

Cambridge City Council

Equality in Employment Workforce Report

April 2022 – March 2023



Introduction

This report provides a profile of the Council's workforce as at 31 March 2023. 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
- 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'.

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 2022/23

COLLABORATIVE PARTNERSHIPS



Partnered with DWP



Collaboration with Reed in Partnership (Restart)



Engaged with Individual Placement & Support Service and Pinpoint



Focus: Supporting Employment Seekers

EQUALITY AND DIVERSITY CALENDAR SUPPORT



LGBTQ+ History Month



World Mental Health Day



Race Equality Week



Mental Health Awareness Week



Black History Month

FLEXITIME SCHEME UPDATES



Increased Flexi Leave Hours



Removal of Core Working Hours

WORKFORCE CHANGES



Total Successful Appointments:
213



Internal Appointments:
63



Internal Promotions Increased by **6** to **38**



Decrease in Voluntary Leavers and Retirements:
63 ↓
(32 fewer than last year)

DIVERSITY AND INCLUSION CHANGES



More Staff from Ethnic Minorities



Increase in Asian Background in Training



LGBTQ+ Identification Increased



Fewer Declining Ethnicity Info

INITIATIVES AND OUTREACH

Annual Leave Purchase Scheme



Active LinkedIn Presence



Participation in Partner Events

CONTINUE ACCREDITATIONS



INVESTORS IN PEOPLE



Workforce Summary Headlines

(as at 31st March 2023)



Number of staff at Cambridge City Council
(up 31 from previous year)



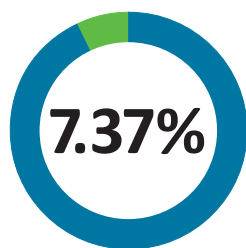
The highest percentage of staff are in the 55 to 64 age group
(this has changed from being 45-54 since 2010)



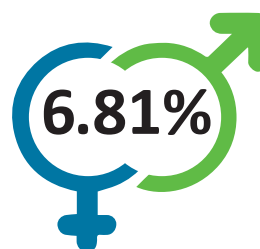
Percentage of staff declaring themselves as from an Ethnic Minority
(up from 8.32% the previous year – target was 9.5%)



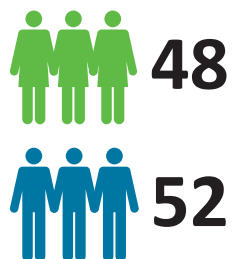
Percentage of the workforce with 10 or more years' service
(a decrease from 41.3% from the previous year. Of the 10+ years service, 19.5% have 20+ years' service)



Percentage of staff declaring themselves as disabled
(down from 8.15% the previous year (5 individuals) – target was 8.5%)



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



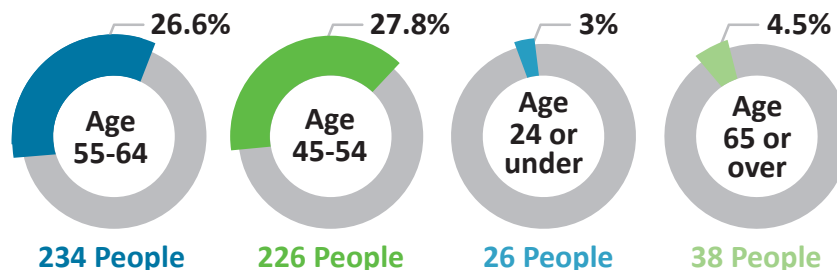
47.88% (407) of our staff are female and 52.12% (443) are male
(no change from last year)



Percentage of staff working part time (less than 37 hours a week)
(an increase from 23.56% from the previous year with 70.35% working full time and 7.52% working on zero or annualised hours)



AGE DISTRIBUTION CHANGES (2010 - 2022/23)



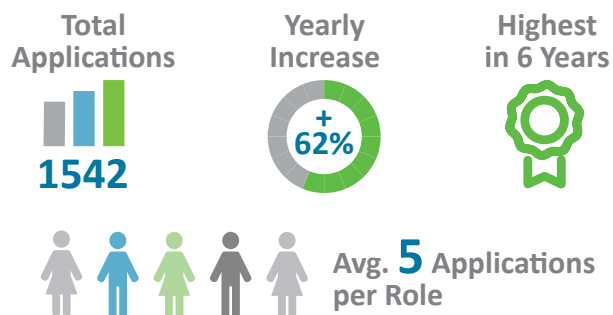
The following table represents the Pay Grade information for all staff from all age groups:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	Apprentice & Other	Total	Percentage
18 and under	1	0	0	0	0	0	0	0	0	0	0	1	0.1%
19-24	9	4	1	6	2	2	0	0	0	0	1	25	2.9%
25-34	15	10	27	28	22	22	5	3	1	1	3	137	16.1%
35-44	7	2	26	34	46	32	21	10	7	4	0	189	22.2%
45-54	15	6	34	36	53	41	15	13	9	4	0	226	26.6%
55-64	6	3	59	37	54	28	15	11	10	11	0	234	27.6%
65 and over	9	1	10	9	4	2	39	2	0	1	0	38	4.5%
Total	62	26	157	150	181	127	56	39	27	21	4	850	
% of Workforce	7.29%	3.05%	18.47%	17.64%	22.07%	14.21%	6.58%	4.58%	3.17%	2.47%	0.47%		



Recruitment (1)

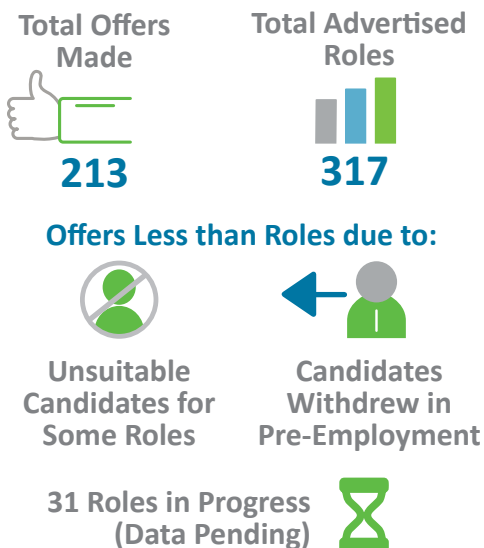
APPLICATION TRENDS



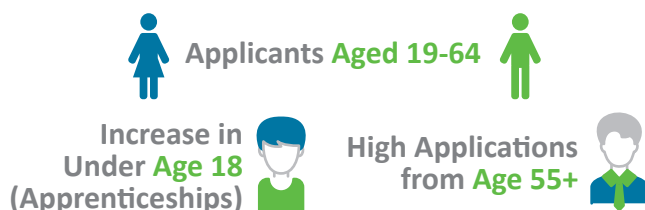
INCREASE IN ADVERTISED ROLES



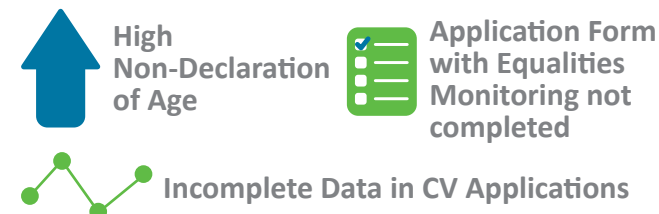
RECRUITMENT SNAPSHOT



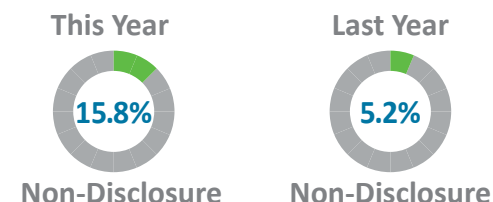
AGE DIVERSITY IN RECRUITMENT



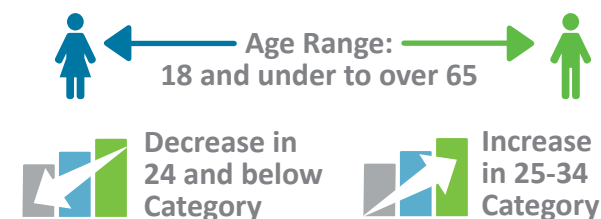
AGE DATA COLLECTION



AGE DISCLOSURE COMPARISON



AGE DIVERSITY OF SUCCESSFUL APPLICANTS



The table overleaf details the age profiles for all applicants, those which were shortlisted and those which were offered a role. For comparison there is data for the previous two years:



Recruitment (2)

Year	No of Roles Advertised
2022-23	317
2021-22	294
2020-21	83
2019-20	140
2018-19	168
2017-18	163
2016-17	142

	2022/23			2021/22			2020/21		
	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful	Applicant	Shortlisted	Successful
18 and under	14	4	2	5	3	3	0	0	0
19-24	146	49	23	109	65	39	57	10	3
25-34	407	159	66	232	119	47	218	62	17
35-44	330	138	58	245	102	51	164	54	17
45-54	248	100	42	191	85	43	145	55	11
55-64	93	37	15	109	47	14	92	38	8
65 and over	18	19	1	8	6	1	4	3	0
Prefer not to say*	43	3	6	50	9	4	2	2	0
Not disclosed*	243	51	0						
Total	1542	560	213	949	436	202	682	224	56

*Please see previous slide.



Learning & Development

154
1139
2022/23

154 Corporate Training courses were held during 2022/23 with an overall attendance of 1139 (some staff attended multiple courses)

Training arranged and delivered locally at service level is not accounted for within this report.

- The age profile for training shows that staff aged **25-34** accounted for the highest attendance levels with **24%** of overall course attendance (16.1% of overall staff are aged 25-34).
- The **35-44** age category accounted for **23.8%** of overall course attendance (overall 22.2% of staff are aged 35-44). During 2021/22 the **35-44** age group accounted for the highest attendance with **28.81%**.
- The **45-54** age category accounted for **23.6%** of overall course attendance (overall 26.6% of staff are aged 45-55).
- The **55-64** age category accounted for **21%** of attendees (this age category accounts for 27.6% of all staff).
- 3%** of employees are under the age of 25, the 18 and under and the 19-24 age categories accounted for the fewest course attendees, with just 2.8% of all course attendees.

	No. of attendees	% of overall course attendance
Under 18	4	0.3%
19-24	29	2.5%
25-34	278	24%
35-44	272	23.8%
45-54	269	23.6%
55-64	247	21%
65 and over	40	3.5%
TOTAL	1139	



PEOPLE
AGED
25-34

accounted for this
highest attendance
at Corporate training
courses with

24% of overall course attendance



PEOPLE
AGED
35-44

had the second
highest attendance
at Corporate training
courses with

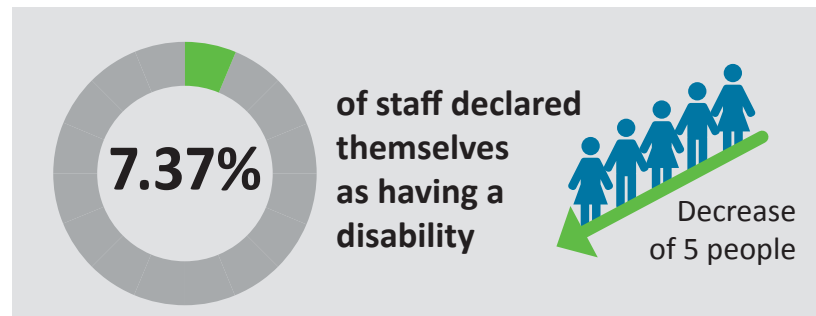
23.8% of overall course attendance



Pay Grade By Disability

- We have retained our Disability Confident Employer status, which continues until November 2023 when we will undertake and submit another Self-Assessment.
- We continue to monitor and review our Self-Assessment tool as good practice and to keep updated on our related activity and achievements which further support the organisation and our staff and to help increase representation across the workforce but recognise that there is more to be done in this area.
- We have continued to build links and maintain connections with external organisations who work with individuals who are looking to get and/or remain in work. This includes: The DWP, Individual Placement and Support Service, Reed in Partnership Restart Programme and Pinpoint.

Year	% of workforce declaring themselves as disabled
2022-23	7.37%
2021-22	8.15%
2020-21	7.11%
2019-20	7.13%
2018-19	6.37%
2017-18	6.97%



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 Disability

The following table represents the Pay Grade information for staff whether they declared themselves as having a disability, not having a disability or preferred not to say:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	Apprentice & Other	Total	Percentage
Staff who declare themselves as having a disability.	2	2	15	14	11	11	3	0	2	1	0	61	7.37%
Percentage of pay band declaring a disability.	3.22%	7.69%	9.55%	9.33%	6.07%	8.66%	5.35%	0%	7.40%	4.76%	0%		
Staff who declare themselves as not having a disability	55	22	139	131	168	112	52	39	25	19	4	766	92.62%
TOTAL DECLARATIONS	57	24	154	145	179	123	55	39	27	20	4	827	

Unknown/ Unrecorded/ Prefer not to say	5	2	3	5	2	4	1	0	0	1	0	23	
Percentage of workforce declaring a disability	0.23%	0.23%	1.76%	1.64%	1.29%	1.29%	0.35%	0%	0.23%	0.11%	0%		7.37%
Total	62	26	157	150	181	127	56	39	27	21	4	850	



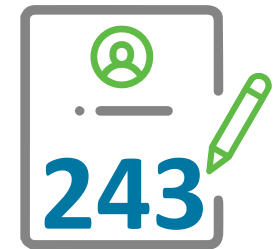
Recruitment

- The number of applications received in 2022/23 from candidates declaring themselves as having a disability, as a percentage of all applications received, was 5.77% (**89 individuals**). An increase from 38 individuals from the previous year.
- The number of individuals who have elected not to declare their disability status or have just not disclosed it is high (at application and shortlisting stage). We accept applications via an application form which includes an equalities monitoring form, often this is completed by the applicant. More often though, we accept applications via CV and supporting statement; signposting applicants to complete the equalities monitoring form or re-sending it once an application has been received. In many cases this is not completed or even not acknowledged therefore we do not have the data.
- Shortlisted applicants has increased slightly (as the number of individuals) (26).
- Successful applicants (as the number of individuals) has increased (13) but is low when considered as part of the total number of offers made.



**APPLICATIONS
RECEIVED**
from Candidates
who did not
wish to declare
(2.7% of all
applications received)

Year	Total Number of Applications	Number of Applications received from Candidates declaring themselves as disabled	% of all applications received
2022-23	1542	89	5.77%
2021-22	949	38	4.00%
2020-21	682	37	5.42%
2019-20	681	73	10.72%
2018-19	1330	86	6.47%
2017-18	1180	65	5.51%



**APPLICATIONS
RECEIVED**
from Candidates
who did not
provide/respond
(15.8% of all
applications received)



Recruitment



APPLICATIONS SHORTLISTED

from Candidates who did not wish to declare
(0.5% of all applications received)

Year	Total Number of Applications Shortlisted	Number of Applications Short listed from Candidates declaring themselves as disabled	% of all applications Shortlisted
2022-23	560	26	4.64%
2021-22	436	15	3.44%
2020-21	224	15	6.69%
2019-20	339	39	11.50%
2018-19	592	51	8.61%
2017-18	421	26	6.17%

Year	Total Number of Applications Successful	Number of Successful Candidates declaring themselves as disabled	% of all Successful Applications
2022-23	213	13	6.10%
2021-22	202	8	3.96%
2020-21	56	4	7.14%
2019-20	87	7	8.05%
2018-19	140	9	6.43%
2017-18	135	11	8.14%



APPLICATIONS SHORTLISTED

from Candidates who did not provide/respond
(9.10% of all applications received)



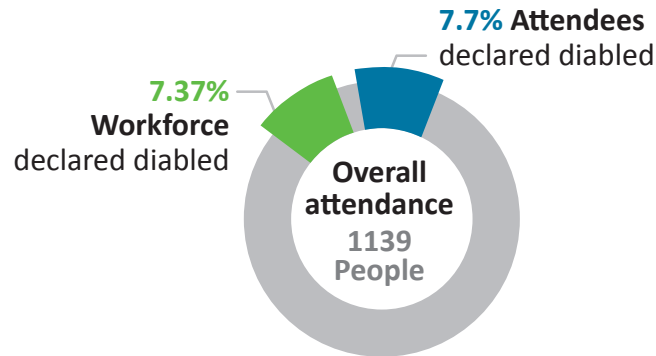
APPLICATIONS SUCCESSFUL

from Candidates who did not wish to declare
(1.8% of all applications received)



Learning & Development

CORPORATE TRAINING SESSIONS



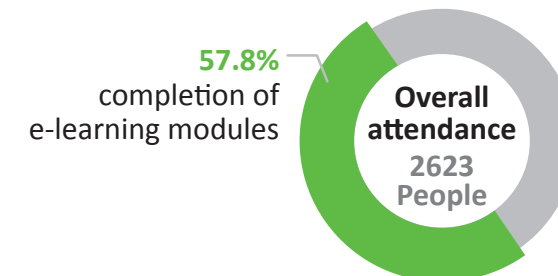
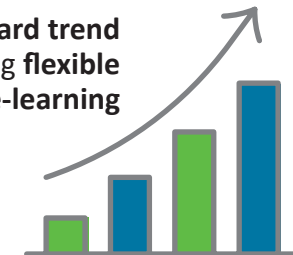
Year	Total Number of Attendees	Total Number of Attendees declaring themselves as disabled	Number of Attendees declaring themselves as not disabled	Number of Attendees who did not declare
2022-23	1139	88 (7.7%)	1008	43
2021-22	840	71 (8.45%)	692	77
2020-21	1889	189 (10%)	1691	9

Year	No of Courses Held	Overall Corporate L&D Attendance	Variance from 21-22 to 22-23 disabled
2022-23	154	1139	+35.6%
2021-22	110	840	-46%
2020-21	204	1889	-55.5%

Year	No of e-learning courses completed	Variance from previous year
2022-23	2623	+57.8%
2021-22	1662	+27%
2020-21	1310	NA

Year	IT Training Attendance	Variance from previous year
2022-23	166	+52%
2021-22	109	-73%
2020-21	889	NA

Continuing **upward trend** of staff accessing **flexible** learning via **e-learning**

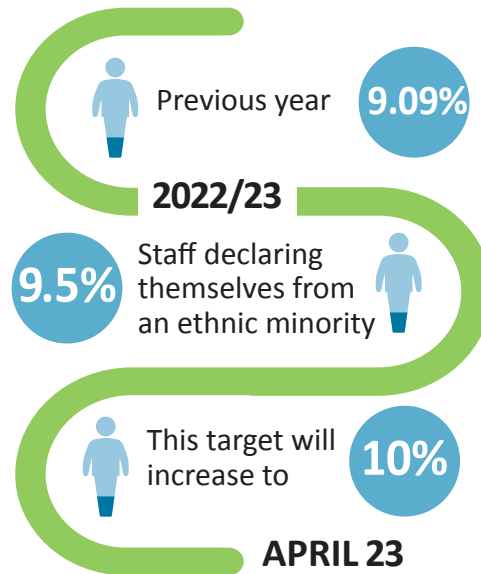




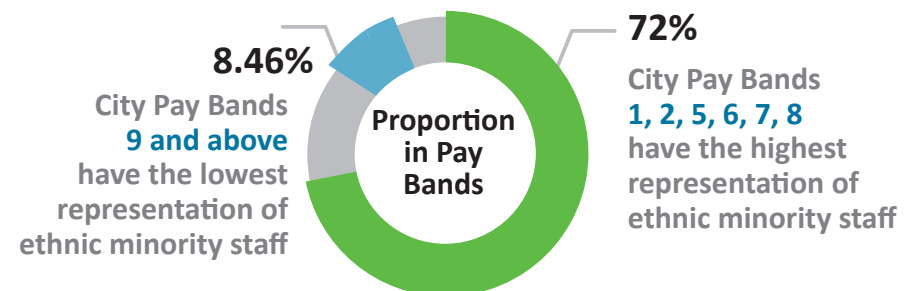
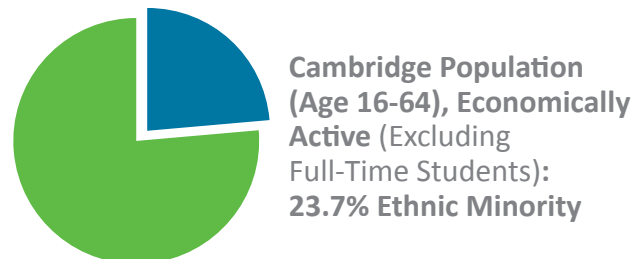
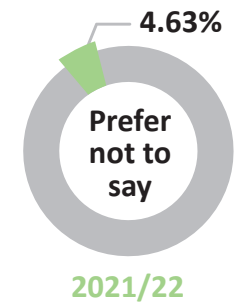
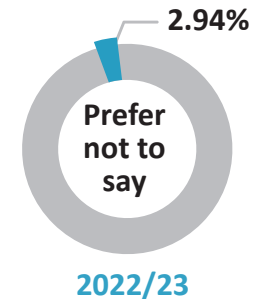
Pay Grade By Ethnicity

ETHNICITY DISCLOSURE

Year	% of workforce declaring themselves as from an ethnic minority
2022-23	9.09%
2021-22	8.32%
2020-21	7.71%
2019-20	7.54%
2018-19	7.59%
2017-18	7.18%



The highest representation of ethnic minority staff is **Asian** or **Asian British**





Pay Grade By Ethnicity

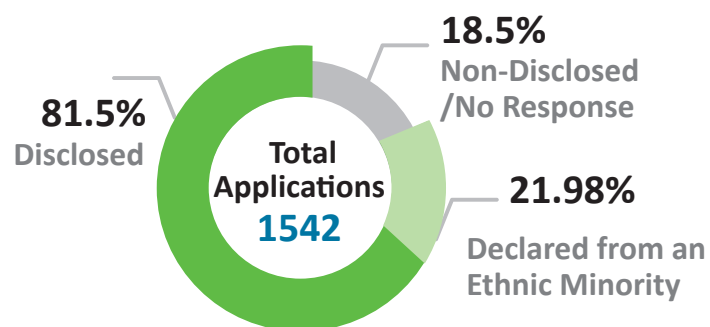
The following table represents the Pay Grade information for staff whether they declared themselves as being from an ethnic minority or not, or, if they preferred not to say:

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	Apprentice & Other	Total	Percentage
Staff who declare themselves as being from an Ethnic Minority	9	3	9	10	17	14	5	6	1	1	0	75	9.09%
Percentage of pay band from an ethnic minority	14.51%	11.53%	5.73%	6.66%	9.39%	11.02%	8.92%	15.38%	3.70%	4.76%	0%		
Staff who declare themselves as not being from an Ethnic Minority	49	22	144	135	159	110	50	32	26	19	4	750	90.9%
TOTAL DECLARATIONS	58	25	153	145	176	124	55	38	27	20	4	825	
Percentage (staff from Ethnic Minority)	15.5%	12%	5.88%	6.89%	9.65%	11.29%	9.09%	15.78%	3.70%	5%	0%		
Prefer not to say	4	1	4	5	5	3	1	1	0	1	0	25	
Percentage of workforce from an ethnic minority	1.05%	0.35%	1.05%	1.17%	2.00%	1.64%	0.58%	0.70%	0.11%	0.11%	0%		9.09%
Total	62	26	157	150	181	127	56	39	27	21	4	850	



Recruitment

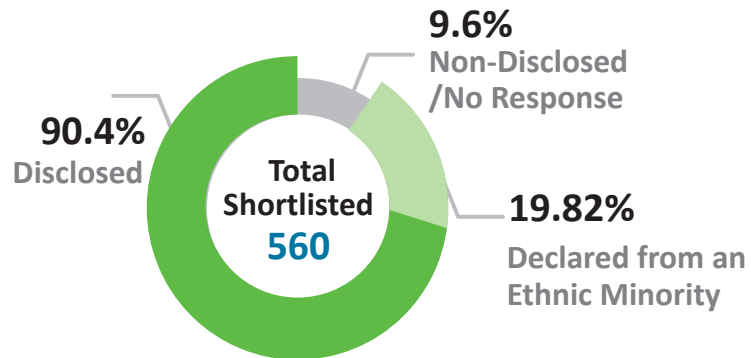
- We're attracting applications from a diverse pool of ethnic minority candidates.
- The number of ethnic minority applicants has increased significantly from last year (339 compared to 211).
- Many applicants do not disclose their ethnicity, making data collection challenging.
- The percentage of shortlisted applicants from ethnic minorities has slightly decreased, despite an overall increase in their numbers.
- The total number of successful ethnic minority candidates is the highest in six years, although the percentage remains low.



Year	Total Number of Applications	Number of Applications received from Candidates declaring themselves as from an ethnic minority	% of all applications received
2022-23	1542	339	21.98%
2021-22	949	211	22.23%
2020-21	682	167	24.48%
2019-20	681	199	29.22%
2018-19	1330	273	20.52%
2017-18	1180	261	22.11%

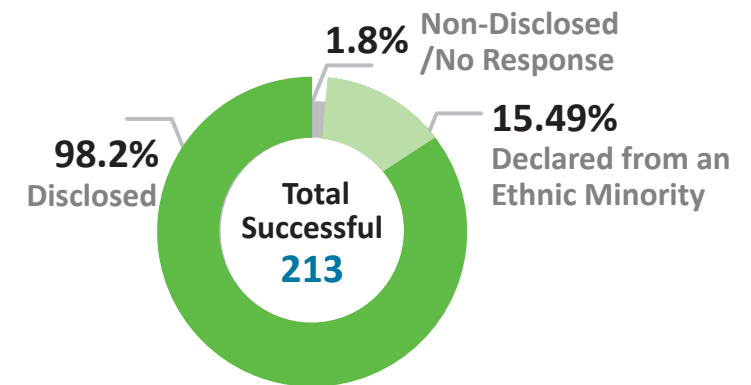


Recruitment



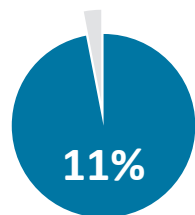
Year	Total Number of Applications Shortlisted	Number of Applications Shortlisted from Candidates declaring themselves as from an ethnic minority	% of all applications shortlisted
2022-23	560	111	19.82%
2021-22	436	90	20.64%
2020-21	224	42	18.75%
2019-20	339	72	21.23%
2018-19	592	94	15.87%
2017-18	421	66	15.67%

Year	Total Number of Successful Applications	Number of Successful Applications from Candidates declaring themselves as from an ethnic minority	% of all applications received
2022-23	213	33	15.49%
2021-22	202	25	12.37%
2020-21	56	8	14.28%
2019-20	87	11	12.64%
2018-19	140	23	16.42%
2017-18	135	6	4.44%





Learning & Development



of training course attendees are from an **ethnic minority**

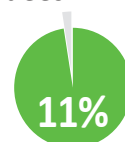


1.9%
above

the ethnic minority representation in the wider workforce (**9.09%**)

Compared to (2021/22)

a **2.3%** increase in ethnic minority attendees



2.6%
Increase

in attendees of **Asian or Asian British** background compared to 2021/22



0.8%
Increase

of people from a **Black, African Caribbean or Black British** background of overall attendance at Corporate Training in 2022/23

	Number of Attendees	% of overall Attendees
White	975	85%
Asian or Asian British	57	5%
Black, African, Caribbean or Black British	33	2.8%
Mixed or Multiple Ethnic Background	11	0.9%
Other Ethnic Group	28	2.4%
TOTAL DISCLOSED	1104	
Not disclosed	35	
TOTAL	1139	

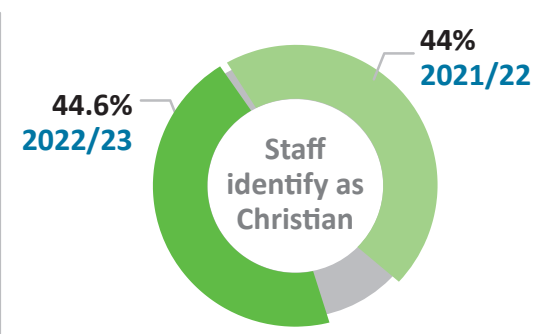
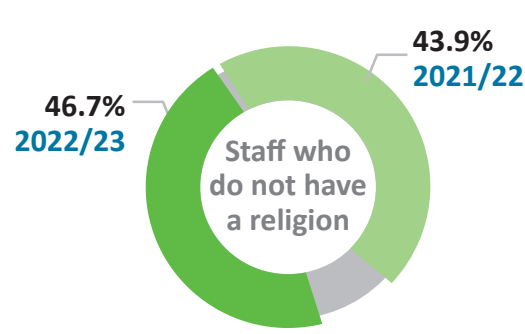
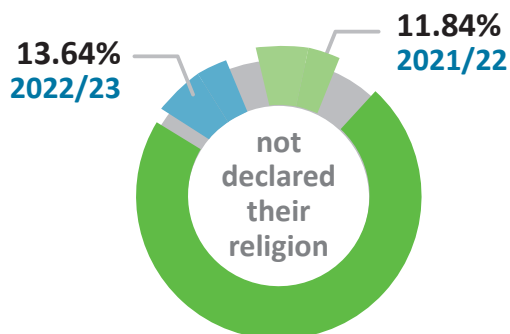


Workforce Information

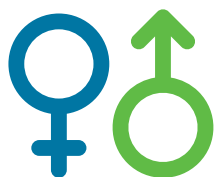


**116
STAFF**

not declared
their religion



	Number of Staff	% of Workforce (Declared)
Buddhist	5	0.7%
Christian	327	44.6%
Hindu	8	1.1%
Jewish	0	0
Muslim	18	2.5%
None	343	46.7%
Other	33	4.5%
TOTAL DECLARED	734	
Not declared	116	
TOTAL	850	



Workforce Information



50%



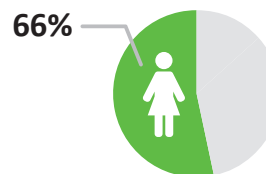
50%

Been a trend since 2016

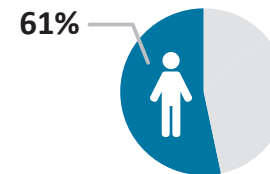


Pay Grade
Senior Management

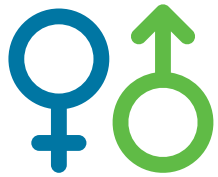
City Pay Band 4



City Pay Band 3

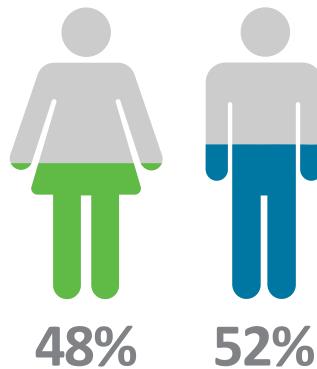


	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Management	TUPE & Other	Total	Percentage of workforce
FEMALE	32	11	61	100	89	60	24	15	13	10	1	407	47.88%
Full Time	0	2	27	59	60	42	17	13	11	10	1	242	28.47%
Part Time	1	5	33	32	29	18	7	2	2	0	0	129	15.18%
Zero Hours	31	4	1	0	0	0	0	0	0	0	0	36	4.24%
MALE	30	15	96	59	92	67	32	24	14	11	3	443	52.12%
Full Time	0	7	58	51	83	62	31	23	10	11	3	339	76.52%
Part Time	2	6	38	7	9	5	1	1	4	0	0	73	16.49%
Zero Hours	28	2	0	1	0	0	0	0	0	0	0	31	6.99%
TOTAL STAFF	62	26	157	150	181	127	56	39	27	21	4	850	

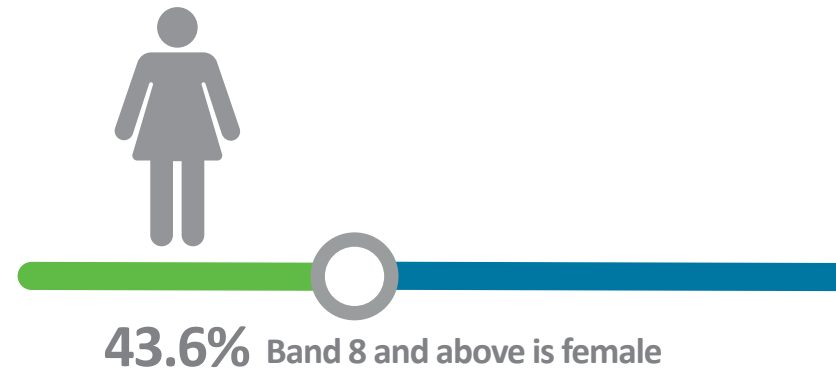
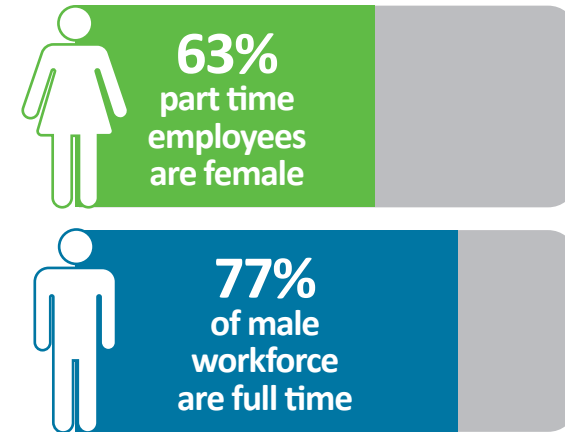
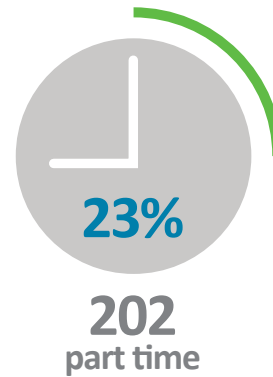


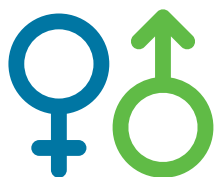
Workforce Information

GENDER SPLIT

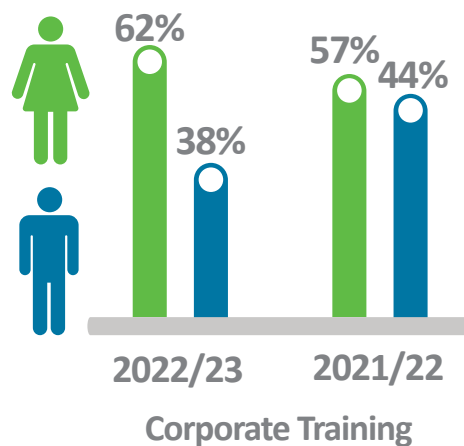


PART TIME EMPLOYEES





Learning and Development



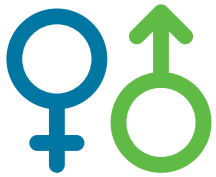
GENDER SPLIT



2022/23			
	Council Workforce	Overall Courses Attended	Individual Attendance
Female	(407) 47.88%	710 (62.3%)	228 (55.7%)
Male	(443) 52.12%	429 (37.6%)	181 (44.3%)
TOTAL	850	1139	409

2021/22		
	Council Workforce	Overall Courses Attended
Female	393 (47.9%)	56.5%
Male	426 (52.1%)	43.5%
TOTAL	819	

2020/21		
	Council Workforce	Overall Courses Attended
Female	394 (48.2%)	79%
Male	422 (51.7%)	29%
TOTAL	816	



Recruitment

These visual representations help emphasize the key gender-related metrics at each stage of the recruitment process.



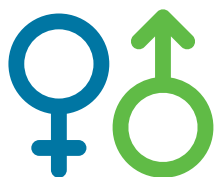
Females maintained a higher success rate in recruitment

55.8%



Male representation was higher at shortlisting and appointment stage than application stage

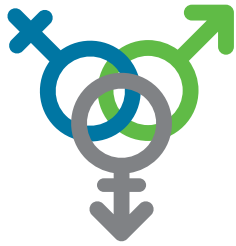
Year	Total Number of Applications	Number of Applications received from Female Candidates	Number of Applications received from Male Candidates	Number of Applications received from Undisclosed Candidates
2022-23	1542	658	598	286
2021-22	949	459	462	28
2020-21	682	366	314	2
2019-20	681	332	348	1
2018-19	1330	698	632	0
2017-18	1180	642	529	9



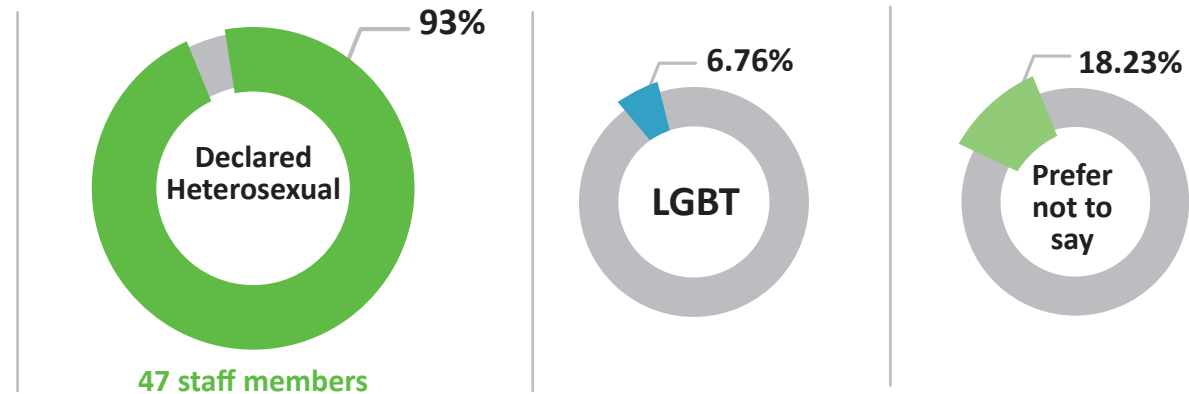
Recruitment

Year	Total Number of Applications Shortlisted	Number of Applications Shortlisted from Female Candidates	Number of Applications Shortlisted from Male Candidates	Number of Applications Shortlisted from Undisclosed Candidates
2022-23	560	276	230	54
2021-22	436	243	188	5
2020-21	224	102	120	2
2019-20	339	177	162	0
2018-19	592	328	264	0
2017-18	421	236	184	1

Year	Total Number of Successful Applications	Number of Successful Applications from Female Candidates	Number of Successful Applications from Male Candidates	Number of Successful Applications from Undisclosed Candidates
2022-23	213	119	94	0
2021-22	202	117	85	0
2020-21	56	26	30	0
2019-20	87	46	41	0
2018-19	140	79	61	0
2017-18	135	80	55	0



Workforce Information



	Number of Staff	% of workforce
Bisexual	15	2.16%
Gay	12	1.72%
Heterosexual	648	93.23%
Lesbian	8	1.15%
Other	8	1.15%
Questioning	4	0.58%
TOTAL DECLARED	695	81.76%
Prefer not to say	155	
TOTAL STAFF	850	

Workforce Information

LEAVERS AND TURNOVER

63
Leavers
2022/23

95
Leavers
2021/22

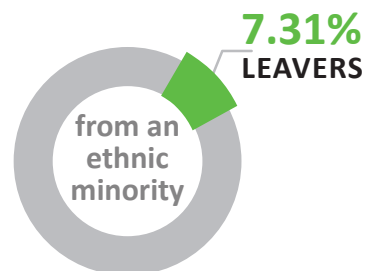


**Decrease in retirement
and voluntary leavers**

**We continue to review
our recruitment and
retention strategies and
to monitor the data.**

LEAVERS


82
LEAVERS




50%


50%

10.97%
LEAVERS
**DECLARED A
DISABILITY**

STAFF TURNOVER

9.6%
Leavers
2022/23

14.8%
Leavers
2021/22



Based on all leavers

6.1%
Leavers
2022/23

8.9%
Leavers
2021/22



Based on voluntary leavers

Reason for Leaving	2022/ 23 Number of Staff Leavers	% of Leavers	2021/ 22 Number of Staff Leavers	% of Leavers
Career Break	1	1.22%	3	2.5%
Death in Service	1	1.22%	1	0.8%
Dismissal	4	4.88%	4	3.3%
End of Contract	6	7.32%	7	5.7%
Ill Health Retirement	0	0.00%	4	3.3%
Redundancy	5	6.10%	8	6.6%
Retirement	11	13.41%	22	18.0%
TUPE Transfer (out)	2	2.44%		
Voluntary	52	63.41%	73	59.8%
TOTAL STAFF	82		122	

Workforce Information

LENGTH OF SERVICE


345
STAFF

**BEEN WITH
COUNCIL
OVER
10 YEARS**


DECREASE
IN RETIREMENTS &
VOLUNTARY LEAVERS

**STAFF WITH
OVER**



**MAKE UP THE
LARGEST %
OF WORKFORCE**

Length of Service	Number of Staff	% of Workforce
Less than 1 year	93	10.94%
1 year to 2 years	112	13.18%
2 years to 5 years	138	16.24%
5 years to 10 years	162	19.06%
10 years to 20 years	179	21.06%
20 + years	166	19.53%
TOTAL STAFF	850	

Workforce Information

RECRUITMENT

- All new appointments (whether internal or external) are monitored in terms of age, disability, ethnicity and gender.
- There were **213 successful appointments/offers** made for a total of **317 roles** advertised.
- Some roles received no applications, some roles did not result in having candidates who were suitable for shortlisting and others had candidates who withdrew during the pre-employment stage.
- There were three roles where offers were withdrawn from the candidates. All of these related to satisfying the pre-employment checks or providing evidence of qualifications. Of all offers made, **67 (31.4%)** were internal appointments with **61.1%** of the internal offers (41) being a promotion.
- Of the **146 external appointments, 15.7% (23)** joined the organisation with Local Government Continuous Service, an **increase of 4%** from the previous year.
- A high number of re-advertisements accounting for **19.2% (61)** of the roles advertised. **70%** of the readvertisements were filled at that second round

Year	Total Number of Roles Advertised	Roles with No Applications Received	Roles with No Applicants Shortlisted	Roles with No Offers Made	No. of Roles Offered	Roles with Candidates who Withdrew after job offer	No. of Roles with the Offer Withdrawn (to the candidate)	No. of Roles that are Re-advertisements (some carried forward from previous year)	No of Roles Withdrawn	No. of Roles still progressing/ under review/ awaiting start date
2022-23	317	21	17	29	213	13	3	61	1	31
2021-22	294	18	7	17	202	13	Not captured	15 (only from that year)	7	15

Workforce Information

RECRUITMENT

	Total Number of Roles Re-advertised	% of total roles advertised
2nd Time	43	13.6%
3rd Time	1	0.3%
4th Time +	17	5.4%
TOTAL STAFF	61	19.2%

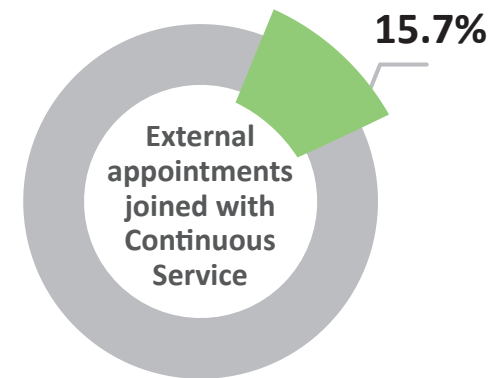
 **213**
OFFERS
MADE

 **146**
EXTERNAL
OFFERS

67 INTERNAL
OFFERS*

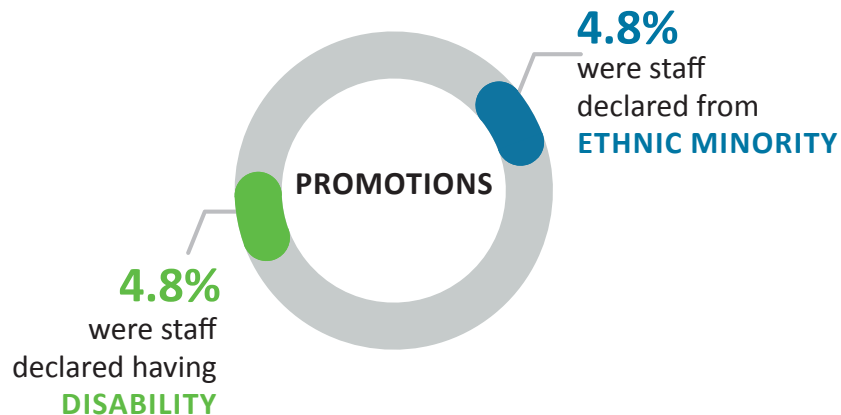
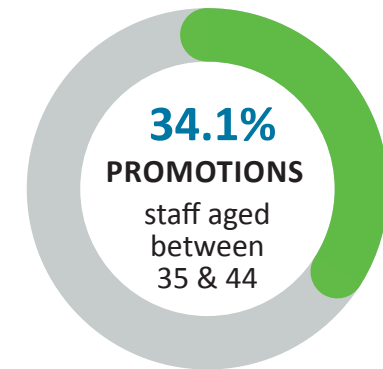
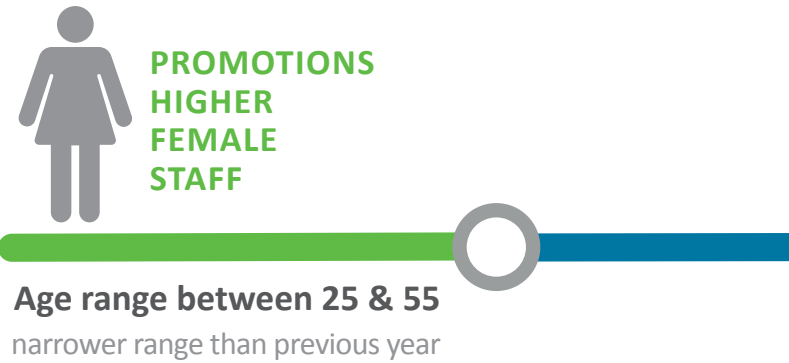
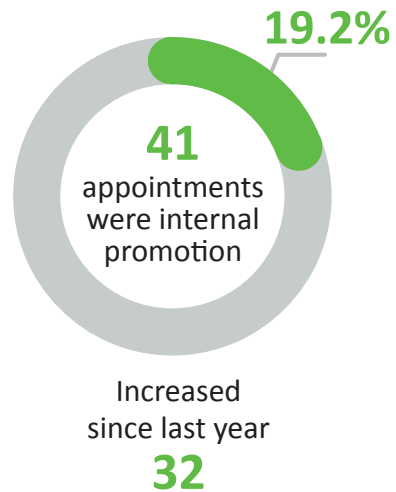
*OF WHICH

41 INTERNAL
PROMOTIONS



Workforce Information

PROMOTIONS



Workforce Information

PROMOTIONS

	Total Number of Promotions (41)	% of Promotions
Female	23	56%
Male	18	44%

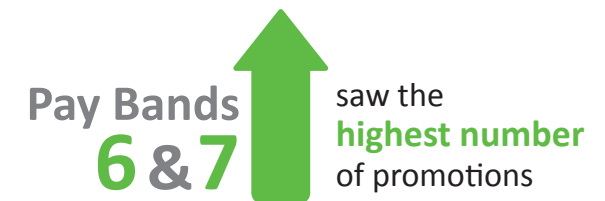
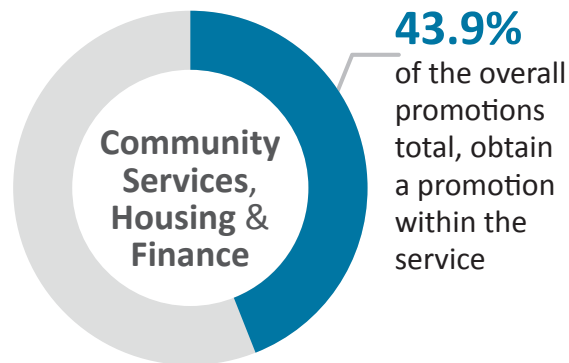
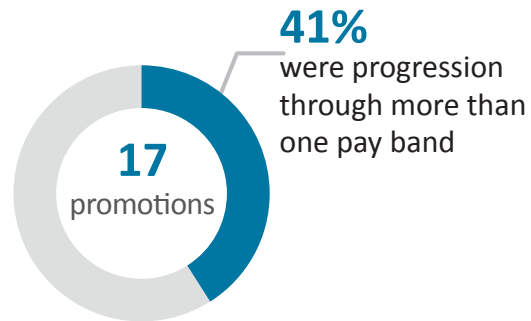
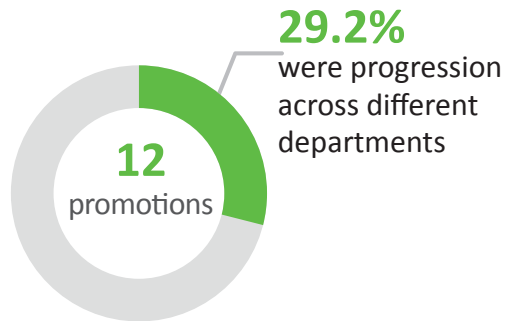
	Total Number of Promotions (41)	% of Promotions
18 or under	0	0%
19 – 24	0	0%
25 – 34	13	31.7%
35 – 44	14	34.1%
45 – 54	11	26.8%
55 – 64	3	7.3%
65+	0	0%

	Total Number of Promotions (41)	% of Promotions
Staff declaring themselves as from an ethnic minority	2	4.8%
Staff declaring themselves as not from an ethnic minority	39	95.2%

	Total Number of Promotions (41)	% of Promotions
Staff declaring themselves as having a disability	2	4.8%
Staff declaring themselves as not having a disability	39	95.2%

Workforce Information

PROMOTIONS (Continued)



Workforce Information

PROMOTIONS (Continued)

City Pay Band	Total Number of Promotions from the band	% of all Promotions
Apprentice	1	%
1	0	%
2	1	%
3	7	%
4	11	%
5	9	%
6	5	%
7	7	%
8	0	%
9	0	%
Senior Management	0	%
TOTAL	41	

City Pay Band	Total Number of Promotions from the band	% of all Promotions
1	0	0%
2	0	0%
3	2	0.4%
4	6	14.6%
5	6	14.6%
6	8	19.5%
7	10	29.1%
8	5	12.1%
9	4	9.7%
Senior Management	0	0%
TOTAL	41	

Workforce Information

PROMOTIONS (Continued)

Department	Number of staff that progressed/ were promoted outside the Service	% of all Promotions
Environmental Services	1	2.4%
Community Services	3	7.3%
Customer Services	3	7.3%
Housing	4	9.7%
Estates & Facilities	1	2.4%
TOTAL	12	

Department	Number of staff that progressed/ were promoted within the Service	% of all Promotions
Building Control	3	7.3%
Community Services	8	19.5%
Customer Services	2	4.8%
Housing	6	14.6%
Estates & Facilities	2	4.8%
Housing Dev. Agency	1	2.4%
HR	1	2.4%
Legal	1	2.4%
Finance	4	9.7%
Transformation	1	2.4%
TOTAL	29	

Workforce Information

APPRENTICESHIPS

8 STARTS in 2022/23
50% increase from the previous year, showing improvement post-pandemic.


5 PEOPLE
successfully complete their apprenticeships

 **50%**
apprentices

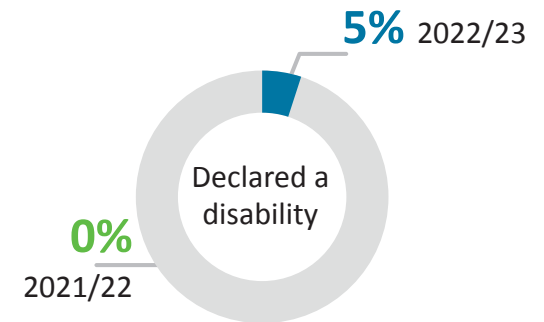
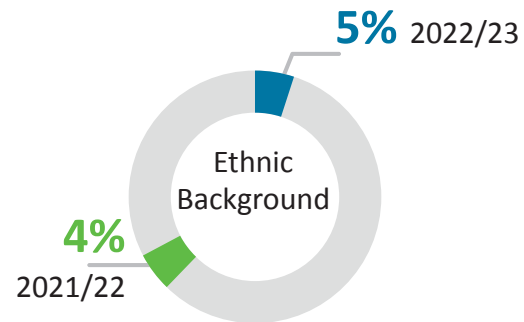
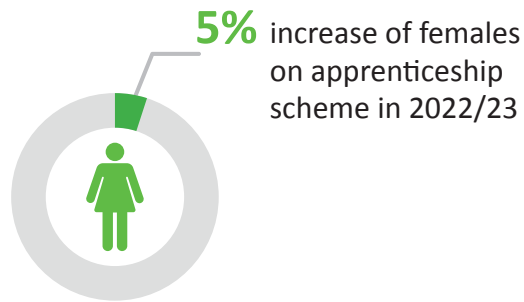
TWENTY
apprentices on our Scheme from 31st March 2022


Year	Total Number of Apprentices 31st March 23	Number of Enrolments	Male Apprentices	Female Apprentices	Apprentices who declare themselves as from an ethnic minority	Apprentices who identify as having a disability
2022-23	20	8	55%	45%	5%	5%
2021-22	25	4	60%	40%	4%	0%
2020-21	38	4	57%	43%	5.4%	5.4%

Workforce Information

APPRENTICESHIPS

Apprenticeship Starts: A Positive Trend



Apprenticeship Standard	Level	Number of Apprentices
Accountancy or Taxation Professional	7	1
Associate Project Management	4	2
Building Control Surveyor Degree Apprenticeship	6	5
Business Administration	3	1
Carpentry & Joinery	2	1
CIPS (Procurement & Supply)	4	1
Payroll Administrator	3	1
Payroll Assistant Manager	3	1
Plumbing & Domestic Heating Technician	3	2
Team Leader/ Supervisor	3	5

Workforce Information

PAYSCALE INFORMATION

The Council's pay scales for the period of 2022/ 23 are shown below:

Pay Band	Salary Range
Band 1*	£20,441 to £22,369
Band 2	£22,777 to £24,948
Band 3	£25,409 to £27,852
Band 4	£28,371 to £32,020
Band 5	£32,909 to £37,261
Band 6	£37,261 to £42,503
Band 7	£42,503 to £47,573
Band 8	£47,573 to £51,674
Band 9	£51,674 to £57,405

	Pay Band	Salary Range
Senior Managers	Band 10	£57,405 to £64,308
	Band 11	£64,308 to £71,648
	Head of Service	£73,931 to £81,251
	Directors	£94,684 to £105,670
	Chief Executive	£122,172 to £137,517

* We are an **accredited Real Living Wage Employer** and pay a living wage supplement to staff on Cambridge City terms and conditions of employment within Band 1 to ensure staff receive the minimum of the RLW currently **£10.90 per hour** (October 2022), which equates to a full-time salary of **£21,028 per annum**.

We also have a **Cambridge Weighting** supplement to ensure that with effect from 1 April 2023 staff receive a minimum of £11.00 per hour which equates to a full-time salary of £21,222 per annum.

Workforce Information

DISCIPLINARY

Year	Total Number of Staff	Female Staff	%	Male Staff	%
2022/23	6	1	17%	5	83%
2021/22	9	2	22%	7	78%
2020/21	6	0	0%	6	100%
2019/20	6	2	33%	4	67%
2018/19	5	1	20%	4	80%
2017/18	8	0	0%	8	100%

Disciplinary cases are monitored in terms of equality, however, it is difficult to draw conclusions from relatively low numbers, when considered against the overall workforce.

There has been a small decrease in the number of recorded disciplinary cases this year. Of the 6 reported cases, 3 concluded with an outcome of a formal written warning upward.

Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
0	0%	6	100%	0	0%
1	11%	8	89%	0	0%
1	16%	5	83%	0	0%
1	16%	4	66%	1	16.5%
0	0%	5	100%	0	0%
0	0%	8	100%	0	0%

3 resulted in further management and/or employee actions with ongoing monitoring, denoting the supportive approach of the Council when taking remedial measures. Of the case that declared a disability, consideration was given to the nature of the condition and the requirement for reasonable adjustments.

There is no apparent rationale for why men accounted for more of the disciplinary cases or that most of cases were in the 45-54 age range

Workforce Information

DISCIPLINARY

Year	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%	Total Number of Staff	Under 55	%	Over 55	%
2022/23	1	17%	5	83%	0	0%	6	6	100%	0	%
2021/22	3	33%	6	67%	0	0%	9	8	89%	1	11%
2020/21	0	0%	6	100%	0	0%	6	4	66%	2	34%
2019/20	0	0%	6	100%	0	0%	6	4	66%	2	34%
2018/19	1	20%	4	80%	0	0%	5	3	60%	2	40%
2017/18	0	0%	8	100%	0	0%	8	7	87.5%	1	12.5%

2022/23	
Age	Total Number of Staff
18 and under	0
19-24	0
25-34	1
35-44	0
45-54	5
55-64	0
65 and over	0
Prefer not to say/ not disclosed	0
TOTAL	6

Workforce Information

CAPABILITY

Year	Total Number of Staff	Female Staff	%	Male Staff	%
2022/23	1	0	0%	1	100%
2021/22	1	1	100%	0	0%
2020/21	0	0	0%	0	0%
2019/20	3	1	33%	2	67%
2018/19	0	0	0%	0	0%
2017/18	11	4	36%	7	64%

Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
0	0%	1	100%	0	0%
1	100%	0	0%	0	0%
0	0%	0	0%	0	0%
1	33%	2	66%	0	0%
0	0%	0	0%	0	0%
0	0%	11	100%	0	0%

Capability cases are monitored in terms of equality; however, it is difficult to draw conclusions in comparison with the overall workforce, from such low numbers.

The number of capability cases remains low.

Workforce Information

CAPABILITY

Year	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%	Total Number of Staff	Under 55	%	Over 55	%
2022/23	0	0%	1	100%	0	0%	1	1	100%	0	0%
2021/22	0	0%	1	100%	0	0%	1	0	100%	1	100%
2020/21	0	0%	0	0%	0	0%	0	0	0%	0	0%
2019/20	1	33%	2	67%	0	0%	3	2	67%	1	33%
2018/19	0	0%	0	0%	0	0%	0	0	0%	0	0%
2017/18	0	0%	11	100%	0	0%	11	9	82%	2	18%

2022/23	
Age	Total Number of Staff
18 and under	0
19-24	0
25-34	1
35-44	0
45-54	0
55-64	0
65 and over	0
Prefer not to say/ not disclosed	0
TOTAL	1

Workforce Information

GRIEVANCES

Year	Total Number of Staff	Female Staff	%	Male Staff	%
2022/23	1	0	0%	1	0%
2021/22	10	4	40%	6	60%
2020/21	15	5	33%	10	67%
2019/20	9	4	44%	5	56%
2018/19	7	3	43%	4	57%
2017/18	11	4	36%	7	64%

Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
0	0%	1	100%	0	0%
2	20%	6	60%	2	20%
2	13%	13	87%	0	0%
1	11%	8	89%	0	0%
1	14%	6	86%	0	0%
0	0%	11	100%	0	0%

Grievance cases are monitored in terms of equality, however, it is difficult to draw conclusions from relatively low numbers, when considered against the overall workforce. The Council continues to take every complaint seriously and action appropriately.

Further analysis identified there was no evidence of any allegations of bullying and harassment. Also, there was one collective grievance

The number of grievances is low in comparison to previous years.

Workforce Information

CAPABILITY

Year	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%	Total Number of Staff	Under 55	%	Over 55	%
2022/23	0	0%	1	100%	0	0%	1	0	0%	1	100%
2021/22	2	20%	8	80%	0	0%	10	9	90%	1	10%
2020/21	3	20%	12	80%	0	0%	15	13	87%	2	13%
2019/20	1	11%	8	89%	0	0%	9	7	64%	2	36%
2018/19	1	14%	6	86%	0	0%	7	6	86%	1	14%
2017/18	0	0%	11	100%	0	0%	11	9	82%	2	18%

2022/23	
Age	Total Number of Staff
18 and under	0
19-24	0
25-34	0
35-44	0
45-54	0
55-64	0
65 and over	1
Prefer not to say/ not disclosed	0
TOTAL	1

Workforce Information

REDUNDANCY

Year	Total Number of Staff	Female Staff	%	Male Staff	%
2022/23	5	2	40%	3	60%
2021/22	8	7	87%	1	13%
2020/21	9	5	55%	4	45%
2019/20	3	1	33%	2	67%
2018/19	4	2	50%	2	50%
2017/18	7	4	57%	3	43%

Number of staff who declare themselves from an ethnic minority	%	Number of staff who do not declare themselves from an ethnic minority	%	Number of staff who did not wish to declare	%
1	20%	4	80%	0	0%
1	13%	7	87%	0	0%
0	100%	9	100%	0	0%
0	100%	3	100%	0	0%
1	25%	3	75%	0	0%
1	14%	6	86%	0	0%

The number of redundancies for 2022/ 23 represent 0.58% of the total workforce.

Workforce Information

REDUNDANCY

Year	Number of staff who identify as disabled	%	Number of staff who do not identify as disabled	%	Number of staff who did not wish to declare	%	Total Number of Staff	Under 55	%	Over 55	%
2022/23	0	0%	5	100%	0	0%	5	3	60%	2	40%
2021/22	1	13%	7	87%	0	0%	8	2	25%	6	75%
2020/21	0	100%	9	100%	0	0%	9	4	45%	5	55%
2019/20	0	100%	3	100%	0	0%	3	0	100%	3	100%
2018/19	2	50%	2	50%	0	0%	4	1	25%	3	75%
2017/18	0	100%	7	100%	0	0%	7	4	57%	3	43%

2022/23	
Age	Total Number of Staff
18 and under	0
19-24	0
25-34	1
35-44	1
45-54	1
55-64	1
65 and over	1
Prefer not to say/ not disclosed	0
TOTAL	5

Flexible Working



There were **no flexible working requests** from staff declaring as from an ethnic minority.



This year we continue to monitor and report on the number of flexible working requests made across the Council.



**PEOPLE
AGED
under 24**

had the least representation for requests



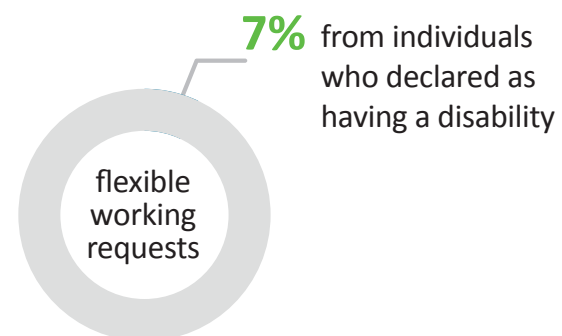
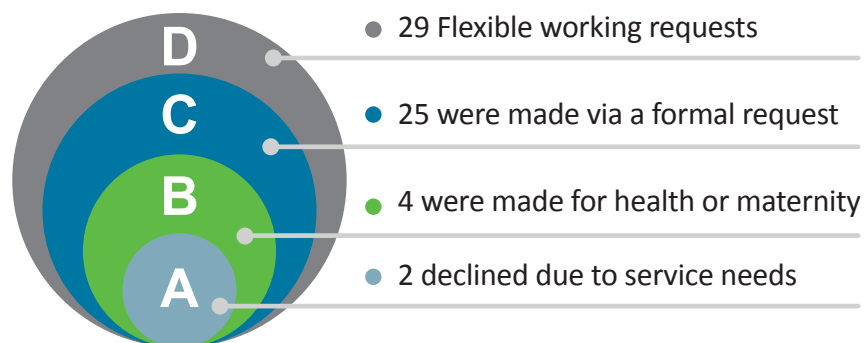
There were more **FLEXIBLE WORKING** requests from our female than male staff.



Age range of requests spanned from staff aged 25 to 65+ years

	Total Number of Flexible Working Requests (29)	% of Flexible Working Requests
Female	18	62%
Male	11	38%

	Total Number of Flexible Working Requests (29)	% of Flexible Working Requests
18 or under	0	0%
19 – 24	0	0%
25 – 34	4	14%
35 – 44	7	24%
45 – 54	8	28%
55 – 64	7	24%
65+	3	10%



	Total Number of Flexible Working Requests (29)	% of Flexible Working Requests
Staff declaring themselves as from an ethnic minority	0	%
Staff declaring themselves as not from an ethnic minority	29	100%

	Total Number of Flexible Working Requests (29)	% of Flexible Working Requests
Staff declaring themselves as having a disability	2	7%
Staff declaring themselves as not having a disability	27	93%

Gender Pay Reporting

Reported in	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Proportion of males and females receiving a bonus payment	Proportion of males and females in each quartile pay band
2023	0.95%	6.81%	N/A	N/A	N/A	See Over
2022	1.67%	8.37%	N/A	N/A	N/A	See Over
2021	1.40%	4.75%	N/A	N/A	N/A	See Over
2020	0.26%	4.75%	N/A	N/A	N/A	See Over
2019	2.45%	5.53%	N/A	N/A	N/A	See Over
2018	3.19%	5.91%	N/A	N/A	N/A	See Over

Mean Average – adding up all numbers and dividing the result by how many numbers were in the list.

Median Average – listing all numbers in numerical order, if there is an odd number of results, the median average is the middle number.

If there is an even number of results, the median will be the mean of the two central numbers.

Mean and median bonus gender pay gap and proportion of females/makes receiving a bonus payment is not applicable as we do not pay bonuses

QUARTILES

The Council has around **850 employees** in a wide range of roles and pay bands.

Jobs are **evaluated** to determine the **pay band**.

Gender balance across the organisation is **48% female, 52% male**.

Female and male staff are **not represented equally** in all pay bands.

There are roles with a **higher percentage of male** employees and others with **higher percentage of female** employees.

Distribution of female/ male staff will impact on mean and median averages. This is not a factor of the pay system, but the distribution of female and male staff in certain types of roles.

Staff are employed at different points within the pay bands, based on appointment salary, when they were appointed and incremental progression.

Our distribution of males across the pay bands has **changed very little since 2018** but the distribution of females has been changing more, with **more females in Band 5** than previously. This impacts on the median.

Gender Pay Reporting

		Female	Male	TOTAL	% Female	% Male
2023	Lower Quartile	92	101	193	52%	48%
	Lower Middle Quartile	103	94	197	52%	48%
	Upper Middle Quartile	83	99	182	46%	54%
	Upper Quartile	89	118	207	43%	57%
2022	Lower Quartile	91	92	183	50%	50%
	Lower Middle Quartile	96	96	192	50%	50%
	Upper Middle Quartile	77	104	181	43%	57%
	Upper Quartile	94	106	200	47%	53%
2021	Lower Quartile	95	93	188	51%	49%
	Lower Middle Quartile	101	92	193	52%	48%
	Upper Middle Quartile	75	104	179	42%	58%
	Upper Quartile	97	107	204	48%	52%
2020	Lower Quartile	97	100	197	49%	51%
	Lower Middle Quartile	106	98	204	52%	48%
	Upper Middle Quartile	85	114	199	43%	57%
	Upper Quartile	99	110	209	47%	53%
2019	Lower Quartile	108	88	196	55%	45%
	Lower Middle Quartile	104	92	196	53%	47%
	Upper Middle Quartile	83	113	196	42%	58%
	Upper Quartile	94	101	195	48%	52%
2018	Lower Quartile	120	82	202	59%	41%
	Lower Middle Quartile	102	99	201	51%	49%
	Upper Middle Quartile	94	107	201	47%	53%
	Upper Quartile	98	103	201	49%	51%

Gender Pay Reporting

Quartile	Hourly Rates											
	2023		2022		2021		2020		2019		2018	
1. Lower Quartile	£9.50	£15.25	£8.91	£13.85	£8.72	£13.74	£7.38	£13.74	£7.37	£12.36	£7.04	£12.12
2. Lower Middle Quartile	£15.25	£18.35	£13.98	£17.33	£13.74	£16.71	£13.74	£16.71	£12.36	£15.05	£12.12	£15.06
3. Upper Middle Quartile	£18.36	£22.03	£17.35	£21.03	£16.71	£20.67	£16.71	£20.67	£15.05	£18.72	£15.19	£18.77
4. Upper Quartile	£22.03	£65.97	£21.03	£64.97	£20.67	£52.98	£20.67	£65.86	£18.72	£66.02	£18.84	£64.72

The tables show the hourly rates for each quartile and the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Over the previous five years of data, the biggest changes have been in the lower and lower middle quartiles. For 2022 and 2023, there are more women in the upper middle quartile and fewer men.

We continue to monitor our pay gap and take action to maintain and improve our performance.

Appendix A: Full Breakdown of workforce by ethnicity

	% 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	90.91%	White British/ English/ Northern Irish/ Scottish/ Welsh	34	18	126	115	145	100	45	29	23	19	2	656	79.52%
		Irish	1	-	2	4	2	1	2	1	1	1	1	16	1.94%
		Gypsy or Irish Traveller	-	-	-	-	-	-	-	-	1	-	-	1	0.12%
		Roma	-	-	-	-	-	-	-	-	-	-	-	0	0.00%
		Any other White Background	14	4	16	16	12	9	3	2	-	-	1	77	9.33%
Asian or Asian British	4.24%	Indian	2	-	2	1	1	4	1	3	-	-	-	14	1.70%
		Pakistani	-	-	-	1	-	-	2	-	-	-	-	3	0.36%
		Bangladeshi	1	-	-	2	2	1	-	-	-	-	-	6	0.73%
		Chinese	-	-	-	-	1	-	-	1	1	-	-	3	0.36%
		Any other Asian Background	1	-	3	-	3	2	-	-	-	-	-	9	1.09%
Black/ African / Caribbean or Black British	2.05%	African	1	1	3	1	1	1	2	1	-	-	-	11	1.33%
		Caribbean	-	-	1	1	1	-	-	-	-	-	-	3	0.36%
		Any other Black, Black British or Caribbean background	-	-	-	1	1	1	-	-	-	-	-	3	0.36%
Mixed/ Multiple Ethnic Background	1.94%	White & Black African	-	1	-	1	-	1	-	-	-	-	-	3	0.36%
		White & Black Caribbean	1	-	-	-	1	1	-	-	-	-	-	3	0.36%
		White & Asian	2	-	-	1	-	-	-	-	-	-	-	3	0.36%
		Any other mixed/ multiple ethnic background	1	-	-	-	2	2	-	1	-	1	-	7	0.86%
Other Ethnic Group	0.86%	Arab	-	1	-	-	4	-	-	-	-	-	-	5	0.61%
		Other ethnic group	-	-	-	1	-	1	-	-	-	-	-	2	0.25%
TOTAL DECLARED			58	25	153	145	176	124	55	38	26	21	4	825	97.06%
Not disclosed	2.94%	Prefer not to say/ not provided	4	1	4	5	5	3	1	1	1	-	-	25	2.94%
Total employees who declare themselves as from an ethnic minority group in pay band			9	3	9	10	17	14	5	6	1	1	0	75	9.09%
% of ethnic minority staff in pay band			15.5%	12.0%	5.9%	6.9%	9.7%	11.3%	9.0%	15.8%	3.8%	4.8%	0%		
Total in Pay Band			62	26	157	150	181	127	56	39	27	21	4	850	
% of Workforce in Pay Band			7.4%	3.0%	18.5%	17.7%	21.3%	15%	6.6%	4.5%	3.1%	2.4%	0.5%		

Appendix B: Full Breakdown of recruitment by ethnicity

		Applications	Shortlisted	Offers
White	White British/ English/ Northern Irish/ Scottish/ Welsh	748	334	159
	Irish	9	5	1
	Gypsy or Irish Traveller	1	1	1
	Roma	0	0	0
	Any other White Background	159	55	15
		917	395	176
	Percentage of all Applications	59.47%	70.53%	82.62%
Asian or Asian British	Indian	22	8	5
	Pakistani	20	8	3
	Bangladeshi	13	5	0
	Chinese	15	4	1
	Any other Asian Background	31	4	3
		101	29	12
	Percentage of all Applications	6.54%	5.18%	5.63%
Black/ African / Caribbean or Black British	African	30	14	4
	Caribbean	7	4	1
	Any other Black, Black British or Caribbean background	28	9	3
		65	30	8
	Percentage of all Applications	4.21%	5.36%	3.75%
Mixed/ Multiple Ethnic Background	White & Black African	27	13	2
	White & Black Caribbean	14	5	1
	White & Asian	30	8	2
	Any other mixed/ multiple ethnic background	54	14	2
		125	42	7
	Percentage of all Applications	8.10%	7.50%	3.28%
Other Ethnic Group	Arab	20	6	2
	Other ethnic group	28	4	4
		48	10	6
	Percentage of all Applications	3.11%	1.79%	2.85%
Not Disclosed	Prefer not to say/ not provided	286	54	4
	Percentage of all Applications	18.5%	9.64%	1.87%
Total employees who declare themselves as from an ethnic minority		339	111	33
	Percentage of all Applications	21.98%	19.82%	15.49%
	TOTAL	1542	560	213

Actions for 2023/24

We will:

- Work with our Equality & Anti-Poverty Lead to ascertain opportunities to increase Disability representation in the workforce; including applications from people with disabilities.
- Endeavour to reduce the number of applications received with no equality monitoring information by reviewing the guidance that is provided to all applicants.
- Increase target of ethnic minority staff representation in our workforce to 10% in line with the most recent census data (23.7% in Cambridge).
- Continue our networking and promotional work with organisations in order to encourage applications and showcase the Council as an employer.
- Continue to deliver on actions identified in the Single Equalities Scheme.
- Review and relaunch of key employment policies to ensure that they remain relevant and accessible to all.
- Continue to review our Health and Wellbeing material and provide supporting tools and guidance for staff and managers, ensuring accessibility for all.
- Continue to monitor internal promotion activity including reviewing career pathways across the organisation.
- Continue to monitor our Gender Pay Gap and extend this to Ethnicity Pay Gap monitoring.
- Continue to monitor the management of our employee relations casework.
- Explore the possibility of a flexible bank holiday policy.
- Review, enhance and relaunch our employee benefits package.
- Ensure that the People & Culture Strategy addresses key equalities, diversity and inclusivity matters.