

REPORT TITLE: Workforce Demographics 2024 - 2025

To: Employment Committee (9 October 2025)

Report by:

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Wards affected:

None

Director Approval: The Chief Operating Officer, Jane Wilson, confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

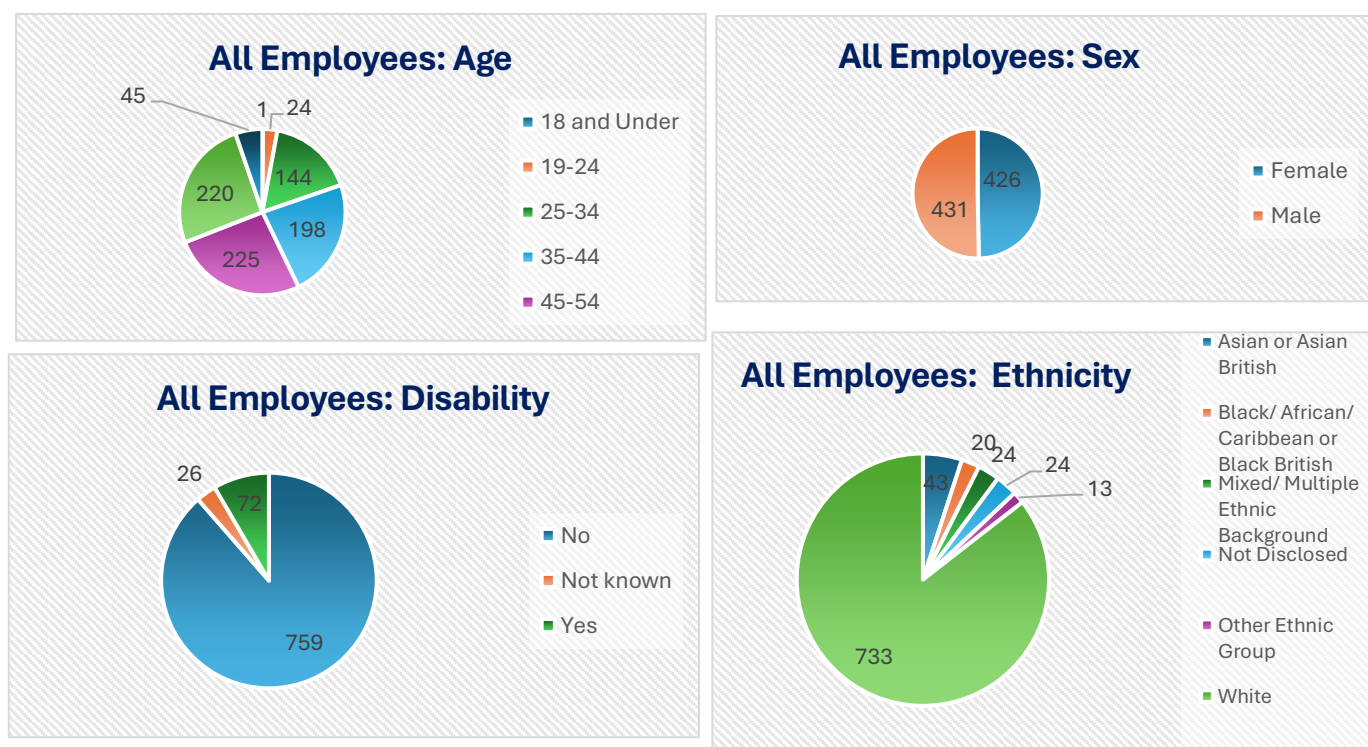
1.	Recommendations
1.1	To note the workforce information contained in the attached appendix.
2.	Purpose and reason for the report
2.1	The data provided in appendix one has been compiled to provide Committee with an overview of the workforce demographics for the year April 2024 – March 2025.
2.2	The data provided is for information only and therefore has no financial, legal, equalities, socio-economic, net zero carbon, climate change and environmental, procurement or community safety implications.
3.	Background documents
3.1	Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985 were the following: Employee data taken from the Council's iTrent system.
4.	Appendices
4.1	Workforce Information, 2024 – 2025 To inspect the background papers or if you have a query on the report please contact Lynsey Fulcher, Assistant Director, People and Change. Tel: 07592 384229, email: Lynsey.fulcher@cambridge.gov.uk

1.0 Background

- 1.1 This report provides Employment Committee with an overview of the workforce demographics for 2024 – 2025. The report also highlights the current people related challenges and the work being undertaken to address these challenges.
- 1.2 The information provided in the report is a summary of the year April 2024 – March 2025 with snapshot data taken from the 31 March 2025.
- 1.3 This is the first time information has been summarised and presented to Employment Committee in this way. In addition to this, organisational restructuring in recent years has made year-on-year comparisons difficult. Where possible, whole Council comparison figures from previous years are used and national benchmark figures are illustrated where known.
- 1.4 The insights provided in this report are intended to support informed workforce planning and strategic decision-making, highlighting trends and potential areas for targeted initiatives to enhance organisational effectiveness and engagement.

2.0 Our People

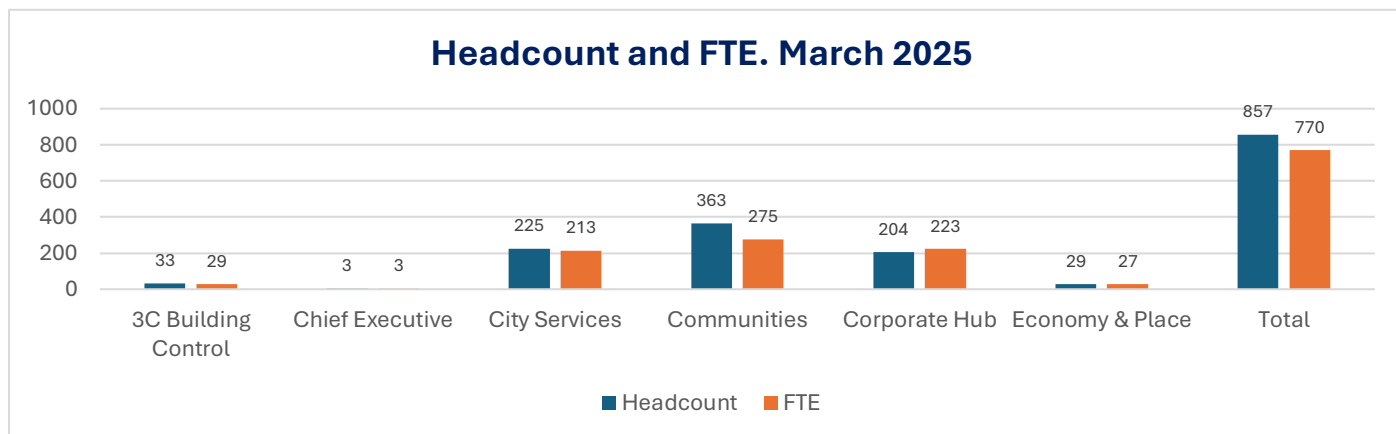
- 2.1 The Council employed 857 people on 31 March 2025. Of these, 23% worked part-time hours taking the Council Full Time Equivalent (FTE) figure to 770.
- 2.2 The age, sex, declared disability and ethnicity of the workforce is illustrated below:



- 2.3 It can be seen from the figures above that the split of sex is relatively equal across the Council with females accounting for 49.7% of the workforce. This compares with a national local government figure of 74% female (Source: ONS data)
- 2.4 The age category of 45 – 55 is the Councils most populated age bracket with an average age of 46.5 years old. This has not changed from last years average age and is comparable with a national local government figure of 47 years old (Source: InfiniStats benchmarking 2024)
- 2.5 72 employees declare they have a disability, equating to 8.4% of the total workforce. This is an increase from 2023 – 2024 where just 7% of the workforce declared they have a disability.
- 2.6 The People team have access to a full breakdown of ethnicity, as declared by individuals. The summary above groups ethnicity by census data to enable comparison against local census demographics. As at 31 March 2025, 85% of our workforce declared they were white, with 11% declaring they were from an ethnic minority. This is an increase on last years figure of 10.3% and compares with a local Cambridge figure of 25.5% (2021 Census data)
- 2.7 A more detailed analysis of our equalities data is published annually in the Equality in Employment workforce report that is published on our website at and can be found at: [Our equality and diversity performance - Cambridge City Council](#)
- 2.8 A restructuring in the People team has resulted in the creation of a Resourcing, Retention and Equality Manager within the structure from April 2025. This role has a focus on Equality, Diversity and Inclusion and will be supported by a People Advisor to progress work in this area, resulting in positive improvements and impact through additional capacity. This new role will enable a more strategic approach to resourcing and retention ensuring that equality, diversity and inclusion considerations are embedded across Council practices and initiatives in alignment with the People and Culture Strategy.

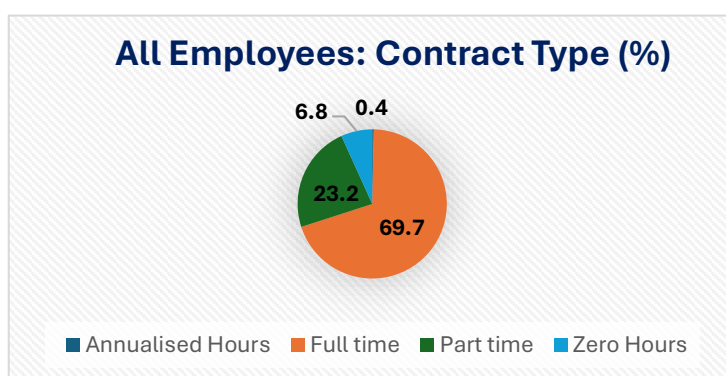
3.0 Employment Type and Group Breakdown

- 3.1 The graph below shows the breakdown of employees across Groups in the Council by headcount and FTE.
- 3.2 Whilst a full comparison with last year's data is not possible due to the difference in organisational structure, the overall headcount figure for March 2024 was 859, so comparable with this year's figure. It is expected that due to the redundancies resulting from the recent restructuring, the headcount figure at the end of 2025/2026 will be less. At the end of August 2025, at the time of preparing this report, the headcount was 822.



- 3.3 Of the 857 employees, 597 (69.7%) were employed on a full-time basis. The graph and table below gives more detail on the contracted hours and type of the whole workforce.

Contract Type	No. Employees
Acting Up	3
Fixed Term	70
Permanent	764
Secondment	20



3.4 Apprenticeships

- 3.4.1 As of 31 March 2025, 23 colleagues (2.7%) of our 857 colleagues were undertaking apprenticeships. This compares with 19 in 2023/2024 and 20 in 2022/2023. Apprenticeships currently in progress include professional standards such as Accountants, Project Management and Data Analysts as well as trades such as Plumbing and Domestic Heating and some service specific areas including Environmental Health and Fire Safety.
- 3.4.2 The Council's Apprenticeship Strategy is to:
- Grow, strengthen and drive maximum return on investment
 - Continue to optimise the Council's levy contributions
 - Continue to provide a high-quality Apprenticeship Scheme for existing employees and new recruits
 - Attract and retain the best people, in the most effective way possible
 - Develop excellent people, managers and leaders through apprenticeships
- 3.4.3 Further work is being undertaken in the Learning and Organisational Development Team to work with managers to build apprenticeship roles into their structures, support apprenticeships in the workplace and support more local SME's through the levy transfer scheme.

4.0 Starters, Leavers and Turnover

4.1

86
left
City

Group	Sum of Days Lost	Days lost per FTE
3C Building Control	596	20.55
City Services	1584	7.44
Communities	2034	7.40
Corporate Hub	856	3.84
Economy & Place	86	3.19

During
2024/2025,
colleagues
Cambridge
Council,

and the Council welcomed 83 new starters. This resulted in a low turnover rate for the year of 10%. This compares with a turnover rate of 13% (112 leavers) for the year 2023/2024.

- 4.2 Length of service of leavers and reasons for leaving are outlined below, with Voluntary resignation accounting for 65% of all leavers. 36% of leavers had 2 years or less service. Whilst exit questionnaires are encouraged, completion rates for these are low and the People team are reviewing the exit interview process with the aim of increasing valuable leaving data. Improving the completion and quality of exit questionnaires will provide more robust insights into turnover reasons enabling the People team to develop targeted retention initiatives.

Length of Service	Employees
Under 1 year	7
1-2 years	24
3-5 years	15
5-10 years	10
11 - 20 years	12
21 years +	18

Reason for Leaving	Employees
Voluntary	56
Redundancy	8
Retirement	7
Dismissal	4
End of Contract	4
Career Break	3
Retirement	2
Casual Staff Leaver	1

- 4.3 The split of sex is consistent between starters and leavers, with females accounting for 59% of leavers and 60% of new starters.

5.0 Sickness Absence

- 5.1 During 2024/2025, 5156 days were lost to absence. This equates to 6.7 days per FTE. This is a reduction from 2023/2024 figures that reported 6753 days lost to absence.

- 5.2 The national comparator for days lost to absence reported by the Local Government Association is 8.8 days per FTE.

- 5.3 The breakdown of absence per Group is outlined below. The Groups outlined in red report absences over the Council average of 6.7 days per FTE, whilst those in green are below the average. The People team are working with Group management teams to improve absence monitoring and management.

- 5.4 The top three sickness reasons and percentages of whole Council absence this represents is outlined below.

Top 3 absence reasons	% of days lost
Combined Stress, Anxiety and Depression	30%
Cold/Cough/Flu inc. Covid	11%
Musculoskeletal inc. fracture injury	10%

- 5.5 Of the 30% combined stress, anxiety and depression data, 25% of this (395 days) accounts for purely work related. The remaining 75% has been reported as either personal or a combination of personal and work-related stress.
- 5.6 In 2024-2025 a total of 64 cases of stress related absence were being managed, of which 18 were a long term of absence of more than 21 days. Of these 18 cases, only 4 were due to work related issues, with a further 2 cases a combination of work and personal issues.
- 5.7 All cases were actively managed through the Council's Sickness Absence Management Policy, which encourages a proactive and supportive approach, particularly to stress-related conditions. Early intervention is advised, including referral to occupational health or counselling services.
- 5.8 Managers are also required to complete stress risk assessments and discuss planned return to work programmes with individuals. We continue to review our toolkit for managers to help reduce the risk of workplace stress and promote mental wellbeing.

6.0 Agency Spend

- 6.1 A summary of agency spend for the year is shown below with last years figures shown in comparison.

Group	2024/25	2023/24
Cambridge Greater Partnership	£123,876	£22,111
Chief Executive	£48,268	£13,462
City Services	£1,095,328	£703,281
Communities	£757,000	£870,622
Community Services	£15,194	n/a
Corporate	£1,289,917	£1,295,538
Economy & Place	£50,902	£97,132
Off contract spend	£80,770	£261,566
Total	£3,461,255	£3,263,712

- 6.2 2025/2025 saw an increase in agency spend of just under £200k compared with the previous year. This was expected given the transformation work taking place across the Council in the year, and the increased use of agency workers to bridge gaps in vacancies before restructuring activity was concluded.
- 6.3 Agency spend off contract refers to agency workers engaged outside of the corporate agency contract with Comensura. Managers have been encouraged by the HR team to use the Comenrusa framework to engage with agency workers where possible to avoid high agency costs and hidden fees often charged by off-contract agencies. It is pleasing to see the off contract spend significantly reducing in the past year.

7.0 Employee Relations Case work

- 7.1 The People Team have changed their ways of working in the past year and now adopt a business partner model. There are two People Business Partners and one Strategic People Manager who provide HR advice and guidance to managers and employees across the Council.
- 7.2 A breakdown of employee relations case work is found below alongside the figures for the previous two years.

Year	Capability	Disciplinary	Grievance	Appeals
2024/2025	2	0	6	1
2023/2024	1	9	7	1
2022/2023	1	3	1	0

- 7.3 We continue to monitor our casework in terms of equality, however it is difficult to draw conclusions from relatively low numbers, when considered against the overall workforce. The Council continues to take every complaint seriously and action appropriately. Further analysis identified there was no evidence of any allegations of bullying and harassment or sexual harassment.
- 7.4 As we continue to embed new ways of working, our policies and procedures are regularly reviewed to remain fit for purpose, legally compliant, and aligned with current employment legislation, case law and best practice. We continue to work with our managers and trade unions to create resources that meet the changing needs of the Council.

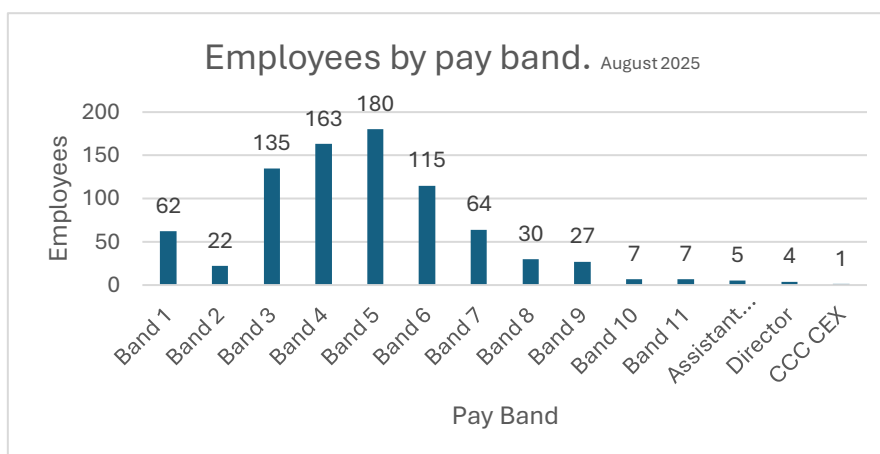
8.0 Pay

- 8.1 The Council's gender pay gap has increased this year. A comparison from last year and this year is illustrated below. The council also reports an ethnicity pay gap that has also seen an increase this year.
- 8.2 Analysis has shown that both increases are primarily result of senior management restructuring that took place in 2024. Data for pay gaps below one year

Gender	2024	2023	2024	2023
Gender	3.86%	8.10%	8.57%	6.93%
Ethnicity	0.95%	6.81%	0.65%	4.96%

behind as the date required for statutory reporting is taken from the year prior to the publication date.

- 8.3 More detailed analysis into the pay line has taken place to understand where any inequities in pay may be, and what actions we can take to reduce pay gaps. A breakdown of pay banding across the Council can be seen below.



- 8.4 Pay bands 1 – 11 apply to 98% of our workforce with the remaining employees paid on AD1, Director and CEX pay bands. Work is planned this year to consider improvements to the pay line and any changes will consider the impact on pay gaps.

9.0 Next steps

- 9.1 Dashboards are being created from this data, providing more detailed group overview. These will be presented to and discussed with group management teams on a quarterly basis.
- 9.2 People related Key Performance Indicators (KPI's) are being developed for input into the corporate performance reporting framework. This will include some of the indicators outlined above. Whilst these KPI's will be presented to Committee and Full Council as appropriate, it is proposed that this more detailed overview of workforce information is presented to Employment Committee annually.
- 9.3 The dashboards and KPI's will provide real-time insights to support proactive workforce management assisting informed decisions that drive organisational performance, staff engagement and strategic outcomes.