Equality, Diversity and Inclusion Strategy

2023 – 2027

Cambridgeshire County Council

Introduction

Our Equality, Diversity and Inclusion (EDI) strategy will enable the council to achieve its vision and ambitions so that Cambridgeshire can become greener, fairer, and more caring for the people and communities we serve and support.

A clear strategic plan will give a greater sense of direction to the work the Council undertakes in relation to EDI, setting out the Council's vision and ambition as well as creating a roadmap for us to follow. It brings a sense of focus and purpose, and this will inform a comprehensive action plan that will be developed to underpin our objectives, and against which tangible progress can be measured. In addition, preparing and publishing our equality objectives at least every four years is one of our specific duties under the Equality Act 2010 to comply with the Public Sector Equality Duty.

This strategy builds on the successes and learning from our 2018-2022 Single Equality Strategy and sets out our approach and objectives moving forward. Whilst we have made great progress to advance our EDI agenda, we must be open and honest about our journey, and we recognise that there is still a lot of work to do. We are truly committed to leading this work, reducing inequality, strengthening and developing good community relations, and challenging discrimination, we must take targeted action to deliver meaningful and sustainable change.

In March 2022, our Full Council passed a motion to adopt the Public Sector Duty regarding Socio-economic Inequalities so that when the County Council is making strategic decisions, we do so in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

In May 2023 Cambridgeshire County Council recognised that care experienced people are a group who are likely to face discrimination and that we have a duty to put the needs of disadvantaged people at the heart of decision-making through co-production and collaboration. A further motion was passed to add care experience as a protected characteristic, and we will be seeking out further opportunities for care experienced people of all ages.

We are really proud of the commitments made and the significance of these decisions, extending our integrated impact assessment approach to include both these issues fully, and are committed to making positive and proactive steps to address the challenges they present.

We would like to explicitly highlight our commitment to anti-racism. To us, being anti-racist means actively identifying and opposing racism, being consciously and visibly anti-racist. We do not accept any forms of bullying, harassment, discrimination or any other unacceptable behaviours in our communities and workplace. We can, and must, do better and we have a responsibility to take action against all aspects of overt and systemic racism. This includes Islamophobia, Antisemitism, ethnoreligious discrimination and xenophobia.

To drive this work forward, the strategy sets out three themes:

1. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.

2. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

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

Each of these themes has a set of equality objectives and our overall approach is underpinned by three guiding principles: taking evidence-based action, listening to the voices of everyone, and having a transparent and robust approach that delivers meaningful change.

Our EDI strategy is very important, and we recognise that the Council has significant responsibility to embody the principles of equality and diversity as an employer, a service provider, and community leader for the region. We work hard to ensure that all our services are fair and accessible to everyone, to help people to be the best that they can be.

Contents

Our community and workforce

Equality, diversity and inclusion at the heart of what we do

EDI is embedded in our corporate vision which is "Creating a greener, fairer and more caring Cambridgeshire." To achieve this vision, the Council has 7 ambitions set out in its Strategic Framework (2023-2028):

EDI cuts across all of our ambitions in our Strategic Framework. In addition, our People Strategy (2023-2028) focuses on our workforce. Inclusivity is a central theme in the People strategy, underpinning the four key themes:

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

Ambition 2: Travel across the county is safer and more environmentally sustainable.

Ambition 3: Health inequalities are reduced.

Ambition 4: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.

Ambition 5: People are helped out of poverty and income inequality.

Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services, and social justice is prioritised.

Ambition 7: Children and Young People have opportunities to thrive.

Attracting you – Our inclusive, supportive and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Appreciating you – Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring.

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

Supporting you – Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire County Council.

You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team, and in the wider organisation.

Our community

64.9% of Cambridgeshire are aged 15-64

18.6% are 65+, 11.4% are 5-14 and 5.1% of are 0-4

Out of 678,849 residents…

88.6% are white, 5.8% are Asian, Asian British or Asian Welsh, 2.9% are Mixed or multiple ethnic groups, 1.4% are Black, Black British, Black Welsh, Caribbean or African, and 1.3% are Other ethnic group

16.2% of residents are disabled under the Equality Act.

83.8% are not disabled, 8% of this group identified that they are not disabled under the Equality Act but have a long term physical or mental health condition

50.6% of residents are female and **49.4%** are male

Of all residents

45.1% are Christian

43.2% have no religion or belief

2.1% are Muslim

1.1% are Hindu

0.6% other religion

0.5% are Buddhist

0.3% are Jewish

0.2% are Sikh

7% did not answer

Our action plan outlines our commitment to exploring socio-economic and care experience data

Of all residents aged 16+:

46.6% are married or in a registered civil partnership

36.9% have never been married and never registered in a civil partnership

8.8% are divorced or their civil partnership dissolved

5.7% are widowed or surviving civil partnership partner, and 2% are separated, but still legally married or still legally in a civil partnership

Of all residents aged 16+:

60% are economically active (excluding full-time students), 2% are economically active and a full-time student, and 38% are economically inactive

Of the 38% economically inactive, 21% are retired, 7% are students, 4% are looking after the home or family, 3% are long-term sick or disabled, and 2% other

▶ Of the 559,649 residents aged 16+, 93.3% stated their gender identity* is the same as their sex registered at birth

▶ 0.2% stated their gender identity is different but no specific identity given

▶ 0.1% are trans men, 0.1% are trans women, 0.1% are non-binary, and 0.1% other gender identity. 6.2% did not answer the question

*Definition: Classifies people according to the responses to the gender identity question. This question was voluntary and was only asked of people aged 16 years and over

Of the 559,649 residents aged 16+:

88.3% are straight/heterosexual, 1.8% are bisexual, 1.5% are gay or lesbian, 0.2% are pansexual, 0.1% are queer, and 8% did not answer

Our workforce

Our average colleague age is 45

45

5% of our workforce are over the age of 65, and 5% are under 25 years old

27 colleagues are EDI Contacts who are available to signpost colleagues to support they may need with relation to EDI topics

123 people of the workforce declared their sexual orientation as either lesbian, gay, bisexual or other

6.2% preferred not to disclose, 42.3% are heterosexual and 48.7% have not disclosed their sexual orientation

Ethnicity pay gap
In March 2022, the mean Ethnicity pay gap was 3.1% and the median was 6.2%

Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white

Those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity were excluded

63% of our workforce have shared their ethnicity information with us

Of these, 90% stated they are White, 2.8% Asian or Asian British, 2.4% Black, Black British, Caribbean or African, 1.7% Mixed, multiple or other ethnic groups and 2.2% who would prefered not to say

77% of our workforce are female

Gender pay gap
In March 2022, the mean gender pay gap was 8.8% and the median was 8.2%, both in favour of men. Figure by the ONS showed that in the UK among full-time employees, the gender pay gap in April 2022 was 8.3% (Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)

Our total headcount is 4,613

Our total full-time equivalent is 3,590

31% of our workforce work part-time In addition to a wide range of flexible working arrangements including 9-day fortnights

12 colleagues are Equality Impact Assessment (EqIA) Super Users there to sign off and provide advice on all EqIAs

55 colleagues are Mental Health First Aiders

We have **160 apprentices** working across 45 apprenticeship standards

3.8% of the workforce have declared they are disabled. We are proud to be a Disability confident employer

Data extracted from ERP Gold (June 2023)Workforce Diversity Profile June 2023, Cambridgeshire Insight Open Data Based on information disclosed by employees via self-service. Our action plan outlines out commitment to collecting data about care experience.

Defining Equality, Diversity and Inclusion

There are some key terms to define to help outline the context of this strategy:

Equality means fairness, ensuring that individuals, or groups of individuals are not treated less favourably because of their protected characteristics. It also means equality of outcomes by identifying barriers and biases and taking targeted action to overcome specific inequalities, discrimination, disadvantages and marginalisation experienced by certain groups and individuals, including the protected characteristics under the Equality Act 2010.

Diversity recognises that everyone is different in a variety of visible and non-visible ways and those differences are to be recognised, respected, and valued.

Inclusion means including people in a way that is fair for all, fostering an environment where everyone feels respected, valued and that they belong.

Equity recognises that each person has unique needs and circumstances, and adjusts treatment, resources and, opportunities accordingly so that the result is equal. Equity is a solution for addressing imbalanced social systems.

Belonging refers to a sense that we feel included at work, accepted and valued for who we are, and that we identify with the values of our organisation. This is important for our needs as people and supports a sense of connection with others, and with our work.

Marginalisation describes both a process, and a condition, that prevents individuals or groups from full participation in social, economic and political life. As a condition, it can prevent individuals from actively participating. There is a multidimensional aspect, with social, economic and political barriers all contributing to the marginalisation of an individual or group of individuals. People can be marginalised due to multiple factors; sexual orientation, gender, geography, ethnicity, religion, displacement, conflict or disability. There are core factors that determine who or what groups are marginalised and what the barriers are that prevent them from being reached (UK Aid Direct definition of marginalisation).

Definitions adapted from: Understanding equality | Equality and Human Rights Commission (equalityhumanrights.com) and Equality, diversity and inclusion in the Workplace | Factsheets | CIPD.

Defining Equality, Diversity and Inclusion

Other things we talk about:

Intersectionality is a concept which recognises that we all have multiple, overlapping identities that impact on our experience. It is the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping, and interdependent systems of discrimination or disadvantage.

Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions.

Protected characteristics are defined by the Equality Act 2010 and include specific aspects of a person's identity. They include age, disability, gender reassignment, marriage and civil partnership, pregnant and maternity, race, religion and belief, sex and sexual orientation, these are covered by discrimination law to give people protection against being treated unfairly.

Psychological safety is a belief that our work environment is safe for interpersonal risk-taking, by which we mean that we feel able to speak up with our ideas, questions, concerns and mistakes, and that these will be welcomed and valued. That isn't to say all our ideas will be applauded or that we have no conflict in the team.

Wellbeing is defined as a;

> "positive state experienced by individuals and societies. Like health, it is a resource for daily life, and is determined by social, economic and environmental conditions. Wellbeing encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose. Focusing on wellbeing supports the tracking of equitable distribution of resources, overall thriving and sustainability. A society's wellbeing can be determined by the extent to which they are resilient, build capacity for action, and are prepared to transcend challenges." (World Health Organisation Glossary of Terms 2021).

In the context of our wellbeing at work, we consider our quality of life, how well we can contribute, find meaning and purpose, feel that we are thriving, and feel that what we are doing is sustainable. If we have high levels of wellbeing, we will be resilient, have capacity to contribute at work, and be ready for challenges.

Meeting our public duty:

Understanding the legal framework

Our Equality, Diversity and Inclusion Strategy outlines how Cambridgeshire County Council (CCC) is working to ensure that we meet our statutory obligations in the Equality Act 2010 to the benefit of our employees, residents and service users.

> **The Equality Act 2010**
>
> The Act refers to a series of 'Protected Characteristics' and we ensure that we consider those groups who share the protected characteristics. The protected characteristics are Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion and belief, Sex, and Sexual orientation.

We know that there are other groups in our population who also suffer disadvantages and therefore we will be mindful of their needs. Poverty, rural isolation and care experienced people are extra categories for priority set by CCC, even though they are not protected characteristics under the Equality Act.

Other groups include but are not restricted to people who are in a homelessness situation, people who are ex-military personnel, people who are long-term unemployed, and people who are carers.

It is important to recognise that being in more than one of the protected groups, or having additional barriers such as living in poverty, may exacerbate the inequalities that people experience.

What is the Public Sector Equality Duty (PSED, Section 149 of The Equality Act)?

The PSED applies to public bodies delivering public services and was introduced to ensure that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

Meeting our public duty:
Understanding the legal framework

The Equality Duty has three aims which are:

- Requiring public bodies to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act.

- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it.

- Fostering good relations between people who share a protected characteristic and people who do not share it.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.

- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Socio-economic Inequalities Duty

Cambridgeshire County Council has committed to implementing the Socio-economic Inequalities duty within the Public Sector Equality duty which means we:

> "…must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage."

The purpose of this duty is to take into consideration inequalities that stem from socio-economic disadvantages in our functioning and decision-making and to put into practice measures aimed at creating better outcomes for those who experience those disadvantages.

Our progress so far and the key challenges we face:

Our workforce, our communities and our services

Cambridgeshire County Council has made significant progress in advancing equality, diversity and inclusion in recent years. Whilst our work to tackle inequality, discrimination and exclusion has progressed, there is much more to do.

We must consider our context, societal events, and economic challenges. Cambridgeshire itself is changing and our population is growing. This section outlines some of the progress we have made in our workforce, our communities and our services.

Our Workforce

Progress

- Our 2018-2022 Single Equality Strategy and action plan.

- Introduced dedicated resource for EDI work, a newly formed EDI Team.

- Increased EDI-related activity and awareness (e.g., our monthly EDI Conversations).

- Formalised our EDI governance structure to embed and manage EDI activity.

- Increased EDI staff network (IDEAL) activity and support, including peer support and ally groups.

- Introduced new EDI eLearning modules for colleagues.

- Signed the UNISON Anti-Racism Charter.

- Revised our Equality Impact Assessment process.

Challenges

- Understanding the profile of our workforce and using the data to inform positive action.

- Diversifying our workforce at all levels through recruitment and progression.

- Improving accessible technology and digital resources for staff.

- Developing a culturally competent workforce.

- Improving the accessibility of our estate.

- Improving retention of colleagues from under-represented and marginalised groups.

- Supporting employees with the impact of Covid-19.

Our Communities

Progress

- Signed the Armed Forces Covenant - the Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly. The Covenant aims to help prevent the Armed Forces Community being disadvantaged when accessing public services, particularly in the areas of education, healthcare and housing.

- Transformed how we commission Adult Social Care services by looking at the needs of each locality, rather than using a "one size fits all" approach, and by engaging in co-design with residents through our "Care Together" programme.

Our progress so far and the key challenges we face:

Our workforce, our communities and our services Continued

Our Communities

Activity with, and for, our communities, including:

- Work with young people in our communities, examples include supporting the development of a Gypsy, Roma, Traveller Youth Project at the Sandbanks Traveller site in Fenland, a mental health and wellbeing project at Kings Ripton Court utilising appreciative enquiry with special educational needs and disability (SEND) residents aged 18-25 years, which has informed the Prepare for Adulthood strategy, and working with Virtual Schools to offer young people who are in care or care leavers and interested in youth work careers, a bespoke offer which includes the introduction to youth work qualification, volunteering opportunities or a chance to connect with a voluntary organisation to undertake work experience.

- Provided support to migrants, refugees and asylum seekers, examples include appointing an elected member as a Migrant Champion for Cambridgeshire, achieved Library of Sanctuary status, and making a commitment to sign up to the City of Sanctuary pledge. Supporting district and city council colleagues to deliver the Homes for Ukraine scheme, and local asylum seeker hotels.

- Delivered the Household Support Fund, providing residents with support around the cost-of-living crisis, and with help to access information and advice, including income maximisation and the opportunity for local organisations to become a Trusted Partner of the scheme, maximising opportunities to communicate the offer locally.

- Embedded an EDI strategy across all libraries, ensuring local communities have access to cultural experiences through The Library Presents, that library stock reflects the needs of local communities and is accessible to all. The library service has developed nationally acclaimed projects such as Read a Little Aloud at the Royal Papworth Hospital, Peeky Blinders alongside the Huntingdonshire Society for the Blind and HiVis, bringing partner agencies and visually impaired residents together in libraries.

- Cambridgeshire Skills respond to local need, delivering adult learning across the county. The offer includes English for speakers of other languages (ESOL) delivered in the heart of communities where there is a need, support to develop essential skills such as family budgeting and careers information, advice and guidance helping people into employment, how to gain a promotion or find a new job.

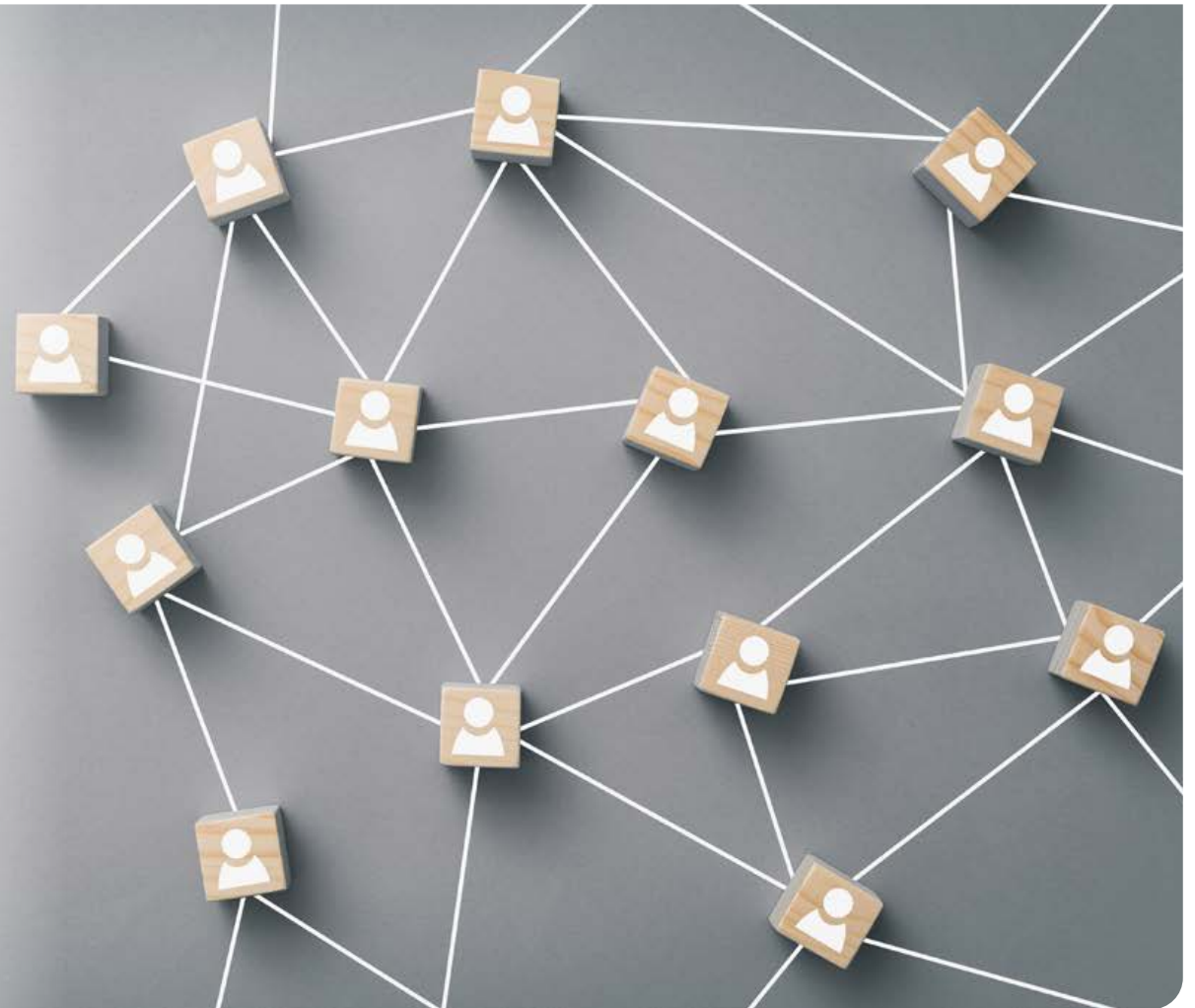# Our progress so far and the key challenges we face:

Our workforce, our communities and our services `Continued`

Our Communities

Challenges:

- Providing for the changing and growing needs of our diverse communities and an ageing population. Included within the Cambridgeshire Census figures is an overall 26% rise in the number of Cambridgeshire people aged 65+, against an 18.6% national average rise, with a high percentage increase of people in the 70 to 74 age band in all districts.

- Addressing inequalities and deprivation - cost of living increase, housing, education outcomes, and the increasing costs of services.

- Reaching and engaging with our diverse communities, particularly those whose voices are seldom heard.

- Addressing the lasting impact of Covid-19 on our communities.

Our progress so far and the key challenges we face:

Our workforce, our communities and our services `Continued`

Our Services

Progress

- Co-production with communities for service provision in some service areas.

- Representation from the EDI Team on the Social Value Themes, Outcomes and Measures Working Group to ensure they are suitable and reflect our corporate EDI position.

- Embedding Equality Impact Assessments in procurement plans to prompt colleagues to capture the equality considerations of their activity.
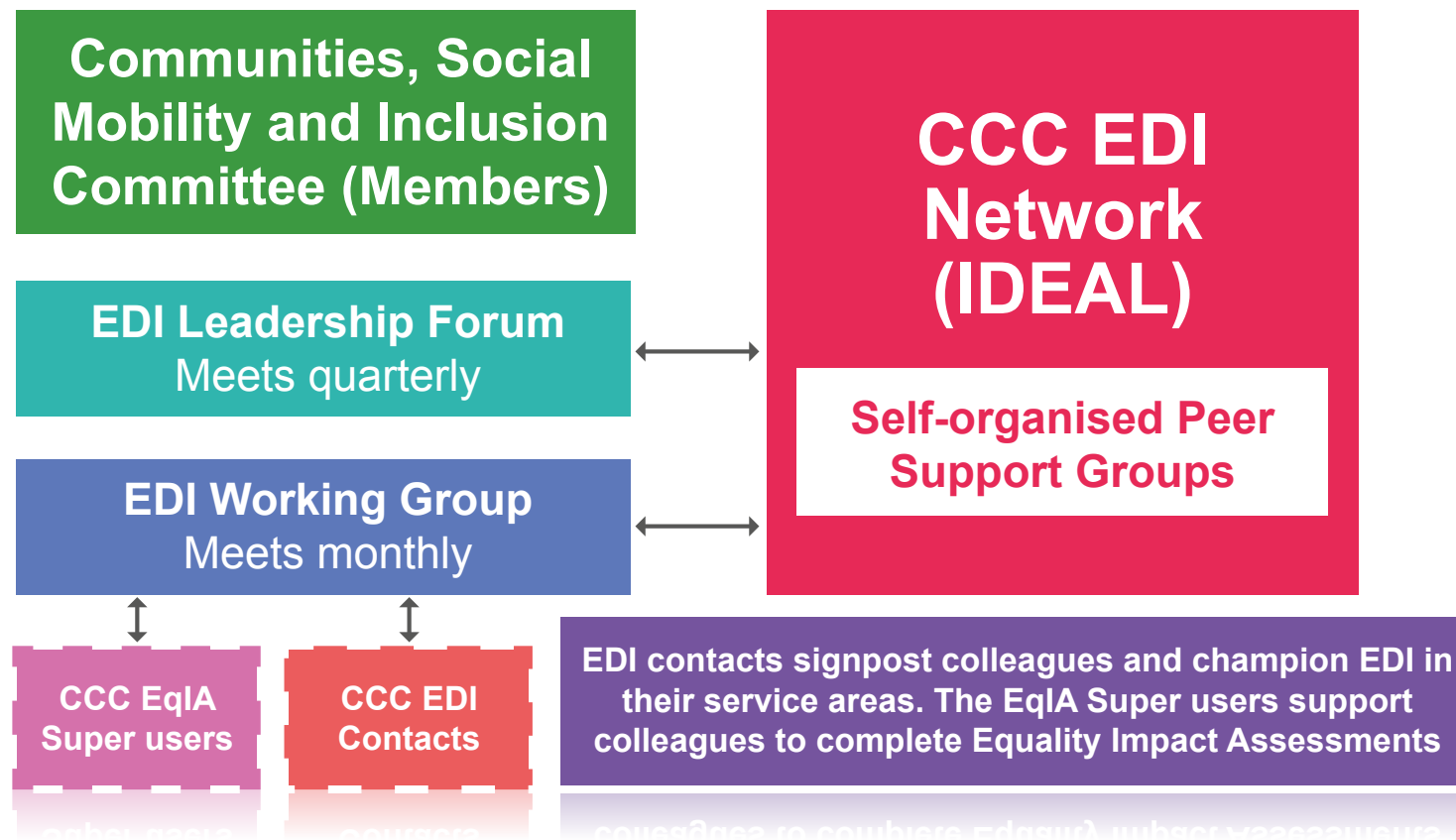
Challenges

- Embedding co-production across all service areas.

- Embedding the collection and analysis of diversity data to inform service provision and positive action initiatives.

- Embedding Equality Impact Assessments throughout all decision-making processes.

- Rural isolation as a barrier to accessing support/services.

- Considering equality considerations earlier in the commissioning cycle.

- Ensuring piloted initiatives are evaluated effectively before rolling out further.

- Ensuring our services can cope with a growing population and changing requirements e.g., school capacity to meet demand.

- Delivery of services - ensuring our partners/service providers are culturally competent and value EDI.

- Balancing the need for more infrastructure and addressing inequalities with the climate change agenda.

Our EDI governance

EDI is everyone's responsibility; this section details our EDI governance and demonstrates that appropriate structures are in place to ensure delivery and monitoring of our equality objectives.

EDI is embedded into the formal governance of the council and is a key focus for the Communities, Social Mobility, and Inclusion Committee.

Communities, Social Mobility and Inclusion Committee (Members)

EDI Leadership Forum
Meets quarterly

EDI Working Group
Meets monthly

CCC EqIA Super users

CCC EDI Contacts

CCC EDI Network (IDEAL)

Self-organised Peer Support Groups

EDI contacts signpost colleagues and champion EDI in their service areas. The EqIA Super users support colleagues to complete Equality Impact Assessments

The Council has an EDI Staff Network, Inclusion, Diversity, Equality for All (IDEAL) and eight peer support groups

IDEAL is a network for employees, workers, recognised trade unions and elected members. Its role is to:

- **Promote equality, diversity and inclusion within our workforce**

- **Support networks that promote equality, diversity and inclusion for employees, workers, recognised trade unions and elected members.**

- **Improve the diversity of our workforce to reflect the communities we serve**

as well as to promote and celebrate diversity across the Council:

- **Raising the profile of equality, diversity and inclusion through engaging with senior management and communication campaigns.**

- **Working with partners to link with events and campaigns**

Members of the Network are represented on the EDI Working Group and Leadership Forum. Members also work with colleagues across the organisation e.g., Health and Safety, Wellbeing Group and Trade Unions. Employees are encouraged to join the Network or peer support groups if they wish, the groups meet during work hours.

The IDEAL affiliated Self-organised Peer Groups include: **Carers', Hidden Disability, Ethnicity, Gentleman's Elevenses, LGBTQIA+ Allies, LGBTQIA+ Peers, Menopause Group UNISON and Neurodivergence**

Our approach to EDI

Our three themes and guiding principles

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

A: Our workforce:
Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.

B: Our communities:
Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.

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

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

1. Taking evidence-based action

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

2. Listening to the voices of everyone

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

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

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

Our approach to EDI

Prioritising work that creates a positive impact to the lives of individuals, particularly marginalised groups, in the workforce and within communities.

Our equality objectives

We have twelve equality objectives for our three themes (workforce, communities and services), these include:

Theme	Objective	Measures of success
A. Our workforce **Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected and empowered.**	1. Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve. 2. Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups. 3. Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong. 4. Develop and empower our people to design and deliver inclusive and accessible services, removing internal and external institutional barriers. 5. Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across CCC and work together to make organisation-wide impact to progress our equality objectives.	• Analysis of recruitment data from application through to appointment to identify trends within recruitment. • Analysis of data to identify trends within progression, retention and understand why people leave the Council. • Improved diversity data disclosure rates. • Uptake of EDI eLearning and additional modules. • Engagement survey results: analysis by protected characteristic. • Feedback from our IDEAL staff network and peer support groups. • Levels of employee concerns raised where EDI themes are present e.g., Respect@Work Contact meetings. • Uptake of training opportunities. • Leaders: completion of compassionate and inclusive leadership training.

Our approach to EDI

Our equality objectives

Theme	Objective	Measures of success
B. Our communities: **Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities**	6. Create greater connection with Cambridgeshire's communities, to ensure that our services are accessible and appropriate for all of our residents and visitors.	• Quality of Life survey with the community - increase in reported wellbeing across each community. • Local data sources - district knowledge/local knowledge.
	7. Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.	
	8. Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.	

Our approach to EDI

Our equality objectives

Theme	Objective		Measures of success
C. Our services: **As a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.**	9.	Co-produce, commission, and provide inclusive and accessible services that improve outcomes for our diverse local population, particularly for marginalised and under-represented groups.	• Collection and monitoring of data on uptake of services by protected groups. • Monitoring the development of service specification and design to reduce inequality. • Completion figures of Equality Impact Assessment training.
	10.	Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model this behaviour ourselves in all interactions with our community.	
	11.	Collaborate with our partners to reduce inequality, promote inclusion and recognise and celebrate diversity for all our communities.	

12. To assess, consult, and evaluate the equality impact of our policies, processes and decisions and to make changes where reasonably possible if it creates inequality.

Delivery and monitoring

Following the launch of the strategy, our EDI action plan will be co-produced. There will be a range of internal and external stakeholders included in the co-production of the action plan.

The action plan will set out actions against each of our equality objectives contained in this document. The action plan will include baseline measures and will be used to monitor progress, ensuring targets are on track and delivered.

The action plan will be reviewed throughout the year by our EDI Leadership Forum and progress will be published on our intranet and external webpages.