

Proposed Actions	Workforce Indicators that this action relates to:	Owner	Target Date
Develop a rolling programme of inclusivity training, ensuring that this is consistently embedded within the Leadership Development Programmes	<ul style="list-style-type: none"> • 1 -Percentage of BME staff in Bands 8-9 compared with the overall workforce • 3 -Relative likelihood of BME staff entering the formal disciplinary process 	Education, Learning and Development Team	Programmes throughout 2016-17
<p>Continue to work with participants of the 2015 on-boarding survey to track their progress through the Trust</p> <p>- Continue to carry out the On-Boarding Survey with a minimum of one new cohort in 2016-17</p>	<ul style="list-style-type: none"> • 1 - Percentage of BME staff in Bands 8- 9 compared with the overall workforce • 2 - Relative likelihood of BME staff being appointed from shortlisting • 4 - Relative likelihood of BME staff accessing non mandatory training • 7 - Percentage believing that the Trust provides equal opportunities for career progression 	HR Team	2 follow up meetings during 2016-17
Review of Trust appraisal process involving a wide range of staff in development stages	<ul style="list-style-type: none"> • 1 - Percentage of BME staff in Bands 8-9 compared with the overall workforce • 2 - Relative likelihood of BME staff being appointed from shortlisting • 4 - Relative likelihood of BME staff accessing non mandatory training • 7 - Percentage believing that the Trust provides equal opportunities for career progression 	Education, Learning and Development Team	October 2016
Introduction of values based recruitment process and subsequent training for all recruiting managers	<ul style="list-style-type: none"> • 1 - Percentage of BME staff in Bands 8-9 compared with the overall workforce • 2 - Relative likelihood of BME staff being appointed from shortlisting • 7 - Percentage believing that the Trust provides equal opportunities for career progression 	Recruitment Team	August/September development, with full implementation in October 2016
Develop training to support staff with the job application process	<ul style="list-style-type: none"> • 1 -Percentage of BME staff in Bands 8-9 compared with the overall workforce • 2 - Relative likelihood of BME staff being appointed from shortlisting • 4 - Relative likelihood of BME Staff accessing non mandatory training and CPD • 7 - Percentage believing that the Trust provides equal opportunities for career progression 	HR Team	December 2016
Continue and enhance, leadership, coaching and mentoring programmes and ensure equality of access is maintained through	<ul style="list-style-type: none"> • 1 - Percentage of BME staff in Bands 8-9 compared with the overall workforce • 2 - Relative likelihood of BME staff being appointed from 	Education, Learning and Development	Programmes throughout 2016-2017

regular monitoring - Continue the roll out of the Leadership programme - Continue Roll Out of Coaching for Positive Behaviours for staff in Bands 6 and 7	<ul style="list-style-type: none"> shortlisting 4 - Relative likelihood of BME Staff accessing non mandatory training and CPD 7 - Percentage believing that the Trust provides equal opportunities for career progression 	team	
Deep dives in areas where there is a higher incident of disciplinary, particularly where this affects BME Staff	<ul style="list-style-type: none"> 3 - Relative likelihood of BME staff entering the formal disciplinary process compared to that of white staff 8 - Percentage of staff who feel they have experienced discrimination at work 	Employment Best Practice Team	On-going
Progress the review of the Trust's draft Medical Error Policy' as an alternative route when dealing with unintentional drug/patient protocol errors	<ul style="list-style-type: none"> 3 - Relative likelihood of BME staff entering the formal disciplinary process compared to that of white staff 8 - Percentage of staff who feel they have experienced discrimination at work 	Pharmacy Team	December 2016
To ensure that staff continue to receive Conflict Resolution Training on an on-going basis as part of their Statutory and Mandatory Training	<ul style="list-style-type: none"> 5 - Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or members of the public 6 - Percentage of staff experiencing harassment, bullying, or abuse from staff in the past 12 months 	Security Department	On-going
Review of the Dignity and Respect at Work Policy	<ul style="list-style-type: none"> 6 - Percentage of staff experiencing harassment, bullying, or abuse from staff in the past 12 months 	Employment Best Practice Team	December 2016
Complete a census for staff in Bands 8a and above	<ul style="list-style-type: none"> Percentage of BME staff in Bands 8 - 9 compared with the overall workforce 	ESR & Workforce Team	April 2017
Consideration of introduction of ESR self-service with functionality for staff to update their own information	<ul style="list-style-type: none"> Increasing the percentage of staff who disclose their ethnicity to the Trust to 95% or above 	ESR & Workforce Team	April 2017