

## Cambridge City Council Equalities Objectives for 2025/26

**To:**

Councillor Rachel Wade, Executive Councillor for Communities

Environment & Community Scrutiny Committee 20/03/2025

**Report by:**

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**Wards affected:**

All

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that Councillor Rachel Wade, Executive Councillor for Communities:</p> <ol style="list-style-type: none"> <li>1. Notes progress made relating to the previous equalities objectives in the Single Equality Scheme, which covers the period between 1 April 2021 to 31 March 2025 set out in Appendix A.</li> <li>2. Approves equalities objectives for 2025/26 and key priorities relating to them set out in section 4.5 of this report.</li> <li>3. Approves the updated Comprehensive Equalities and Diversity Policy at Appendix B.</li> <li>4. Notes the content of discussions relating to the Disabled People’s Manifesto that were held at the Equalities Panel meeting in July 2024 and associated activity to support disabled people based on themes raised. This is set out in section 4.6.</li> </ol>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	<p>This report is being presented to seek approval of new equalities objectives applicable from 1 April 2025 to 31 March 2026 in order to meet our statutory requirement to produce one or more equality objectives at least every 4 years. The report also meets the council’s legal obligations to publish information on general Public Sector Duty compliance with regard to people affected by the council’s policies and practices every year. It does so by reporting back on progress relating to activity of services across the four years of the Single Equality Scheme that set out the council’s objectives between 1 April 2021 to 31 March 2025 (see Appendix A).</p> <p>In addition, the Comprehensive Equalities and Diversity Policy has been updated in line with the council’s transformation (see Appendix B), which needs approval.</p>

	<p>Finally, the report feeds back on the conversation on the Disabled People’s Manifesto at the Equalities Panel in July 2024, as was committed to at Full Council in May 2024 (see section 4.6).</p>
<b>3.</b>	<b>Alternative options considered</b>
3.1	<p>An alternative option was considered to produce equality objectives to cover a four-year period (1 April 2025 to 31 March 2029). This was rejected because it was considered much more useful to produce a set of interim objectives for 1 April 2025 to 31 March 2026. By developing one-year objectives, this will help shape the council's approach during 2025/26 as the group redesigns that are part of the Our Cambridge transformation programme take effect. The objectives will help identify the council’s longer-term aims around how it plans to strengthen its equalities and cohesion work within new structures. Also, over the next year, plans will become clearer around the timeframe for Cambridge to become part of a unitary council, and thus the period over which a longer-term equalities strategy for Cambridge City Council can apply to. Based on what is known currently, the earliest that this would happen is April 2028.</p>
<b>4.</b>	<b>Background and key issues</b>
4.1	<p><b><i>Legal obligations relating to equalities</i></b></p> <p><b>Public Sector Equality Duty (PSED) specific duties</b></p> <p>Under the Public Sector Equality Duty – PSED - (Section 149 of the Equality Act 2010), Cambridge City Council has a ‘specific duty’ to “publish one or more equality objectives at least every 4 years”. The objectives need to set out the council’s approach to meeting its general duties under the PSED to have due regard to:</p> <ul style="list-style-type: none"> <li>a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;</li> <li>b) advance equality of opportunity between persons who share a relevant protected</li> </ul>

characteristic and persons who do not share it;

- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The council last developed equalities objectives that were captured in its Single Equality Scheme 2021 to 2024 strategy. The objectives were extended a further year to apply up to 31 March 2025. The decision to do so was approved at the Environment & Community Scrutiny Committee on 27 June 2024. The objectives have been as follows:

1. To further increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively.
2. To continue to work to improve access to and take-up of Council services from all residents and communities.
3. To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community.
4. To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.
5. 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 council must legally produce new equalities objectives applicable from 1 April 2025. To meet its legal commitment this committee report proposes new equalities objectives for 2025/26, set out in section 4.5 below.

The council also has a specific duty under the PSED to "publish information on general duty compliance with regard to people affected by your policies and practices every year". For the Single Equality Scheme, this has been achieved by producing annual reports setting actions under the Scheme's objectives and reporting back on progress relating to these each year. An update on key areas of progress of the entire Single Equality Scheme is provided in Appendix A.

	<p>Also, in line with its legal obligations to pay due regard to the Public Sector Equality Duty, the council will monitor equality implications of service changes taking effect from 25 February onwards relating to its transformation and develop action plans accordingly. The equalities objectives proposed for 2025/26 and (where relevant) the priorities underlying them will be used to inform service planning in new structures.</p>
4.2	<p><b><i>Process for developing the new objectives for 2025/26</i></b></p> <p>This report sets out one-year objectives from 1 April 2025 to 31 March 2026 for approval at section 4.5. Under the objectives, priority areas of work have also been identified for approval (also at section 4.5).</p> <p>By developing objectives covering one year, these will help shape the council’s approach to equalities during 2025/26 as the group redesigns that are part of the Our Cambridge transformation programme take effect, which will be implemented from 25 February 2025. The objectives will help identify the council’s aims around how it plans to strengthen its work on equalities and cohesion longer-term within new structures. A longer-term equalities strategy will then be able to be produced from 1 April 2026.</p>
4.3	<p><b><i>Comprehensive Equalities and Diversity Policy</i></b></p> <p>The Comprehensive Equalities and Diversity Policy outlines Cambridge City Council’s broad long-term commitments to promoting equality and inclusion, and celebrating diversity as an employer, as a service provider, and as a community leader. This lasts beyond the duration of any set of equalities objectives of the council, although it is reviewed periodically. The policy needs updating to be brought into alignment with the council’s transformation – especially in relation to the council’s current Target Operating Model, which guides the council’s actions and processes. The amended policy is attached for approval in Appendix B.</p>
4.4	<p><b>Key issues and context behind the development of the 2025/26 objectives</b></p>

The proposed objectives and priority areas of work for 2025/26 build upon and further develop areas where the council has had the most impact over the course of the Single Equality Scheme on the population it serves and on its staff.

In developing the objectives and underlying priorities, it has also been important to consider diversity of the city, and national statistics identifying levels of need. Cambridge is characterised by having the largest population growth across the East of England (an increase of 17.6% between 2011 and 2021 to nearly 146,700 people). Cambridge will continue to grow, especially relating to plans associated with the Oxford-Cambridge Growth corridor. This informed the development of the first proposed equalities objective on “prioritising needs of diverse communities in our ever-growing city.” The council has a role to play in meeting housing needs of diverse communities relating to its functions through the Planning Service and also its house building programme. Also, in considering how it supports its homeless population (given that the rate of statutory homelessness is worse than the England average) and groups most likely to experience homelessness. Data collected for the Statutory Homelessness Assessment indicates that disabled people are especially vulnerable to homelessness. 24% of households found to be owed a duty of prevention or relief had a history of mental health problems. A further 11% indicated that they experience physical ill health or disability. Moreover, 11% indicated that they had experienced domestic abuse, increasing to 20% of those owed a (more urgent) relief duty. A further key area that the council has an impact around relating to needs of diverse communities and in the context of growth is around tackling health inequalities. Marginalised groups disproportionately face greater barriers to healthcare and increased health risks. They may also experience poor health outcomes relating to wider determinants of health, which Cambridge City Council may have influence over. These determinants include social, economic, and environmental conditions: such as access to quality housing, education, community life, nutrition, green spaces, employment, and positive community relationships. Relating to health, Cambridge has a higher-than-average score but scores lower than average for the following specific health indicators: living conditions, mental health (including anxiety and suicide), personal wellbeing, access to green space, protective measures, and crime.

Cambridge City Council must ensure it is “providing accessible and inclusive council services” (this is the second objective proposed for 2025/26) meeting the needs of specific demographics of the city. This also relates to the council’s role as a landlord of more than 1,000 social housing properties. In providing accessible and inclusive services, the council must take into account that:

- There is a relatively younger working age population compared to rest of the UK, and smaller proportions of people aged 15 and under and aged 65 and above.
- 16.7% of the population has a disability.

- Cambridge has one of the highest LGBTQ+ populations of any area in the country and some of highest figures for non-binary and asexual people.
- 38% of the population were born outside of the UK and most commonly were born in India or China. 74.6% of residents are White (with 53% residents being of White British background). 80% of Cambridge residents said their main language was English. 20% provided an alternative main language and out of these people only 18.3% indicated that they spoke English well.
- 44.7% have no religion (an increase of 6.9% since 2011). The top three most common religions are Christian (35.2%), Islam (5.1%) and Hinduism (2.3%).
- 49.9% were registered sex of female at birth, compared to 50.1% men.

In consultation with the VCS on the equalities objectives, a common point raised was that different elements of people's identities intersect creating distinct experiences of inequality and disadvantage, resulting in complex interconnected issues. There is a need to better take this into account in decision making on services, which was a key finding of a review of 41 of the council's EqlAs produced between April and September 2024. Also relating to how best to support people with complex interconnected issues, in consultation with the VCS, it was recommended that the council consider the impact of trauma on individuals in its service delivery.

In developing the third objective "helping ensure that people can participate and engage fully in their community in a safe, welcoming and inclusive city" the following key issues are taken into account, including key themes that were raised in consultation:

- Cambridge is one of the most unequal cities in the UK in terms of income. The internal disparity between least deprived and most deprived areas of Cambridge is 23 percentage points. Poverty can directly relate to structural discrimination. According to UK statistics, disabled people, particular ethnic minority communities (especially Bangladeshi and Pakistani people), informal carers and lone parent households are more likely to experience poverty and low income (see: [UK Poverty 2025: The essential guide to understanding poverty in the UK | Joseph Rowntree Foundation](#)). 59% of unpaid carers are female ([Key facts and figures | Carers UK](#)) and 89% of single parent families are single mother families ([Families and households - Office for National Statistics](#)), which means women are more likely to experience poverty. Poverty leads to inequalities in outcomes as, for instance, life expectancy is 11.6 years lower for people in the most deprived areas of Cambridge than in the least deprived areas.
- Inequalities experienced by young people and child poverty. More than one in ten children and young people under 18 are living in poverty, and Cambridge has the fifth lowest score for social mobility.
- Accessibility of the city for disabled people was a key issue raised in ongoing conversations with the VCS and at the Equalities Panel (see section 4.6 of this

report). People are more likely to develop disabilities and long-term illnesses as they get older too, which links to frailty.

- One specific issue around improving access to the physical environment raised has been transport as a key barrier to engagement and participation – especially for disabled people, older people and young people. At the Youth Assembly in November 2024, infrequency and unreliability of local bus services was raised as a key issue. The Mayor of Cambridgeshire and Peterborough Combined Authority agreed to meet with students to identify how he could help. Cambridge City Council will be developing an Inclusive Service Plan on inclusive and accessible transport, as mentioned in section 4.6 of this report.
- The heightened importance of promoting community cohesion amongst diverse communities in the city when taken in the context of local population churn. (Cambridge has a population churn of around 15,000 annually.) Also, in the context that hate crime motivated by hatred towards ethnicity is consistently the highest recorded hate crime out of all characteristics in the UK and Cambridge itself. In Cambridge, 72% of hate crimes recorded between 1 January 2022 and 31 December 2024 were motivated by hatred towards someone’s ethnicity (so 1,137 incidents recorded out of 1,570 total).
- Also related to community cohesion, the VCS consultation highlighted violence against women and girls as a key concern. For instance, UK data from the Office for National Statistics (ONS) has shown that almost a quarter of women aged 16-24 experienced sexual harassment last year, with younger women more likely to experience harassment. Across England and Wales there were also 107,000 offences of child sexual abuse and exploitation crimes, nearly four times higher than for the previous decade. One in four women (27%) have experienced domestic abuse since the age of 16 (ONS, 2023).
- Council officers have expressed concern about the resilience of the VCS, including those organisations supporting equality groups in the context of the collapse of the Encompass Network and Disability Cambridgeshire over the last few years. During the consultation, the VCS raised the importance of the sector having funding and support to develop strategic approaches to supporting equality groups. In addition, the consultation highlighted the importance of individuals as connectors between VCS organisations developing partnership working and strategic approaches to key issues in the city. These are important considerations relating to the council’s Community Wealth Building approach to reduce social and/or economic deprivation.

In addition, in relation to the fourth proposed objective, “establishing an inclusive and equitable culture within our workforce where our people feel a sense of belonging and purpose” as part of the consultation on the People and Culture Strategy 2024-27, staff told us that they want to work in an organisation:

	<ul style="list-style-type: none"> <li>• where their values, beliefs, identities and cultures are respected, where they feel listened to, valued for their contributions, and where they feel safe and comfortable to be themselves at work.</li> <li>• that helps to ensure its workforce is diverse across all levels and in all teams. (A key theme raised by the VCS in consultation on the equalities objectives was around the importance of continuing to work towards a workforce representative of the Cambridge community the council serves too.)</li> </ul>
4.5	<p><b><i>Proposed objectives and key areas of work</i></b></p> <p>The proposed equalities objectives for 2025/26 are as follows:</p> <ol style="list-style-type: none"> <li>1. Prioritising needs of diverse communities in our ever-growing city.</li> <li>2. Providing accessible and inclusive council services.</li> <li>3. Helping ensure that people can participate and engage fully in their community in a safe, welcoming and inclusive city.</li> <li>4. Establishing an inclusive and equitable culture within our workforce where our people feel a sense of belonging and purpose.</li> </ol> <p>In addition, under each objective, the key areas of priority are considered below:</p> <p><b>Objective one: Prioritising needs of diverse communities in our ever-growing city.</b></p> <p>Key priorities of work relating to this objective would include:</p> <ul style="list-style-type: none"> <li>• Engaging with different communities about their needs and identifying where the council is best placed to make a difference in enabling communities to thrive.</li> <li>• Ensuring that new housing in the city better meets the needs of diverse communities, including for protected characteristic groups.</li> <li>• Improving health and wellbeing of diverse communities and tackling health inequalities.</li> </ul> <p><b>Objective two: Providing accessible and inclusive council services.</b></p> <p>Key priorities of work relating to this objective would include:</p> <ul style="list-style-type: none"> <li>• Strengthening the council’s impact monitoring arrangements to ensure that we are meeting our Public Sector Equality Duty in service provision.</li> <li>• Using feedback from tenants to consider the improvements required around accessibility and inclusivity of services to council tenants.</li> </ul>



- Developing trauma informed practice within relevant council services. (For an example definition of trauma informed practice see: [Working definition of trauma-informed practice - GOV.UK.](#))

**Objective three: Helping ensure that people can participate and engage fully in their community in a safe, welcoming and inclusive city.**

Key priorities of work relating to this objective would include:

- Improving access to the physical environment for disabled and older people.
- Supporting young people to be heard in shaping the city and supporting them to access different opportunities safely.
- Promoting community cohesion and safety.
- Promoting a Community Wealth Building approach to reducing social and/or economic deprivation for individuals and communities.

**Objective four: Establishing an inclusive and equitable culture within our workforce where our people feel a sense of belonging and purpose**

Key priorities of work relating to this objective would include:

- Attracting and retaining a workforce that is representative of our local population.
- Assessing our gender, ethnicity and disability pay gaps and taking steps to reduce these.
- Promoting a culture of allyship in the workplace and defining belonging at Cambridge City Council and what it looks like for our people.
- Strengthening accountability and leadership around equality, diversity and inclusion, specifically for meeting our Public Sector Equality Duty (PSED).
- Providing support and training on what equality, diversity, inclusion and belonging means and how this can be put into practice in our work.

(Note that allyship is the quality or practice of helping or supporting other people who are part of a group that is treated badly or unfairly, whilst you are not yourself a member of this group (source: Cambridge dictionary.))

4.6	<b>Activity around promoting the rights of disabled people</b>
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On 2 July 2024 at the Equalities Panel, the Panel members were asked to feedback on what more the council might do to support disabled people relating to the four themes of the [Disabled People's Manifesto](#). The four themes are:

- Representation & Voice: the removal of barriers to participate in political and public life.
- Rights: for disabled people to enjoy the full rights set out in the United Nations Convention on the Rights of Persons with Disabilities.
- Independence: The right to live independently with choice and control over the support given.
- Inclusion: Plans for every aspect of life to address specific needs of disabled people from the outset.

This section of the report feeds back on council activity relating to recommendations made at the meeting.

At the Equalities Panel, a number of members suggested that the council needed to undertake greater publicity on support it provides for disabled people to enable people to know what they are entitled to. Since the meeting, the council has raised awareness in its residents' magazine, Cambridge Matters, and developed a webpage where information on support it provides to disabled people is kept in one place (see: [Support for disabled people - Cambridge City Council](#)). The council will continue to identify means to raise awareness of support it provides, including where this changes: for instance, there are plans to increase the amount payable for Disabled Facilities Grants from £15,000 to £30,000 (this item is going to committee on 11 March 2025).

It was also recommended that Members receive training on the offer the council provides to disabled people and about different types of disability to support their work with constituents. Following the Panel, training was provided on 7 September 2024 and attended by 13 Members. Topics included the social model of disability, hidden disabilities, stigma attached to disability, disability services provided by the council and partner agencies, and an understanding of how attitudes to disability can prevent people from seeking appropriate help.

	<p>Other recommendations made at the Panel where activity is being followed up on in 2025/26 are:</p> <ul style="list-style-type: none"> <li>• That in communication from the council, close attention continues to be paid to different adjustments disabled people might need. This will be an area of consideration as part of the council’s wider review into its communications and engagement with residents and partners.</li> <li>• The panel asked if we could fund a forum for disabled people to share lived experiences. The Shared Planning Service set up a Disability Access User Group (DAUG) open to anyone with interest in disability access (not just limited to access of the physical environment). This meets three times per year and covers Greater Cambridgeshire. Moreover, Cambridge City Council is currently working with public sector and VCS partners to look into feasibility of developing a documentary film to mark the 30<sup>th</sup> anniversary of the Disability Discrimination Act (that has since been incorporated into the Equality Act 2010). This would support disabled people across Cambridgeshire to share the impact the legislation has had but also information on current inequalities experienced.</li> <li>• The panel shared concerns relating to accessible transport options available to disabled people, especially taxis. In 2025/26, the council will be working on an <a href="#">Inclusive Service Plan</a>, which considers inclusive and accessible transport, and specifically in relation to taxi and private hire vehicle provision. Relating to this, the council will also be introducing training for taxi drivers in Cambridge city to ensure the safety of wheelchair users entering and leaving vehicles.</li> <li>• The Panel discussed whether it might be given powers to call up EqlAs to make a greater impact in shaping the council’s policies, plans, procedures and strategy generally. This will be explored as part of work to ensure the Panel’s recommendations are embedded into the new political governance structure, so it has greater impact on decisions.</li> </ul>
5.	<b>Corporate plan</b>
5.1	The equalities objectives for 2025/26 proposed in this report are strategic objectives around priority 2 in the <a href="#">Corporate Plan 2022-27</a> of “Tackling poverty and inequality and helping people in the greatest need”.

<b>6.</b>	<b>Consultation, engagement and communication</b>
6.1	<p>The following consultation has been undertaken:</p> <ul style="list-style-type: none"> <li>• In July 2024, the Equalities Panel was asked to consider themes of the Disabled People’s Manifesto in relation to what more Cambridge City Council could do to tackle issues faced by disabled people and promote their rights. See section 4.6 of this report for further details.</li> <li>• In December 2024 and January 2025, conversations were held with staff regarding their perceptions of the impact Cambridge City Council’s work has relating to its Public Sector Equality Duty. Staff were also asked about for their thoughts on what the most significant needs of equality groups in the city are.</li> <li>• In February 2025, the council consulted with 8 local voluntary and community sector (VCS) organisations. They were asked for their feedback on the proposed equalities objectives for 2025/26, key priorities relating to these, and what longer-term priorities of the council should be for equalities work. Section 4.4 indicates how this feedback was considered in producing priority areas of work under objectives for 2025/26.</li> <li>• On 3 February 2025, the Equalities Panel was asked for their feedback on the equalities objectives proposed for 2025/26 and key priorities relating to these. Key feedback was to ensure that the council is not overly ambitious around what it can achieve in one year – in response priorities under the objectives relate to what the council can directly impact on in 2025/26. Feedback also related to making sure that the council is able to evidence its impact effectively, especially relating to how it engages and hears from diverse communities. The Panel also heard about longer-term ambitions of the council relating to promoting equity and community power. They provided feedback that further work is needed to define these concepts for the council, especially in relation to what this feels and looks like in practice. This will be part of the council’s work in 2025/26 as it works towards developing a longer-term equalities strategy.</li> </ul>
<b>7</b>	<b>Anticipated outcomes, benefits or impact</b>

7.1	<p>The recommendations around new objectives for 2025/26, and priority areas of work under these, enable the council to meet legal obligations relating to its Public Sector Equality Duty. Specific measurable benefits and detailed activities that will result from focusing on priority areas of work under the proposed objectives will be identified by the summer 2025. This aligns with the timeline for new structures of services to have taken effect (relating to the council's transformation) and the development of service plans within these. The objectives and associated priority areas of work will support services in developing their service plans. The impacts the council has had relating to its priorities under each objective will be reported on in one year's time.</p>
8.	<p><b>Implications</b></p>
8.1	<p><b>Relevant risks</b></p>
	<p>The proposals of objectives for 2025/26 and priority areas of work underlying them are being developed before new structures associated with the council's transformation take effect. Ideally the new objectives would have been developed after the changes to structures take effect, alongside the development of operational service plans. This could prevent the risk of not being able to capture all major areas of work relating to equalities that can take place in 2025/26. However, the equalities objectives legally need to be in place from 1 April 2025. The council is confident it can make progress relating to all objectives and priority areas captured in this report.</p>
	<p><b>Financial Implications</b></p>
8.2	<p>The priority areas of work under the proposed objectives for 2025/26 will be delivered through existing service budgets, but services sometimes fund specific initiatives. The council also works extensively with partner organisations to maximise the impact of its resources.</p>
	<p><b>Legal Implications</b></p>
8.3	<p>As mentioned above, developing the equalities objectives to apply from 1 April 2025 and</p>

	reporting back on progress of the Single Equality Scheme for 2021 to 2025 are key parts of meeting specific duties under the council's Public Sector Equality Duty (PSED). In addition, in line with the PSED, during 2025/26 the council will monitor equality implications of service changes relating to its transformation and develop action plans accordingly.
	<b>Equalities and socio-economic Implications</b>
8.4	No Equality Impact Assessment (EqIA) has been carried out for the development of the Equalities Objectives for 2025/26 and priority areas identified as underlying them. This is because the objectives and priorities form the framework for the council to meet the Public Sector Equality Duty. The equalities objectives proposed for 2025/26 complement and are complemented by the Community Wealth Building Strategy, which outlines the council's approach to reducing poverty and inequality in Cambridge and supporting a more inclusive, fair and sustainable economy.
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	It is expected that the Equalities Objectives for 2025/26 and priority areas of work underlying them will have no environmental impact.
	<b>Procurement Implications</b>
8.6	The current interpretation and translation contract for all services will end on 24 January 2026 and will need to be re-procured, making best use of the new social value framework.
	<b>Community Safety Implications</b>
8.7	Please see Appendix A for a summary of the council's impact over the last four years on its current equalities objective around community safety: "To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together." This report also proposes a key priority on "promoting community cohesion and safety" for 2025/26 under the proposed objective "helping ensure that people can participate and engage fully in their community in a safe, welcoming and inclusive city".

9.	<p><b>Background documents</b></p> <p>Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985</p>
9.1	<ul style="list-style-type: none"> <li>• <a href="#">Public Sector Equality Duty government guidance</a></li> <li>• <a href="#">Single Equality Scheme 2021 to 2024 - Cambridge City Council</a></li> <li>• <a href="#">Single Equality Scheme Annual Report 2023/24</a></li> <li>• <a href="#">Census 2021 - Office for National Statistics</a></li> <li>• <a href="#">Cambridge Local Authority Health Profile 2019</a></li> <li>• <a href="#">ONS Exploring local income deprivation 2021</a></li> <li>• <a href="#">Disabled People's Manifesto</a></li> <li>• <a href="#">Our People and Culture Strategy 2024 - 2027</a></li> </ul>
10	<p><b>Appendices</b></p>
10.1	<ul style="list-style-type: none"> <li>• Appendix A: Activity and progress relating to previous equalities objectives in the Single Equality Scheme 2021/22 to 2024/25</li> <li>• Appendix B: Comprehensive Equalities and Diversity policy (updated February 2025)</li> </ul>
	<p>To inspect the background papers or if you have a query on the report please contact Helen Crowther, Equality &amp; Anti-Poverty Officer, tel: 01223 457046, email: <a href="mailto:helen.crowther@cambridge.gov.uk">helen.crowther@cambridge.gov.uk</a></p>