

Appendix 5



Disability Action Plan 2013-2018

Business Services Organisation
(BSO)

What we did between April 2016 and March 2017

If you need this document in another format please get in touch with us. Our contact details are at the back of this document.

You can find our Disability Action Plan on our website:
<http://www.hscbusiness.hscni.net/services/2352.htm>

(1) Communication

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
<p>1. Put in place contractual arrangements for the production of materials in alternative formats.</p> <ul style="list-style-type: none"> • Undertake a scoping exercise by type of format based on current and best practice in UK • Where appropriate undertake tender exercise and put contracts in place 	<p>Alternative accessible formats are more readily available</p>	<p>Arrangements are in place to support staff in procuring materials in alternative formats</p> <p>Contracts in place where appropriate</p>	<p>BSO Equality Unit Year 3</p>
<p>Relevant Duty: Encourage participation of disabled people in public life.</p>			
<p>What we did this last year</p> <ul style="list-style-type: none"> • Our procurement colleagues and the Equality Unit have been linking with other public sector organisations in Northern Ireland who are thinking of putting a contract in place that will also cover other formats. An important part of our discussions with them will be about what standards we can use when we ask companies to produce other formats for us. This is to make sure that they are of good quality. 			

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
2. Agree an approach to the provision of accessible formats for BSO.	Improved accessibility of information	<p>Common wording relating to alternative formats for inclusion in documents.</p> <p>Protocol on how to deal with requests for alternative formats.</p> <p>For electronic communication, staff are supported to ensure that settings meet needs regarding accessible font size.</p>	<p>Senior Management Team</p> <p>Year 2</p> <p>BSO Information Technology Services (ITS)</p> <p>Year 2</p>
Relevant Duty: Encourage participation of disabled people in public life.			
<p>What we did this year</p> <ul style="list-style-type: none"> This work has not yet been done. 			
Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
3. Develop a Corporate Style Guide for BSO publications to ensure they meet minimum standards for accessibility for disabled people.	Improved accessibility of information	Corporate Style Guide	Administrative Services Manager, Corporate Services

			Year 3
Relevant Duty: Encourage participation of disabled people in public life.			
What we did over the last year			
<ul style="list-style-type: none"> We have not yet progressed this work. 			
Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
4. Identify and improve opportunities for a person with a disability to communicate with Counter Fraud and Probity Services (CFPS).	Improved access to Counter Fraud and Probity Services	Information leaflet and memo to staff on range of communication methods	Assistant Director Counter Fraud and Probity Services Year 3
Relevant Duty: Encourage participation of disabled people in public life.			
What we did this year			
<ul style="list-style-type: none"> We hosted a member of staff, through the disability placement scheme, who has a visual impairment. This member of staff actively took part in raising awareness in relation to the obstacles that exist to those with a disability who wish to participate in public life by speaking at team meetings and assisted in reviewing documents published by CFPS. All documents published by CFPS to members of the public contain a Text-Relay phone number to assist those with Hearing impairment or other disabilities. 			

- Our website now has accessible features offering advice on how to access the information for a wide range of disabilities.
- **This work is now done.**

(2) Awareness Raising and Training

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
5. Prompt staff to keep up to date their personal equality monitoring records (via self-service on new Human Resources IT system).	More accurate data in place.	<p>Prompt issued to staff on a regular basis.</p> <p>Increase in completion of disability monitoring information by staff to 85%</p>	Human Resources Year 2 onwards
<p>Relevant Duty: Promote positive attitudes towards disabled people.</p>			
<p>What we did this year</p> <ul style="list-style-type: none"> • When new staff start working with us we ask them to update their equality information on the IT system. This information is confidential. We do so when we do an induction with them. • At the end of March 2017, only 60.71% of our staff had filled in their disability data on the IT system. At the end of March 2016 this number had been 66.35%. It seems therefore that new staff who join the organisation are not filling in the data. At the end of March 2017, only 0.94% of our staff had said that they have a disability. This is up only slightly from 0.81% a year ago. All this means we need to keep working on this, to make sure that staff who have a disability feel safe to disclose that they have a disability. • We think that more staff who have a disability may feel comfortable to update their equality information on the IT system when they hear more about others in the organisation who have a disability. We think it would be good especially if staff who work at the top of our organisation were happy to talk about their 			

own disability. We have asked for volunteers to do that and become a 'role model'. The first person to do so was the chair of our disability staff network. She came forward and wrote an article for our staff newsletter, telling her own story.

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
6. Raise awareness of specific barriers faced by people with disabilities including through linking in with National Awareness Days or Weeks (such as Mind your Health Day).	Increased staff awareness of the range of disabilities and needs.	Two annual Awareness Days profiled >50% of staff participating in the evaluation indicate that they know more about people living with disabilities as a result of the awareness days.	Equality Unit Year 1 onwards Equality Unit Year 3

Relevant Duty: Promote positive attitudes towards disabled people.

What we did this year

- Tapestry, the disability staff network, have decided that they want to work together with volunteers and the equality team to run awareness days from now on.
- The equality team has written an article for staff about the work that goes into organising the days. It asks staff who want to get involved to get in touch. The article was included in our monthly staff newsletter. It was also sent to our 10 partner organisations. They did the same to encourage their staff to get involved. A new group of people was formed as a result. Some are members of Tapestry. Others are volunteers.
- The group decided to feature Cancer Awareness on 27th January and Arthritis and Musculoskeletal Conditions Awareness on 29th March.

- At the Cancer Awareness Day we had speakers and stalls in four of our office locations. Miriam McCarthy, the PHA lead on cancer, gave a talk on cancer awareness in Northern Ireland. We also had presentations and stalls from Macmillan and Cancer Focus. We set up video links so our staff from different offices could participate. Macmillan gave a talk about how cancer can affect a person. They helped staff understand better what they can do to support colleagues who live with cancer.
- On the Awareness Day on Arthritis and Musculoskeletal Conditions, an Occupational Health physiotherapist gave a talk on lower back pain in our Franklin Street office. Again, we had some staff linking in via video to watch it. Arthritis Care also came to some of our offices to give out information and answer questions. Of all the awareness days we have held so far, this was the one that the greatest number of staff attended.

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
7. Engage with disabled colleagues and representative groups with a view to publicising at least two articles annually in the BSO internal newsletter, Business Matters	Increased staff awareness of the disabilities and needs	Business Matters Articles	Assistant Director, Customer Care and Performance Year 3 onwards

Relevant Duty: Promote positive attitudes towards disabled people.

What we did this year

- We have engaged with Tapestry, the Disability Staff Network, to draft articles to positively promote disability. The January 2017 edition of Business Matters included a 'Role Model' article from the Chair of the Network. The second article outlined the positive work carried out by Tapestry, encouraged people to

attend and provided an update on what was happening with regard to reasonable adjustments for colleagues with a disability. **This work is now done.**

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
8. In collaboration with people with a disability review current guidance and produce revised guidance on support for staff with a disability.	Staff with a disability are supported and staff are empowered to provide support.	Guidance in place for staff with a disability on what support is available. Guidance promoted via websites, newsletters, emails	Human Resources Year 3

Relevant Duty: Promote positive attitudes towards disabled people.

What we did this year

- To find out what staff who have a disability think about this our equality team worked with Tapestry to draft a questionnaire. We tried to find out what staff think makes an organisation an employer of choice for a person with a disability. The results showed that for staff it is important first of all that line managers are supported in putting reasonable adjustments in place for staff with a disability. This includes setting out clearly what steps line managers need to take and what support they can draw on. This is both support from people in the organisation and from voluntary sector groups. Line managers should be trained on disability issues. This was the same message that we heard from staff when we held coffee mornings across different offices to talk about the network. They thought our organisations should first focus on the role of line managers.

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
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<p>9. In collaboration with disabled people design, deliver and evaluate training for staff and Board Members on disability equality and disability legislation.</p> <ul style="list-style-type: none"> • Facilitate Disability Awareness Training at the annual Business Planning Event and Annual Administrative Staff Event • Facilitate Disability Awareness Training at an Internal Audit Staff Workshop • Include at least one speaker on relevant disability issues at team meeting per year 	<p>Increased staff and Board Member awareness of the range of disabilities and needs and increased ability to facilitate individuals' disability needs.</p>	<p>Between April 2015 and March 2018 the % of staff and Board Members who have successfully completed the disability module of Discovering Diversity has doubled each year (baseline 2015: 12% of staff)</p> <p>Training evaluations (where relevant)</p> <p>Record of consideration of training needs</p>	<p>Directors with support from BSO Equality Unit and BSO Human Resources Year 3</p> <p>Head of Clinical Education Centre Year 3 & 4</p> <p>Head of Internal Audit Year 4</p> <p>Assistant Director Counter Fraud and Probity Services Year 3 onwards</p>
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<ul style="list-style-type: none"> • Invite a speaker from a disability group to present at our quarterly staff engagement session • Arrange awareness training for staff to accommodate the assimilation of staff with specific disabilities e.g. Asperger's Syndrome • Explore bespoke training for those staff who deal with disabled clients (mainly Community Equipment and Continence Service) 			<p>Head of HSC Pension Service Year 3 onwards</p> <p>Assistant Director of Family Practitioner Services Year 3</p> <p>Assistant Director Procurement and Logistics Service Year 3</p>
<p>Relevant Duty: Promote positive attitudes towards disabled people.</p>			
<p>What we did this year</p> <ul style="list-style-type: none"> • In February 2017, Tapestry and our equality team held a lunch and learn session for our staff. The session focused on reasonable adjustments for people with a disability. We heard three presentations: 			

from a legal perspective outlining what the legislation requires us to do and what the risks are if we don't make adjustments that are reasonable; from a line manager who spoke about his experience of working with a member of staff to make adjustments for his disability; and from a member of staff with a learning disability who talked about what adjustments his employer put in place for him to do his job. Staff raised a range of questions at this event, such as what reasonable adjustments could be involved for people with mental health conditions or how line managers can determine whether a member of staff has a disability if the individual does not declare it.

- In March 2017, seven of our staff attended a training session on Deaf Awareness. The training was put together and delivered by a person who is Deaf himself.
- We have been working on a new eLearning module on equality awareness. We work with colleagues in the BSO and Health and Social Care Trusts on this. The module includes awareness of the law regarding people with a disability. One of the scenarios asks staff to work through an example of providing services to a person with a disability. We have piloted the new module. We specifically asked a number of staff with a disability to take part. Once the programme is finished in the new financial year, we will do a short campaign to raise awareness of the modules and get more staff to complete them. 33 members of staff completed the existing disability eLearning module this year.
- **Clinical Education Centre**
Disability Awareness Training did not occur at the Annual Business Planning event in 2016. Steps will be taken to ensure that such training is organised within the specified timeframe. Equality Awareness training was provided to CEC administrative staff on 3 March 2017. In addition to this, 82% of CEC administrative staff have successfully completed the Discovering Diversity module. CEC Business Manager and Office Manager also attended the Tapestry Lunch & Learn around Reasonable Adjustments on 24 February 2017.
- **Internal Audit**
During 2016/17, Internal Audit considered the requirements of the DDO and any potential training needs of audit staff. Internal Audit engaged with the BSO Equality Unit to clarify training needs and explore

potential routes for the delivery of training. An appropriate route has been sourced and training will be delivered in 2017/18.

- **Counter Fraud and Probity**

We had a disability placement member of staff who spoke with our team in relation to obstacles faced in the workplace, he also taught staff different ways to disseminate the information and provided an informed critique of our existing publications and policies which assisted in staff members adopting new approaches.

- **HSC Pensions**

We emailed Hearing Loss NI to see if they could give a talk at one of our engagement sessions – nothing has been arranged as yet.

- **Family Practitioner Services**

No new member of staff started in Family Practitioner Services in 2016-17 where a disability and a respective training and awareness need of colleagues was identified.

- **Procurement and Logistics Service**

The Community Equipment and Continence Service Manager spoke with RNIB and Action on Hearing Loss. They talked through what staff need to know when they have contact with people who can't see well or hear well. This is to make sure that people can access the services of the team. It is also to make sure that they are happy with the service they get. RNIB did a session for the team in September. The people who attended the session were admin staff, warehouse staff and drivers who deliver products to people in their homes. It was a very practical session. Those who attended felt they learned a lot about what is difficult for people who can't see well. They also thought they now know more about what they can do to support a person who can't see well. In January, Action on Hearing Loss delivered two sessions to make staff and drivers more aware of what people need who don't hear well. The trainer was Deaf himself.

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
10. Influence contractor for Community Equipment and Contenance Service to have all drivers trained in disability awareness.	People with a disability experience interaction with drivers positively	Record of communication to contractor	Assistant Director Procurement and Logistics Service Year 3
Relevant Duty: Promote positive attitudes towards disabled people.			
<p>What we did this year</p> <ul style="list-style-type: none"> All drivers attended the two training sessions on Deaf Awareness and Visual Awareness we talked about above. 			

(3) Getting people involved in our work, Participation and Engagement

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
<p>11. Identify, provide and promote opportunities for more engagement for people with a disability in key work areas.</p> <ul style="list-style-type: none"> Clinical Education Centre: Identify and facilitate the involvement of disabled people in our work, such as in relation to the Knowledge Understanding Framework and as programmes are reviewed or new programmes are being developed. 	<p>Better engagement of people with a disability (adults and children where relevant) in key areas.</p>	<p>Annual review of progress to ECNI.</p> <p>Programme development group membership list</p>	<p>Directors and Assistant Directors Year 1 onwards</p> <p>Head of Clinical Education Centre Year 3 onwards</p>

<ul style="list-style-type: none"> • Office for Research Ethics Committees: Target applications for ethics committees from Disabled People during recruitment exercises: liaise with Disability Action to discuss option for OREC to present to member organisations about the role of committees and value of committee membership in advance of recruitment exercise 		<p>Record of engagement Recruitment advertisements</p>	<p>Head of Office for Research Ethics Committees Northern Ireland (ORECNI) Year 3 onwards</p>
<p>Relevant Duty: Encourage participation by disabled people in public life.</p>			
<p>What we did this year</p> <ul style="list-style-type: none"> • Clinical Education Centre Service Users currently teach on the Knowledge Understanding Framework (KUF Personality Disorders) Programme alongside CEC staff. In the past 12 months, 11 of these 3-day programmes were delivered. They also deliver the WRAP Programme along with CEC staff and 15 of these 2-day sessions have been delivered in the past year across the region. More recently there has been Service User involvement in the Dialectical Behaviour Therapy (DBT) Awareness programme, which has been delivered twice in the 			

past year. One of the evaluations in the course that was delivered in May 2016 stated that having “a service user facilitating is a valuable tool”.

- **Office for Research Ethics Committees**

We have liaised with Disability Action NI. They have highlighted the latest Research Ethics Committee member appointments round in its Newsletter. We have also directly notified a range of Section 75 groups. **This work is now done.**

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
12. Promote and encourage staff to participate in the disability staff network in the delivery of its action plan.	Better involvement of staff with a disability in decision-making. Better support for staff with a disability	Features on Intranet	Senior Management Team Year 4

Relevant Duty: Encourage participation by disabled people in public life.

What we did this year

- The BSO Board invited the chairperson of Tapestry and one of the people who were on a placement last year to the November board meeting. They told their own stories of what it has been like for them to live with their condition. They also talked about their experience of Tapestry and the placement scheme. Board members told us afterwards that meeting and hearing from these two people directly made a big impression on them.

- Our equality team worked with Tapestry to hold coffee mornings for our staff. We organised seven of these with our partners in BSO offices in Armagh, Belfast, Derry/Londonderry, Ballymena and Broughshane. We talked with staff about the network. We asked them if they had heard about Tapestry. We also wanted to know what they thought about it. They told us about their ideas what we could do differently. For example, some people thought we should do more for staff who care for somebody who has a disability.
- Our equality team has worked with our Chief Executive on a statement. This statement makes it clear that the BSO supports the disability staff network. Staff who want to get involved in the network can do this in their work time. They don't have to give up their free time to do so.
- As we described earlier, our equality team wrote an article in Business Matters about the work that goes into organising the disability awareness days. In it, the team encouraged any of our staff who want to get involved in the work to get in touch. We made it clear to our staff that they can do this work as part of their job.
- We think that more staff who have a disability will become interested in the network when they hear more about others in the organisation who have a disability or who care for somebody who has a disability. We think it would be good especially if staff who work at the top of our organisation were happy to talk about their own disability. We have asked for volunteers to do that and become a 'role model'. One person has come forward to do so.
- We have helped to develop a first web page for staff to find out information about the staff network, making it easier for them to get involved. Tapestry are looking to develop a more detailed website next year.

(4) Recruitment and Retention

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
13. Offer mentoring opportunities for young adults and older adults with disabilities as appropriate. <ul style="list-style-type: none"> • Review best practice • Engage with disability organisations • Produce guidance • Identify mentors 	Experience of people with a disability in the workplace is meaningful and any need for additional support is identified at an early stage.	Guidance document Annual Progress Report to ECNI.	BSO Human Resources Year 4
Relevant Duty: Encourage participation by disabled people in public life.			
What we did this year <ul style="list-style-type: none"> • We spoke with members of Tapestry, our new disability staff network. They thought that our organisations should first focus on the role of line managers in supporting staff with a disability. In the meantime, they see the network itself as the main way in which staff with a disability can draw on peer support. 			
Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
14. Create and promote meaningful placement opportunities including for people with disabilities in line	People with a disability gain meaningful work experience.	Guidance paper. Increased number of placements provided.	BSO Equality Unit BSO Human Resources

<p>with good practice and making use of voluntary expertise in this area. Produce practical guidance on process and external support available.</p>		<p>Placement participants' feedback from evaluations.</p> <p>Managers' feedback from evaluations</p>	<p>Year 1 onwards</p>
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Relevant Duty: Encourage participation by disabled people in public life AND promote positive attitudes.

What we did this year

- Together with the Health and Social Care Board, our equality team and one of our HR senior managers run a work placement scheme for people with a disability. We arrange placements across the BSO and partner organisations.
- We had four people on a placement with us until the end of May 2016. Two other people completed five out of the six months of their placement. One person who was with us has since been successful in applying for a permanent job with us. Two other people gained temporary employment with us.
- We invited all participants to a meeting to tell us more about how they experienced their placement. We also wanted to hear from them what they thought we should do differently next year. We also spoke to their support officers and placement managers. We wanted to learn from their experience and suggestions as well. We then met with Supported Employment Solutions to agree some changes in how we run the placements.
- For the 2016-17 placement scheme, we offered 14 placements. Our partner organisations offered a further ten. Eight people started with us in December 2016. They are placed in the Procurement and Logistics Service, Business Support Team, Directorate of Legal Services, Counter Fraud and Probity Services, and Payroll. Our IT Services also offered a place but Supported Employment Solutions were

unable to match a person to the role. Of the eight people who started with us, seven were still on the scheme at the end of March 2017. They will be with us until the end of May 2017.

- We held an induction event in November 2016 for all 19 participants of the scheme across the regional HSC organisations. We brought together participants, their support officers and their placement managers. We wanted to give everybody a chance to meet and get to know each other a little before they start. At the event we also told them more about how the placements work. Our Director of Human Resources and our Disability Champion, who is a BSO board member, both attended the event and welcomed participants to the scheme.
- In March 2017, we brought all participants and their support officers together again. We delivered training to them on 'How to get that job'. We explained to them how recruitment works in Health and Social Care, where jobs are advertised, how to fill in application forms and how to prepare for interviews. We also did a mock interview with them.

Action Measure	Intended Outcome	Performance Indicator and Target	Timescale and Ownership
15. Encourage disabled people to apply for employment opportunities and remain in the workforce (for example attend career fairs, include welcoming statement and issue job adverts to local disability organisations, more flexible working arrangements, review job descriptions, guaranteed shortlisting policy).	Greater numbers of people with a disability apply	Increase in disability marked on equal opportunities monitoring forms and HRPTS	BSO Human Resources Year 3

Relevant Duty: Encourage participation by disabled people in public life.

What we did this year

- Through our training on “How to get that job” we help participants of the disability placement scheme get ready to apply for jobs with us and our partner organisations in Health and Social Care. This year, we also invited their support officers to the training so they know more about jobs and recruitment in Health and Social Care. This way, they can keep encouraging and supporting participants once their placement with us ends. The idea is that support officers can do the same for any other people with a disability who they support.
- As to encouraging people with a disability to remain in the workforce, we found out through our Employer of Choice survey that staff think it is important first of all that line managers are supported in putting reasonable adjustments in place for staff with a disability. This includes setting out clearly what steps line managers need to take and what support they can draw on. This is both support from people in the organisation and from voluntary sector groups. Line managers should be trained on disability issues. This was the same message that we heard from staff when we held coffee mornings across different offices to talk about the network. They thought our organisations should focus on the role of line managers firstly. We will work with Tapestry to progress work in this area in 2017-18.

(5) Additional Measures

- We always include Disability on our list of things to talk about at the meetings of our BSO Equality Forum and our forum with our partner organisations. Both groups meet every three months.
- Over the last year, at each of our BSO Equality Forum meetings one of our teams in the BSO did a presentation on what they do and what equality issues they deal with. This includes looking at issues that people with a disability face and what the team does about these. We have decided that we will keep doing this so that all BSO teams will do a presentation at some point. We want all teams to get a chance to show what they do. We also want to give teams the chance to learn from each other.

- We report on progress against our Disability Action Plan to our Board and Senior Management Team (the people at the top of our organisation) every six months. Our Disability Champion presents the progress report to the Board.

(6) Encourage Others

- Our social care procurement team provide advice to other Health and Social Care organisations who buy social care services. Some of these services are for people who have a disability. Our staff remind these organisations that they need to involve people with a disability when they plan what the services they buy should look like.

(7) Monitoring

- We have set up two meetings with those who are on a work placement with us under the Disability Scheme and with their Employment Support Officers for May 2017. This will help us to evaluate how the scheme went this year. We will also invite all their placement managers to a meeting when placements finish in June.

(8) Revisions

- In July 2016 we published our updated plan. We made some changes to the plan to reflect, for example, the evolution of Tapestry, our disability staff network.

(9) Conclusions

We completed nine actions (#4,5,6,7,10,11,12,14,15).

We have not yet done what we said we would do under actions #8,13. This is because Tapestry, our new disability staff network, thought that our organisations should first focus on the role of line managers in supporting staff with a disability. We also have not yet done work under actions #2 and 3.

We still have some work to do to complete actions #1 and 9.

All of the actions in our action plan are at regional and at local level.

Our action plan is a live document. If we make any big changes to our plan we will involve people with a disability. We will tell the Equality Commission about any changes.



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June 2017

