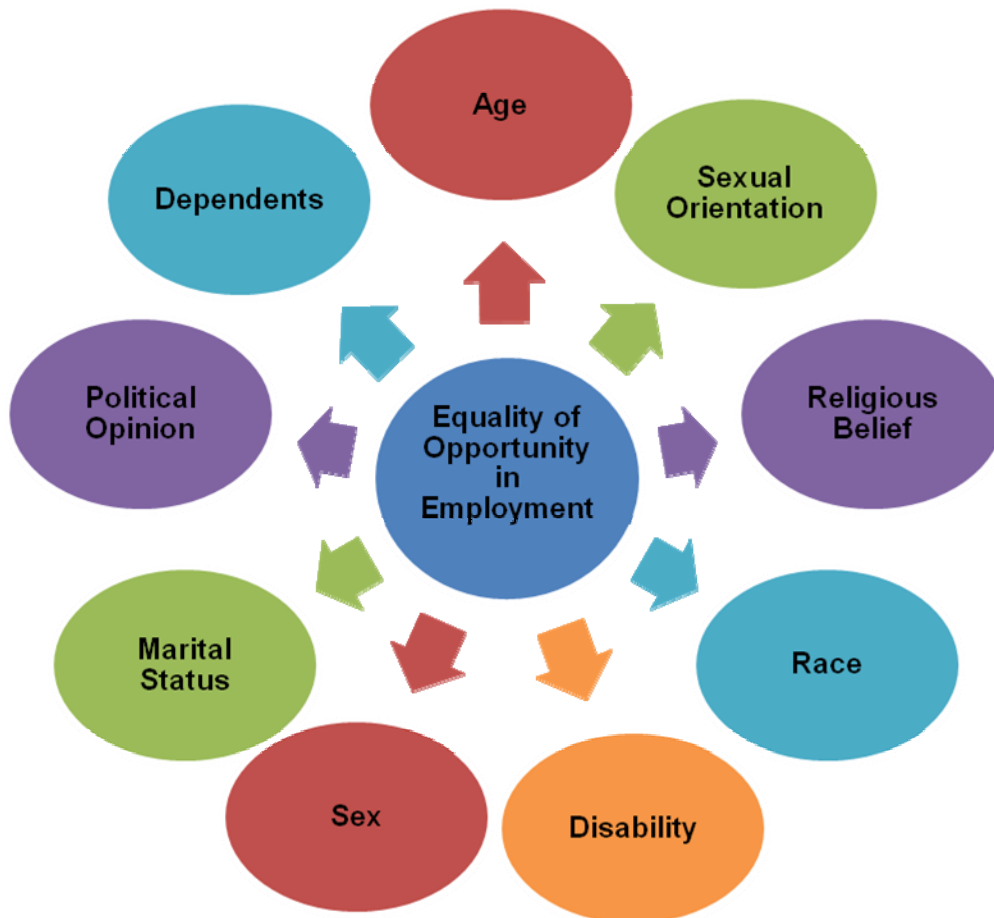




Belfast Health and Social Care Trust

EMPLOYMENT EQUALITY & DIVERSITY PLAN

1 January 2008 – 31 December 2010



EMPLOYMENT EQUALITY & DIVERSITY PLAN

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- To promote Equality of Opportunity in employment for all persons**
- To promote best practice with regard to all employment policies and practices**
- To ensure employment policies and practices meet legal requirements**
- To create an environment where diversity is promoted and managed and all staff value people's differences.**

January 2008

Employment Equality & Diversity Plan

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Belfast HSC Trust

FOREWORD

The Employment Equality & Diversity Plan for the Belfast Health and Social Care Trust has been produced in partnership with staff side representatives and in accordance with the guidelines on the development of an Equality Plan by the Equality Commission for Northern Ireland.

The Plan has the full endorsement of the Executive Team who are committed to implementing it within the Trust.

The Belfast Health and Social Care Trust fully recognises its responsibilities as a major employer in the provision of healthcare and in particular its role and responsibilities to the staff who provide health and social care. The development of this plan, in conjunction with staff representatives, and a wider consultative process has enabled the development of a framework and a relevant programme of action for the promotion of equality across age, sexual orientation, religious belief, race, disability, political opinion, sex, marital status, persons with or without dependents.

The Trust looks forward to working in partnership and in collaboration with individuals, staff representatives and the many organizations involved to ensure the successful and ongoing implementation of plans to promote equality of opportunity.



**Mrs Marie Mallon
Director of Human Resources
Belfast Health & Social Care Trust**

ALTERNATIVE FORMATS

This document will be available on request in a range of alternative formats including: -

- Large Font
- Audio Cassette
- Braille
- Computer Disc
- Main Minority Ethnic Languages
- Daisy
- Easy-read
- Electronic Version

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EMPLOYMENT EQUALITY & DIVERSITY PLAN

BELFAST HEALTH & SOCIAL CARE TRUST

1. INTRODUCTION

The Belfast Health and Social Care Trust (the Trust) is committed to the promotion of Equality of Opportunity in Employment for all persons regardless of their sex; religious beliefs; political opinions; marital status (civil partnership or family statuses); race; age; sexual orientation; whether they are disabled; whether they have undergone, are undergoing or intend to undergo gender reassignment; and whether or not they have dependants.

In order to take practical action to implement this commitment the Trust has developed an Employment Equality & Diversity Plan with the support of the Equality Commission for Northern Ireland and in consultation with Staff Side. This Plan is a voluntary initiative designed to build on existing equality work undertaken by the six former Legacy Trusts, which have now merged to form the Belfast HSC Trust, and to meet future equality requirements.

The Plan has been developed in accordance with the requirements of each of the equality and anti-discrimination laws in Northern Ireland and with the good practice recommendations of the Equality Codes of Practice and the Equality Commission's Unified Guide.

The aim of the Plan is to assist the Trust :-

- In promoting Equality of Opportunity in employment for all persons.
- In promoting Best Practice with regard to all of its employment Policies and practices across the full range of Section 75 equality categories.
- In ensuring that its employment Policies and practices meet legal requirements across all Section 75 equality categories;
- In creating an environment where diversity is promoted and managed and all staff value people's differences.

2. COMMITMENT

The Executive Team is committed to effectively implementing the Employment Equality & Diversity Plan. The Employment Equality & Diversity Plan will be implemented in conjunction with the Trust's Equality Scheme and Disability Action Plan. The Trust will provide the necessary resources to ensure the effective implementation of this Employment Equality & Diversity Plan. The Governance, Equality and Improving Working Lives Team established within the Trust will have operational responsibility for ensuring the implementation and monitoring of the Plan. Annual Progress Reports will be provided through the normal reporting structure, i.e. the Trust's Senior Executive Team and Trust Board.

3. TIMEFRAME

This Plan will be implemented between January 2008 and December 2010. It will be reviewed on an annual, and if appropriate, more regular basis. The Plan is an evolving one that will change and develop as legislative and best practice initiatives emerge over the period January 2008 – December 2010.

4. COMMUNICATION

Effective communication of the Plan to all staff will take place via the Belfast Trust's Equal Opportunities Training Sessions available to all staff and it will be available on the Trust Intranet. Information relating to specific objectives and achievements set out in the Plan will be communicated via the Trust's Newsletter, email and intranet. The progress of the achievement of the objectives set out in this Employment Equality & Diversity Plan will be communicated on a regular basis to the Co-Director for Governance, Equality and Improving Working Lives and on to the Belfast Trust Director of Human Resources for communication as appropriate to the Executive Team and Trust Board.

5. CONSULTATION

The Trust is committed to ensuring meaningful and effective involvement and participation of staff, staff representatives and the public in the development of this plan. To inform the development of this plan the Trust has worked in partnership with local staff side representatives and engaged with a wide range of key stakeholders. (See Appendix I)

6. INFORMATION ON THE TRUST, FUNCTIONS AND EMPLOYMENT

6.1 Background to the Trust

The Belfast Health & Social Care Trust is a statutory body that came into operation on 1 April 2007. It replaced the former 6 Health & Social Services Trusts: -

- Belfast City Hospital Trust
- Green Park Healthcare Trust
- Mater Hospital Trust
- North & West Belfast Health & Social Services Trust
- Royal Group of Hospital Trust
- South & East Belfast Health & Social Services Trust

6.2 Function and Employment

The Belfast Health & Social Care Trust employs approximately 22,000 staff, providing health and social care services to a population of 340,000. The Trust is a major employer within Northern Ireland and beyond and has richness of diversity in the composition of its workforce and the population it serves. The Trust employs staff across a wide range of occupations, and professions, providing a wide range of hospital, community and primary care services.

A profile of the workforce by staff grouping is provided in Appendix II.

7. AN INTEGRATED APPROACH

The Employment Equality & Diversity Plan has been developed taking account of and in conjunction with other related Equality Plans within the Trust.

These include: -

- Belfast Health & Social Care Trust Equality Scheme – Action Plan 2007/2008
- Belfast Health & Social Care Trust Disability Action Plan

The Trusts integrated approach to the promotion of equality across the nine categories is supported by the infrastructure arrangements within the Trust.

The Director of Human Resources has responsibility for the promotion of Equality of Opportunity, the Equality Duties set out under Section 75 of the Northern Ireland Act and the Disability Duty set out under the Disability Discrimination (NI) Order 2006.

The Director of Human Resources has established a structure designed to address employment equality and health and social inequalities issues within the Trust taking an integrated approach. The Employment Equality Team and Health and Social Inequalities Team will work and plan together to ensure resources, plans and actions are targeted to meet the objectives set out.

8. OBJECTIVES AND ACTION PLAN

This Employment Equality & Diversity Plan sets out the 9 key objectives to which the Belfast HSC Trust is committed. The specific detail of each of the objectives is set out in the Action Plan at Section 3. It is recognized that as legislative and best practice developments occur during the timeframe of this plan the objectives will be reviewed and developed.

- 8.1** To undertake a review of all existing Equality Employment Policies in place in the six Legacy Trusts and from these to develop new policies which will meet current Legislative requirements and Best Practice;

- 8.2** To undertake a review of existing monitoring systems and practices and develop a centralized mechanism for monitoring which will meet the statutory requirements of the annual return and Article 55 Review. This will include developing further monitoring initiatives to ensure that the Trust can capture meaningful data across the nine equality categories;
- 8.3** To undertake surveys to ensure that the Trust expands its monitoring data and is able to assess the views and aspirations of all staff in relation to Employment Equality initiatives;
- 8.4** To specifically address issues associated with the recruitment and employment of people with disabilities and achieve the employment objectives set out in the Disability Action Plan;
- 8.5** To take forward initiatives which focus on the need to embrace diversity in the workplace with a particular emphasis on multi-cultural representation in the Trust. This will be undertaken in conjunction with the Equality Schemes Manager;
- 8.6** To promote and develop “Improving Working Lives” initiatives to ensure best practice initiatives are promoted including Child and Dependant Care Schemes and Work Life Balance and Flexible Retirement Policies and Practices;
- 8.7** To ensure Employment Equality training is provided to all staff to raise awareness and ensure effective implementation of Policies and Practices. This will include communicating Manager’s and Staff’s responsibilities under Trust Employment Equality Policies;
- 8.8** To establish an Equal Opportunities Working Group in partnership with Staff Side to take forward this Employment Equality & Diversity Plan. In addition to this to establish relationships with relevant statutory and voluntary agencies to promote and develop equality employment initiatives, eg. NI Equality Commission, Employer’s Forum on Disability, Opportunity Now and to ensure effective communication of all achievements is fulfilled;
- 8.9** To ensure adequate arrangements are in place to monitor complaints, and associated recommendations from the investigation of same, which are associated with any alleged or actual breaches of equality and to ensure appropriate action to address any identified issues is taken.

In order to achieve the above objectives the Trust has developed the following Action Plan. This plan will be subject to review over the timeframe period.

ACTION PLAN

Objective 1: To undertake a review of all existing equality employment Policies in place in the six Legacy Trusts and from these to develop new Policies which will meet current Legislative requirements and Best Practice.

Action	Date	Progress Update
i	To undertake a review of existing Policies in the six Legacy Trusts. This will include the Equal Opportunities Policy, Policy for Employing People with Disabilities, Harmonious Working Policy and all the Work life Balance Policies.	March 2008
ii	To liaise with the NI Equality Commission to ensure these Policies comply with Legislative and Best Practice Guidelines.	March 2008
iii	To agree the Policies with Staff Side via the Trust's Equal Opportunities Employment Group.	March 2008
iv	To ensure the Policies are placed on the Trust intranet, staff are made aware of their existence via induction and Equal Opportunities Awareness Training and through other internal communication mechanisms.	March 2008 and ongoing
v	To formally review these Policies on an annual basis to take account of Legislative and / or good practice developments in particular to consider the forthcoming changes to the Sex Discrimination Order and the definition of disability.	Annually

Performance Indicator / Target: Equal Opportunities Policies in place and implemented by March 2008.

Objective 2 : To undertake a review of existing monitoring systems and practices and develop a centralized mechanism for monitoring which will meet the statutory requirements of the annual return and Article 55 Review. This will include developing further monitoring initiatives to ensure that the Trust can capture meaningful data across the nine equality categories

Action		Date	Progress Update
i	To identify the most appropriate methods of monitoring the equality categories not currently undertaken, ie. sexual orientation, political opinion and dependants.	By December 2010	
ii	To review the questions asked in respect of the marital status, disability and race categories in consultation with the NI Equality Commission.	September 2008	
iii	In respect of (ii) above to agree a regional approach and liaise with DIS in respect of information system amendments required to collect this information.	September 2008	
iv	To liaise with the HR Manager in Recruitment to ensure the recruitment system is developed to collect monitoring information in respect of applicants and that the Trust application form is amended accordingly to capture the information.	September 2008	
v	To undertake a survey(s) of current staff in relation to race, disability, dependant responsibilities, sexual orientation, political opinion and marital / civil partnership categories to obtain more meaningful information.	Phased approach December 2010	

Action		Date	Progress Update
vi	To conduct an analysis of the survey to develop a comprehensive employee profile and from this identify any appropriate action required.	Phased approach by December 2010	
vii	In relation to the statutory monitoring requirements under the Article 55 Review to develop an appropriate affirmative action programme. This should take account of ongoing programmes in the six Legacy Trusts.	September 2008	
viii	To measure progress of achievement in relation to affirmative action initiatives undertaken.	ongoing	

Performance Indicators / Target: A centralized monitoring system meeting statutory requirements and can capture and provide meaningful data across the nine categories by December 2010.

Objective 3: To undertake surveys to ensure that the Trust expands its monitoring data and is able to assess the views and aspirations of all staff in relation to Employment Equality initiatives

Action		Date	Progress Update
i	With reference to objectives 2(v), 4(ii) and 6(viii) to develop appropriate surveys to obtain more meaningful information.	Phased approach December 2010	
ii	To ensure surveys are appropriately analysed, action identified is taken forward and surveys are reviewed on a timeframe to be agreed.	Phased approach December 2009	

iii	To ensure information systems are sufficient to enable the collection and analysis of data across the entire Belfast Trust.	In line with HRMS Configuration Group timeframe	
iv	To liaise with the Equal Opportunities Regional Network Group, Equality Commission, Employers' Forum on Disability, Directorate of Information Services and internal IT providers to ensure successful completion of surveys.	ongoing	
v	To undertake the bi annual Opportunity Now Benchmarking Survey and to develop and implement an action plan in relation to the results.	September 2008	

Performance Indicators / Target: Surveys have been completed and action taken bases on findings.

Objective 4: To specifically address issues associated with the recruitment and employment of people with disabilities and achieve the employment objectives set out in the Disability Action Plan

Action		Date	Progress Update
i	To participate in the Trust's Disability Steering Group and any associated sub-groups taking forward agreed actions as identified in the employment objectives set out in the Disability Action Group's action plan.	As specified in Disability Action Plan	
ii	To undertake a survey to obtain more data on people with disabilities in the workplace. This will involve a review of existing questions on disability for both applicants and current staff and the development of a survey to gain an insight into attitudes and perceptions of staff.	September 2008	

iii	To review all existing training in relation to disability in conjunction with the Health & Social Inequalities Manager and develop new training initiatives, in particular to consider the further development of on-line training in association with the Employer's Forum on Disability.	December 2008	
iv	To develop a new Code of Practice for the employment of people with disabilities, taking account of Legislative and Best Practice requirements and existing Legacy Trust Policies.	March 2008	
v	To work in conjunction with the Trust's Recruitment Manager to ensure employment opportunities for people with disabilities are promoted; To ensure that HPSSjobs.com is linked to the Employers Forum on Disability website to ensure targeted advertising of all posts to people with disabilities; To consider "ring fencing" of particular vacancies taking account of wider equality Legislation requirements.	Ongoing	
vi	To develop a work placement Procedure for facilitating more placements for people with disabilities in conjunction with Placement Providers.	March 2008	
vii	To work with the Employers Forum on disability on specific initiatives to further the employment of people with disabilities in the workplace, eg. World of Work Scheme and to avail of their services and advice to ensure best practice recommendations are implemented in the Trust.	Ongoing	

Action		Date	Progress Update
ix	To provide advice and support to staff with disabilities via nominated Disabled Person Liaison Officers (to be nominated).	Ongoing	
x	To ensure the progress of these action points is highlighted throughout the Trust using appropriate internal communication mechanisms and externally, as appropriate, through the Employers Forum on Disability and other Groups.	Ongoing	

Performance Indicators / Target: To increase the applicant pool of disabled persons to the Trust. The achievement of the employment and other objectives set out in the Disability Action Plan.

Objective 5: To take forward initiatives which focus on the need to embrace diversity in the workplace with a particular emphasis on multi-cultural representations and social inclusion in the Trust. This will be undertaken in conjunction with the Health & Social Inequalities Manager and Team.

Action		Date	Progress Update
i	To ensure meaningful data is available on racial background of Employees and is further analysed to assess perceptions and views of ethnic minority groups and take forward recommendations as appropriate.	December 2010	
ii	To participate in initiatives carried out promoting inclusivity for staff from all different cultural backgrounds.	Ongoing	
iii	To ensure that recruitment and employment practices reflect good practice in this area.	Ongoing	

iv	To engage in Employability initiatives that assist in reducing health and social inequalities issues e.g. poverty, long-term unemployment and low educational attainment.	Ongoing	
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Performance Indicators / Target: Workforce and applicant pool is reflective of community the Trust serves and NI applicant and workforce pool.

Objective 6: To promote and develop “Improving Working Lives” initiatives to ensure best practice initiatives are promoted including Child and Dependant Care Schemes and Work Life Balance and Flexible Retirement Policies and Practices

Action	Date	Progress Update
i To review all Legacy Trust Work Life Balance Policies and develop a new suite of Policies which comply with Legislation and Best Practice initiatives and in particular to ensure that a Procedure is developed for the application process for flexible working. Policies will include : Employment Break / Job Share / Term Time Working / Part-time Working/ Teleworking/ Homeworking / 10/11 Month Working/ Flexible Retirement/ Flexi Time/ Compressed Hours	March 2008	
ii To develop and promote child care and dependant care initiatives to include :- - the development of a new Carer’s Leave, Urgent Domestic Distress Policy and Domestic Abuse Policy - the harmonization of existing Child Care Voucher Schemes in conjunction with Employers for Child Care.	March 2008	

iii	To review existing provisions for Summer Schemes in the Legacy Trusts and develop a protocol and action plan for the provision of Summer Schemes in 2008 addressing issues of funding, location, advertising of the Schemes and management of them to include ensuring POCVA requirements are met and adequate staff are appointed to run the Scheme.	Summer 2008	
iv	To ensure a Summer Scheme Committee, comprising parent representation, is established to oversee the running of the Summer Schemes and that a full evaluation of the Schemes is undertaken on an annual basis and successes of the Schemes publicised throughout the Trust.	December 2008	
v	To undertake a staff survey on a biannual basis of all 22,000 employees as part of the IWL initiative and to take forward recommendations from this. This will involve questionnaire design, development of a communication strategy, management of the distribution, collation and analysis of the survey, coordination of feedback and communication of recommendations.	Completion by May 2008	
vi	To work collaboratively with Health Promotion and Occupational Health to take forward Improving Working Lives initiatives.	Ongoing	
vii	To liaise with the HR Manager for Employee Relations to ensure that adequate recording mechanisms are in place to enable the Trust to assess the number of staff availing of Work Life Balance / Improving Working Lives Policies and initiatives.	Ongoing	

viii	To include a section on the Trust's Staff Survey on Work Life Balance / Improving Working Lives attitudes, aspirations and satisfaction to assess the success of these initiatives and take forward any action points as appropriate.	December 2008	
ix	To work in conjunction with the Health and Social Inequalities Team to develop a policy and implementation plan to address domestic abuse and ensure appropriate support mechanisms are in place for staff.	December 2008	

Performance Indicators / Target: To be recognized and/or accredited for Improving Working Lives Employer Status by 2010.

Objective 7: To ensure Employment Equality Training is provided to all staff to raise awareness and ensure effective implementation of Policies and Practices. This will include communicating Managers and Staff's responsibilities under Trust Employment Equality Policies

Action		Date	Progress Update
i	To review all existing Employment Equality Training provided by the six Legacy Trusts and consider the most effective means of providing same to new and current staff. This will involve working with the Health and Social Inequalities Manager.	June 2008	
ii	Due to the numbers of employees to consider further development of on-line training. This will involve working with the Learning and Development and IT Managers.	June 2008	

Action		Date	Progress Update
iii	To ensure Managers' and staff's responsibilities in relation to equality are clearly set out in any training and that Managers take ownership for ensuring that their staff have undergone the appropriate training.	June 2008	
iv	To ensure effective mechanisms are in place to record 7(iii) so that the Trust has evidence of which staff have undergone training. This will involve working with the Learning and Development and IT Managers.	June 2008	
v	To ensure that Job Descriptions, Contracts of Employment, Performance Management and KSF Documentation confirm the responsibilities of Managers and staff in relation to Equal Opportunities.	March 2008	

Performance Indicators / Target: An Employment Equality Training provision and arrangements in place for all staff.

Objective 8: To establish an Equal Opportunities Working Group in partnership with Staff Side to take forward this Employment Equality & Diversity Plan. In addition to this to establish relationships with relevant statutory and voluntary agencies to promote and develop equality employment initiatives, eg. NI Equality Commission, Employer’s Forum on Disability, Opportunity Now and to ensure effective communication of all achievements is fulfilled

Action	Date	Progress Update
i To establish a Belfast Trust Equal Opportunities Action Group to take forward this Employment Equality & Diversity Plan. This will involve securing Staff Side representation and input from nominated and committed Management Side representatives.	March 2008	
ii To agree a Terms of Reference for the above Group.	March 2008	
iii To foster strong working relationships with relevant statutory and voluntary agencies through planned meetings and progress reviews with the NI Equality Commission, Opportunity Now, Employer’s Forum on Disability, Employers for Childcare and to work with these Agencies in specific initiatives, communicating the Trust’s achievements through their newsletters and other communication networks.	Ongoing	
iv To ensure the effective communication of achievements and initiatives made under the Employment Equality & Diversity Plan both internally and externally to the Trust and working with the relevant Agencies in relation to hosting events and achieving awards.	Ongoing	

Performance Indicators / Target: Effective Equal Opportunities partnerships are in place.

Objective 9: To ensure adequate arrangements are in place to monitor complaints, and associated recommendations from the investigation of same, which are associated with any alleged or actual breaches of equality and to ensure appropriate action to address any identified issues is taken

Action		Date	Progress Update
i	To liaise with the HR Managers for Recruitment, Employment Law and Employee Relations to ensure effective systems are in place for recording and monitoring any complaints, investigations and IT cases.	March 2008	
ii	To liaise with those identified at 9(i) in addressing any action arising out of these complaints and analysing any patterns identified and addressing these as appropriate.	Ongoing	
iii	To ensure that the information is provided by those identified at 9(i) to the HR Manager for Governance, Equality and Improving Working Lives on a six monthly basis.	March 2008	

Performance Indicators / Target: Complaints Monitoring System in place and a system to assess appropriate action identified and taken.

APPENDIX I

Contributors to the Consultation on the Employment, Equality & Diversity Plan

- **NI Equality Commission**

- **Employers' Forum on Disability**

- **Belfast Trust Staff Side Representatives**

APPENDIX 2
COMPOSITION OF TRUST STAFF JANUARY 2008

In January 2008 the Trust employed 22779 staff. 17983 (78.9%) were women and 4796 (21.1%) men.

MALE

	PROTESTANT		R CATHOLIC		NOT KNOWN		TOTAL
MANAGERS	142	41.40%	184	53.64%	17	4.96%	343
PROFESSIONAL	569	44.49%	418	32.68%	292	22.83%	1279
ASSOCIATED PROFESSIONAL	338	37.18%	483	53.14%	88	9.68%	909
ADMINISTRATIVE	168	39.53%	241	56.71%	16	3.76%	425
SKILLED TRADES	78	45.35%	89	51.74%	5	2.91%	172
PERSONAL SERVICES	239	34.84%	394	57.43%	53	7.73%	686
SALES	0		0		0		0
MACHINE OPERATIVES	82	63.57%	36	27.91%	11	8.53%	129
ELEMENTARY/MANUAL	247	28.96%	558	65.42%	48	5.63%	853
TOTAL	1863	38.84%	2403	50.10%	530	11.05%	4796

FEMALE

	PROTESTANT		R CATHOLIC		NOT KNOWN		TOTAL
MANAGERS	313	44.21%	368	51.98%	27	3.81%	708
PROFESSIONAL	750	44.72%	687	40.97%	240	14.31%	1677
ASSOCIATED PROFESSIONAL	3529	46.78%	3541	46.94%	474	6.28%	7544
ADMINISTRATIVE	1140	44.36%	1343	52.26%	87	3.39%	2570
SKILLED TRADES	15	46.88%	16	50.00%	1	3.13%	32
PERSONAL SERVICES	1432	45.96%	1484	47.63%	200	6.42%	3116
SALES	3	75.00%	1	25.00%	0	0.00%	4
MACHINE OPERATIVES	8	72.73%	3	27.27%	0	0.00%	11
ELEMENTARY/MANUAL	1217	52.43%	993	42.78%	111	4.78%	2321
TOTAL	8407	46.75%	8436	46.91%	1140	6.34%	17983