

Action	Analysis	Outcome	Lead	Timescale
Develop reporting on recruitment, promotion, retention, disciplinary and grievance outcomes by protected characteristic.	N/A	Improved understanding of the impact of recruitment, promotion, retention, disciplinary and grievance outcomes.	EDI Lead.	Q4 2026/27
Declining declaration rates.	Launch employee self-service data completion campaign.	Declaration rate increases.	EDI Lead.	Q3 2026/27
Reduction in ethnicity, disability and sexual orientation declaration rates.	Review onboarding and recruitment processes to ensure equality information is captured appropriately.	Declaration rate increases.	EDI Lead/Recruitment Team	Q4 2026/27
High levels of unknown data among starters.	Introduce monthly monitoring of equality data completion for new starters, with targeted intervention in high-growth services, particularly Children and Adults.	Unknown categories reduced.	EDI Lead/Recruitment Team	Q4 2026/27
Minority ethnic representation remains below local population profile.	Develop targeted attraction strategy and review inclusive recruitment practices.	Year-on-year increase in minority ethnic representation	EDI Lead/Recruitment Team	Q1 2027/28

Action	Analysis	Outcome	Lead	Timescale
Limited visibility of diversity at senior grades.	Produce annual leadership diversity analysis by grade and service.	Diversity profile published for managers and above	EDI Lead	Q4 2026/27
First-year turnover remains high.	Review onboarding, probation and induction arrangements.	First-year turnover reduces.	HR Business Partners.	Q3: 2026/27
Increasing proportion of employees aged 55+.	Align talent management with workforce planning to support development, succession planning and future skills needs, focusing on critical and hard-to-recruit roles.	Succession plans in place for all critical services. Talent identified through the 9 Box Diamond process with development actions agreed. Stronger succession pipelines and workforce resilience. 20% quarterly increase in 9 Box Diamond usage by Team Leaders.	HR Business Partners (rollout of monitoring & support).	Q2-Q4: Ongoing rollout, implementation, and monitoring. Q4: Succession plans completed and uptake reviewed against the 20% quarterly increase target.
Sickness improving but remains above desired levels.	Target support in services with highest absence rates and strengthen wellbeing interventions.	Sickness reduces.	Absence Project Group.	Q1 -Q4: Aligns with Absence Project Group Action Plan.