

24 September 2025

Band 8D Posts

A) Deputy Executive Director of Social Work (DEDSW) — two x Band 8D posts

Please provide all information the Trust holds (documents, emails, minutes, attachments, business cases, job evaluation records, approvals, and correspondence) that:

- 1. Explains the need for two DEDSW posts at Band 8D – including any benchmarking, comparison with other NI HSC organisations, or evidence on regional consistency.**
- 2. Details differences and similarities between the two roles – including current and historical Job Descriptions (JD) and Person Specifications (PS), tracked changes or revision logs, specific portfolios, geographic/service scope, staffing levels managed, and reasons for maintaining two separate posts rather than one expanded role.**
- 3. Job evaluation and grading records – full submissions, scoring sheets, rationales, panel membership, and any re-banding reviews.**
- 4. Approvals and governance – full approvals trail including Executive Team, HR, Remuneration/Terms of Service/People Committee, Trust Board, and any DoH or regional board involvement, plus correspondence discussing regional variation.**
- 5. Appointment and permanency – confirmation of permanency for both posts and the evidence (business cases, approvals, recruitment routes, advertising dates, panel membership, start dates), or, if temporary, the authorisations and durations.**
- 6. Costs – total annual cost for each post and combined, including pay point, employer pension, employer NI, and any additional allowances, with aggregated figures if personal data exemptions are applied.**

B) Deputy Encompass Director (titled “Co-Director for Encompass”, Band 8D) — regional deviation

Please provide all information the Trust holds that:

- 1. Explains the need for this role at Band 8D – including business cases, comparisons with equivalent roles in other HSC organisations or the regional Encompass Programme, and any records discussing differences between Belfast Trust’s structure and other Trusts.**
- 2. Job role detail – current and historical JD/PS, tracked changes, specific duties and scope, and differences from regional/national equivalents.**
- 3. Job evaluation and grading records – full submissions, scoring sheets, rationales, panel membership, and any re-banding reviews.**

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- 4. Approvals and governance – approvals trail including Executive Team, HR, Committees, Trust Board, DoH/Programme approvals, and correspondence about regional alignment/deviation.**
- 5. Appointment and permanency – confirmation of permanency and supporting records, or temporary authorisation details.**
- 6. Costs – total annual cost at establishment and currently, as per section A(6).**

To provide all the information as requested, would take longer than 18 hours. The Trust is however able to advise of the following:

The Belfast Trust is one of the largest integrated health and social care Trusts in the United Kingdom, with an annual budget of over £2 billion.

The Trust's 22,000 staff deliver integrated health and social care to more than 350,000 citizens in Belfast and provide the majority of regional specialist services to the whole of Northern Ireland which has the a population of over 1.9 million. Belfast Trust also comprises the major teaching and training hospitals in Northern Ireland. This creates a unique context which the Trust must consider in the development of their workforce structures. The Trust is responsible for developing a workforce structure that meets the service needs, scale and complexity of their organisation.

The Trust's Annual Report and Accounts outline the Trust's management costs. Management, for these purposes, is based on the Audit Commission's definition "M2" Trust management costs, as detailed in the Departmental circular HSS(THR)2/99. It comprises the costs associated with all manager posts as well as the total costs of management/admin services such as finance and medical records for example. Belfast Trust's management costs are one of the lowest in NI and compare favourably with Trusts in the NHS.

All posts are banded through the same Agenda for Change (AFC) processes that apply across all HSC Organisations. The banding of posts is carried out by trained job evaluators which include representatives from both management and trade union side utilising nationally agreed profiles and protocols.

In relation to the two specific posts you have identified –

Deputy Executive Director of Social Work

The number of social work co-director posts reflects the scale and complexity of the Trust, and the importance it places on good governance to ensure compliance with statutory functions, and an acknowledged need to support children and adult safeguarding across the Trust, particularly in light of Muckamore Abbey and the continued growth in the number of looked after children has grown by 40% since 2019, the Trust has a 29% Looked After Children population) in the region.

A copy of the job description and the matched job report for the Deputy Executive Director of Social Work/Divisional Social Worker post that was banded in 2018 is attached. The Deputy Executive Director of Social Work which was received in 2021 was clustered with an existing Band 8D outcome.

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The detailed information requested in respect of the decision to establish this post would require more than 18 hours to locate, retrieve and extract.

Co-Director for encompass Stabilisation and Optimisation

The Encompass Programme is perhaps the most significant system level transformation ever introduced in the HSC. It fundamentally changes the way health and social care services are delivered within Northern Ireland.

While the go-live was successful, there is significant ongoing work to stabilise services within the Trust and to move towards optimisation. There continue to be major, complex issues around data breaches, work queues, results, routing errors, system downtimes, workflow fixes, training, personalisation, interfaces with other electronic systems, and other significant risks and issues. There is also a significant programme of work to monitor whether staff are using the system safely and efficiently, and to intervene where this is not the case. All of these issues continue to impact services across acute and community services. Failure to stabilise and optimise the use of encompass will have a serious impact on patient safety and outcomes, regional performance and the reputation of the HSC.

There is a forward work programme of social care, community care, secondary care and tertiary care HSC services still to go live on encompass in Belfast in the years to come. The post holder leads on all activities associated with continued implementation, stabilisation and optimisation of the encompass programme in Belfast Trust. The funding provided to the Trust from the Department of Health reflects the complexity and scale of the Belfast Trust compared to other Northern Ireland Trusts.

The job description was developed based on the organisational need and evaluated in line with the Agenda for Change process described above. A copy of the desktop evaluation form is attached. The post was approved by the Trust's Executive Team through a business case process.

The detailed information requested in respect of the decision to establish this post would require more than 18 hours to locate, retrieve and extract.

Pay scales and pension contributions are already available to the public and so under section 21 of the FOI Act, we do not have to supply this information. Information on salary and pension contributions can be found at: [HSC Jobs - Search for Health and Social care Jobs in Northern Ireland - Formerly HSCRecruit - HSCNI Jobs](#)