

SEP: Attract and retain the very best workforce			
Action	Responsible dept/ business unit	Start date	End date
Attract and retain talent by positively encouraging applicants and employees from underrepresented groups to apply for jobs and career progression opportunities within our organisation.	DMTs/People Management (HR Support, L&D)	April 2016	March 2020
Regularly review our recruitment training to ensure recruiting managers and support staff involved in the recruitment process are up to date in our corporate procedures and apply fairness and equality at all stages of the process.	People Management (L&D)	April 2016	March 2020
Develop an overarching behaviour statement aligned to our newly developed core values to ensure employees and managers appreciate and understand the Equality Duty and how it relates to their role in our organisation.	PSSG/ People Management (Consultancy)	April 2016	March 2017
Develop an online Corporate Welcome module and review departmental induction procedures to ensure new employees are welcomed and understand their equality and diversity responsibilities, core values and behavioural standards.	People Management (L&D)	January 2016	October 2016
Develop employment policies and promote initiatives that support our employees through periods of organisational change, work related or personal challenge, e.g. Stress management, mental health awareness, domestic abuse and sexual violence support.	People Management (HR, L&D & OH)	April 2016	March 2020
Develop our employee communication and engagement strategy to enable consistent two way communication and effective ways for the staff voice to be heard.	PSSG/People Management (Consultancy)	July 2016	March 2017
Provide the framework for managers to develop a positive working environment to support regular attendance, advise managers and monitor consistency, e.g. reasonable adjustments for a disability, flexible working for caring responsibilities, time off for religious observance.	DMTs/People Management (HR, L&D & OH)	April 2016	March 2020
Develop an integrated programme of Welsh Language development for our employees	Reg & Policy/People Management (L&D)	April 2016	March 2020
Use the Work Ready Project (apprenticeships, graduate, work experience, work placements, volunteering) to attract and retain underrepresented groups, e.g. Young people, people with disabilities, and monitor outcomes.	People Management (L&D)	April 2015	April 2017 [extended if additional funding]

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We will continue to encourage and monitor that every employee has the opportunity to meet with their manager for a <i>Helping People to Perform (HPP)</i> appraisal performance discussion at least once every year	PSSG/Reg & Policy (Performance & Information)	April 2016	March 2020

SEP: We will work to improve employment monitoring data held by the local authority and ensure pay differentials are identified and acted upon	
Action	Responsible department/ business unit
Maintain our targeted campaign to encourage employees to voluntarily declare equality monitoring information to reduce data gaps and better understand the composition of our workforce	PSSG/People Management (HR, HR Support)
Support the provision of workforce data to schools to enable each to fulfil its statutory responsibility for annual strategic equality reporting	Education & Children's/People Management (HR Support)
Review our learning and development application and approval process and monitor to ensure consistent and fair access	DMTs/People Management (L&D)
Undertake an annual Equal Pay audit to identify and understand our actual pay gaps and/or pay discrepancies and develop actions for improvement	PSSG/People Management (HR)
Apply the Gender Employment and Pay Analysis (GEPA) method to our workforce information and pay data to identify any potential employment disparities and develop actions for improvement	PSSG/People Management (HR, HR Support)
Utilise our workforce information to inform succession and workforce planning and develop business objectives that support equality improvement	DMT's/PSSG
Continue to advise and support business units during service reconfiguration to ensure workforce impact is assessed appropriately	People Management (HR)
Utilise feedback from external accreditations such as Investors in People to inform future equality and diversity priorities	PSSG/People Management (HR, OH & L&D)
Undertake an audit of the Language Skills of our employees	DMTs/People Management (HR Support, L&D)
Evaluate and review our equality objectives to ensure they support continued improvement and report annually	PSSG