



Cambridge City Council

Equality in Employment Workforce Report

April 2023 – March 2024



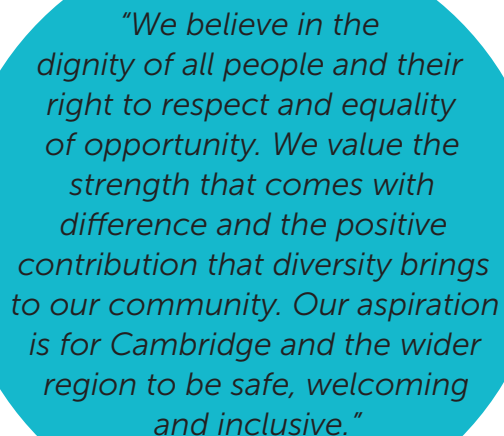
CAMBRIDGE
CITY COUNCIL

Introduction

This report provides a profile of the Council's workforce as at 31 March 2024. The report focuses on the City Council as an employer, and provides a 'snap shot' of what we look like as a council, data trend analysis for the key protected characteristics and a breakdown of the City Council's staffing for key equalities reporting areas. We have provided data in relation to aspects of the employment lifecycle; recruitment, development, employee relations and retention.

Cambridge City Council is committed to a policy of equality of opportunity in employment and aim to ensure that no job applicant or employee receives less favourable treatment on the grounds of:

- Age
- Care Experience
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation



"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for Cambridge and the wider region to be safe, welcoming and inclusive."

Statutory duties are governed by the **Equality Act 2010** and it is a requirement that public-sector organisations with over 150 employees report at least annually on how their policies and practices affect staff with different protected characteristics.

Background

Our Single Equality Scheme for 2021 to 2024 was approved at Environment and Scrutiny Committee on 7 October 2021 and sets out the Council's priority areas for action and how the Council will meet these.

This Equality in Employment Report provides information on progress related to employment for one of five objectives set:

"To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council."

The following information sets out the Council's workforce profile in relation to age, disability, ethnicity, religion or belief, sex and sexual orientation.

All the data shown is for the headcount (not full-time equivalents). We encourage employees (and applicants) to declare their personal diversity information for statistical monitoring purposes, however, it is at their discretion whether they do so. They are informed that the data provided will only be used in an anonymised way for these purposes. Employees can amend their information at any time.

For those not wishing to disclose their data they have an option to record 'prefer not to say'. The data is dependent on individuals disclosing their personal information so that meaningful reporting can be undertaken.

Our workforce includes a wide range of management, professional, specialist, administrative and operational roles. We aim to be an employer of choice and we want to continue to develop our workforce to reflect the diversity of the communities we serve. This diversity will enable us to understand needs and deliver high quality, appropriate services as well as supporting our employees.

Equality, Diversity and Inclusion Achievements & Activity 2023/24

The Single Equality Scheme continues to focus on collaborating with organisations that support individuals seeking or maintaining employment, while strengthening existing partnerships and building new ones.



Continued activity and support of key events during the Calendar:

Dying Matters Awareness Week • Mental Health Awareness Week • Hoarding Awareness Week • Gypsy, Roma & Traveller History Month • Pride Month • Men's Health Week • Armed Forces Day • Srebrenica Memorial Day • National Fitness Day • Menopause Awareness Day • World Heart Day • Black History Month • World Mental Health Day • Anti-Slavery Day • Inter-Faith Week • Diwali • Disability History Month • Hannukah • National Apprenticeship Week • Sexual Abuse & Sexual Violence Awareness Week • LGBTQ+ History Month • Lunar New Year • Nirvana Day • International Women's Day • Ramadan • Neurodiversity Celebration Week • Holi • Easter

We are refining our list of key dates for **Equality, Diversity, Inclusion, and Belonging**, encouraging colleague contributions and feedback on events to be celebrated.



Launch of new **Values** and **Behaviours**:
Accountable • **Collaborative** • **Courageous** • **Compassionate**



Awarded **Bronze** at the **Employers Network for Equality & Inclusion (ENEI)** annual **Talent Inclusion and Diversity Evaluation (TIDE)** awards.

Reaccredited by the **Domestic Abuse Housing Alliance (DAHA)**.



daha
Domestic Abuse Housing Alliance



Continued accreditation with the **Real Living Wage Foundation**.

Equality, Diversity and Inclusion Achievements & Activity 2023/24



A high volume of successful appointments overall, **190**, with **61** of them being internal appointments and **50%** of those being promotions.



More staff declared as **ethnic minorities** this year, reaching the **10%** target, with fewer opting not to disclose.

Continued accreditation as a **Disability Confident Employer**.



We partnered with **Diversity Jobs Group** to attract diverse job seekers.

Reaccreditation with **White Ribbon**.



We hosted various wellbeing sessions, including Pilates, yoga, workshops, and a Healthy You Festival, as part of the **Wellbeing at Work Programme**.



We are now able to report on the **Ethnicity Pay Gap**.

Equality, Diversity and Inclusion Achievements & Activity 2023/24

Councillors have **unanimously agreed** to treat the experience of **being in the care system as a protected characteristic**. This will involve collecting and monitoring data, as well as evaluating how policies, practices, and decisions impact individuals with a history of being in care.



'Flexible Bank Holiday' guidance, offering individuals more flexibility and choice regarding Bank Holidays, subject to service requirements



We have revamped our performance review process by introducing **'My Conversations,'** a continuous, conversation-based approach to one-on-one meetings and appraisals, emphasising inclusivity and wellbeing.



We have created a user-friendly recruitment process for both candidates and hiring managers, offering greater flexibility and enhancing our overall branding and offering.

Workforce Summary Headlines

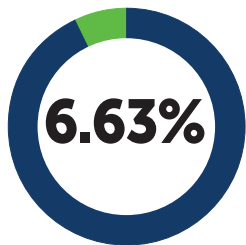
(as at 31st March 2024)



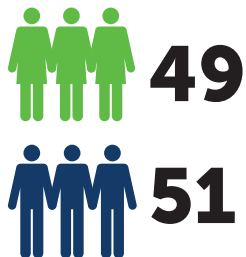
Number of staff at
Cambridge City Council
(up 9 from previous year)



Percentage of staff
declaring themselves as
from an Ethnic Minority
(up from 9.09% the previous
year – target was 10%)



Percentage of staff declaring
themselves as disabled
(down from 7.37% the previous year
(4 individuals) – target was 8.5%)



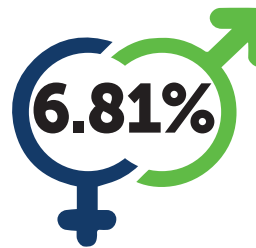
49.48% (425) of our
staff are female and
50.52% (434) are male
(no change from last year)



The highest percentage of staff
are in the 45 to 54 and 55 to 64
age group. The Average age is 47.
(this has remained consistent since 2010)



Percentage of the workforce with
10 or more years' service
(a marginal decrease from the previous
year. Of the 10+ years' service, 19.6 have
20+ years' service, 7.7% have 30+ years'
service & 1% have 40+ years' service)



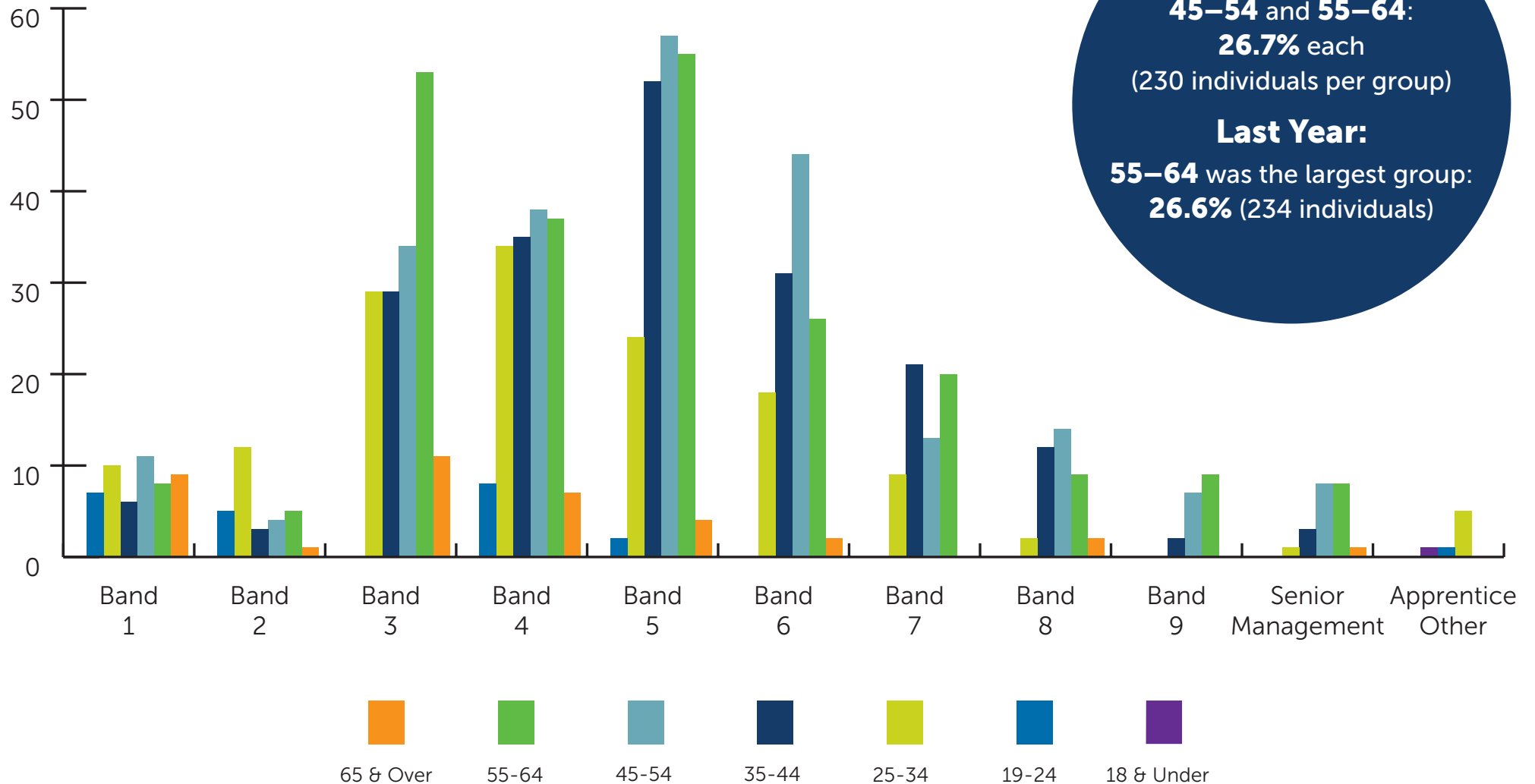
The median gender pay gap
for March 2023 is 6.81%
(an improved change from 8.37% in 2022)



Percentage of staff working part
time (less than 37 hours a week)
(a decrease from 29.64% from the
previous year with 72.52% working
full time and 2.13% working on zero
or annualised hours)



Pay Grade by Age



Top Age Groups:

45–54 and 55–64:

26.7% each

(230 individuals per group)

Last Year:

55–64 was the largest group:

26.6% (234 individuals)



Pay Grade by Age

**Age 24
or Under:**

**24 staff
members (2.79%)**

Decrease of 2
from last year

**Age 65
or Over:**

**37 staff
members (4.3%)**

Decrease of 1
from last year

Pay Grade by Age	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management (Band 10-CEX)	Apprentice & Other	TOTAL
18 & Under	0	0	0	0	0	0	0	0	0	0	1	1
19-24	7	5	0	8	2	0	0	0	0	0	1	23
25-34	10	12	29	34	24	18	9	2	0	1	5	144
35-44	6	3	29	35	52	31	21	12	2	3	0	194
45-54	11	4	34	38	57	44	13	14	7	8	0	230
55-64	8	5	53	37	55	26	20	9	9	8	0	230
65 & Over	9	1	11	7	4	2	0	2	0	1	0	37
TOTAL	51	30	156	159	194	121	63	39	18	21	7	859

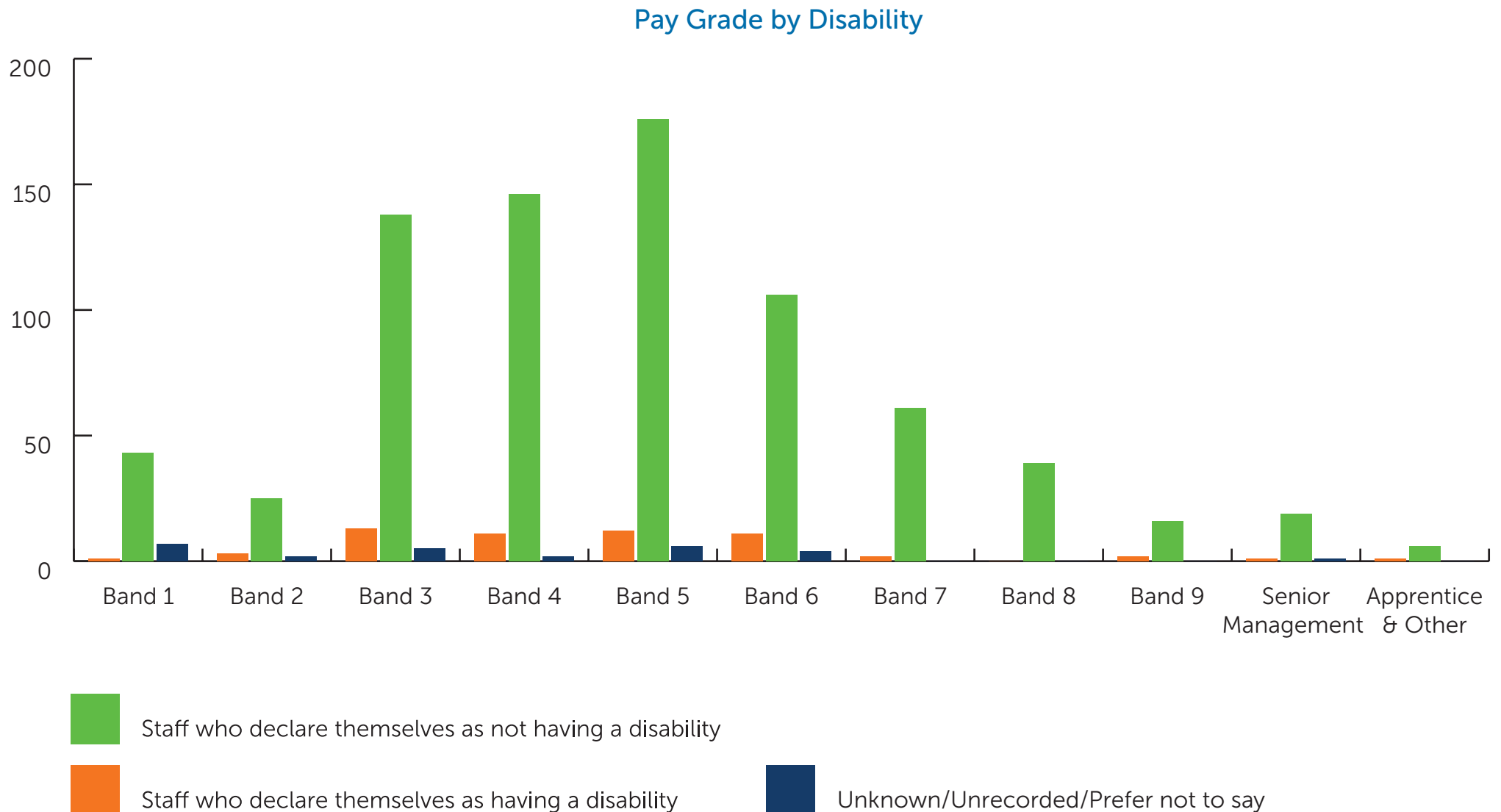


Workforce Information: Pay Grade by Disability

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management (Band 10)	Apprentice & Other	Total
Staff who declare themselves as having a disability	1	3	13	11	12	11	2	0	2	1	1	57
Staff who declare themselves as not having a disability	43	25	138	146	176	106	61	39	16	19	6	775
TOTAL DECLARATIONS	44	28	151	157	188	117	63	39	18	20	7	832
Unknown/ Unrecorded/ Prefer not to say	5	2	5	2	6	4	0	0	0	1	0	27
TOTAL	51	30	158	159	194	121	63	39	18	21	7	859



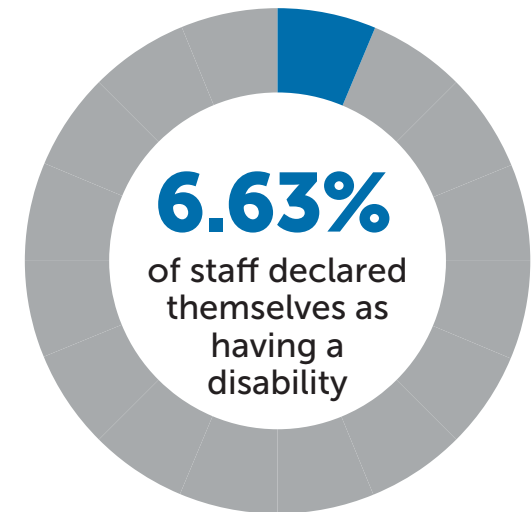
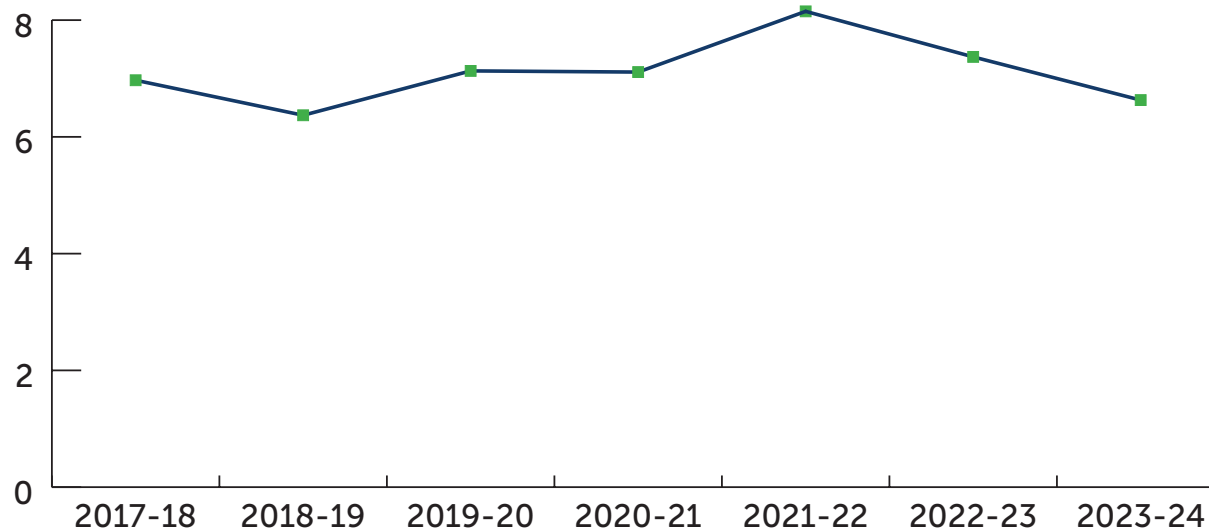
Workforce Information: Pay Grade by Disability





Workforce Information: Pay Grade by Disability

% of Workforce Declaring themselves as Disabled



*Local Census Data of the Cambridge Population (age 16-64) who are economically active (excluding full time students) shows that 28.6% of individuals declare themselves as disabled.

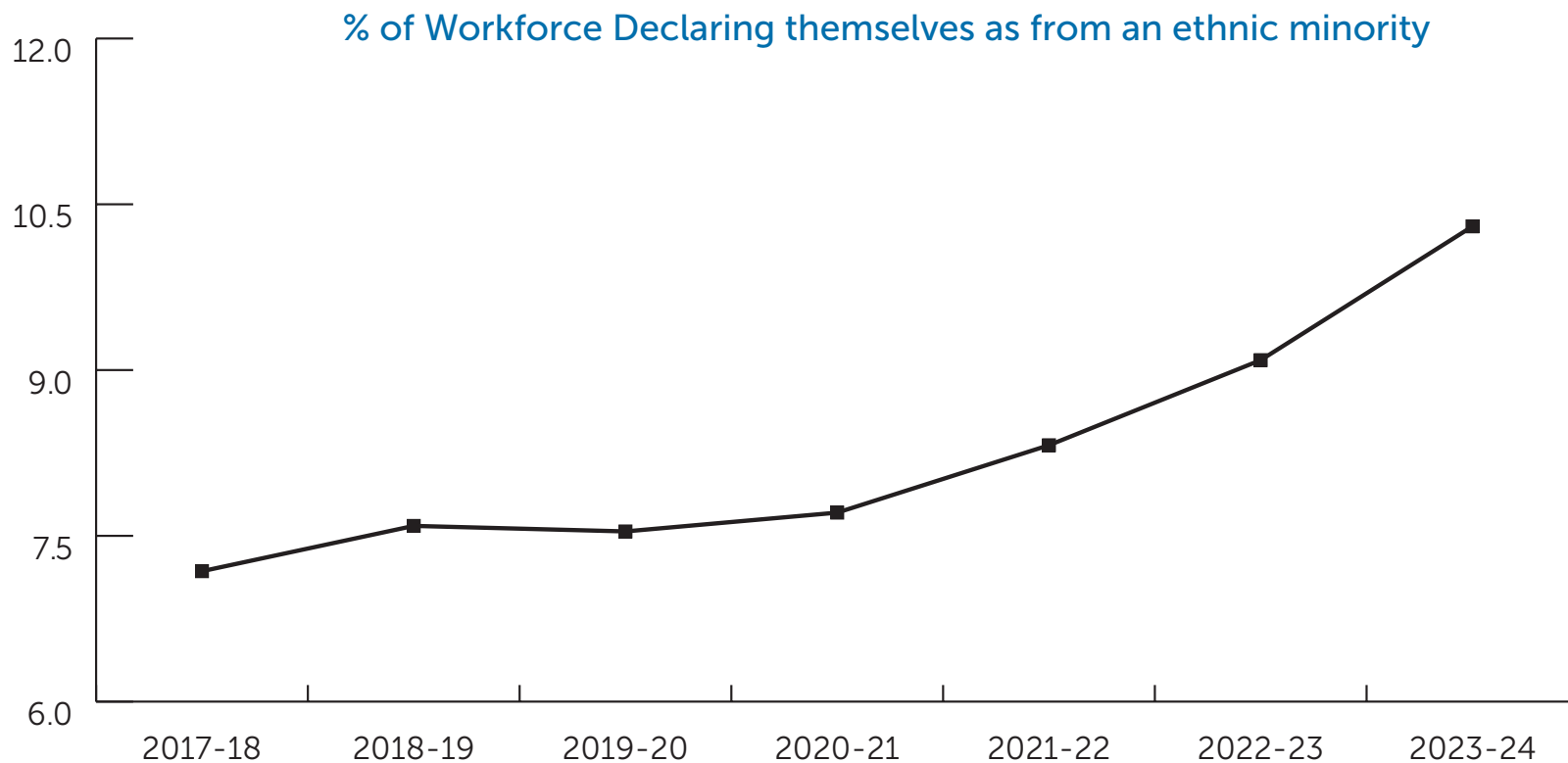


Pay Grade By Ethnicity

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	Apprentice & Other	Total
Staff who declare themselves as being from an Ethnic Minority	11	5	14	13	24	15	2	5	1	0	0	90
Staff who declare themselves as not being from an Ethnic Minority	36	24	137	144	163	103	60	33	17	20	7	744
TOTAL DECLARATIONS	47	29	151	157	187	118	62	38	18	20	7	834
Unknown/ Unrecorded/ Prefer not to say	4	1	5	2	7	3	1	1	0	1	0	25
TOTAL	51	30	156	159	194	121	63	39	18	21	7	859



Pay Grade By Ethnicity



*Local Census Data of the Cambridge Population (age 16-64) who are economically active (excluding full time students) shows that 23.7% of individuals declare themselves as from an ethnic minority.

10.3%

of staff declared themselves as being from an ethnic minority

City Pay Band 5

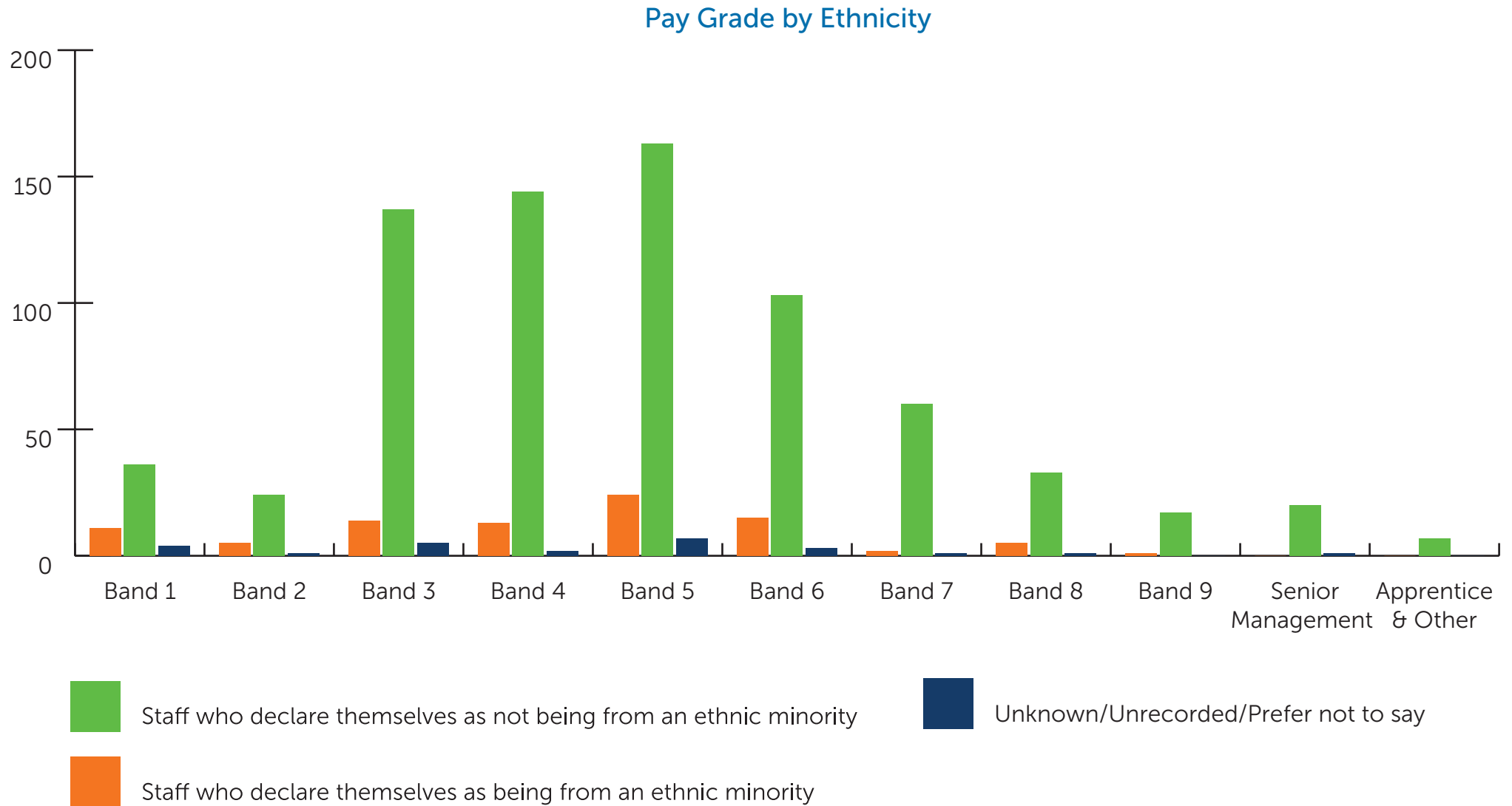
has the highest representation of ethnic minority staff

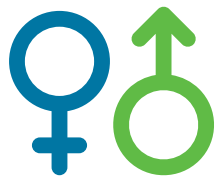
City Pay Band 9 and above

have the lowest representation of ethnic minority staff



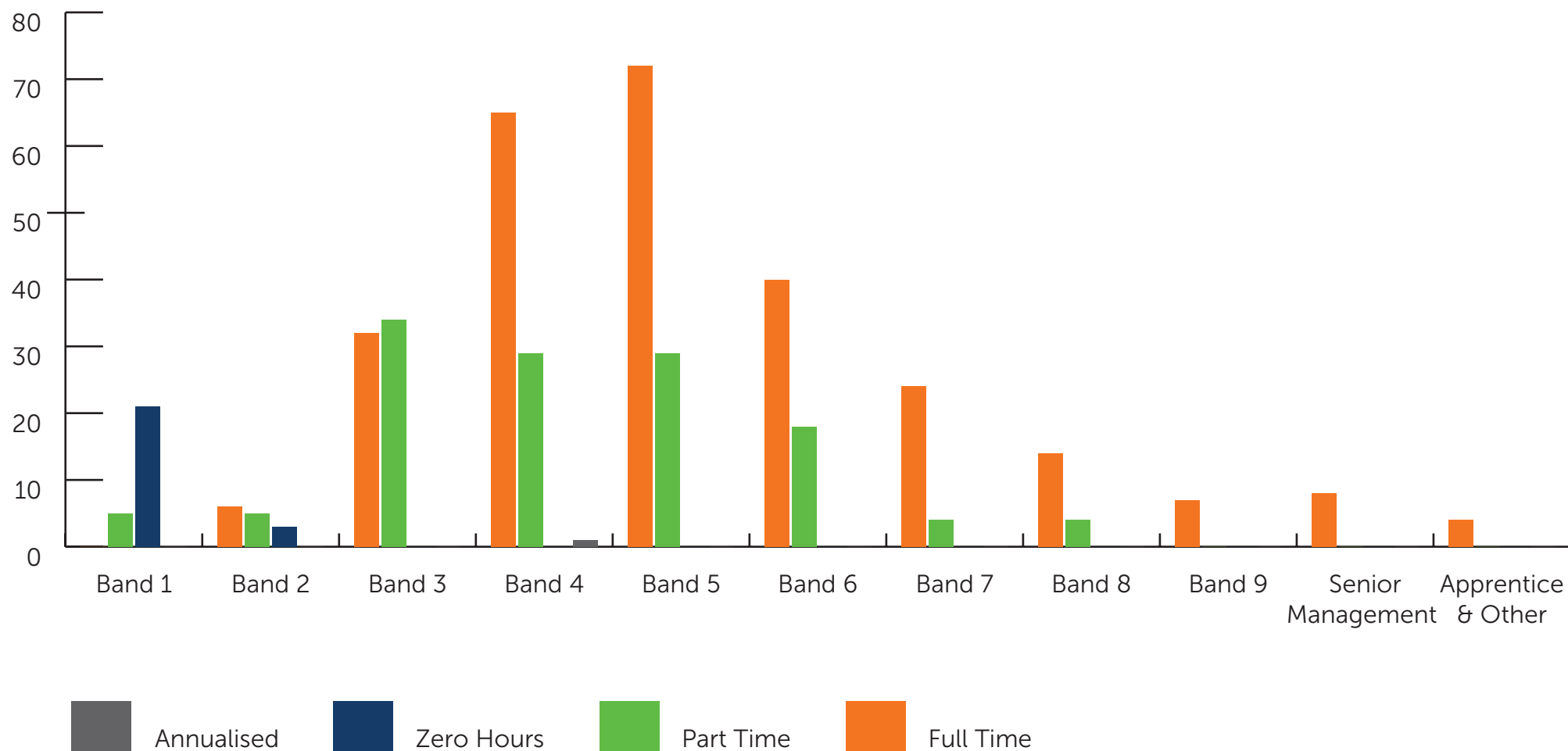
Pay Grade By Ethnicity

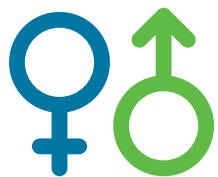




Workforce Information: Pay Grade By Sex

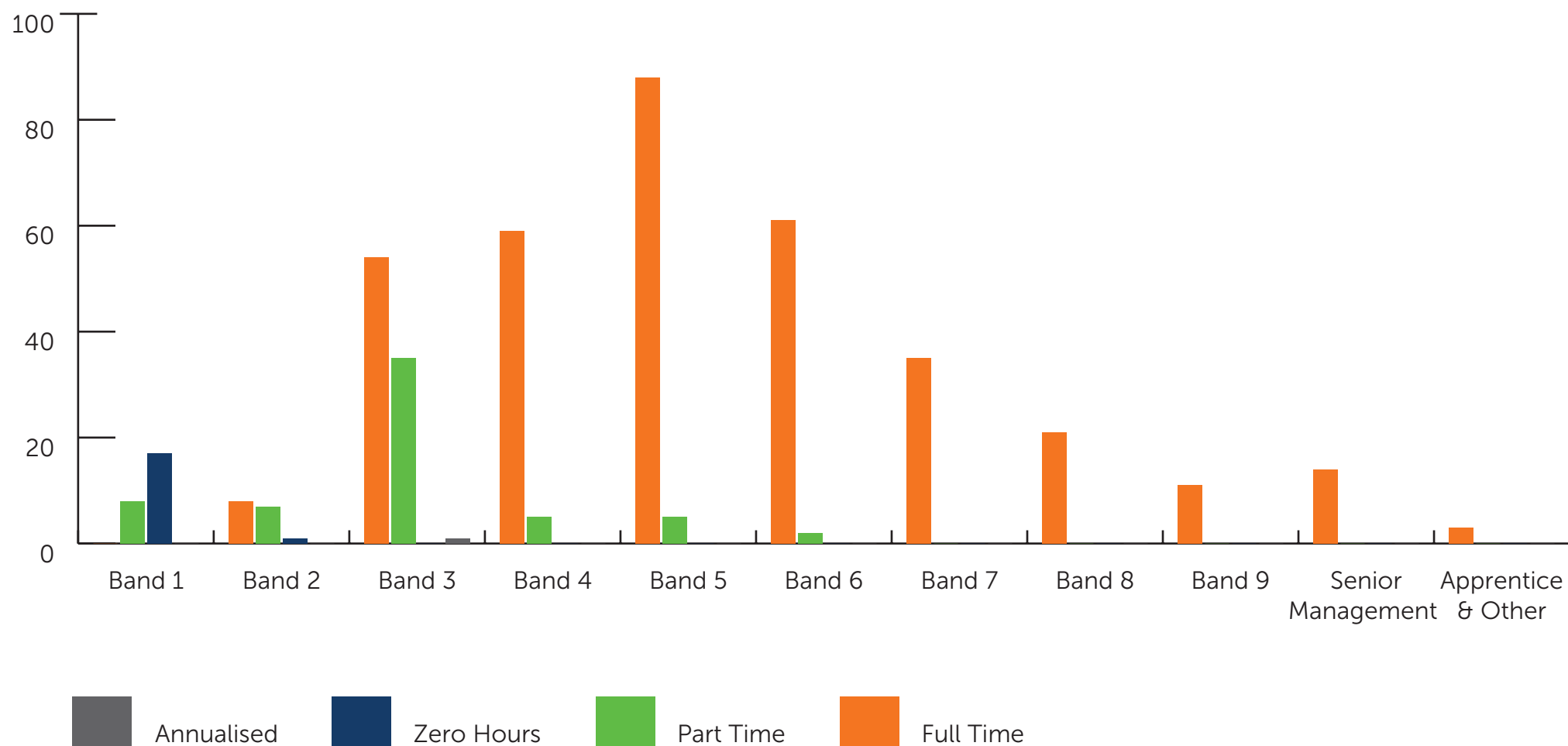
Pay Grade by Sex - Female Staff

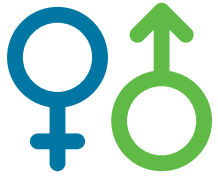




Workforce Information: Pay Grade By Sex

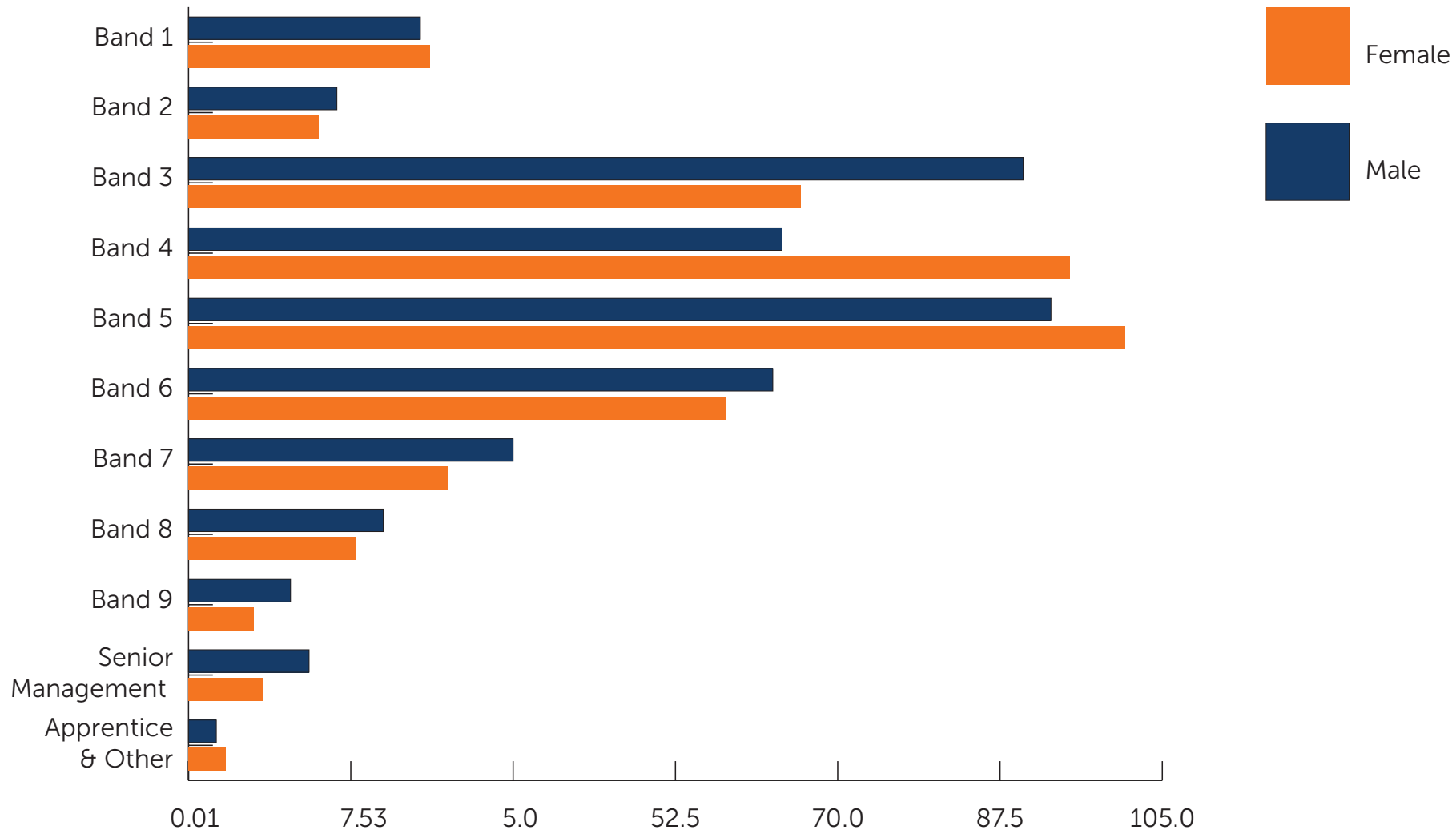
Pay Grade by Sex - Male Staff

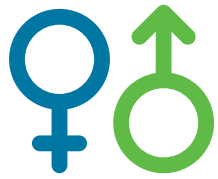




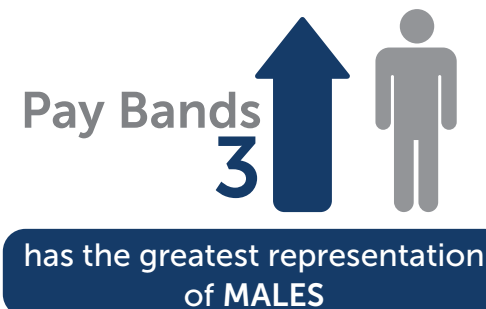
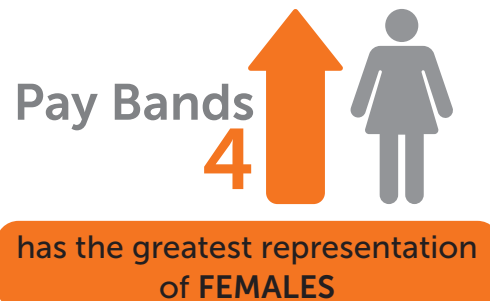
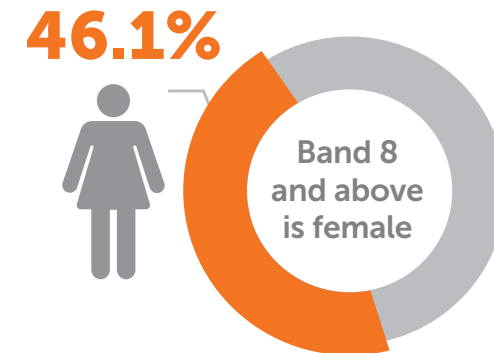
Workforce Information: Pay Grade By Sex

Pay Grade by Sex





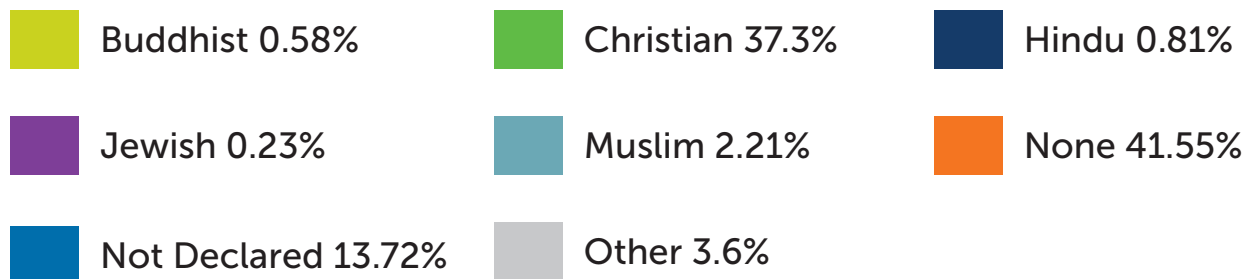
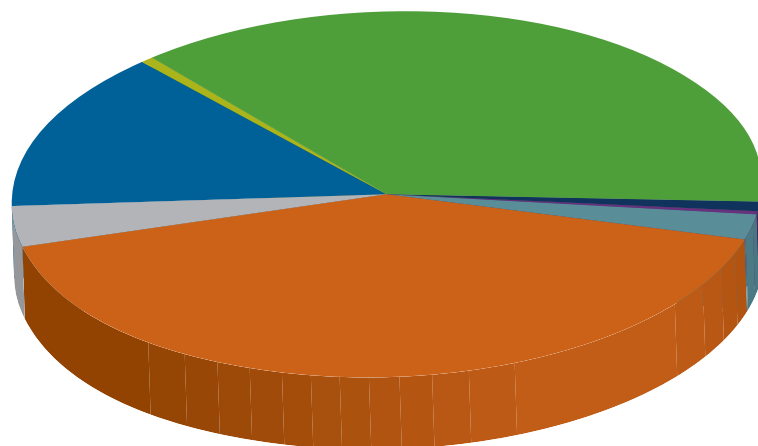
Workforce Information: Pay Grade By Sex



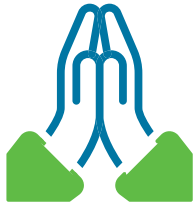


Workforce Information: Religion or Belief

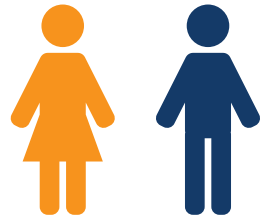
% of Workforce



Religion	Number of Staff
Buddhist	5
Christian	321
Hindu	7
Jewish	2
Muslim	19
NONE	357
OTHER	31
TOTAL DECLARED	742
Not Declared	117
TOTAL	859

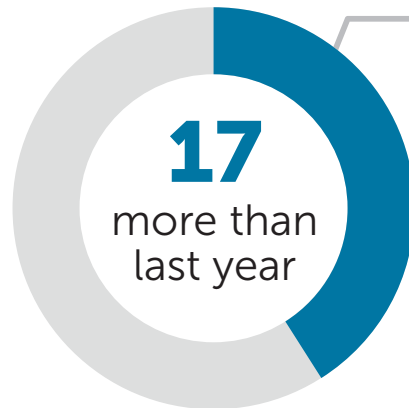


Workforce Information: Religion or Belief



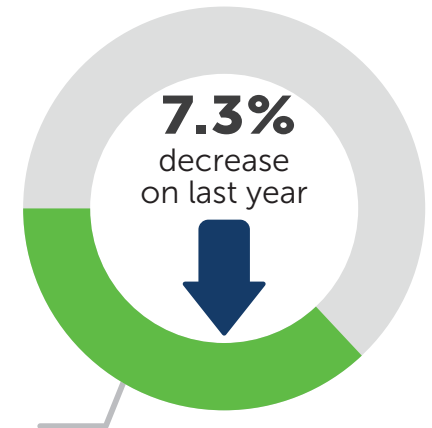
**117
STAFF**

NOT declared
their religion
One more
than last year



41.5%

of staff indicated
they do NOT have
a religion or belief



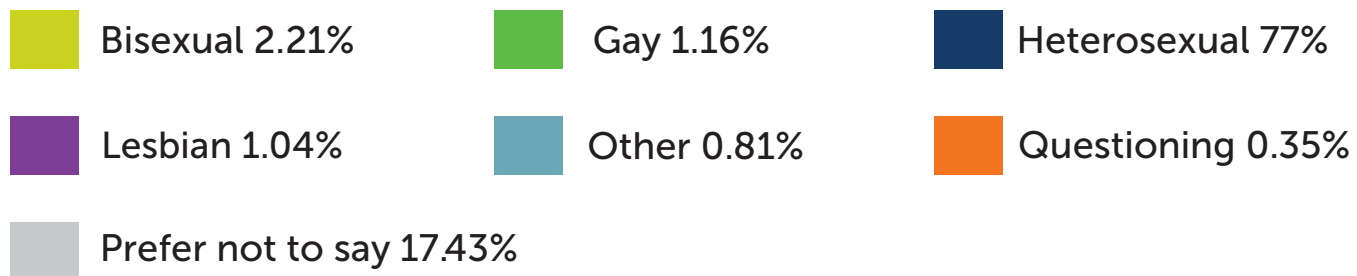
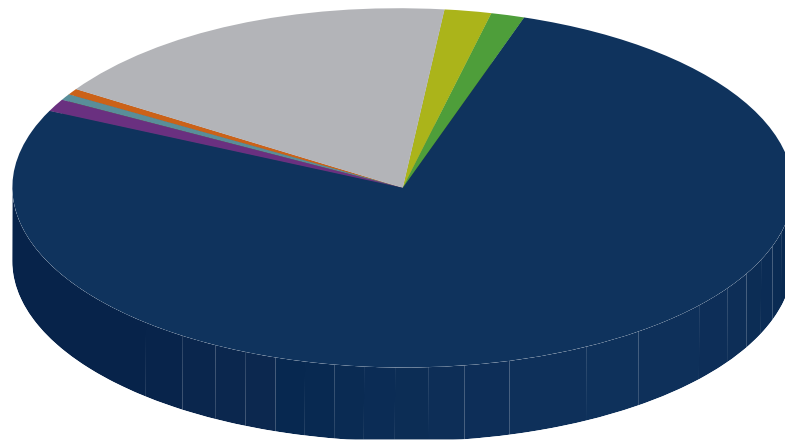
37.3%

of staff identify
as Christian

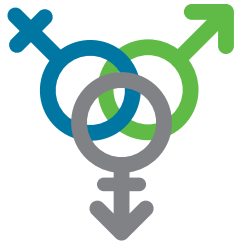


Workforce Information: Sexual Orientation

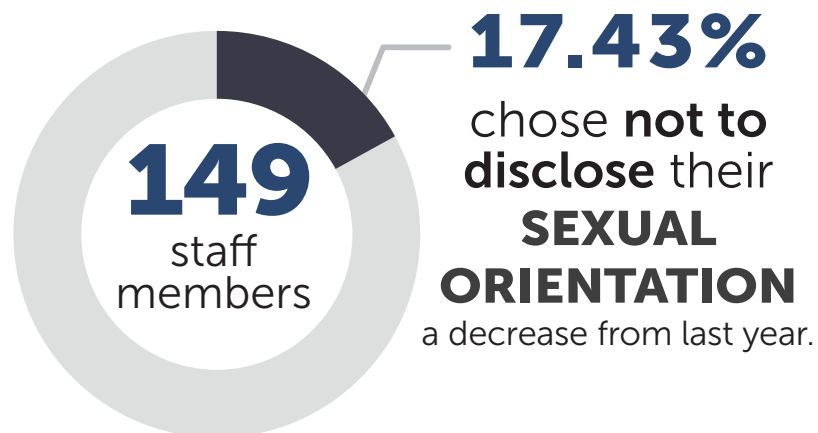
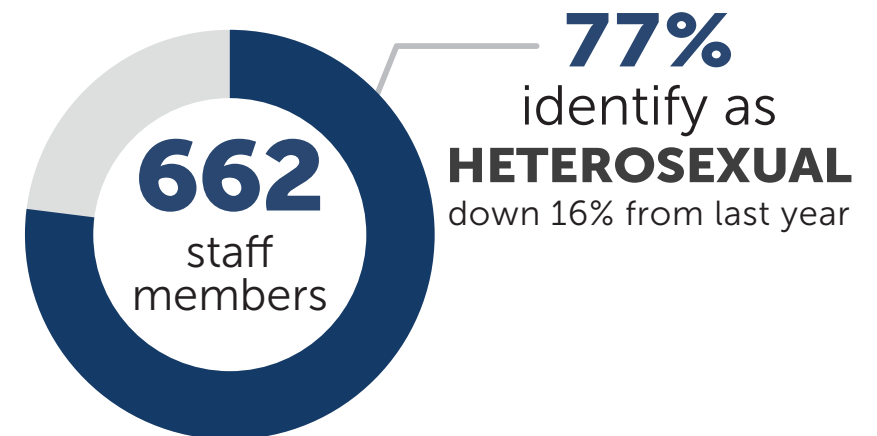
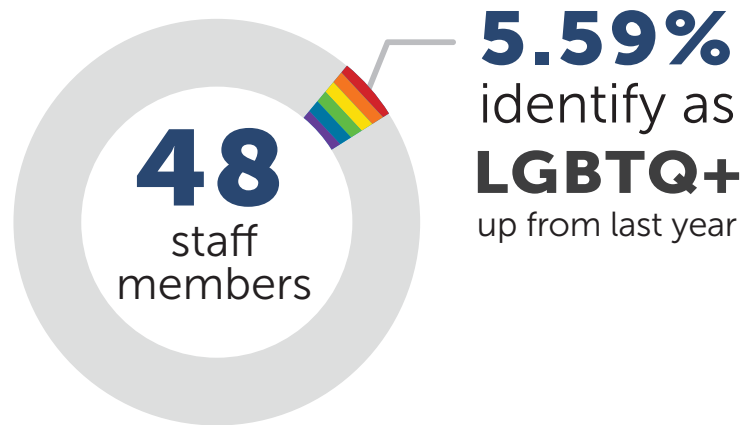
% of Workforce



Sexual Orientation	Number of Staff
Bisexual	19
Gay	10
Heterosexual	662
Lesbian	9
Other	7
Questioning	3
TOTAL DECLARED	710
Not Declared	149
TOTAL	859



Workforce Information: Sexual Orientation





Workforce Information: Leavers & Turnover

Reason for Leaving	2022/23 Number of Staff Leavers	% of Leavers
Career Break	0	0%
Death in Service	1	0.9%
Dismissal	1	0.9%
End of Contract	6	5.4%
Ill Health Retirement	0	0%
Redundancy	9	8%
Retirement	19	17%
TUPE Transfer (out)	0	0%
Voluntary*	76	67.9%
TOTAL STAFF	82	

Length of Service	2023/24 Number of Voluntary Leavers
Less than 1 year	14
1 to 2 years	22
2 to 5 years	21
5 to 10 years	15
10 to 20 years	3
20+ years	1

*Voluntary Leavers Data

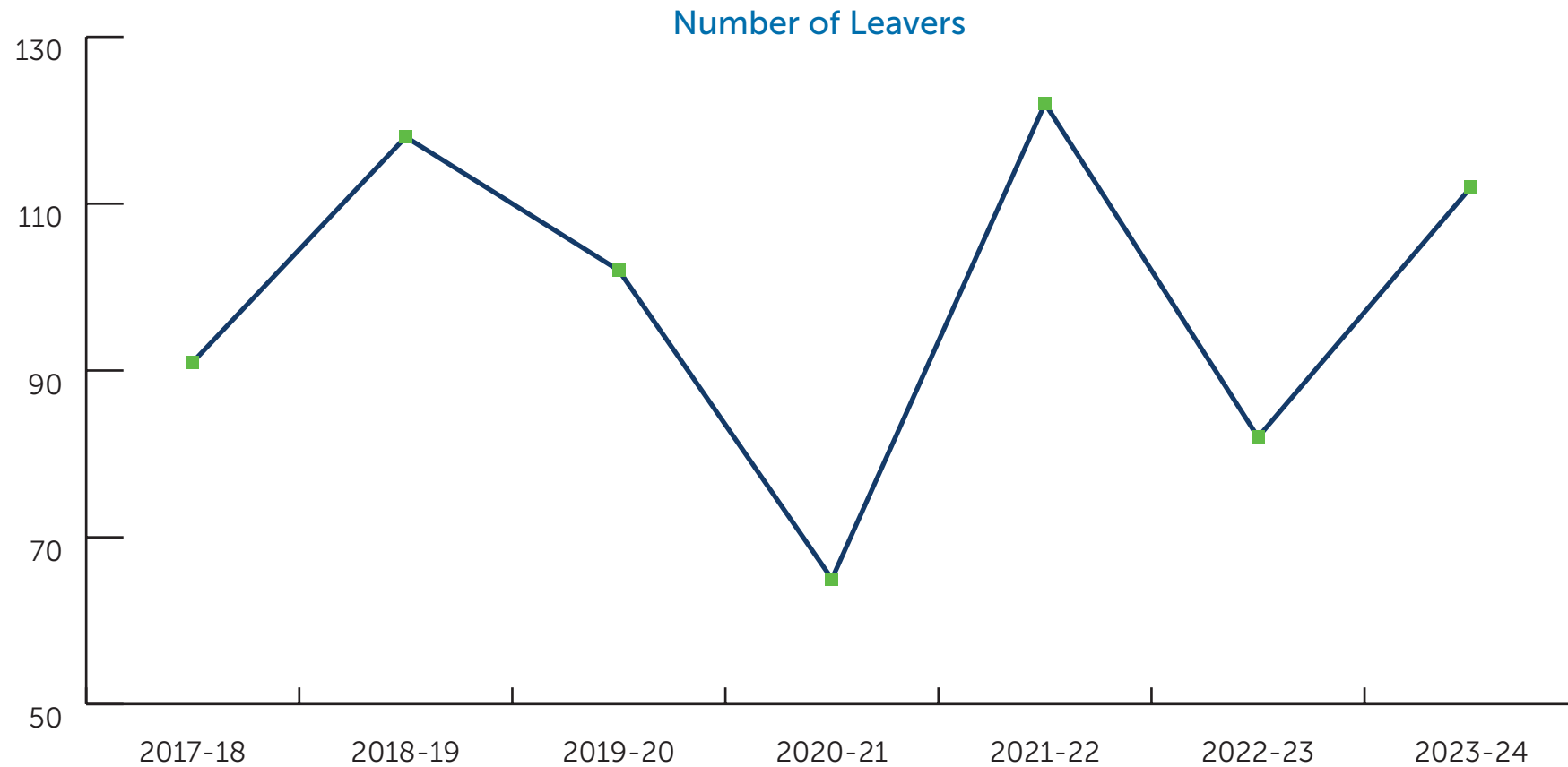
Age	2023/24 Number of Voluntary Leavers
18 & under	0
19-24	6
25-34	26
35-44	18
45-54	15
55-64	33
65 & over	14

Ethnicity	2023/24 Number of Voluntary Leavers
Staff who declare themselves as being from an ethnic minority	10
Staff who do not declare themselves as being from an ethnic minority	62
Not Provided or Prefer not to Say	4

Disability	2023/24 Number of Voluntary Leavers
Staff who declare themselves as having a disability	3
Staff who do not declare themselves as not having a disability	68
Not Provided or Prefer not to Say	5

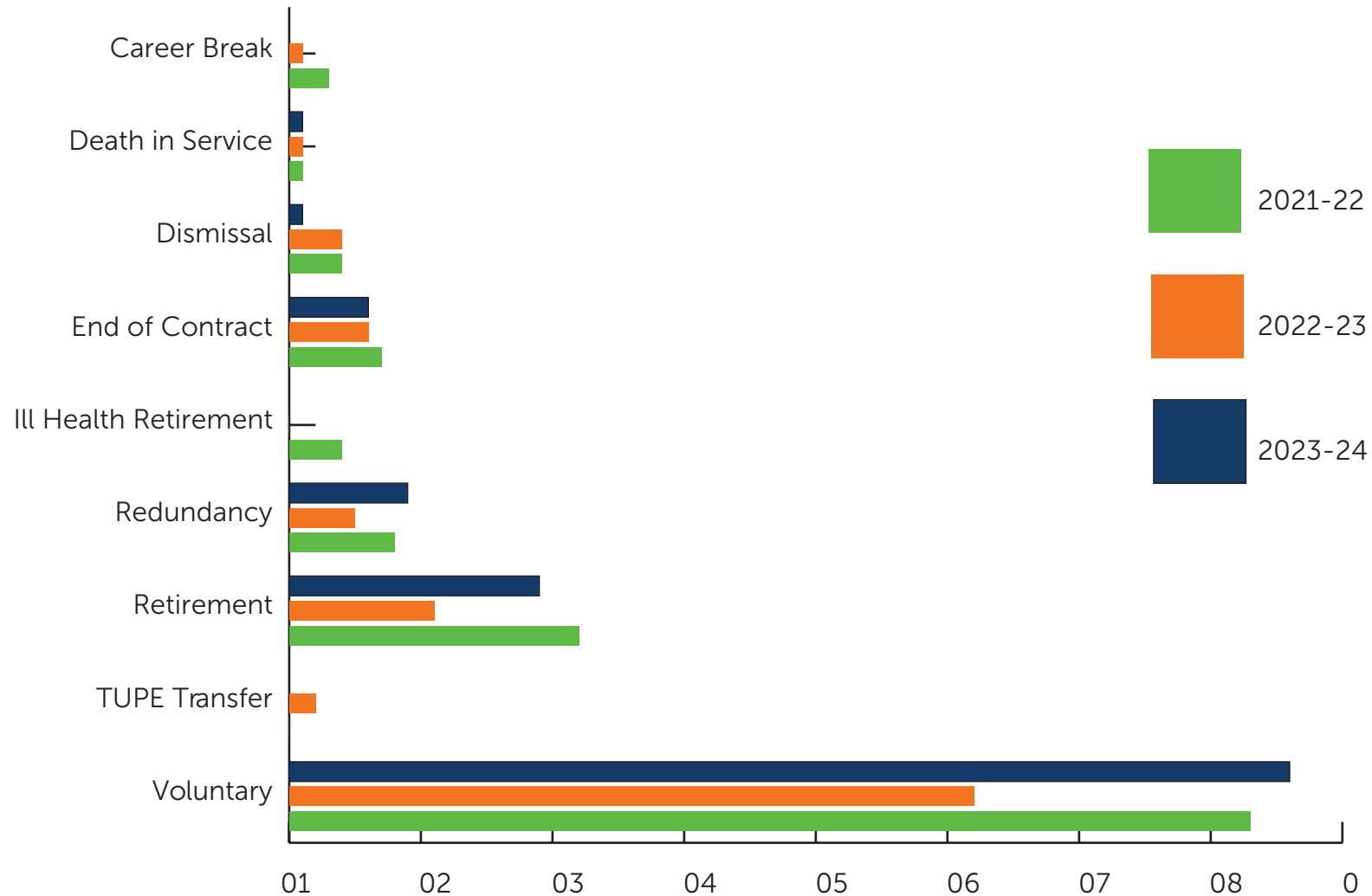


Workforce Information: Leavers & Turnover



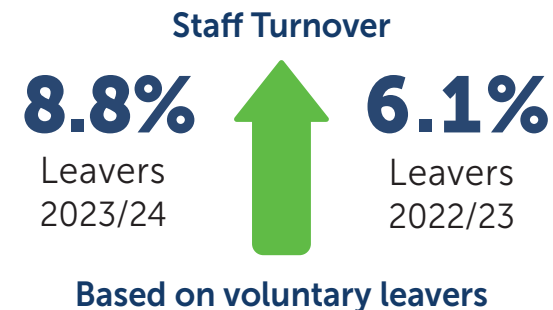
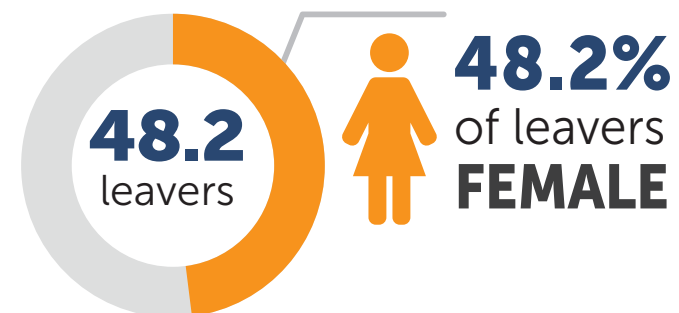
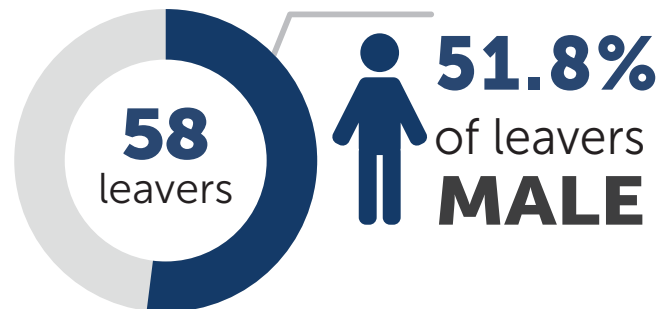
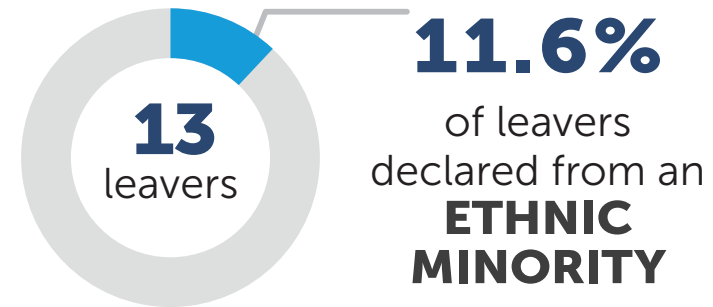


Workforce Information: Leavers & Turnover





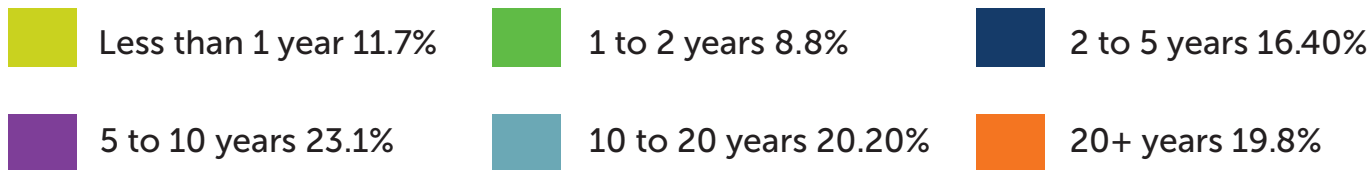
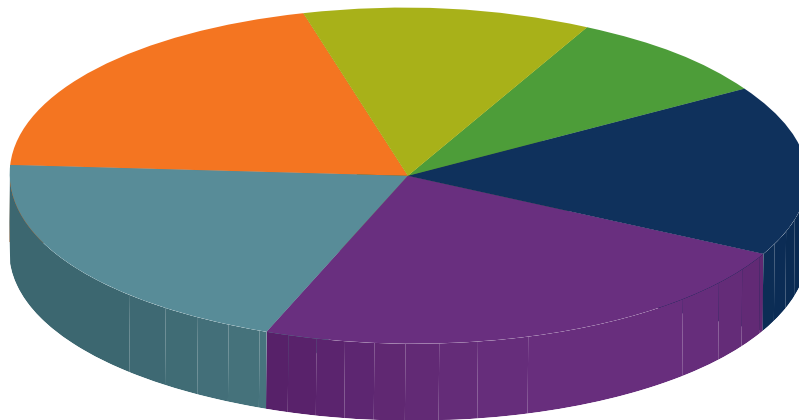
Workforce Information: Leavers & Turnover





Workforce Information: Length of Service

% of Workforce



Length of Service	Number of Staff
Less than 1 year	101
1 to 2 years	76
2 to 5 years	141
5 to 10 years	197
10 to 20 years	174
20+ years	170
TOTAL STAFF	859



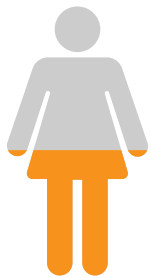
Workforce Information: Length of Service

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management (Band 10)	Apprentice & Other
Less than 1 year	5	7	18	28	17	10	4	1	1	6	4
1 to 2 years	4	4	14	20	18	8	4	1	0	1	2
2 to 5 years	19	12	21	22	27	20	10	5	2	2	1
5 to 10 years	20	2	31	39	39	31	12	8	8	7	0
10 to 20 years	2	3	30	24	50	27	18	12	6	2	0
20+ years	1	2	42	26	43	25	15	12	1	3	0
TOTAL STAFF	51	30	156	159	194	121	63	39	18	21	7



Workforce Information: Length of Service

Gender split



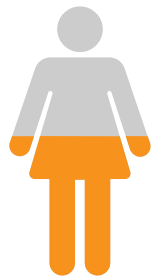
45%

Staff with **10+ YEARS** service



55%

Gender split



52.4%

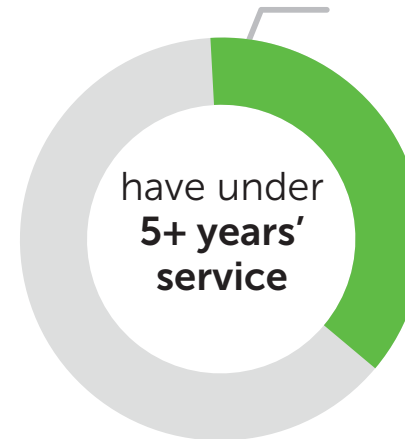
Staff with less than **10 YEARS** service



47.6%

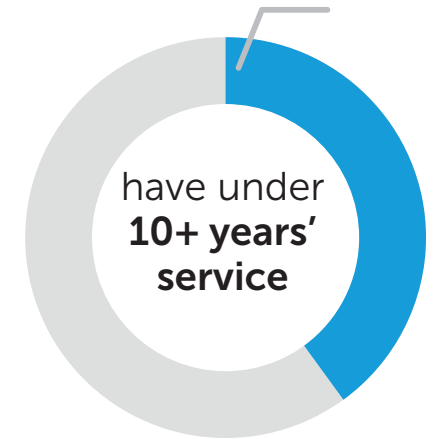
37%

of workforce



40%

of workforce



7.8% of staff with **10+ YEARS'** service declare themselves as having a **DISABILITY**

5.8% of staff with less than **10 YEARS'** service declare themselves as having a **DISABILITY**

5.5% of staff with **10+ YEARS'** service declare themselves as being from an **ETHNIC MINORITY**

13.3% of staff with less than **10 YEARS'** service declare themselves as being from an **ETHNIC MINORITY**



Workforce Information: Length of Service

BAND 8 AND ABOVE
top 9% of organisation





Workforce Information: Pay Information

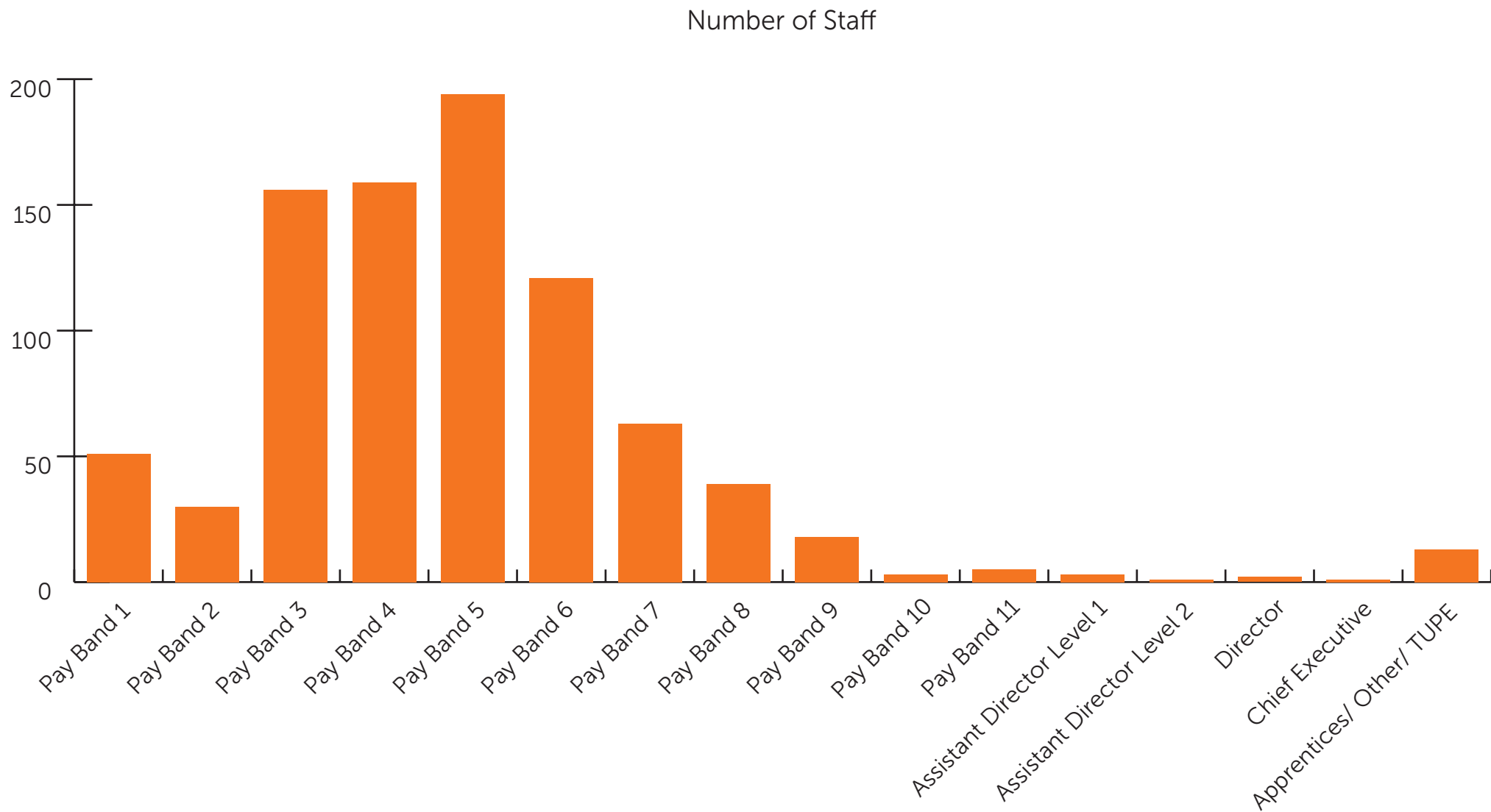
The Council's pay scales for the period of 2023/24 are shown below:

Pay Band	Salary Range from	Salary Range to	Number of Staff
Pay Band 1*	£22,366	£24,294	51
Pay Band 2	£24,702	£26,873	30
Pay Band 3	£27,337	£29,777	156
Pay Band 4	£30,296	£33,945	159
Pay Band 5	£ 34,834	£39,186	194
Pay Band 6	£39,186	£44,428	121
Pay Band 7	£44,428	£49,498	63
Pay Band 8	£49,498	£53,679	39
Pay Band 9	£53,679	£59,632	18
Pay Band 10	£59,632	£66,803	3
Pay Band 11	£66,803	£74,428	5
Assistant Director Level 1	£81,556	£86,618	3
Assistant Director Level 2	£89,217	£94,651	1
Director	£101,790	£113,161	2
Chief Executive	£131,735	£147,609	1
Apprentices/ Other/ TUPE	N/A		13

*We are proud to be an accredited **Real Living Wage Employer** and also apply a locally agreed **Cambridge Weighting** supplement to our lowest grades, meaning that our actual minimum hourly rate of pay is **£12.50** (£24,050 per annum)



Workforce Information: Pay Information





Workforce Information: Gender Pay Reporting



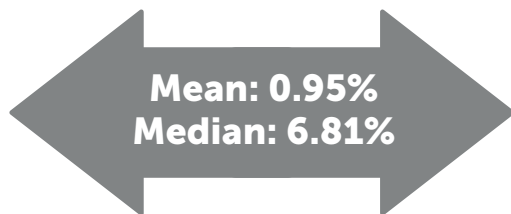
FEMALES

Mean hourly rate:

£19.22

Median hourly rate:

£18.00



Mean: 0.95%
Median: 6.81%



MALES

Mean hourly rate:

£19.40

Median hourly rate:

£19.31

Mean Average – sum of all numbers divided by total number.

Median Average – list of all numbers in numerical order and taking the middle value. We do not pay bonuses so do not report on bonus pay gaps.

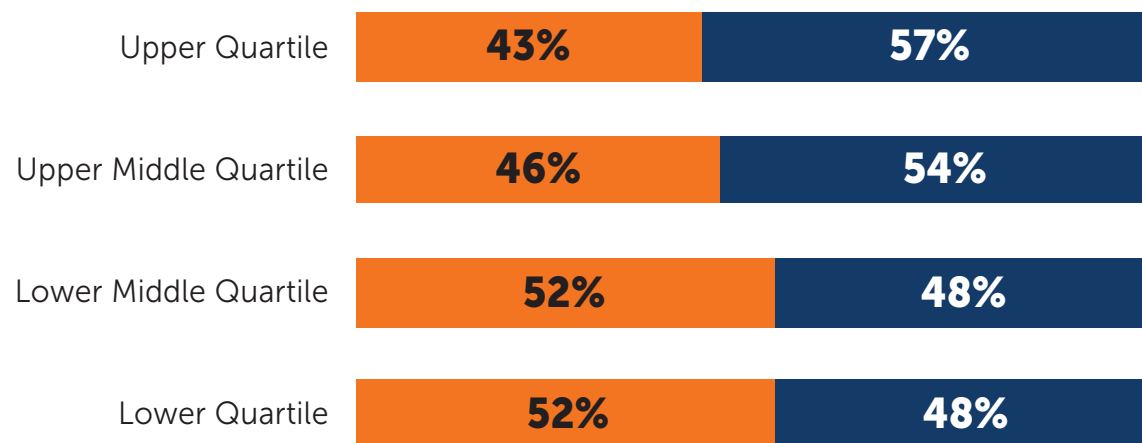
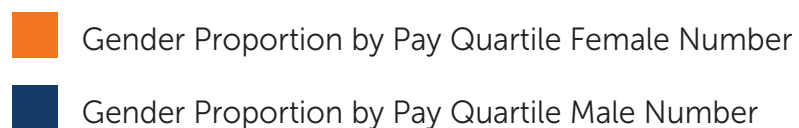


For every **£1** we pay a **MALE** employee, we pay a **FEMALE 93p**



Workforce Information: Gender Pay Reporting

Gender Proportion by Pay Quartile



Summary

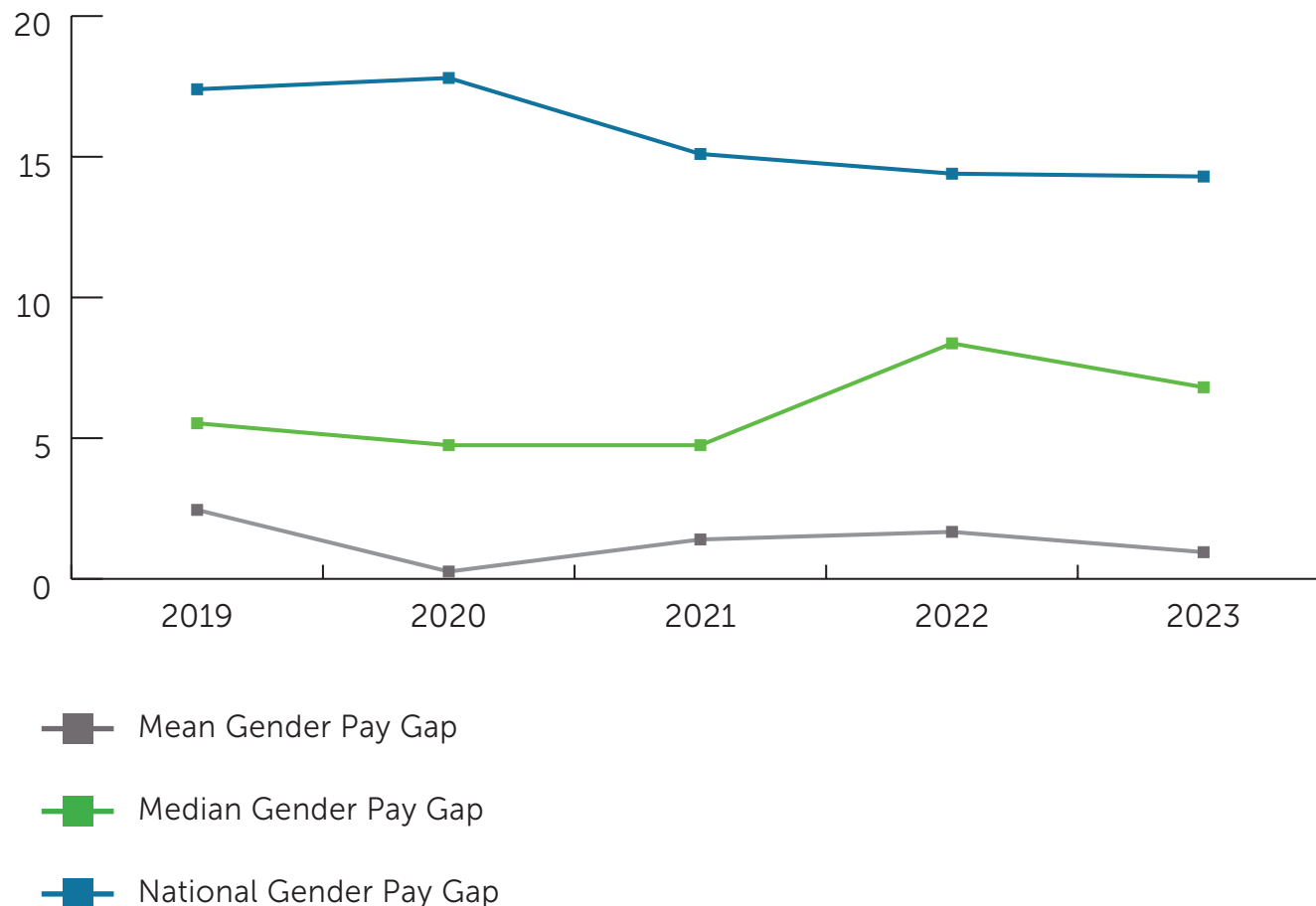
The data used for calculations is the Councils pay data as of 31st March 2023. Our current workforce data tells us that our pay gaps are significantly below the national median and mean. We are pleased to see a decline in both median and mean pay gaps in the past year.

The Council has fair and equitable pay practices in place and evaluates all roles using established evaluation methodologies to ensure we have equality of grading for male and female employees carrying out the same or equivalent work.



Workforce Information: Gender Pay Reporting

Gender Pay Gap – A 5 Year Picture



Action we are taking

- Increased development opportunities:
A new appraisal process will help us to ensure all employees regularly discuss progression and development and managers will be better at spotting talent.
- Our new recruitment system and proactive approach will help us to attract and retain females and candidates from all ethnicities.
- We are increasing and promoting flexible working practices, helping with retention and enabling all employees to continue to progress without compromising their work life balance.



Workforce Information: Ethnicity Pay Reporting

We are proud to publish our first ethnicity pay gap

**MEAN
PAY GAP
0.65%**

**MEDIAN
PAY GAP
-4.96%**

Mean Average – sum of all numbers divided by total number.

Median Average – list of all numbers in numerical order and taking the middle value. We do not pay bonuses so do not report on bonus pay gaps.

Summary

Our mean pay gap shows that our employees who declare they are from an ethnic minority are paid 0.65% less than those who declare they are not from an ethnic minority.



Our median pay gap is in favour of those who declare they are from an ethnic minority group. Our median white employee is being paid 4.96% less than the median employee who declares they are from an ethnic minority group.


The data used for calculations is the Councils pay data as of 31st March 2023. We have further work to do to analyse our ethnicity data, looking for patterns or areas where the pay gap differs.



Employee Relations: Cases

Year	Capability Cases	Female	Male	No. (%) from an ethnic minority*	No. declaring a disability*	Disciplinary Cases	Female	Male	No. (%) from an ethnic minority*	No. declaring a disability*	Grievance Cases	Female	Male	No. (%) from an ethnic minority*	No. declaring a disability*
2021-22	1	0	1	0 (0%)	0 (0%)	6	0	6	1 (16%)	0 (0%)	10	4	6	2 (20%)	2 (20%)
2022-23	1	0	1	0 (0%)	0 (0%)	9	2	7	1 (11%)	3 (33%)	1	0	1	0 (0%)	0 (0%)
2023-24	1	0	1	1 (100%)	0 (0%)	3	1	2	0 (0%)	1 (33%)	7	4	3	2 (29%)	0 (0%)


 The number of **CAPABILITY CASES** remains low
 

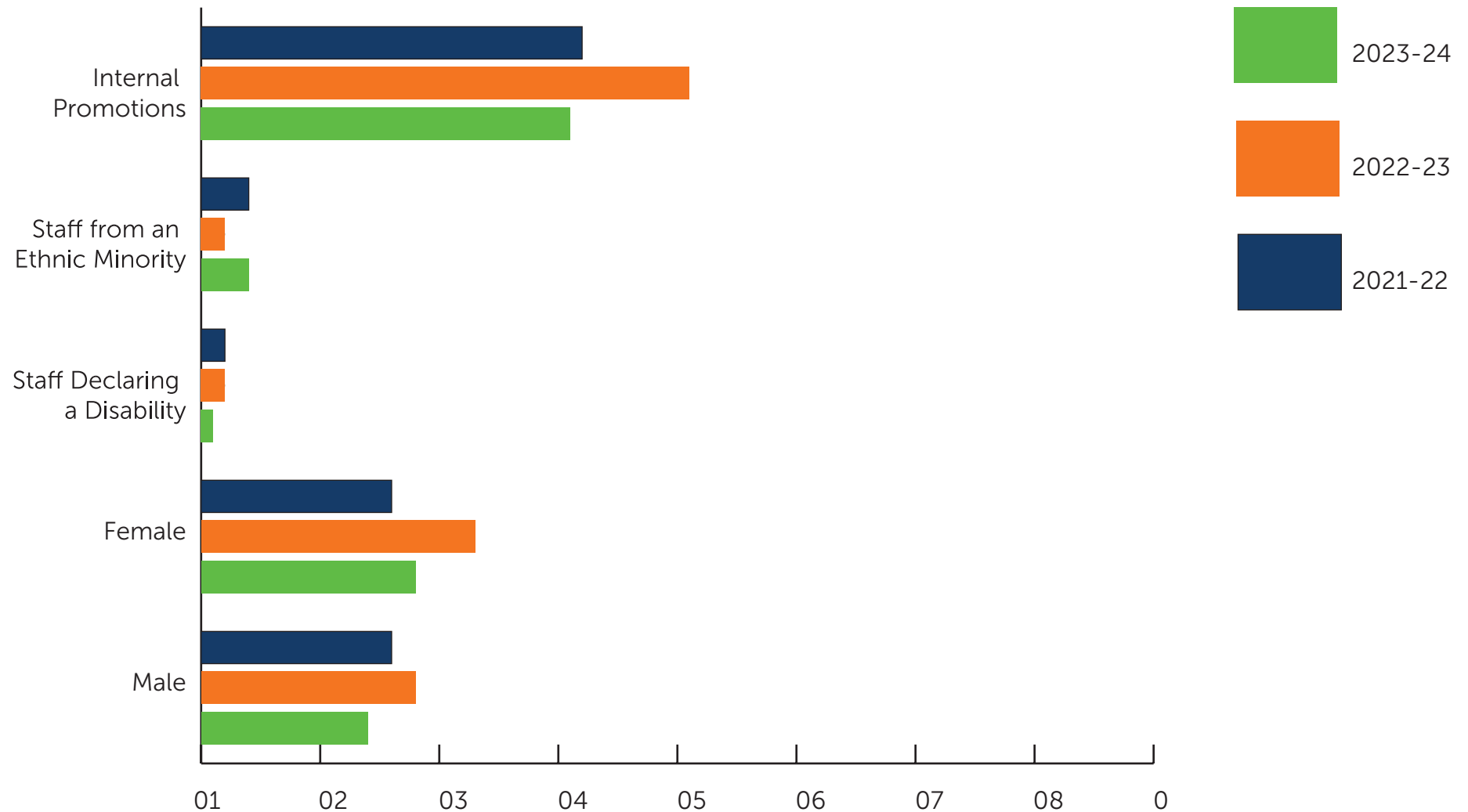

 Decrease in **DISCIPLINARY CASES** this year.
 

Of the reported cases, all concluded with a formal written warning upward.


 The number of **GRIEVANCES CASES** has risen from last year.
 

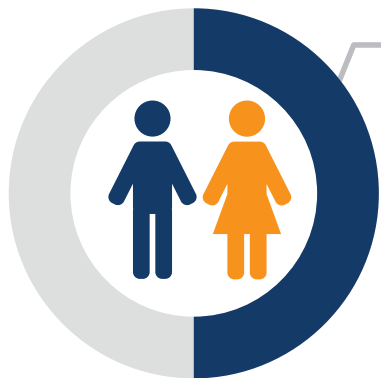
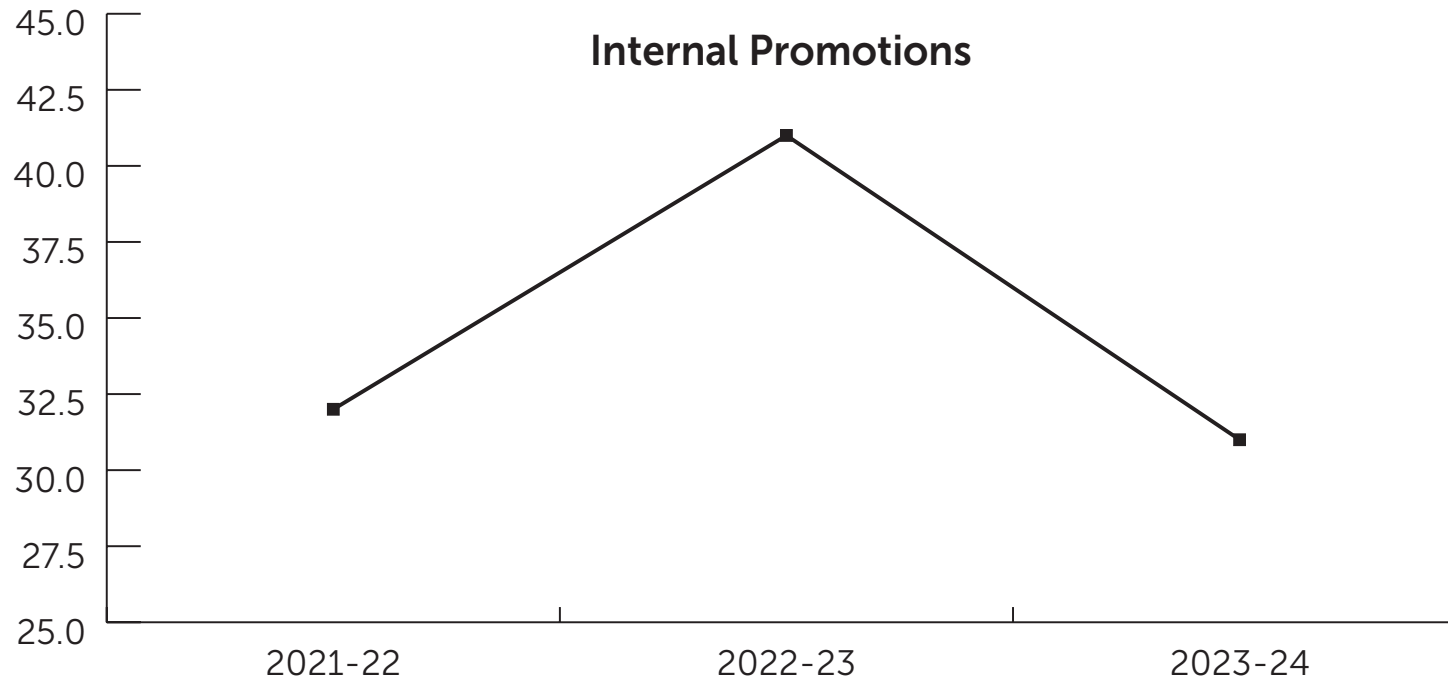


Workforce Information: Promotions





Workforce Information: Promotions



50.8%
of all appointments
**INTERNAL
PROMOTIONS**

12.9%
OF PROMOTIONS
were staff declaring
themselves as from an
**ETHNIC
MINORITY**

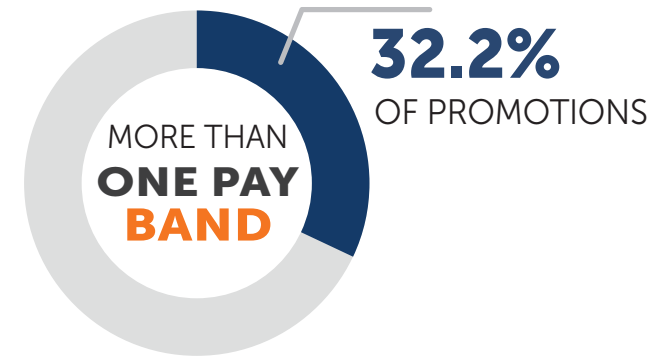
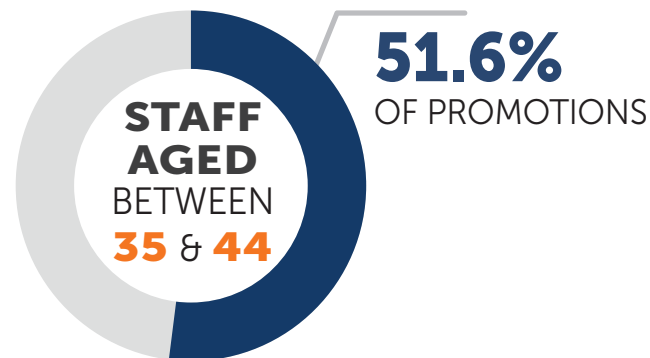
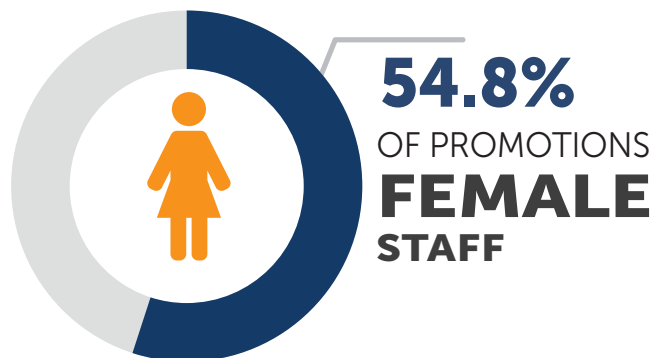
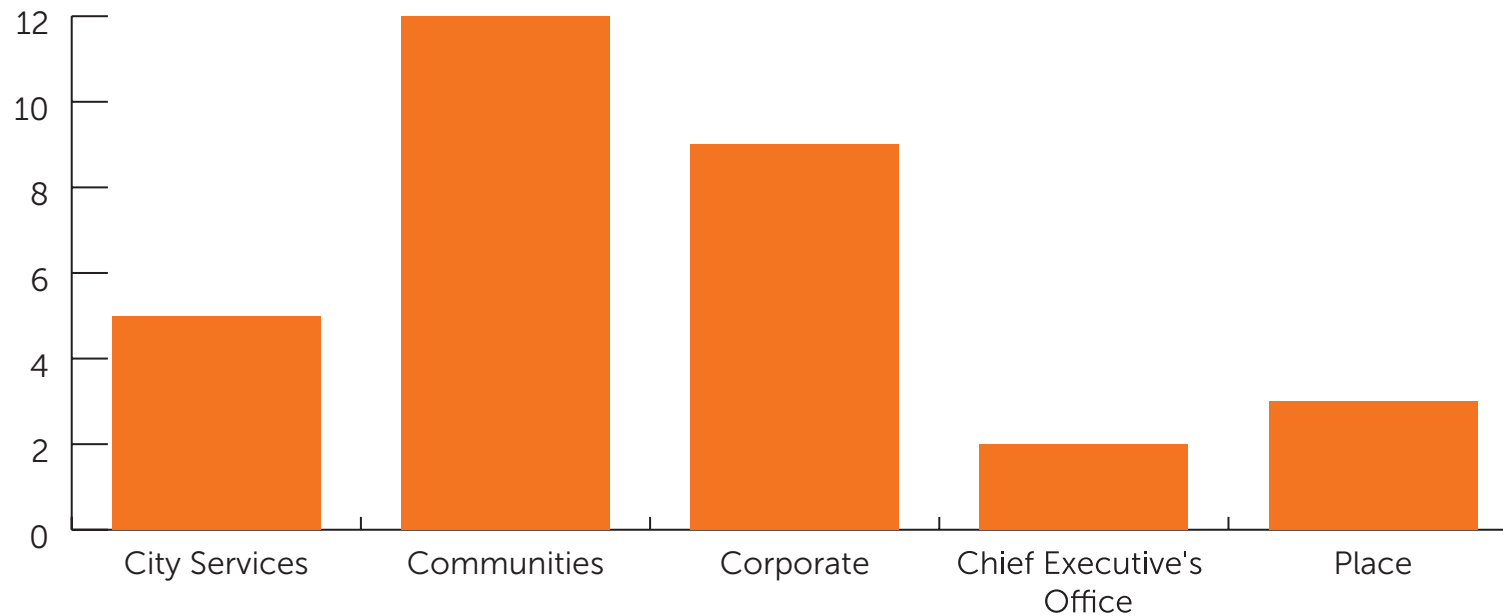


3.2%
OF PROMOTIONS
were staff declaring
themselves as having a
DISABILITY



Workforce Information: Promotions

Number of Promotions into that Group





Learning and Development: Apprenticeships

Apprenticeship Standards 2023/24	Level	Number
Accountancy or Taxation Professional	7	1
Associate Project Management	1	1
Building Control Surveyor Degree	6	4
Business Administration	3	1
Business Fire Safety Advisor	3	1
Carpentry & Joinery	2	1
Chartered Building Surveyor Degree	6	1
Coaching Professional	5	1
Environmental Health Practitioner	6	1
HR Consultant/Partner	5	1
Payroll Administrator	3	1
Payroll Assistant Manager	5	1
Project Management	4	1
Plumbing & Domestic Heating	3	1
Team Leader/ Supervisor	3	2



Learning and Development: Apprenticeships

	Total Number of Apprentices 31 March	Number of Enrolments	Male Apprentices	Female Apprentices	Apprentices who declare themselves as from an ethnic minority	Apprentices who declare having a disability
2023/24	19	8	47%	53%	10.5%	5.2%
2022/23	20	8	55%	45%	5%	5%
2021/22	25	4	60%	40%	4%	0%

10.5%

OF APPRENTICES
were staff declaring
themselves as from an
**ETHNIC
MINORITY**

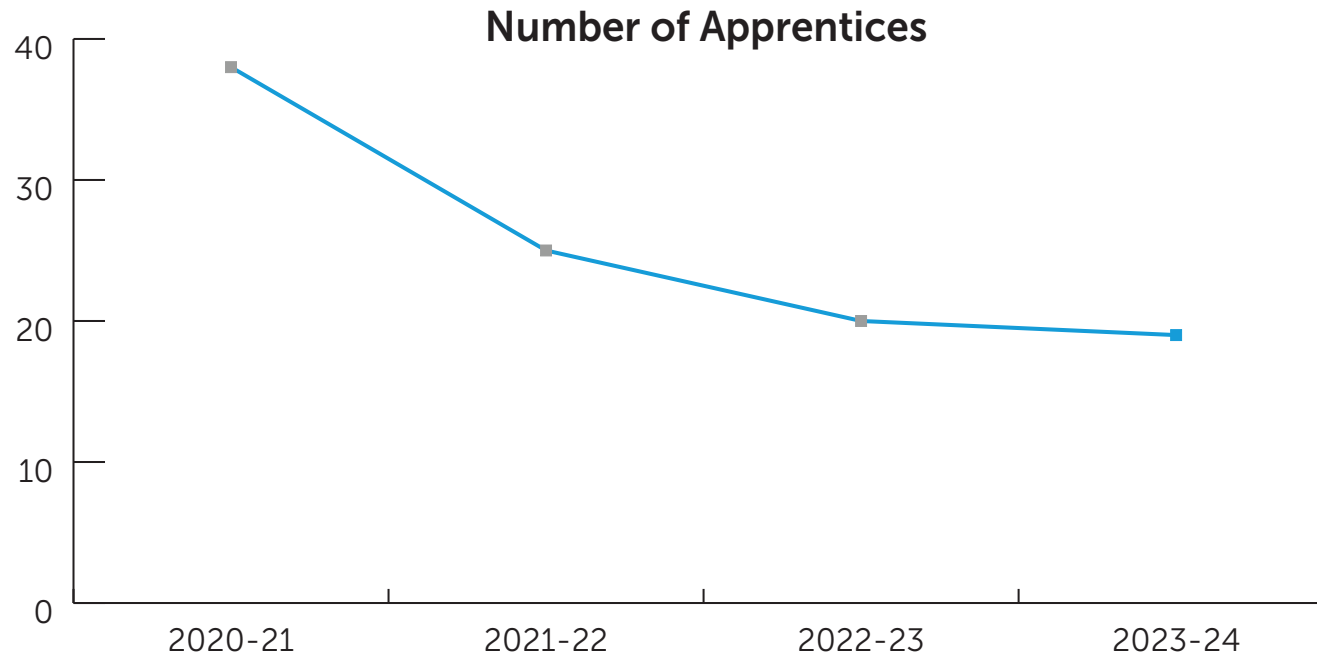


5.2%

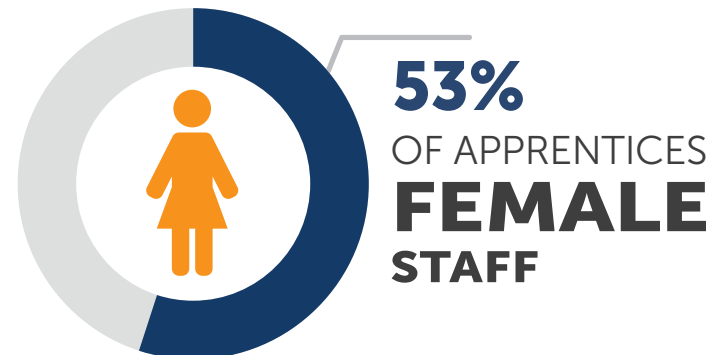
OF APPRENTICES
were staff declaring
themselves as having a
DISABILITY



Learning and Development: Apprenticeships



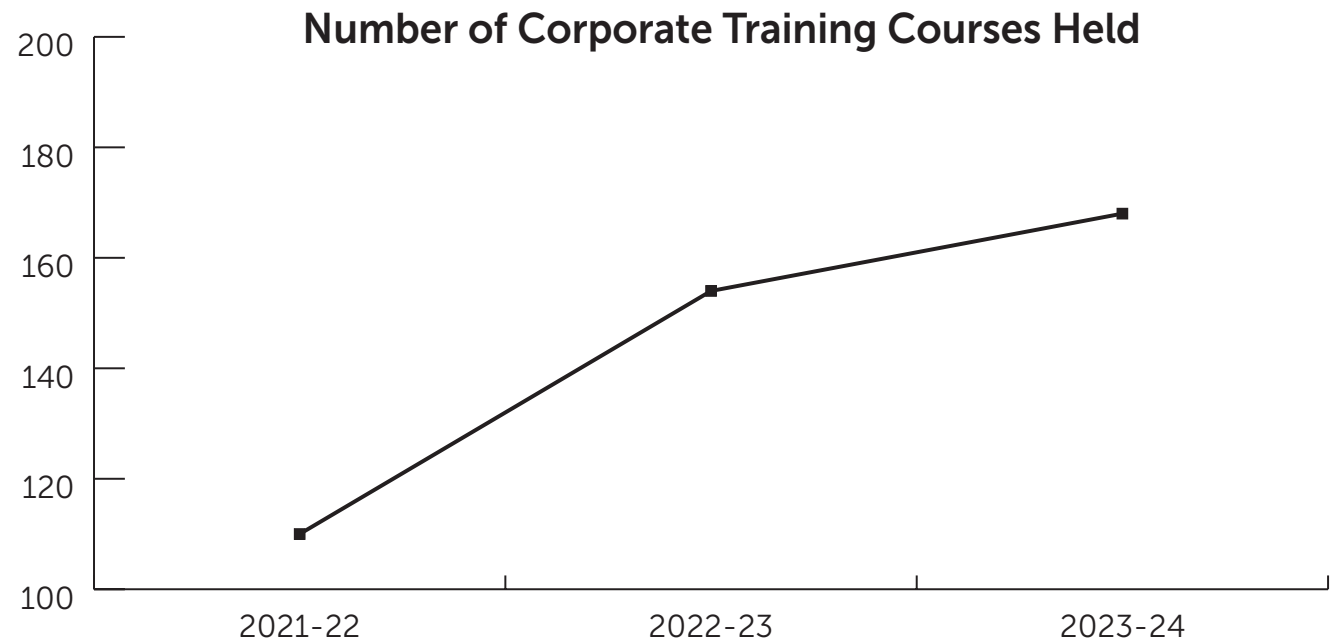
NINETEEN
apprentices
on our Scheme as
of 31 March 2024





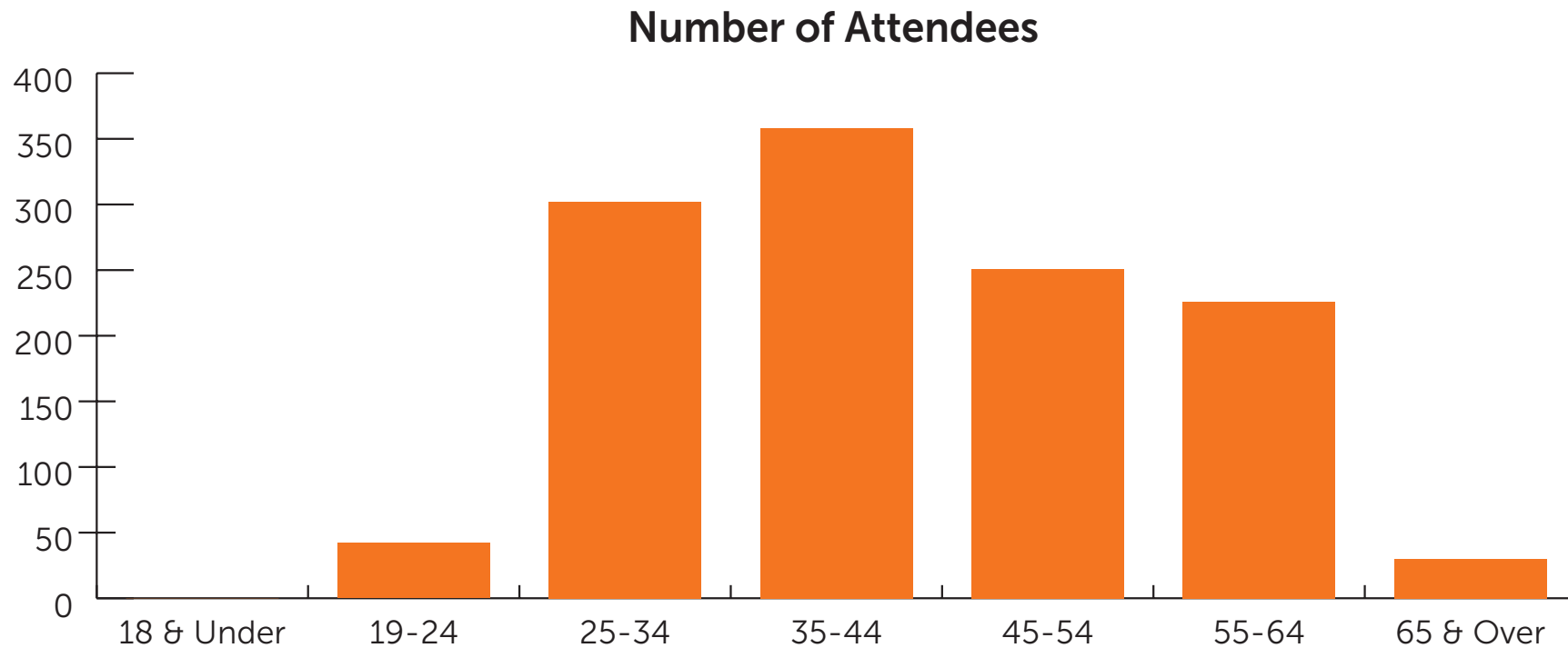
Learning and Development: Corporate Training

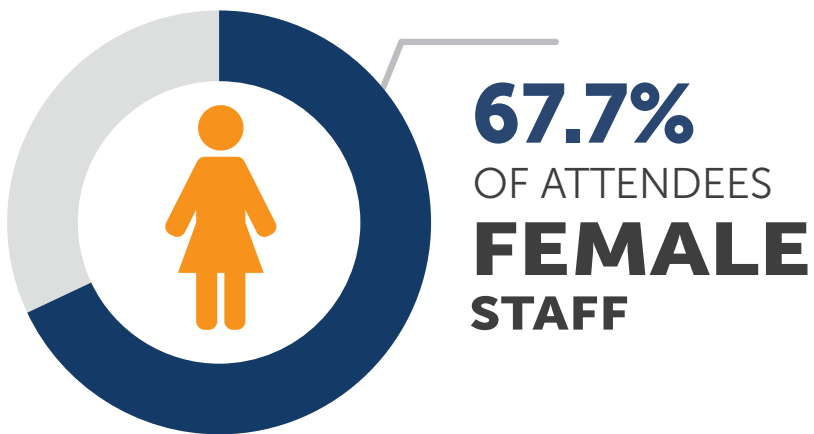
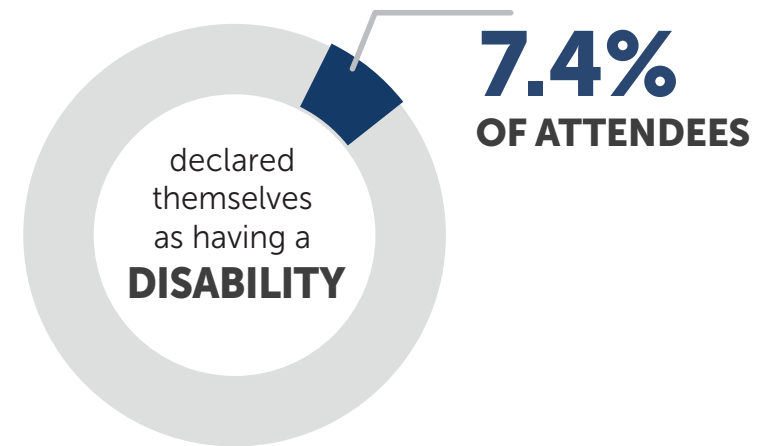
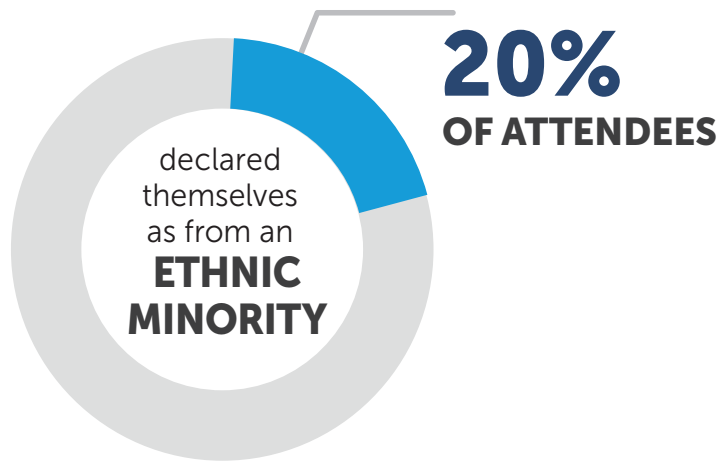
	% of overall course attendees
White	77%
Asian or Asian British	8.1%
Black, African, Caribbean or Black British	4.8%
Mixed or Multiple Ethnic Background	3.5%
Other Ethnic Group	3.8%
Not Disclosed	2.2%





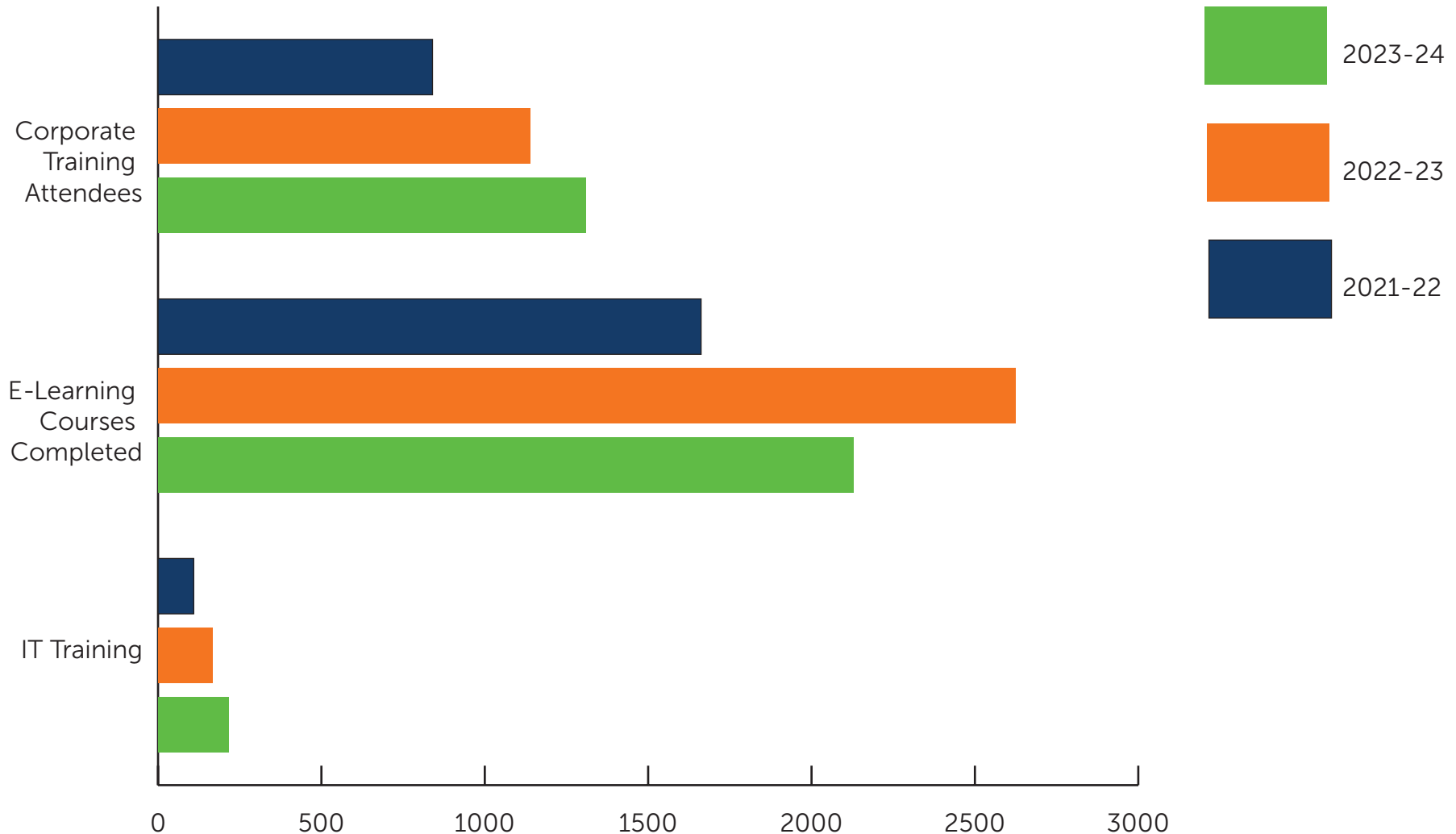
Learning and Development: Corporate Training







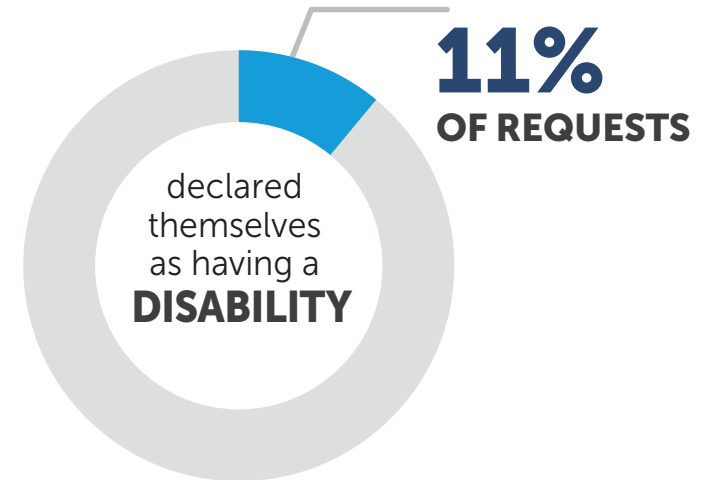
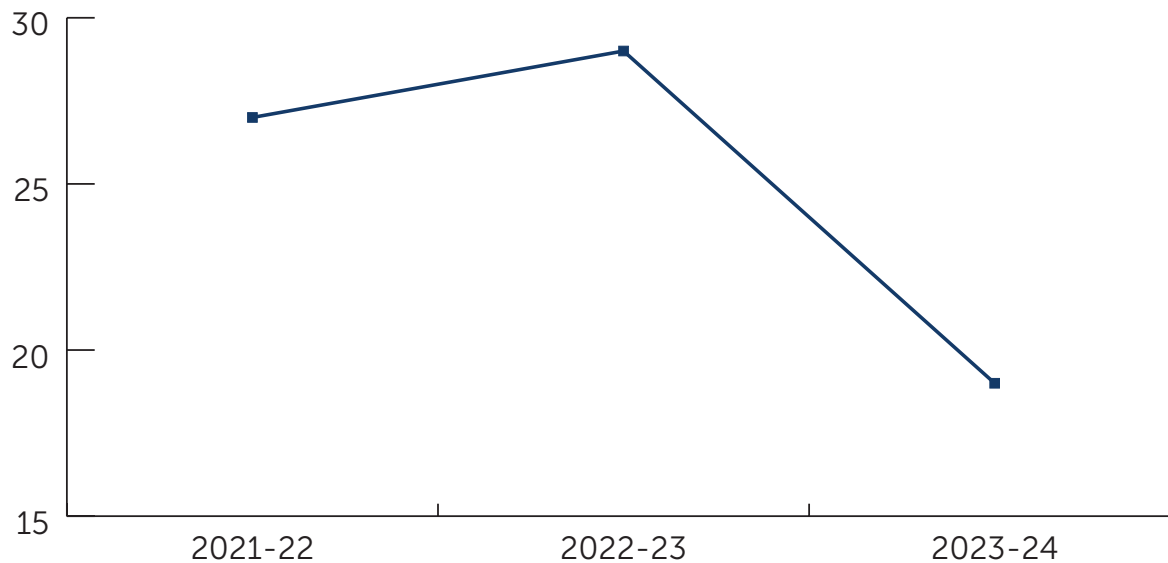
Learning and Development: Corporate Training





Learning and Development: Flexible Working

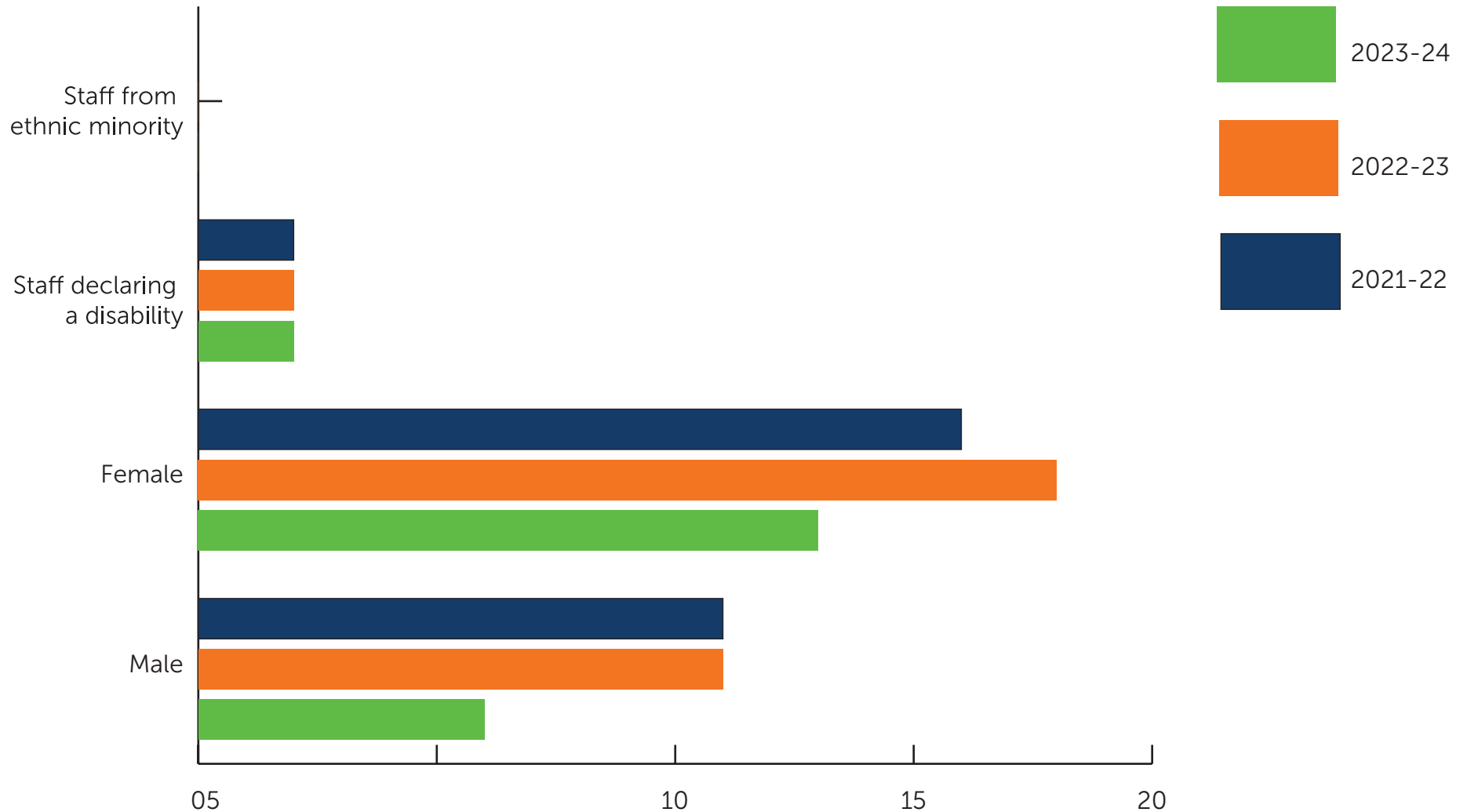
Flexible Working Requests



4 REQUESTS
following discussion
around **HEALTH**
or **MATERNITY**



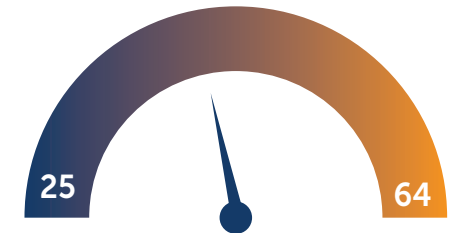
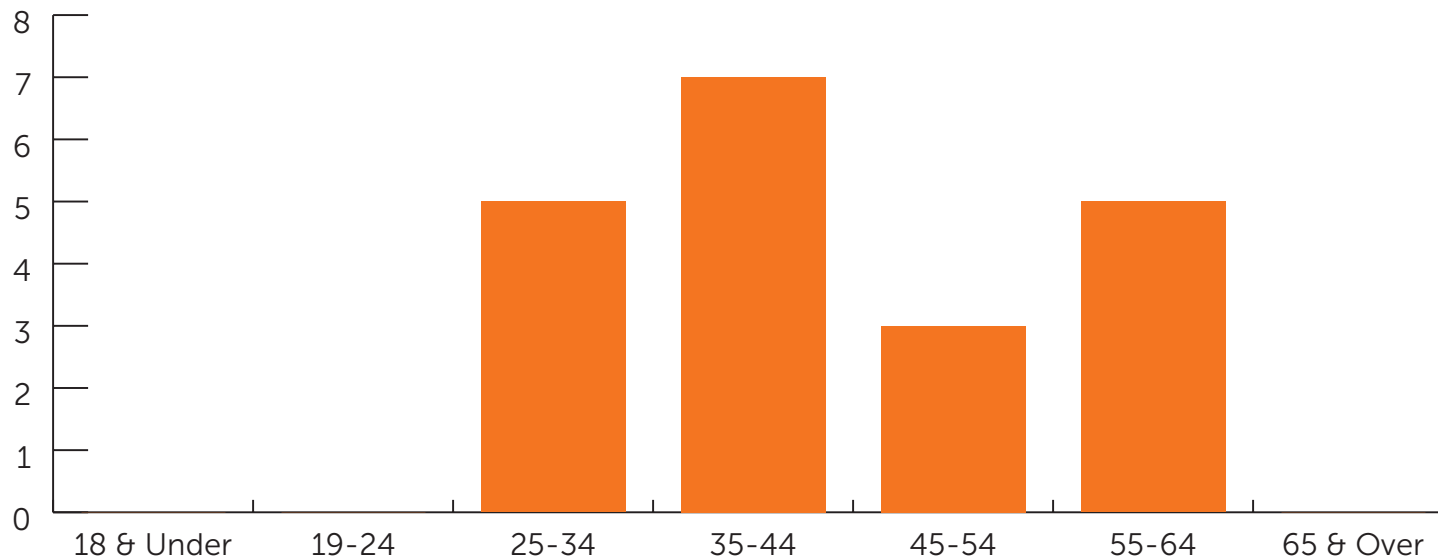
Learning and Development: Flexible Working





Learning and Development: Flexible Working

Number of Requests



Age range of requests
spanned from staff
aged **25 to 64 years**



15
REQUESTS
made were via
a formal request



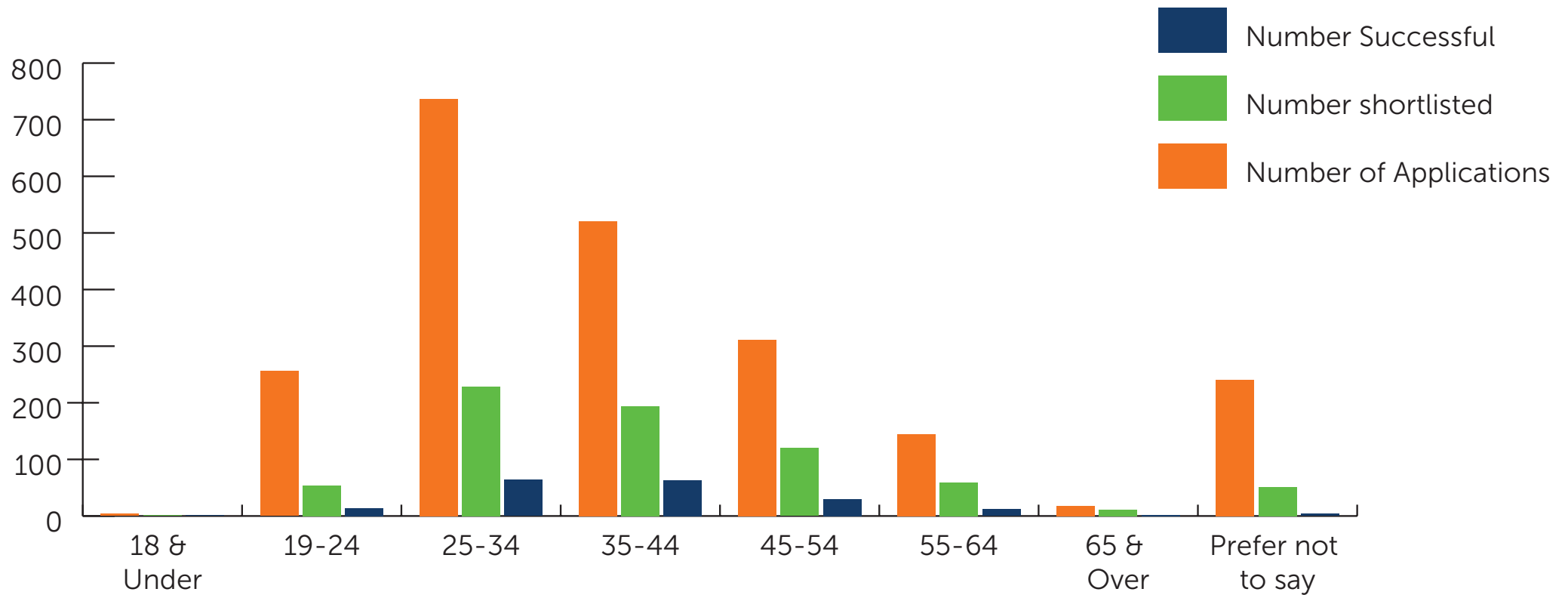
Recruitment & Selection: Roles & Applications

	2023/ 24			2022/ 23			2021/ 22		
	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful
18 and under	4	1	1	14	4	2	5	3	3
19-24	256	54	14	146	49	23	109	65	39
25-34	737	229	64	407	159	66	232	119	47
35-44	521	194	63	330	138	58	245	102	51
45-54	311	120	30	248	100	42	191	85	43
55-64	145	59	12	93	37	15	109	47	14
65 and over	18	11	2	18	19	1	8	6	1
Prefer not to say or not disclosed*				43	3	6	50	9	4
	241	51	4	243	51	0			
TOTAL	2233	719	190	1542	560	213	949	436	202





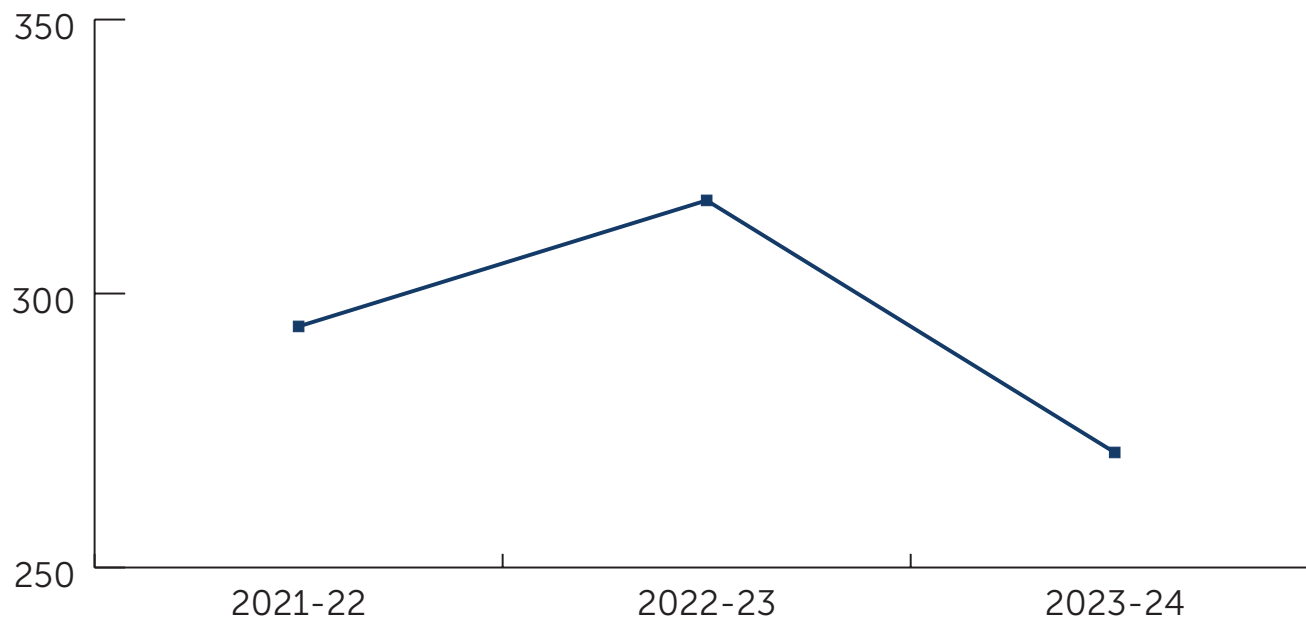
Recruitment & Selection: Roles & Applications





Recruitment & Selection: Roles & Applications

Number of Roles Advertised



  **213**
OFFERS
MADE

  **129**
EXTERNAL
OFFERS

61 INTERNAL
OFFERS
OF WHICH
31 INTERNAL
PROMOTIONS

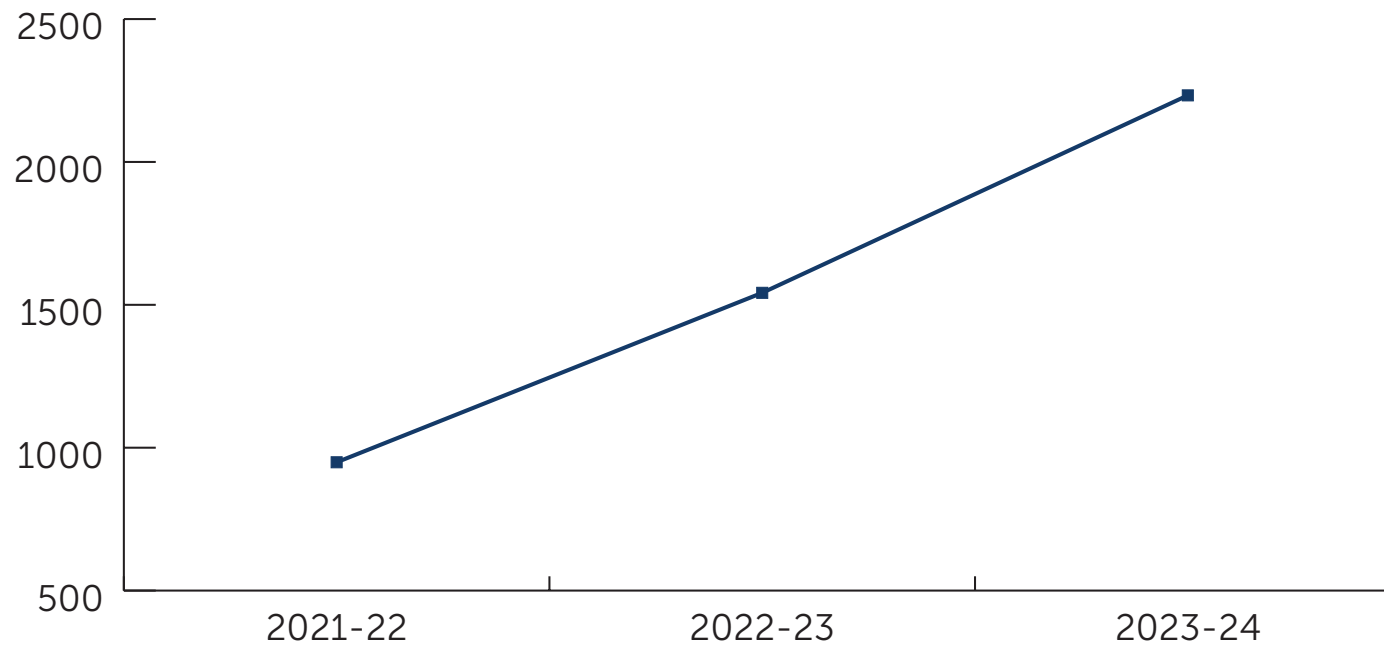


Recruitment & Selection: Roles & Applications

	2023/ 24			2022/ 23			2021/ 22		
	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful
Total Number of Applications	2233	719	190	1542	560	213	949	436	202
Number of candidates declaring a disability	165	60	14	89	26	13	38	15	8
Number of candidates from an ethnic minority	717	184	39	339	111	33	211	90	25
Number of female candidates	1121	393	116	658	276	119	459	243	117
Number of male candidates	968	294	74	598	230	94	462	188	85



Recruitment & Selection: Roles & Applications



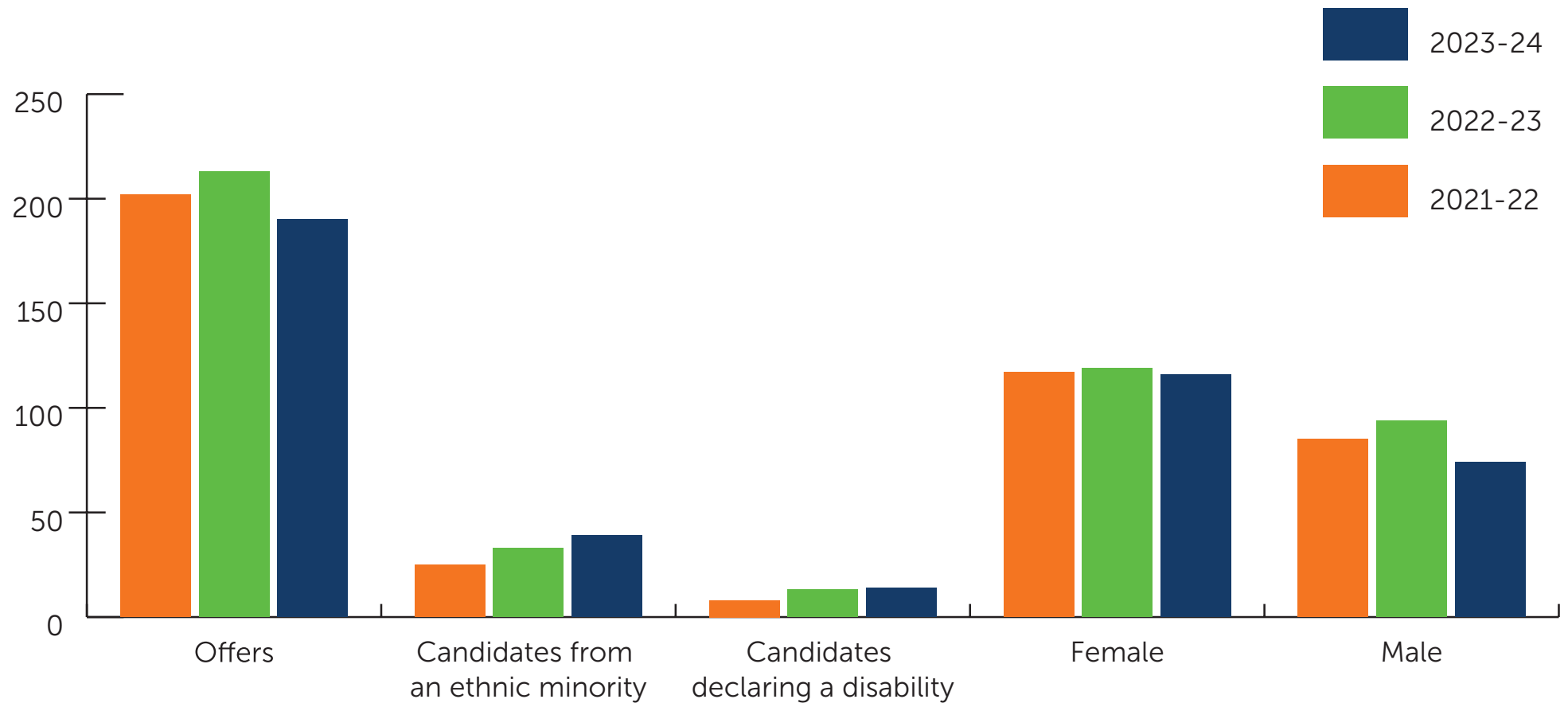
ETHNIC MINORITY
representation in
applications, shortlisting,
and hiring has
INCREASED



DISABILITY
representation in
applications, shortlisting,
and hiring has
INCREASED



Recruitment & Selection: Roles & Applications



Appendix A: Full breakdown of workforce by ethnicity

1 of 2

	% of workforce		Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	% of workforce
White	86.61%	White British/ English/ Northern Irish/ Scottish/Welsh	26	20	118	127	147	93	54	30	16	17	2	650	75.67%
		Irish	-	1	-	4	2	1	3	-	-	2	-	13	1.51%
		Gypsy or Irish Traveller	-	-	-	-	1	-	-	-	1	-	-	2	0.23%
		Roma	-	-	-	-	-	-	-	-	-	-	-	0	0.00%
		Any other White Background	10	3	19	13	13	9	3	3	-	1	5	79	9.20%
Asian or Asian British	4.89%	Indian	2	-	3	1	3	3	1	3	-	-	-	16	1.86%
		Pakistani	1	-	1	-	1	1	-	-	-	-	-	4	0.47%
		Bangladeshi	1	-	-	4	1	1	-	-	-	-	-	7	0.81%
		Chinese	-	-	-	1	1	1	-	1	1	-	-	5	0.58%
		Any other Asian Background	1	-	4	-	5	-	-	-	-	-	-	10	1.16%
Black/ African/ Caribbean or Black British	2.10%	African	1	1	3	2	4	1	-	-	-	-	-	12	1.40%
		Caribbean	-	-	1	1	1	-	-	-	-	-	-	3	0.35%
		Any other Black, Black British or Caribbean background	-	-	1	1	-	1	-	-	-	-	-	3	0.35%

Appendix A: Full breakdown of workforce by ethnicity

2 of 2

	% of workforce		Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	% of workforce
Mixed/ Multiple Ethnic Background	2.33%	White & Black African	-	2	-	1	-	1	-	-	-	-	-	4	0.47%
		White & Black Caribbean	1	1	-	-	1	2	-	-	-	-	-	5	0.58%
		White & Asian	3	-	-	-	1	2	-	-	-	-	-	6	0.70%
		Any other mixed/ multiple ethnic background	1	-	-	-	2	1	-	1	-	-	-	5	0.58%
Other Ethnic Group	1.16%	Arab	-	1	-	-	4	-	-	-	-	-	-	5	0.58%
		Other ethnic group	-	-	1	2	-	1	1	-	-	-	-	5	0.58%
TOTAL DECLARED			47	29	151	157	187	118	62	38	18	20	7	834	97.09%
Not disclosed		Prefer not to say/ not provided	4	1	5	2	7	3	1	1	-	1	-	25	2.91%
Total employees who declare themselves as from an ethnic minority group in pay band			11	5	14	13	24	14	2	5	1	0	0	89	
% of ethnic minority staff in pay band			21.5%	9.80%	27.45%	25.49%	47.06%	27.45%	3.92%	9.80%	1.96%	0.00%	0.00%		
Total in Pay Band			51	30	156	159	194	121	63	39	18	21	7		

Appendix B: Full breakdown of recruitment activity by ethnicity

1 of 2

		Applications	Shortlisted	Offers
White	White British/ English/ Northern Irish/ Scottish/Welsh	921	366	123
	Irish	15	8	2
	Gypsy or Irish Traveller	7	5	2
	Roma	1	1	0
	Any other White Background	333	100	24
		1277	480	151
	Percentage of all Applications	57.18%	66.75%	79.47%
Asian or Asian British	Indian	240	50	10
	Pakistani	26	13	1
	Bangladeshi	48	11	2
	Chinese	37	11	1
	Any other Asian Background	58	20	4
		409	105	18
	Percentage of all Applications	18.31	14.6%	9.47%
Black/ African/ Caribbean or Black British	African	134	32	5
	Caribbean	18	5	2
	Any other Black, Black British or Caribbean background	23	5	1
		175	42	8
	Percentage of all Applications	7.83%	5.84%	4.21%

Appendix B: Full breakdown of recruitment activity by ethnicity

2 of 2

		Applications	Shortlisted	Offers
Mixed/ Multiple Ethnic Background	White & Black African	12	4	2
	White & Black Caribbean	4	1	1
	White & Asian	15	4	2
	Any other mixed/ multiple ethnic background	48	9	4
		79	18	9
	Percentage of all Applications	3.53%	2.5%	4.73%
Other Ethnic Group	Arab	19	7	0
	Other ethnic group	38	9	4
		57	16	4
	Percentage of all Applications	2.55%	2.22%	2.1%
Not disclosed	Prefer not to say or not provided	236	58	0
	Percentage of all Applications	10.56%	8.06%	0%
Total Applicants Declaring themselves as from an Ethnic Minority		720	181	39
	Percentage of all Applications	32.24%	25.17%	20.52%
	TOTAL	2233	719	190

Actions for 2024/ 25

We will:

- ✓ **Increase** target of ethnic minority staff representation in our workforce to 20% in line with the most recent census data (23.3% in Cambridge).
- ✓ **Increase** target of disabled staff representation in our workforce to 15% in line with the most recent census data (28.6% in Cambridge).
- ✓ **Encourage** candidates (and staff) to provide equality data for monitoring purposes. Update our guidance to accompany the request and implement a regular update of information by employees on iTrent.
- ✓ **Improve** the exit data that we receive. Design and implement stay interviews and undertake a deep dive into turnover and identify any trends and subsequent actions.
- ✓ **Undertake** an all-Staff survey.
- ✓ **Review**, enhance and relaunch our employee benefits package.
- ✓ **Plan actions** to ensure that the Equality and Diversity aspects of the People & Culture Strategy are prioritised and we create a culture that is truly inclusive.
- ✓ **Review** our reporting categories to make them more relevant and meaningful.
- ✓ **Increase** the engagement and participation of males attending corporate training courses.
- ✓ **Explore** requirements for the UNISON Anti-Racism Charter, Care Leaver Covenant and Homelessness Covenant and what involvement may look like for the organisation.