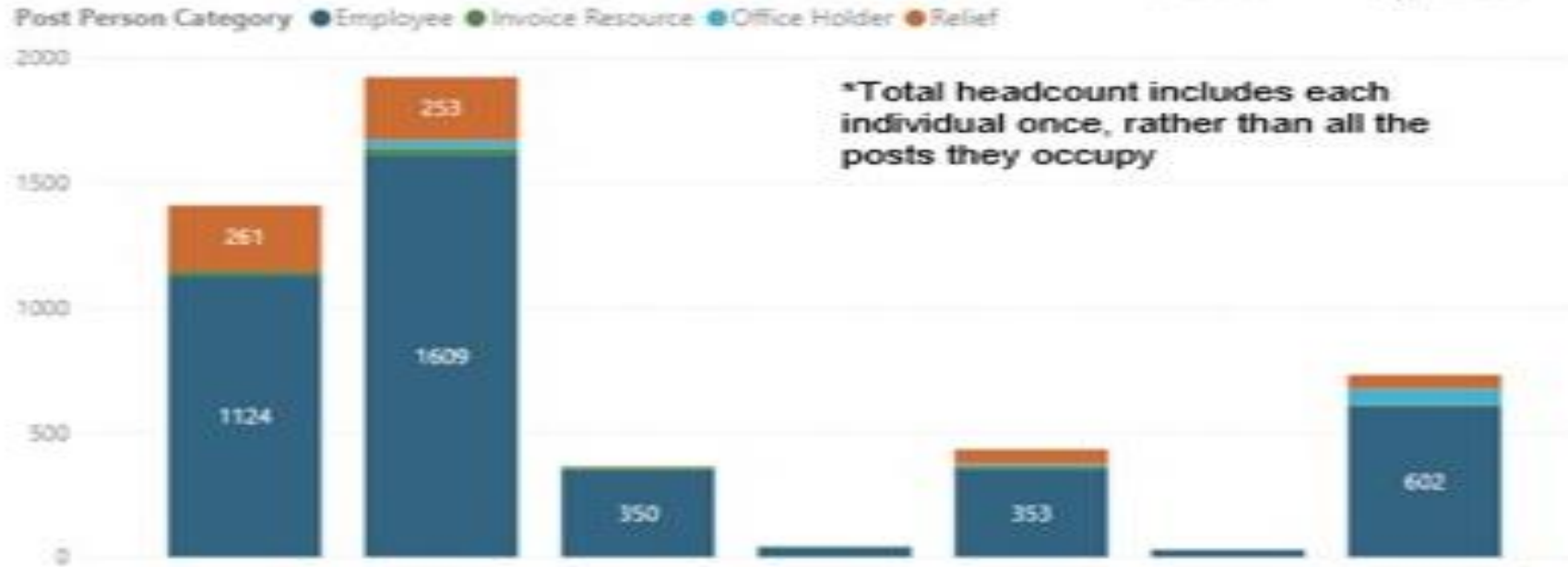
Gender identity	Percentage
Of the 82% who disclosed	
Man	23.01%
Woman	76.48%
Prefer not to say	0.08%
Prefer to self-define	0.43%

Employees work for CCC for 8 years on average.
34.2% of the workforce have 2 years or less service.
5.8% have 25 years or more service.

Headcount and FTE

CCC Established Headcount

Total = 4,630



Post Person Category	Adults, Health and Commissioning	Children, Education and Families	Finance and Resources	Greater Cambridge Partnership	Place and Sustainability	Public Health	Strategy and Partnerships
Employee	1124	1609	350	39	353	29	602
Invoice Resource	22	26	11	4	10		8
Office Holder		32			9		63
Relief	261	253	2		59		56



Starters and Leavers

Leavers and Turnover by Month

Leavers ● Turnover - rolling 12M

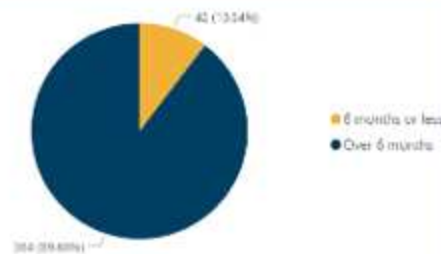


Turnover benchmarking

National average (22/23): **13.7%**
 CIPFA* average (22/23): **12.4%**

*based on data submitted by 5 out of 15 possible CIPFA neighbours.

Leavers in the past 12 months - length of employment



Of the total voluntary leavers for the rolling 12 months period ending 30 September 2024, 10.34% had 6 months service (or less) which is lower than Q1 at 11.2%.

Absences | Average Days Lost (rolling 12m) per FTE - Benchmark Cohort



Directorate
All

Reason Description
All

Date
All

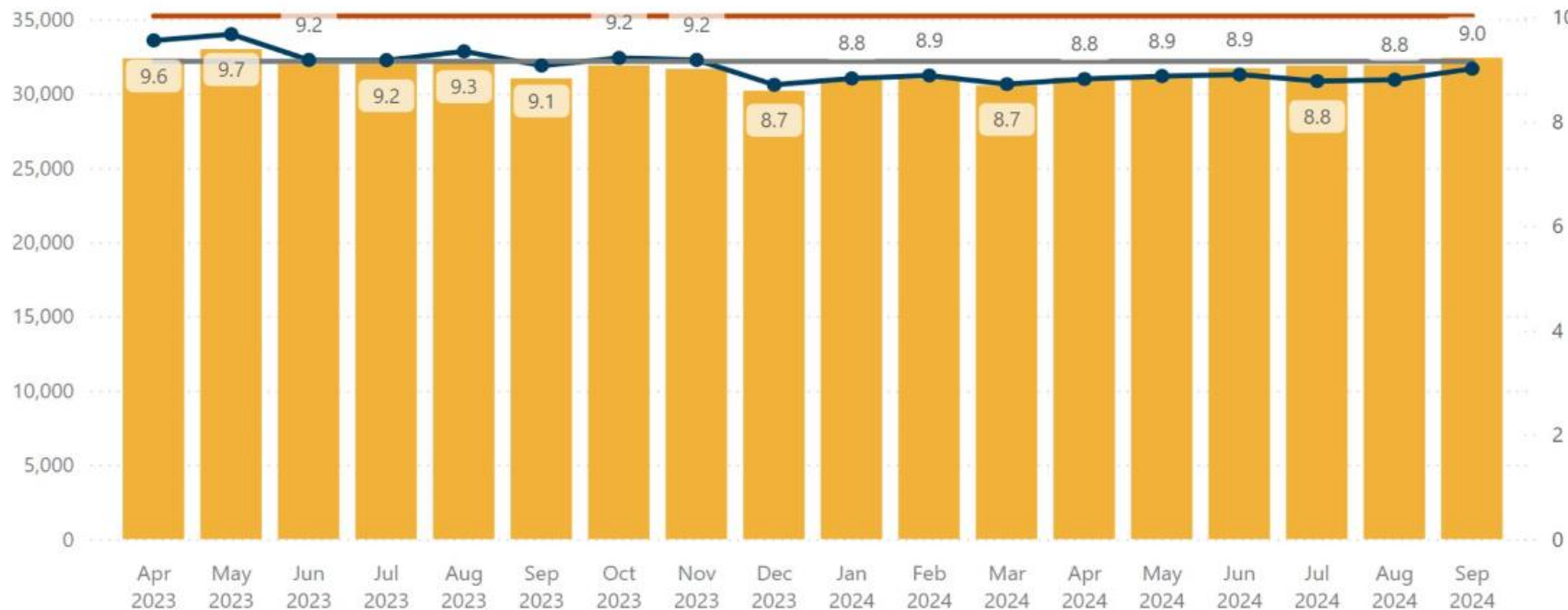
Long-Term/Short-Term
All

Benchmark*

All Employees*

Average Days Lost per FTE

● Sum FTE per. days roll 12m Benchmark
 ● Average days lost per FTE - Benchmark
 ● CIPFA Neighbours 2022-23
 ● National 2022-23



Month Year	Sum FTE per. days roll 12m Benchmark	Average FTE in 12m period Benchmark	Average days lost per FTE - Benchmark
Apr 2023	32,364.9	3,388.76	9.55
May 2023	32,982.1	3,410.11	9.67
Jun 2023	31,980.5	3,484.71	9.18
Jul 2023	31,985.9	3,487.19	9.17
Aug 2023	32,051.5	3,430.79	9.34
Sep 2023	31,007.9	3,418.71	9.07
Oct 2023	31,885.8	3,459.81	9.22
Nov 2023	31,651.5	3,448.62	9.18
Dec 2023	30,183.5	3,468.68	8.70
Jan 2024	30,901.1	3,501.64	8.82
Feb 2024	30,983.1	3,489.30	8.88
Mar 2024	30,534.9	3,503.82	8.71
Apr 2024	31,073.9	3,525.89	8.81
May 2024	31,263.6	3,525.66	8.87
Jun 2024	31,701.6	3,562.61	8.90
Jul 2024	31,878.0	3,633.92	8.77

NOTE: *The cohort used for benchmarking is only permanent employees and those who have been on fixed term contracts over 1yr. It excludes relief and agency workers, staff who have been on fixed term contracts under a year, and members.

The cohort for 'All Employees' includes permanent employees and all staff on fixed term contracts. It excludes relief and agency workers, and members.

Absences | Top 5 Absence Reasons (Average days lost per FTE) - last 6m ↩

Directorate

All ▼

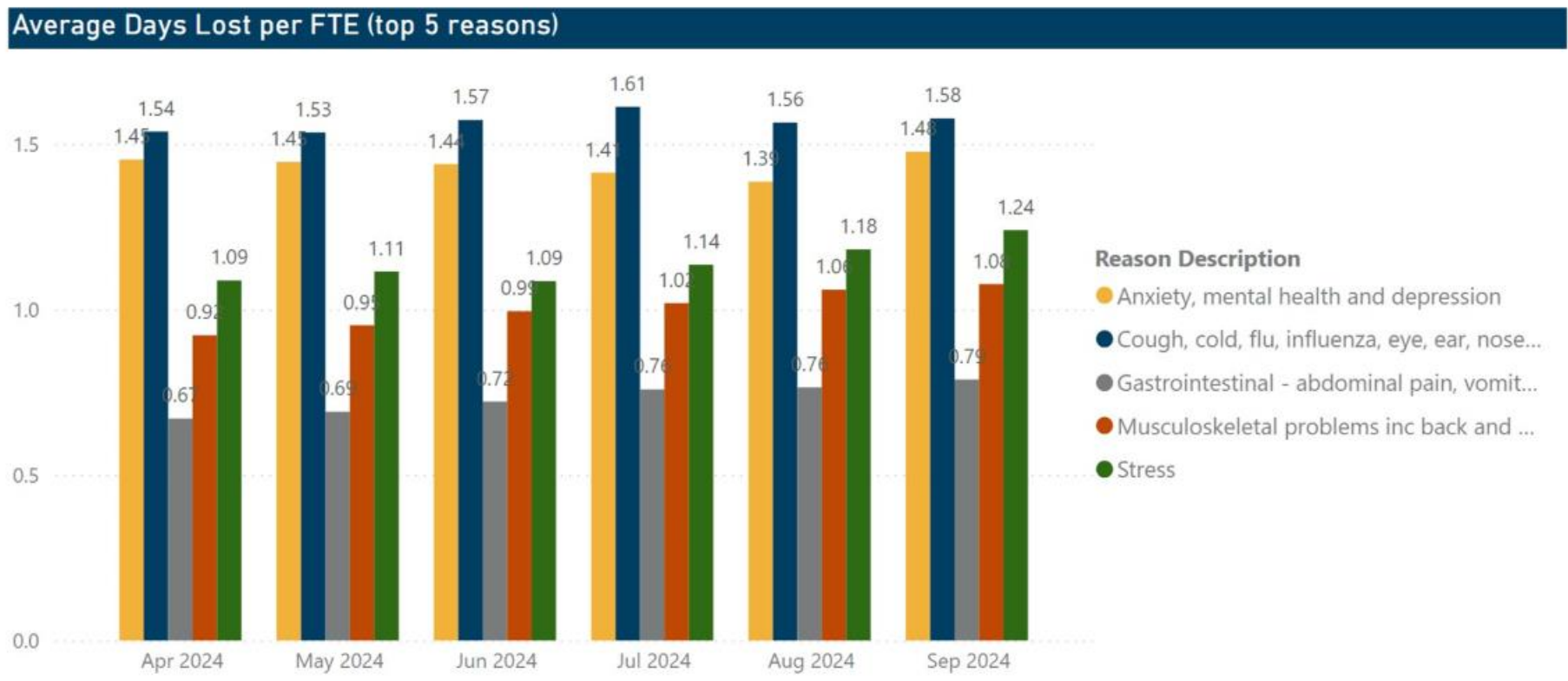
Reason Description

All ▼

Long-Term/Short-Term

All ▼

Reason Description	Average days lost per FTE - Employees
Anxiety, mental health and depression	0.58
Cough, cold, flu, influenza, eye, ear, nose and throat problems	0.64
Gastrointestinal - abdominal pain, vomiting, diarrhoea, gastroenteritis	0.30
Musculoskeletal problems inc back and neck	0.41
Stress	0.46
Total	2.39



NOTE: The cohort for this page is all employees. It excludes relief, and agency workers, and members.

Recruitment Information July 23 to June 24

Since the introduction of the Recruitment Hub, we have found that the majority of roles receive more applications than in the previous system*. Most roles advertised are filled.

Data from the Recruitment System may not be fully reflective of the situation. Managers often take offers outside of the system when the successful candidate is internal so these roles won't show as being recruited to. Figures are an indication only.

- **1210** positions were advertised on the system in the period - but **229** did not accept applications (partner orgs using our system).
- **981** posts were able to accept applications
- **19889** applications were submitted (Avg **20** applications per role)
- **860** roles were filled via the Recruitment Hub - **88%** of all advertised roles

During the same period **1009** colleagues started in a new post, **770** of these were new to the organisation.

Roles which were not filled can be broken down into:

Directorate	No of roles not filled	Type of Roles
AHC	41	Social workers, Senior SW's, TM's, Family workers and Support workers
CEF	54	Social workers, SeniorPracs, Family Workers, Ed Psych's, Passenger Transport
P&S	21	GCP, Highways, Project Managers
S&P	14	Analysts, Auditors
F&R	0	All roles advertised were filled

Equality, Diversity and Inclusion Strategy Update

To:	Staffing and Appeals Committee
Meeting Date:	7th November 2024
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	The report provides an update on the progress of the Equality, Diversity and Inclusion Strategy Action Plan, as part of a workforce update to the Staffing and Appeals Committee.
Recommendation:	The Committee is recommended to note the status of the actions in the Equality, Diversity and Inclusion Strategy Action Plan.

Officer contact:

Name: Faye McCarthy
Post: EDI Business Partner
Email: Faye.McCarthy@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Council's Equality, Diversity and Inclusion Strategy and the supporting action plan enable the achievement of all seven ambitions. An inclusive workplace that attracts and retains diverse people, working with diverse communities and delivering good quality inclusive and accessible services are integral to the delivery of the Council's vision and ambitions for Cambridgeshire.

2. Background

- 2.1 The Council's Equality, Diversity and Inclusion (EDI) Strategy is a key enabling strategy which will help 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.
- 2.2 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 (now Strategy, Resources and Performance Committee) on 11 July 2023. The supporting EDI Strategy action plan was approved on 11 January 2024 by the Communities, Social Mobility and Inclusion Committee.
- 2.3 The strategy sets out twelve equality objectives. Preparing and publishing the Council's equality objectives at least every four years is one of its specific requirements under the Equality Act 2010 to comply with the public sector equality duty. The comprehensive plan details actions that underpin each of the twelve equality objectives, which will enable the Council to measure progress against each one.
- 2.4 Action plan progress is monitored by the EDI Leadership Forum, chaired by the Executive Director for Strategy and Partnerships. The forum meets quarterly, and reports to the Communities, Social Mobility and Inclusion Committee biannually. Action plan progress will also be reported to the Staffing and Appeals Committee biannually.

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. See

Appendix 1 for an overview of the action plan progress. The action plan spans four years. As a result, there are some actions that are not due to start until 2025 or 2026, and these are RAG rated in the colour blue (planned, not started).

- 3.4 The Communities, Social Mobility and Inclusion Committee is responsible for reviewing action plan progress biannually. The Staffing and Appeals Committee will also receive an update biannually.

4. Alternative Options Considered

- 4.1 Not applicable.

5. Conclusion and reasons for recommendations

- 5.1 Not applicable.

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

[Council 18 July 2023 - Agenda and Minutes](#)

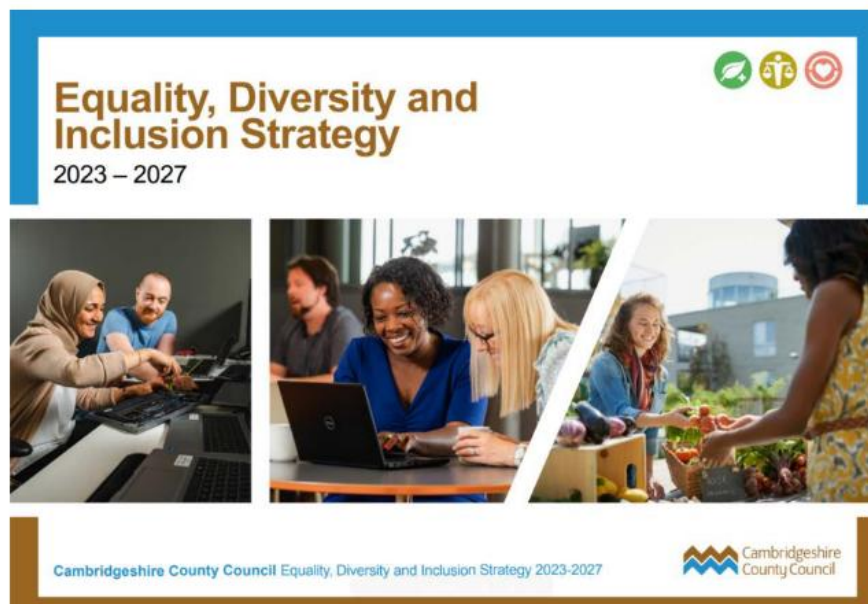
[Communities, Social Mobility and Inclusion Committee 6 July 2023 - Agenda and Minutes](#)

[Communities, Social Mobility and Inclusion Committee 11 January 2024 - Agenda and Minutes](#)

[Strategy and Resources Committee 11 July 2023 - Agenda and Minutes](#)

Equality, Diversity and Inclusion Strategy Update

Staffing and Appeals Committee 7th November 2024



Equality, Diversity and Inclusion Strategy



We know that an ambitious response is needed to deliver high quality, effective and inclusive services to our local community, retain a diverse and engaged workforce, and ensure that residents and employees can achieve their full potential. There are three themes to help define our equality objectives; a) Our workforce, b) our communities and c) our services.

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 our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

C: Our services:

Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

Underpinning these three themes are three guiding principles which underpin our approach to equality, diversity and inclusion:

1. Taking evidence-based action



What does this look like? Using quantitative and qualitative data to inform targeted action. We will address gaps in data collection holding us to account for the progress made in addressing discrimination and advancing equality. We will improve our collection and coordination of data to better understand our workforce and communities, particularly under-represented and marginalised groups.

2. Listening to the voices of everyone

What does this look like? Actively seeking the views of our diverse colleagues and communities, listening and hearing their voices through a variety of accessible mechanisms, and acting based on feedback.



3. Having a transparent and robust approach that delivers meaningful change

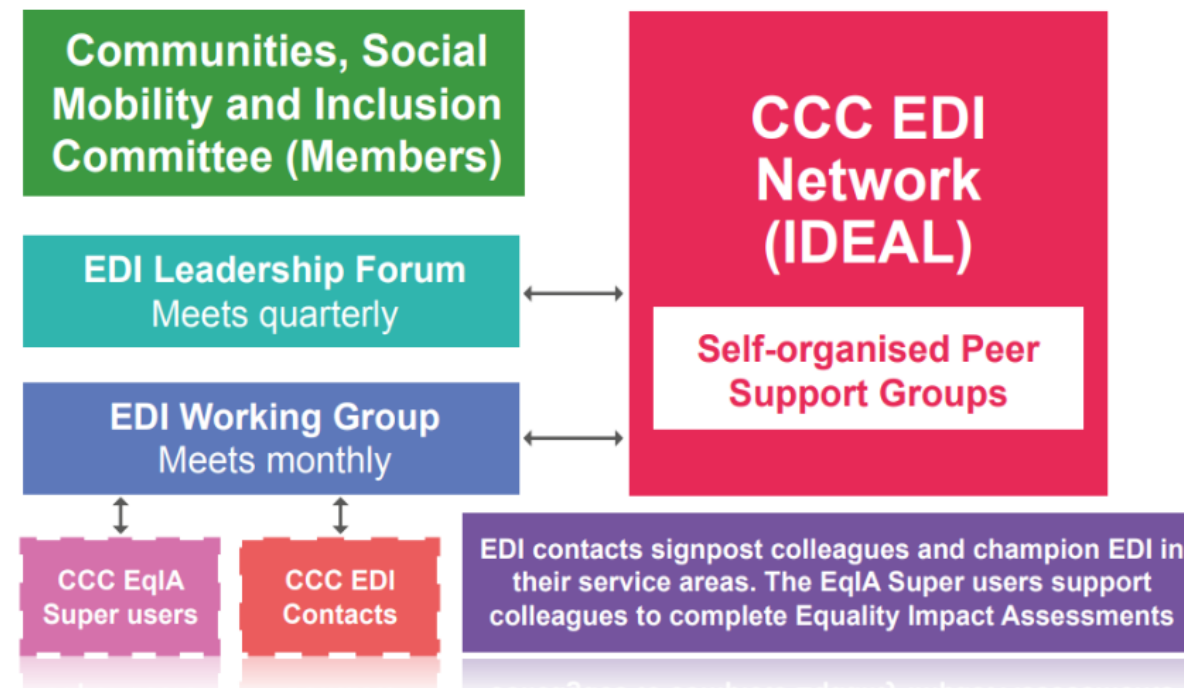


What does this look like? Being open-minded and honest throughout our EDI journey, including our actions and progress. Taking action, making fair decisions, and evidencing the impact of our work and delivering tangible change.

Equality, Diversity and Inclusion Strategy



- There are twelve equality objectives for our three themes (workforce, communities and services) and each objective has a series of actions aligned to it. The action plan spans between 2023-2027 and is a live document.
- The actions are delivered through our EDI governance structure (see figure 1). The action plan is monitored by the EDI Leadership Forum and reported to CLT quarterly.
- The EDI Team engage with the staff network (IDEAL), peer support groups and relevant working groups, for example the Anti-Racism Steering Group, to drive forward actions.



Action plan progress

(RAG rating)



Theme A: Workforce		
Colour Rating	Status	Number of actions
Red	Not started (late)	
Amber	In progress	25
Green	Completed	14
Blue	Planned, not started	17
Total		56

Theme B: Community		
Colour Rating	Status	Number of actions
Red	Not started (late)	1
Amber	In progress	11
Green	Completed	1
Blue	Planned, not started	0
Total		13

Theme 3: Services		
Colour Rating	Status	Number of actions
Red	Not started (late)	0
Amber	In progress	9
Green	Completed	3
Blue	Planned, not started	3
Total		15

Examples of some of our workforce actions (1)



Complete actions:

- Redeveloped our Equality Impact Assessment tool, launched online learning and new guidance documents.
- Launched a new Respect at Work disclosure tool for colleagues to report unacceptable behaviours (see slide 8).
- Launched a new EDI Hub on CamWeb which includes new guidance for colleagues.
- Launched an Anti-racism Steering Group.
- Revised our Reasonable Adjustments in the workplace eLearning.
- Hosted a women of colour in leadership training programme.
- Undertook an EDI learning gap analysis (see slide 9).
- Started to treat 'care experience' as a protected characteristic, published guidance for colleagues to consider care experience in their EqlAs.

Examples of some of our workforce actions (2)



In progress actions:

- Reviewing and relaunching our EDI Contacts as EDI Champions.
- Developing an Assistance Dogs at Work Guide.
- Ongoing work towards the Social Care Workforce Race Equality Standard.
- Ongoing work of the Anti-racism Steering Group including hosting listening sessions for minority ethnic colleagues (see slide 10).
- Continuing to host monthly EDI Conversations and publish blogs (see slide 11).

Examples of some of our workforce actions (3)



Upcoming actions:

- Develop Neurodiversity at work awareness training.
- Explore options for supported employment schemes to create opportunities to close the learning disability employment gap.
- Diversify our Respect at Work Contacts.
- Work towards Disability Confident Level 3.

Showcasing our work: Respect at Work Disclosure tool



The new Respect@Work disclosure tool (launched September 2024) provides an additional way for employees to disclose incidents of unacceptable behaviours that they have witnessed or experienced by other colleagues, including any form of bullying, harassment, discrimination, hate and/or micro-aggressions.

The tool allows an employee to disclose in the following ways:

- 1. To disclose something they have been subjected to, witnessed, or informed about anonymously.
- 2. To disclose something they have been subjected to, witnessed, or informed about with their contact details.

Respect At Work - Disclosure Tool Exit App Cambridgeshire County Council

Respect at Work Contacts Support Links Privacy Policy Guidance / Policies

This App is a tool to disclose unacceptable behaviours between employees, it is another route to our Respect at Work Contacts. Please note that starting a disclosure within this App will not automatically start any formal or informal process, it is a disclosure tool to receive support and signpost the options available to you.

You are able to report the incident(s) or behaviour(s) anonymously or by leaving your contact details by using the appropriate button.

If you report anonymously your/the victim's details will be kept anonymous. We will keep a record of the disclosure to identify broad trends or patterns of behaviour which can be addressed. Proceeding with a disclosure will mean you agree to these details being recorded on our system. If you have not left your/the victim's details, we will not be able to contact you further to offer advice and assistance or take any concerns forward.

The form won't take long to complete and is mostly comprised of multiple-choice questions. This information can help us to provide a better environment for all colleagues, provide support and prevent these behaviours happening in the future.

If you leave your contact details a Respect at Work contact will be in touch within 3 working days.

Disclose an issue here

Report anonymously or Report with details

If you have any questions prior to completing the tool or require it in an alternative format please email - RespectAtWork@cambridgeshire.gov.uk

Press to Email

Showcasing our work: EDI learning proposal

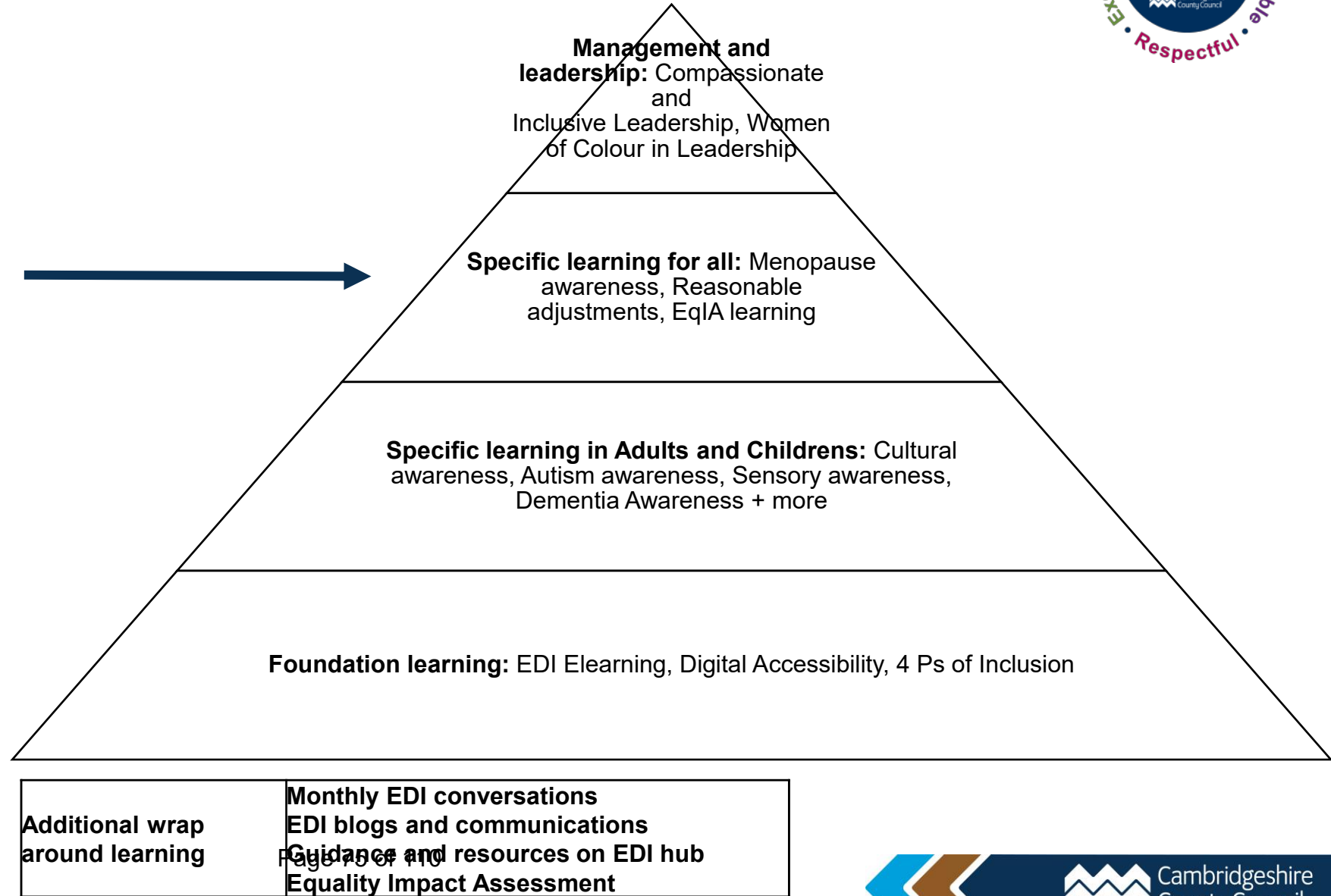


The current EDI learning offer is shown in the pyramid. It is broken down into a) foundation learning b) specific learning and c) management and leadership.

The EDI Leadership Forum approved a proposal to develop the following additional specific learning modules for all colleagues:

- Anti-racism
- Neurodiversity
- Disability awareness

The next step is for the EDI Team and Learning and Development colleagues to work with the various EDI groups, IDEAL Network and Peer support groups to identify the objectives of each learning module and the best method for delivery.



Showcasing our work: Anti-racism



An Anti-racism Steering Group formed February 2024

Purpose of the group: The Anti-racism steering group is 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 so far:

- Communications: released communications to the organisation to raise awareness of the new Steering Group and outline our commitment as an organisation.
- Held an event for Black History Month (October 2024) and an EDI Conversation exploring the term 'Global Majority'.
- Committed to the Social Care Workforce Race Equality Standard.

Upcoming plans:

- Host listening Sessions/focus groups for colleagues who identify as Black, Asian, or from a minority ethnic background to understand experiences in the workplace and inform our actions.
- Develop and launch Race Awareness training for the organisation.
- Launch the Global Majority Peer Support Group in collaboration with IDEAL Network.

Showcasing our work: EDI Communications



EDI Conversations

August, September and October had a total of 517 colleagues attend and watch the recording, this is slightly lower than when we last reported on this. All directorates are encouraged to remind colleagues to attend and take part (or watch the recordings) The topics included:

- East and South East Asian Heritage Month
- Stammering awareness with STAMMA presenting
- Black History Month

Plan for the remainder of 2024

November will be the last EDI conversation for 2024.

- Disability History Month – Unlearning ableism

Articles

In addition to the EDI conversations, 10 articles were published, including:

- Raising awareness about stammering: understanding and inclusion
- Catch up on the September EDI conversation – raising awareness about stammering
- Launching the NEW Equality Impact Assessment (EqIA) tool and guidance
- October EDI conversation: celebrating Black History Month 2024
- Celebrating Black History Month with our festival event in October
- Hate Crime Awareness Week and the impact of hate crime
- Coping with pregnancy and baby loss
- Miss the Black History Month EDI conversation? Catch up today!
- November EDI conversation – unlearning ableism this Disability History Month
- PoTs Awareness Day: highlighting this hidden condition

Cambridgeshire as a next generation employer – growing our potential

To: Staffing and Appeals Committee

Meeting Date: 7th November 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: The report provides an overview of the activity that enables Cambridgeshire County Council to be a next generation employer and support colleagues under 30 to develop and grow their careers.

Recommendation: The Committee is recommended to note the progress made to date.

Officer contact:

Name: Kerry Bishop
Post: Head of Learning and Development
Email: Kerrylouise.bishop@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Council's People Strategy and the supporting action plan enable the achievement of all seven ambitions. A workforce that is appropriately attracted, supported, appreciated, developed, and included, is integral to the delivery of the Council's vision and ambitions for Cambridgeshire.
- 1.2 The Learning and Development Team activity to develop colleagues across the Council to meet those ambitions are a key part of the People Strategy.

2. Background

- 2.1 Cambridgeshire County Council was shortlisted in the Local Government Chronicle's Workforce Awards 2024 in the 'Best Next Generation Employer' category. This category considers a Local Authority's progress in supporting the career development of colleagues who are under 30. As part of the judging for these awards we were invited to present our journey to the judging panel and the final results will be announced at an event on 5th November.
- 2.2 This purpose of this update, is to share with the committee our approach to growing our own potential within the Cambridgeshire County Council Workforce and to share the presentation developed for the judging panel to demonstrate the practical examples of this approach in action.

3. Main Issues

- 3.1 The Local Government Chronicle Workforce Awards, Best Next Generation Employer category sought councils who are proactively responding to the challenge that Local Government has an ageing workforce, which is only set to compound current skills shortages in the sector. Councils need to attract more millennials and Gen Z to join the workforce. However, many younger people are not aware of the many and varied opportunities the sector offers for a fulfilling career. The award category is about recognising councils working to recruit and retain people under 30, either across the organisation or in one specific service area.
- 3.2 Sharing our experiences at Cambridgeshire County Council, we were able to present our approach to:
 - Work Experience
 - Apprenticeships
 - Graduate Schemes
 - Career support
 - Examples of thriving careers
 - 5% Club Membership

3.3 Work Experience

Our work experience programme grew significantly in 2024, from supporting a small cohort of four students in 2023. Our offer for 2024 included increasing the number places to 40,

partnering with more schools and widening participation to include students with SEND and offering places to young people with care experience.

3.4 Apprenticeships

We focused our presentation on showcasing our Civil engineering apprentices and highlighted a case study about Sara, a Business Administration Apprentice, who won the Local Government Apprentice of the Year award for 2024. Our apprenticeship schemes are thriving, we typically have around 250 active apprentices at any one time across the council and in our maintained schools, this is enabling us to grow our own workforce pipelines, including in key roles, like Social Workers, Teachers, Accountants and Engineers, we use apprenticeship opportunities to upskill our leaders and managers. We also transfer some of our apprenticeship levy to other Cambridgeshire employers who are unable to fund apprenticeship training, this has enabled us to keep funding in Cambridgeshire, which otherwise would be returned to central government as expired funds.

3.5 Graduate Schemes

Our main graduate schemes are the Assessed and Supported Year in Employment (ASYE) for social work graduates, the CIPFA Finance and Accounting programme and the Local Government Association's National Graduate Development Programme, which has now rebranded as Impact. All these schemes bring new colleagues into Cambridgeshire County Council, to start their career with us. Our work to support colleagues in the Social Work Profession has also been recognised in the Social Work Awards where we are finalists in three categories: Supportive Social Work Employer of the year, Newly qualified children's social worker of the year and Practice Educator of the year. The winners will be announced at an awards evening on 8th November.

3.6 Career Support

Part of the career support package includes our Cambridgeshire Careers Network which is run by colleagues. The network arranges monthly events open to the whole organisation on a variety of topics. In addition to the career conversations employees have as part of their 'Our Conversations' we also offer 1:1 Careers Conversation with a qualified Careers professional, this is a confidential and impartial 60-minute conversation to explore career ambitions and options.

3.7 Examples of thriving careers

Our presentation included a couple of case studies to illustrate the range of careers and the different progression routes within the council;

- Cambria has been with Cambridgeshire County Council since 2016, in this time she has progressed through the business support pathway and managing others she has undertaken a management apprenticeship, she is currently working as Corporate Business Manager and is responsible for the Executive Support Service who support our Corporate and Extended Leadership Team.
- Ed joined Cambridgeshire County Council on the NGDP programme, in 2019, the programme exposed Ed to a variety of opportunities in the council including climate

change and education and opportunities to support projects like Operation London Bridge and exclusive Royal Visits. Ed is currently working at Grafham Water Outdoor Centre as a Business Development Manager.

3.8 5% Club Membership

Cambridgeshire County Council joined the 5% club in 2023 and were the first county council to be awarded Silver membership. The 5% Club works to inspire positive action for increased and accessible workplace learning, and career prospects focused on: Apprentices, Sponsored students and Graduates, collectively recognised as 'Earn and Learn' schemes.

Our ambition is to achieve Gold membership by having over 5% of our workforce in 'Earn and Learn' programmes. The results of the 2024 audit will be announced in November 2024. Being part of the audit also enables us to access the benchmarking report for produced from all participating employers, which helps us monitor trends and learn from other initiatives.

4. Alternative Options Considered

4.1 Not applicable.

5. Conclusion and reasons for recommendations

5.1 Not applicable.

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.

6.3 Risk Implications

There are no foreseeable implications in this category.

6.4 Equality and Diversity Implications

We are committed to ensuring our schemes to attract next generation employees to Cambridgeshire County Council are aligned to the EDI action plan.

7. Source Documents

7.1 None

Cambridgeshire County Council: A place to grow



Work Experience



Apprenticeships



Graduate Schemes



**Ongoing
development**



**Careers
Conversations and
Networks**



Thriving Careers



Work Experience



Encouraging the younger generation



Welcomed into the working world with opportunities to experience an office environment



Empowering young people, particularly our Care Experienced or young people with SEND.



Highlight job opportunities within the Council and inspire the next generation

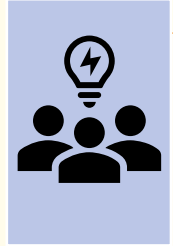


Weeklong and includes:

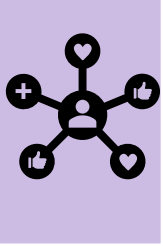
- placements in different services
- CV writing
- interview skills,
- e-learning modules
- Health and safety awareness.



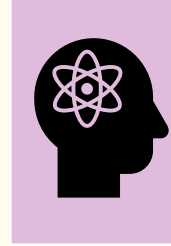
Thinking creatively to overcome hybrid working challenges



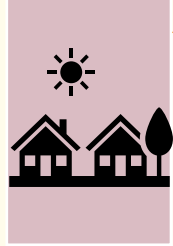
Encourage their participation and engage their interests.



Opportunities to build relationships and a professional network



Develop practical knowledge and skills and test out their existing skills



Supported to make a difference to us as well as their communities

Work Experience Opportunities within Cambridgeshire County Council

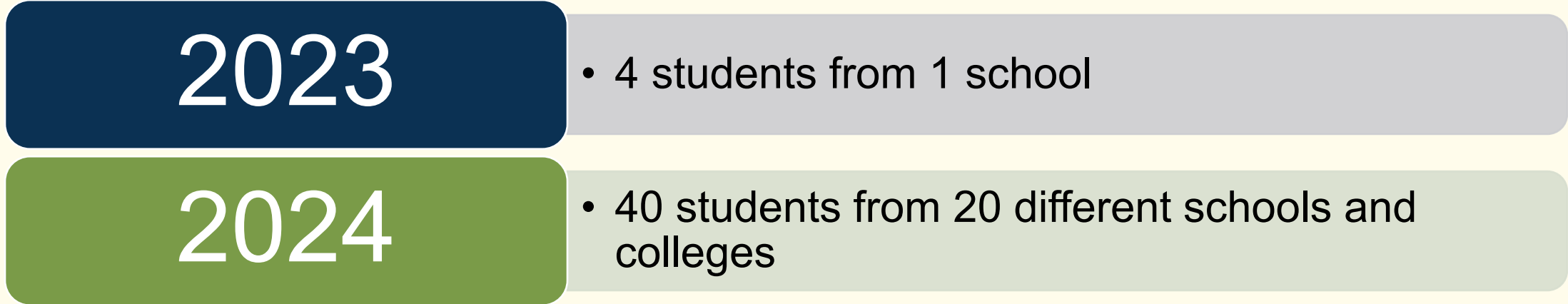


IT	HR Advisory	Recruitment	Equality, Diversity and Inclusion
Health and Safety	Learning and Development	Workforce Policy and Wellbeing	Reception
Transport Planning	Property Services	Prevention and Early Intervention	Flood Risk
Highways	Cambridgeshire Music	Nationally Significant Infrastructure Projects	
Sustainable Transport	Biodiversity & Greenspaces	Supervised Contact, Reunification, Placement Stability & Family Group Conference Service	

How do our Work Experience Students find out about us?



Growth of our Work Experience Programme



Work experience feedback



Feedback from Young People:

I enjoyed working with the people involved – both the staff and peers

It felt like I was working

It was all good

I'm incredibly impressed by the skills Daniel demonstrated and his attitude to the work

Lisa Riddle, CCC Service Director: Communities, Libraries and Skills

I like finding out about the jobs and seeing a working office

I liked the activities in highways and NSIP

I got lots out of it

Once again, thank you so much for supporting these placements.

For our students to attend all three days is a huge success - they vote with their feet. We have already seen an increase in confidence with some of them, and we are so grateful to you all for supporting this.

Girton, Autism specialist school

I like that I gained knowledge of the council

I liked talking to staff about their job



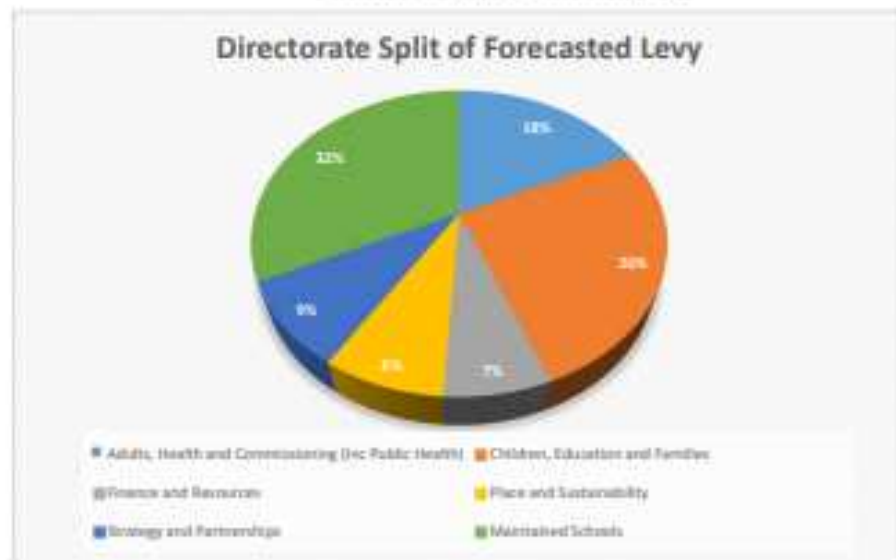
Apprenticeships

Levy Forecast April 2024/25

Estimated Funding: £1,249,589

Estimated Spend: £1,305,379

Directorate Split of Forecasted Levy



Target Apprentice Starts 2024/25

Directorate	Annual Target
CCC	90
Schools	28
Total	118



Current Levy Status

Current funds: £2,200,065

Funds Spent April '24 – September '24: £ 604,036

Expired funds April '24 – September '24: £0

Apprentice Status

Directorate	Live (overall)	Paused (overall)	Completed (24/25)	Stopped (24/25)	Total
Finance and Resources	34	0	3	1	38
Adults, Health and Commissioning (Inc' Public Health)	52	1	6	1	60
Children, Education & Families	59	3	7	1	70
Place and Sustainability	24	1	3	0	25
Strategy and Partnership	20	0	8	0	28
Schools	60	1	5	0	66
Total	249	6	32	3	287

Sara's story



I really think that my apprenticeship was a key reason of how I was able to return to work and gain confidence within a work setting again after being ill for quite some time. My team within Hunts Family Safeguarding Business Support and my Mentor were the backbone of the whole process, helping me through tough spots and supporting me throughout the whole course. My training provider allocated worker also helped me immensely and made sure I was comfortable throughout!



Sara won the Local Government Apprentice of the Year award for 2024, after she competed in a virtual day of challenges which encouraged participants to showcase their skills, expertise, and initiative.

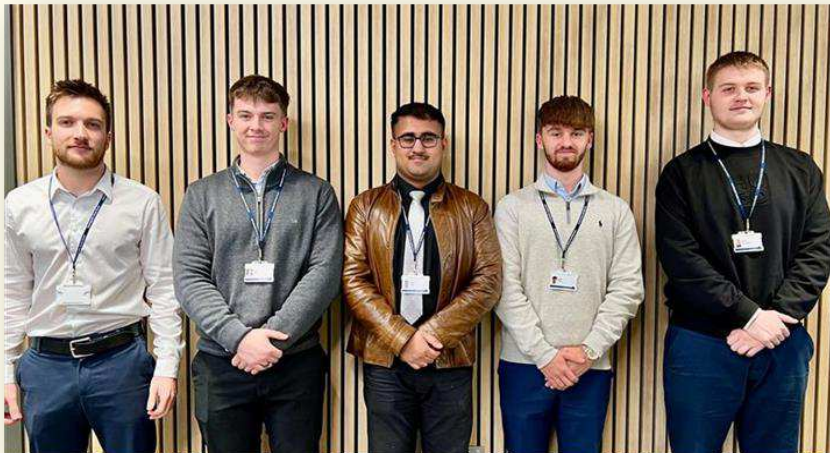
Sara has recently completed a Level 3 Business Administration apprenticeship and has secured a permanent role as a Business Officer

Our Civil Engineers



Following a successful recruitment campaign and assessment day, in September 2023, we welcomed our first cohort of 7 Civil Engineering Senior Technician L4 apprentices to our Project Delivery team. Unfortunately, 2 left early into employment for personal reasons.

Our 5 Civil Engineering Senior Technician apprentices are progressing well and 3 have taken up permanent roles in their first year with us.



A further 4 colleagues who also started with us in 2023 are currently completing the Civil Engineer (degree) L6 apprenticeship.

As a result of successful recruitment campaigns and grow our own, we have significantly reduced our interim reliance, at its height 26 interims were working within the team, in Q4 23/24 we were down to 6.

Our apprentices feedback about the recruitment process



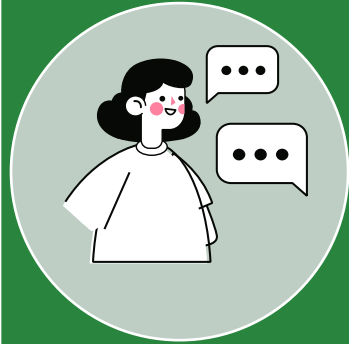
“I was always kept very well informed about what was happening with my application”



“The assessment day was a relaxed experience compared to typical interviewing, which tends to be more anxious and formal”



“Up until my first day there where several informative communications ensuring on my first day, I had all the equipment I needed and knew all the information for that first day”



“The assessment day entailed some great team building tasks & activities. Observers from CCC were friendly and joined in with the applicants when completing tasks throughout the day”



“Starting with Cambridgeshire County Council was a pleasant experience, there was a very organised induction and provisions of all necessary equipment on the first day”



“Overall, the entire recruitment and introduction process was very smooth, CCC is a very welcoming place and that really helps with settling in especially if it's your first full time job like myself”



Graduate Schemes : National Graduate Development Programme, CIPFA, Assessed and Supported Year in Employment

NGDP (IMPACT)– Why Graduates Chose CCC



Our Support Package



Roles our Graduates progressed to:

Strategic Lead for School Governance

Business Development Manager

Commissioning Manager

Planning and Growth Manager

Suicide Prevention Manager

CME Development Officer

Governance and Performance Officer

Emergency Planning Officer

Service Manager - Integration and Cohesion

NGDP Impact



Our graduates have supported the wider organisation on several key Council priority areas:

The response to Covid-19

Delivering elements of the council's Resources and Waste Strategy

Supporting the introduction of the National Assurance Framework for Adult Social Care

Equality, Diversity and Inclusion

Library Improvement Fund Project

Communications strategy linked to the Council's Climate Change and Environment Strategy

A Communications campaign for adults and children's social care recruitment

Design, develop and shape the programme to support the delivery of the Net Zero strategy

Data collection and analysis to inform strategic direction of the Virtual School

Manage and Plan community events to reduce road deaths in Cambridgeshire with Road Safety team

Supporting Public Health on the Best Start in Life Programme and Mental Health Strategies for Young People

Finance and Accounting CIPFA



Routes into the programme:

The **New Entry (Graduate)** scheme is three-to-four-year programme for those who want to apply for a Level 7 professional apprenticeship within the Council.

The **Accelerated Development** scheme for existing employees within Finance, who are keen to progress alongside their existing role and responsibilities.

Since 2018 **33** individuals joined the programme completing the **Accountancy or Taxation professional, L7 apprenticeship**.

17 are currently on programme

9 have completed, 5 are still employed in Accountant or Senior Finance Business Partner roles



Sema's story



“I chose the apprenticeship as it was a good opportunity to obtain an accountancy qualification whilst also working for Cambridgeshire County Council simultaneously.

It allowed me to be able to complete a range of placements as a Finance Associate, before deciding where I wanted to work. The apprenticeship also provided me with all the necessary valuable support (i.e., college days, mentoring, study leave) to successfully become a Chartered Public Finance Accountant.

By utilising all the valuable training/support that was available, I was able to pass all my exams first time and successfully finish the apprenticeship in 3 years.

I learnt the importance of balancing work and studying at the same time. The CIPFA qualification also allowed me to learn about the importance of accounting, which in turn helped with my day-to-day responsibilities as a Finance Business Partner.

I look forward to developing myself further in the future and continue to provide support as a Finance Business Partner to Children Social Care services”

Sema was awarded Highly Commended in the Behind-the-Scenes category at the Cambridgeshire Apprenticeship Awards 2022



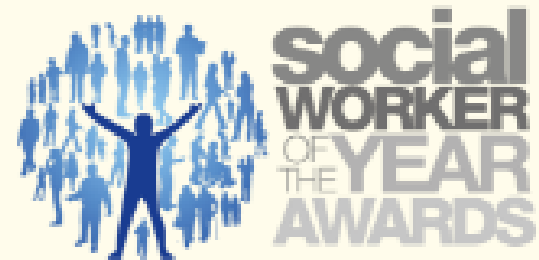
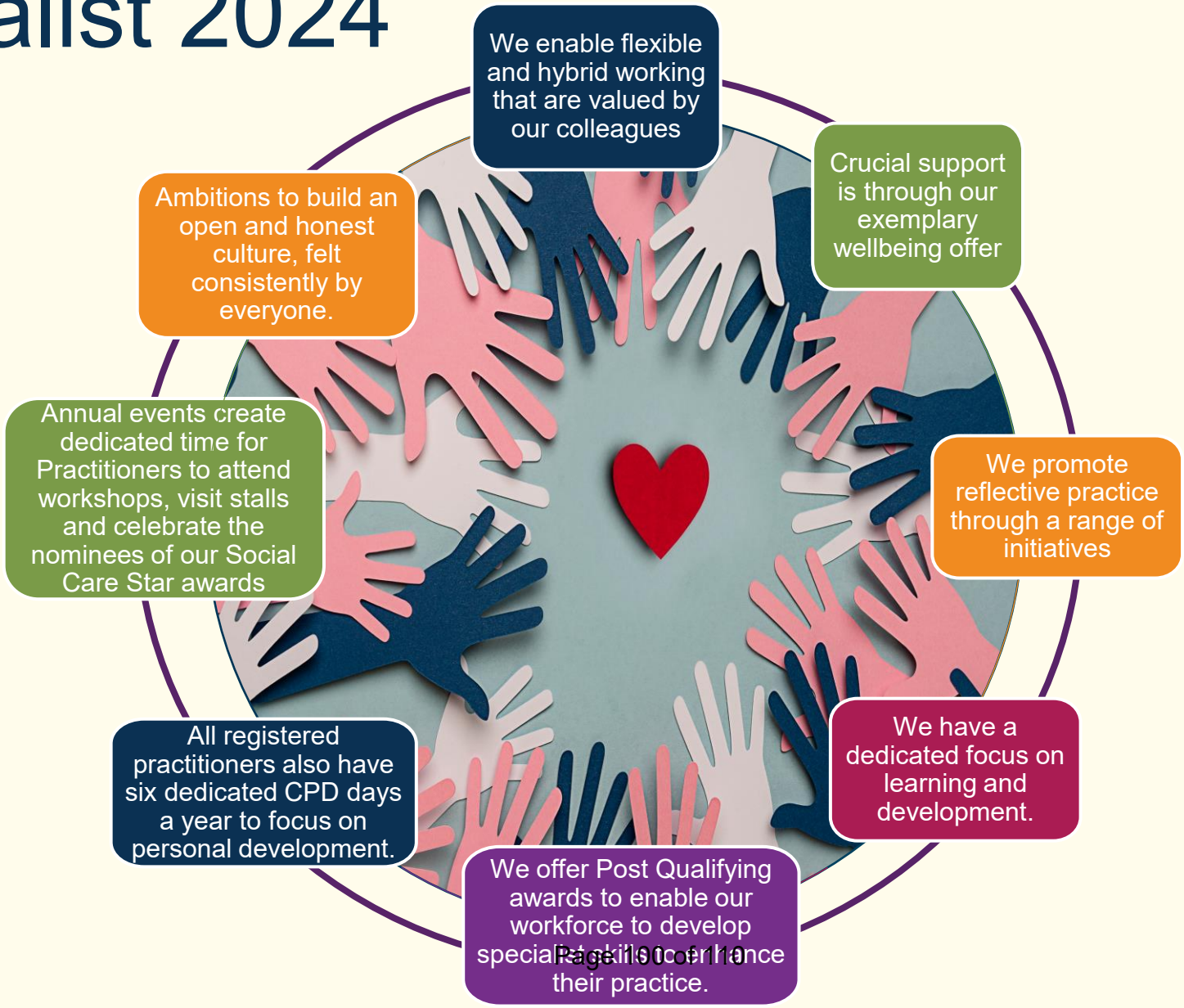
Assessed and Supported Year in Employment (ASYE)



Our ASYE programme provides 12 months of support for Social Work Graduates entering the Social Work Profession, they are supported to grow their professional skills and knowledge through a structured programme delivered via, workshops, reflective sessions, 1:1 support and action learning.



Supportive Social Work Employer of the Year Finalist 2024





Careers Conversations & Networks



Careers Conversations and Networks



Cambridgeshire Careers Network

- Run by colleagues, the network arranges monthly events open to the whole organisation on a variety of topics.
- Past events included visiting different departments, Q&A sessions with Leaders and invited speakers sharing their career journey.

1:1 Careers Conversations

- Offered by qualified Careers professionals within L&D to all colleagues.
- A confidential and impartial 60-minute conversation to explore career ambitions and options.
- Launched in January 2024, 16% of those who have accessed the offer are under 30 years of age.
- From October, our new Impact (NGDP) Graduates will be invited to regular conversations throughout their programme.



Thriving Careers

Cambria's Story

“Cambridgeshire County Council is a place to grow and develop. I’ve been encouraged by several managers over the years who have supported me to seek new opportunities, and this has made me feel invested in.”

- I joined in May 2016 as a Business Support Assistant, shortly after finishing university where I studied History.
- I quickly learnt about interacting with families who accessed our services and built relationships with colleagues. I worked across several different settings at the time, which helped me to expand my knowledge and develop skills like organisation and communication. My colleagues were fantastically supportive and development opportunities to shadow in other teams were invaluable.
- Applying for a Business Support Officer role enabled me to line manage for the first time and support Heads of Service. I learnt a lot during this time about people management and developed a better insight into the strategic focus of the council.
- In 2018, I applied for a secondment as a Business Support Manager; this was my first role with people hierarchy to manage. My experiences put me in a good position to apply for the Strategic Business Support Manager role; Starting in the summer of 2019 I was responsible for around 120 colleagues and a circa £2.5 million pound budget. I’m proud of embedding a new structure following a service re-organisation which helped me to build resilience.
- In 2022 I started my Level 5 Operations & Department Manager apprenticeship which helped me hone existing skills and develop lots of new skills. I was also very proud of this achievement, completing my apprenticeship alongside working full-time, and in latter stages having taken a relief role at the council as a Ceremony Officer, delivery wedding ceremonies on weekends also (as well as getting married myself during this time). I really learnt the art of managing my time during this period!
- Recently I started a secondment as a Corporate Business Manager. I am responsible for the Executive Support Service who support our Corporate & Extended Leadership Team. I will also be involved in several projects to refine and develop some of the core processes, I’m looking forward to this opportunity which will help me grow my knowledge about areas of the council that I am less familiar with.



Ed's story

"I joined Cambridgeshire County Council (CCC) in October 2019 as part of Cohort 21 of what was the NGDP, now Impact, Local Government Graduate Scheme.

I have had a **fantastic and diverse experience** since then, which I believe has set me up for whatever may come my way in my career. The graduate scheme is well embedded and respected within CCC, meaning that managers are bought in from the outset and do **whatever they can to support**. I was offered **mentoring and unparalleled access to senior leadership and project opportunities**.

Following two years working in diverse areas including Climate Change and Education, I was seconded into the Chief Executive's Office, where again, the work was challenging but diverse, and included work on **once in a lifetime projects**, such as Operation London Bridge and exclusive Royal Visits. At this stage of my career, it was also invaluable to view and understand how things operate at the most senior level of a Local Authority.

Then last summer, I was **promoted into my first management** role, an example of how CCC invests in future leaders and trusts them to take those necessary development steps – I am now one year into my role of Business Development Manager at Grafham Water Centre, an outdoor centre run by CCC. While no one is an expert in all areas, when challenges arise, I am always **encouraged to learn, develop and grow from these...**

I therefore **feel supported and nurtured** within CCC, and I look forward to seeing where my career goes from here!"



Proud to be in the 5% Club

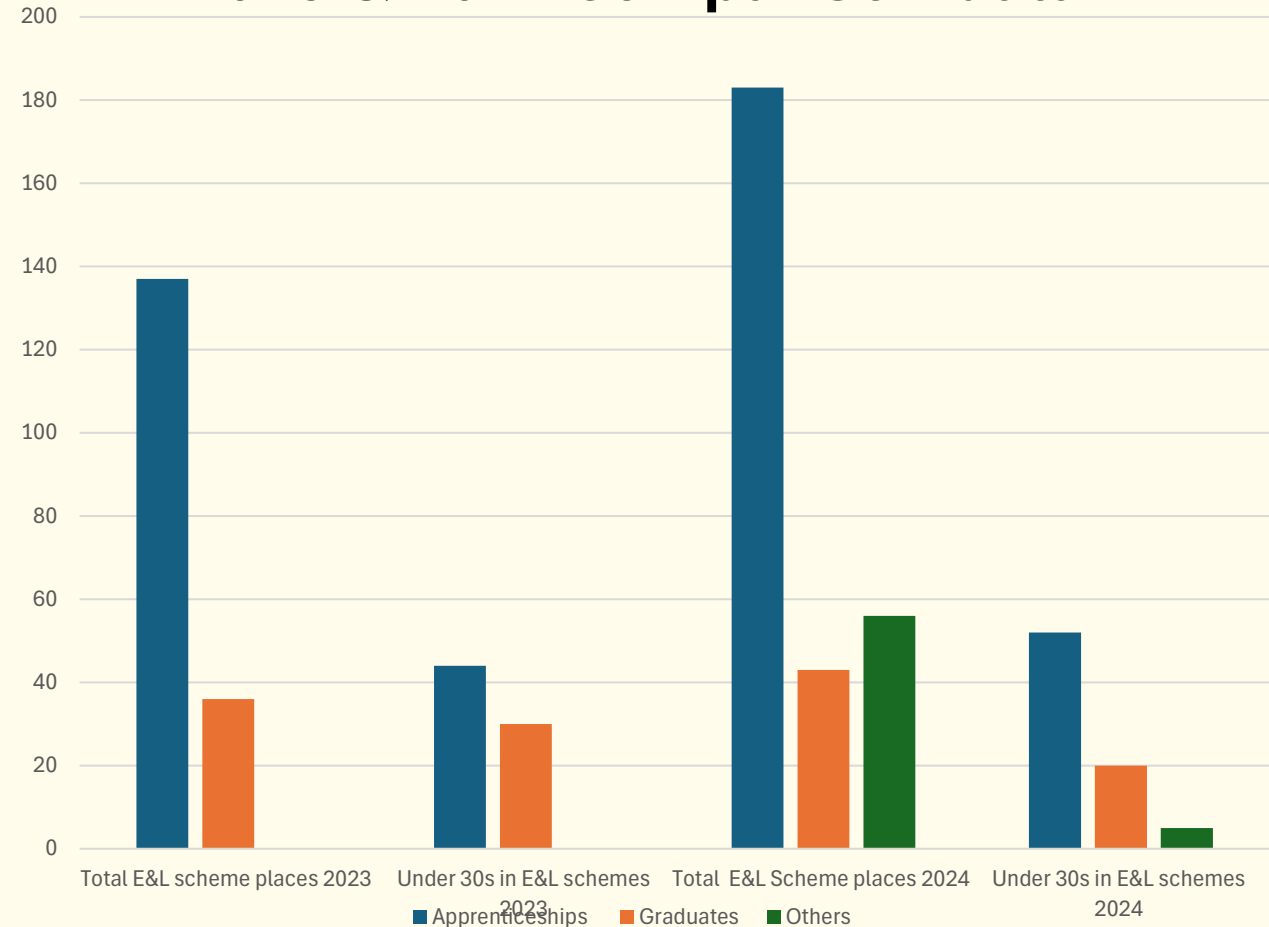


The 5% Club works to inspire positive action for increased and accessible workplace learning, and career prospects focused on:

- Apprentices
- Sponsored students
- Graduates

Cambridgeshire County Council joined in the 5% club in 2023 and were the first county council to be awarded Silver membership

2023 & 2024 comparison data



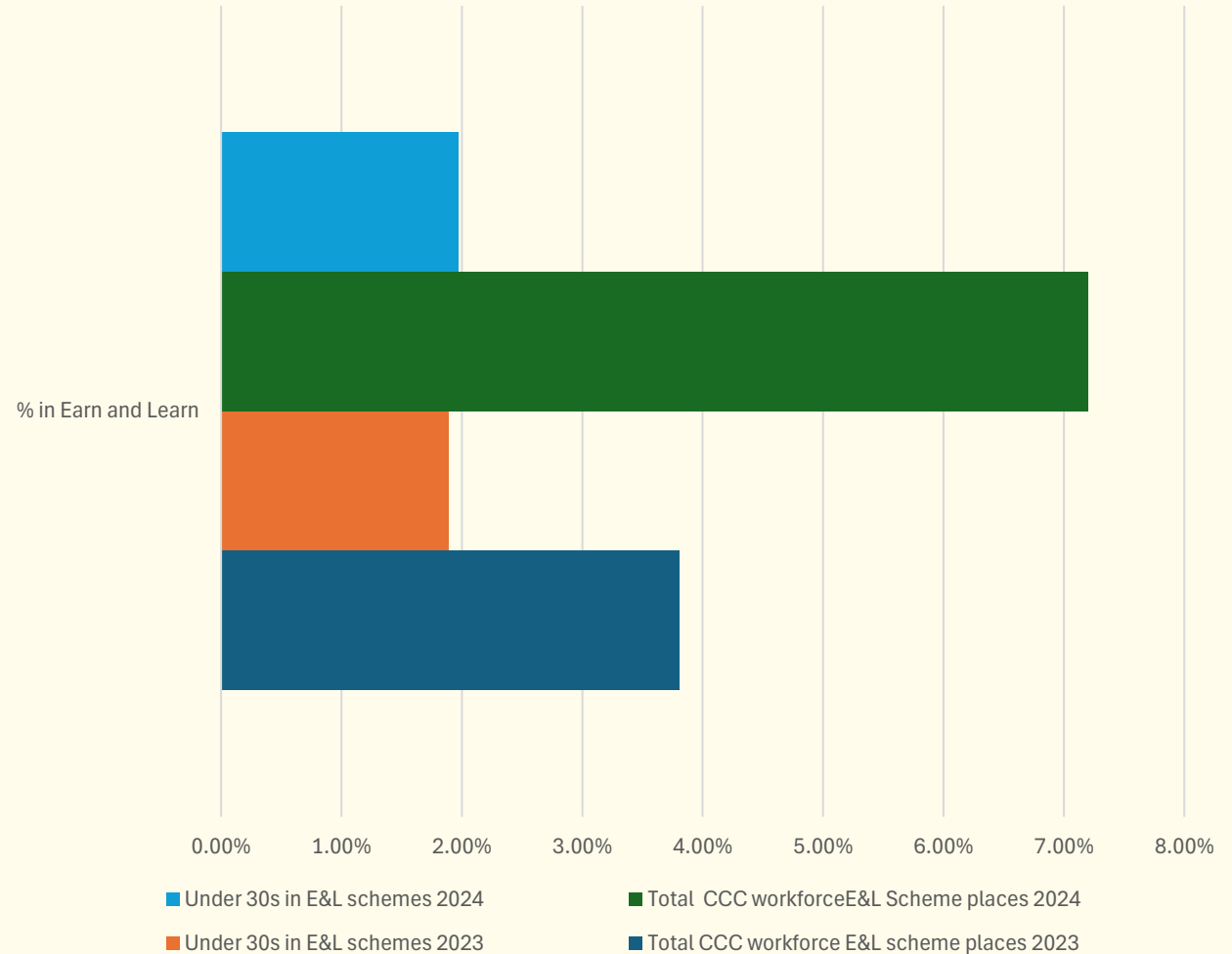
Proud to be in the 5% Club



Our ambition is to achieve Gold membership by having over 5% of our workforce in 'Earn and Learn' programmes. The results of the 2024 audit will be announced in November 2024.

Of our current workforce under the age of 30, 19% are currently undertaking, or have completed during their time at Cambridgeshire County Council, an "Earn and Learn" scheme.

2023 & 2024 comparison data



Staffing and Appeals Committee Agenda Plan

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

- Apologies for Absence and Declarations of Interest
- Minutes of previous meeting and Minutes Action Log
- Committee Agenda Plan

Committee date	Agenda item	Lead officer	Deadline for draft reports	Agenda despatch date
25/02/25	Senior Manager Pay Data and Chief Officer Pay Policy Statement	A Syson	14/02/24	17/02/24
	Pay Gap Reporting	A Syson		
	Annual Report on Employment Policy development and review			
	Section 4 report from Chief Executive			
06/25	Election of Chair	M Rowe		
	Election of Vice-Chair	M Rowe		
	Workforce Profile Update	A Syson		
	Update on People Strategy Action Plan	A Syson		
	Update on EDI Strategy Action Plan	A Syson		
11/25	Update on People Strategy Action Plan	A Syson		
	Workforce Profile Update	A Syson		
	Update on EDI Strategy Action Plan	A Syson		
	Gender Pay Gap Update	A Syson		
	Cost of Living Increase 2025 – Leadership Pay Scale	J Atkin		

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

