



# A Good Relations Strategy

for Belfast Health and Social Care Trust

2012-2015

healthy relations for a healthy future



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Belfast Health and Social Care Trust would like to acknowledge the contribution and engagement of those individuals and organisations who helped to inform development of this Strategy.

# Foreword



Belfast Health and Social Care Trust is the largest Trust in Northern Ireland. We serve an increasingly diverse population of 340,000 people in Belfast, provide regional services across Northern Ireland, and we employ 20,000 staff. The Trust's overall purpose is to 'improve health and well-being and reduce health inequalities'. As a public authority we have a legal responsibility under Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity between nine groups in the areas of religion, race, political opinion, disability, marital status, sexual orientation, dependant status, age and gender and in addition to promote good relations between persons of different religious belief, racial group and political opinion. Belfast Trust wants to go beyond compliance and proactively create an organisation where service users and staff feel valued, respected and comfortable irrespective of race, religion or political opinion.

We are committed to embracing diversity, promoting good relations and challenging sectarianism and racism to ensure service users and staff enjoy equality of opportunity and access to health and social care in a welcoming and safe environment. From a strategic point of view, as we reform and reorganise services across Belfast to provide a comprehensive, inclusive and personalised service for all patients and clients, it is important that we have a Good Relations Strategy in place.

We know how important engagement and consultation with

our people is to ensure that a Trust Strategy is meaningful and meets identified needs. The Trust therefore, carried out a consultation process with stakeholders to inform this Strategy and most importantly the actions contained within it.

We hope this Strategy reflects the feedback received and demonstrates the Trust's commitment to the promotion of good relations and equality of opportunity. It is a working document – a strategy in progress and it will continue to adapt to the changing needs of a society in transition.

Yours sincerely



Colm Donaghy  
Chief Executive



Professor Eileen Evason CBE  
Acting Chair

# Context



As a public authority, Belfast Trust has been promoting good relations as part of its duty as an employer and service provider since its inception in 2007 under Section 75 of the Northern Ireland Act (1998). However, as the largest health and social care provider in Northern Ireland employing one of the largest workforces, we want to go one step further and take the lead in formally developing a Good Relations Strategy that is endorsed by our staff, service users and the community we serve. Our services are provided in locations throughout North, South, East and West Belfast and beyond. It is unlikely that in Belfast and beyond you will not, at some stage, have accessed services provided by Belfast Trust. The organisation's overall purpose is to improve health and well being and reduce health inequalities. It is acknowledged that there is a direct link between good relations and the reduction of health inequalities<sup>1</sup>, therefore, as an organisation, it is important that we are openly committed to promoting Good Relations and challenging sectarianism and racism.

Our organisation's corporate values include respect and dignity, openness and Trust. Developing a Good Relations Strategy will support these values and contribute to ensuring that all our services and locations are accessible, safe and welcoming to everyone.

<sup>1</sup> Better Together: A guide for people in the health service on how to help build more cohesive communities, published by the Institute of Community Cohesion, (2009)

The Trust is required by its legal duties under Section 75 equality legislation, in carrying out its functions, to promote equality of opportunity and good relations. The legislation's second duty to promote good relations between persons of different racial group, religious belief and political opinion relates to the unique conflict in Northern Ireland. The Trust recognises the legacy of the past and that Northern Ireland is in a transitional period towards normalisation. We are committed to addressing any potential communal barriers that may still exist to ensure that all Trust facilities are safe and welcoming shared spaces for all the community. The correlation between equality of opportunity and the promotion of good relations was highlighted by the Equality Commission for Northern Ireland in its revised guidance in April 2011 when it stated <sup>2</sup> "it is vital that the Good Relations duty is taken seriously. It is important that it is mainstreamed and reported upon, the inter-dependence of equality and Good Relations is crucial".

This Good Relations Strategy was developed in partnership with key stakeholders, Belfast Trust staff, service users and the community. The key themes in the strategy evolved from pre consultation and engagement with stakeholders and are designed to address the main findings from the pre consultation. It is a demonstration of Belfast Trust's commitment to mainstream good relations and embrace diversity.

<sup>2</sup> Section 75 of the Northern Ireland Act, A guide for Public Authorities, 2010.

# Methodology



## Developing the strategy

Key to the development of this strategy, to ensure that it was relevant and appropriate for the needs of all stakeholders, was the pre consultation and engagement process carried out with service users, staff, Section 75 representative groups, community and voluntary organisations, Trade Unions and religious groups. An Internal audit of ongoing work in terms of good relations was also carried out in each service area.

## Steering Group

A Good Relations Steering Group was established to assist in the development of this Strategy. The Group comprised representatives from different Trust directorates, professions, Trust Chaplaincy, representatives from community organisations, partnerships, ethnic groups, the Community Relations Council and Trade Unions. The steering group has overseen the development of the Good Relations Strategy, including an audit of current policies, initiatives and issues in Employment, Service Provision, Procurement, Communications and Complaints in respect to race, religion and political opinion. Membership of the Good Relations Steering group is set out in appendix 2.

## Engagement

Feedback from service users and staff was sought via a questionnaire which was carried out in 10 Trust locations which included each of the Trust Acute Hospitals and Health

and Wellbeing Centres. We also engaged with community and voluntary organisations.

## Outcome from engagement

General feedback from service users showed that the majority of people felt comfortable accessing any of the Trust facilities. Service users stated that they were treated well irrespective of their race, religion or political opinion. Internally, audit findings indicated there was already a lot of work undertaken by the Trust to promote good relations. Feedback from service users however, indicated that as a Trust we ought to be more proactive in promoting and informing people about initiatives that promote equality of opportunity and support diversity and good relations.

There was a positive response from staff in relation to how they are treated in terms of race, religion and political opinion. This Strategy hopefully reflects the main priorities identified from our pre-consultation. We are now issuing the Strategy for full public consultation and any resultant feedback will inform the final Strategy. A summary of both engagement processes are in appendices 3 and 4 of this document. Full results from the questionnaire and community engagement workshop can be accessed on the good relations audit. ([http://www.belfasttrust.hscni.net/pdf/Good Relations Survey.pdf](http://www.belfasttrust.hscni.net/pdf/Good%20Relations%20Survey.pdf)).

## Key findings

### Service Users

- 96% are comfortable using any of the Trust premises
- 98% said they are treated well irrespective of their race, nationality, religion or political opinion.

*“Belfast Trust should not tolerate any terms of language which could be deemed as sectarian”*

*“Keep the public more informed when services are being moved”*

### Staff

- 92% did not feel their race affected how they were treated as an employee
- 90% would feel confident to raise an issue in regard to race, religion or political opinion

### Community

“It is not always about neutralising a space it is about how the Trust taps into local initiatives that promote Good Relations”.

# Belfast Trust objectives underpinning development of a Good Relations Strategy



## Setting a strategic direction

### Purpose

Improve health and wellbeing and reduce health inequalities

### Values and behaviours

Respect and dignity  
Accountability

Openness and trust  
Learning and development

### 5 Corporate Objectives

Safety and Quality

Modernisation

Partnerships

People

Resources

Belfast Trust's values and corporate objectives provide the foundation that supports the ethos of promoting good relations and the benefits incorporated within that for an organisation and service delivery. Linking the Strategy to Belfast Trust's corporate objectives will ensure the Strategy is embedded within Trust functions and will contribute to continuity and mainstreaming.



## Corporate objectives – Good Relations Strategy

### **Safety & quality**

The Good Relations Strategy supports safety by ensuring all Trust facilities and locations are safe and welcoming for staff and users, providing an environment that enhances service delivery and that delivers highest standards of care.

### **Modernisation**

The Strategy will contribute to the utilisation of existing policies and initiatives that foster good relations and will develop new ones that reflect and meet the needs of service delivery, staff and service users in a new era of political, social and economic stability. It will embrace modernisation to mainstream good relations within the Trust.

### **Partnerships**

Promoting good relations will build on and develop partnerships with staff, users, Trade Unions, Section 75 organisations and communities to ensure full utilisation and access to all Trust facilities. It will contribute to improved communication with partners to develop good relations and improve health and wellbeing and reduce inequalities.

### **Staff**

The Strategy will assist the development of a work force that is trained and skilled in embracing good relations and where sectarianism and racism are not tolerated. The Trust will continue to show leadership in promoting good relations for all staff through the implementation and evaluation of this Strategy, associated policies and through the provision of a programme of training and awareness raising. Progress will be reviewed to ensure the aims of the Strategy are upheld.

### **Resources**

Belfast Trust resources will be utilised to ensure all our facilities have a welcoming environment for staff and service users. Resources will be used to facilitate staff training, develop partnerships, policies, programmes and initiatives that will contribute to the mainstreaming of good relations and the creation of an organisational culture that acknowledges and challenges racism and sectarianism.

# Benefits of a Good Relations Strategy for the Belfast Trust



- The promotion of good relations supports the fundamental right for everyone to the highest attainable standard of health and social care.
- The development of a Good Relations Strategy demonstrates leadership and formalises commitment by the Belfast Trust to promote and mainstream good relations to improve health and wellbeing, reduce inequalities and improve access to services.
- This Strategy will contribute to the Trusts ongoing commitment to ensuring a harmonious working environment for all staff.
- Promoting a welcoming and safe environment for staff and service users prevents duplication of services and improves productivity and efficiency.

“Good Relations is not just a statutory duty but a commitment to corporate governance, social responsibility and to best management practice. All organisations can benefit from pro-active good relations policies. Put simply good relations is good business and management practice.”

**Community Relations Council, (A Good Relations Framework)**

## A Good Relations Strategy for Belfast Trust

Based on considered analysis of the findings of the quantitative and qualitative internal and external audits carried out with service users, community groups, Section 75 representative groups, other statutory organisations, Trust staff and key personnel spanning a number of service areas, a wide range of initiatives and projects have been identified. Some of the initiatives will be time limited and others will be ongoing or permanent. One initiative is the development of a Belfast Trust good relations statement which outlines our commitment to the promotion of good relations. The aim of the work programme is to respond in a meaningful manner to identified priorities. Priorities have been incorporated into a number of key themes:

Communicating our Commitment to Embracing Diversity and Good Relations

Working Together for Healthy Relations for a Healthy Future

Embracing diversity and innovation to Improve Access to Services

Promoting Diversity and Good Relations through Employment

Embedding Good Relations in Trust Corporate Functions

## Belfast Trust's statement on promoting good relations:

“BHSCT wishes to publicly express its commitment to providing an environment where Health and Social Care is provided in a safe and welcoming environment. The Trust will ensure that all service users and staff experience equality of opportunity in accessing Trust facilities, services and employment irrespective of race, religion or political opinion. The Trust will be proactive in challenging sectarianism and racism and will promote good relations to ensure access to services for everyone.”

# Communicating our commitment to embracing diversity and good relations



We need to provide a service that improves health and wellbeing and reduces health inequalities. We must ensure that our services are provided in facilities and environments that are safe, welcoming and accessible to everyone, where everyone feels comfortable and secure and where sectarianism and racism are not tolerated. We will:

- Develop and carry out a formal public consultation on a Good Relations Strategy for the Belfast Health and Social Care Trust. The completed Strategy will be formally launched and disseminated to all stakeholders
- Develop a statement which expresses the Trust's commitment to promoting equality of opportunity through embracing diversity and challenging sectarianism and racism. The statement will be prominently displayed in each of the Trust's facilities
- Celebrate Community Relations Week by organising events and initiatives in partnership with the Community Relations Council, Trust staff, Trade Unions, the community and other partners
- Continue to require that all Trust staff and managers attend mandatory training for Equality, Good Relations and Human Rights
- Produce and circulate a bi-annual news brochure highlighting information on Trust events and activities to promote equality of opportunity and good relations
- Work in partnership with all directorates and ethnic minority groups to design and produce a range of multi lingual

information/pamphlets

- Engage with a range of external stakeholders to promote Good Relations initiatives in partnership
- Ensure awareness raising for staff and service users on procedures for dealing with racism and sectarianism.

# Embracing diversity and innovation to improve access to services



Eliminating barriers and improving access to services is key to reducing health inequalities. This can only be done when good relations are embedded in our services. It is vital, therefore, that there are specific and targeted projects and programmes developed that foster these principles and are implemented through our services. Below are a number of initiatives aimed at promoting equality of opportunity and good relations through our services:

## Good Relations statement

The Belfast Trust will develop a good relations statement that outlines its commitment to the promotion of good relations and intolerance of sectarianism and racism. The statement will be visible in the entrances of each of the Trust's Acute Hospitals and Health and Wellbeing centres to greet all users to ensure they feel welcome and safe accessing our facilities.

## New entrants service

Belfast Trust will offer and deliver a Northern Ireland New Entrant Service (NINES). This nurse led service will provide access to health care for new entrants to Northern Ireland including new immigrants, asylum seekers, refugees and clients who are unable to register for GP services.

## Translated Welcome Pack

A Translated Welcome Pack provided in 18 languages will be produced and rolled out across the Trust's acute hospitals for

use with inpatients who do not speak English proficiently as a first or second language. The pack includes information on Social Services, Religious and Spiritual Care, Meal Services and Visiting Times. The pack contains a section which assists patients to communicate by identifying their preferred language to request an interpreter. A Multi-Cultural and Beliefs Handbook for staff developed by Trust chaplains in partnership with other Trusts, chaplains and representatives from ethnic minority groups will also be included in the pack.

## Northern Ireland Health and Social Care Interpreting Service

Language can be the greatest barrier to accessing health and social care. The demographic make up of Northern Ireland has changed significantly over the last 10 years. This has been reflected in dramatic growth in the numbers of requests for interpreting. When it was first established in 2004 the NIHSCIS dealt with 823 requests, by 2011/2012 the number had increased to 63,868. In the Good Relations Strategy pre-consultation process the important role of the NIHSCIS in ensuring access to services was clearly identified along with the need to promote and expand the service. The Trust will participate in a review of the NIHSCIS to assess what is the best strategic direction of the service to meet the growing needs of the service. Other areas targeted for future improvement are:

- The Trust will consider the training of specialised interpreters to interpret in specific areas of Health

professional development

- Innovation in training and communication for HSC staff and practitioners
- Collaborative working partnerships with community representatives on ethnic minority health needs assessment to help shape the service.

### **E Library on translated material**

An electronic library will be set up in conjunction with the Trust communications department and in partnership with the health and social care family in Northern Ireland. The library will consist of a data base of translated information that will be available for all staff to access a range of translated information that has been developed on a regional basis in a wide number of languages. The translated information will be available to be used in service areas throughout the Trust to facilitate communication and the provision of information for users that do not speak English competently as a first or second language.

### **Health and Wellbeing Centres**

The Trust recognises that the six Health and Wellbeing Centres located across the city provide excellent health and social care to the population. It is important that all the community feel comfortable accessing all of the centres and that there are no perceived barriers. Over the next two years, the Trust plans to initiate a consultation and engagement

programme with staff, users and the community to explore how the facilities can become even more inclusive and welcoming. The Belfast Trust, in partnership with its Health and Social Inequalities Team, Community Development Team, Health Improvement and Human Resource Teams and other partners such as the Community Relations Council as well as local community groups, intend to work together to ensure the centres are used as a vehicle to communicate and engage with local communities to ensure they are accessible regardless of community background or race.

### **The Trust chaplaincy service**

The Trust recognises that spiritual healthcare is an integral aspect of health and social care which includes care for the physical, social, psychological and spiritual dimensions of the person. Respecting the different religions/beliefs and cultures of all patients and families is paramount. The Trust chaplaincy service provides quiet rooms in each of its hospitals and has expanded the numbers of honorary chaplains to include chaplains from several other faith groups. Trust chaplains have worked in partnership with other Trusts, chaplains and representatives from ethnic minority groups to develop a multi-cultural and beliefs hand book for all Health and Social Care staff. The aim of the book is to assist staff and to aid understanding of the diverse cultures which exist in Northern Ireland, particularly those from the minority populations. In partnership with Embrace NI, the chaplaincy department has produced calling cards in eight ethnic languages. 25,000 bookmarkers were produced for staff offering chaplaincy

support to staff and a spiritual assessment tool, Faith and Belief, Importance, Community and assist in Care, (FICA) that may be used with patients/clients.

### **Ethnic minority mental health awareness**

Communication barriers, cultural difference and the stigma sometimes attached to mental illness can create barriers in the timely and accurate diagnosis of mental health illness among the Asian and African communities. Belfast Trust has developed Ethnic Minority Mental Health Awareness training to train community leaders and workers to enable them to carry out activities to promote mental health within their own communities. On completion of the training, the participants will receive Open College Network Level 2 accreditation and will be supported to run information sessions within their own communities.

### **Belfast Trust Traveller health strategy**

In 2010, a Trust Traveller health steering group was established to address the health inequalities experienced by the Traveller community. Working in partnership with Travellers and a Trust multidisciplinary team a Belfast Trust Traveller Health Strategy was developed aimed at improving access to health services for the Traveller community and reducing health inequalities. The strategy incorporated an action plan which included employing two Traveller health liaison workers to work in the family, childcare and social care directorates. The Traveller employees work to promote Trust services within

their community and to facilitate focus groups with women and young people to look at issues of resilience and capacity building.

### **Ethnic minority forum**

The Trust has recently established an Ethnic Minority Forum made up of key staff from across a range of service areas, including Maternity Family and Childcare, Social Services and Health and Social Inequalities. The aim of the Forum is to ensure that the Trust adopts a coordinated proactive approach to ensure that patients from ethnic minority backgrounds and foreign nationals have equality of access to health and social care services.

# Embedding Good Relations in the Belfast Trust



Exhibiting leadership and strategic commitment are integral to mainstreaming diversity and good relations in an organisation. Belfast Trust is committed to embedding good relations throughout every strand of its services by ensuring that these factors are considered strategically and corporately.

## **Corporate and local management plans**

Diversity and Good Relations initiatives and policies will be included and mainstreamed through Belfast Trust's Corporate and Management plans.

## **Good Relations steering group**

The Trust will ensure that the Good Relations Steering Group set up to develop and oversee a Trust Good Relations Strategy will continue to exist to ensure implementation and monitoring of the Strategy. A specific section on good relations will be set up on the Trust internet and hub which will provide information and an overview of the work of the Trust in terms of good relations, including the Trust Good Relations Strategy. It will also provide updates and progress on relevant initiatives. It will also invite the public to comment and provide feedback on the Trust Good Relations Strategy and how it may be improved and built on.

## **Procurement**

The Belfast Trust will take steps to encourage and when possible assist Trust external contract providers to adopt and

mainstream policies and procedures which promote equality of opportunity and good relations within their organisations.

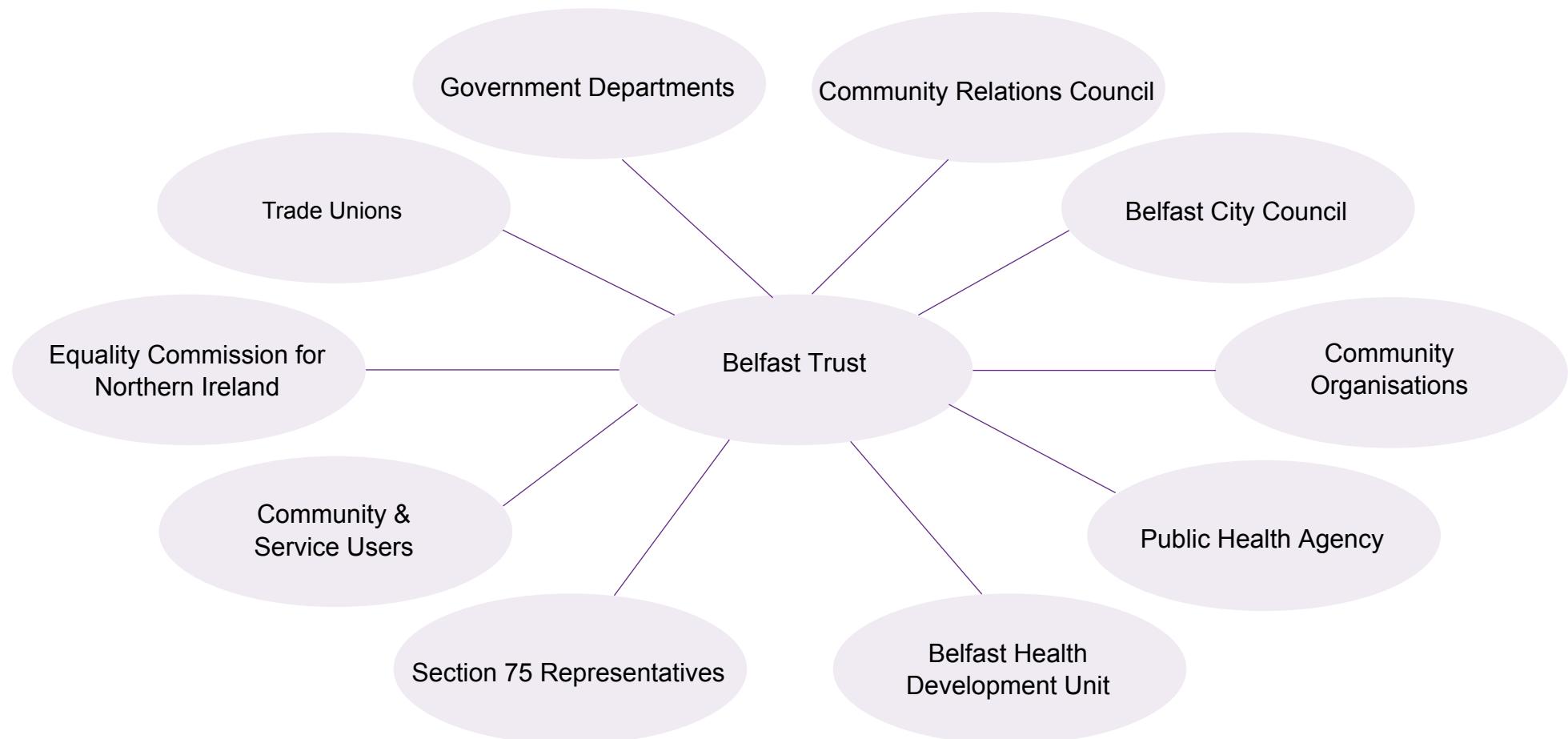


# Working together for healthy relations for a healthy future



We believe that working in partnership with staff, users, the community, Section 75 organisations, statutory organisations and other key stakeholders is pivotal to the success of promoting good relations and a healthy future. Partnership working is one of the Trust's corporate objectives and many

partnerships already exist in terms of promoting good relations. This Strategy aims to strengthen and build on existing partnerships and forge new partnerships to ensure that good relations is promoted and mainstreamed.



# Partnership working to promote Good Relations and health and wellbeing



The Trust is committed to working with partners to develop a range of new projects and initiatives and developing or expanding existing projects:

## Welcoming art in health and wellbeing

Health and Wellbeing Centres are strategically located at the heart of communities to ensure ease of access to services for all the community. It is important that centres provide a welcoming and safe environment for everyone and that people from all backgrounds have a sense of ownership of the facilities to ensure that they are fully utilised.

Belfast Trust will work in partnership with Arts-care, the Community Relations Council, Belfast City Council, Schools, Youth Sports clubs and older people's organisations to develop a diversity themed initiative which will allow all the groups to participate in initiatives that encourage exploration of the diverse cultures and religions of their local communities. The outcome of this exercise will be a piece of artwork or other visual expression that represents, for each group, a warm welcome for everyone that enters each of the Belfast Trust Health and Wellbeing Centres.

## Youth Engagement Project (YEP)

Belfast Trust is a key partner in a new and innovative Peace 3 Initiative led by Belfast City Council 'Youth Engagement Project'. Under the 'Transforming Contested Space theme' the project will integrate the efforts of all relevant statutory

agencies in Belfast to take a joined up approach with communities to engage with young people and their families to address antisocial behaviour and criminal activity at identified interfaces across the city.

The Trust Community Development Unit and Family and Childcare Services have been involved with the project from its conception and are represented both on the Project Steering Committee and the Operational Group. The Project will work with young people and their families who are identified by statutory and community partners and young people who are active at interfaces.

## RECALL

This project is aimed at providing a service to Ethnic Minority communities in South and East Belfast which will identify and support isolated older and vulnerable people, to maintain independence of older people in their own home and to reduce the fear of crime by providing assistance which includes; a daily telephone call service (Good am) and a home safety check and equipment.

The Belfast Trust will continue to work on this project in partnership with the Oasis, East Belfast Independent Advice Centre, Police Service Northern Ireland, Engage with Age and Belfast City Council. It is anticipated that RECALL will be further rolled out to other minority ethnic communities.

## Roots of Empathy

Roots of Empathy (ROE) is an evidence-based programme provided in 26 different faith primary schools across Belfast. The aim of the programme is to promote good relations between children by encouraging them to adopt a culture of acceptance, understanding, value and empathy towards each other regardless of religious, cultural or racial background. The initiative has shown a dramatic effect in reducing levels of aggression among school children by raising social/emotional competence and increasing empathy.

At the heart of the programme is a baby and a parent from the local community, who visit the classroom every three weeks over the school year. A trained ROE Instructor coaches students to observe the baby's development and to label the baby's feelings. The children are then encouraged to reflect on and name their own feelings, promoting emotional literacy and encouraging healthy emotional regulation.

To date approximately 400 school children have been involved in the programme. The Belfast Trust now intends to extend the initiative to an additional 10 schools across Belfast. The programme is managed by the Health Improvement Department within the Belfast Trust. Further information can be accessed on the link below:  
[http://www.belfasttrust.hscni.net/pdf/Good\\_Relations-RootsOfEmpathy\\_Project.pdf](http://www.belfasttrust.hscni.net/pdf/Good_Relations-RootsOfEmpathy_Project.pdf)

## Active Belfast Team

This is a new innovative cross community initiative in which Belfast Trust is involved in partnership with the Belfast Health Development Unit, the Public Health Agency and Belfast City Council. Belfast Healthy Cities have also provided support to the project. The initial aim of the team is to assist in the establishment of a new citywide partnership for all communities which would collectively focus on improving participation in health enhancing physical activity for all.

It consists of 3 areas - active living, active leisure and sport. This Active Belfast approach forms part of the Belfast Strategic Partnership (BSP) in which participation in health enhancing activities is a cross cutting theme in reducing life inequalities. More information on the project can be accessed on the link below:

[http://www.belfasttrust.hscni.net/pdf/Good\\_Relations-ActiveBelfastProject.pdf](http://www.belfasttrust.hscni.net/pdf/Good_Relations-ActiveBelfastProject.pdf)

## Belfast City Council Good Relations Partnership

The Belfast Trust is a partner on Belfast City Councils Good Relations Partnership which oversees a number of projects and programmes funded under Peace 3 funding. The Trust will continue membership of this partnership which provides funding to a range of programmes aimed at building positive relations locally and tackling sectarian and racist attitudes.

## **'I am Roma' Project**

BHSCT are the lead partners in the European Union funded 'I am Roma' Programme which seeks to promote social inclusion and address issues of discrimination of the Roma community through partnership working to cultivate positive changes in outlook about Roma in Belfast. Belfast is the only UK based participant of the 'I am Roma' Programme and have established a Local Action Group (LAG) with partners from across the statutory, voluntary and community sectors. An action plan has been developed and is co-ordinated by a Roma Liaison Officer.

Training on cultural awareness and language will be provided to BHSCT staff and our partner organisations. Phonetic welcome cards for frontline staff who work with Roma have been printed and distributed and bilingual leaflets provided to ensure Roma are aware of their rights when accessing services.

A pilot health visiting clinic for Roma will be established and delivered.

## **Crumlin Ardoyne Men's Health Initiative**

Our Community Development Team is working in partnership with groups in North Belfast on a cross community basis to identify health and wellbeing provision and gaps in provision for men in North Belfast. The aim of the initiative is to increase engagement in activities by those not currently participating

and establish the reasons why they do not participate. The Partnership is made up of community organisations from Ardoyne, Crumlin Road, lower Oldpark and Cliftonville, as well as representatives of statutory organisations. Research will be carried out by way of face-to-face interviews in pubs, clubs, and at two health events to be organised by the group in public arenas, such as football and Gaelic Athletic Association (GAA) clubs.

# Promoting diversity and Good Relations through employment



As one of the largest employers in Northern Ireland with a workforce of 20,000 staff, who are also service users, the Belfast Trust continually aims to go beyond compliance with regard to the good relations duties for staff. We acknowledge that promoting staff good relations engenders a harmonious working environment, improves staff health and wellbeing and produces a workforce that embraces good relations improving access for service users and contributing to the reduction of inequalities.

A range of policies are already in place to ensure we have a workforce that reflects the community it serves and that staff are valued and respected. We will continue to monitor and review each policy. Policies include:

- Equal Opportunities Policy
- Working Well Together
- Harmonious Working Environment Policy
- Staff Charter
- Leadership Charter
- Harassment Policy
- Recruitment and Section Policy
- Disciplinary Procedure.

These policies are available on request by using the contact information provided on page 2 of this document.

## **Trust Employment Equality and Diversity Plan 2011-2014**

The Trust has developed and implemented its second Employment Equality and Diversity Plan in partnership with Trade Union representatives and in accordance with the Equality Commission guidelines. This plan incorporates a three year action plan for 2011 – 2014 and will build on the success of the Trust's first Employment Equality and Diversity Plan 2008 - 2010. The Plan enables a coordinated framework to be set out over the next 3 years for the legislative, policy and best practice initiatives for the Employment Equality Team. In particular it takes account of the issues highlighted through the Trust's Inequalities Audit conducted in December 2010, Staff Survey Action Plan and Disability Action Plan. A number of actions to promote Good Relations include:

### **Harmonious Working Environment policy**

The Trust will re-launch its Harmonious Working Environment policy to raise awareness among all staff. The statement has been developed in partnership with Trade Unions to jointly condemn intimidation or harassment by word or actions and recognises that every employee has the right to work free from harassment or intimidation and prohibits the display of flags, emblems, posters, graffiti and the circulation of any materials or articulation of any songs which may give offence or cause apprehension to other employees.

## **Mandatory Equality training**

Good Relations will be included in the Mandatory Equality and Diversity Training programme for staff and managers to ensure that we have a workforce that is trained and skilled in promoting good relations. The training also covers staff awareness of Human Trafficking and how to ensure that victims have access to services. Policies promoting good relations and equality are incorporated into this training. All Trust staff must undertake the training every four years. The Trust will also continue to carry out a comprehensive evaluation of training and results will be used to build and improve future courses.

### **Cultural Diversity training**

The Community Development Team will continue to provide cultural diversity training for Trust staff. The aim of this training is to raise the awareness of the health and social care needs of the Black and Minority Ethnic community and promote anti-discriminatory and good practices in services delivery. The training looks at the demographics of the BME community, migrant workers, race legislation, prejudice and discrimination.

### **Affirmative action**

In addition to meeting its statutory obligations with regard to monitoring the composition of its workforce and applicants and ensuring compliance with equality legislation, the Trust will implement and monitor the effectiveness of its Affirmative

Action Agreement with the Equality Commission for Northern Ireland (ECNI) emanating from its Article 55 Review under the Fair Employment and Treatment (NI) Order 1998. The Trust is committed to a number of affirmative action and outreach initiatives and will work in partnership with the ECNI on a cross sectorial basis in taking forward the ECNI's Health and Social Care Trusts: Fair Employment Report.

In relation to affirmative action measures for race equality and race relations in the workplace, in association with Business in the Community the Trust has signed up to the Employers' Charter for Employing Migrant Workers in Northern Ireland. A Multidisciplinary Working Group has been established to develop and implement an action plan and initiatives that will be taken forward over the next year include:

- Reviewing the Trust's recruitment information to ensure that support and assistance is offered in relation to completing application and monitoring forms
- Providing a welcome pack to be made available to all new migrant workers
- Exploring the development of a buddy/mentor scheme for all new migrant worker appointees
- Ensuring Trust commitment to participate in multi-cultural events
- Developing a cultural awareness etiquette booklet.

## Improving Working Lives – health and wellbeing

The Trust will continue to promote and develop Improving Working Lives initiatives through the Health and Wellbeing at Work Strategy and Action Plan which ensures an integrated and cohesive approach to promoting the health and wellbeing of all staff at work. The Trust's Health and Well Being Group ensures a collaborative, partnership approach and commitment, at a corporate and strategic level, to the business case for promoting health and wellbeing initiatives for staff. In partnership with external stakeholders, Business in the Community and the Health and Safety Executive NI, it focuses on driving forward the promotion of a healthy workforce and addressing employee wellness which contributes to increased motivation and engagement of all staff

The Trust participates in the regional HSC Staff Survey initiative the aim of which is to gather information that will help improve the working lives of HSC staff and so provide better care for patients and service users. Information collected from the survey will be used by the Trust to improve local working conditions and inform a continuous improvement programme to ensure the delivery of quality care to patients and service users. The Department of Health, Social Services and Public Safety (DHSSPS) will also use the results to inform future policy development and assess how well existing policies are working. The HSC Staff Survey takes place in September 2012 and the analysis will be available in April 2013 which

will enable the Trust to develop an action plan to address the findings.

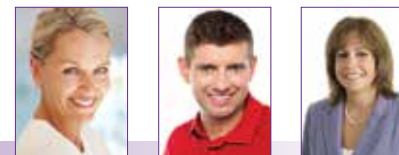
## Employability

The Trust is and has been committed to supporting Employability Programmes to support people who are most disadvantaged and distanced from the Labour Market to gain meaningful experience and ultimately secure sustainable employment. Some areas of Belfast experience the highest levels of unemployment, poverty and five out of the ten most disadvantaged wards of Belfast, as identified by Noble (2005) are within West Belfast and Greater Shankill. The Trust as part of a Partnership with Unison and the Employment Services Board was involved in the West Belfast and Greater Shankill Health Employment Partnership which developed and piloted a unique and successful Employability Model which incorporated two strands, pre-employment and Job Progression. This partnership and model received national recognition and secured positive outcomes in terms of number of long termed unemployed into permanent jobs, job progression opportunities for staff in the Trust and supporting regeneration in these areas with additional income and reduction in benefit payments. This partnership has been trying to secure the required funding to take forward this programme on a city wide basis. This is one of a number of programmes of work on employability the Trust is involved in. The Trust has established an Employability Governance Group to ensure employability programmes are taken forward in a coordinated way. The Trust is committed to

taking forward Employability programmes.



# Good Relations Strategy, actions, timeframe and outcomes table



Key action	Time line	Expected outcomes
<p><b>Communicating our commitment to embracing Diversity and Good Relations:</b></p> <p>Consult on Good Relations Strategy</p> <p>Belfast Trust Good Relations statement</p> <p>Celebrate Community Relations Week</p> <p>Mandatory training for all staff</p> <p>Bi-annual news brochure</p> <p>Multi-lingual information/pamphlets</p>	<p>January 2013</p> <p>August 2012 – Ongoing</p> <p>May 2013 – Ongoing</p> <p>2012 – ongoing</p> <p>May 2013 – Ongoing</p> <p>2012 – Ongoing</p>	<p>Strategy is meaningful and is publically endorsed</p> <p>BHSCT locations provide safe and welcoming environment</p> <p>BHSCT recognition, celebration and respect for diversity</p> <p>BHSCT staff trained and skilled in promoting good relations</p> <p>BHSCT staff, users and community updated on good relations work / initiatives</p> <p>Access to information for Ethnic Minority users</p>

Key action	Time line	Expected outcomes
<p><b>Embracing Diversity and Innovation to Improve Access to Services:</b></p> <p>New Entrants Service</p> <p>Translated Welcome Pack</p> <p>NIHSCIS</p> <p>E-Library on translated material</p> <p>Health &amp; Wellbeing Centres</p> <p>Multi Cultural &amp; Beliefs Handbook</p> <p>BME Mental Health Awareness</p> <p>Belfast Trust Traveller Health Strategy</p>	<p>August 2012 - 13</p> <p>December 2012 – Ongoing</p> <p>2012 – Ongoing</p> <p>2012 – Ongoing</p> <p>May 2013 – 2015</p> <p>December 2012 – Ongoing</p> <p>August 2012 – 2014</p> <p>September 2011 – 2014</p>	<p>Access to health care for those that do not have access to GPs.</p> <p>Access to information for patients that do not speak English as a first or second language.</p> <p>User access to interpreters</p> <p>Access to translated information to assist communication with users.</p> <p>Centres are accessible and welcoming for all the community.</p> <p>Staff understanding of diverse cultures</p> <p>Access to Mental Health Services</p> <p>Access to Health &amp; Social Care</p>

Key action	Time line	Expected outcomes
<p><b>Embedding Good Relations in Trust Corporate Functions:</b></p> <p>Corporate and Local Management Plan</p> <p>Good Relations Steering Group</p> <p>Procurement</p>	<p>2012 – Ongoing</p> <p>June 2011 – 2015</p> <p>June 2013 – 2015</p>	<p>Mainstreaming Good Relations</p>

Key action	Time line	Expected outcomes
<b>Working Together for Healthy Relations for a Healthy Future:</b>		
Welcoming Art in Health & Wellbeing Centres	June 2013 – 2015	H&W Centres are visually welcoming
Youth Engagement Project	2011 – 2014	Reduction of interface antisocial activity
Men’s Health Project	March 2012 – 2014	Male access to health screening in interface areas
RECALL	2012 – 2014	Independence for older BME people
Roots of Empathy	December 2011 – 2014	School children challenge exclusion and antisocial behaviour
Active Belfast	March 2012 – 2014	Cross community participation in physical activity
BCC Good Relations Partnership	July 2012 – Ongoing	Partnership working to build relations
I am Roma	April 2012 – 2014	Promotion of social inclusion
Crumlin & Ardoyne Men’s Health Initiative	February 2012 – 2014	Increased engagement in health

Key action	Time line	Expected outcomes
<p><b>Promoting Diversity and Good Relations through Employment:</b></p> <p>Harmonious Working Environment Policy</p> <p>Training</p> <p>Employment Project to be changed</p> <p>Equality &amp; Diversity Plan</p> <p>Migrant Workers Action Plan</p> <p>Affirmative Action Agreement</p> <p>HSC Staff Survey</p>	<p>July 2012 – Ongoing</p> <p>March 2012 – Ongoing</p> <p>November 2012 – 2013</p> <p>2012 – 2014</p> <p>May 2012 – 2014</p> <p>September 2012 – Ongoing</p> <p>2012 /13</p>	<p>Staff awareness of policy</p> <p>Staff trained and skilled in promoting good relations</p> <p>BHSCT employment of people in deprived areas of N&amp;W Belfast</p> <p>Equality of opportunity in employment</p> <p>Migrant workers welcomed and supported as employees</p> <p>Implementation and monitoring of affirmative action and outreach initiatives</p> <p>Participation in regional HSC Staff Survey initiative and development of corporate action plan to improve working lives</p>

# Monitoring / Consultation on strategy



## Monitoring

A monitoring and evaluation programme will be set up to assess progress and outcomes on each of the key actions. The programme will be overseen by the Good Relations Steering Group. Reporting mechanisms of the progress of the Strategy will include reports to the Belfast Trust Board and the Trust Annual Progress Report to the Equality Commission for Northern Ireland.

## Consultation on strategy

This Belfast Trust Good Relations Strategy will go out for a full 12 week public consultation. Responses and feedback from the consultation will be considered and incorporated into the final strategy.

## We would appreciate your input

This Good Relations Strategy includes themes and projects identified from our internal and public engagement and pre consultation processes to date. If you have any comments, ideas or suggestions, we would like to hear from you. Please contact Veronica McEneaney at:

Email: [veronica.mceneaney@belfasttrust.hscni.net](mailto:veronica.mceneaney@belfasttrust.hscni.net)

Telephone: 028 9504 6636

Fax: 028 9056 6701

Text phone: 028 9056 6755

# Appendix 1 – Index of existing BHSCT Good Relations initiatives

Catering Services for Black and Ethnic Minorities

Black and Ethnic Minority Community Development Worker

Asylum Seekers Drop in Service

Cultural Diversity Programme

Chaplaincy Service

Support for Voluntary / Community Groups

Belfast Trust Inequalities Forum

Belfast Trust Traveller Health Strategy

Belfast Trust Employment Programme

Equal Opportunities Policies for Staff

Black and Ethnic Minority Community Outreach Project

FICA spiritual assessment tool: (Faith and Belief, Importance, Community and assist in Care)

Northern Ireland Health and Social Care Interpreting Services (NIHSCIS)

Initiative to improve access to HSC for persons with no or limited recourse to public funds

Belfast Trust Article 55 of FETO Affirmative Action

Further information on each of these initiatives can be accessed at the link below:

[http://www.belfasttrust.hscni.net/pdf/Good\\_Relations\\_Initiatives.pdf](http://www.belfasttrust.hscni.net/pdf/Good_Relations_Initiatives.pdf)

## Appendix 2 – Belfast Trust Good Relations Steering Group membership

### Name / Organisation

Joan Peden, Co-Director, Human Resources

Orla Barron, Senior Manager, Health & Social Inequalities

Louise Beckett, Senior Manager, Human Resources

Veronica McEneaney, Equality Manager

Dympna McGlade, Community Relations Council

Reverend Derek Johnston, Chaplain, BHSCT

Stephen Long, Community Development

Father Gerard Fox, Chaplain, BHSCT

Tommy Steenson, Trade Unions

Miriam Gibson, HR Manager

Jennifer Yu, Community Development

Brian Laughlin, Communications Manager

Patrick Yu, NICEM

Margaret Donaghy, MCRC

Nicky Vincent, Governance Manager, Acute Services

Lucy Finnegan, Service group representative

Denise Wright, South Belfast Round Table on Racism

Una Lappin, South Belfast Partnership Board

Jim Deery, REAL Project, North Belfast

Valerie Lamour, Cancer and Specialist Services representative

Caroline Brogan, Children's Services, Service representative

Colin Robinson, NI Alternatives



## Appendix 3 — Summary report from: Engagement with Belfast HSC Trust Staff, Service Users and Community and Voluntary Organisations with Service Level Agreements

### Questionnaire

A questionnaire with 11 questions was designed to obtain information in a number of areas in relation to race, religion and political opinion. It was carried out with staff and services users over a two week period at each of the Trust four hospitals as well as each of the Trust six Health and Wellbeing Centres. Another questionnaire was sent to a random sample of voluntary and community organisations that have contracts with the Belfast Trust to provide services for the Trust.

### Responses from Service Users

The questionnaire with service users revealed that 96% of those questioned felt comfortable accessing any of the Trust locations and 98% said they felt they were treated well irrespective of their race, religion or political opinion. In relation to the promotion of good relations, 25% felt the Trust could do more in this area.

### Community/voluntary Providers Responses

The questionnaire with community and voluntary organisations was designed to extract information on what mechanisms and procedures the organisations had in place in terms of good relations. It was also designed to obtain feedback from the organisations on their views and experiences with the Trust in terms of good relations.

### Responses

The majority, (75%) said that Belfast Trust premises are welcoming to all irrespective of Nationality, Race, Ethnicity, Religion or Political Opinion. 12% thought BHSCT could do more to promote good relations. When asked if they felt the BHSCT could do more to support their organisation to promote good relations 62.5% said no and 37% said yes. The majority of respondents (62%) said their organisations had a good relations statement or Equal Opportunities policy and 75% said their staff receive Equality and Diversity training. The majority of organisations (87%) think that their services are welcoming to all irrespective of Nationality, Race, Ethnicity, Religion or Political Opinion. When asked if they thought their organisation could do more to promote good relations 37.5% said yes and 62.5% said no.

### Responses from Trust Staff

An overwhelming majority (92%) felt that their race or nationality did not affect how they were treated as employees. In terms of religion, 88% said that their religion did not affect how they were treated as employees. The majority (86%) of staff did not feel their political opinion affected how they were treated as Trust employees. When asked if you would feel confident raising an issue the majority 90% said yes. Most staff (99%) said they would feel comfortable working with someone from a different background and the majority (94%) said they felt welcome and comfortable working in all Trust locations and facilities.

## Appendix 3 (continued)

### **Awareness of Harmonious Working Environment statement**

Just under half of those staff interviewed (49%) were not aware of the Belfast Trust Harmonious Working Environment statement and 51% were. The reason staff gave for not being aware of the statement was not having access to a computer.

### **Internal Audit**

An internal audit was carried out with each service area to determine what initiatives were already being implemented in terms of good relations. The internal audit revealed that a wide range of policies, initiatives and projects that promote and embrace good relations already existed within the Trust. While these initiatives and programmes will continue, the audit served as a tool at identifying gaps and areas that could be improved and developed. These areas have been incorporated into this Strategy.

## Appendix 4 – Summary report of BHSCT pre-consultation community workshop

29 March 2012, 9.30am Grosvenor Hall, Glengall Street

The workshop was attended by a wide range of representatives from the BHSCT, the voluntary and community sector, other statutory organisations, religious organisations, Section 75 representatives including a number from Minority Ethnic organisations. A total of five groups addressed three specific questions:

- What do you think the Trust currently does well in terms of good relations?
- What do you think should be the key priorities for the Trust, over the next three years in terms of good relations that could be included in a strategy?
- How do you think the key priorities could be:
  - a) Achieved
  - b) How could partnership working facilitate the aims?

### Theme outcomes

In relation to question one, there was a very positive response. Participants felt that BHSCT listens to and engages well with service users and had responded well to demographic changes over the last number of years in terms of service provision. Positivity was also expressed in terms of the Trust Equality training programme and a number of existing good relations initiatives.

Main areas identified for question two centred around a need for the Trust to communicate more in terms of initiatives such as the Northern Ireland Health and Social Care Interpreting

Service and other good news stories.

There were a number of areas identified in terms of ensuring access to services for BME users. Some felt the Trust needed to provide more communication with the public with regard to changes in service provision. Utilisation of Health and Wellbeing Centres and the need to build equality legislation into procurement were highlighted.

In relation to question three there was strong endorsement to the Trust working in partnership with local communities and community champions to get involved in local initiatives and address possible contentious areas in terms of flags, murals etc.

A strong message that came from participants was that the Trust should acknowledge single identity and turn it into positive opportunity and celebrate all cultures.

Below are some of the comments from Workshop participants:

“I live and work in North Belfast and I know the Trust does a lot of work with older people”

“It is not always about neutralising a space it is about how the Trust taps into local initiatives that promote Good Relations”.

“The Trust needs to communicate more about the rationale for

## Appendix 4 (continued)

centralisation and centres of excellence, public have perceived the process as a failure.”

“There is a fear factor among staff that they might get it wrong, so there is a training issue, don’t be afraid to get it wrong for the right reasons.”

“The issue of territory still exists.”

“There is still barriers to access, but when you get there the service is good.”

# Appendix 5 – Belfast Trust pre-consultation workshop

Attendee list: 29 March 2012, 9.30am Grosvenor Hall, Glengall Street

## Organisation – alphabetically:

BHSCT  
Red Cross  
NI Housing Executive  
Health & Social Inequalities Manager, BHSCT  
RCN  
Association Talking Newspapers  
Staffside  
Bilingual BME Health Advocate  
Chinese Welfare Association  
Race Relations Coordinator, South Belfast Partnership  
Women's Information Group  
Chaplaincy, BHSCT  
CRC  
Healthy Ageing Coordinator, Belfast Healthy Ageing Strategic Partnership  
Senior HR Manager, BHSCT  
NICRC  
Director HR, BHSCT  
Cromac Regeneration Initiative  
MCRC  
Head of Equality, PSNI  
Community Development Officer, BHSCT  
Equality Manager, BHSCT  
Community Development Officer, Belfast City Council  
Acting Chief Executive, Community Relations Council  
BHSCT

Co-director, Modernisation, Learning & Development & Equality, BHSCT  
Equality Manager BHSCT

## Appendix 6 – Bibliography

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