



Northern Health  
and Social Care Trust

## Good Relations Strategy



2015 – 2018

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## Foreword

The Northern Trust is geographically the largest health and social care trust in Northern Ireland. It operates from approximately 150 locations and provides services to an increasingly diverse population of over 440,000 people and employs approximately 12,000 members of staff. Our mission statement “To provide for all, the quality of service we expect for our families and ourselves” demonstrates our commitment to ensuring that everyone can access our services.

We are delighted to present our Good Relations Strategy which details how we will promote respect, equity and trust in the delivery of our services and employment of our staff. Our Strategy will help us to provide inclusive services to all our communities and demonstrate to our staff that they are valued and respected irrespective of their race, religion or political opinion.

As a public authority we have a legal responsibility to promote good relations but this Strategy is about more than following the letter of the law. There is no doubt that the community division in Northern Ireland has had an impact on how we live and work together. Alongside this, over recent years we have seen an increase in the number of people from other countries choosing to live and work alongside us.

While developing the Strategy we talked to our staff, service users and local communities to find out how they feel about good relations and to ensure that their views shaped ours plans. It is important that the Good Relations Strategy is relevant to the work we do and reflects the feedback we received.

We would like to take this opportunity to thank everyone who took the time to complete a questionnaire or to talk to us. Without your contribution, this Strategy would not exist. By developing this Strategy we hope to make good relations a meaningful concept for service users and our staff. By working in partnership with other organisations we believe we can make a contribution to promoting good relations. This Strategy is supported and endorsed by Trust Board and we are committed to tackling sectarianism and racism in any form.



A handwritten signature in black ink that reads "Tony Stevens".

**Dr Anthony Stevens**  
Chief Executive



A handwritten signature in black ink that reads "Bob McCann".

**Bob McCann**  
Chairman

## Introduction

It is important to understand the practical reasons for developing a Good Relations Strategy. Central to these is the recognition that under Section 75 of the Northern Ireland Act, the Trust has a legal duty to promote good relations between persons of different racial group, religious belief and political opinion.

In addition, the Equality Commission for Northern Ireland (ECNI) recommends that each organisation should develop a Good Relations Strategy in order to provide a clear and workable framework that formalises its commitment to the promotion of good relations. The ECNI stated in its revised guidance in April 2011 “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”. We believe that real change is achieved through new commitments rather than just complying with the legislation.

Over recent years we have experienced a number of global and local changes. Since the trend towards free movement of labour, local populations are becoming increasingly diverse resulting in the changing needs of our service users. We recognise that anti-discrimination legislation has addressed issues of equality of opportunity and much work has been done. However we have seen an increase in racist attacks, reported by the PSNI to have increased by 30% since last year.

The NHS has from its founding in 1948 to the present day been dependent on the labour of migrant workers, be they doctors, nurses, carers, cleaners, porters or working in other professions. We are proud that people from other countries have chosen to work in our Trust. Alongside this migrant workers have become an increasingly visible social group within the Trust area. We recognise the benefits of employing migrant workers in terms of increasing expertise and knowledge and creating a diverse workforce. As one of the largest employers in Northern Ireland, this Good Relations Strategy demonstrates our commitment to challenging sectarianism and racism and promotes an ethos of respect, equity and trust for everyone who works for us.

Locally we cannot ignore the fact that Northern Ireland is emerging from many years of violent political conflict and while significant progress has been made, Northern Ireland remains a divided society. In response to this the Trust is committed to the development of a Strategy that makes a practical contribution to promoting good relations by identifying key themes that require specific focus and attention.

As the Trust takes forward the changes described in Transforming Your Care, when services and staff may be required to relocate, it is important that there is a good relations framework in place to help support the process.

The Strategy builds on what we have achieved and demonstrates a top level commitment to good relations which will be communicated throughout and beyond the organisation.

## **Strategic Direction**

The Trust's strategic direction and principle objectives provide the foundation for promoting good relations and support the development of this Strategy. We know that any improvement in relationships will have a positive impact on achieving these objectives.

Connecting our Good Relations Strategy to our principle objectives below will help us to build on the many things already in place and demonstrate the relevance of promoting good relations to the work we do.

### **Objective 1: To provide safe and effective care**

Promoting good relations will enhance the provision of safe and effective care by ensuring service users feel safe and welcome in our facilities and are respected when receiving our services.

### **Objective 2: To create a culture of continuous improvement that supports the delivery of health and social care that exceeds recognised quality standards and meets performance targets**

Our service users and staff have suggested areas for improvement in promoting good relations. This Strategy will establish the performance

targets to support the promotion of good relations in the delivery of health and social care.

### **Objective 3: To use all of our resources wisely**

By building on the policies and initiatives we already have in place we will ensure the effective use of Trust resources. Available resources will be targeted at new initiatives that staff and service users have identified as a priority.

### **Objective 4: To build a professional management culture with effective leadership, development of staff and teams that deliver**

The Good Relations Strategy, endorsed by Trust Board and Senior Management, will support the development of a culture where all our staff and service users are valued irrespective of race, religion or political opinion. Staff training will promote a culture of good relations where sectarianism and racism are not tolerated.

### **Objective 5: Engage with service users, carers, communities and other stakeholders to improve, shape and develop services**

To truly promote good relations and tackle sectarianism and racism we need to work in partnership with a wide range of stakeholders. Investing time and energy in the development of relationships with a wide variety of partners will ensure the effective implementation of our Strategy. We acknowledge that hate crimes in Northern Ireland also include homophobic, transgender and disability hate crimes and recognise that multi-identity issues can impact on access to services.

## **Background**

Promoting Good Relations is not new to the Trust and much work has been done over the years to make sure that our services are accessible and staff feel comfortable at work.

The Trust has the following range of policies in place that support a culture of equality in employment in which staff are treated fairly and with dignity and respect.



With the introduction of Section 75 of the Northern Ireland Act, the Trust established effective internal structures to ensure compliance with equality and good relations duties. The Equality Unit provides specialist advice and support to the Trust and its staff in respect of discharging the duties and the promotion of good relations has been an integral part of taking forward our Equality Scheme over the last 14 years.

The Northern Ireland Health and Social Care Interpreting Service (NIHSCIS) was established in 2004. A recent review of the service has identified its future direction to make sure it meets the growing demand and needs of service users.

The Trust's Chaplaincy Service supports staff and service users from different religious backgrounds. The Chaplains offer spiritual and pastoral care to all, irrespective of denomination or faith.

Many partnerships already exist with other statutory agencies, voluntary and community groups that contribute to the promotion of good relations. Over the years our health improvement and community development work has established robust links with local communities. The implementation of this Strategy will provide more opportunities to connect with people locally to develop an understanding of local issues and build good relations.

## **How we developed our Strategy**

Our Good Relations Strategy was developed in collaboration with key stakeholders, Trust staff and local communities.

### **Good Relations Steering Group**

The first thing we did was set up a Good Relations Steering Group to provide advice and guidance. Membership of the Group included Trust staff, Union representation, Ballymena Borough Council, Community Relations Council, Ballymena Inter Ethnic Forum and the Trust's Chaplaincy Service. The Steering Group met regularly during the development of the Strategy and has been responsible for overseeing tasks and timescales.

### **Staff Engagement**

We recognise that our staff will need to own this Strategy therefore an important element of the initial work was to gather their feedback on good relations. Survey Monkey was used to gather feedback from staff. The survey went live on 10 March 2014 and was sent to all staff on email. Staff not on email were given a paper copy of the survey. The survey was completed confidentially by 901 members of staff.

### **Service User Engagement**

To gather feedback from service users a questionnaire was sent to members of our current User Panels. A link was provided so that service users could complete it in their own time at home and paper copies were made available. The Trust website also provided a link to the survey so that services users accessing the website could fill it in.

### **Community Engagement**

On 9 June we met with a number of community and voluntary organisation representatives to gather views on our draft Good Relations Strategy. This provided an opportunity for people from a range of communities to share their knowledge, experiences and ideas. Feedback at the workshop proved invaluable in discussing the draft Strategy and its effective implementation and was welcomed by key stakeholders who engaged at this early stage in the process.

## Feedback from staff

The summary of the feedback below clearly indicates that most of the feedback was positive. Some concerns were raised about good relations issues and they have been considered when determining what actions need to be included in the Strategy.



### Comments

- Provide multi-cultural training
- Raise awareness of good relations through staff news and posters
- Hold good relations events

## Feedback from service users

89% feel comfortable receiving care from someone from a different background to their own (e.g. a different religious/political/ethnic background)

98% feel their religious political or ethnic background has not affected how they are treated by our staff

92% said that they felt welcome and comfortable attending Trust facilities

### Service user suggestions

- Effective leadership across the Trust is required
- More 'good news' stories on services provided by employees from other countries
- Staff training and awareness is paramount to achieving good relations
- Training should be provided that challenges stereotypes to ensure behaviour that promotes respect
- Develop relationships with users of the Trust
- Care providers should be aware of different religious and cultural backgrounds. They should feel comfortable in asking the client what is important to them as individuals and not be tempted to stereotype.

"Have always had great treatment from lovely, respectful staff."

"Carers coming in are very helpful and attentive."

## Feedback from community engagement

Participants welcomed the development of this Strategy and the opportunity to comment on the draft document. They supported the actions detailed and made the following suggestions.

- While Ballymena Borough Council is a member of the Good Relations Steering Group it was suggested that all Councils in the Trust area should have an opportunity to be involved.
- Examples of work at grass roots level were shared at the workshop such as the Cook it Programme which will be launched during Community Relations week and will continue throughout the year
- The Trust should engage with representative organisations to ensure that the food provided in hospital meets the needs of all communities.
- Participants said that while they know that doctors and nurses from other countries have excellent medical training and comprehension of English, some patients can struggle to understand their speech and are often reluctant to call attention to the problem. Many older people are intimidated and don't want to ask questions. Staff should speak slowly and always check that they are understood.
- Participants welcomed the Good Relations Statement and felt that it clearly states the Trust's commitment. They suggested adding "neither by staff or service users" to the end of the statement.
- Members felt that events celebrating different cultures should include a celebration of local cultures.
- Participants indicated that it was important to hear about the initiatives the Trust is taking forward to promote equality and good relations and suggested that more good news stories should be shared.

## **Key Findings**

Feedback from staff was generally positive with 96% of those who responded stating that they feel welcome and comfortable working in the Trust. Over half of the staff who completed the survey were not aware of policies or procedures currently in place to promote good relations. While 72% of respondents indicated that they would feel comfortable raising a good relations issue there were some staff who would not feel comfortable. It is clear from this feedback that we need to make sure that staff are aware of the policies and procedures we have and the support available to them if they need to raise an issue.

The majority of service users we engaged with said they felt welcome and comfortable receiving services from the Trust. It was clear from the feedback we received that service users feel that effective leadership and staff training are important when promoting good relations. Service users want to hear more good news stories and receive information about the good relations initiatives we are taking forward. Service user feedback suggests that we need to look at the training we provide our staff and do more to increase visibility of our commitment to good relations.

Those who attended the community workshop felt it was important to engage with all the Councils in the Trust area. They emphasised the importance of engaging with representative organisations to ensure that hospital menus and events reflect the needs of all communities living in the Trust area. Participants also highlighted the importance of effective communication with those providing services. We will ensure all the Councils are involved in the consultation of this Strategy and engage with local communities on its on-going implementation.

## **Themes for our Good Relations Strategy**

We have considered the feedback we have received from our staff, service users and communities and have identified three themes for our Strategy.

One immediate initiative is the development of a good relations statement which outlines our commitment to the promotion of good relations.

### **Our Good Relations Statement**

**“We are committed to ensuring that our staff feel comfortable at work and everyone feels welcome when using our services. We will not tolerate sectarianism or racism in any form neither by staff or service users.”**

It is anticipated that many of the areas for actions identified under each theme below will be delivered in partnership with our staff and their representatives and our service users and communities. We will establish an effective monitoring process to ensure outcomes are measurable.

## **Theme 1 – Increasing visibility of our commitment to good relations**

We recognise that if our top level commitment to good relations is to be seen and heard we need to develop a programme of awareness raising and communication.

### **Areas for Action**

- The Trust has in place a number of mechanisms that clarify our commitment to promoting good relations but feedback from staff indicates that some remain unaware of the Trust’s commitment. Our public statement on the Trust’s commitment to challenging sectarianism and racism in any form will be communicated widely to staff and service users.
- The Trust is committed to making sure that good relations is high on its agenda. We heard from both our staff and service users that top level commitment to good relations is essential. We will

identify a Good Relations Champion at Trust Board and in each of our Directorates to oversee the implementation of the Strategy.

- Feedback from service users and staff suggested that we could do more to raise the profile of good relations. We will hold an annual event to connect health and social care practitioners to models of good practice and provide practical insights for them to promote good relations at work.
- Much work has been done over the years to ensure that the Trust promotes equality of opportunity and good relations. Each year the Trust produces an Annual Progress Report for the Equality Commission for Northern Ireland. To communicate this more effectively we will ensure that service users and staff are aware of the work we do each year by producing an annual user friendly Equality and Good Relations Bulletin detailing what we have achieved.
- We have over the years taken forward and supported a number of projects that have focused on promoting equality and good relations. We will recognise staff who have worked to promote good relations by establishing a good relations award in the Trust's Sharing Excellence Leading Quality Scheme.
- We will identify and promote two good news stories each year that reflect the diversity of our workforce and the communities we work in.

## **Theme 2 – Supporting good relations among our staff**

Every member of Trust staff shares a responsibility to promote good relations. The Trust must support them to understand what they are required to do in order to uphold the commitment.

### **Areas for Action**

- The Trust has in place robust mechanisms for investigating incidents of racism and sectarianism. Feedback from staff suggests that more could be done to raise confidence in the Trust's commitment to dealing with incidents seriously and fairly.

We will review our current policies in partnership with staff and Trade Union Side to ensure they are effective and inform staff of the support available to them. The policies will be translated into appropriate minority languages spoken by our staff and will be available on Staffnet. Key documents, such as terms and conditions and health and safety guides will also be available in the main minority languages.

- Designated Support Officers are identified members of Trust staff who provide support and advice on options for resolving harassment and discrimination complaints. They provide information about the complainant's rights and responsibilities and suggest options on how best to deal with the situation. We will review our list of Support Officers to make sure it is up to date, publicise the list widely and clarify their role to all Trust staff. Designated Support Officers will be trained to ensure their commitment to and understanding of good relations
- We know that staff are sometimes reluctant to contact another member of staff for support and prefer to have access to information and guidance in the first instance. We will develop a resource for Staffnet that clearly and simply details for staff how a problem can be reported and provides information for managers on how to deal with a reported problem appropriately.
- We recognise that managers need to understand their role in promoting good relations and have the knowledge and skills to carry it out. In partnership with representative organisations and Trade Union Side we will develop and deliver a training programme for managers to ensure they are confident to fulfil their responsibilities. The training programme will include specific targets and outcome measures.
- Starting work in a new organisation is difficult for anyone. This added to the impact of moving to a new country can be a life changing time for an employee from another country and they may need additional support to make sure they manage this change as

effectively as possible. The induction process is a vital stage for any employee as it is the time to make sure that they adapt to their new roles effectively and feel settled more quickly. In partnership with Trade Union Side we will strengthen links with the migrant workers in the Trust to make sure that the induction programme reflects any specific needs they may have. In partnership with Trade Union Side and representative organisations we will develop a welcome pack for all new members of staff to provide useful information about the organisation.

- The Trust's Zero Tolerance Policy states that the Trust is committed to the creation of a culture and environment within which employees, in the discharge of their duty of care to patients and clients may undertake their duties with the least possible fear of abuse or violence. Alongside this the Human Rights Act 1998 makes it clear that staff have the right not to be subjected to degrading treatment and have a right to security and privacy. We will work in partnership with representative organisations and Trade Union Side to review this policy and ensure staff are aware they are protected from all types of abuse and can deal with these sensitive situations appropriately.

### **Theme 3 – Good relations in the delivery of services for everyone**

We know that the people who use our services come from many different cultures, communities, and backgrounds. Being responsive to the diverse range of needs in the Trust area is a responsibility we take very seriously. We want to provide welcoming, person-centred and accessible services for everyone.

#### **Areas for Action**

- The Trust currently delivers a programme of equality training to Trust staff to support them in the delivery of services for everyone. In partnership with representative organisations we will review this training to make sure that it goes beyond basic cultural awareness

and includes specific targets to include the development of skills to challenge sectarianism and racism

- The ‘Stronger Together Network’ began as an informal network of organisations which work predominately with culturally and linguistic diverse communities. In 2012 the Network received funding from the Public Health Agency and was able to become more formalised and structured. The Trust became a member of the Network in 2013. The Trust will continue its links with the Stronger Together Network to get information about local services, upcoming events and best practice resources and ensure this information is shared with relevant Trust staff.
- Over the years the Trust has developed strong links with Ballymena Inter Ethnic Forum and the Trust has chaired the Ballymena Inter Agency Ethnic Support Group. We will develop a forum of all similar representative groups in the Trust area that will meet bi annually to share good practice and identify and mitigate any barriers to accessing services.
- There is an ever growing variety of religions and beliefs in Northern Ireland and this has to be taken into account when we are developing services. We know that giving attention to people’s spiritual and religious needs can contribute to their mental health and wellbeing. We will work with the Trust’s Chaplaincy Service to make sure that the Multi-Cultural and Beliefs Handbook is reflective of the Northern Trust population and is accessible for all staff to raise awareness about the need for good religious and spiritual care.
- Many people receiving our services often do so at time of distress or crisis. This can be even more challenging for those whose first language is not English. The provision of accessible information can alleviate any fears people may have. The Trust will ensure that all staff are aware of how to access interpreting support and provide “working well with interpreters” training for Trust staff. We will also work with Minority Ethnic Communities to improve awareness of this service. We will build on our library of translated

information currently available on Staffnet and make sure staff are aware of it and make it available on our website for service users to access.

- We recognise that mealtimes are important in most religions or cultures and that the people who use our hospitals will have important cultural food preferences. We will gather information on the diverse dietary needs of the populations we serve and ensure inclusive menus are provided. It is important to acknowledge that a proportion of our patients may not speak or read English. We will ensure that communication to patients regarding the menu, food service provision and also obtaining patient feedback is provided in the main minority languages spoken in the Trust area.
- The BME Cook It! is a practical nutritional education programme which targets black and minority ethnic groups to help reduce health inequalities through education on healthy eating. We will launch the programme in the Northern Trust in September and continue to support its implementation.
- In 2012 the Trust carried out a piece of research with Ballymena Inter Ethnic Forum examining issues relating to ethnicity and culture for minority ethnic communities accessing mental health services. As a result of this we are committed to working with the Public Health Agency and other Trusts to develop an online toolkit to offer practical advice and good practice information for mental health practitioners and develop a DVD and associated training materials on cultural competence in mental health services.
- While it is encouraging that the number of complaints we have received on grounds of religious belief, political opinion and racial group are small we will work in partnership with representative organisations to ensure that our complaints procedure is accessible to all service users and carers. We will also ensure that all complaints of discrimination are dealt with promptly, seriously, sympathetically, confidentially and effectively.

- Improving engagement with local faith communities will help us to determine potential issues for service users with regards to religion or belief. We will work with local communities and the Trust's Chaplaincy Service to ensure that it reflects local demographics and that the Trust facilities have places and opportunities for people to practice their faith.
- Whether they are service users, visitors or members of staff, people in Trust facilities deserve to feel welcome. There is little doubt that the promotion of health and recovery can be greatly improved if our facilities are welcoming to people from all religious backgrounds. We will work with representative organisations to develop guidance, based on the ECNI guidelines, for teams and services to provide a welcoming environment for all the communities in the Trust area. The Trust is committed to moving towards an inclusive environment for all members of our community where difference is respected and celebrated

## Appendix 1 – Good Relations Steering Group membership

- Martin Sloan, Director of Planning, Performance Management and Support Services and Chair of the Good Relations Steering Group
- Pamela Montgomery, Non-executive Director and Chair of Equality Steering Group
- Alison Irwin, Head of Equality
- Angela Denvir, Health Improvement / Community Development Lead
- Claire Scullion, Public Affairs and Media Manager
- Sara Mooney, Assistant Director of Employee Relations
- Doreen Bacon, Business Manager, Children's Services
- Ivy Goddard MBE, Project Director Ballymena Inter Ethnic Forum (BIEF)
- Jane Dunlop, Community Relations Officer, Ballymena Borough Council
- Jacqueline Irwin, Chief Executive Community Relations Council
- Karen Jenkins, Governance Manager
- Marjorie Trimble, Chair Trade Union Side
- Rebecca Getty, Assistant Director Acute Services
- Reverend Jack Moore, Head of the Chaplaincy Service
- Roisin McSwiggan, Tissue Viability Co-Ordinator, Nursing Directorate
- Trevor Fleming, Head of Mental Health Acute and Hospital Services
- Angela Carson, Divisional Accountant, Finance

## Appendix 2 – Action Plan, Outcomes, Timescales

### Theme 1 – Increasing Visibility

Action	Outcome	Timescale	Responsibility
Develop a public statement on the Trust's commitment to challenging sectarianism and racism in all its form and communicate this widely to staff and service users.	Increased awareness of the Trust's commitment to challenging sectarianism and racism.	January 2015	Trust Board
Identify a Good Relations Champion at Trust Board and in each of our Directorates to oversee the implementation of the strategy.	Top level commitment to promote good relations. Good practice adopted across service areas.	January 2015	Trust Board
Hold an annual good relations event to connect health and social care practitioners to models of good practice.	Improved staff awareness of models of good practice	Annually	Equality Unit
Produce our annual progress report for ECNI in a user friendly Equality and Good Relations Bulletin.	Increased awareness among staff stakeholders of the equality work taken forward by the Trust.	September annually	Equality Unit

## Theme 1 – Increasing Visibility continued

Establish a good relations award in the Trust's Sharing Excellence Leading Quality scheme.	Raised awareness and increased visibility of good relations initiatives throughout the Trust	Annually	Trust Board
Identify and promote two good news stories each year.	Increased awareness of the diversity of our workplace and the communities we work.	April 2015 – on-going	Equality Unit and Good Relations Champions

## Theme 2 – Supporting our Staff

Action	Outcome	Timescale	Responsibility
Review our current policies in partnership with staff and Trade Unions Side and translate into appropriate minority languages spoken by our staff.	Effective policies that inform staff of the support available to them.	January 2016	Human Resources, Trade Unions Side and Equality Unit
Review our list of Support Officers to make sure it is up to date and publicise the list widely and clarify their role to all Trust staff.	Support and advice provided on options for resolving good relations issues.	January 2015	Human Resources, Trade Unions Side and Equality Unit
Develop a resource for Staffnet that clearly and simply details how a problem can be reported and provide information for managers on how to deal with a reported problem appropriately.	Resource available on Staffnet to support people with good relations issues and managers to deal with them.	January 2016	Human Resources, Trade Unions Side and Equality Unit
Develop and deliver training for managers to ensure they are confident to fulfil their responsibilities.	Increase in manager skills to deal with good relations issues.	January 2016 and on-going	Human Resources, Trade Unions Side and Equality Unit

## Theme 2 – Supporting our Staff continued

Action	Outcome	Timescale	Responsibility
Ensure Trust's induction programme reflects specific needs of migrant workers and develop a welcome pack to provide useful information for anyone new to the organisation.	Increased support for migrant and new workers joining the Trust	January 2016	Human Resources, Trade Unions Side, representative organisations and Equality Unit
Review Trust's Zero Tolerance Policy to ensure staff are aware that they are protected from all types of abuse.	Increased awareness of scope of Policy.	January 2016	Human Resources, Trade Unions Side and Equality Unit

### Theme 3 – Services for Everyone

Action	Outcome	Timescale	Responsibility
Review equality training to make sure that it goes beyond basic cultural awareness and includes development of skill to challenge sectarianism and racism.	Staff skilled in the delivery of services for everyone. Increased staff awareness of good relations.	December 2015 and on-going	Equality Unit, Trade Union Side and representative organisations.
Continue to link with the Stronger Together Network and disseminate appropriate information across the Trust	Increased awareness of local services, upcoming events and best practice resources. Improved Networking with key groups	On-going	Equality Units and Good Relations Champions
Establish a BME Forum with representative groups across Trust area.	Promotion of good practice	April 2015	Equality Unit
Ensure the Multi-Cultural and Beliefs Handbook is reflective of the Northern Trust population and is accessible for all staff.	Increased awareness of the need for good religious and spiritual care. Increased awareness of spiritual needs.	January 2015 and on-going	Equality Unit, Chaplaincy Service and Good Relations Champions.

### Theme 3 – Services for Everyone continued

Action	Outcome	Timescale	Responsibility
Ensure that all staff are aware of how to access interpreting support and provide “working well with interpreters” training for Trust staff. We will also work with Minority Ethnic Communities to improve awareness of this service. We will build on our library of translated information currently available on Staffnet and make sure staff are aware of it and make it available on our website for service users to access.	<p>Better equality of access to service provision for those who do not speak English as a first language.</p> <p>Increased access to translated information and raised awareness of interpreting support.</p> <p>Increased staff knowledge of working with interpreters.</p>	January 2015 and on-going	Equality Unit
Development and dissemination of an online toolkit, DVD and training materials to offer practical advice and good practice information for mental health practitioners. Develop a DVD and associated training materials on cultural competence in Mental Health Services.	<p>Increased culturally competence in delivery of mental health services.</p> <p>Better health outcomes in mental health for service users</p> <p>Increased confidence and utilisation of mental health</p>	April 2015 and on-going	Equality Unit, PHA and Mental Health and Disability Directorate
Ensure that our complaints procedure is accessible to all service users and carers.	Increased awareness of the complaints procedure and how to access the procedure	January 2016	Equality Unit and Trust Complaints Department

### Theme 3 – Services for Everyone continued

Action	Outcome	Timescale	Responsibility
Improve engagements with local faith communities and work with local communities and the Trust's Chaplaincy Service to ensure that it reflects local demographics and that the Trust facilities have places and opportunities for people to practice their faith.	Representative Chaplaincy Service  Improved holistic spiritual care for patients.	April 2015 and on-going	Equality Unit, Chaplaincy Service and representative organisations
We will gather information on the diverse dietary needs of the populations we serve and ensure inclusive menus are provided. It is important to acknowledge that a proportion of our patients may not speak or read English. We will ensure that communication to patients regarding the menu, food service provision and also obtaining patient feedback is provided in the main minority languages spoken in the Trust area.	Improved patient experience for ethnic communities  Increased staff awareness of needs and preferences.	March 2015	Equality Unit and Trust Catering Department
Develop guidance, based on ECNI guidelines, for teams and services to provide a welcoming environment for all the communities in the Trust area.	Improved access to services for everyone.  Improved patient experience for all communities as staff are more aware of their needs and preferences.	March 2015	Equality Unit, ECNI and Chaplaincy Service

