

NORTHERN IRELAND AMBULANCE SERVICE

EQUALITY SCHEME

**DRAWN UP IN ACCORDANCE WITH SECTION 75 AND SCHEDULE 9 OF THE
NORTHERN IRELAND ACT 1998**

F O R E W O R D

Section 75 of the Northern Ireland Act 1998 ('The Act') placed new duties on public authorities in carrying out their functions to have due regard to the need to promote equality of opportunity and to have regard to the desirability of promoting good relations. This Scheme details the arrangements whereby the Northern Ireland Ambulance Service will fulfil all its functions, powers and duties relating to Northern Ireland.

The Scheme is more than a statement of compliance. It describes a planned approach for the more effective mainstreaming of equality issues within the Trust, thus ensuring that they are central to the whole range of policy decision-making. The Northern Ireland Ambulance Service recognises the production of the Scheme as a positive first step in an evolving process. The complex issues surrounding the promotion of equality of opportunity and good relations in our society will clearly take time to address. The Scheme demonstrates our commitment to the duties described in the Act.

The Trust recognises the importance of the statutory duties placed upon it and will continue to impress upon its staff the need for compliance. The Trust is committed to the development of communications and training on the Equality Scheme and will ensure that there are effective internal arrangements in place to ensure effective implementation. NIAS is committed to ongoing monitoring and review of progress against the action plan outlined in the scheme. The priority attached to the implementation of the Scheme is also reflected in the Trust's commitment to the allocation of necessary resources (in terms of people, time and money) in effectively implementing the Scheme.

It is the Trust's intention to continue to consult widely on the implementation of its Equality Scheme with staff, patients and all others with a legitimate interest in the activities of the Trust.

The Northern Ireland Ambulance Service Trust has pleasure in submitting its Equality Scheme to the Equality Commission.

Douglas Smyth OBE
Chairman

Paul McCormick
Chief Executive

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1. INTRODUCTION

1.1. The Good Friday Agreement emphasised a commitment to equality of opportunity, which was later confirmed in the Northern Ireland Act 1998. This Act placed new statutory duties concerning equality of opportunity and good relations on public authorities with effect from the 1st January 2000. As a public authority, the Northern Ireland Ambulance Service, in keeping with Section 75 of the Act, is required in carrying out its functions relating to Northern Ireland, to have *due regard* to the need to promote equality of opportunity:

- i. Between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;*
- ii. Between men and women generally;*
- iii. Between persons with a disability and persons without, and*
- iv. Between persons with dependants and persons without.*

1.2. In addition, without prejudice to its obligation above, the Trust shall, in carrying out its functions, power and duties have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

1.3. In complying with the duties Schedule 9 of the Act requires all public authorities to produce an Equality Scheme stating how they propose to fulfill these duties in relation to their relevant functions. The purpose of this document is to fulfill the statutory requirement by setting out clearly the approach to be followed by the Northern Ireland Ambulance Service. The Scheme will relate to how the Trust carries out all its functions, powers and duties relating to Northern Ireland.

1.4. To assist the consultation process, background information has been included and describes the establishment and functions of the Northern Ireland Ambulance Service and how the Trust relates to other key parties within the Health, Social Services and Public Safety environment. Information is also provided on the management arrangements and lines of accountability within the Service. The Scheme explains the funding arrangements for Ambulance Services and outlines how the Trust conducts its business.

2. BACKGROUND TO THE TRUST

- 2.1. In 1994 the then Minister of Health and Social Services appointed the Chairman of the Eastern Ambulance Service HSS Trust to bring forward proposals for the amalgamation of the four existing ambulance services into a single regional service.
- 2.2. On the 1st April 1995 the Northern Ireland Ambulance Service Health and Social Services Trust was established, in compliance with the Health and Personal Social Services (Northern Ireland) Order 1991 and the (Establishment) Order (Northern Ireland) 1995. This legislation effectively established the Trust as a corporate body, with a separate legal identity.
- 2.3. The Northern Ireland Ambulance Service is a regional service responding to the needs of the public in the pre-hospital environment across Northern Ireland. The Service employs approximately 700 staff based across 18 stations, 4 Control Centres and a Regional Training Centre. The full range of services provided by the Trust is set out in paragraph 7.4 and includes the following:
 - a) 24 hour Accident and Emergency Ambulance Service;
 - b) Doctors' Urgent Patient Service;
 - c) Non-emergency Patient Transport (Patient Care Service).
- 2.4. In 1998/99, NIAS responded to almost 67,000 emergency and over 38,000 urgent calls. In addition the Patient Care Service undertook almost 274,000 journeys. In common with other ambulance services the Northern Ireland Ambulance Service has had to deal with a significant rise in A&E demand over the last few years. In parallel the pattern of activity of acute services is changing, bringing with it additional demands for ambulance services, particularly emergency services.
- 2.5. In October 1998, a Review of the Northern Ireland Ambulance Service was commissioned by the then Minister for Health, Mr John Mc Fall. Central to its terms of reference was the need to identify opportunities and resources required to improve services provided to patients by the Ambulance service.

2.6. The Report of the Review Group 'Mapping the Road to Change – A Strategic Review of the Northern Ireland Ambulance Service' was issued for consultation in March 2000. The consultation period ends on June 2000.

2.7. The Trust's core purpose is embodied in its mission statement:

"The Northern Ireland Ambulance Service Trust will consistently meet the ambulance care needs of all people of Northern Ireland by:

- Delivering high clinical standards and excellence in pre-hospital care
- Treating people at all times with dignity and respect.

This mission is supported by the following key aims:

- Achieve excellence in pre-hospital patient care and clinical delivery
- Respect the dignity of patients and show sensitivity to their needs
- Develop continuous improvement in clinical standards through the application of progressive skills programmes at the Regional Ambulance Training Centre
- Ensure the responsiveness and accessibility of the service throughout Northern Ireland
- Provide effective and reliable communications between service users and service providers so as to ensure effective, efficient and economic deployment of resources
- Promote a working environment for staff which is safe, fair and open.

3. DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY

3.1. The Northern Ireland Ambulance Service Trust is accountable to the Department of Health, Social Services and Public Safety. The Department has a statutory duty to secure the provision of health and personal social services for the population of Northern Ireland and, in so doing, uses statutory powers to delegate functions to HPSS bodies including the Northern Ireland Ambulance Service Trust. The Department is responsible for directing the Trust and other HPSS bodies in ensuring national and regional policies are implemented and for the effective stewardship of HPSS resources.

4. HEALTH BOARDS

4.1. There are 4 Health and Social Services Boards in Northern Ireland - Northern, Southern, Eastern and Western. Each Board has responsibility for the commissioning of a comprehensive range of health and social care services for their resident populations. The Northern Ireland Ambulance Service provides its Services in line with annual funded agreements (Contracts) on the anticipated level of service. The four Health Boards are funded by the Department on the basis of a weighted capitation formula. The Health Boards are accountable to the Department. The Northern Ireland Ambulance Service (in common with all HSS Trusts) is responsible to the Commissioners for delivering an agreed level of Service to agreed standards. In addition the Trust has clear lines of accountability through to the Department and is monitored in the performance of its duties through an annual accountability framework.

5. NORTHERN IRELAND AMBULANCE SERVICE

5.1. As noted above the Northern Ireland Ambulance Service provides specified services under contract with the four Health and Social Services Boards. The management arrangements put in place to enable the Trust to carry out its statutory responsibilities and conduct its business are illustrated in *appendix I* and are described as follows:

5.1.1. Trust Board

The Trust Board is comprised of a Chairman, 4 non-executive and 4 executive Directors. The Chairman and the 4 non-executive Directors are appointed by the Department of Health and Social Services with the approval of the Secretary of State. The Executive Directors are employees of the Trust and include:

- Chief Executive
- Director of Operations
- Director of Finance
- Director of Human Resources.

The Chairman of the Board and the non-executive Directors are responsible for retaining full and effective control over the Trust.

They are responsible for monitoring the executive management of the organisation and are accountable through the Department to Parliament for the discharge of these responsibilities. The Trust Board has 6 key functions:

- (a) To set the strategic direction of the Trust within the overall policies and priorities of the Department, define its annual and longer-term objectives and agree plans to achieve them.
- (b) To oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken when necessary.
- (c) To ensure effective financial stewardship through value for money, financial control and financial planning and strategy.
- (d) To ensure that high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the Trust.
- (e) To appoint, appraise and remunerate senior executives.
- (f) To ensure that there is effective dialogue between the Trust and the local community on its plans and performance, and that these are responsive to the community's needs.

5.1.2. **General Management Executive**

Membership of the Trust's General Management Executive includes the Chief Executive, the Director of Operations, the Director of Finance and the Director of Human Resources. The Chief Executive is directly accountable to the Chairman and non-executive Directors of the Trust Board. It is the Chief Executive's responsibility to ensure that the decisions of the Trust Board are implemented, that the organisation works effectively in accordance with Government policy and public service values, and for the maintenance of proper financial stewardship. The Chief Executive has full scope within clearly defined delegated powers for action fulfilling the decisions of the Board. In addition the Trust employs a Medical Director for two sessions per week.

5.1.3. Directorates

The Trust manages its staff and delivers its services through a structure of 3 Directorates, each of which is headed up by a Director. These Directorates are as follows:

- a) Operations Directorate
- b) Human Resources Directorate
- c) Finance and Information Directorate

6. NATURE AND FUNCTIONS OF THE TRUST

6.1. The Health and Personal Social Services (Northern Ireland) Order 1991 Article 10 (1) defines the nature and functions of the Trust as follows:

- a) having managerial responsibility for its staff;
- b) ownership of its accommodation; and
- c) the delivery of the services it provides.

6.2. The Northern Ireland Ambulance Service Health and Social Services Trust (Establishment) Order (Northern Ireland) 1995 further adds:

'The trust's functions (which include functions which the Department considers appropriate in relation to the provision of services by the trust for one or more relevant bodies) shall be to manage ambulance, patients' transport and communications services provided from ambulance control centres'.

6.3. In keeping with the Equality Commission's guidance, these functions include powers and duties and therefore are of wide import, embracing all the activities undertaken by the Trust including the delivery and development of services, the recruitment of its staff, the maintenance of its property and procurement of required equipment.

7. MAIN FUNCTIONS AND POLICY AREAS

7.1. The Equality Commission's Guidance notes a dictionary definition of policy as *"a course or principle of action adopted or proposed by a government, party, business or individual"*.

The Guidance also notes that policies may be written or unwritten. In applying this to the context of the Ambulance Service, policy covers all the ways in which the Trust carries out or proposes to carry out its functions relating to Northern Ireland. In this regard, policies encompass the actions adopted or proposed to deliver the core functions of the Trust.

- 7.2. In conducting its business, the Trust has a statutory duty to implement policies from external sources such as Government and other HPSS bodies as well as formulating its own. These policies may take a number of forms, including regional plans, change programmes, strategies, guidance, circulars and Codes of Practice etc, that impact on staff and patient care. These policies may be localised to meet the specific needs of the Trust. The Trust will work in partnership with other HPSS Trusts and Government to promote equality of opportunity.
- 7.3. The Trust acknowledges that, in keeping with the Equality Commission's guidance, policies may be written or unwritten. However, in the interests of best practice and the effective implementation and manageability of the Scheme, steps have been taken to ensure that all policies from whatever source are documented. These arrangements will also ensure a more effective process for the systematic screening of all existing and proposed policies and public access to information.
- 7.4. It is proposed that the Trust's *main policy* areas for the purposes of the Scheme shall include the following:
 - a) **Operations Directorate** - which includes the following services:
 - Accident and Emergency Ambulance Services
 - Patient Care Services
 - Control and Communications
 - Estate Services
 - Fleet.
 - b) **Human Resources Directorate** - which includes:

- Personnel Services (including discharging the equality obligation in all functions of employment)
- Training
- Complaints Management
- Industrial Relations
- Trust Board Secretariat

c) **Finance and Information Directorate** - which includes:

- Finance
- Information and Information Technology
- Business Planning - Service Development.

d) **Office of the Chief Executive** - which includes:

- Public Relations
- Risk Management
- Chief Executive Secretariat.

e) **Procurement** – which includes responsibilities as:

- A provider of services under commissioning arrangements
- A purchaser of goods, supplies and utilities; and
- A purchaser of services and works.

8. PURPOSE OF THE EQUALITY SCHEME

8.1. The Northern Ireland Ambulance Service is wholly committed to the principle of promoting equality of opportunity and good relations encapsulated in Section 75 and Schedule 9 of the Act. The purpose of this Equality Scheme is to document what measures the Trust propose to put in place to meet the statutory obligations and to describe how the Trust will deliver on these arrangements in compliance with the legislation. The Scheme also demonstrates the required commitment in the allocation of necessary resources (people, time and money).

9. INTERNAL ARRANGEMENTS FOR IMPLEMENTATION OF THE SCHEME

9.1. The Trust is committed to the fulfillment of its Section 75 obligations in all parts of its structure. To ensure the effective implementation of the Scheme, the Trust have introduced the following measures:

a) **Statutory Responsibility**

Statutory responsibility for the effective implementation of the Scheme lies with the Trust Board and the Chairperson of NIAS.

b) **Director of Human Resources**

Primary responsibility for driving forward and co-ordinating implementation of the Scheme is currently that of the Director of Human Resources, Mrs Roisin O'Hara. Mrs O'Hara will be a central point of contact for the Equality Commission and consultees. Her contact details are :

e-mail: rohara@niamb.co.uk

telephone: 028 90321313

c) **Equality Steering Group**

An Equality Steering Group has been established by the Trust and is chaired by the Chief Executive. Membership of the group includes senior representation from each of the Directorates. Others with experience on issues as they arise will be co-opted on to the Steering Group as appropriate. The purpose of the group is to provide an input into the draft Equality Scheme and provide information on existing and proposed policies, written and unwritten, in relation to each of their specific areas.

d) **Equality Scheme Coordinator/Champion**

The Trust will appoint an Equality Schemes Coordinator, to facilitate efficient and effective Policy development and implementation of the Scheme. The role will enable appropriate support to be given to the lead Director, the Steering Group and relevant managers. In addition, the post will provide a focal point for information and take a lead on awareness raising and training.

This support will enable the coordination and retention of all existing and proposed policy documents, and access for staff and the public, providing information for the purposes of impact assessments, monitoring and consultation arrangements.

e) Best Practice Forum

The Trust will establish a best practice forum with representation from each of the nine categories identified under Section 75.

This Group will have a key role in the consultative process at all stages of implementation. The Group will work to a clear remit, with agenda and outcomes formalised. The Group will be facilitated by the Equality Scheme Co-Ordinator and will report on a quarterly basis to the Equality Steering Group.

f) Corporate Objectives and Targets

As part of its business planning process, the Trust will set corporate objectives and targets relating to the statutory duty, including the good relations duty. NIAS Corporate Plan already has specific and explicit objectives relating to Section 75 duties. Progress on meeting these objectives will be monitored and reported upon to the Trust Board on a quarterly basis. A formal report of progress will also be included in the Trust's Annual Report.

g) Individual Objectives and Targets

The Trust will set individual objectives for all staff currently subject to the Trust's Appraisal Scheme, and all staff will be advised of their duty to promote good relations and equality of opportunity as set out in Section 75 of the Northern Ireland Act 1998. In addition, a commitment to the statutory duty will be circulated to all existing employees, and included in all new job descriptions.

10. SYSTEMATIC REVIEW OF EXISTING AND PROPOSED POLICIES

10.1. Screening

The purpose of Screening is to identify which of these policies implemented by the Trust is likely to have a significant impact on equality of opportunity so that greatest resources can be devoted to these.

The Trust is committed to carrying out a systematic review of **all** its existing and proposed policies to determine whether the equality of opportunity dimension is central to any of them. In doing so, and depending on the source of the policy, the Trust will co-operate with its partners in the HPSS.

For each existing and proposed policy the Trust will consider the following screening criteria:

- a) is there any evidence of higher or lower participation or uptake by different groups?
- b) is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the policy?
- c) is there an opportunity to better promote equality of opportunity or better community relations by altering the policy or working with others in Government or in the larger community?
- d) have consultations with relevant groups, organisations or individuals indicated that particular policies create problems which are specific to them?

10.2 Conducting Screening Exercise

In conducting the Screening exercise, the Trust will adopt the following approach:

Stage 1: Pre-Consultation on Screening

- A list of all the Trust's existing and proposed policies with a brief description of the aim of each will be circulated to all those on the Trust's list of consultees. As well as facilitating the Screening process, the circulation of this list will also serve as a useful tool in identifying gaps in policy areas.
- Consultees can indicate to the Trust whether they wish to receive full copies of the policy or policies of specific interest to them.
- Accompanying the list will be the screening tool the Trust proposes to use as part of the process.

- At the same time, a timetable giving dates of pre-consultation meetings will be circulated. The purpose of the pre-consultation meetings is to provide representatives of the 9 categories to meet with Trust staff to receive a fuller explanation of the policies of interest to them.
- The timetable will also specify when the formal Screening exercise is scheduled to begin and consultees can indicate whether and how they wish to participate.
- These criteria will be used in the future screening of any new policies.

Stage 2: Consultation

- Consultees may comment on the policies in writing but will be encouraged to actively participate in the Screening of policies by attending the meetings timetabled and notified to them.

10.3 Outcome of the Screening exercise

If the answer to any of the above is positive, the Trust will consider whether the policy should be subject to its equality impact assessment procedure. It is suggested that not all policies need to be assessed to the same extent and, to this end, the Trust propose to restrict the type of policy which is considered for a full equality analysis and ensure that those which may have significant impacts are adequately considered.

As the screening exercise referred to is not yet complete, the Trust undertake to document the outcome of consultation on the proposed procedure for screening and details of those consulted. This will be done in collaboration with representatives from each of the nine identified categories.

In addition, the Trust are committed to including a detailed report of the screening exercise when it is completed in its annual report to the Equality Commission. This report will detail policies which will be subject to Impact Assessment and policies proposed by those consulted as appropriate for impact assessment which have not been so included and why.

10.4 Prioritisation of Policies for Impact Assessment

In prioritising policies for impact assessment, consultation and action, the Trust will establish priorities based on such factors as:

- Targeting Health and Social Need
- Effect on People's Daily Lives
- Effect on Economic, Social and Human Rights.

This list is not intended to be exhaustive and will be subject to ongoing review in light of, for example, other developments in the Trust's external environment and its experience in operating the Scheme. With regard to the provision of ambulance services the Trust will continue to seek views through consultation on other appropriate criteria.

11 IMPACT ASSESSMENTS

11.1 As it has not been possible to complete the screening exercise before submission of this Scheme to the Equality Commission for approval, the Trust's proposed timetable for undertaking equality impact assessments is given in *appendix II*. The timetable arrived at following consultation on the Scheme, will be included in the report of the screening exercise in the Trust's annual report to the Equality Commission.

11.2 Impact assessments will be conducted in accordance with the procedure for Equality Impact Assessments as set out in Annex 1 of the Guide to the Statutory Duties.

a) Consideration of Available Data and Research

- As a minimum base from which to judge outcomes, the Trust will, in the first instance, collect and analyse the available quantitative data by relevant characteristics from its computerised information systems. These are primarily regional HPSS systems which are currently under review in light of the Section 75 duties.

- The Trust will also draw on available qualitative or evaluative research or information gathered by Government, the HPSS and other bodies such as voluntary, community, and trade union organisations. In addition, the Trust will identify where more detailed data is needed in order to have the optimum information on which to base decisions. If necessary, and where appropriate, the Trust will commission new qualitative/quantitative data for the purposes of carrying out impact assessments.
- While the collection of data is important, the Trust is aware that issues of sensitivity and confidentiality pertaining to the relevant categories may arise. Consequently, the Trust, in consultation with the group(s) concerned, will consider other methods of data collection where there are sensitivities amongst employees and recipients of its services.

b) Assessment of Impacts

- The Trust acknowledges that relevant, reliable and up-to-date information is essential but that this alone does not provide reasons or explanations for differences. Consequently, the Trust will use the data from its information gathering process outlined above, to determine whether there is or is likely to be a differential impact, whether direct or indirect, upon the relevant group(s).
- If an adverse effect on the relevant categories can be identified, the Trust will take legal advice on whether the policy is unlawfully discriminatory, taking into account that some policies are intended to increase equality of opportunity by requiring or permitting affirmative or positive action, or action to redress disadvantages. Acting on legal advice, the Trust will decide how it can ensure that it is acting within the law.
- In keeping with the Equality Commission's guidance, where a policy is found not to be unlawful, the Trust will consider how to respond in light of the adverse impact identified. This guidance suggests that if the policy is intended specifically to address the needs of a particular group, it may well be justifiable, indeed necessary, in order to promote the equality of opportunity of that group. If this is not the case, the Trust will consider whether there are any alternative measures which would achieve the desired aim without the differential impact identified.

Particular consideration will be given to those categories defined by sexual orientation and age (both the young and old) which are not currently covered by anti-discrimination legislation in Northern Ireland.

c) Consideration of Measures

- Which might mitigate any adverse impact
- Alternative policies which might better achieve the promotion of equality of opportunity.
- The Trust will consider measures which might mitigate any adverse impact. This may take the form of attempting to lessen the severity of the impact or providing some other remedy where the adverse impact cannot reasonably be reduced. The Trust are committed to ensuring that the mitigation of adverse impacts is considered at the various stages of its policy-making process. Evidence of the mitigation of impacts, details of this and its implementation will be included in the final recommendations and presented during decision-making.
- Particular consideration will be given by the Trust to ways of delivering policy outcomes which have a less adverse effect on the relevant group(s), or which better promote equality of opportunity. Consideration will be given to whether separate implementation strategies are necessary for the policy to be effective for the relevant group(s). In doing so, the following criteria will be considered:
 - i. How does each option further or hinder equality of opportunity?
 - ii. How does each option reinforce or challenge stereotypes which constitute or influence equality of opportunity?
 - iii. What are the consequences for the group concerned and for the Trust in not adopting an option more favourable to equality of opportunity?
 - iv. How will the relevant group be advised of the new or changed policy or service?

- v. What are the costs of implementing each option; will the social and economic costs and benefits to the relevant group of implementing the option outweigh the costs to the Trust or other groups. An evaluation of net social benefits achieved by adopting each option will be considered.
 - vi. Does the Trust have international obligations which would be breached by, or could be furthered by each of the options.
- Evidence of the consideration of the impacts of alternatives will be provided by the Trust and included in any final recommendation to policy makers, and justification given if the alternatives suggested have not been accepted.

d) Formal Consultation

- The Trust is committed to consulting on the actual impact of existing policies and the likely impact of proposed policies. This consultation will be carried out with the Equality Commission, other public bodies, voluntary, community, and with other groups with a legitimate interest in the matter. This will include those directly affected by the policy to be assessed whether or not they have a direct economic or personal interest.
- Consultation will be conducted in accordance with the guiding principles outlined in the Scheme to ensure there is a fair opportunity for interested parties to present pertinent information, and to provide the Trust with a sound basis for decision without rendering decision-making by the Trust unmanageable.

e) Decisions by the Trust

- In compliance with the legislation and in the interests of equality of opportunity and good relations, the Trust in making any decision with respect to a policy adopted or proposed to be adopted by it, will take into account the equality impact assessment and consultation carried out in relation to the policy.

f) Publication of Results of Equality Impact Assessment and Monitoring

- The Service will make Impact Assessment and Monitoring Information available through its Internet Site, in printed form and in accessible formats i.e. Braille, disk, audio cassette and minority languages.
- The Trust undertake to publish the results of its equality impact assessments by a variety of measures (see 12.4) to all interested parties. The results will also be published in the Trust's yearly report to the Commission and its Annual Report.

g) Monitoring for Adverse Impact in the Future and Publication of the Results of such Monitoring

- The Trust is committed to monitoring the impact of policy or service in order to find out its effect on the relevant group(s). This will be undertaken by the Equality Steering Group and will be reviewed on an annual basis as part of the business planning process. The result of this monitoring information will be widely and openly published through using a combination of the methodologies noted at Paragraph 12.4, and in the Trust's yearly report to the Commission and its Annual Report. The quarterly report to Trust Board will include monitoring information.
- If the monitoring and evaluation shows that the policy or service results in greater adverse impact than predicted, or if opportunities arise which would allow for greater equality of opportunity to be promoted, the Trust will ensure that the policy is subsequently revised.
- The Service will inform the general public about the availability of this material through press releases, including publications and media associated with the Section 75 categories e.g. talking newspapers and publications in languages other than English.
- The Service will directly inform those bodies and individuals with whom it has consulted when this material is available.
- The Service will take into account how best to communicate with young people and people with learning disabilities.

- The published information on equality impact assessments will include:
 - the aims of the policy to which the assessment relates
 - details of any consideration given by the authority to measures which might mitigate any adverse impact of that policy on the promotion of equality of opportunity
 - details of any consideration given by the authority to alternative policies which might better achieve the promotion of equality of opportunity.

12 CONSULTATION

Consultation with groups will begin as soon as possible

- 12.1 The Trust recognises that as a Regional Service available to the whole population, effective consultation requires the Equality Scheme to be made readily accessible to a wide range of interested groups and individuals.
- 12.2 The purpose of consultation is to enable an assessment to be made of the views of its staff and the public as affected by the Trust's policy decisions and/or the design of its services. It is a two-way process and can help the Trust to become more aware of issues and problems which its policies may pose for various groups, and which the Trust might otherwise not discover. The list of consultees contained in Appendix 111 will be used in relation to all consultations, i.e. with regard to matters relating to the duties, the equality scheme, screening, and impact assessment. The Trust are committed to ensuring that consultation underpins all stages of implementation and is conducted as early as possible in the decision-making process. The Scheme has already been amended following an initial consultation period and takes into account responses from a range of organisations. The Trust has maintained a Register of Responses on the draft Scheme and these are summarised as Appendix V. These consultees will also be included in screening and impact assessments.

12.3 The NIAS make the following commitment;

A. In respect of consultation on matters relevant to the duties to consult with:

- The Equality Commission
- The Community Relations Council
- Voluntary Groups
- Community groups
- Trade Union Groups
- Organisations representing the various categories included in Section 75

B. In respect of consultation on the draft scheme, to consult with:

- The Equality Commission
- Other Public Authorities
- Voluntary Groups
- Community groups
- Trade Union Groups
- Other groups who have a legitimate, particular interest in the work of the Service and/or the impact of the NIAS policies on Equality of Opportunity and Good Relations.

C. (i) In respect of consultation on the screening of Actual policies, to consult with:

- Relevant interest groups
- The Equality Commission
- Other Public Authorities
- Voluntary Groups
- Community groups
- Trade Union Groups
- Other groups who have a legitimate interest in the matter

(ii) In respect of consultation on the Screening of Proposed Policies, to consult with all the groups listed in respect of consultation on the Screening of Actual policies. This must include those directly affected by the policy to be assessed, whether or not they have a direct economic or personal interest.

D. In respect of consultation on Impact assessment, to consult with:

- Relevant interest groups
- The Equality Commission
- Other Public Authorities
- Voluntary Groups
- Community groups
- Trade Union Groups
- Other groups who have a legitimate interest in the matter

This must include those directly affected by the policy to be assessed, whether or not they have a direct economic or personal interest.

12.4 Consultation periods will normally be for a minimum period of two months, except for exceptional circumstances when the minimum period is not possible. When such occurrences arise, and they will be extremely rare, they will be monitored, kept under review, justified very clearly, and reported on in the Services Annual Review.

12.5 The Service will work with representative groups and individuals of the Section 75 categories in order to identify how best to obtain their views. This may involve face-to-face meetings, advisory groups, surveys, consultative panels, internet discussions, citizens juries, and other innovative ways of consulting as there will be different means of consultation for different groups and it will be important to establish the basis for dialogue and engagement during the life of the scheme.

12.6 As reflected in paragraph 18 of the Scheme, the accessibility of language and the format of information provided by the Trust will be considered to ensure that there are no barriers to the consultation process. Information will be made available in consultation with the affected groups to ensure the highest level of inclusivity in any policy decision-making. Such information will be available on request in accessible formats such as Braille, disk and audio cassette and in minority languages to meet the needs of those not fluent in English. Arrangements are currently being put in place to ensure timely availability of information in accessible formats. Specific consideration is being given and advice sought as to how best the Trust can communicate information to young people and those with learning disabilities.

12.7 The Trust acknowledges the importance of full participation in any meetings that are held as part of ongoing consultation processes. Clearly, different groups have different needs and may have different customs. In this respect the Trust will give specific consideration to the following:

- a) Time of day when meeting is being held
- b) Appropriateness of the venue including access for those with a disability
- c) Use of appropriate language in conducting the meeting, including the provision of a signer as necessary.
- d) Provision of childcare.

In addition, specific consideration is being given and advice sought by the Trust in terms of communicating information to young people and those with learning disabilities. The Trust will consult with groups to determine the best method and approach to consultation with them. The Trust will seek the advice of specialist organisations working in this field. Initiatives such as youth-proofing – a guide to consulting and involving young people, will be embraced by the Trust as will other initiatives and evolving methodologies relevant to young people and those with learning disabilities, including the publication of information. This will be further progressed through the Best Practice Forum.

12.8 The Service considers it particularly important that sufficient, timely and appropriate information is provided to enable all affected groups and individuals consider the full implications of proposals, and it will take steps to ensure this. The Service will release relevant quantitative and qualitative data, including consultants reports in all consultations. It is intended that barriers to proper consultation be removed by ensuring that language is as clear as possible. The scheme will be available on request in large print, in Braille, audio-cassette, Irish and Chinese. Presentations on this Scheme, if requested, will be made in an appropriate format to representatives of people with learning disabilities, minority community languages, those whose hearing is impaired, young people and Travellers.

- 12.9 A list of those with whom the Trust propose consulted on the Scheme is given in *appendix III* and conforms to guidance provided by the Equality Commission who reserve the right to give particular directions in this regard. This list has been revised in light of the responses to the Trust's invitation to consult already referred to, and will be revised dependent on experience in operating the Scheme. This list is not exhaustive and may be further amended in light of experience. These organisations are to be included in consultation in matters relevant to Section 75 duties, and relevant groups will be identified for particular policy consultation.
- 12.10 The Trust will undertake to respond to consultees following a consultation period. This will be achieved by the following:
- Written feedback to consultees; and/or
 - Feedback meetings for consultees.

13 GOOD RELATIONS

- 13.1 In the introduction to the Scheme, the relationship between the equality duty and the good relations duty was outlined. The Trust recognises that good relations can only be developed on the basis of equality and full equality will only come if there are good relations.
- 13.2 To progress work in this area, the Trust is committed to developing a Community Relations Strategy by June 2001. In doing this, the Trust will follow the guidance issued by specialist organisations such as the Community Relations Council and will work in partnership with representatives of the following 3 categories to whom this duty applies:
- Persons of different religious belief
 - Persons of different political opinion
 - Persons of different racial group

14 COMPLAINTS PROCEDURE

- 14.1 The Complaints Officer for the Trust will be the central contact for complainants. Complaints that the Trust has not fulfilled its statutory obligations will be investigated in keeping with the Trust's Complaints Procedure. The Trust will seek to resolve such complaints and will aim to give a substantive response to complainants within 20 days of the complaint being made. When a complainant claims to have been affected by a failure of the Trust to comply with the Scheme he/she will be informed of the procedure for bringing such a complaint to the Equality Commission.

Full copies of the Trust's complaints procedure may be obtained on request by writing, telephone, fax or e-mail to:

Complaints Officer
Northern Ireland Ambulance Service
Ambulance Headquarters
Knockbraken Healthcare Park
Saintfield Road
Belfast
BT8 8SG
e-mail: complaintsofficer@niamb.co.uk

- 14.2 All complaints will be recorded, retained and monitored. Monitoring of complaints will be undertaken by the Director of Human Resources and a non-Executive Director and reported on to the Trust Board on a quarterly basis.
- 14.3 The Complaints Procedure will itself be reviewed in light of duties under Section 75. The Trust will ensure that the Complaints Procedure is accessible to people who have difficulty communicating in English.

15 ANNUAL REVIEW

15.1 The Trust will undertake a review of progress made in implementing the measures specified in its Equality Scheme and in complying with the statutory duty and good relations duty.

A report of this review will be forwarded to the Equality Commission. The Report will be made public. The Trust will liaise with the Commission with a view to ensuring that progress is maintained.

15.2 The foreword to the Review will be written and signed by the Chief Executive and Chair of the Trust.

16 FIVE YEARLY REVIEW

16.1 The Trust is committed to conducting a formal review of the Scheme within 5 years of its approval by the Equality Commission to whom a report of the outcome will be forwarded. This review will conform in form and content to guidance when provided by the Equality Commission and be made public.

16.2 The Trust will consult with all those interested in matters relevant to the Scheme, on the process and recommendations of its five-year review. Recommendations will be incorporated into future policy development.

17 COMMUNICATION AND TRAINING

17.1 The Trust will ensure that an effective communication and training programme will be developed for all staff. A series of targets for the implementation of the commitment to training and communication will be outlined in Equality Scheme Action Plan section of this document.

17.2 In order to share resources and expertise, the Trust will work closely with other Health Trusts, Boards and Agencies in the development and delivery of training.

17.3 The Trust will draw up a detailed training plan for all its staff over the 5 year period to which this Scheme refers which will aim to achieve the following objectives:

- to raise awareness of current anti-discrimination legislation in Northern Ireland, including the provisions of Section 75 and Section 76 of the Northern Ireland Act 1998. This will include an explanation of the duties and their implications for all employees;
- to provide those employees involved in screening of policies with the necessary skills and knowledge to do this work effectively;
- to provide those employees involved in the equality impact assessment of policies with the necessary skills and knowledge to do this work effectively;
- to provide those employees who deal with complaints in relation to the implementation of the Trust's Scheme, with the necessary skills and knowledge to investigate and monitor complaints effectively;
- to provide those employees involved in consultation processes with the necessary skills and knowledge to do this work effectively;
- to provide those employees involved in the implementation and monitoring of the effective implementation of the Council's Equality Scheme to do this work effectively; and
- to evaluate the extent to which all participants in this training programme have acquired the necessary skills and knowledge to achieve each of the above objectives.

17.4 A report indicating the extent to which training objectives have been met will be reported on as part of the Annual Review of the implementation of the statutory duties, which will be sent to the Equality Commission.

17.5 All staff in the Trust will receive training within one year of the approval of the Scheme (including those being inducted). Thereafter focused training will be provided for all specialist staff within the Trust and specific training will also be provided for those engaged in consultation.

- 17.6 All training will be developed in association with the appropriate Section 75 groups.
- 17.7 The Chief Executive wishes to positively communicate the commitment of the Trust to the statutory duties (both internally and externally). The Trust will:
- develop a summary of the Scheme and make it available to all staff;
 - provide access to copies of the full Scheme for all staff;
 - ensure that the Trust's commitment to the statutory duties are made clear in Trust publications (such as the Annual Report); and
 - will ensure that any queries or questions of clarification from staff are addressed effectively.

18 PUBLIC ACCESS TO INFORMATION AND SERVICES

- 18.1 The Trust is committed to ensuring that the information it disseminates and the services it provides are made accessible to ensure equality of opportunity. It is particularly conscious that some groups will not have the same access to information as others. These include:
- children and young people who may have difficulties in accessing or understanding information;
 - people with sensory and learning disabilities who may have difficulties with information in print;
 - members of minority ethnic groups, whose first language is not English, and who may have difficulties with information provided only in English.

Consideration will be given to providing accessible information in a timely manner to all these groups.

18.2 The Trust will, within the first year following approval of this scheme, review its arrangements for providing information in Braille, large print, audio cassette and minority ethnic language formats. The assessment will take account of:

- The statutory requirements of the Disability Discrimination Act 1995; the likely demand for information of various formats across its main policy areas;
- The resource implications and the recommendations of the cross-departmental Promoting Social Inclusion (PSI) working groups on minority ethnic people and on access to information.

18.3 The review will make recommendations on how public access to information can be better ensured by improving arrangements for providing information in different formats and languages. The Trust will ensure that it will publicise widely what the current situation is, the findings of this review, and any proposed changes to any aspect of information and services.

18.4 In disseminating information through the local press, the Trust will ensure that any advertisements are placed in the Belfast Telegraph (including North West edition), the Irish News and Newsletter to ensure equality of access. Furthermore, if the Service is disseminating information on a local issue it will use at least two newspapers to ensure that both the main religious/political communities in Northern Ireland have equality of access. This arrangement will be kept under review in terms of promoting wide access throughout the implementation of statutory equality duties. The Trust intends that all of its services are fully accessible to all parts of the Community.

18.5 The Trust will ensure that no section of the community is deterred from visiting Trust offices, for whatever reason. Trust offices will maintain a welcoming and harmonious environment. The Trust will adhere to relevant provisions of the Disability Discrimination Act 1995.

19 PUBLICATION OF THE SCHEME

19.1 Following submission to the Equality Commission, this Scheme will be available in print form and alternative formats free on request from the Trust.

19.2 The following arrangements will be made for the publication of the Scheme and to ensure equality of access:

- The Scheme will be available on request in formats such as Braille, disk, and audio cassette and in minority languages to meet the needs of those not fluent in English;
- Systems will be in place to ensure that requests for the Scheme in accessible formats will be dealt within a timely manner;
- Specific consideration will also be given to how best to communicate the Scheme to young people and those with learning disabilities;
- The Trust will develop a plain English summary of the Scheme;
- A press release and a prominent advertisement in the press will be placed by the Trust whenever the Scheme is approved by the Equality Commission;
- A copy of the Scheme will also be posted on the Trust's website;
- Copies of the approved Scheme will also be sent to key stakeholder groups listed in Appendix 3.

20 TIMETABLE FOR MEASURES PROPOSED IN THE SCHEME

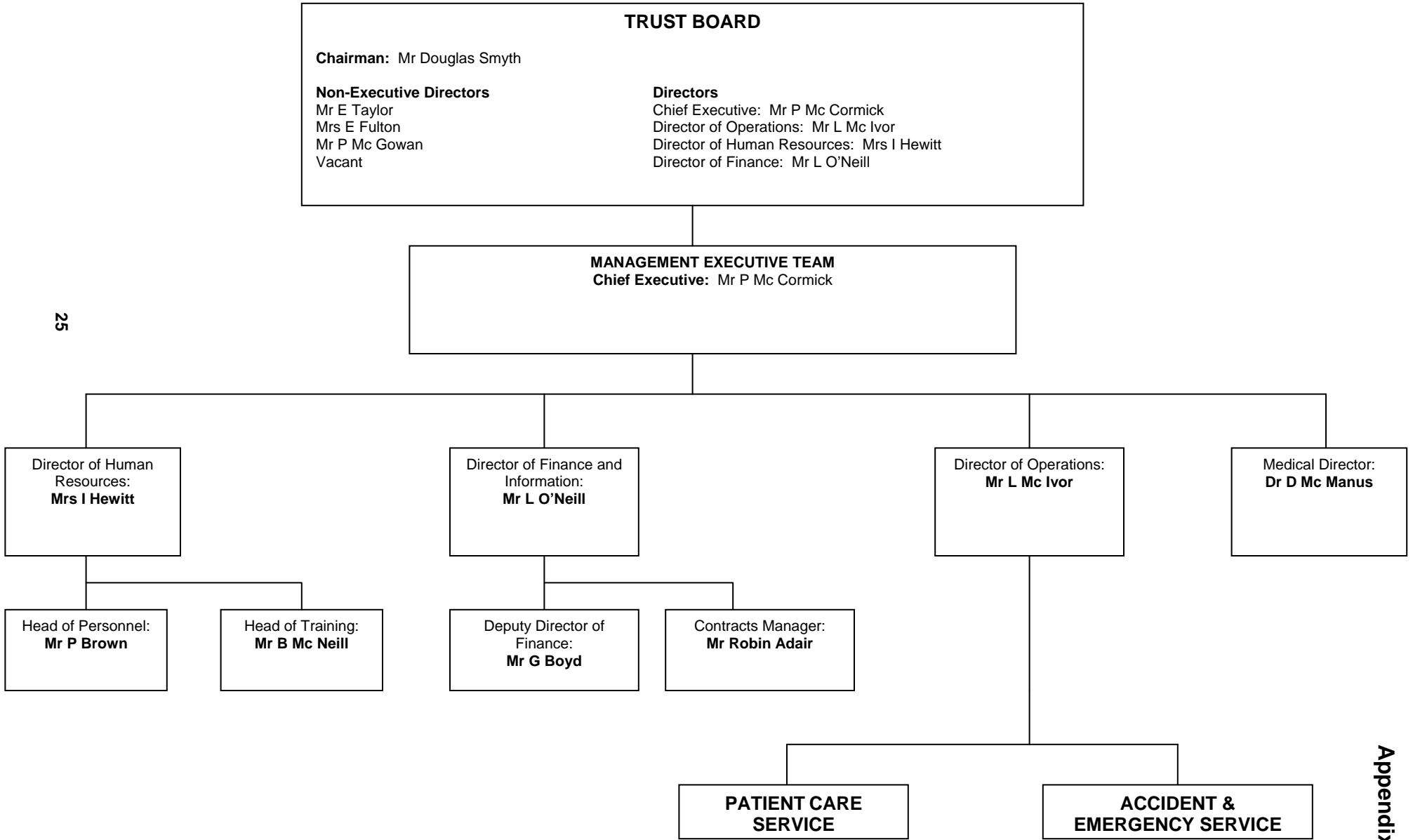
20.1 The timetable for the measures proposed in this Scheme is given in *appendix II*.

21 CONCLUSION

21.1 The Trust recognises that the measures proposed in this Scheme are neither definitive nor exhaustive. The Trust has taken account of responses to its draft Scheme and is committed to ongoing consultation to ensure effective fulfilment of its duties under Section 75 and Schedule 9 of the Act.

21.2 The Trust has endeavoured to produce a Scheme that accurately reflects the needs of all its staff and the members of the public to whom it provides a service and, consequently, will continue to work proactively with all those involved in achieving this end.

**NORTHERN IRELAND
AMBULANCE SERVICE HSS
MANAGEMENT ARRANGEMENTS**



25

**TIMETABLE FOR PROPOSED IMPLEMENTATION OF
MEASURES CONTAINED WITHIN THE EQUALITY SCHEME**

Year 1	January 2000	
	March	<ul style="list-style-type: none"> ■ Equality Steering Group formed ■ Preparation of Draft Equality Scheme.
	April - May	<ul style="list-style-type: none"> ■ Awareness Seminars for Staff on Section 75 duties.
	April - May	<ul style="list-style-type: none"> ■ Advertisements placed in Newspapers with Invitation to Consult ■ Arrangements made for Accessible Formats ■ Consultation on the Draft Equality Scheme
	May - June	<ul style="list-style-type: none"> ■ Responses to Consultation considered ■ Scheme amended and submitted to Equality Commission.
	July - Dec	<ul style="list-style-type: none"> ■ Scheme published and made available to staff and consultees. ■ Training Programme commences and is ongoing ■ Equality Schemes Co-ordinator appointed. ■ Screening of all Existing and New External and Internal Policies commences and is ongoing ■ Impact Assessments commence and are ongoing
	Commencing Sept. 2000	<ul style="list-style-type: none"> ■ Quarterly return to Trust Board
Year 2	Jan-March	<ul style="list-style-type: none"> ■ Stage 1 HPSS Consultation ■ Stage 2 HPSS Consultation – Proposed programme of region-wide Impact Assessment ■ Impact Assessments on main policy areas published and submitted to the Equality Commission with Annual Report ■ Implementation of the Scheme Continues ■ Submission of Annual Report to Equality Commission
	April-June	
	July-September	
Year 3	June - May	<ul style="list-style-type: none"> ■ Implementation of the Scheme Continues ■ Submission of Annual Report to Equality Commission
Year 4	June - May	<ul style="list-style-type: none"> ■ Implementation of the Scheme Continues ■ Submission of Annual Report to Equality Commission
Year 5	June - May	<ul style="list-style-type: none"> ■ Implementation of the Scheme Continues ■ Submission of 5 yearly review to Equality Commission

LIST OF CONSULTEES

Action Cancer
Action for Dysphasic Adults
Action Mental Health
Action MS
Afro-Asian Residents' Group
Age Concern
AIDS Helpline
Alliance Party of Northern Ireland
Altnagelvin HSS Trust
Alzheimers Disease Society
Ark Housing
Armagh and Dungannon HSS Trust
Armagh Travellers Support Group
Arthritis Care
Arts Council NI
Association of Chief Officers of Voluntary Associations (ACOVO)
Association Of Independent Advice Centre NI
Baha'i Community
Barnardo's
Belfast Brook Advisory Centre
Belfast Carers Centre
Belfast Chinese Christian Church
Belfast Hebrew Congregation
Belfast City Hospital Health and Social Services Trust
Belfast Institute of Further and Higher Education
Belfast Islamic Centre
Belfast Regeneration Office
Belfast Travellers Support Group
Belfast Travellers' Education & Dev. Group
BIH Housing Association
Body Positive Belfast
British Deaf Association (NI)
British Dental Association
British Diabetic Association
British Medical Association
Bryson House
Carafriend
Carers Network of N Ireland
Carers National Association
Carrickfergus Borough Council
Castlereagh Borough Council
Catholic Boy Scouts Foundation NI
CAUSE
Causeway HSS Trust

Centre for Voluntary Action Studies
Chest, Heart and Stroke Organisation
Child Poverty Action Group
Childcare Northern Ireland
Childline NI
Children's Law Centre NI
Chinese Chamber of Commerce (NI)
Chinese Health Project
Chinese Welfare Association (NI)
Choice Housing Association
Church of Ireland Board of Social Responsibility
Coalition on Sexual Orientation
Coleraine Borough Council
Colin Glen Trust
Committee on the Administration of Justice
Community Development and Health Network
Community Relations Council
Community Relations Training/Learning Consortium
Community Technical Aid
Community Work Education and Training Network
Confederation of Community Groups
Contact A Family
Cookstown District Council
Council for Ethnic Equality
Council for the Homeless
Council on Social Responsibility, Methodist Church in Ireland
Craigavon and Banbridge Community HSS Trust
Craigavon Area Hospital Group HSS Trust
Craigavon Asian Women's & Children's Association (AL-NUR)
Craigavon Borough Council
Craigavon Travellers' Support Committee
Craigavon Vietnamese Group
Crossroads
CRUSE
Cystic Fibrosis Trust
Democratic Unionist Party
Department of Culture, Arts and Leisure
Department of Health, Social Services and Public Safety
Derry City Council
Derry Travellers' Support Group
Derry Well Woman
Disability Action
Down District Council
Down Lisburn HSS Trust
Down's Syndrome Association
Dungannon & South Tyrone Borough Council
Dunlewey Substance Advice Centre
East Belfast Community Development Agency
Eastern Health and Social Services Board
Eastern Health and Social Services Council

Employer's Forum on Disability
Enterprise House
Equality Commission
Equality Forum NI
Equality Unit
Extern
Falls Community Council
Family Planning Association NI
Fermanagh Women's Network
Fermanagh District Council
Filor Housing Association
Fire Authority for Northern Ireland (FANI)
Fold Housing Association
Foyle Down's Syndrome Trust
First Key
Forum For Action On Substance Abuse
Foyle Friend
Foyle HSS Trust
Free Presbyterian Church
Gay & Lesbian Youth Northern Ireland
General Municipal and Boilermakers Union
Gingerbread Northern Ireland
Glen Road Heights Women's Group, BTSP
Green Park Healthcare Trust
Guide Association NI
Guide Dogs for the Blind Association
Health Action Zone
Health Promotion Agency
Health, Social Services and Public Safety Committee
Help the Aged
His Eminence the Archbishop of Armagh
Homefirst Community Trust
Housing Rights Service
Indian Community Centre
Industrial Therapy Organisation
Include Youth
Inter Church Millennium Celebration Group
Karen Mortlock Trust
La Societa Italiana Irlanda Del Nord
Larne Borough Council
Law Centre NI
Lesbian Line
Limavady Borough Council
Lisburn Borough Council
Local Government Staff Commission for Northern Ireland
Magherafelt District Council
Manufacturing Science and Finance Union
Mater Infirmorium Health and Social Services Trust
MENCAP
Mental Health Commission for Northern Ireland

Mid-Ulster Women's Network
Moderator of Presbyterian Church in Ireland
Monagh Road Women's Steering Group
Moyle District Council
Multi-Cultural Resource Centre (NI)
Multiple Sclerosis Society
Muscular Dystrophy Group
National Schizophrenia Fellowship
N.I Association For Mental Health
Newry & Mourne District Council
Newry and Mourne HSS Trust
Newry and Mourne Women
Newry Interagency Consortium for Travellers
Newry Travellers' Early Years Action Group
Newtonabbey Borough Council
Newtownabbey Senior Citizens Forum
NI Committee of Irish Congress of Trade Unions
NI Council for the Homeless
NI Women's Aid Federation
NIACAB
NIACRO
NIPPA
Northern Ireland Statistics and Research Agency (NISRA)
North and West HSS Trust
North Belfast Community Development Centre
North Down Borough Council
North West Ethnic Communities Assoc
North West Forum of People with Disabilities
Northern Health and Social Services Board
Northern Health and Social Services Council
Northern Ireland African Cultural Centre
Northern Ireland Anti Poverty Network
Northern Ireland Council for Ethnic Minorities
Northern Ireland Council for Voluntary Action
Northern Ireland Environmental Link
Northern Ireland Filipino Community in Action
Northern Ireland Gay Rights Association
Northern Ireland Human Rights Commission (NIHRC)
Northern Ireland Millennium Company Ltd.
Northern Ireland Unionist Party
Northern Ireland Partnership Board
Northern Ireland Public Service Alliance
Northern Ireland Voluntary Trust
Northern Ireland Volunteer Development Agency
Northern Ireland Youth Forum
Northern Ireland Women's Aid Foundation
Northern Ireland Womens European Platform
Northern Ireland Filipino Association
NSPCC

Oi-Kwan Chinese Women's Group
Omagh District Council
Omagh Womens Area Network
Organisation of the Unemployed
Parents Advice Centre
Parents and Professionals and Autism
PHAB (NI)
Playboard
Praxis
President of the Baptist Church of Ireland
Prospects for People with Learning Disabilities
Princes Trust
Progressive Unionist Party
Proteus
Putting Children First
Queer Space
RELATE N Ireland
RNIB
RNID
Rural Community Network
Rural Development Council
Save the Children
Scouting Association NI
SDLP
Sense NI
Shelter
Sikh Cultural Centre
Simon Community
Sinn Fein
South West Belfast Community Forum
South and East HSS Trust
Southern Health and Social Services Board
Southern Health and Social Services Council
Southern Travellers' Early Years Partners
Sperrin Lakeland Health and Social Care Trust
Sperrin Lakeland Senior Citizens Consortium
Staff Commission for Education and Library Boards
Strabane District Council
Sustainable Northern Ireland Programme
Swedish Society of Northern Ireland
Tara Chind Vij Centre for Racial Awareness
The Cedar Foundation
The Guide Dogs for the Blind Association
The Local Government Staff Commission for NI (LGSC)
The Most Reverend the Lord Archbishop of Armagh
The National Board for Nursing, Midwifery and Health Visiting for Northern
Ireland
The Northern Ireland Ambulance Services HSS Trust
The Orchardville Society
The Rainbow Project
The Women's Centre
The Royal Group of Hospitals Trust
Training for Women Network
Transport and General Workers Union
Traveller Movement Northern Ireland
Travellers Support Group for Playgroup Workers

Triangle Housing Association Ltd
Ulster Community and Hospitals Trust
Ulster Democratic Party
Ulster Peoples College
Ulster Quaker Service Committee
Ulster Unionist Party
Unison NI
United Hospitals HSS Trust
University of the Third Age
Victim Support
Voice of Young People in Care (VOYPIC)
Voluntary Activity Unit
Voluntary Service Belfast
WAVE
West Belfast Economic Forum
Western Health and Social Services Board
Western Health and Social Services Council
Women's Coalition
Women's Resource and Development Agency
Women's Forum Northern Ireland
Women's Information Group
Womens Support Network
Workers Educational Association
Young Carers Project
WRDA
Young Help NI
Youth Action NI
Youth Council
Youthnet

OUTLINE TRAINING PLAN

Type of Training	Method of Training	Staff Groups
Awareness of the Implications of Section 75 and Schedule 9	Presentations Open Staff Meetings Induction Training	Trust Board Management Executive Team All Other Staff New Staff
Focused Training on the Trust's Equality Scheme	Workshops Presentations Training Courses	Trust Board Directors Senior Managers Specialist Staff Staff Representatives Training Staff
Consultation Skills	Workshops Training Courses	Trust Board Management Executive Team Senior Managers

The Trust will draw up a detailed Training Plan for all its staff over the five year period to which this Scheme refers.

The Trust's Director of Human Resources will oversee implementation of the Plan. Training programmes will be delivered to meet the requirements of the Trust's Equality Scheme, and in particular the commitments identified in Section 17 of the Scheme.

The Equality Officer will be responsible for delivery of the Training and will work in conjunction with staff of the Beeches Management Centre. The Trust will also work closely with other Health Trusts, Boards and Agencies in the development and delivery of Training.