

# Equality in Employment Workforce Report

2024 – 25



## Introduction

This Equality in Employment Report provides a snapshot of Cambridge City Council's workforce as at 31 March 2025. It presents workforce data and trends across the employment lifecycle, including recruitment, development, employee relations, and retention.

The report supports the Council's duties under the Equality Act 2010 and the Public Sector Equality Duty (PSED). In particular, it demonstrates how the Council has due regard to the need to:

- eliminate unlawful discrimination, harassment, and victimisation;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between different groups.

Workforce data is analysed by protected characteristics and other priority groups to help the Council understand the impact of its employment policies and practices, identify inequalities, and inform proportionate and targeted action.

## Equality commitment

Cambridge City Council is committed to equality of opportunity and to being an inclusive employer. We aim to ensure that no applicant or employee is disadvantaged or treated less favourably on the basis of age, care experience, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

We recognise that diversity strengthens our organisation and enhances our ability to deliver responsive, high-quality services. Our aspiration is for Cambridge and the wider region to be places where everyone feels safe, respected, and able to participate fully.

## Background and scope

This report forms part of the Council's Single Equality Scheme 2021–2024 and focuses on progress against the objective to ensure that employment and procurement policies and practices are non-discriminatory and to work towards a workforce that better reflects the communities we serve.

The report covers all directly employed Council staff across management, professional, specialist, administrative, and operational roles. Agency workers and contractors are excluded. All figures are based on headcount rather than full-time equivalent posts.

Workforce data is drawn from equality information voluntarily provided by employees and job applicants through the Council’s Human Resources Information Management System (iTrent). Information is used only in anonymised form for monitoring and reporting purposes and can be updated or withdrawn at any time. Sex data is mandatory for HMRC purposes; all other equality characteristics are optional. As disclosure is voluntary, the findings should be interpreted with this limitation in mind.

Where relevant, the report references 2021 Census data to provide local context, support comparison with the resident population, and inform future equality objectives and actions.

### Workforce Summary Headlines (at 31 March 2025)

<b>857</b>	<b>Number of staff at Cambridge City Council</b> <i>Stable compared with the previous year.</i>
<b>22.6%</b> <i>(194)</i>	<b>Percentage of staff declaring themselves as from an Ethnic Minority</b> <i>Up from 10.3% the previous year – above the 20% target.</i>
<b>8.4%</b> <i>(72)</i>	<b>Percentage of staff declaring themselves as disabled</b> <i>Up from 6.6% the previous year – approaching the 15% target.</i>
<b>49/ 50</b>	<b>49.7% (426) of our staff are female and 50.3% (431) are male</b> <i>No change from last year.</i>
<b>45 - 54</b>	<b>The highest percentage of staff are in the 45-54 age bracket. The average age is 45.</b> <i>This has remained consistent since 2010.</i>
<b>39.5%</b>	<b>Percentage of the workforce with 10 or more years’ service.</b> <i>A marginal decrease from the previous year. 19.9% of workforce have 20+ years’ service, 6.3% have 30+ years’ service &amp; 1.1% have 40+ years’ service.</i>

<b>8.09%</b>	<p><b>The median gender pay gap for March 2024 is 8.09%</b></p> <p><i>This means that women earn 92p for every £1 that men earn when comparing the median hourly pay.</i></p>
<b>6.93%</b>	<p><b>The median ethnicity pay gap for March 2024 is 6.93%</b></p> <p><i>This means that individuals who declare they are from an ethnic minority earn 93p for every £1 than those who do not declare they are from an ethnic minority when comparing the median hourly pay.</i></p>
<b>23.2%</b>  (199)	<p><b>The percentage of staff working part time (less than 37 hours per week) is 23.2%</b></p> <p><i>A slight increase from the previous year with 69.7% working full time and 7.1% working on zero or annualised hours.</i></p>
<p><b>Summary</b></p> <p><i>The workforce is becoming more diverse, with improvements in ethnic minority and disability representation. Gender balance remains steady. Pay gaps and workforce age profile continue to be monitored.</i></p>	

## Age

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
<b>18 &amp; Under</b>	1	0	0	0	0	0	0	0	0	0	1	<b>2</b>
<b>19-24</b>	10	3	4	6	0	0	0	0	0	0	1	<b>24</b>
<b>25-34</b>	14	15	25	32	24	19	9	3	2	0	1	<b>144</b>
<b>35-44</b>	6	1	33	37	53	28	23	8	5	4	0	<b>198</b>
<b>45-54</b>	8	0	37	35	52	44	19	12	8	10	0	<b>225</b>
<b>55-64</b>	12	4	53	37	47	22	15	11	13	6	0	<b>220</b>
<b>65 &amp; Over</b>	8	0	11	7	8	5	1	2	0	2	0	<b>45</b>
<b>TOTAL</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>

Trends/ Analysis	Considerations
The largest groups remain <b>45–54 (225)</b> and <b>55–64 (220)</b> , slightly down from 230 each in 2024.	Continued focus on <b>succession planning and knowledge transfer</b> as these groups remain key to mid and senior-level roles.
<b>35–44 age group</b> stable at 198, forming a key part of the mid-level workforce and future leadership pipeline.	Monitoring <b>development and progression trends</b> within this group.
<b>Under 25s</b> increased slightly from 24 to 26, concentrated in Bands 1–5 and apprenticeships.	<b>Exploring opportunities to attract and support early-career staff</b> to strengthen progression pipelines.
<b>25–34 age group</b> unchanged at 144, represented across pay bands but limited in senior roles.	<b>Observing retention and progression patterns</b> to understand potential barriers to advancement.

**65+ employees** increased from 37 to 45.

Monitoring **trends among older employees** and potential implications for workforce planning and knowledge retention.

The workforce is concentrated in mid- to late-career age groups, particularly those aged 45–64, who occupy a significant proportion of mid and senior roles. Employees aged 35–44 represent a strong future leadership pipeline, while younger staff remain largely positioned in lower grades, highlighting the importance of clear progression and retention pathways. The increase in employees aged 65 and over reflects extended working lives and reinforces the need for proactive succession planning, structured knowledge transfer and sustained investment in developing internal talent to support long-term workforce resilience.

## Disability

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-CEX)	Apprentice & Other	TOTAL
Staff who declare themselves as having a disability	2	1	18	11	18	9	7	1	3	1	1	<b>72</b>
Staff who declare themselves as not having a disability	49	21	141	140	161	105	60	35	25	21	2	<b>759</b>
<b>TOTAL DECLARATIONS</b>	<b>51</b>	<b>22</b>	<b>159</b>	<b>151</b>	<b>179</b>	<b>114</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>831</b>
Unknown/ Unrecorded/ Prefer not to Say	8	1	4	3	5	4	0	0	0	0	0	<b>26</b>
<b>TOTAL</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>

Trends/ Analysis	Considerations
<b>72 employees (8.4%)</b> have declared a disability, up from 57 (6.6%) in 2024, moving closer to the 15% target.	Continue <b>monitoring disclosure trends</b> to understand representation across the workforce.
Disabled employees are <b>represented across all pay grades</b> , including senior management, though proportional representation declines in higher grades (4–5% in Bands 9+).	Explore <b>ways to support progression and visibility</b> for staff with disabilities, particularly in senior roles.
Highest concentrations remain in <b>Bands 3, 4, and 5</b> , reflecting operational and administrative roles.	Consider <b>opportunities to build inclusive development pathways</b> across all grades.
Representation in <b>Band 8 has increased</b> (from 0 to 2 employees), suggesting early signs of progression into higher bands.	Maintain <b>awareness of potential barriers</b> in middle and senior grades to better understand equity in career advancement.
<b>26 employees (3%)</b> have not disclosed or preferred not to say, consistent with 2024 figures.	Encourage <b>voluntary disclosure in a supportive environment</b> to improve data quality and understanding of workforce needs.
Compared with the wider Cambridge population (28.6% of economically active residents), <b>disabled employees remain underrepresented</b> .	Use data alongside <b>sickness absence, occupational health, and acquired disability trends</b> to identify potential gaps and support initiatives.

Employees who declare a disability now account for 8.4% of the workforce, up from 6.6% in 2024 and progressing to the 15% target, demonstrating progress in representation and disclosure. Disabled staff are present across all pay grades, including senior management, although proportional representation declines in higher bands, highlighting ongoing barriers to progression.

Concentrations remain in operational and administrative roles (Bands 3–5), with early signs of movement into middle and senior grades. To sustain and improve inclusivity, the organisation should continue to monitor disclosure trends, support career development and ensure accessible pathways, particularly in senior roles, while encouraging voluntary disclosure to enhance understanding of workforce needs and address underrepresentation relative to the wider population.

## Ethnicity

Pay Grade by Ethnicity	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
Staff who declare themselves as being from an Ethnic Minority	24	8	38	33	42	22	9	8	4	3	3	<b>194</b>
Staff who declare themselves as not being from an Ethnic Minority	32	14	121	118	135	93	57	27	24	18	0	<b>639</b>
<b>TOTAL DECLARATIONS</b>	<b>56</b>	<b>22</b>	<b>159</b>	<b>151</b>	<b>177</b>	<b>115</b>	<b>66</b>	<b>35</b>	<b>28</b>	<b>21</b>	<b>3</b>	
Unknown/Unrecorded/Prefer not to Say	3	1	4	3	7	3	1	1	0	1	0	<b>24</b>
<b>TOTAL</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>

Trends/ Analysis	Considerations
<b>194 employees (22.6%)</b> have declared themselves as from an ethnic minority, up from 10.3% in 2024, exceeding the 20% target.	Continued focus on <b>monitoring representation and progression</b> across all grades to sustain positive trends.
Ethnic minority staff are <b>represented across all pay grades, including senior roles</b> : 8 in Band 8, 4 in Band 9, and 3 in senior management (Band 10+).	Observing <b>patterns of underrepresentation in senior grades</b> to understand potential barriers to advancement.



Highest concentrations remain in <b>Bands 3, 4, and 5</b> , where operational and administrative roles are concentrated.	Consider <b>opportunities to support progression and visibility</b> for ethnic minority staff in middle and senior grades.
<b>639 employees (74.5%)</b> have declared they are not from an ethnic minority, and 24 employees (2.8%) have not disclosed or selected “prefer not to say,” similar to last year.	Encourage <b>voluntary disclosure and inclusive culture</b> to improve data completeness and understanding of workforce diversity.
Compared with local Census data (23.7% of economically active residents aged 16–64), Council <b>ethnic minority representation is broadly aligned</b> with community demographics.	Use data to <b>review trends and inform equitable development and inclusion strategies</b> across the organisation.

Ethnic minority employees now represent 22.6% of the workforce, up from 10.3% in 2024 and exceeding the 20% target, reflecting significant progress in both recruitment and disclosure. Staff from ethnic minority backgrounds are represented across all pay grades, including senior and executive roles, although concentrations remain strongest in operational and administrative bands (3–5), highlighting continuing underrepresentation in the most senior positions.

Sustaining these positive trends requires ongoing monitoring of progression and visibility, targeted development opportunities in middle and senior grades, and a culture that encourages disclosure and inclusivity. Overall, the Council’s workforce diversity is broadly aligned with the local population, but focused attention on career pathways will help ensure representation translates into equitable advancement across all levels.

## Sex

Pay Grade by Sex	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
<b>Female</b>	29	11	72	87	103	53	30	17	15	7	2	<b>426</b>
<b>Male</b>	30	12	91	67	81	65	37	19	13	15	1	<b>431</b>
<b>TOTAL</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>

	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
<b>Female</b>	<b>29</b>	<b>11</b>	<b>72</b>	<b>87</b>	<b>103</b>	<b>53</b>	<b>30</b>	<b>17</b>	<b>15</b>	<b>7</b>	<b>2</b>	<b>426</b>	49.7%
Full Time	1	5	30	55	76	36	25	14	13	8	2	264	30.8%
Part Time	3	2	41	31	27	17	5	3	2	0	0	131	15.2%
Zero Hours	25	4	1	1	0	0	0	0	0	0	0	31	3.61%
<b>Male</b>	<b>30</b>	<b>12</b>	<b>91</b>	<b>67</b>	<b>81</b>	<b>65</b>	<b>37</b>	<b>19</b>	<b>13</b>	<b>15</b>	<b>1</b>	<b>431</b>	50.3%
Full Time	1	5	49	59	76	62	36	18	12	14	1	333	38.8%
Part Time	7	3	38	8	5	3	1	1	1	1	0	68	7.93%
Zero Hours	22	4	4	0	0	0	0	0	0	0	0	30	3.5%
<b>TOTAL STAFF</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>	

Trends/ Analysis	Considerations
Total workforce is evenly split: <b>426 females (49.7%)</b> and <b>431 males (50.3%)</b> , consistent with last year.	Monitor <b>overall gender balance</b> across the workforce and pay grades to maintain parity.
Female staff are <b>most represented in Bands 3–5</b> (operational and administrative roles).	Observe <b>patterns of concentration in mid-bands</b> to identify potential barriers to senior progression.
Female representation at senior levels: 17 in Band 8, 15 in Band 9, 7 in Senior Management (32% of senior roles, <b>down from 36% last year</b> ).	Track <b>progression of women into senior roles</b> and opportunities for leadership development.
Male staff predominate in senior management: <b>68% of senior roles</b> held by men, consistent with previous years.	Explore <b>trends in career progression</b> to understand differences in access to senior posts.
Working patterns differ by sex: women are more likely to <b>work part-time</b> (15.2% vs 7.9% of men) and in zero-hours contracts (3.6% vs 3.5%), concentrated in lower bands.	Consider <b>potential impact of working patterns on career progression</b> and access to leadership opportunities.
Full-time roles are more common among men ( <b>38.8% of workforce</b> ) than women (30.8%).	Observe <b>flexible and full-time pathways</b> to ensure fair opportunity across all staff.

The Council's workforce is evenly split between female (49.7%) and male (50.3%) employees, though representation varies across pay bands and senior roles. Women are concentrated in operational and administrative bands (3–5) and are underrepresented in senior management, holding 32% of senior roles compared with 68% for men.

Differences in working patterns, with women more likely to work part-time or on zero-hours contracts, may influence progression into higher grades. To sustain gender equity, the organisation should continue to monitor career pathways, ensure leadership development and flexible working opportunities support advancement, and address structural or cultural barriers that may limit women's access to senior positions.

## Religion or Belief

	Number of Staff
Buddhist	4
Christian	304
Hindu	7
Jewish	4
Muslim	20
None	372
Other	24
<b>TOTAL DECLARED</b>	<b>742</b>
Not declared	115
<b>TOTAL</b>	<b>857</b>

Trends/ Analysis	Considerations
<p><b>742 employees (87%)</b> have declared a religion or belief, consistent with last year; 115 employees (13%) have not disclosed (<i>NB: this includes employees who selected 'None', which is treated as a valid declaration (i.e. no religion or belief).</i></p>	<p>Continue <b>monitoring disclosure rates</b> to ensure workforce data reflects the full spectrum of beliefs.</p>

Most common categories are <b>None (372)</b> and <b>Christian (304)</b> ; other religions have smaller but stable representation, including Muslim (20), Hindu (7), Buddhist (4), Jewish (4), and Other (24).	Observe <b>representation across minority faiths</b> and consider ways to support inclusion and awareness.
Compared with 2024, Christian affiliation <b>decreased slightly</b> (321 → 304), and “None” increased (357 → 372). Other categories remain largely stable.	Maintain <b>awareness of changing patterns</b> to ensure policies and workplace practices remain inclusive and responsive.
A <b>diverse range of religious beliefs</b> is present across the workforce, reflecting broader community demographics. This includes both religious affiliations and those reporting no religion or belief.	Promote <b>inclusive practices and cultural awareness</b> through communications and team engagement.
Disclosure remains voluntary, with some staff <b>choosing not to declare</b> .	Encourage a <b>supportive environment for voluntary disclosure</b> to improve understanding of workforce diversity.

The workforce demonstrates a diverse range of religious beliefs, with 87% of employees disclosing their status. This figure includes employees who have declared ‘None’ (no religion or belief). The largest groups are those identifying as Christian (304) or having no religion (372), while smaller but stable representation exists for Muslim, Hindu, Jewish, Buddhist, and other beliefs. Minor shifts, such as a slight decrease in Christian affiliation and increase in “None,” reflect evolving patterns over time.

Continued monitoring and voluntary disclosure are important to ensure inclusivity, while promoting cultural awareness and accommodating different beliefs helps maintain an equitable and respectful workplace.

## Sexual Orientation

	Number of Staff
Bisexual	23
Gay	10
Heterosexual	653
Lesbian	10
Other	8
Questioning	3
<b>TOTAL DECLARED</b>	<b>707</b>
Not declared	150
<b>TOTAL</b>	<b>857</b>

Trends/ Analysis	Considerations
<b>707 employees (82.5%)</b> have declared their sexual orientation, consistent with 2024; 150 employees (17.5%) have not disclosed.	Continue <b>monitoring disclosure trends</b> to ensure workforce data reflects the full spectrum of identities.
Majority of staff identify as <b>heterosexual (653)</b> ; employees identifying as <b>bisexual (23), gay (10), lesbian (10), other (8), or questioning (3)</b> represent over 7% of total declarations.	Observe <b>representation across minority sexual orientations</b> and support visibility and inclusion.

Slight <b>year-on-year increases</b> in bisexual and lesbian identifications; other categories remain stable.	Maintain <b>awareness of trends</b> to ensure policies and workplace practices remain inclusive and responsive.
Relatively high proportion of staff ( <b>17.5%</b> ) have not declared, showing some reluctance to self-identify.	Encourage a <b>supportive environment for voluntary disclosure</b> , including trust, confidentiality, and visible inclusion initiatives.
LGBTQ+ staff are <b>represented across pay grades</b> , although detailed grade-specific analysis may be considered to assess progression and leadership representation.	Explore <b>potential barriers to progression and opportunities for inclusive development</b> , particularly in leadership pathways.

The workforce demonstrates a broad spectrum of sexual orientations, with 82.5% of employees disclosing their identity. The majority identify as heterosexual (653), while over 7% identify as bisexual, gay, lesbian, other, or questioning, reflecting visible diversity within the organisation.

Disclosure rates remain steady, though 17.5% have not provided information, highlighting the need for continued efforts to create a supportive and confidential environment for self-identification. Ensuring equitable progression and visibility for LGBTQ+ staff, particularly into leadership roles, will support inclusion and help translate diversity into organisational impact.

## Leavers and Turnover

Reason for Leaving	2024 /25 Number of Staff Leavers	% of Leavers
Career Break	3	3.4%
Death in Service	1	1.1%
Dismissal	4	4.6%
End of Contract	5	5.8%
Ill Health Retirement	0	0%
Redundancy	8	9.3%
Retirement	9	10.4%
TUPE Transfer (out)	0	0%
Voluntary	56	65.4%
<b>TOTAL STAFF</b>	<b>86</b>	

Trends/ Analysis	Considerations
Total leavers in 2024/25 were <b>86</b> , down from 112 in 2023/24 (23% reduction).	Continue <b>monitoring turnover trends</b> to inform workforce planning and retention strategies.
Voluntary resignations remain the most common reason for leaving ( <b>56 staff / 65.4%</b> ), slightly down from 67.9% last year.	Explore <b>drivers of voluntary departures</b> through engagement, surveys, or exit interviews.
Retirements <b>fell from 19 to 9</b> , while redundancies were broadly stable (8 in 2024/25).	Consider <b>succession planning</b> and workforce sustainability in light of changing retirement trends.
Dismissals increased from <b>1 to 4</b> , indicating heightened enforcement of performance or conduct standards.	Observe <b>patterns of dismissals</b> to identify areas for further support or guidance.
Career breaks rose from <b>0 to 3</b> , and end-of-contract departures remained stable (5).	Monitor <b>demand for flexible working and career break options</b> to support staff retention.
Death in service <b>remained unchanged</b> (1).	Maintain standard policies for <b>staff welfare and support</b> .

Total leavers in 2024/25 decreased to 86, a 23% reduction from the previous year, reflecting improved retention overall. Voluntary resignations remain the main driver of turnover, though slightly lower than last year, highlighting the importance of understanding employee motivations through engagement and exit feedback.

Retirements have declined, while dismissals have increased, suggesting a balance between natural attrition and enforcement of performance or conduct standards. Redundancies and end-of-contract departures were stable, and a small rise in career breaks indicates ongoing demand for flexible arrangements. Monitoring these trends will be critical for succession planning, retention strategies, and ensuring workforce stability across key roles.



## Length of Service

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Band 9	Senior Mgmt (Band 10- CEX)	Apprentice & Other	Total
Less than 1 year	14	3	16	13	10	8	3	5	3	2	0	77
1 to 2 years	4	5	15	26	16	10	3	1	1	5	3	89
2 to 5 years	21	9	32	30	28	22	9	5	4	3	0	163
5 to 10 years	14	3	28	27	39	33	12	9	7	7	0	189
10 to 20 years	6	3	29	21	48	25	20	8	7	1	0	168
20+ years	0	0	43	27	43	20	20	8	6	4	0	171
<b>TOTAL</b>	<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>

Trends/ Analysis	Considerations
Workforce shows a <b>diverse spread of tenure</b> across all pay bands, from new starters to long-service employees.	Continue <b>monitoring service length alongside age and pay band</b> to inform workforce planning.
Staff with <b>less than 5 years' service</b> increased from 258 to 329, reflecting successful recruitment and retention in early career stages.	Focus on <b>engagement, induction, and development initiatives</b> to support long-term retention of newer staff.
Mid-tenure staff (5–10 years) <b>remained stable at 189</b> , maintaining continuity in core operational roles.	Observe <b>career progression patterns</b> within this cohort to ensure balanced opportunities.
Experienced staff (10–20 years) <b>decreased slightly from 186 to 168</b> , possibly reflecting turnover or early retirements.	Monitor <b>retention and succession planning</b> for this group to mitigate loss of expertise.

<p>Long-service staff (20+ years) <b>remained consistent at 171</b>, with 6.3% having 30+ years and 1.1% with 40+ years, demonstrating deep organisational knowledge.</p>	<p>Prioritise <b>knowledge transfer, mentoring, and recognition</b> to maintain institutional memory and prepare for eventual retirements.</p>
<p>Representation of long-tenured staff across senior and middle management <b>supports organisational stability</b>.</p>	<p>Use data to <b>inform leadership development and succession planning</b>, ensuring continuity in key roles.</p>

The workforce displays a broad range of tenure, from new starters to long-serving employees, supporting both organisational renewal and stability. Staff with less than five years' service have increased, reflecting successful recruitment and early-career retention, while mid-tenure employees (5–10 years) provide continuity in core operational roles.

Experienced staff (10–20 years) have decreased slightly, highlighting potential turnover or early retirements, whereas long-service employees (20+ years) remain stable and are concentrated in senior and middle management, preserving institutional knowledge. These trends underscore the need to focus on engagement, development, and succession planning to retain newer talent while ensuring knowledge transfer and continuity in leadership and key roles.

## Pay

Pay Band	Salary Range From	Salary Range To	Number of staff
Pay Band 1*	£ 23,656	£ 25,584	59
Pay Band 2	£ 25,992	£ 28,163	23
Pay Band 3	£ 28,624	£ 31,067	163
Pay Band 4	£ 31,586	£ 35,235	154
Pay Band 5	£ 36,124	£ 40,476	184
Pay Band 6	£ 40,476	£ 45,718	118
Pay Band 7	£ 45,718	£ 50,788	67
Pay Band 8	£ 50,788	£ 55,021	36
Pay Band 9	£ 55,021	£ 61,123	28
Pay Band 10	£ 61,123	£ 68,473	8
Pay Band 11	£ 68,473	£ 76,289	3
Director Level 1	£ 83,595	£ 88,783	1
Assistant Director	£ 91,447	£ 97,017	5
Director	£ 104,335	£ 115,990	4
Chief Executive	£ 135,028	£ 151,299	1
Apprentices/ Other/ TUPE	N/A		3

Trends/ Analysis	Considerations
Majority of staff ( <b>65%</b> ) are concentrated in <b>Bands 3–6</b> , reflecting core operational roles.	Monitor <b>pay band distribution</b> to ensure equity and career progression opportunities across the workforce.
Pay Band 1 <b>increased from 51 to 59</b> staff, reflecting growth in entry-level roles, including apprentices.	Continue <b>supporting entry-level recruitment</b> and evaluating pay competitiveness for early-career roles.

Senior roles (Bands 10 and above) <b>increased from 11 to 17</b> staff due to pay grade redesign and organisational restructuring.	Observe <b>senior pay distribution</b> and ensure transparency in progression opportunities.
The Council remains an accredited <b>Real Living Wage employer</b> , with minimum hourly pay at £12.60.	Maintain <b>alignment with national and local agreements</b> and review pay frameworks to address cost-of-living challenges.
Market conditions in Cambridge present recruitment and retention challenges; some roles use <b>market supplements or retention packages</b> .	Monitor <b>recruitment pressures</b> and evaluate any pay-related barriers to attracting or retaining key talent.
Senior officer pay (Chief Executive, Directors, Assistant Directors) is <b>reviewed every three years</b> ; last review in 2023 included a full grade redesign.	Ensure <b>governance and transparency</b> in senior pay, with ongoing monitoring against market benchmarks.
<b>Apprentices and early-career staff</b> are paid at the higher of grade, Real Living Wage, or Cambridge Weighting.	Continue <b>supporting apprenticeships</b> as a pathway into employment while ensuring equitable pay.

## Pay Reporting

Pay Gap	2023	2024	Trend
<b>Gender (Mean)</b>	<b>0.95%</b>	<b>3.86%</b>	Increase, reflects shifts in pay distribution across grades
<b>Gender (Median)</b>	<b>6.81%</b>	<b>8.09%</b>	Increase, women earn 92p per £1 median pay for men
<b>Ethnicity (Mean)</b>	<b>0.65%</b>	<b>8.57%</b>	Increase, slight underrepresentation of ethnic minority staff in higher pay bands
<b>Ethnicity (Median)</b>	<b>-4.96%</b>	<b>6.93%</b>	Reversal from the previous year; median pay for ethnic minority staff is now below peers

In summary, Gender pay gaps have widened slightly at both mean and median levels. Ethnicity pay gaps show a notable increase, with median pay shifting from slight advantage for ethnic minority staff (-4.96%) to a 6.93% gap.

Changes are modest but signal the need to continue monitoring pay distribution across grades and roles.

The majority of the workforce (65%) is concentrated in Bands 3–6, reflecting core operational roles, while entry-level positions, including apprentices, have grown slightly. Senior roles (Bands 10 and above) have increased due to restructuring, highlighting evolving leadership capacity.

Gender pay gaps have widened modestly, with women now earning 92p per £1 median pay for men, while ethnicity pay gaps have increased, with ethnic minority staff now earning slightly less at median level. These trends underscore the importance of monitoring pay distribution, supporting equitable progression, and addressing potential barriers in higher grades, while maintaining transparency, alignment with the Real Living Wage, and competitive pay frameworks to attract and retain talent.

## Apprenticeships

Cambridge City Council uses apprenticeships to support both new workforce entry and development opportunities for existing staff.

Metric	2023-24	2024-25	Trend
<b>Total Apprentices</b>	<b>19</b>	<b>23</b>	Increase, reflects ongoing use of apprenticeships for new and existing staff
<b>Enrolments</b>	<b>8</b>	<b>11</b>	Increase showing continued uptake of apprenticeship programmes
<b>Male apprentices</b>	<b>9 (47%)</b>	<b>9 (39%)</b>	Slight decrease in proportion; female participation now higher
<b>Female apprentices</b>	<b>10 (53%)</b>	<b>14 (61%)</b>	Female apprentices now outnumber male, improving gender representation
<b>Apprentices from ethnic minority backgrounds</b>	<b>2 (10.5%)</b>	<b>7 (30.4%)</b>	Significant increase, above overall workforce population
<b>Apprentices declaring a disability</b>	<b>1 (5.2%)</b>	<b>3 (13%)</b>	Increase, numbers remain small but indicate improved representation
<b>Age profile</b>	<b>Mixed 18-64</b>	<b>Mixed 18-64</b>	Distribution shows that apprenticeships support both early-career entrants and existing staff

Apprenticeships continue to play a key role in both new workforce entry and development for existing staff, with total apprentices rising from 19 to 23 and enrolments increasing accordingly. Female participation now exceeds male, improving gender balance, while representation of ethnic minority staff has grown substantially, exceeding overall workforce proportions.

Numbers of apprentices declaring a disability have also increased, reflecting greater inclusivity. The age profile demonstrates that apprenticeships support both early-career entrants and existing staff, highlighting their strategic value in developing talent pipelines, promoting diversity, and strengthening succession and progression pathways across the organisation.

## Disciplinary

Metric	2023-24	2024-25
<b>Total disciplinary cases</b>	<b>3</b>	<b>0</b>
<b>Female staff</b>	<b>1</b>	<b>0</b>
<b>Male staff</b>	<b>2</b>	<b>0</b>
<b>Staff from ethnic minority backgrounds</b>	<b>0</b>	<b>0</b>
<b>Staff declaring a disability</b>	<b>1</b>	<b>0</b>
<b>Age profile 18-65+</b>	<b>0</b>	<b>0</b>

The absence of disciplinary cases in 2024/ 25 is a positive indicator of workplace conduct and adherence to policies. Maintaining transparent procedures and reporting helps support a safe and respectful workplace. Ongoing monitoring ensures that any future cases are assessed fairly and in line with equality and inclusion principles.

## Capability

Metric	2023-24	2024-25
Total capability cases	1	2
Female staff	0	2
Male staff	1	0
Staff from ethnic minority backgrounds	1	0
Staff declaring a disability	0	2
Age profile 18-65+	45-54: 1	45-54: 1 55-64: 1

The number of capability cases remains very low, indicating effective performance management and support.



## Grievances

Metric	2023-24	2024-25
<b>Total grievance cases</b>	<b>7</b>	<b>6</b>
<b>Female staff</b>	<b>4</b>	<b>5</b>
<b>Male staff</b>	<b>3</b>	<b>1</b>
<b>Staff from ethnic minority backgrounds</b>	<b>2</b>	<b>0</b>
<b>Staff declaring a disability</b>	<b>5</b>	<b>6</b>
<b>Age profile 18-65+</b>	<b>25-34: 1</b> <b>35-44: 1</b> <b>55-64: 4</b>	<b>25-34: 1</b> <b>35-44: 1</b> <b>55-64: 4</b>

The total number of grievances remains low.

## Redundancy

Metric	2023-24	2024-25
<b>Total redundancies</b>	<b>9</b>	<b>8</b>
<b>Female staff</b>	<b>3</b>	<b>2</b>
<b>Male staff</b>	<b>6</b>	<b>6</b>
<b>Staff from ethnic minority backgrounds</b>	<b>2</b>	<b>0</b>
<b>Staff declaring a disability</b>	<b>3</b>	<b>0</b>
<b>Age profile 18-65+</b>	<b>55-64: 8</b>  <b>65+: 1</b>	<b>35-44: 1</b>  <b>45-54: 1</b>  <b>55-64: 4</b>  <b>65+: 2</b>

Monitoring the demographics of redundancies helps ensure that any workforce adjustments are managed fairly and transparently. Maintaining these reporting practices supports equality and inclusion, while ongoing oversight ensures that future workforce changes are assessed in line with policies and principles of fairness.

## Flexible Working Requests

Metric	2023-24	2024-25	Trend
<b>Total Requests</b>	<b>19</b>	<b>28</b>	Increase showing growing interest in flexible working arrangements
<b>Female Staff</b>	<b>13</b>	<b>20</b>	Female staff continue to make the majority of requests
<b>Male Staff</b>	<b>6</b>	<b>8</b>	Slight increase though the proportion of male requests remains lower than female
<b>Staff from ethnic minority backgrounds</b>	<b>0</b>	<b>2</b>	Emerging participation from ethnic minority staff though numbers remain low
<b>Staff declaring a disability</b>	<b>2</b>	<b>0</b>	Decrease in numbers
<b>Age Profile</b>	<b>25-34: 4</b> <b>35-44: 7</b> <b>45-54: 3</b> <b>55-64: 5</b>	<b>25-34: 5</b> <b>35-44: 5</b> <b>45-54: 10</b> <b>55-64: 7</b> <b>65+: 1</b>	Shift towards mid-late career staff, notable increase in 45-54 age group and 65+ requests appears for the first time

Flexible working requests increased from 19 in 2023-24 to 28 in 2024-25, with female staff continuing to make the majority of requests. Participation from ethnic minority staff is emerging, while requests from staff declaring a disability decreased. The largest increase was seen

among mid- to late-career staff, particularly those aged 45-54, with some requests now from staff aged 65 and over. Overall, flexible working remains most in demand among experienced staff, highlighting the importance of inclusive and accessible policies.

### Corporate Learning & Development Programme

Metric	2023-24	2024-25	Trend
Number of courses held	168	163	Slight decrease in courses delivered
Overall attendance (people)	1309	1023	Attendance decreased by 21.8%
E-learning completions	2129	2201	Slight increase (3%) indicating ongoing engagement with online learning
Age Profile (% of attendees)	18-24: 3.2% 25-34: 23% 35-44: 27% 45-54: 26% 55-64: 17% 65+: 2.2%	18-24: 1.7% 25-34: 24% 35-44: 27% 45-54: 25% 55-64: 18% 65+: 3.5%	Attendance remains highest among 35-54; slight increase in 65+ attendees
Ethnicity (% of attendees)	20%	18%	Slight decrease but this is higher than earlier years
Disability (% of attendees)	7.4%	12%	Increase of 4.6% reflecting greater participation (and possible accessibility)
Sex (% of attendees)	Female: 67% Male: 33%	Female: 67% Male: 33%	Stable, female attendance continues to dominate

In 2024-25, the Corporate L&D Programme continued to engage staff effectively, though overall attendance decreased. E-learning completions increased, suggesting a shift toward more flexible, self-directed learning.

Training remained most popular among mid-career staff (35-54), while participation from older employees and those declaring a disability increased, reflecting greater inclusivity. Female staff continue to engage most, highlighting opportunities to encourage broader participation from male colleagues, particularly in operational roles. Overall, the programme demonstrates the importance of adaptable, inclusive training to meet the diverse needs of the workforce.

## Promotions

Metric	2023-24	2024-25	Trend
<b>Total promotions</b>	<b>31</b>	<b>42</b>	Increase in total promotions showing stronger internal mobility
<b>Female staff</b>	<b>17</b>	<b>23</b>	Female representation remains strong, slightly higher than workforce split
<b>Male staff</b>	<b>14</b>	<b>19</b>	Stable proportion; growth matches overall increase in promotions
<b>Staff from ethnic minority backgrounds</b>	<b>4</b>	<b>12</b>	Increase but still highlights need to ensure promotions reflect workforce diversity
<b>Staff declaring a disability</b>	<b>1</b>	<b>3</b>	Slight increase, still below the workforce proportion
<b>Age profile</b>	<b>18-24: 1</b> <b>25-34: 8</b> <b>35-44: 10</b> <b>45-54: 8</b> <b>55-64: 4</b> <b>65+: 1</b>	<b>18-24: 1</b> <b>25-34: 9</b> <b>35-44: 14</b> <b>45-54: 11</b> <b>55-64: 5</b> <b>65+: 2</b>	Promotions concentrated in mid-career staff; distribution slightly shifted toward 25-34 and 35-44

Promotion activity indicates that internal career pathways are functioning effectively, with increased movement suggesting greater confidence in internal progression. The concentration of promotions among mid-career staff reflects a healthy development pipeline, where experience and readiness for advancement align.

Strong female representation suggests that progression opportunities are broadly accessible, while the rise in promotions for staff from ethnic minority backgrounds points to improving inclusivity, though representation remains uneven. Lower promotion rates for disabled staff highlight an area for further attention, reinforcing the importance of continued monitoring to ensure progression opportunities are equitable, transparent and accessible across all staff groups.

## Recruitment Activity

		Total Number of Applications	Total Number of Applicants Shortlisted	Total Number of Applicants Offered
White	White British/ English/ Northern Irish/ Scottish/ Welsh	1297	295	52
	Irish	20	4	1
	Gypsy or Irish Traveller	2	1	0
	Roma	4	0	0
	Any other White Background	465	66	10
Asian or Asian British	Indian	506	36	3
	Pakistani	56	6	0
	Bangladeshi	91	17	1
	Chinese	61	4	0
	Any other Asian Background	109	13	1
Black or Black British	African	284	45	2
	Caribbean	22	2	0
	Any other Black, Black British or Caribbean Background	55	4	2
Mixed/ Multiple Ethnic Background	White & Black African	27	5	0
	White & Black Caribbean	17	3	1
	White & Asian	39	11	1
	Any other mixed/ multiple ethnic background	55	7	3
Other Ethnic Group	Arab	19	2	1
	Other ethnic group	43	2	2
<b>TOTAL DECLARED</b>		<b>3172</b>	<b>523</b>	<b>80</b>
Not disclosed	Prefer not to say/ not provided	304	62	3
Total applicants who declare themselves as from an ethnic minority group at stage		<b>1875</b>	<b>228</b>	<b>28</b>

<i>% of ethnic minority applicants at stage</i>	53.9	39.0	33.7
<b>TOTAL</b>	<b>3476</b>	<b>585</b>	<b>83</b>
	<b>Total Number of Applications</b>	<b>Total Number of Applicants Shortlisted</b>	<b>Total Number of Applicants Offered</b>
Female	1828	299	50
Male	1468	245	32
<b>TOTAL DECLARED</b>	<b>3296</b>	<b>544</b>	<b>82</b>
Not disclosed	180	41	1
<b>TOTAL</b>	<b>3476</b>	<b>585</b>	<b>83</b>

	Total Number of Applications	Total Number of Applicants Shortlisted	Total Number of Applicants Offered
18 and Under	33	9	2
19-24	482	88	10
25-34	1390	208	28
35-44	741	110	21
45-54	425	93	16
55-64	180	40	4
65 and Over	14	3	1
Total Declared	<b>3265</b>	<b>551</b>	<b>82</b>
Prefer not to say/ not provided	211	34	1
<b>TOTAL</b>	<b>3476</b>	<b>585</b>	<b>83</b>
Disabled	306	68	13
Not Disabled	3065	499	67



<b>TOTAL DECLARED</b>	<b>3371</b>	<b>68</b>	<b>80</b>
Not disclosed	105	18	3

## Recruitment Activity and Diversity

Recruitment data for 2024/25 indicates that Cambridge City Council continues to attract a highly diverse applicant pool, particularly in relation to ethnicity and age. Over half of all applicants identified as being from an ethnic minority background, suggesting that outreach and employer branding are effective in engaging a broad range of candidates. This diversity is evident at the application stage across multiple ethnic groups, demonstrating strong initial accessibility to council roles.

However, the data also shows that representation reduces at each subsequent recruitment stage, with ethnic minority applicants comprising a smaller proportion of shortlisted candidates and offers. While progression through the recruitment process remains evident for candidates from all backgrounds, this narrowing highlights the importance of continued scrutiny of shortlisting and selection processes to ensure that outcomes remain fair and proportionate.

Age analysis suggests that recruitment activity is strongest among early to mid-career applicants, particularly those aged 25–44, aligning with workforce entry and progression patterns. Importantly, candidates from both younger and older age groups continue to progress to offer stage, indicating that opportunities are accessible across career stages rather than concentrated within a narrow age range.

Applicants declaring a disability progressed through shortlisting and appointment stages, though their overall representation remains lower than non-disabled applicants. This suggests that while reasonable access exists, there may be further opportunity to strengthen confidence, disclosure, and support for disabled candidates throughout the recruitment journey.

Gender outcomes remain broadly balanced, with women slightly more likely to progress to offer stage, reflecting their proportion within the applicant pool. This suggests that gender is not acting as a barrier to progression within recruitment decisions.

Overall, the recruitment data indicates strong inclusivity at entry point, with some attrition of representation as recruitment progresses. Continued focus on consistent shortlisting practices, bias-aware decision-making, and targeted candidate support will be key to ensuring that the diversity of applicants is more fully reflected in appointment outcomes.

## 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	Band 10 to CEX	TUPE & Other	TOTAL	% of workforce
White		White British/ English/ Northern Irish/ Scottish/ Welsh	32	14	121	118	135	93	57	27	24	18	0	639	74.5%
		Irish	0	0	2	4	2	1	1	1	0	2	0	13	1.5%
		Gypsy or Irish Traveller	0	0	0	0	0	0	0	0	0	1	0	1	0.1%
		Roma	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
		Any other White Background	13	3	17	13	18	7	2	3	3	0	1	3	80
Asian or Asian British		Indian	2	0	4	3	2	3	1	1	1	0	0	17	1.9%
		Pakistani	1	0	0	0	1	0	1	0	0	0	0	3	0.3%
		Bangladeshi	1	0	0	3	2	1	0	1	1	0	0	8	0.9%
		Chinese	0	0	0	1	1	1	0	1	1	0	0	5	0.5%
		Any other Asian Background	2	0	4	0	3	1	0	0	0	0	0	10	1.1%
Black or Black British		African	0	2	3	2	2	2	1	0	0	0	0	12	1.4%
		Caribbean	0	0	1	1	1	0	0	0	0	0	0	3	0.3%
		Any other Black, Black British or Caribbean Background	0	0	1	2	0	1	1	0	0	0	0	5	0.5%
Mixe/ Multiple Ethnic Background		White & Black African	0	2	0	1	0	1	0	0	0	0	0	4	0.4%
		White & Black Caribbean	1	0	1	0	2	1	0	0	0	0	0	5	0.5%
		White & Asian	3	0	1	0	1	1	1	0	0	0	0	7	0.8%
		Any other mixed/ multiple ethnic background	1	0	1	0	3	1	0	1	1	0	0	8	0.9%
Other Ethnic Group		Arab	0	1	1	0	4	0	0	0	0	0	0	6	0.7%
		Other ethnic group	0	0	2	3	0	1	1	0	0	0	0	7	0.8%
<b>TOTAL DECLARED</b>			<b>56</b>	<b>22</b>	<b>159</b>	<b>151</b>	<b>177</b>	<b>115</b>	<b>66</b>	<b>35</b>	<b>28</b>	<b>21</b>	<b>3</b>	<b>833</b>	<b>97.1%</b>
Not disclosed		Prefer not to say/ not provided	3	1	4	3	7	3	1	1	0	1	0	24	2.8%
Total employees who declare themselves as from an ethnic minority group in pay band			<b>24</b>	<b>8</b>	<b>38</b>	<b>33</b>	<b>42</b>	<b>22</b>	<b>9</b>	<b>8</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>194</b>	<b>22.6%</b>
% of ethnic minority staff in pay band			40.6%	34.7%	23.3%	21.4%	22.8%	18.6%	13.4%	22.2%	14.2%	13.6%	100.0%		
<b>TOTAL IN PAY BAND</b>			<b>59</b>	<b>23</b>	<b>163</b>	<b>154</b>	<b>184</b>	<b>118</b>	<b>67</b>	<b>36</b>	<b>28</b>	<b>22</b>	<b>3</b>	<b>857</b>	