

Equality and Disability Action Plans 2023-28

October 2023

Business Services Organisation
(BSO)

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We will consider any request for this document in another format or language.

1. Introduction

As Chair and Chief Executive of the Business Services Organisation (BSO) we are committed to promoting equality and good relations. For people with a disability, we recognise that we have to do more to promote positive attitudes and to encourage their participation in public life.

We want to make sure we do this in a way that makes a difference to people. We will put in place what is necessary to do so. This includes people, time and money. Where it is right to do so, we will include actions from this plan in the yearly plans we develop for the organisation as a whole. These are called 'corporate' or 'business' plans.

We will also put everything in place in the organisation to make sure that we do what we have to under the law. This includes making one person responsible overall for making sure we do what we say we are going to do in our Equality and Disability Action Plans.

We will make sure we let our staff know of what is in our plans. We will also train our staff and help them understand what they need to do.

The person in our organisation who is responsible for making sure that we do what we have promised to do is Paula Smyth. When you have any questions you can contact her at:

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Title: Director of People and Place

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2. Who we are and what we do

The Business Services Organisation (BSO) is part of health and social care in Northern Ireland.

We do things like:

- Provide medical cards to allow people to go to their doctor and the hospital.
- We let people know when they need to get checks on their health, such as cervical or bowel cancer screening.
- We help staff working in health and social care to get their pensions.
- We check out if the money dentists, doctors, opticians and pharmacists get for their services is correct.
- We manage and run the Northern Ireland Health and Social Care Regional Interpreting Service. This is a service that helps health and social care staff speak with people who are not fluent in English when they need to access health and social care.
- We buy goods and services that health and social care organisations use for patients and clients like gloves or plasters and lots more.
- We train staff from all Health and Social Care organisations.
- Our lawyers provide help to health and social care organisations in cases that go to court.
- We need to make sure we have enough money to pay for the services.
- We also provide money advice to other health and social care organisations.
- We work with other health and social care organisations to make sure that we all obey the laws about employment, services, ethics, equality and human rights.

- We provide corporate services that help with the day to day running of the Business Services Organisation and other organisations, for example health and safety, buildings where staff work and handling complaints.
- We draw up contracts with our customers and check out if they are happy with our services. We carry out surveys.

You can access further information about what we do on our website: <https://bso.hscni.net/directorates/>

3. How people can be involved in our work

Some of the main ways in which people can be involved in the work of the Business Services Organisation are:

- as members of Research Ethics Committees
Our Office for Research Ethics Committees recruits voluntary committee members by a Public Appointments process to make sure that members not only include people such as doctors and nurses but people from the wider community. Members review a range of health and social care research. This includes clinical trials of drugs, new medical technology and equipment as well as studies involving best practice and treatment.
- Procurement and Logistics Service
When we buy particular goods or services on behalf of other Health and Social Care organisations, we may involve people with a disability. We do this when Health and Social Care organisations think it is really important to make sure we buy the right things for people with a disability, for example contracts for wheelchairs.
- Clinical Education Centre and Leadership Centre
Our teams involve people with a disability and other service users in some of our training programmes. They may be involved in putting together the programme. They may also help deliver the programme to staff working in health and social care.

4. What the law says

The Business Services Organisation (BSO) has to follow the law under **Section 75 of the Northern Ireland Act 1998**. It says that in our work we have to promote equality and good relations. We have to treat people fairly and based on their needs and to make things better for staff and people who use our services. It also says that we have to build better relationships between different groups of people.

There are nine different equality groups that the law requires us to look at:

- Gender (and gender identities)
- Age
- Religion
- Political opinion
- Ethnicity
- Disability
- Sexual orientation
- Marital status
- Having dependants or not.

There are three good relations groups we need to consider:

- Religion
- Political opinion
- Ethnicity.

We also have to follow the law under the **Disability Discrimination (Northern Ireland) Order 2006**, which says that we have to:

- promote positive attitudes towards disabled people and
- encourage participation by disabled people in public life.

This includes people with any type of disability, whether for example, physical disabilities, sensory disabilities (such as sight loss or hearing loss), autism, learning disabilities, dyslexia, mental health conditions (such as depression), or conditions that are long-term (such as cancer or diabetes). Some of these disabilities may be hidden, others may be visible.

Both pieces of legislation require us to develop an action plan: an Equality Action Plan and a Disability Action Plan. We have to send these plans to the Equality Commission for Northern Ireland and then report every year on what we have done.

5. How we reviewed our last plans and developed these new plans

In starting off to develop these plans we looked at what we have done so far to promote equality and good relations, to promote positive attitudes towards disabled people and to encourage their participation in public life.

As part of our Five Year Review, we asked all teams in our organisation to think through the following questions:

- What has worked well?
- What hasn't worked well?
- What lessons have we learned?
- Did we do what we said we would do?
- Has this made a difference for people in the way we thought it would?

For the new plans, we asked them to consider two questions:

- In your area of work, what are the key issues for people in the equality groupings?
- What can you do to address these issues?

We encouraged our staff to look at a range of sources of information such as:

- our Five Year Review of Equality Scheme
- monitoring data
- new research or data
- equality screening exercises that have been completed
- their professional experience and knowledge
- issues raised in consultations or through other engagement with staff and service users.

We engaged closely with Tapestry, our Disability Staff Network, in the development of our Disability Action Plans. We held a focus group with them to find out what issues important to them, as a member of staff with a disability or as a carer, they think the organisation should address as a priority.

We also read up on what the Equality Commission says would be good to do. All this helped us think about what else we could do to make a difference.

6. What we have done so far

This is some of what we have done to promote equality under our previous Equality Action Plan:

- **Procurement and Logistics Service**
Working with the Southern HSC Trust, we extended their Community Equipment Service to patients and clients in the Southern Trust area. This service provides delivery of equipment to assist people to lead a higher quality of life in their own home for a longer period. This service provided by BSO PaLS aligns services to patients and clients in the SHSCT area with those in Western Trust area, South Eastern Trust area and Belfast Trust area. Trust patients and clients also have the option to collect equipment from local community pharmacies should they wish to do so.
- **HSC Pensions**
We developed a form for staff who are in a relationship that is not legally recognised where they can nominate their surviving partner for partner's benefits. We made this available for download and completion from the HSC Pension Service Website. We also developed information materials and highlighted these in quarterly staff newsletters. In addition, line managers and staff have been encouraged to complete the nomination form via a series of corporate communications.
- **Internal Audit.** When we carry out an audit, we check that policies have been equality screened.

- We produced a leaflet targeted at staff who are carers. It highlights the policies and support offered by BSO and HSC Regional Organisations, and also signposts Carers to different local sources of help in each HSC Trust area. Details are also provided on counselling and advice services. The leaflet is included in the Tapestry website, and was forwarded to staff through a series of corporate communications.
- We developed a Domestic Abuse policy with 3 supporting awareness sessions provided for staff. The session was presented by a representative from the voluntary sector.

This is some of what we have done to promote positive attitudes towards disabled people and encourage the participation of disabled people in public life.

Promote positive attitudes towards disabled people

- To date, we have held 17 disability awareness days for our staff. Each looked at a different disability. The aim is to increase the knowledge and awareness of our staff including on how to support a person with that particular disability. Since the pandemic we have been holding these online. The sessions are recorded and uploaded to the website of Tapestry, our disability staff network.
- We have developed a dedicated scenario on disability as part of our eLearning resource called 'Making a Difference'. It is available to all Health and Social Care staff. All our staff have been asked to complete the programme at induction.
- Community Equipment and Continence Service: Specific awareness training has been delivered to our staff and contracted drivers who are dealing directly with the general public on areas such as dementia, hearing loss and partial sight. This training increased awareness among staff and gave them greater confidence in dealing with clients with these disabilities.
- We have delivered training sessions on mental health awareness to our staff, including on mental health first aid, mindfulness and managing stress, and courses for staff who are carers.

- One of our non-executive board members is the Disability Champion at board level.

Encourage the participation of disabled people in public life

- Our Clinical Education Centre (CEC) has run programmes that facilitate the involvement of disabled people. This includes, for example:
 - Knowledge and Understanding Framework (Personality Disorders)
 - Promoting Quality Care – Mental Health and Learning Disability Addendum
 - Wellness and Recovery Action Plan (WRAP)
 - Mental Health Care Pathway
 - Dual Diagnosis
- Our Leadership Centre have brought staff with the lived experience of disability in to provide an input at leadership development programmes.
- The law on procurement by public sector organisations allows for ‘reserving’ contracts in certain circumstances*. This means that in those cases, only organisations whose main aim is to integrate disabled or disadvantaged people can bid for the work. It can also mean that the work under the contract is done through ‘sheltered employment programmes’ where at least 30% of staff have a disability or are disadvantaged. Our Procurement and Logistics Service Food Team successfully awarded our first reserved contract for bottled water to HSCNI for re-sale in catering outlets to Access Employment Limited (AEL). AEL provides people with learning disabilities/difficulties, autism, Asperger’s or health related conditions to access work experience and gain recognised qualifications. 80% of the workforce are people with a disability and for most this is their first paid employment.
- We set up Tapestry, a disability network for our staff. Part of the role of this network is to raise disability issues with decision makers in our organisation.

- We run a disability work placement scheme for all the 11 regional Health and Social Care organisations. So far, we have offered between 5 and 15 placements for people with a disability in the BSO every year. We train participants on how to apply for a job in Health and Social Care organisations, including mock interviews.

7. What we have learned so far

Some of the key points we have learned from developing and implementing our action plans are described below.

Disability Placement Scheme

- We learned that it is important to bring people together not just at induction stage but also at the end. Thus, we now run an End of Year event too, to celebrate the achievement with everyone involved (participants, placement managers, Employment Support Officers, and the facilitators).
- It is vital that participants are reimbursed for their travel cost quickly. Therefore, we have agreed the principle that no participant be out of pocket for their expenses for more than 1 week.
- The work environment plays an important role for many participants so we have built in this aspect into the written information that placement managers provide upfront on the placement offered.
- A high turnover amongst Employment Support Officers poses particular challenges for ensuring consistency in the implementation of the scheme. An internal briefing for new officers before the scheme kicks off should address this issue.

Disability Awareness Days

- Since we moved our days online we have seen a huge rise in numbers of staff attending our events. Also, they come from a wider range of locations.
- Recording the sessions has been a great success. This means staff who can't attend on the day can access the event whenever it suits them.

- There is a huge information need of staff who are carers of a person with a disability, for example of a person living with ADHD or with dementia.
- Staff are interested in learning more about how to support a family member, not just colleagues in the workplace.

We have found that attendance at awareness day events is greatest when the subject is most relevant to staff. This can be because they have the condition themselves or they know or work with someone who has the condition. We will continue to ask staff which areas relating to disability they would like more information on.

Tapestry – Disability Staff Network

- Staff fora need refreshed and promoted on an ongoing basis.
- For a forum to be effective in its supporting and influencing role, a committed HR presence at senior level is essential as is the timely engagement and consultation on policies/decisions/strategies etc. to inform the development of these.

On a general level, organisational change and staff turn-over can pose a big challenge. It is the personal commitment of staff and leaders to the equality agenda that drives progress. When such individuals leave, actions are at risk of not being taken forward and of ending up merely being rolled over.

8. What is in the new plans

There are two separate tables below. The first table lists all the actions that we will do to promote equality and good relations. This is our Equality Action Plan.

The second table describes what we will do to promote positive attitudes towards people with a disability and to encourage their participation in public life. This is our Disability Action Plan.

In both plans we also say what difference we hope to make and when we will do these actions.

9. How we will monitor these plans

Every year we will write up what we have done. We will also explain when we haven't done something. We send this report to the Equality Commission. We also publish this report on our website: www.hscbusiness.hscni.net

We will have a look at the plans every year to see whether we need to make any changes to them. If we need to, we will write those changes into the plans. Before we make any big changes we talk to people in the equality groupings to see what they think.

When we finish an action we will take it off the plans for the next year. That way we will keep our plans up to date. They will show what we still have to do.

After five years we will look at our plans again to see how we have done. We will also see what else we could do.

Whenever we develop or look at our plans we will invite people who have a disability to help us.

The plans are also available on our website:
www.hscbusiness.hscni.net

We will send our plans to all organisations and individuals on our consultation list when we have finalised them and also when we have made major changes to them.

To find out whether what we do makes a difference, we will do a number of things, for example:

- For training and awareness events, we ask our staff about what learning they are taking away with them.
- We check summary figures to see whether, for example, more people from a particular under-represented group are availing of a service after promoting it to them specifically.

You can find further information on how we will monitor each action in the plans themselves.

10. Equality Action Plan 2023-28: What we will do to promote equality and good relations

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Communications and Engagement</p> <p>Create a Corporate Style Guide detailing standards to be adhered to by all staff in all written information and communication activities in line with accessibility standards.</p> <p>Hold communications campaign on accessible inclusive communication.</p>	<p>To educate BSO staff on how to communicate effectively and inclusively with colleagues and customers across all Section 75 categories.</p> <p>Staff with a disability will have full and equal access to all BSO communication.</p> <p>BSO customers will receive inclusive communication.</p>	<p>Feedback from disabled staff members indicates increased accessibility of BSO written information and communication.</p>	<p>Comms and Engagement team with input from the equality team/web team and other appropriate stakeholders</p> <p>30 September 2024</p>

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Communications and Engagement</p> <p>Full website accessibility audit and roll out of changes.</p> <p>User testing of website by people with a range of disabilities.</p> <p>Identification of key information to be developed as signed video format.</p>	<p>A fully accessible site (and satellite sites) that can be used and engaged with by all users with disabilities.</p> <p>Staff, customers, the public and anyone that engages with the BSO website will have full and equal access to the site.</p>	<p>Final user testing responses indicate that the website is accessible.</p>	<p>Comms and Engagement team with input from the equality team/web team and other appropriate stakeholders.</p> <p>31 March 2025</p>
<p>Leadership Centre</p> <p>We will develop a way of monitoring participation in our programmes across the Section 75 categories.</p>	<p>Accurate data in relation to participation to help identify any under-represented groups</p>	<p>Produce annual report on participation by Section 75 category</p>	<p>HSC Leadership Centre team</p> <p>30 September 2024</p>

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Leadership Centre</p> <p>Ensure that images used for promotion of programmes are diverse and reflective of the workforce.</p> <p>State we particularly welcome staff from under-represented groups.</p> <p>Encourage organisations to do the above in relation to programmes that we commission.</p> <p>Promote brochure programmes directly via staff fora, including disability, LGBT+, and ethnic minority backgrounds.</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p> <p>To identify and increase participation from staff from ethnic minorities, staff with a disability, staff who identify as Lesbian, Gay or Bisexual and staff from a range of gender identities on programmes</p> <p>Staff from fora relating to disability, LGBT+, and ethnic minority backgrounds feel invited</p>	<p>All brochure course promotion material with pictures, quotes from previous learners will include staff from ethnic minority backgrounds and/or LGBT+ and/or staff with a disability.</p> <p>Feedback from staff fora</p> <p>Utilise monitoring data to target underrepresented groups</p>	<p>HSC Leadership Centre team</p> <p>31 March 2024</p> <p>30 September 2024</p>

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Leadership Centre</p> <p>Ensure that in our core regional leadership programme, we include dedicated sessions highlighting the lived experience of staff from within some of the Section 75 categories by inclusion of staff stories – live or pre-recorded as part of core modules.</p> <p>Include books podcasts and/or resources by diverse authors in course materials to support increasing an understanding of diversity in our book bundles in terms of content and authors.</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p> <p>To support a range of HSC leaders from band 7 to director level to be a genuinely inclusive leader through exploring barriers and recognising unique contributions made by for staff with disabilities, who are LGBT+ or from an ethnic minority.</p>	<p>10% of books and other resources are produced by people with disabilities, who are LGBT+ or from an ethnic minority</p>	<p>HSC Leadership Centre team</p> <p>31 March 2024</p>

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Highlight current under representation of minority ethnic staff, staff with a disability, staff who identify as Lesbian, Gay or Bisexual, and staff from a range of gender identities.</p> <p>Encourage those participants to pro-actively support their staff from diverse backgrounds onto development/leadership programmes.</p>			

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
<p>Leadership Centre</p> <p>Invite speakers from diverse backgrounds into our programmes both in terms of as role models and to share their experience.</p> <p>Source and utilise case studies from people from diverse backgrounds.</p>	<p>Ethnicity, Disability, Sexual Orientation, Gender</p> <p>To enable course participants to hear from experts and consider case studies which also offer an intersectional perspective. This is so participants can learn a more inclusive leadership style, in particular for staff with disabilities, who are LGBT+ or from an ethnic minority.</p>	<p>For programmes which use external speakers – 50% will include someone who identifies as from an ethnic minority/ LGBT+/disability where the perspective is relevant to the topic and to promoting intersectionality.</p> <p>In general programmes, we will ensure that at least 25% of speakers identify as having a disability, LGBT+ or from an ethnic minority</p>	<p>HSC Leadership Centre team</p> <p>31 March 2025</p>

What we will do	What we are trying to achieve and who for (ie. which Section 75 category specifically)	Performance Indicator and Target	By whom and when
Leadership Centre Evaluate and promote the outcomes of Progress – the first regional development programme for minority ethnic staff which was run from Nov 22 – Mar 23.	Ethnicity To enable staff from ethnic minorities to develop skills and confidence to seek promotion opportunities to address the under representation within Trust leadership roles	Completion and sharing of Progress evaluation Increase in Staff from ethnic minorities applying for mainstream leadership programmes, with the aim that this will increase their representation in HSC leadership roles	HSC Leadership Centre team 31 March 2025
Leadership Centre Where appropriate deliver longer programmes on a hybrid model to better facilitate those with disabilities and dependents.	Disability, Dependents Reduce the requirement to travel to every module to offer more flexibility to participants to engage	Due to the lack of base line data, we will carry out a survey of participants to establish impact	HSC Leadership Centre team 31 March 2024

<p>HSC Digital</p> <p>We will strengthen our governance processes relating to the development and procurement of new IT systems to include the following:</p> <ul style="list-style-type: none"> • We will develop a checklist to sit alongside the Business Case template to include equality screening and user testing by people with a range of disabilities; • We will develop an accountability matrix and guidance for staff representing BSO on regional groups to use our influence to ensure consideration of equality issues (including user testing by people with a range of disabilities) is mainstreamed. 	<p>Disability</p> <p>Enabling staff and users with disabilities to access systems.</p>	<p>Checklist developed and linked to Business Case template</p> <p>Accountability matrix and guidance developed and shared with staff</p> <p>User testing of systems by people with a range of disabilities confirms accessibility</p>	<p>Senior Management Team (SMT) Director of Digital Operations</p> <p>31 December 2024</p>
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<ul style="list-style-type: none"> • As Programmes are taken forward, the responsible Director/equivalent will be required to give assurance to SMT, to include evidence of compliance with Section 75 processes and information on what equality issues have been identified and how they are being addressed. • We will convene a roundtable with disability organisations and Tapestry members to agree how ITS can best mainstream this in their processes. 			
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HSC Digital Manage the changing of gender on HSC ICT systems for people identifying as transgender: Implement agreed work arising from 2017/18 workshops with stakeholders convened by ITS to develop a regional approach.	Gender Improved management of Transgender records resulting in safer treatment. Ensuring that relevant patients are aware of impact on their individual health screening programmes.	Systems in place to effectively manage transgender/ change of gender records.	Services Resource Manager 31 March 2028
Human Resources We will promote the completion of equality information during induction of new staff We will promote the completion of equality information for existing staff.	To improve the data we hold which helps BSO understand the breakdown of the organisation by Section 75 group and helps BSO monitor any inequalities relating to employment practices	Increase the share of staff who have completed their equality information by at least 10 percentage points; Baseline data as at Sept 23 – fields where staff have provided their information: disability 37%; ethnicity 24%; dependents 19%; sexual orientation 18%	Assistant Director of HR 31 March 2024

<p>Human Resources</p> <p>We will develop a Section 75 profile of the workforce</p> <p>We will identify specific Section 75 groups to engage with and encourage to seek and retain employment with BSO</p>	<p>To understand the profile of the organisation with regards Section 75 groups and to identify those groups which are under-represented and develop associated action plans</p> <p>More people from under-represented groups apply for jobs with BSO, gain employment and remain in employment with the organisation</p>	<p>Workforce profile developed</p> <p>Specific Section 75 groups to be engaged with identified</p>	<p>Assistant Director of HR</p> <p>31 March 2024</p>
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<p>Human Resources</p> <p>We will monitor applicant data and staff numbers from different racial groups.</p> <p>We will engage with a range of relevant voluntary sector groups representing different ethnic minorities in order to promote BSO an employer.</p> <p>We will provide awareness to managers about understanding unconscious bias and how to overcome it in recruitment.</p> <p>We will engage with staff from a range of racial groups to understand their experience of working in BSO and to identify their support needs.</p>	<p>Ethnicity</p> <p>More people from different racial groups apply for jobs with BSO, gain employment and remain in employment with the organisation</p> <p>Staff from different racial groups feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Monitoring data of applicants and staff by racial group produced and analysed</p> <p>Written evidence of promotion activities</p> <p>Number of managers attending unconscious bias awareness sessions</p> <p>Written evidence of engagement and support needs analysis produced</p>	<p>Assistant Director of HR</p> <p>31 March 2024</p>
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<p>Human Resources</p> <p>Working together with Tapestry, we will engage with our staff to understand the caring responsibilities of the BSO workforce.</p> <p>We will examine how BSO can improve employee experience for colleagues who have caring responsibilities.</p>	<p>Dependents</p> <p>To support people with dependents in the workplace</p> <p>Staff who have caring responsibilities feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Written evidence of engagement and support needs analysis produced</p> <p>Proposal as to how BSO can improve carers' employment experience produced</p>	<p>Assistant Director of HR</p> <p>31 March 2025</p>
<p>Human Resources</p> <p>We will promote mandatory equality training across BSO.</p> <p>We will hold Directorates to account to ensure staff are undertaking the training.</p>	<p>To promote compliance of equality training within the organisation to raise awareness among staff regarding specific needs of all Section 75 groups and their role in promoting equality and good relations</p>	<p>Increase in the level of staff compliant with mandatory equality training by at least 10 percentage points</p>	<p>Assistant Director of HR</p> <p>31 March 2024</p>

<p>Human Resources</p> <p>Working together with Tapestry, we will co-produce, commission and deliver, and evaluate a training plan for staff on disability equality.</p>	<p>To promote positive attitudes towards disability and raise awareness among staff of disability equality.</p> <p>Staff with a disability feel their needs are met.</p>	<p>Training Plan developed and made available to staff.</p> <p>Training evaluations indicate increased awareness of disability.</p>	<p>Assistant Director of HR</p> <p>31 March 2025</p>
<p>Human Resources</p> <p>We will promote flexible working opportunities across BSO by sharing examples of good practice within the organisation</p> <p>We will monitor all flexible working applications and decisions within BSO</p> <p>We will analyse and share data with staff on</p> <ul style="list-style-type: none"> • uptake of flexible working from day 1 • hybrid working, <p>by equality category.</p>	<p>Dependents</p> <p>To understand needs, uptake and experience of flexible working across the organisation including for those staff with caring responsibilities</p> <p>Staff who have caring responsibilities feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Increase in the number of staff availing of flexible working</p> <p>Monitoring data of applications and decisions by equality category produced and analysed</p> <p>Quarterly reports to SMT/Board</p>	<p>Assistant Director of HR</p> <p>31 March 2024 and each year thereafter</p>

11. Disability Action Plan 2023-28: What we will do to promote positive attitudes towards disabled people and encourage the participation of disabled people in public life

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Human Resources</p> <p>We will engage with Tapestry to explore and/or co-produce:</p> <ul style="list-style-type: none"> • input to all new and revised HR policies, as routine part of the development/ review process; • other line manager training and guidance; • the need for coaching or mentoring; • the need for dedicated leadership development programmes for staff with a disability. 	<p>Encourage the participation of disabled people in public life</p> <p>Staff with a disability feel their voice is heard by decision-makers in the organisation</p>	<p>Evidence of draft/revised HR policies and papers/presentations on areas where input is sought shared with Tapestry members for views before approval and feedback provided on consideration of views</p>	<p>Assistant Director of HR</p> <p>31 March 2025</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Human Resources</p> <p>We will raise awareness in the organisation with regards neurodiversity, with input from people with lived experience.</p> <p>We will promote guidance for managers who manage neurodiverse staff.</p>	<p>Promote positive attitudes towards disabled people and encourage the participation of disabled people in public life</p> <p>To support neurodiverse staff in employment with BSO</p> <p>Neurodiverse staff feel well supported by the BSO and that their specific needs are met by line managers and the organisation</p>	<p>Awareness programme delivered</p> <p>Guidance disseminated out in BSO</p>	<p>Assistant Director of HR</p> <p>31 March 2025</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
Human Resources Together with people living with a range of disabilities, we will develop, deliver and review a programme of short learning sessions for staff (line managers and beyond) to share learning on reasonable adjustments.	Promote positive attitudes towards disabled people and encourage the participation of disabled people in public life More staff with a disability remain in BSO employment Staff with a disability feel well supported by the BSO and that their specific needs are met by line managers and the organisation	Increase in the number of people with disabilities employed by BSO	Assistant Director of HR 31 March 2027
Human Resources Together with people living with a range of disabilities, we will review our recruitment and selection process step-by-step and develop and implement actions to remove the barriers identified	Encourage the participation of disabled people in public life More people with a disability apply for jobs with BSO and gain employment	Written evidence of review outcomes and actions developed and actions implemented Increase in the number of people with disabilities applying and employed by BSO	Assistant Director of HR 31 March 2027

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
Human Resources We will engage with relevant voluntary sector groups representing people living with disability in order to promote BSO as an employer.	Encourage the participation of disabled people in public life To encourage people with disabilities to consider BSO as an employer	Increase in the number of people with disabilities employed by BSO	Assistant Director of HR 31 March 2024
Human Resources Together with people living with a range of disabilities, we will review the accessibility of each of our eLearning programmes and develop actions to remove the barriers identified Together with people living with a range of disabilities, we will raise awareness amongst all trainers delivering in person training of practical accessibility needs of staff living with a range of disabilities.	Staff with a disability have full and equal access to all eLearning and in person learning and development opportunities	Written evidence of review outcomes and actions developed Written evidence of awareness raising for all trainers	Assistant Director of HR 31 March 2025

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Awareness Days</p> <p>Raise awareness of the lived experience of people with specific disabilities and conditions.</p>	<p>Promoting positive attitudes:</p> <p>Increased staff awareness of a range of disabilities and conditions.</p>	<p>2 awareness days profiled every year.</p> <p>>50% of staff taking part in the evaluation indicate they know more about people living with disabilities and conditions as a result of the awareness days.</p>	<p>Equality Unit.</p> <p>31 March 2028</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Placement Scheme</p> <p>Create and promote meaningful placement opportunities for people with disabilities.</p>	<p>Promoting positive attitudes and Encouraging participation in public life:</p> <p>People with a disability gain meaningful work experience.</p> <p>People with a disability are successful in applying for paid employment after they have completed a placement.</p>	<p>At least 10 placements in the BSO offered each year.</p> <p>Feedback through annual evaluation of scheme indicates that placement meets expectations.</p> <p>At least 2 placement participants each year are successful in applying for paid employment within 12 months of completing their placement.</p>	<p>Senior Management Team (SMT) with support from Equality Unit.</p> <p>31 March 2028</p>

What we will do	What we are trying to achieve	Performance Indicator and Target	By whom and when
<p>Tapestry</p> <p>Promote and encourage staff to participate in the disability staff network and support the network in the delivery of its priorities.</p>	<p>Encouraging participation in public life:</p> <p>Staff with a disability feel more confident that their voice is heard in decision-making.</p> <p>Staff with a disability feel more confident that their needs are considered in decision-making.</p> <p>Staff with a disability feel better supported.</p>	<p>Increase in Tapestry membership or in participation at meetings</p> <p>Tapestry staff survey</p>	<p>Senior Management Team (SMT) with support from Equality Unit</p> <p>31 March 2028</p>

Signed by:

Karen Bailey.

J.Eh

Chair

Date: 29.09.2023

Karen Bailey

Chief Executive

Date: 29.09.2023



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