Staffing and Service Appeals Committee

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

Tuesday, 18 November 2025

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

14:00

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

Agenda

Open to Public and Press

7. 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 Paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)

8. Council Senior Management Structure – Section 4, Local Government and Housing Act 1989

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

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. Public speaking related to the items listed on this agenda is also welcomed and encouraged. Requests to speak need to be submitted by 12.00 noon three working days before the meeting, with information on how to do this on the 'Getting Involved in Meetings' section of the Council's website. Full details of arrangements for public participation are set out in Chapter B1 (Participation in Meetings) of the Council's constitution.

The Council supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chair of the Council and political Group Leaders, which can be accessed on the 'What Happens at Meetings' section of the Council's website. The Council does not guarantee the provision of car parking on the New Shire Hall site. Information on travel options is available on the Council's website.

Livestreams and recordings of previous meetings can be found on the 'Live Web Stream' of the Council's website.

The Staffing and Service Appeals Committee comprises the following members:

Councillor Christopher Morris (Chair) Councillor Henry Batchelor Councillor Mike Black Councillor Sarah Caine Councillor Colin Galbraith Councillor Ian Gardener Councillor Edna Murphy Councillor Lucy Nethsingha and Councillor Andy Osborn

Clerk Name:	Tamar Oviatt-Ham
Clerk Telephone:	01223 699180
Clerk Email:	tamar.oviatt-ham@cambridgeshire.gov.uk

Special Meeting: Staffing and Service Appeals Committee Minutes

Date: 9 September 2025

Time: 10.00a.m - 11.00a.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Batchelor, Black, Caine, Gardener, Morris (Chair), Murphy, Nethsingha and Watt (substituting for Councillor Galbraith)

10. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Galbraith (substituted by Councillor Watt) and Councillor Osborn.

No declarations of interest were received.

The Chief Executive thanked Janet Atkin the Service Director: Human Resources for her service at the Council as she was due to retire in the Autumn. He stated that she had been an exemplary leader for a considerable period of time at the Council and had overseen significant organisational and cultural changes within the authority. Members also thanked Janet for her service.

11. Exclusion of the Press and Public

It was resolved that the press and public be excluded from the meeting for the following item of business on the grounds that it contained 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).

12. Cost of Living Increase 2025 – Leadership Pay Scale

The Committee considered an update on the national cost of living negotiations, and the options to determine whether to implement a cost-of-living increase to the leadership pay scale.

It was resolved to:

a) Note the delegated decision made by the Chief Executive as the statutory Head of Paid Service in relation to the cost of living pay award for employees on the Council's Professional and Management grades.

b) Approve the proposed cost of living pay award recommendation from the Chief Executive/Head of Paid Service for the Leadership Pay Scales of 1.0% backdated to

1 April 2025 and a further increase of up to 1.5%, effective 1 December 2025, held in reserve for a further decision to be taken in early December 2025.

c) Delegate the approval of the second element of the Leadership Pay scale award to the Chief Executive, in consultation with the Chair and Vice Chair of the Staffing and Service Appeals Committee.

Chair

Agenda Item No: 3

People Strategy Update

To:	Staffing and Service Appeals Committee
Meeting Date:	18 November 2025
From:	Executive Director of Strategy and Partnerships
Outcome:	The report provides an update on the progress of the People Strategy Action Plan, as part of a workforce update to the Staffing and Service 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. Background

1.1 The Council's People Strategy and the supporting action plan enable the delivery of the Council's Strategic Framework and 7 Ambitions. A workforce that is appropriately attracted, supported, appreciated, developed, and included, is integral to the delivery of the Council's Vision for Cambridgeshire.

1.2 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.

1.3 The supporting action plan was developed through the insights, inputs, and thoughts from cross council employees and representatives, including our recognised trade unions and the Inclusion, Diversity and Equality for All (IDEAL) colleague network, because we can only achieve our ambitions for the council and the county if we work well together. The Council's Corporate Leadership Team (CLT) approved this plan on 17 June 2024.

1.4 The plan is an evolving route by which the Council's people strategy aims will be 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.

1.5 The action plan will be updated twice a year with further commitments added as emerging priorities are considered and agreed by the Council's Corporate Leadership Team. Briefings will be provided to Staffing and Service Appeals Committee biannually focussing on highlights of progress to date.

1.6 This report provides the second of those updates, to appraise the Committee of progress, highlight achievements, and to highlight any potential barriers to progress.

2. Main Issues

2.1 The action plan is structured in four themes: Attracting you, Appreciating you, Supporting you and Developing you. The presentation (Appendix 1) provides a consolidated update by theme on progress to date, planned next steps, and highlights any potential barriers or issues for awareness.

2.2 In the June 2025 update, the Committee asked the Head of Workforce Policy and Wellbeing for two additions for this update and these have been incorporated:

2.2.1 The addition of quantitative feedback where possible indicating relative proportions of positive and negative feedback received from colleagues in relation to activity under this plan. This has been incorporated wherever possible.

2.2.2 Narrative relating to how we engage with our recognised trade unions throughout this activity.

2.3 The strategy action plan continues to be delivered within budget, and there are no foreseeable financial implications.

2.4 The action plan aligns to existing employment legislation requirements and as such there are no significant legal implications.

2.5 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.

3. Appendices

3.1 Appendix 1 – People Strategy Action Plan update presentation

4. Source documents

4.1 None

Cambridgeshire County Council

People Strategy Action Plan 2023 - 2028

Update for Staffing and Service Appeals Committee

November 2025

Presented by Anna Syson, Head of Workforce Policy and Wellbeing

People Strategy and Action Plan

Enabling strategy for the delivery of our Vision and Ambitions Our People Strategy sets out our workforce strategy around 5 themes:

- Attracting you
- Appreciating you
- Supporting you
- Developing you
- Including you – links to workforce elements of our Equality, Diversity and Inclusion (EDI) Strategy

Supporting action plan created following extensive engagement across internal stakeholders including IDEAL network (our colleague network) and our recognised trade unions.

Approved by Corporate Leadership Team (CLT) in June 2024 and Strategy, Resources and Performance Committee in July 2024.

Governance of this plan is via CLT with biannual updates to Staffing and Service Appeals Committee. Our last update to this Committee was in June 2025.

People Strategy Themes

Attracting You	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.
Appreciating You	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
Suppporting You	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
Developing You	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.

Update Overview

Actions	Number of actions	Completed	In progress	Planned, not started	Cancelled
Attracting You	**19**	4	14	1	0
Appreciating You	**7**	0	7	0	0
Supporting You	**14**	6	7	0	1
Developing You	**11**	4	6	0	1

This is calculated by considering the timelines for each action, the review dates that have been given and the updates provided from each owner. Those listed as 'Planned, not started' are yet to begin due to their future timescales.

Attracting you: Highlights

Continuing to fulfil EDI commitments to attract a diverse workforce

- Recruitment eLearning package now available alongside face-to-face delivery, with 132 online and 220 in-person completions recorded as of August 2025.
- Guaranteed Interview Scheme launched for care-experienced applicants; monitoring in place to assess impact.

Our work to increase the number of permanent social workers

- We have taken a proactive approach towards agency social workers actively encouraging them to become permanent employees, with 3 agency to permanent in Children's Social Care (CSC) within 6 months and a further 5 in Adults' Social Care (ASC).
- We offer an agile recruitment processes to increase number of applications and ensure a positive experience
- ASC vacancies reduced through successful recruitment of 18 apprentices, who started in January 2025, and 4 new Think Ahead Social Workers were appointed this year.

Quick apply now

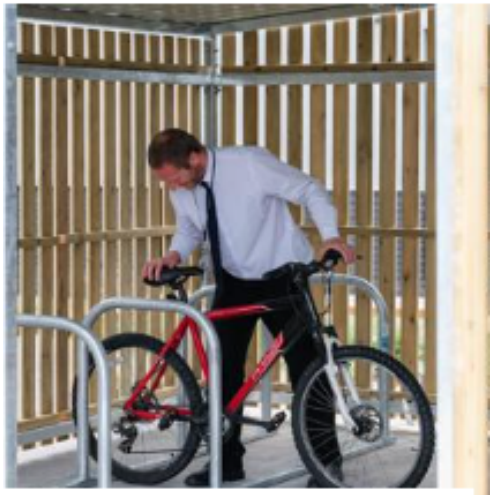
Attracting you: Highlights

Employee Benefits Contract Review and Enhancement

- New contract awarded via the ESPO Framework, covering employee discounts, lease car scheme, and loans/savings — effective 1 November 2025 with minimal transition required.
- Cycle to Work Scheme: New contract direct with provider enabling a 7.5% cashback return alongside NI savings, following Member feedback and procurement approval.

Improving workforce metrics and benchmarking capabilities

- We have standardised our Key Performance Indicators (KPIs) to ensure that they can be benchmarked against relevant sector comparators. While we had aimed to enhance our external benchmarking capacity by identifying and using the most relevant service/tool, there were significant subscription costs attached to this and therefore benchmarking insights will be sourced manually to include comparator data in our performance reports / commentary within the next reporting cycles.



Benefits

Attracting you: Highlights

New Colleague feedback

New starter survey engagement levels vary by Directorate, some key facts include:

- 20% average response rate:
- 16/18 having regular Our Conversations with their manager
- 14/18 found suitable learning resources to meet their identified needs
- 16/18 intend to keep working for the Council

Direct outreach to new starters across Adults, Health and Commissioning (AHC) and Children's, Education and Families (CEF) indicates generally positive onboarding experiences.

Take up of new starter discussions is encouraging (29% of those contacted responded); the feedback is qualitative so themes are shared as opposed to figures.

Some inconsistency in induction quality—especially for frontline roles—but colleagues describe teams as supportive. Feedback on system access, access cards, and documentation has been promptly addressed.

Attracting you: Highlights

Our commitment to wellbeing as a compassionate employer

- Our new colleague survey now includes a question measuring awareness of our wellbeing offer, which shows that overall, new starters have a good understanding of our offer, with highest awareness of mental health interventions, and that we could do more to highlight the Healthy You offer supporting physical health.
- We continue to develop our Mental Health First Aid (MHFA) network to ensure appropriate coverage, contact, and timely refresher training, sustaining a skilled and supported network.
- Our recruitment training and materials are reviewed regularly to reflect our commitment to wellbeing and the breadth of our offer.

Data from new colleague survey

Attracting you: Highlights

Inclusive Employment and Accessibility Initiatives

- Collaborative work between EDI and Learning & Development teams to create employment schemes that remove barriers and improve workplace accessibility.
- Achieved Disability Confident Leader (Level 3) status and Carer Friendly Employer accreditation (Sept 2025), reflecting strong support for disabled colleagues and carers.
- Ongoing commitment to menopause awareness and support as a Menopause Friendly accredited employer, ensuring accessible resources and an inclusive environment.
- Current focus on promoting support, raising awareness, and creating opportunities for colleagues to share experiences of workplace inclusion and flexibility.

Apprenticeship Diversity and Development

- Ongoing annual monitoring of apprenticeship diversity data, aligned with the workforce EDI dashboard and 5% Club accreditation. Representation trends show steady gender balance among our apprentices (approx. 75% female) and growing ethnic diversity; age profile primarily 25+.
- Apprenticeship opportunities and case studies promoted to encourage participation and highlight diverse career pathways.
- A project has mapped all early career entry routes, including apprenticeships, work experience, graduate programmes (IMPACT), T-Levels, and Grade 1–4 roles. Analysis identified a significant gap at Level 2 and below, with only 1% of roles falling into this category. Next steps: Designing and testing new pathways in areas such as Libraries, Early Years, Social Care, and Customer Services to create scalable entry opportunities.

Appreciating you: Highlights

Responding to Employee Feedback and Building a Supportive Culture

- Listening sessions established after the 2023 employee survey, bringing together directorate representatives to share actions, feedback, and good practice. Sessions held bi-monthly to ensure ongoing dialogue and organisational learning.
- Ratings process review conducted via focus groups with managers and colleagues, leading to recommendations presented to CLT and agreed process improvements.

Embedding Organisational Values and Feedback Culture

- All internal communications (wellbeing, EDI, pay, and policy updates) explicitly connect to our CARE values and encourage a culture of appreciation and open feedback.
- 2025 employee survey includes targeted questions on the understanding and impact of organisational values, ensuring continuous improvement and alignment with cultural goals.
- New starter survey indicates that 100% of respondents can say how they use our values in their roles

We have invited teams to share with us examples of putting our values into practice

Appreciating you: Highlights

Celebrating Success and Recognition

- Between Oct 2024 and Sept 2025, there were 252 Employee Recognition nominations, demonstrating strong engagement with recognition initiatives and identification with our values.
- Spotlight Awards received 166 nominations across 12 categories including the new Members' Choice Award, reflecting positive participation in celebrating colleague achievements.

Enhancing Employee Benefits and Value for Money

- New benefits contracts effective 1 November 2025, with continued promotion of local offers through Our Cambs Rewards.
- Enhanced promotion of financial wellbeing benefits (e.g., Salary Finance, My Money Matters, Pension Awareness Week) and ongoing updates to the employee benefits portal, with steady engagement growth (Q2: 431 → Q3: 468 visits).

Supporting you: Highlights

Health & Safety Leadership and Monitoring

Incident dashboards presented to CLT monthly, and at quarterly meeting with trade unions, providing clear oversight of trends and areas for action.

Wellbeing, Mental Health, and Peer Support

Monthly Wellbeing Hours with expert speakers, covering topics including wellbeing in our armed forces community, understanding powers of attorney with the Citizen's Advice Bureau, and continuing our Lifestyle Medicine series with Cambridgeshire and Peterborough NHS Foundation Trust (CPFT)

Inclusion and Peer Support Networks

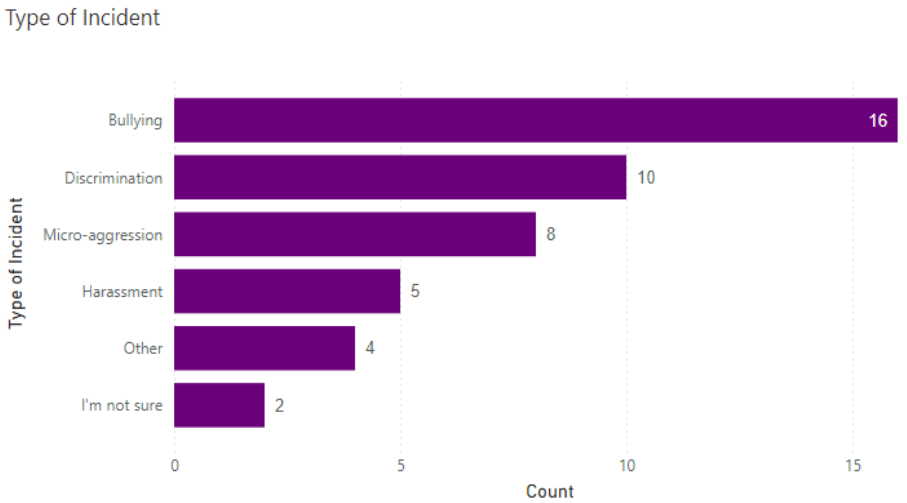
Ongoing support for the IDEAL Network and Peer Support Groups through monthly EDI working group.

New Global Majority Peer Support Group established in 2024, successfully arranged events for Black History Month in collaboration with the EDI team.

Recent Carer Friendly Employer and Disability Confident Leader accreditations validate the council's commitment to supportive networks.

Respect at Work Disclosure Tool:

The Respect at Work disclosure tool continues to be used as a confidential channel to raise concerns, with 29 disclosures made since launch. Data and key themes from these disclosures are shared with the Corporate Leadership Team (CLT) to inform action and organisational learning.



Total disclosures from the Respect at Work Disclosure Tool - between September 2024 and October 2025. Please note that colleagues can choose more than one category.

Supporting you: Highlights

Employee Engagement & Feedback

2023 Survey actions
Insights from the 2023 Employee Engagement Survey have been incorporated into both the People Strategy and EDI Strategy action plans; both of these action plans were discussed with our trade unions.

2025 Survey results
The next engagement survey has been conducted in partnership with Ipsos, with full results expected by the end of November.

The data will inform refreshed priorities within the People Strategy, helping us to measure the impact of ongoing initiatives and identify emerging areas for improvement.

Responding to insights
Our “You Said, We Did” campaign highlights how feedback is driving change. The communication highlights tangible progress in areas such as wellbeing initiatives, creating and embedding our CARE values, a refreshed and relaunched strategic framework, streamlining processes to make work easier, and recognising colleague contributions. This reinforces accountability in responding to what we hear.

Supporting You: Highlights

Manager Development

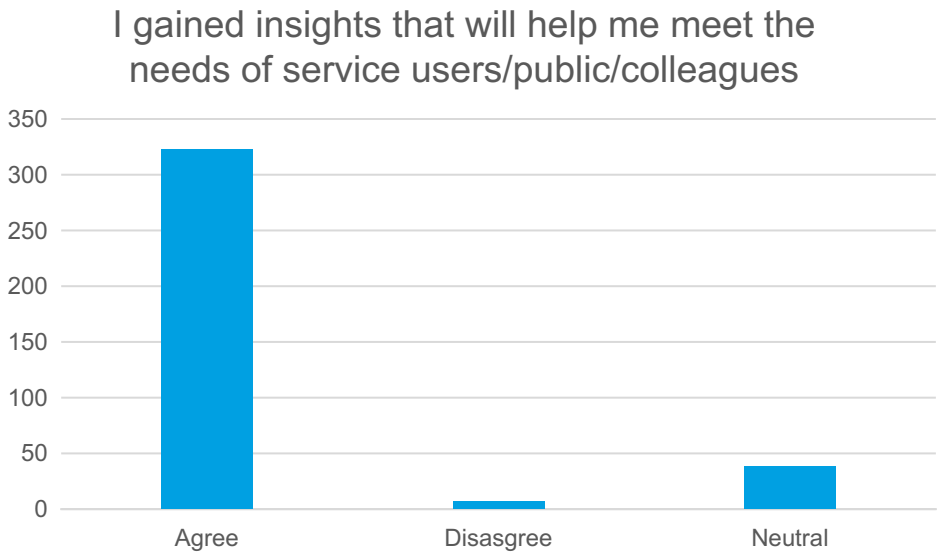
A review of wellbeing conversation learning has informed the design of future manager training programmes. It supports the wider promotion of regular, high-quality wellbeing conversations across all directorates, ensuring that managers are confident and equipped to identify and address wellbeing needs within their teams.196 completions this reporting period.

Schwartz Rounds

Schwartz Rounds reflective sessions continue monthly, providing a safe and supportive space for all colleagues to discuss the emotional aspects of their work. Attendance remains consistently strong, with highly positive feedback highlighting the value of the sessions in supporting emotional wellbeing and team connection. 281 people have attended this reporting period.

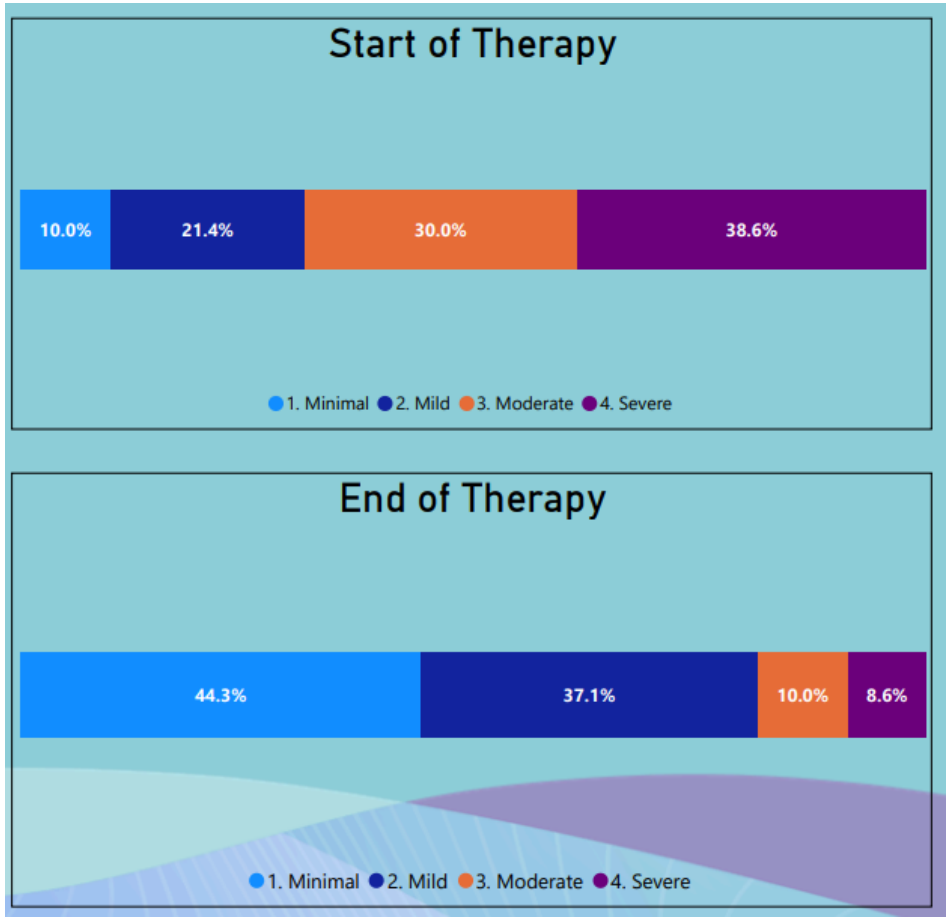
Work Well Partnership

New connections have been established with the Integrated Care Board's (ICB) employment support programme, "Work Well," enabling improved signposting and communication of this self-referral service to colleagues. The provides tailored support for those experiencing health or wellbeing challenges, helping individuals to sustain or return to work and promotes a proactive approach to health and wellbeing at work.



Feedback from Schwartz Round evaluations

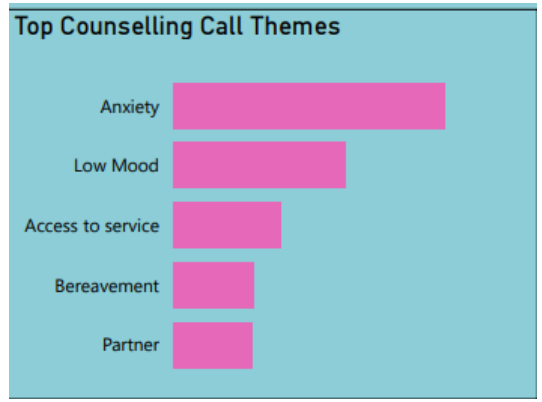
Supporting You: Highlights



Following structured therapy there has been a 68.6% improvement in GAD-7 scores (General Anxiety Disorder)

Employee Assistance Programme (EAP)
Offering employees and members access to professional wellbeing support, including counselling and practical advice. Promotional sessions for leadership teams help embed awareness and encourage proactive use of the programme within directorates.

Usage and impact are monitored regularly through contract management meetings, CLT, and Trade Union forums to ensure ongoing effectiveness and reach.



As an example of impact, there is a significant improvement in scores relating to anxiety, the most common presenting reason, at the end of structured therapy.

Monitoring and Reporting
Ongoing monitoring of attendance, participation, and feedback from wellbeing initiatives continues to be undertaken through the Corporate Leadership Team (CLT) and Health, Safety & Wellbeing meetings, which include trade union colleagues. This enables transparent reporting and ensures that interventions remain responsive to the needs and experiences of colleagues.

Impact of interventions

Our wellbeing interventions continue to demonstrate value.

Wellbeing Hour

Delivery: Three sessions delivered in the past quarter covering mental, physical and financial wellbeing.

Attendees: 406 attended live

Feedback: 44 comments received – 82% positive

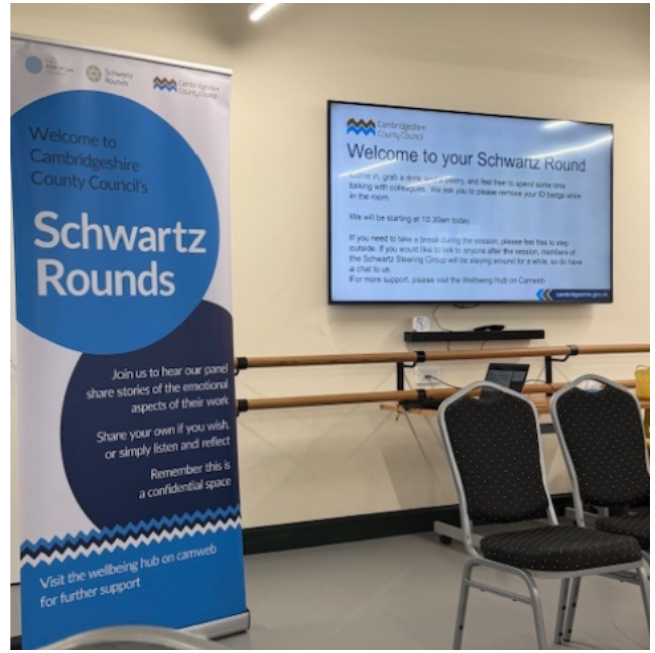
- “Fantastic session. Lots of valuable information shared in a clear and accessible way.”
- “Content was spot on. It feels like this should be essential training in workplaces.”
- “Lots of questions raised but ran out of time to all be answered.”
- Impact: 97.5% of participants reported learning something to support their own or others’ wellbeing.

Impact of interventions

Schwartz Rounds

Feedback: 34 comments received – 27 positive, 7 negative.

- "A powerful and thought-provoking session that allowed me to reflect on my own experiences and those of who I support."
- "I was hoping to hear how colleagues/managers/the council can help those suffering."



Impact:

- **97%** would recommend Schwartz Rounds to a colleague.
- **87%** agreed they gained insights to support colleagues, service users, and the public.

Mental Health First Aid (MHFA)

Activity:

- 40 contacts recorded in past quarter, primarily related to anxiety, stress, and workload, resolved through short, timely support.

Training & Accountability:

- Refresher training arranged for 24 practitioners.
- Ongoing monitoring of contact data and refresher completion maintains network effectiveness and accountability.

Impact: A sustainable, skilled and responsive MHFA network, promoting psychological

Developing You: Highlights

Digital Learning Management System
We are procuring a new Learning Management System (LMS) to include functionality to record and report learning needs identified during Our Conversations, enabling data-driven workforce development planning. Driven by the need to modernise our learning infrastructure, streamline operations, and improve the user experience for colleagues, external professionals, and members of the public, a new system will support a wide range of learning formats, including eLearning, digital classrooms, and in-person training. It should offer robust reporting capabilities to meet governance requirements and provide evidence to support inspection frameworks including Ofsted and Care Quality Commission (CQC).

Supporting Career Progression & Transferable Skills
All colleagues can now book 1:1 careers conversations with qualified careers guidance practitioners.
Our transferable skills course supports colleagues in identifying and applying their skills to future roles and is offered to teams experiencing change. Future development: Creating a resources bank once the new LMS platform capabilities are confirmed.

Learning Centre Development
Plans for a bespoke, in-person learning centre cancelled due to the closure of the Accommodation Improvement Programme.

Career Pathways in Hard-to-Fill Areas

Career pathways are being co-produced in areas with known recruitment and retention challenges. Apprenticeship initiatives are progressing, with Adult Social Care expanding opportunities and Children's Services adopting a measured approach, weighing the risks of inexperience against the benefits of growing their own talent. Place & Sustainability successfully transitioned 4 of 5 apprentices into permanent roles, with plans to support the final apprentice into employment. The CIPFA scheme in Finance and Audit and the Graduate Scheme continues to perform well, with several securing permanent positions.

Developing You: Highlights

Measuring Learning Effectiveness

Pilot undertaken inviting 30 individuals in 3 courses to participate in a Teams discussion to explore their application of knowledge and skills from learning, including the relevance of learning to their role, how they have applied this, any barriers to application, and further learning required. The information gathered has helped in the development of new learning opportunities, refinement of existing opportunities to make learning more meaningful and is supporting the identification of themes which could highlight barriers.

This is now being expanded and rolled out across a wider range of courses and learners to provide a richer level of understanding and themes which can be shared more widely in service areas.

The approach will be further reviewed once the new Learning Management System is procured featuring functions to gather evaluation information beyond existing forms.

Equity in Learning Access

Work is underway to baseline learning attendance and completion data alongside demographic data, enabling analysis of equity in access to learning opportunities and informing an action plan to address any identified inequalities.

Developing Leadership Capability

The learning offer now includes:

Coaching Skills for Managers – supporting effective development conversations.

Development and Career Conversations – helping leaders to nurture and grow talent.

Developing You: Highlights

Growing Our Own Workforce through Professional Schemes

In Children's, Education and Families, the Social Work Practice Development Pod launched May 2025 to support four newly qualified social workers transition from the 'Step Up to Social Work' programme. Cohorts in January–March 2026 will progress into qualified roles, with structured support through the Assessed and Supported Year in Employment (ASYE).

In Adults, Health and Commissioning, apprenticeships have been fully embedded, building a sustainable talent pipeline and reducing reliance on agency workers. Adults' Services: Four 'Think Ahead' students successfully completed their placements and are progressing through ASYE.

Both directorates are using social work apprenticeships as part of their grow-your-own strategy for critical roles.

Other services are using apprenticeships to enable career progression and develop internal talent, including in Finance and in People and Culture Services.

69 new apprentices have started since April 2025 – all internal employees focused on upskilling.

Developing you: Highlights

Line Manager Training
The new Elevate management course has launched, with strong early feedback. Delivery capacity is being increased to meet demand.

Extended Leadership Team development is now supported through regular, co-designed sessions led by group members.

Additional development underway includes:

- Induction eLearning for new managers
- A Welcome Event for new leaders and managers joining CCC
- A new Impactful Conversations course to strengthen communication and performance management capability.

Embedding Equality, Diversity, and Inclusion

- Delivered a series of EDI initiatives including Reasonable Adjustment and Recruitment eLearning (352 total completions)
- Guaranteed Interview Scheme for care-experienced applicants, and updated external EDI content for applicants to understand our offer and support networks.
- We have launched Neurodiversity Awareness Training with 117 attendees so far.
- Women of Colour in Leadership programme delivered to two cohorts, supporting inclusive career progression.

What do colleagues tell us?

Wellbeing learning and the impact that this has:

- 'I will build trust with my colleagues so they can feel comfortable when having conversations with me'
- '[I will] Prepare for Our conversations meetings better'

Our Schwartz Rounds are increasingly popular:

- 'I was hoping to hear how colleagues/managers/the council can help those suffering'
- 'I found this to be a very powerful and thought-provoking session, which allowed me to reflect on my own experiences and those of who I support'

Examples of how our CARE values are demonstrated from our New Colleague survey:

- 'working as a team, to achieve organisational goals, being respectful to all'
- 'I work with multiple areas of the council, hold myself accountable for tasks, respect my colleagues and work to the best of my abilities'
- 'Work with other teams signposting service users where required, taking ownership of work from start to finish correcting any issues that arise. Visiting people in their homes being respectful of their individual needs. Good feedback received for excellent service provided'

Feedback from Menopause Awareness:

- 'Fantastic session. Lots of valuable information shared in a clear and accessible way. Thanks to the presenter and for all involved in arranging this'
- 'Lots of questions raised but ran out of time to all be answered'

What do our trade unions tell us?

We meet with our trade unions regularly in the following ways:

- **Corporate Joint Panel (CJP)** Monthly meeting chaired by Service Director: People and Culture and the Chief Executive attends this meeting at least twice a year.
- **Local Joint Consultative and Negotiating Groups** (JCNGs) Quarterly meetings within Directorates, chaired by the relevant Executive Director
- **Strategic Health, Safety and Wellbeing Meeting** Quarterly meeting chaired by the Chief Executive with representatives from service areas and trade unions.
- **Directorate health, safety and wellbeing meetings** Service-specific meetings on the same themes

In this period, themes arising have included:

- **Feedback on our ratings process** This has been incorporated into the recent review
- **Requests for additional data and discussion about employee relations work** This includes grievances and restructuring and has been provided through CJP meetings
- **Feedback on employment aspects of the draft Artificial Intelligence use policy** This is in development through Customer amd Digital Services and we have established a regular route for union feedback through CJP.
- **Consideration of how we share impact of our wellbeing offer to encourage confidence and uptake** Helpful feedback as part of our quarterly meeting that using evaluation data in our messages to colleagues will build confidence.

In the next six months

- We will receive the results from the 2025 IPSOS survey, consider insights, and incorporate into our People Strategy action plan.
- We will continue to improve benchmarking capabilities to better understand our workforce data in the regional and national context.
- We will communicate the result of our Armed Forces Employer Recognition Scheme Gold reaccreditation
- We will select a provider for our new Learning Management System in January
- We will train a new cohort of Mental Health First Aiders to further expand the reach of the network by the end of March
- We will further explore how to promote and encourage engagement with all our retention listening activities to ensure that we are hearing from a representative sample.
- We will re-start learning activities paused due to enhanced financial controls from April 2026

Workforce Update

To:	Staffing and Service Appeals Committee
Date:	18 November 2025
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Forward Plan ref:	N/A
Purpose:	To provide a mid-year update to Staffing and Service Appeals Committee on the workforce demographics and People related challenges.
Recommendation:	The Committee is recommended to note the report.

Officer contact:

Name: Caroline Adu-Bonsra, Head of People Services
Post: Email: Caroline.Adu-Bonsra@cambridgeshire.gov.uk

1. Purpose

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

2. Our Workforce

2.1. This report sets out key information relating to our workforce of 4487, excluding schools, who serve the 678,600 residents of Cambridgeshire. The information provided in this report is as of 30 September 2025, focusing on workforce demographics, starters and leavers, absence cases, recruitment and change management.

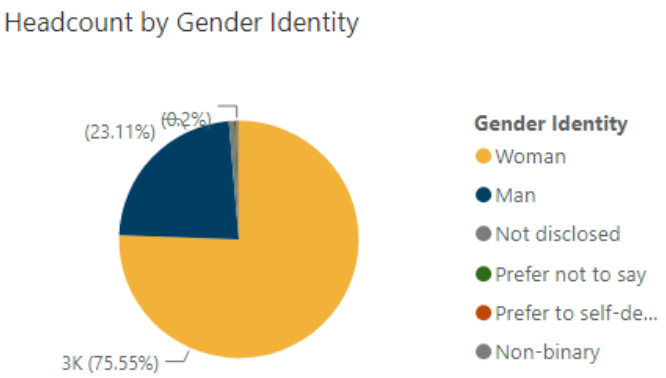
2.2. Headcount

On 30 September 2025 the overall headcount for Cambridgeshire County Council was 4487 which is a decrease from the 30 September 2024 when the headcount was 4557. This decrease of 70 people is consistent with the decrease reported in the previous report to committee and attributable to the work of the Workforce Expenditure Control Panel which continues to provide challenge and rigour around the requirement for new and replacement roles against a backdrop of financial constraints.

The diagram below shows headcount per directorate:

Directorate	Employee	Relief	Total
⊞ Adults, Health and Commissioning	1155	266	**1237**
⊞ Children, Education and Families	1559	281	**1771**
⊞ Finance and Resources	341	2	**343**
⊞ Greater Cambridge Partnership	43		**43**
⊞ Place and Sustainability	446	64	**498**
⊞ Strategy and Partnerships	586	51	**632**
Total	**4129**	**649**	**4487**

The information and diagrams below show headcount broken down into diversity categories:



From a Gender Identity perspective, the workforce is made up 75.55% Women and 23.11% men with the remaining 1.34% as not disclosed, prefer not to say, prefer to self-describe or non-binary.

In terms of disability, we continue to encourage higher disclosure rates as the numbers available limit our understanding of our workforce.

Since introducing the Care Experienced categories, we have seen 41 people disclose as being care experienced.

The tables below show the ethnicity groups and age breakdowns of the workforce.

Headcount, Headcount %

BY ETHNICITY GROUPS

Ethnicity Groups	Headcount	Headcount %
Asian or Asian British	127	2.8%
Black, Black British, Caribbean or African	140	3.1%
Mixed or multiple ethnic groups	65	1.4%
Not disclosed	1087	24.2%
Other ethnic group	23	0.5%
Prefer not to say	81	1.8%
White	2964	66.1%
Total	**4487**	**100.0%**

Headcount

BY EDI - AGE GROUP

EDI - Age Group	Headcount
Under 30	580
30-40	992
40-50	1185
50-60	1211
Over 60	519
Total	**4487**

The table above shows the highest proportion of our workforce being aged 50 60 which is important when considering succession planning, but also reflects that many of our workforce have remained loyal to the organisation for much of their careers.

2.3. Starters and Leavers

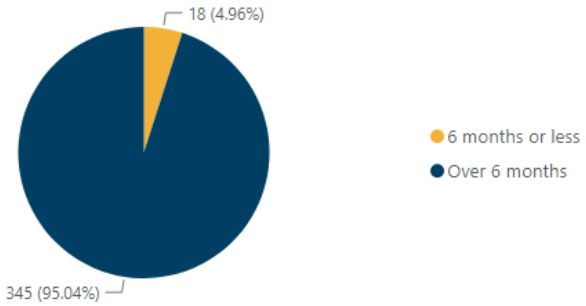
Between September 2024 and September 2025, there were 497 new starters and 574 leavers, resulting in a net reduction of 77 employees*. This trend reflects the impact of the current workforce controls, particularly the Workforce Expenditure Control Panel, which rigorously reviews and challenges each appointment across the organisation.

*figure can vary if individuals join or leave more than once within the reporting period or hold more than one position

2.4. Turnover

This year the turnover figure has remained within the target range of 10 - 13%. There are fluctuations during the year, notable in March 2025 with a higher number of leavers, this is largely attributed to an increase in voluntary resignations and fixed term contracts which cease in line with the financial year. We have increased our focus again this year on gathering information from colleagues who leave the organisation, and this information is proving insightful, with the feedback being shared with Directorate Management Teams, resulting in changes in practice where appropriate. Whilst we are conscious a level of turnover in any organisation is healthy, we are keen that newly recruited colleagues settle quickly into their roles and find their early experience of working for Cambridgeshire County Council positive.

Percentage of leavers with less than 6 months service



The chart above shows that 4.96% of leavers had less than 6 months service before leaving, this is has remained consistent over the past 6 months.

We continue to see benefits from the roles within our recruitment team that focus on colleague retention and engagement, particularly with individuals who are new to the organisation or preparing to leave. These roles are instrumental in capturing feedback on employee experiences, with the aim of reducing avoidable attrition during the early stages of employment.

Additionally, the objective is to gain insight into the reasons for employee departures across each directorate, and to identify whether any changes could have positively influenced retention or the overall employment experience. Intelligence gathered through these conversations is regularly shared with Directorate Management Teams, with emerging patterns or areas of concern highlighted for further consideration. Where appropriate, individual issues are escalated to support resolution.

Leavers Discussion Insights - Q2 Overview

The table below gives a breakdown of the numbers of notifications of leavers received across all directorates during Quarter 2.

Directorate	Total of Directorate	Percentage of discussions held
Children, Education and Families	35	48%
Adults, Health and Commissioning	36	27%
Finance and Resources	5	80%
Place and Sustainability	11	54%
Strategy and Partnership	21	61%
Total across the Council	**108**	

Engagement with leavers discussions varies across directorates and roles, the information gathered is based on the information from those who do choose to engage.

Timely processing of leaver notifications is key to increasing participation and learning from departing colleagues, a reduction in uptake in leaver discussions has been seen in some directorates and engagement will continue to improve the quantity of individuals we can reach to glean information from.

Emerging Themes from Leavers Discussions:

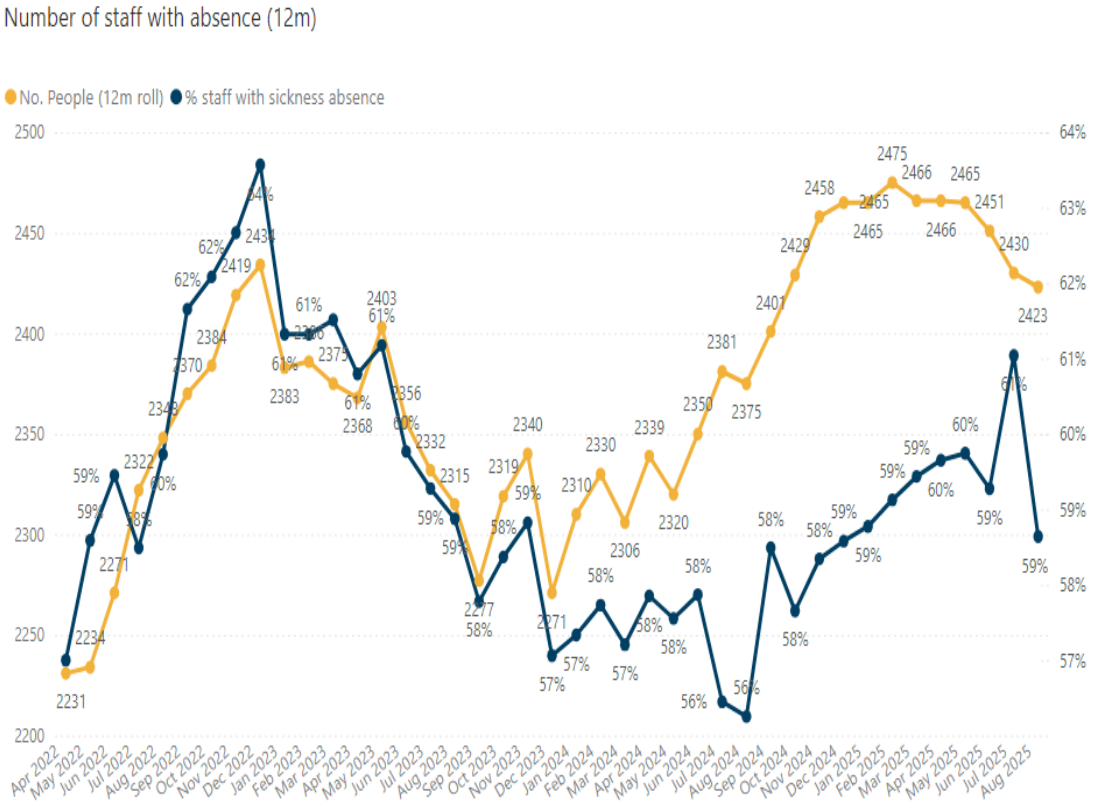
Team morale, opportunities for progression and work-life balance are reported as key factors in decisions to leave

Positively the wellbeing offer is widely appreciated as a valuable employee benefit with leavers benefiting from the flexibility of the offer and breadth of topics covered.

3. Workforce Health, Wellbeing And Attendance

3.1. The health, wellbeing and attendance of our workforce remains a core priority for the Council, supported by the comprehensive wellbeing offer. Maintaining good health and attendance is essential, as absence directly impacts the services we deliver to residents. Absence is monitored through our employee management system, and it is critical that line managers accurately record all periods of absence so that this can be effective. This ensures correct pay processing and provides the HR team with a complete overview, enabling targeted support, advice, and challenge where appropriate.

3.2. The tables below present absence data, showing the number of people absent from work due to ill health over the past 12 months. This diagram shows the number of people absent is starting to decline.

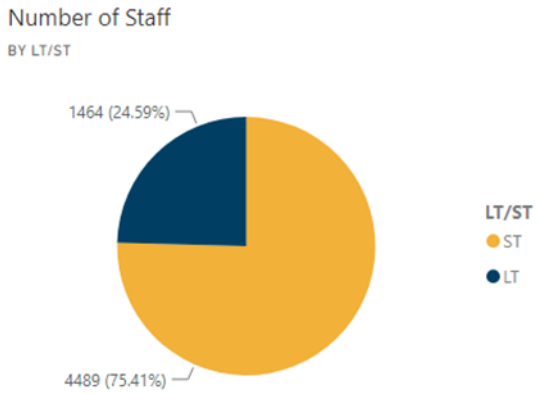


3.3. The table below shows the average number of days lost per Full Time Equivalent over the last rolling 12 months. This table shows the number of days lost per FTE to be increasing, therefore in comparison to the table above whilst the number of people out of the workplace due to absence is declining, the length of time people are absent has increased. The People Strategy update will discuss further benchmarking of our statistics against comparators.

Month Year	Sum FTE per. days roll 12m Benchmark	Average FTE in 12m period Benchmark	Average days lost per FTE - Benchmark
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
Aug 2024	31,926.0	3,628.39	8.80
Sep 2024	32,412.8	3,597.86	9.01
Oct 2024	32,827.9	3,644.12	9.01
Nov 2024	33,536.1	3,651.52	9.18
Dec 2024	33,666.4	3,677.49	9.15
Jan 2025	33,459.2	3,670.63	9.12
Feb 2025	33,224.5	3,665.27	9.06
Mar 2025	33,818.7	3,653.40	9.26
Apr 2025	34,928.2	3,647.29	9.58
May 2025	36,123.1	3,655.05	9.88
Jun 2025	37,331.4	3,746.82	9.96
Jul 2025	38,199.2	3,674.44	10.40
Aug 2025	39,087.9	3,702.67	10.56
Sep 2025	39,816.4	3,732.11	10.67

3.4. The primary reason for long term absence is Anxiety, Mental Health and Depression and for short term Coughs, Cold and flu across the directorates.

3.5. The graphic below shows more people are absent with short term (ST) illness as opposed to long term (LT). This quarter People Services have focused on longer term absence cases and brought them to a conclusion where and when appropriate through a variety of resolutions which includes dismissal from post as well as supporting people back to work and providing reporting data on regular short-term absences to enable managers to address this directly and provide support as appropriate.

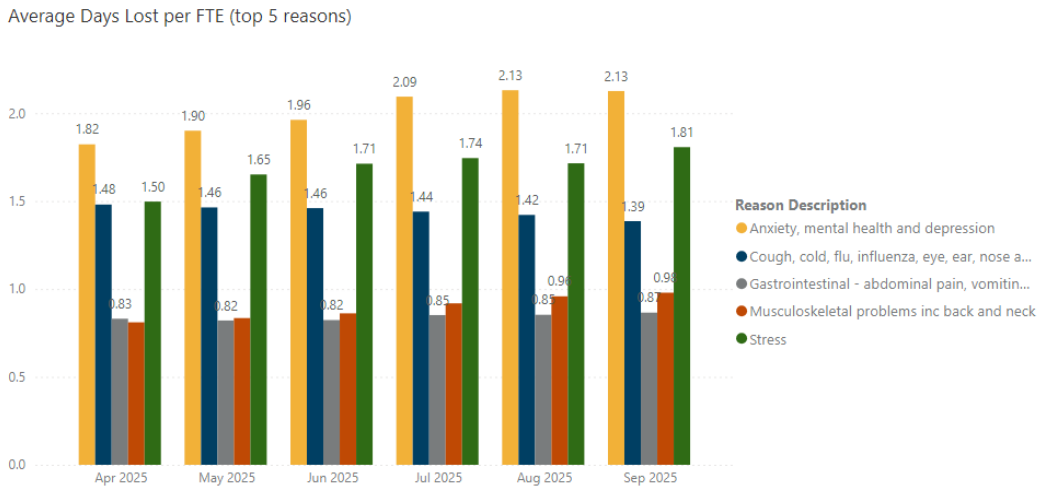


3.6. It is vital that absence is managed well from the moment an individual is experiencing any issues that may result in them needing to take time away from work, and therefore good line management support is vital. The People Services Advisory team continue to provide tools and support to line managers to enable them to manage absence as efficiently as possible.

3.7. Line managers can seek advice from their HR Advisor directly or by recording any instances of absence on the ERP system, this data is regularly monitored by the People Services Advisory team allowing them to proactively support and challenge managers to address their team absence both through support to individuals and by following procedures. People Services analyse patterns of absence across the organisation by looking at lengths of absence, reasons for long term absence, short term absence and the number of instances in the different directorates.

3.8. The training and materials available to managers to give them the tools and information necessary to be in the best position to manage absence in their teams is provided through a mix of online offers and more targeted direct advice and coaching from People Services. There are a number of additional tools available for managers when handling absence cases including the Employee Assistance Programme and Occupational Health, the full suite of wellbeing offers and some targeted support such as Maximus, who are an organisation providing support to individuals with mental health conditions helping them to stay in or return to work.

The table below highlights the top 5 reasons for absence.



4. People Services Advisory Activity

4.1. Case Management

The People Services Advisory team comprises of 16 officers supporting our 4487 strong workforce and are organised in a business partnering model. Working in an aligned way with leaders in each directorate to provide strategic, operational and practical advice to manage all employee relations matters including absence, disciplinary, respect at work, resolving workplace concerns or performance matters. The team provide, challenge, support and pace to enable and empower managers whilst also striking a balance of support and opportunity to individuals. Currently the team are supporting 130 cases across all policies.

4.2. Change Management

To deliver the Our Future Council - Change Strategy agreed by Strategy, Resources and Performance Committee in October 2024, the Target Operating Model (TOM) Programme vision is to deliver an effective and sustainable organisation in readiness for the changes that will come from Local Government Reorganisation. The Target Operating Model Board creates a central point of governance and oversight for any changes that are proposed, ensuring that they meet the organisational design principles, the business case is sound including the financial aspects of any changes proposed. This board provides a single point of focus on all restructure activity across the organisation.

4.3. Throughout 2026, the Council has maintained a strong focus on implementing structural changes across a wide range of teams and services. These changes have been driven by the need to deliver savings identified in the Business

Planning proposals and to reconfigure teams in line with service requirements and the Council's Organisational Design principles.

4.4. To support this, the People Services Advisory team has established a dedicated team to provide comprehensive guidance and advice, ensuring timely progress and active engagement. This approach helps colleagues feel supported and equips managers to navigate organisational change effectively, achieving the desired outcomes.

4.5. Change, in any form, can present challenges for both individuals and managers, as people respond differently, often impacting service delivery. Since its inception 12 months ago, the team has successfully supported 30 services through organisational change programmes, reinforcing its role as a key partner in delivering organisational change successfully.

4.6. Workforce Data

As well as using our workforce information to shape strategy and people related project work, the People Services Advisory team meet with Executive Directors and Directorate management teams on a regular basis to review the data relevant to their services. Dashboards are provided comprising of headcount, starter and leaver information and absence. This enables 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

This team is also organised in a business partnering structure to give continuity and consistency to services providing professional recruitment advice across the whole organisation through the use of a single Recruitment Hub System. The team has responsibility for the co-ordination of the Workforce Expenditure Control Panels, which seeks to review and challenge all proposed recruitment ensuring that roles are only progressed and filled where it is essential to do otherwise service delivery would be unacceptably impacted.

5.2. The recruitment team also provides dedicated and high-level support to Children's Social Care along with regularly delivering training, which is always well attended, writing guidance notes and templates to bring consistency to the adverts that are presented to the recruitment market exploiting our benefits and strong wellbeing offer and ensuring candidates have a positive experience. Improvements to systems and processes are continuous and we are about to launch a new provider for our Disclosure and Barring checks and right to work in the UK checks which will give candidates and recruiting managers a more streamlined and efficient process to follow.

6. Support for Line Managers

6.1. The support for line managers from HR Advisory continues to be developed with micro learning being provided across the organisation this is accessible short pieces of information and training that managers can easily engage with to increase their skills and knowledge and compliments the essential training and the specifically designed “Confident Managers” training course which provides every line manager with the key information they need and signposts to further support for people to be well informed and confident line managers.

7. Challenges and Areas of Focus

7.1. Key areas of focus for the People Services Advisory and Recruitment team for the next 12 months

- Managing sickness absence remains a key focus for the team in response to the increased levels of absence. The team will continue to assess absences and address those with long term absence and regular intermittent absence focusing on ensuring that managers are taking proactive and pre-emptive measures in services where absence rates are highest.

- Continue to lead the implementation of the Organisational Design Principles by working systematically through the organisation reviewing structures and realising savings to meet business planning targets.

- Continue to enhance the retention of new employees by proactively applying insights from exit interviews to improve both retention strategies and the overall employee experience at Cambridgeshire County Council.

- Actively support the development of skills, knowledge and confidence in managers by providing bespoke training and embedding the learning and development offering already available.

Equality, Diversity and Inclusion Strategy Update

To:	Staffing and Service Appeals Committee
Meeting Date:	18 November 2025
From:	Executive Director of Strategy and Partnerships
Outcome:	The report provides an update on the progress of the Equality, Diversity and Inclusion Strategy Action Plan, as part of the workforce update to the Staffing and Service 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, Equality, Diversity and Inclusion Business Partner
Email: Faye.McCarthy@cambridgeshire.gov.uk

1. Background

1.1 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.

1.2 The public sector Equality Duty (section 149 of the Equality Act 2010) applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

1.3 The Equality Duty is supported by specific duties, set out in regulations. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives every four years. Our EDI Strategy (Appendix 1) outlines how Cambridgeshire County Council (CCC) is working to ensure that we meet our statutory obligations in the Equality Act 2010 to the benefit of our employees, residents and service users.

1.4 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.

1.5 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 is also included in the annual workforce update to the Staffing and Service Appeals Committee.

2. Main Issues

2.1 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.

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

2.3 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 2026 or 2027 and these have been identified in blue (planned, not started).

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

3. Appendices

3.1 Appendix 1 – PowerPoint slides – EDI strategy update (workforce)

4. Source documents

4.1 Equality and diversity | Cambridgeshire County Council

4.2 Equality Act 2010

Equality, Diversity and Inclusion Strategy Update

Staffing and Service Appeals Committee – November 2025

Presented by Faye McCarthy, Equality, Diversity and Inclusion Business Partner

Equality, Diversity, and Inclusion strategy

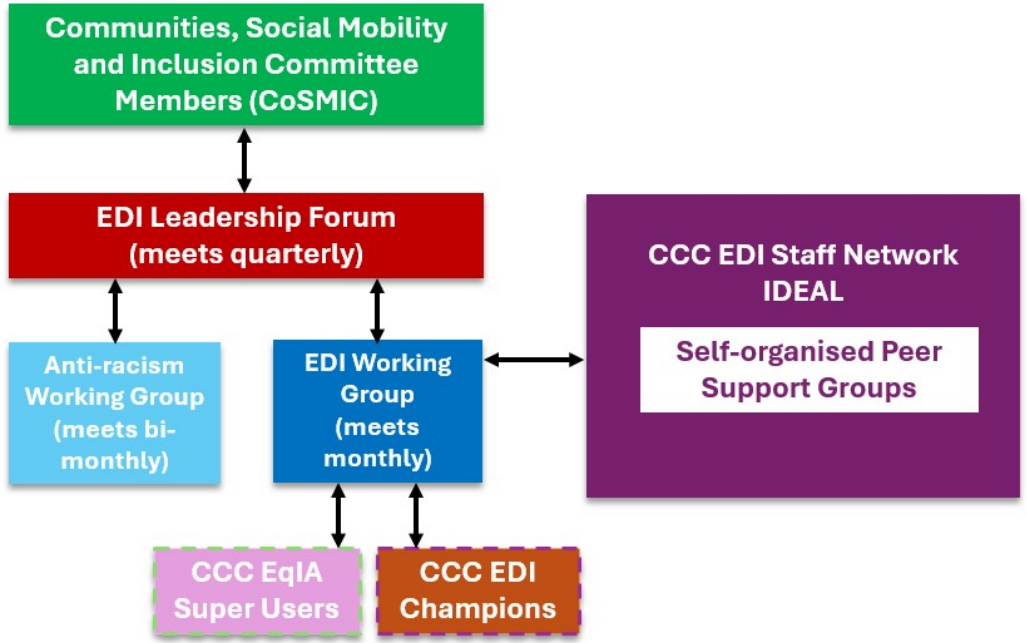
The public sector equality duty (PSED) (under the Equality Act 2010) requires public bodies, when carrying out your public functions, to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

Public authorities have specific duties under the Equality Act to help them comply with the public sector equality duty. They must:

1. Publish equality information at least once a year to show how they've complied with the equality duty.
2. Prepare and publish equality objectives at least every 4 years.

Our equality objectives form our EDI 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 in the strategy are delivered through our EDI governance structure. The action plan is monitored by the EDI leadership forum and reported to CLT quarterly and CoSMIC bi-annually.



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.

EDI strategy action plan update

The CCC EDI Strategy 2023-2027 is published on the CCC website here. An action plan sits below this with actions related to three themes, our workforce, our communities and our services. A RAG rating of the actions is included below:

Workforce

Colour rating	Definition of colour rating	Number of actions
Red	Not started	0
Amber	In progress	29
Green	Completed	22
Blue	Planned, not started	5
Total		56

Communities

Colour rating	Definition of colour rating	Number of actions
Red	Not started	0
Amber	In progress	7
Green	Completed	6
Blue	Planned, not started	0
Total		13

Services

Colour rating	Definition of colour rating	Number of actions
Red	Not started	0
Amber	In progress	10
Green	Completed	5
Blue	Planned, not started	1
Total		16

Key for actions
Red - Not started (late)
Amber - In progress
Green- Complete
Blue - Planned, not started

Examples of some of our workforce actions (1)

Complete since the last update

Submitted the **Social Care Workforce Race Equality Standard (SC-WRES) action plans for** Children's and Adults. The SC-WRES is a program that identifies and addresses racial inequalities in the social care workforce. It is grounded in the legal framework of equality and non-discrimination, specifically the Equality Act 2010. Feedback from Skills for Care:

> *"A thoughtful and well-written plan that outlines how the SC-WRES indicators are being embedded in wider equalities performance reporting, with alignment of the work across adult and children's services. The council benefits from a continuous improvement culture which has enabled a collaborative structure for delivery to be initiated at pace."*

Developed and launched **neurodiversity at work awareness training** with Learning & Development colleagues. Our neurodiversity awareness training helps the organisation to understand their legal obligations under the Equality Act 2010, which requires them to make reasonable adjustments for disabled employees, including neurodivergent conditions. The training fosters a more inclusive workplace by educating employees about neurodiversity and its associated strengths and challenges, ultimately promoting a more supportive and collaborative environment.

- 117 colleagues have completed this since it launched in September 2025, 93.2% rated the training as excellent and 6.8% as good.

Marked **Black History Month** throughout October 2025 with a series of events, including hosting an exhibition in New Shire Hall of artwork from local Black artists as well as influential Black figures, pieces of work from the Museum of Cambridge, care leavers and school children. Positive feedback was received from colleagues on all events.

Examples of some of our workforce actions (2)

Complete since the last update

Achieved Disability Confident Level 3 Leader status. The Disability Confident scheme aligns with the legal obligations outlined in the Equality Act 2010, which protects disabled individuals from discrimination and requires reasonable adjustments in the workplace.

- Feedback from Disability Rights UK, the external validator of our self-assessment: "*Cambridgeshire County Council is delivering against all of the core actions and has provided evidence for each of the required activities, including data collection, voluntary reporting and showing leadership.*"

Introduced a **guaranteed interview scheme for care experienced applicants** who meet the essential criteria. We are currently looking at the impact of this.

Took targeted action to **improve our diversity disclosure rates** of employees. Diversity data helps us to understand the impact of our policies and practices on different groups, which is crucial for meeting the PSED's requirements. To demonstrate compliance with the equality duty, we must publish the annual equality information report to understand whether we are providing equality and opportunity for all our employees and explore ways to improve data collection and data quality. For all actions in the action plan, an evidence-based approach is taken using data to identify issues and measure outcomes. This data also enables us to report our statutory pay gap information.

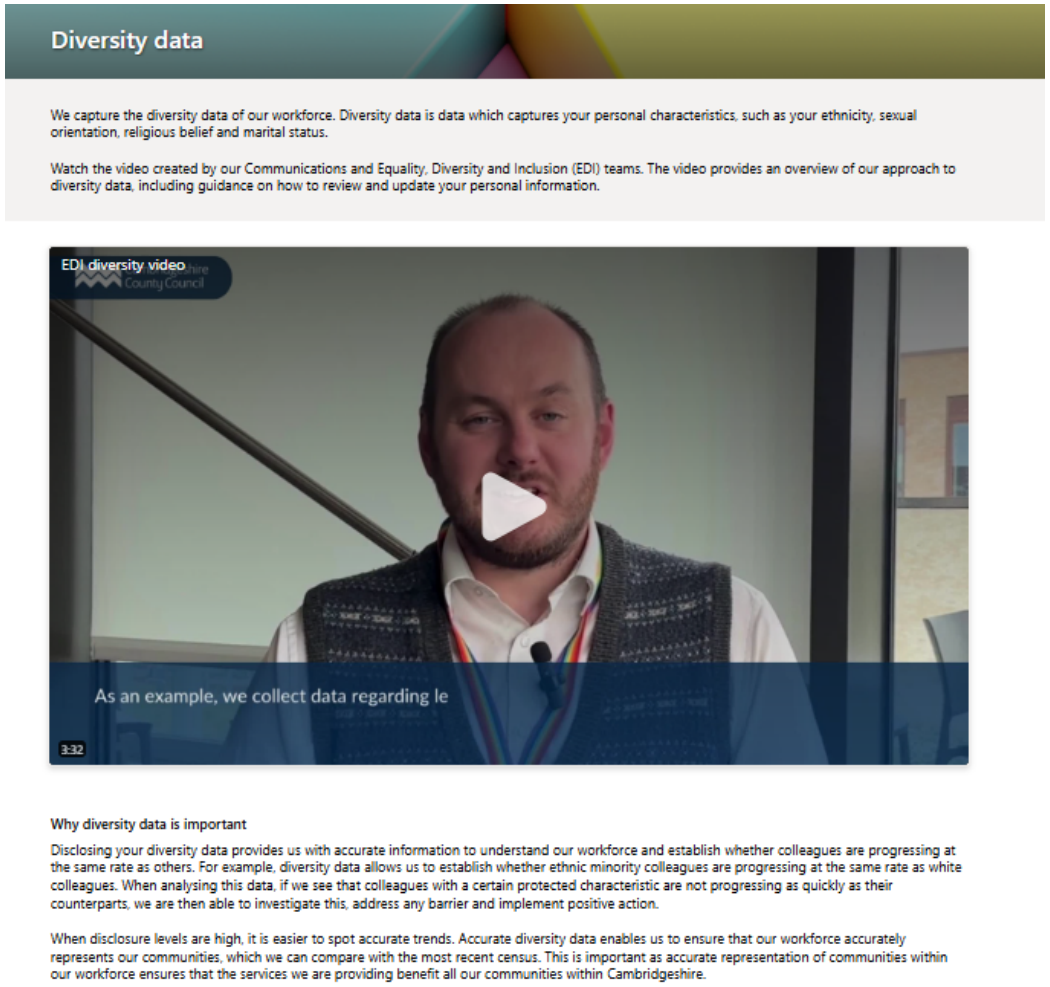
- Since November 2024, disclosure rates have increased by 10.83% for disability, 4.5% for ethnicity, 6.17% for religion and 5.25% for sexual orientation.

Examples of some of our workforce actions (3)

In progress:

- Developing a **reasonable adjustment policy for customers,** supporting officers to understand our legal requirements as provider of services. The Public Sector Equality Duty (PSED) requires public bodies to take reasonable steps to make adjustments for disabled people to ensure they can access services and functions without being disadvantaged.
- Working on our **pay gap reporting** for 2025 (published March 2026) with colleagues in HR, Policy, and Wellbeing. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers in the UK with 250 or more employees must legally report their gender pay gap annually by submitting calculations to the government and publishing them online.
- Including additional content on **sexual harassment** into our EDI e-learning. In 2024, the Worker Protection (Amendment of Equality Act 2010) Act 2023 came into force on 26 October, creating a new legal duty for all UK employers to proactively prevent sexual harassment. This means employers must take "reasonable steps" to prevent harassment.
- Exploring support and resources **for racism and mental health** to further support colleagues.
- Finalising an approach to **pledges, charters and accreditations** for the council, to develop a consistent way of managing requests.

Showcasing our work: diversity disclosure rates



Diversity data

We capture the diversity data of our workforce. Diversity data is data which captures your personal characteristics, such as your ethnicity, sexual orientation, religious belief and marital status.

Watch the video created by our Communications and Equality, Diversity and Inclusion (EDI) teams. The video provides an overview of our approach to diversity data, including guidance on how to review and update your personal information.

EDI diversity video

As an example, we collect data regarding le

3:32

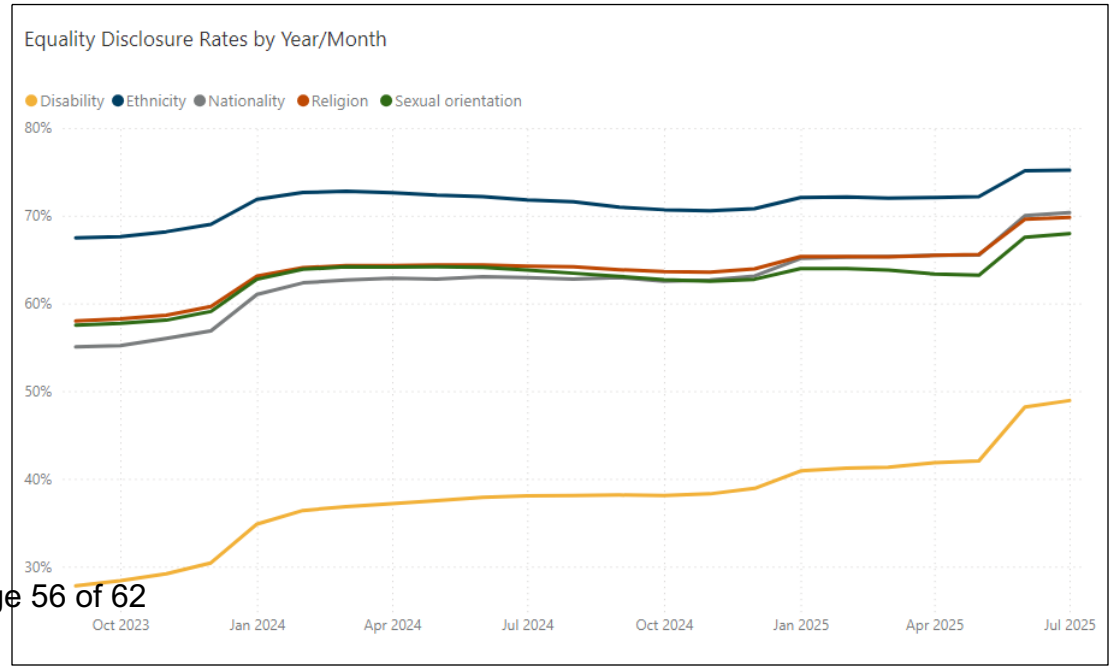
Why diversity data is important

Disclosing your diversity data provides us with accurate information to understand our workforce and establish whether colleagues are progressing at the same rate as others. For example, diversity data allows us to establish whether ethnic minority colleagues are progressing at the same rate as white colleagues. When analysing this data, if we see that colleagues with a certain protected characteristic are not progressing as quickly as their counterparts, we are then able to investigate this, address any barrier and implement positive action.

When disclosure levels are high, it is easier to spot accurate trends. Accurate diversity data enables us to ensure that our workforce accurately represents our communities, which we can compare with the most recent census. This is important as accurate representation of communities within our workforce ensures that the services we are providing benefit all our communities within Cambridgeshire.

EDI diversity video.mp4

- Targeted emails to all colleagues with missing diversity fields in ERP.
- Launched a video in collaboration with IDEAL and peer support groups.
- New diversity disclosure webpage.
- Emails to new starters.



Showcasing our work: anti-racism

The Equality Act 2010 prohibits discrimination based on race in the workplace, including racial harassment and victimisation. Employers have a duty to prevent discrimination, which includes creating a work environment free from such behaviours. This includes taking reasonable steps to protect employees from harassment by others, both inside and outside the workplace

Formed in February 2024, 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:

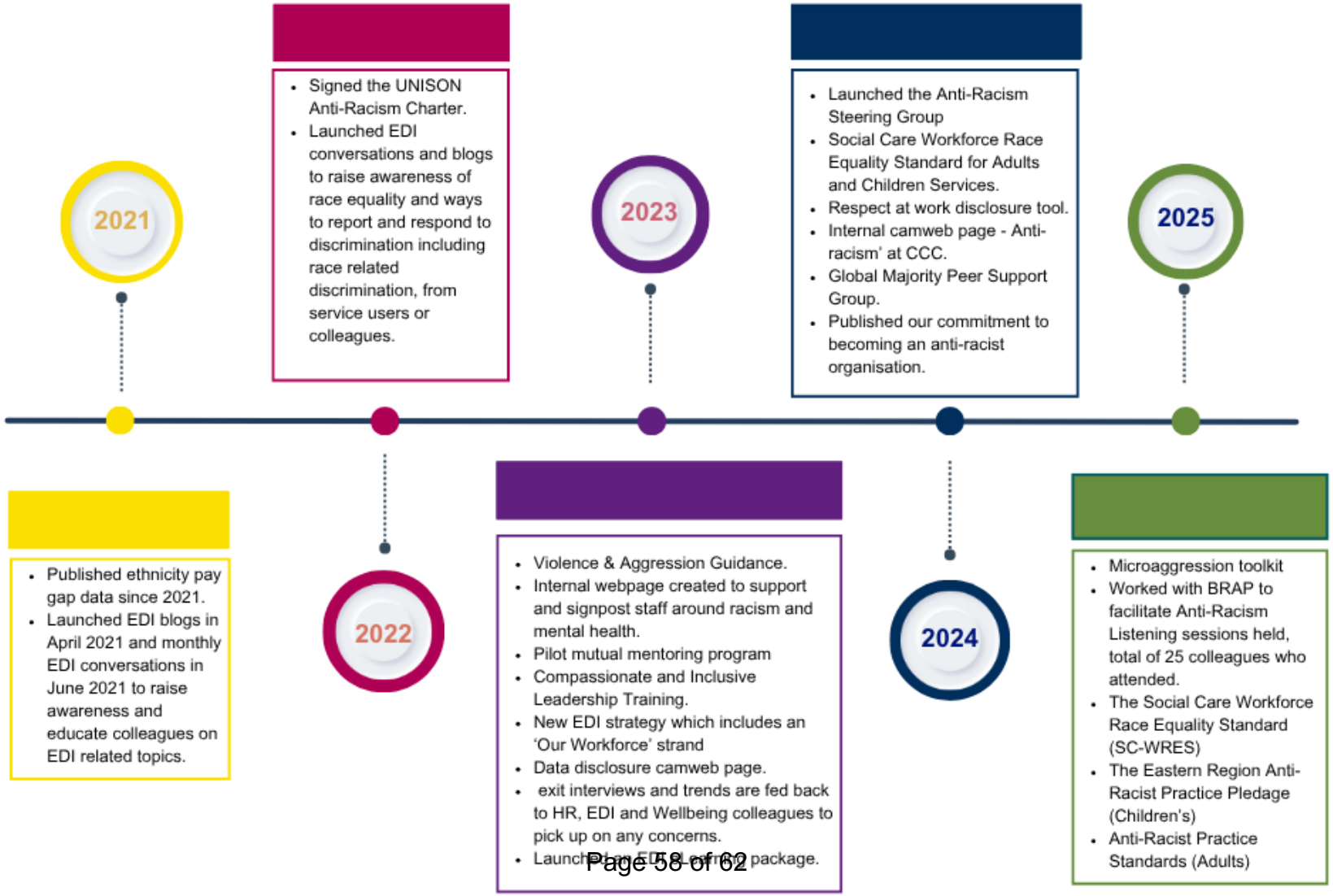
- Released communications to the organisation to raise awareness of the new steering group and outline our commitment as an organisation.
- Supported the launch of a global majority peer support group.
- Marked Black History Month in 2024 and 2025.
- Committed to the Social Care Workforce Race Equality Standard (SC-WRES). t is grounded in the legal framework of equality and non-discrimination, specifically the Equality Act 2010. Action plans were submitted in July 2025, and work is underway for the 2025/26 SC-WRES.
- Developed new webpages to keep colleagues up to date with our anti-racism journey and the support available.
- Hosted listening sessions with global majority colleagues, following the findings from these sessions we are now exploring next steps.

Next steps:

- Developing a shared vision for anti-racism across the council.
- Developing race awareness learning for colleagues.

CAMBRIDGESHIRE COUNTY COUNCIL IS COMMITTED TO BECOMING AN ANTI-RACIST ORGANISATION.

ANTI-RACISM AT CCC



Showcasing our work: Disability Confident

Supporting colleagues' individual needs, including disability, neurodivergence, mental, physical, and long-term health conditions.

Evidence throughout the self-assessment highlighted some of the existing work, including:

- Identifying what additional steps we can take as an organisation to continue to ensure our workplace is a supportive environment for all colleagues.
- Providing an inclusive and accessible recruitment process. Through the Guaranteed Interview Scheme, we will offer an interview to all applicants who disclose a disability and meet the essential criteria for a job vacancy.
- Proactively offering and making reasonable adjustments as required.
- Supporting employees to manage their disabilities or health conditions through various ways including: a wellbeing passport, reasonable adjustment guidance, and support for applying to Access to Work.
- Offering training on reasonable adjustments and neurodiversity awareness.

Showcasing our work: resources for colleagues

We are currently updating and refreshing our internal guidance documents and identifying gaps to produce new toolkits/guidance to support colleagues. The below provides a summary of complete documents, those in progress and upcoming plans.

Complete since last update	In progress	Upcoming
Published guidance for managers to identify ways to embed EDI into their team working - making team working accessible and inclusive is a legal obligation in the UK under the Equality Act 2010. This includes making sure the workplace and work practices are accessible to as many people as possible Produced a **checklist document for colleagues creating or reviewing documents to identify equality considerations**. Produce a briefing document to **support managers to highlight the importance of diversity data in their teams**. To demonstrate compliance with the equality duty, we must publish the annual equality information report to understand whether we are providing equality and opportunity for all our employees and explore ways to improve data collection and data quality. This data also enables us to report our statutory pay gap information.	Developing a **reasonable adjustment policy for customers -** supporting officers to understand our legal requirements as provider of services. The Public Sector Equality Duty (PSED) requires public bodies to take reasonable steps to make adjustments for disabled people to ensure they can access services and functions without being disadvantaged. Reviewing and relaunching the customer accessible information and communications policy.	Developing anti-racism learning and resources on racism and mental health.

Cambridgeshire County Council

Agenda Item No: 6

Staffing and Service 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
18/11/25	Update on People Strategy Action Plan	A Syson	07/11/25	10/11/25
	Workforce Profile Update	C Adu-Bonsra		
	Update on EDI Strategy Action Plan	F McCarthy		
	Section 4 Head of Paid Service Annual Report	S Moir		
24/02/26	Senior Manager Pay Data and Chief Officer Pay Policy Statement	A Syson	13/02/26	16/02/26
	Pay Gap Reporting	A Syson		
	Annual Report on employment Policy development and legislative changes	L Fulcher		
09/07/26	Election of Chair	T Oviatt-Ham	26/06/26	01/07/26
	Election of Vice-Chair	T Oviatt-Ham		
	Workforce Profile Update	C Adu-Bonsra		
	Update on People Strategy Action Plan	A Syson		
	Update on EDI Strategy Action Plan	F McCarthy		
03/09/26 (Reserve)				
05/11/26	Update on People Strategy Action Plan	A Syson	23/10/26	28/10/26
	Workforce Profile Update	C Adu-Bonsra		
	Update on EDI Strategy Action Plan	F McCarthy		

Committee date	Agenda item	Lead officer	Deadline for draft reports	Agenda despatch date
	Cost of Living increase 2025: Leadership Pay Scale	L Fulcher		
04/03/27	Senior Manager Pay Data and Chief Officer Pay Policy Statement	A Syson	19/02/27	24/02/27
	Pay Gap Reporting	A Syson		
	Annual Report on employment Policy development and legislative changes	L Fulcher		

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