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1.	Issue	BME applicants appear to be less successful through our recruitment processes than White British applicants			
	What's already in place?	Recruitment Policy; Shortlisting through TRAC requires rationale for shortlisting; At least 2 people required to shortlist; Interview assessment sheets require scoring, recruitment training reviewed by network leads and amended, unsuccessful candidates surveyed for feedback, recruitment website images representative of population. Recruitment training includes information on unconscious bias.			
	Agreed Actions	**Update**	**By who**	**Action due date**	**Measure**
1.1	Board and senior management level commitment to include attracting and recruiting BME staff to band 8b and above posts in their workforce strategies for the coming 10 years in line with the NHS Long Term Plan.		Director of Workforce, OD and Comms/Trust board/CSD/AD/ODBP's	**March 2020**	BME recruitment is a strand of all directorate workforce plans to meet the requirement to increase representation in line with the long term plan
1.2	Develop a 5 year plan that looks at longer term objectives regarding workforce race equality and supports the objective of increasing the number of BME staff in senior roles from band 8b upwards.		Head of Employee Relations/ Workforce Equality group/BME network chair/Staff side/Head of Resourcing/E&WD representative	**January 2020**	Plan has been fully developed in conjunction with identified stakeholders and contains measures that will support the trust in achieving a target of 7% representation at each level in bands 8b and above
1.3	Conduct a review of all assessment centres conducted in the past 18 months to determine whether there are barriers to BME recruitment identified and assess whether unconscious bias may be a factor.		Head of Resourcing	**December 2019**	Each assessment centre is reviewed to determine whether there were BME applicants and how many were shortlisted, of those shortlisted how many attended interview, of those that were invited to interview and did not attend can we ascertain if the assessment centre was the cause and if they attended how many BME candidates were successful
1.4	Develop a targeted campaign to attract BME staff to apply for roles at Band 8b and above.		Head of Resourcing/BME network/Comms	**31 March 2020**	All roles at band 8b and above will be advertised in places BME applicants may be more likely to search for

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					employment. Regional talent boards will be utilised for this purpose and there will be an increase of 10% in the number of BME applicants for senior roles within KCHFT
1.5	Explore the options available for increasing the number of shortlisting and interview panels that include BME representation, identifying which roles it is essential to have a BME panel member participating in, e.g. all roles at band 8a and above.		Head of Resourcing /Head of Employee Relations and Corporate Business Partnering	**30 November 2019**	Recommendations are made relating to increasing BME representation on panels recruiting to band 8a and above roles and where jobs are being advertised and there is more than one role per vacancy
1.6	Determine whether further unconscious bias training sessions should be procured and delivered to all recruiting managers. In determining this consideration should be given to whether a session that takes into account more than one protected characteristic can be commissioned.		Head of Employee Relations and Corporate Business Partnering/ WEG/BME network chair	**31 October 2020**	Analysis of previous sessions will have taken place and a review undertaken to assess the benefits of providing training
1.7	Evaluate multiple mini interview approach to selection to determine if the model should be extended more widely across the Trust. Bring the findings to the WEG for discussion.		Head of Resourcing/ Head of Employee Relations and Corporate Business Partnering	**30 November 2019**	A review of the multiple mini interview approach will have been undertaken and consensus gained from the WEG for an agreed recommendation

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2	Issue	Through the staff survey BME staff report higher levels of bullying, harassment or abuse from colleagues/managers than White British staff.			
	What's already in place?	Bullying and Harassment strategy in place. Freedom to Speak Up Policy, Freedom to Speak Up Guardian in post, Facilitated conversations and Staff Networks available for support and advice. Equality and Diversity Policy; Equality and Diversity session at corporate induction includes 'No Bystanders' film; Equality element included in all HR policies. Violence and Aggression Policy includes process for advising violent/aggressive patients.			
	Agreed Actions	**Progress Update**	**By who**	**Action due date**	**Measure**
2.1	Second "No bullying here" campaign to be delivered in partnership with Comms, Staff side and BME network chair. This should be tied into a similar action in the WDES and developed and promoted in conjunction with the time to change movement. The campaign should be timed to coincide with national anti-bullying week.		Head of Employee Relations/ BME Network chair/Staff side Convener and Comms	31st March 2020	No bullying campaign has been completed and tied into the WDES campaign and national anti-bullying week.
2.2	Invite BME staff network members to join the Conflict Resolution working group		Head of Employee Relations/ BME Network chair	31st August 2019	At least 1 representative from the BME staff network will be a participating member of the conflict resolution working group
2.3	Invite BME staff network members and staff side to join the disciplinary process review working group		HR Manager	31st August 2019	At least 1 representative from the BME staff network will be a participating member of the disciplinary process review working group
2.4	Conduct more detailed analysis of the staff survey results to determine by Directorate whether any patterns exist relevant to staff experience of bullying, harassment or abuse from colleagues/managers and target interventions address this. Provide data to WEG and determine actions.		Head of Employee Relations	31 October 2019	Analysis of the results has been undertaken and been presented to the WEG. Appropriate actions have been determined as a result

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3	Issue	There is a lower level of perception amongst BME staff reported in the 2018 staff survey that the Trust provides equal opportunities for career progression or promotion			
	What's already in place?	Education and workforce development policy, appraisal policy and Trust talent management strategy and talent pool. Managers' guidance on career development discussions.			
	Agreed Actions	**Update**	**By who**	**Action due date**	**Measure**
3.1	A BME talent board is available to all BME staff expressing an interest in career development and advancement.		ODBP's/Education and Workforce Development Lead (Quality)	**31 March 2020**	Parameters will be set outlining minimum requirements to enable staff to enter into the talent board programme and a framework developed to outline what BME staff can expect
3.2	Attend a BME network meeting to discuss the data relating to career progression and agree actions for improvement of perception and experience.		Head of Employee Relations and Corporate Business Partnering/ BME network chair	**30 September 2019**	Attendance at BME network meeting
3.3	Explore opportunities to link into Regional Talent boards to provide enhanced development opportunities for BME staff seeking progression to senior level roles		Education and Workforce Development Lead (Quality)	**30 November 2019**	Information about the Regional talent boards will have been presented to the WEG for discussion
3.4	Promote the "Ready Now" programme available to band 8+ and the "Stepping Up" programme available to band 5 – 7 through the NHS Leadership Academy		Head of Employee Relations and Corporate Business Partnering/ BME network chair/ Education and Workforce Development Lead (Quality)/Comms	**30 November 2019**	Information relating to both programmes will be available on Flo and will have been publicised in Flomail, through the staff networks, senior management and ODBP's targeting staff the programmes are most suited to
3.6	Proposal for reverse mentoring drafted and submitted for consideration		Head of Employee Relations and Corporate Business Partnering	**30 November 2019**	Proposal have been submitted to management committee for consideration

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	Agreed Actions	Update	By who	Action due date	Measure
3.7	Included as a performance objective in their annual appraisal, VSM and board members to mentor/reverse mentor and sponsor at least one BME staff member at Band 8d or below.		Director of Workforce, OD and Comms	**31 March 2020**	Each board member and VSM has been paired with a BME staff member to provide one of the interventions
3.8	NED's to be encouraged to play a role in mentoring or sponsoring BME staff that have the potential to fill an executive role within 3 years		Director of Workforce, OD and Comms	**31 March 2020**	Each NED has been approached to mentor/sponsor a BME staff member

4	Issue	A higher percentage of BME staff report experiencing discrimination at work in the last 12 months			
	What's already in place?	Equality and Diversity Policy; Equality and Diversity session at corporate induction includes 'No Bystanders' film; Equality element included in all HR policies. Violence and Aggression Policy includes process for advising violent/aggressive patients.			
	Agreed Actions	**Update**	**By who**	**Action due date**	**Measure**
4.1	Head of Employee Relations to attend BME network meeting to discuss issues and agree actions		Head of Employee Relations and Corporate Business Partnering/BME network chair	**30 September 2019**	Attendance at BME network meeting

5.	Issue	Trust board and bands 8b and above are currently under-representative of the overall workforce			
	What's already in place?	Executive Sponsor for Staff BME network. Inspire programme to pair individuals with a mentor to support career progression. Robust appraisal and development programme. Access to talent board if rated excellent.			
	Agreed Actions	**Update**	**By who**	**Action due date**	**Measure**
5.1	Executive sponsor to attend network meetings. BME network members to attend board meetings to share their experiences and discuss ways of improving those experiences Work with BME staff in senior positions to develop and share personal stories about their lived experience in blogs/Vlogs.		Director of Workforce, OD and Comms and BME network chair/network members	**31 March 2020**	Director of Workforce, OD and Comms to have attended at least one BME staff network meeting and at least one BME staff network representative has attended a board meeting

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					BME staff in senior positions have written a blog about how they achieved their current role and this has been published and promoted on Flo as part of a wider campaign
5.2	Campaign to reduce the number of staff whose Ethnicity data in ESR is recorded as "Not Stated". This will be linked to the campaign as part of the WDES action plan to encourage all staff to update their equalities data		Head of Employee Relations and Corporate Business Partnering/BME network chair	**31 March 2020**	50% improvement in the declaration rate when the next data set for the WRES is produced

6.	Issue	Staff network visibility			
	What's already in place?	Staff networks for BME, Disability and Carers and LGBTQ+ meet regularly. Network conference is planned to take place in Q3 where all the networks will come together.			
	Suggested Actions	**Update**	**By who**	**Action due date**	**Measure**
6.1	BME, Disability and Carers and LGBTQ+ staff network chairs and trade union representatives to be supported to raise the visibility of their work and be encouraged to engage further in the equalities agenda including the WRES and WDES programmes of work. Develop a Comms campaign that shares the positive work of the networks, what has already been achieved and plans for the future.		Head of Employee Relations and Corporate Business Partnering/Staff side convener/Disability and Carer staff Network chair/ Comms team	**30 November 2019**	Promotion of the networks has happened with the support of the Comms team including a celebration of the network conference Network membership has increased by 10%