

NORTHERN IRELAND HEALTH & SOCIAL SERVICES



CENTRAL SERVICES AGENCY

CENTRAL SERVICES AGENCY

EQUALITY SCHEME

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

**Central Services Agency
25 Adelaide Street
Belfast
BT2 8FH**

FOREWORD

Section 75 of the Northern Ireland Act 1998 requires public authorities, in carrying out their functions, powers and duties, to promote equality of opportunity and good relations among a range of groups. Public Authorities, as defined by the legislation, are required to send an Equality Scheme to the Equality Commission, showing how they intend to carry out their new duties.

As Chairman and Chief Executive of the Central Services Agency (the Agency) we are delighted on behalf of our Board and staff to endorse this Equality Scheme which arises out of the implementation of Section 75 of the Northern Ireland Act 1998.

Commitments made in the Equality Scheme refer to how the Agency carries out all its functions, powers and duties relating to Northern Ireland. The Agency is committed to ensuring that all necessary resources are made available (in terms of people, time and money) to aid the effective promotion of equality of opportunity and good relations in all its policies and practices. This also extends to ensuring that there are effective internal arrangements in place to ensure that the duties are effectively complied with and for monitoring and reviewing progress. A planned programme of communication and training will be undertaken to ensure that all staff are made aware and understand the new equality obligations.

Brian Carlin OBE
Chairman

Stephen Hodkinson
Chief Executive

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1 INTRODUCTION

1.1 Section 75 of the Northern Ireland Act 1998 ('the Act') requires the Central Services Agency in carrying out all its functions, powers and duties to have due regard to the need to promote equality of opportunity:

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

1.2 In addition, without prejudice to its obligation above, the Agency 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 Schedule 9 of the Act requires the Agency to set out in an Equality Scheme how it proposes to fulfil the duties imposed by Section 75. The Agency is now submitting this document in order to fulfil that statutory requirement and relates to how the Agency carries out all its functions, powers, and duties relating to Northern Ireland.

2 DUTIES AND RESPONSIBILITIES OF CENTRAL SERVICES AGENCY

- 2.1 The Central Services Agency was established in 1973. It has a statutory responsibility to exercise such of the Department of Health, Social Services and Public Safety's functions or to undertake such work on behalf of Health and Social Services Boards, as the Department directs. The Agency has eight business units, the functions of which are set out below.

Family Practitioner Services

- 2.2 This business unit makes payments to the independent Medical, Dental, Pharmaceutical and Ophthalmic Practitioner Services throughout Northern Ireland. In addition it has a range of statutory functions relating to the registration of patients with general medical practitioners. The business unit is also required to provide appropriate management information to the Health and Social Services Boards and the Department of Health, Social Services and Public Safety arising from the performance of its statutory functions.

Regional Supplies Service (RSS)

- 2.3 The Regional Supplies Service provides a wide range of contracting, procurement and logistics services to health and social services organisations.

Legal Services Directorate

- 2.4 The major provider of legal services to the health and personal social services the Legal Service Directorate provides advice and support in the following areas of law:

- Family and Child Care
- Medical Negligence
- Employment Law
- Public Administrative Law
- Employers Liability
- General Litigation

Research and Development Office

- 2.5 The Research and Development Office is charged with the management of Research and Development funds and the development of research within the health and personal social services.

NICARE

- 2.6 As the international division of the Health and Social Services in Northern Ireland, NICARE competes for international assistance and

training contracts in Central and Eastern Europe and the Developing World. These are funded by development Agencies e.g., The World Bank, Department for International Development, etc.

Finance and Administration

- 2.7 This business unit provides financial advice and services primarily to the Agency itself but also to other parts of the health and personal social services.

Human Resources

- 2.8 This business unit primarily provides the full range of personnel and human resources services to the Agency and a number of health and personal social services organisations. It is also responsible for the administration of the regional recruitment of Specialist Registrars on behalf of the Northern Ireland Council for Postgraduate Medical and Dental Education.

Counter Fraud Unit

- 2.9 A Counter Fraud Unit has been established to provide a service to HSS Boards in relation to the investigation of exemption fraud by members of the public and cases of potential / actual fraud involving practitioners. The Unit is based in the CSA and operates on the basis of a service level agreement with Boards.

Chief Executives Office

- 2.10 The Chief Executive is responsible and accountable to the Department of Health and Social Services and Public Safety and the Agency Board for the management of the Agency as a corporate body.

The Agency Board

- 2.11 The Agency Board, which consists of a non-executive Chairman, four non-executive directors appointed by the Department of Health, Social Services and Public Safety, and four executive directors who are employees of the Agency and currently oversee the management of the Agency:

The Chief Executive
Director of Family Practitioner Services
Director of Finance
Director of Human Resources

The non-executive Chairman of the Board and the other non-executive directors are responsible to the Department of Health and Social

Services and Public Safety for monitoring the executive management of the organisation.

Senior Management Team

- 2.13 The Agency has a Senior Management Team that is accountable through the Chief Executive for the operational management of the Agency. Its members are:

The Chief Executive
Director of Family Practitioner Services
Director of Finance
Director of Human Resources
Director of Legal Services
Director of NICARE
Director of Regional Supplies Services
Director of Research and Development

The Chief Executive remains personally accountable for the operation of the Agency and is responsible for implementing the Codes of Conduct, Accountability and Openness. Under these codes, the Agency is governed by Standing Orders, powers are reserved to the Board, and officers are authorised to act within the terms of a Scheme of Delegation and Standing Financial Instructions.

3. ARRANGEMENTS FOR ASSESSING COMPLIANCE WITH SECTION 75 DUTIES

Organisational Arrangements

- 3.1 The Agency is committed to the fulfilment of its Section 75 obligations in all parts of its work. Statutory Responsibility for the effective implementation of the Scheme lies with the Chair of the Agency and the Chief Executive.
- 3.2 The Chief Executive will be accountable to the Agency Board for the development, maintenance and review of the Scheme in accordance with the legislation, including any good practice or guidance that may be issued by the Equality Commission (see Appendix 1 for organisational chart).
- 3.3 The Director of Human Resources, who reports to the Chief Executive, will have line-management responsibility for the Equality Schemes Manager.
- 3.4 An internal Equality Working Group, comprising representatives from the various Business Units, will be established to ensure co-ordination of work on the Equality Scheme across all parts of the Agency. This group will be convened and serviced by the Equality Schemes Manager, and will meet at least quarterly.
- 3.5 A fully funded Equality Unit will be established under the personal responsibility of the Equality Schemes Manager to implement all aspects of the Equality Scheme.
- 3.6 Responsibility for driving forward implementation of the equality scheme and the point of contact within the Agency will be **Greg Irwin, Equality Schemes Manager, Central Services Agency, Telephone: 028 9053 2967, Fax: 028 9053 5656, e-mail: irwing@csa.n-i.nhs.uk**, who will report regularly to the Agency's Senior Management Team (SMT) and respond to any queries for all those affected by the statutory duties.
- 3.7 Objectives and targets relating to the statutory duties will be integrated into the Agency's strategic and operational plans. Staff who are directly engaged in this work will include implementation of the statutory duties in their personal performance plans, which are subject to appraisal in the annual performance review. In addition, a commitment to the statutory duties will be included in all job descriptions. Progress on meeting the range of objectives will be monitored and reported upon to the Agency's SMT on a quarterly basis.

Progress Reporting

- 3.8 The Agency will conduct an Annual Review of progress in relation to the implementation of the Equality Scheme, in compliance with the statutory duties. The Agency will forward a report of this review to the Equality Commission. This report will also be included in the Agency's Annual Report.
- 3.9 Moreover, the Agency will liase closely with the Equality Commission to build a close working relationship so that progress on the implementation of the Scheme is maintained.

Consultation

- 3.10 The Agency acknowledges the emphasis on consultation in the development and implementation of the Scheme, and is committed to full and meaningful consultation on its Equality Scheme, equality impact assessments and monitoring arrangements. Details of this commitment are outlined below.

4. CONSULTATION

- 4.1 The Agency recognises the importance of consultation in all aspects of the implementation of its statutory equality duties. It affirms that all consultation will be carried out in accordance with the Equality Commission's Guiding Principles as detailed in its 'Guide to Statutory Duties' (p.33-34). In particular, it will endeavour to conduct all consultations in a timely, open and inclusive way in accordance with the Equality Commission's Guiding Principles.
- 4.2 The Agency will consult as widely as possible to ensure that any organisation or group which has a legitimate, particular interest in its work and /or the likely impact of its policies on the promotion of equality of opportunity and good relations will be included in the process of engagement.
- 4.3 Consultation has been undertaken in the development of this equality scheme. The Agency appreciates all comments received, and these comments have been taken into account in revisions of the Scheme. Details of the comments received with the Agency's response are outlined in Appendix 3.

Those Being Consulted

- 4.4 A list of those being consulted on matters relevant to the Agency's equality duties, including screening and equality impact assessments and the Scheme itself, is detailed in Appendix 2. The list is not exhaustive and may be amended and reviewed throughout the lifetime of the equality scheme to promote inclusive consultation. The Agency welcomes enquiries from any organisation wishing to be added to the list of consultees, and should contact the named officer in the Agency (see p.6, para 3.6) to have their interest noted.
- 4.5 The Agency will include the Equality Commission, the Community Relations Council, voluntary groups, community groups and Trade Union groups in all consultations. Organisations representing the various categories included in Section 75 will also be included in any consultation carried out.

Timescale for Consultation

- 4.6 In order to facilitate meaningful consultation, the Agency will ensure that consultation with groups and individuals will begin as early as possible.
- 4.7 The Agency is conscious that some groups will need sufficient time to consult among themselves in order that their contributions to any consultation may be informed. All consultations will aim to allow a

period of at least eight weeks except in emergencies. Such situations will include:

- policies which have to be implemented urgently to protect health and safety;
- policies which have to be implemented urgently to comply with court judgements or international obligations.

4.8 Ultimately, the Agency wishes to minimise the number of exceptions to good practice guidelines on the timescale for consultation. Where exceptions do occur, the Agency will be open and transparent in reporting such instances. Exceptions to the normal consultation timetable will be monitored, kept under review, justified very clearly and reported by the Agency in its annual report to the Equality Commission.

Procedures for Ensuring Inclusive Consultation

4.9 In consulting on any matter to which this scheme relates, the Agency 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 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.

4.10 To ensure the success of future consultation exercises and to enable a process that positively engages with key stakeholders, the Agency will consider developing an Equality Consultative Panel. This panel will comprise representatives from the major groupings most affected by Section 75 obligations. The panel will act as an ongoing reference and consultative group for the implementation of the Agency's Scheme and will meet quarterly. Initially established on a pilot basis for one year, when a review of its operation will be conducted, the panel will be administered by the Equality Schemes Manager.

4.11 It is intended that barriers to proper consultation will be removed by ensuring that language is as clear as possible. Systems will be established to make presentations on this Scheme, if requested, available in an appropriate format to representatives of people with learning disabilities, minority community language speakers, people with disabilities, young people, and Travellers.

4.12 To ensure the highest level of inclusivity in any policy decision-making, information will be made available in consultation with groups affected by Section 75. Systems will be in place to ensure that information will be available on request in accessible formats in a timely fashion such as Braille, disc, and audiocassette and in minority languages to meet the needs of those who are not fluent in English.

- 4.13 Special consideration will be given to ensuring that all consultations reflect the needs of young people and those with learning disabilities through the provision of accessible formats in a timely manner. The Agency will liaise with representatives of young persons and learning disability organisations in the first place (e.g. by convening a roundtable meeting) and take account of good practice elsewhere (e.g. MENCAP's guidance on accessible formats), in order to reflect the needs of these groups in all consultations.
- 4.14 The Agency considers it particularly important that sufficient timely and appropriate information is provided to enable all affected groups and individuals to consider the full implications of proposals, and it will take steps to ensure this. This will include quantitative and qualitative data that the Agency holds or has collated, and other documents such as consultants' reports. This undertaking will apply to all consultations.
- 4.15 Specific training will be arranged for Agency staff engaged in consultation exercises to ensure that those facilitating consultations have the necessary skills to communicate effectively. Any training delivered will be developed in consultation with relevant groups covered by Section 75.
- 4.16 Measures will also be taken to ensure full participation in any consultation meetings that are held. The Agency will consider the time of day, the appropriateness of the venue, whether it can be accessed by those with disabilities, how the meeting is to be run, the use of appropriate language, whether a signer is necessary, and the provision of childcare.

5. ASSESSING THE IMPACT OF POLICIES ON THE PROMOTION OF EQUALITY OF OPPORTUNITY

Screening

- 5.1 The Agency is committed to carrying out a systematic review of all its existing and proposed policies to determine whether there are any equality of opportunity implications.
- 5.2 It is recognised and accepted that the definition of a 'policy' under the Equality Commission guidelines has a wide remit and includes policies relating to procurement and employment. The Agency will monitor the implementation of a policy that it operates on behalf of another public authority, and will work in partnership where the policy is subject to an equality impact assessment.
- 5.3 The Agency will consider the impact of each current and proposed policy on equality of opportunity in terms of the nine categories listed at Section 75 of the Act. For each policy the following criteria will be applied:
- is there any evidence of higher or lower participation or uptake by different groups* within any of the nine categories?
 - is there any evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy?
 - 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 the community at large?
 - have consultations in the past with relevant representatives, organisations or individuals within groups indicated that particular policies create problems that are specific to them?

*The main groups within each of the nine categories are identified at Appendix 4.

Screening Consultation – Two-Stage Approach

- 5.4 In common with other health sector bodies, the Agency will carry out a two-stage consultation on the screening of its policies. The rationale for this approach is to ensure that affected groups have sufficient time to engage in consultation. It also ensures that the process would achieve the necessary level of transparency, involvement and understanding, so that affected groups will have confidence in the consultative process.

- 5.5 In Stage 1, an initial paper will identify the Agency's policies and seek views on issues such as to whether all policies have been identified, how they affect the relevant group in terms of equality of opportunity and assist the Agency to prioritise areas for equality impact assessment.
- 5.6 In Stage 2, a paper outlining conclusions reached from Stage 1 will be produced for consultation by the Agency, in terms of policies to be subject to equality impact assessments, and the timetable for these assessments.
- 5.7 Both consultation stages will allow at least eight weeks, and will comply with the Equality Commission's 'Guiding Principles of Consultation'. The consultations will seek the views of the Equality Commission, representative groups of Section 75 categories, other public authorities, voluntary groups, community groups, Trade Unions and other groups with a legitimate interest in the matter (see Appendix 2).
- 5.8 The Timetable envisaged for this two-stage consultation process is as follows:
- Stage 1 Consultation Paper issued in November 2000
 - Complete Stage 1 by beginning March 2001
 - Stage 2 Consultation Paper issued in April 2001
 - Complete Consultation by end June 2001
 - Submit screening report to Equality Commission by end June 2001
- 5.9 A detailed report of the screening exercise will be included in the Annual Report sent to the Equality Commission. The report will include details of: (1) those policies which will be subject to equality impact assessment, (2) those policies proposed by those consulted, as appropriate for impact assessment, but have not been subsequently included – giving an explanation for this course of action, and (3) the timetable for equality impact assessments.

The Conduct of Equality Impact Assessments and Monitoring Adverse Impact

- 5.10 All equality impact assessments carried out will be conducted in accordance with all the procedures outlined in Annex 1 of the Equality Commission's 'Guide to the Statutory Duties'.
- 5.11 In common with other aspects of the statutory equality duties, the Agency will ensure that any equality impact assessment will be subject to consultation. All consultations will seek the views of the Equality Commission, representative groups of Section 75 categories, other public authorities, voluntary groups, community groups, Trade Unions

and other groups with a legitimate interest in the matter whether or not they have a direct economic or personal interest (see Appendix 2).

Monitoring adverse impact

- 5.12 A system will be established to monitor the impact of policies in order to identify their effects on the relevant groups. This system will involve:
- the collection and collation of existing relevant primary quantitative and qualitative data;
 - the collection and collation of existing relevant secondary sources of quantitative and qualitative data;
 - identifying where more detailed data is needed in order to have the necessary information on which to base decisions;
 - undertaking or commissioning new data if necessary.
- 5.13 If monitoring and evaluation show that a policy results in greater adverse impact than predicted, or if opportunities arise which would allow for greater equality of opportunity to be promoted, the Agency would ensure that the policy is revised.
- 5.14 This system will be reviewed on an annual basis and the results will be published as part of the Agency's annual report to the Equality Commission.
- 5.15 In all cases relating to the holding of monitoring information or the collection of data, the Agency will act sensitively. This may include steps to engage directly, by convening a round table discussion for instance, with representatives from organisations whose client group are directly affected by the provisions of Section 75.
- 5.16 The Agency will develop a database of monitoring information that will enable it to undertake ongoing monitoring of adverse impact in the future.

Publication of Equality Impact Assessments and Monitoring

- 5.17 The Agency will make publicly available the outcome of any equality impact assessment and of any monitoring undertaken to measure the adverse impact of policies. The material will be accessible on the Agency's Internet website at www.csa.com. Systems will also be established to make available, on request, impact assessments in accessible formats and a timely fashion (i.e. Braille, disk, audio cassette and minority languages) from the **Central Services Agency, 25 Adelaide Street, Belfast, BT1, Telephone: 028 9053 2967, Fax: 028 9053 5656**. Specific consideration will also be given to ensure that young people and those with learning disabilities are able to access impact assessments in a timely fashion.

- 5.18 The Agency will inform the general public about the availability of this material through press releases and press publications. It will also directly inform bodies listed in Appendix 2 when this material is available and it will place information in publications associated with Section 75 categories.
- 5.19 All published information will comply with guidance outlined by the Equality Commission in its 'Guide to Statutory Duty' (Section 1). The Agency also commits itself to publishing information on equality impact assessments that:
- includes the aims of the policy to which the assessment relates;
 - details any consideration given to mitigating adverse impact of the policy on the grounds of equality of opportunity;
 - details any consideration given to the consideration of alternative policies which might better achieve the promotion of equality of opportunity.

Any information published will be made available in a range of accessible formats in a timely manner. Specific consideration will be given to the needs of young people and those with learning disabilities in the dissemination of this information.

Policy Making and Equality Impact Assessments

- 5.20 In making any decision on a current or proposed policy, the Agency will take into account any relevant equality impact assessment and the outcome of associated consultation.

6. PROMOTING GOOD RELATIONS

Good relations and equality of opportunity

- 6.1 The Agency is conscious that good relations are inextricably linked with equality of opportunity. It is clear that equality of opportunity can only be realised if there are good relations.

Commitment to good relations

- 6.2 The Agency wishes to publicly outline its commitment to the promotion of good relations between persons of differing religious beliefs, political opinions or racial groups.
- 6.3 When the Equality Commission approves this equality scheme the Agency will issue a press release that will include a specific commitment to promoting good relations. This commitment will include a commitment to the three principles of community relations (as outlined by the Community Relations Council in its 'Guidelines for a Community Relations Strategy for Public Bodies':
- equity – equality of access to resources
 - respecting diversity – recognition, understanding and tolerance of difference
 - interdependence – obligations and commitments to others, inter-connectedness

Programme for Good Relations

- 6.4 In order to initiate a programme of good relations work, the Agency will undertake an internal and external audit in order to determine the state of relations in the organisation.
- 6.5 Once the audit is complete, a report outlining the findings of the audit will be produced. An action plan for addressing issues emanating from the audit report will be developed.
- 6.6 Consultation with internal and external stakeholders will take place on the audit report before a programme of action is undertaken.
- 6.7 Progress on implementing the good relations action plan will be reported to the Equality Commission on an annual basis.

7. PUBLIC ACCESS TO INFORMATION AND SERVICES

7.1 The Agency 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 that 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.

7.2 The Agency 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.

7.3 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 Agency 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.

7.4 In disseminating information through the local press, the Agency 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. This arrangement will be kept under review, in terms of promoting wide access throughout the implementation of statutory equality duties. The Agency intends that all of its services are fully accessible to all parts of the community.

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

8. TRAINING AND COMMUNICATION

- 8.1 The Agency 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 (Appendix 5).
- 8.2 In order to share resources and expertise, the Agency will work closely with other health agencies in the development and delivery of training. Preliminary discussions have already taken place with the Central Service Agency's Equality Unit to develop joint approaches to training.

Training

- 8.3 The Agency 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 Agency'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 Agency'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.
- 8.4 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.

- 8.5 All staff in the Agency 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 Agency, and specific training will also be provided for those engaged in consultation.
- 8.6 All training will be developed in association with the appropriate Section 75 groups.
- 8.7 The Chief Executive wishes to positively communicate the commitment of the Agency to the statutory duties (both internally and externally). The Agency 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 Agency's commitment to the statutory duties are made clear in Agency publications (such as the Annual Report); and
 - will ensure that any queries or questions of clarification from staff are addressed effectively.

9 IMPLEMENTING THE SCHEME

Publication of the Scheme

- 9.1 Following submission to the Equality Commission, this scheme will be available in print form and alternative formats free on request from the Agency.
- 9.2 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, disc, and audiocassette 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 Agency will develop a plain English summary of the Scheme;
 - a press release and a prominent advertisement in the press will be placed by the Agency whenever the Scheme is approved by the Equality Commission;
 - a copy of the Scheme will also be posted on the Agency's website;
 - copies of the approved Scheme will also be sent to key stakeholder groups listed in Appendix 2.

Complaints

- 9.3 When a complaint is made on the grounds that the Agency has failed to comply with the Scheme, the point of contact will be the Agency's Administration Manager, **Carol Jones, Administration Manager, Central Services Agency, 25 Adelaide Street, Belfast, Telephone: 028 9053 5571, Fax: 028 9053 5656**. The Administration Manager will carry out an internal investigation of the complaint and respond to the complainant within one month. During this process, the complainant will be kept fully informed of the procedures for dealing with the complaint under Schedule 9 of the Northern Ireland Act 1998. The Agency will also undertake to provide assistance to any complainant who requires information in a format that ensures equality of opportunity.
- 9.4 In any subsequent investigation by the Equality Commission, the Agency will co-operate fully, providing access to any relevant documentation that the Equality Commission may require. Similarly, the Agency will co-operate fully with any investigation by the Equality Commission under sub-para 11 (1) (b) of Schedule 9 to the Northern Ireland Act 1998.

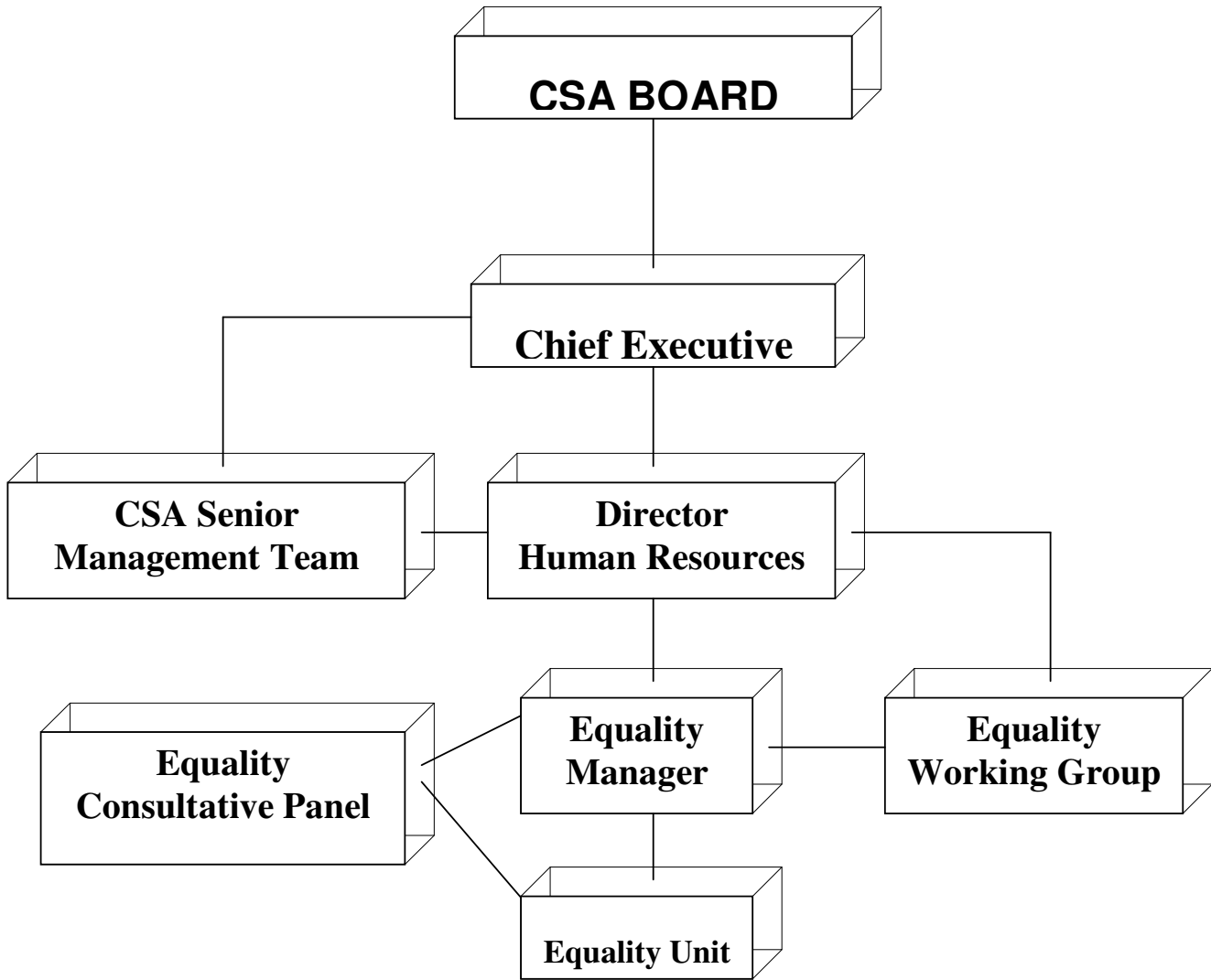
Review of the Scheme

- 9.5 The Agency will conduct a thorough review of the Scheme within five years of its submission to the Equality Commission. This review will evaluate the effectiveness of the Agency in meeting its Section 75 obligations. A report of this review will be made public and sent to the Equality Commission.

Timetable for Implementing the Scheme

- 9.6 Appendix 5 outlines an action plan for implementing the Scheme including date milestones and performance indicators for each task.

**APPENDIX 1 - ORGANISATIONAL ARRANGEMENTS FOR
IMPLEMENTATION OF THE SCHEME**



APPENDIX 2: LIST OF ORGANISATIONS TO BE CONSULTED

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
ASBAH
ASBAH
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 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
Disability Action
Down District Council
Down Lisburn HSS Trust
Down's Syndrome Association
Dungannon & South Tyrone Borough Council
Dunlewey Substance Advice Centre
Eastern Health and Social Services Board
Eastern Health and Social Services Council
Employer's Forum on Disability

Enterprise House
Equality Unit
Extern
Family Planning Association NI
Fermanagh Women's Network
Fermanagh District Council
Filor Housing Association
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
Gingerbread Northern Ireland
Glen Road Heights Women's Group, BTSP
Green Park Healthcare Trust
Guide Association NI
Health Action Zone
Health Promotion Agency
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
Magherafelt District Council
Manufacturing Science and Finance Union
Mater Infirmorium Health and Social Services Trust
MENCAP
Mental Health Commission for Northern Ireland
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 Interagency Consortium for Travellers
Newry Travellers' Early Years Action Group
Newtonabbey Borough Council
NI Committee of Irish Congress of Trade Unions
NI Council for the Homeless
NI Women's Aid Federation
NIACAB
NIACRO
NIPPA
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
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
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
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 Royal Group of Hospitals Trust
Training for Women Network
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
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

APPENDIX 3 – COMMENTS FROM CONSULTATION WITH CENTRAL SERVICES AGENCY RESPONSE

Organisation	General Comments	Agency Response
Age Sector Reference Group	<ul style="list-style-type: none"> • no indication of which policies have been left out of process of further review • are there any new policies to be implemented in coming year, and if so, they should be included • no clear procedure for screening, and Age Sector Reference Group recommendation • concern over clarity of Impact Assessment • timetable for training over-ambitious, more detail needed and training should involve more attitudinal elements • new approach and new philosophy required which counter discriminatory assumptions • consultation period too short • specific commitment to spirit of legislation • praise for CSA’s commitment to resourcing of new duties (e.g. appointment of manager) 	<ul style="list-style-type: none"> • systematic and transparent screening process to be undertaken from July 2000, and report published • any policies to be implemented in next year will be subject to screening in line with Guidelines • CSA will adopt Age Sector’s comments as part of clear procedure for screening • CSA will develop clear details for carrying out Impact Assessments and will consult on these as part of consultation on screening • training programme revised and will consider comments in the design and delivery of training • CSA’s revised scheme outlines approach to mainstreaming equality and this is operationalised in Action Plan (Appendix 5) • CSA wishes to engage in innovative approach to consultation through a consultative panel • included in revised Scheme • manager now in post
Northern Health and Social Services Board	<ul style="list-style-type: none"> • welcome the draft scheme’s content as a positive and balanced approach to promoting equality 	<ul style="list-style-type: none"> • comments noted by the CSA
The Law Society	<ul style="list-style-type: none"> • no substantive comments to make 	<ul style="list-style-type: none"> • CSA notes comment

Organisation	General Comments	Agency Response
Disability Action	<ul style="list-style-type: none"> • much of detail about how Agency will meet obligations is omitted • shortcomings in Introductory Statement • re-write organisational arrangements section • need to state explicitly that duty included employment and procurement • more clarity needed on screening (including when screening takes place) • what is position on policies originating from other sources – need to ensure that any policy complies with statutory obligations • reference to PAFT not explained • need to state on how priorities for impact assessments will be decided • need to make clear role of consultation in impact assessments • need to detail arrangements for equality impact assessment • need to include commitment on consultation for policy-making • detail is lacking on training • detail on complaints needed • arrangements for public access to information and services • consultation undertaken by CSA was unsatisfactory 	<ul style="list-style-type: none"> • section significantly revised in revised Scheme to take account of comments • in revised Scheme • revised significantly and diagram added • will be included in revised Scheme • all comments accepted and included in revised Scheme • CSA will ensure that it complies with terms of policies originating from other sources • reference removed in revised Scheme • will be decided against priorities in Guidelines in addition to feedback from consultation • stated in revised Scheme • CSA will develop clear details for carrying out Impact Assessments and will consult on these as part of consultation on screening • commitment included in revised Scheme • training programme outlined in greater detail in revised Scheme (p.17) • more detail in revised Scheme (p.19) • review to be conducted in first year of Scheme • CSA wishes to engage in innovative approach to consultation through a consultative panel

Organisation	General Comments	Agency Response
West Belfast Economic Forum	<ul style="list-style-type: none"> • need to ensure linguistic equality • need to conduct assessment of employment policies and the procurement of services • Scheme should clearly detail how obligations will be met (e.g. it should be measurable) • Necessary resources made available for implementing scheme • employees to disclose membership of oath-bound organisations • need to ensure that consultation is open and inclusive • screening to apply to all policies • method for carrying out impact assessment needs to be clear • more detail on monitoring and evaluation procedure • equality training must involve trainers from the named categories in Section 75 	<ul style="list-style-type: none"> • CSA to publish documents in wide range of formats and review access to services and information in year 1 • these areas will be screened • Action Plan (Appendix 5) details how the scheme will be implemented with measurable indicators • CSA has appointed senior manager to oversee the scheme and is setting up an Equality Unit • CSA to keep this under review • CSA wishes to engage in innovative approach to consultation through a consultative panel • this will be made clear in revised scheme • CSA will develop clear details for carrying out Impact Assessments and will consult on these as part of consultation on screening • will take account of WBEF suggestions • will consult relevant organisations in development of training
Womens Resource and Development Agency	<ul style="list-style-type: none"> • prioritization of consultation is needed • possible for public bodies to link up for debate on equality • how will the effectiveness of the consultation be measured 	<ul style="list-style-type: none"> • CSA did prioritise key stakeholders in consultation mailing • the CSA will actively consider this suggestion, and will work with other health agencies on equality issues • CSA accepts that many groups may not have felt able to comment for a variety of reasons and is actively considering options for conducting more meaningful consultation

Organisation	General Comments	Agency Response
<p>Black and Ethnic Minority Voluntary and Community Sector</p>	<ul style="list-style-type: none"> • compliance issues – specific comments (e.g. statement of commitment to the allocation of necessary resources) • welcomes the appointment of senior manager • definition of policy – should explicitly state that policies relate to all areas (including procurement and employment) • do not accept mention of PAFT in screening criteria • need to revise initial timetable for impact assessments • compulsory ant-racist training is needed • equality scheme forum for each sector should be established • consultation must involve black and minority groups • need for an ethnic monitoring system • CSA should establish a translation and interpretation policy • timetable for EIAs is vague • need for more pro-active consultation • consider use of race equality audit 	<ul style="list-style-type: none"> • CSA scheme revised to meet requirements of Equality Commission • CSA notes comment • CSA document makes clear that screening and impact assessments relates to <u>all</u> policies including procurement and employment • CSA agrees and has removed this from revised Scheme • CSA will screen policies and consult on new timetable for impact assessments by July 2001 • CSA will consider this in the design and delivery of training • CSA is already working with other health sector bodies and would be receptive to this idea • CSA accepts and is committed to doing this • CSA has committed itself to reviewing its monitoring systems in its revised Scheme • this will be considered as part of a wider review of access to information and services outlined in Annex 4 • Appendix 5 details approach • CSA notes comments and will take them into account when carrying out future consultation • CSA was impressed by this audit and will consider its application as part of general screening and impact assessment procedures.

Organisation	General Comments	Agency Response
Sperrin Lakeland Trust	<ul style="list-style-type: none"> states that draft is a very comprehensive document suggestion that the CSA will consult the Trust on screening and impact assessment commends format of Scheme (i.e. font) 	<ul style="list-style-type: none"> comments noted by the CSA CSA will undertake to consult the Trust CSA notes comment
Ulster Community and Hospitals Trust	<ul style="list-style-type: none"> Mainstreaming process will only really begin with the impact assessments and consultation 	<ul style="list-style-type: none"> CSA agrees with comment
Homefirst Community Trust	<ul style="list-style-type: none"> note with interest the appointment of a senior manager list of policies proposed are helpful 	<ul style="list-style-type: none"> CSA notes comment CSA notes comment
United Hospitals Trust	<ul style="list-style-type: none"> found the draft scheme helpful 	<ul style="list-style-type: none"> CSA notes comment
Armagh and Dungannon Trust	<ul style="list-style-type: none"> no substantive comments to make 	<ul style="list-style-type: none"> CSA notes comment
Eastern Health Board	<ul style="list-style-type: none"> no substantive comments to make 	<ul style="list-style-type: none"> CSA notes comment
Institute of Directors	<ul style="list-style-type: none"> welcome commitment to equality proposals in draft Scheme are reasonable clear and comprehensive recommend that efficiency and value for money should be major considerations 	<ul style="list-style-type: none"> CSA notes comment CSA notes comment CSA notes comment and will take account of this in the implementation of the Scheme
NIACRO	<ul style="list-style-type: none"> promote equality of opportunity between persons who have and do not have criminal convictions 	<ul style="list-style-type: none"> CSA notes the comment and will keep this under review
Green Park Healthcare Trust	<ul style="list-style-type: none"> comments and thoughts are broadly in line with Trust 	<ul style="list-style-type: none"> CSA notes comment

Organisation	General Comments	Agency Response
Government Purchasing Agency	<ul style="list-style-type: none"> no comments to offer 	<ul style="list-style-type: none"> CSA notes comment
Multi-Cultural Resource Centre	<ul style="list-style-type: none"> need to consider combining anti-racist training with broader equality training programme need to be creative about implementation so that process does not become too technical need for centralisation of funds in health sector to comply with statutory duty consultation – needs to involve minority ethnic groups, be regular and use a range of methods appropriate to circumstances need for CSA to consider MCRC short-term, medium –term and long-term objectives in terms of priority areas 	<ul style="list-style-type: none"> this will be considered in the design and delivery of training CSA notes and agrees with comment CSA notes and agrees with comment CSA notes comments and will take them into account when carrying out future consultation CSA has already undertaken some of these objectives (e.g. commitment to provide information in minority languages) and will take account of other objectives in the implementation of the Scheme
Womens Support Network	<ul style="list-style-type: none"> wish to see a commitment to inclusive and accessible consultation consideration of more up-to-date methods of consultation timetabling of screening process is important more detail on training and who will do training need to ensure that there is enough time for impact assessments need to mention procurement as a policy area which requires proofing 	<ul style="list-style-type: none"> CSA is committed to making consultation accessible and has revised Scheme to make this clear revised Scheme suggests a more innovative approach to consultation Appendix 5 details timetabling for screening revised Scheme gives further detail on training Appendix 5 outlines timetable for impact assessments with review after 1 year this is mentioned in revised Scheme

Organisation	General Comments	Agency Response
COSO	<ul style="list-style-type: none"> • authorities should be aware of multiple identities • need to outline what precise resources are being made by public authority to implementing Scheme • welcomes deferral of screening and suggests one year review of screening in light of new research • equal opportunities policy should be expanded • develop sensitive system of monitoring • need to think about sensitivities of LGBT community in consultation • need to consult with COSO on training 	<ul style="list-style-type: none"> • CSA notes comment and will take account of in carrying out impact assessments • CSA has appointed an equality manager • CSA notes comment and will keep under review suggestion regarding one year review of screening • CSA will review equal opportunities policy as part of general review of access to information and services • CSA will take account of COSO suggestions • CSA welcomes and will take account of suggestions • CSA will consult COSO on training
NIPSA	<ul style="list-style-type: none"> • compliance issues – e.g. top-level commitment to Scheme • need to include training programme and timetable into Scheme • opposed to idea to reduce consultation timetable on certain issues to 6 weeks 	<ul style="list-style-type: none"> • CSA scheme revised to meet requirements of Equality Commission • Appendix 5 details training programme • CSA agrees and has revised Scheme will normally allow at least 8 weeks for all consultation
Equality Commission	<ul style="list-style-type: none"> • broad comments around good relations, training, timetables, screening, clarity of language • specific comments in relation to consultation, monitoring and screening and impact assessment • compliance issues as per audit of CSA Scheme 	<ul style="list-style-type: none"> • CSA has taken account of these comments in relation to the revision of the scheme • CSA has taken account of these comments in relation to the revision of the scheme • CSA has revised Scheme to comply with Equality Commission guidance

**APPENDIX 4: MAIN GROUPS RELEVANT TO THE SECTION 75
CATEGORIES FOR NORTHERN IRELAND PURPOSES**

Category	Main Groups
Religious belief	Protestants; Catholics; people of non-Christian faiths; people of no religious belief
Political opinion	Unionists generally; Nationalist generally; members/supporters of any political party
Racial group	White people; Chinese; Travellers; Indians; Pakistanis; Black people
Men and women generally	Men (including boys); women (including girls), Trans-gendered people
Marital status	Married people; unmarried people; divorced or separated people; widowed people
Age	Children under 16; people of working age (16/65); people over 65
Persons with a disability	Persons with a physical, sensory or learning disability as defined in sections 1 and 2 and Schedules 1 and 2 of the Disability Discrimination Act 1995
Persons with dependants	Persons with personal responsibility for the care of a child; persons with personal responsibility for the care of a person with an incapacitating disability; persons with personal responsibility for the care of a dependant elderly person
Sexual orientation	Heterosexual people; homosexual people; bisexual people

APPENDIX 5 – ACTION PLAN FOR IMPLEMENTING EQUALITY SCHEME

Area of Implementation	Element	Performance Indicator	Milestone	Responsibility
Organisational Arrangements	<ul style="list-style-type: none"> Equality Consultative Panel (ECP) 	<ul style="list-style-type: none"> Equality Consultative Panel established Equality Consultative Panel to meet quarterly Equality Consultative Panel Reviewed 	<ul style="list-style-type: none"> 08/00 08/01 08/01 	Equality Manager (in co-operation with EWG and ECP)
	<ul style="list-style-type: none"> Development of Internal Equality Working Group (EWG) 	<ul style="list-style-type: none"> Departments select link person First meeting of group takes place Terms of Reference and workplan for group agreed Group meets minimum of three times in 2000 Group meets minimum of quarterly in years 2001-2004 	<ul style="list-style-type: none"> 08/00 08/00 08/00 12/00 annually 	Equality Manager (in co-operation with EWG and SMT)
	<ul style="list-style-type: none"> Integration of equality objectives into departmental business plans 	<ul style="list-style-type: none"> SMT agrees equality objectives Equality objectives included in business plans for 2001-2002 Equality objectives reviewed annually in consultation with SMT and included in business plans in years 2002-2004 	<ul style="list-style-type: none"> 11/00 04/01 04/02; 04/03; 04/04 	Equality Manager (in co-operation with EWG and SMT)
	<ul style="list-style-type: none"> Integration of equality objectives into personal performance plans 	<ul style="list-style-type: none"> SMT agrees draft guidance for staff Objectives included in personal performance plans 	<ul style="list-style-type: none"> 12/00 annually 	
Progress Reporting	<ul style="list-style-type: none"> Regular reports to Agency Board 	<ul style="list-style-type: none"> Minuted reports at least quarterly 	<ul style="list-style-type: none"> ongoing 	Equality Manager (in co-operation with SMT and the CSA Board)
	<ul style="list-style-type: none"> Annual reports to Equality Commission 	<ul style="list-style-type: none"> Report sent after approval by Agency Board Report incorporated in Agency Annual Report 	<ul style="list-style-type: none"> annually annually 	
	<ul style="list-style-type: none"> Review of Scheme 	<ul style="list-style-type: none"> Review conducted, published and sent to Commission 	<ul style="list-style-type: none"> 12/05 	

Area of Implementation	Element	Performance Indicator	Milestone	Responsibility
<i>Consultation</i>	<ul style="list-style-type: none"> • Overview of Consultation • Consultation on Equality Impact Assessments 	<ul style="list-style-type: none"> • Meeting takes place to consider joint approaches to consultation with health agency partners • Consultation takes place for Screening of policies in line with the HPSS 2 stage approach (see p.12) • Report of consultation on screening exercise to be included as part of annual report to Equality Commission • Consultation takes place on each Equality Impact Assessment 	<ul style="list-style-type: none"> • 11/00 • 07/01 • 07/01 • ongoing 	Equality Manager in co-operation with EWG and consultative panel (if relevant)
<i>Training</i>	<ul style="list-style-type: none"> • Training programme • Top Level briefing on Equality Scheme • Awareness training • Specialised/focused training 	<ul style="list-style-type: none"> • Training programme agreed by EWG and SMT • Briefing on Equality Scheme by CSA Equality Unit for Board members and Senior Managers takes place • All staff trained by 2003. 33% of staff trained by end 2001, 33% by end 2002, rest by end 2003. • All new staff to receive equality awareness training within 1 year of joining CSA. • Specialised/focused training (see Section 8 of Scheme for types of training) for key staff (minimum of 1 in year 1) 	<ul style="list-style-type: none"> • 09/00 • 09/00 • 12/01; 12//02; 12/03 • ongoing • 07/01 	Equality Manager (in consultation with EWG and SMT)

Area of Implementation	Element	Performance Indicator	Milestone	Responsibility
<i>Equality Impact Assessments (EIAs)</i>	• Screening	<ul style="list-style-type: none"> Finalise screening instrument and procedures, and pilot with sample of policies and agree with EWG Screen all policies Prioritise policies for EIA in conjunction with other HPSS bodies Consult with relevant interest groups on outcome of screening exercise (including proposed priorities for EIA) 	<ul style="list-style-type: none"> 08/00 07/01 07/01 07/01 	Equality Manager (in consultation with other HPSS bodies, EWG and SMT)
	• Plan for EIAs	<ul style="list-style-type: none"> Develop plan for carrying out EIAs, taking account of consultation responses Agree plan for EIAs with other HPSS bodies and SMT Agree plan with Board 	<ul style="list-style-type: none"> 07/01 07/01 07/01 	
	• Carrying out EIAs	<ul style="list-style-type: none"> Begin EIAs in conjunction with other HPSS bodies Review Plan for EIAs Carry out EIAs in accordance with composite HPSS plan for EIAs 	<ul style="list-style-type: none"> 09/01 07/03 ongoing 	Equality Manager (in consultation with other HPSS bodies and SMC)
<i>Promoting Good Relations</i>	• Developing good relations programme	<ul style="list-style-type: none"> Specific statement of commitment to good relations included in press release when Scheme approved Conduct an internal and external audit of good relations Produce report on audit and consult on implementation Implement agreed action plan Include progress report on good relations as part of annual submission to Equality Commission on Equality Scheme 	<ul style="list-style-type: none"> 06/01 12/01 04/02 09/02 annually 	Equality Manager (in consultation with EWG and SMT)

Area of Implementation	Element	Performance Indicator	Milestone	Responsibility
<i>Communication</i>	<ul style="list-style-type: none"> Publication of Equality Scheme 	<ul style="list-style-type: none"> Scheme to be published after approval from the Equality Commission Summary of Scheme to be developed and made available Scheme to be made available in accessible formats on request Scheme to be published on CSA website 	<ul style="list-style-type: none"> 06/01 06/01 06/01 06/01 	Equality Manager (in consultation with EWG and SMT)
	<ul style="list-style-type: none"> Dissemination to key stakeholders 	<ul style="list-style-type: none"> Copy of Scheme to be made available to all staff Copy of Scheme mailed to all those consulted on the Scheme, and to others on request Press Release to the media informing them of the publication of the Equality Scheme 	<ul style="list-style-type: none"> 09/01 09/01 06/01 	Equality Manager (in consultation with EWG and SMT)
<i>Access</i>	<ul style="list-style-type: none"> Review of Access to Information and Services 	<ul style="list-style-type: none"> To conduct a review within one year of the implementation of the scheme covering all aspects of access to information and services, and produce report making recommendations To consult on review with key stakeholders Produce action plan for acting on review recommendations Implementation of action plan begins Carry out action plan to meet performance indicator targets 	<ul style="list-style-type: none"> 07/01 09/01 11/01 12/01 ongoing from 12/01 	Equality Manager (in consultation with EWG and SMT)
<i>Complaints</i>	<ul style="list-style-type: none"> Complaints procedure 	<ul style="list-style-type: none"> To respond to any complaints of non-compliance within one month of complaint being made To report on complaints made on an annual basis to the Equality Commission as part of annual report 	<ul style="list-style-type: none"> ongoing annually 	Administration Manager

