The Consumer Council



Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2018-19

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Documents published relating to our Equality Scheme can be found at:

The Consumer Council draft Corporate Plan 2016-21 https://www.consumercouncil.org.uk/node/944

The Consumer Council annual report and accounts 2018-2019 <u>https://www.consumercouncil.org.uk/policy-</u> <u>research/publications/annual-report-and-accounts-2018-2019</u>

The Consumer Council Equality Scheme was updated in April 2019 and shared with the Equality Commission for review and has been approved. https://www.consumercouncil.org.uk/node/442

Signature:

Maere Holly

This report has been prepared using a template circulated by the Equality Commission.

It presents our progress in fulfilling our statutory equality and good relations duties, and implementing Equality Scheme commitments and Disability Action Plans.

This report reflects progress made between April 2018 and March 2019.

PART A – Section 75 of the Northern Ireland Act 1998 and Equality Scheme

Section 1: Equality and good relations outcomes, impacts and good practice

1 In 2018-19, please provide **examples** of key policy/service delivery developments made by the public authority in this reporting period to better promote equality of opportunity and good relations; and the outcomes and improvements achieved.

Please relate these to the implementation of your statutory equality and good relations duties and Equality Scheme where appropriate.

The Consumer Council works to actively promote and safeguard the interests of all consumers in Northern Ireland. During 2018-19, we have looked to make a real difference for consumers by continuing to develop the five strategic aims of our 2016-21 Corporate Plan:

- 1. Empowering consumers;
- 2. Representing consumers;
- 3. Protecting consumers;
- 4. Understanding the needs of future consumers; and
- 5. Providing value for money and good governance.

As our principal statutory duty is to promote and safeguard the interests of consumers, we represent all types of consumers, regardless of age, race, sex and all of the Section 75 categories.

The Consumer Council in delivering its work-plan met with and delivered results for groups and individuals in the Section 75 (S75) categories over the year. We specifically looked for opportunities to help with the needs of younger and older people and those with a disability or reduced mobility.

In summary, the developments were:

- Championing the needs of vulnerable and disabled consumers in our policy work related to water, energy, postal services and transport policy for consumers in Northern Ireland.
- Conducting site visits and making recommendations for positive changes to ensure consumers' needs in relation to the S75 groups are met.
- Running a Consumer Parliament which created a space for consumers and stakeholders within the S75 groups to have their voices heard and take part in the discussions.
- Adding new functionality to The Consumer Council website to meet the needs of consumers with disabilities and those whose first language is not English.
- We became a JAM accredited organisation and reaccredited for the Customer Service Excellence award which helped us ensure our policies and procedures were meeting the needs of all consumers.
- Undertook a Consumer Insight Survey with a representative sample of the demography of Northern Ireland. This highlighted emerging issues with a particular focus on vulnerable consumers.

- Undertook a range of outreach events and stakeholder forums to promote the rights of all consumers, including various S75 groups.
- Made arrangements to support staff with a disability and ran training.
- The Consumer Council provides a complaints service to help consumers who have not been able to resolve their complaint with a service provider. The process asks that consumers contact the service provider in the first instance before we will investigate the complaint on their behalf. If however the consumer has not contacted the service provider, but due to the nature of the complaint, for example if it is deemed an emergency, or, based on the discussion with the consumer, there is thought to be some vulnerability, The Consumer Council will represent the consumer from this point forward. This is categorised as a Stage 1 Investigation.
- We have a remit to pursue postal complaints on behalf of those who are vulnerable, and provide advice and guidance to all other consumers on postal issues.

More detailed examples are set out in question 2.

2 Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2018-19 (*or append the plan with progress/examples identified*).

Key equality outcomes achieved during 2018-19 were:

- We undertook research around Royal Mail's Universal Service Obligation which helped Ofcom to develop safeguards for vulnerable consumers.
- Continued to conduct reviews of Post Office relocations (now totalling 86) to check new internal layouts are in keeping with disability legislation and areas are accessible for all consumers. We have given feedback to Post Offices when needed for specific locations.
- Developed and set up accessibility forums in all three Northern Ireland airports.
- Delivered information sessions for seven groups of consumers with a disability and reduced mobility to promote awareness of their passenger rights.
- Conducted a site visit on the new Glider bus with a passenger with a disability and made suggestions to Translink for changes to be made.
- Attended IMTAC (Inclusive Mobility and Transport Advisory Committee) board meetings and provided an update on issues relating to accessible transport.
- Became members of Translink's new Accessibility Working Group which develops recommendations to improve access to Translink's services.
- Provided specific services for young people through the uniformed groups and in particular launched a new 'Consumer Champion' badge with the Boys Brigade. This was designed to empower young people to be confident consumers.
- Consumer education and outreach was undertaken through 198 presentations and events and we engaged with over 7,800 consumers. Some of these were specifically with established groups in the churches, young people, older people and those with a disability.
- We developed a written guide for students preparing to move away from home and had an information stand at 10 further education/university fresher fairs across Northern Ireland.
- We developed an online advice directory to help signpost consumers for help with all consumer issues.
- We worked in partnership with Triangle Housing Association to create a video to educate and inform its residents about energy efficiency, how to take a meter read and how to switch energy supplier. This was specifically to meet the requirements of consumers with disabilities and support needs.
- We provided workplace seminars and engaged with employees from Northern Ireland, Romania, Slovakia and Poland whose first language was not English.
- Recertified against the Customer Service Excellence award which included an in-depth examination of The Consumer Council's policies and practices. We highlighted some of the things we have in place for the S75 groups.
- We provided evidence to LINK to represent consumers in Northern Ireland and their specific needs in the face of a changing landscape for charges related to cash machines.
- Engaged with Inspire during Mental Health Awareness Week to raise awareness of mental health issues for all staff and line managers.
- Provided Recruitment and Selection training for staff which includes raising awareness of unconscious bias.
- Arrangements were made for staff who acquired a disability. The Occupational Health Service advised on arrangements to support their return to work to ensure they were able to continue to perform effectively.
- Promoted JAM card to utility companies, transport providers, regulators and government departments.

- Ran a third Consumer Parliament in Belfast with around 220 consumers and stakeholders including specific groups representing older people, young people and those with a disability. This gave consumers the opportunity to discuss energy, water, postal, transport and consumer rights issues.
- We started a partnership with Resolver to enable all consumers to complain about any consumer issue via The Consumer Council website, rather than the more limited areas within our statute. This has made making a complaint more accessible for all consumers wishing to use online methods.
- Undertook a Consumer Insight Survey, with a sample representative of the demography of Northern Ireland. The survey has uncovered a range of consumer issues and in particular we have noted concerns from consumers who are disabled.
- Installed a new facility called Reciteme on The Consumer Council website. It is a web based accessibility tool that allows visitors to customise the website in the way they need. For example, speech functionality, dyslexia software, an interactive dictionary, and a translation tool with over 100 languages.
- Carried out a customer journey mapping exercise and measured that 99% of consumers agreed it was easy to contact The Consumer Council. This is indicative of all S75 groups. We also measured the emotional wellbeing of the consumers who used our services and 96.8% reported a positive score saying our help made them feel supported and less anxious about their consumer affairs.
- Developed partnerships with the YMCA and local schools to develop and deliver educational materials for young people on the high cost of borrowing.
- Conducted research on the views of Northern Ireland consumers relating to using home heating oil, using pre-payment meters for gas and electricity and opinions on doorstep selling from energy companies. Two focus groups were conducted along with a face to face survey of 1,000+ consumers. These were representative of the population of Northern Ireland, therefore inclusive of the S75 groups. There were topics and questions specifically for vulnerable consumers such as operating a keypad meter, distance travelled to the top-up outlet, affordability and dealing with doorstep sellers at home.

3 Has the **application of the Equality Scheme** commitments resulted in any **changes** to policy, practice, procedures and/or service delivery areas during the 2018-19 reporting period? (tick one box only)

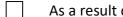
 \square Yes No (go to Q.4) Not applicable (go to Q.4)

Please provide any details and examples:

3a With regard to the change(s) made to policies, practices or procedures and/or service delivery areas, what difference was made, or will be made, for individuals, i.e. the impact on those according to Section 75 category?

Please provide any details and examples:

3b	What aspect of the Equality Scheme prompted or led to the change(s)? (tick all that
	apply)



As a result of the organisation's screening of a policy (please give details):

As a result of what was identified through the EQIA and consultation exercise (please give details):

As a result of analysis from monitoring the impact (please give details):

As a result of changes to access to information and services (please specify and give details):



 \square

Other (please specify and give details):

Section 2: Progress on Equality Scheme commitments and action plans/measures

Arrangements for assessing compliance (Model Equality Scheme Chapter 2)

- 4 Were the Section 75 statutory duties integrated within job descriptions during the 2018-19 reporting period? (tick one box only)
 - Yes, organisation wide
 - Yes, some departments/jobs
 - No, this is not an Equality Scheme commitment
 - No, this is scheduled for later in the Equality Scheme, or has already been done
 - Not applicable

Please provide any details and examples:

The Consumer Council is an equal opportunities employer. All applications are considered strictly on the basis of merit only.

- 5 Were the Section 75 statutory duties integrated within performance plans during the 2018-19 reporting period? (tick one box only)
 - Yes, organisation wide
 - Yes, some departments/jobs
 - No, this is not an Equality Scheme commitment
 - No, this is scheduled for later in the Equality Scheme, or has already been done
 - Not applicable

Please provide any details and examples:

6 In the 2018-19 reporting period were objectives/ targets/ performance measures relating to the Section 75 statutory duties integrated into corporate plans, strategic planning and/or operational business plans? (tick all that apply)



Yes, through the work to prepare or develop the new corporate plan

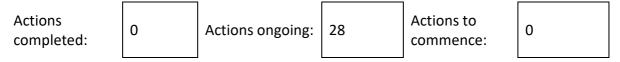
Yes, through organisation wide annual business planning

This is covered in the annual forward work programme.

	Yes, in some departments/jobs
	No, these are already mainstreamed through the organisation's ongoing corporate plan
	No, the organisation's planning cycle does not coincide with this 2018-19 report
	Not applicable
Please i	provide any details and examples:

Equality action plans/measures

7 Within the 2018-19 reporting period, please indicate the **number** of:



Please provide any details and examples (*in addition to question 2*):

The Consumer Council has carried out a significant range of actions in accordance with the Equality Scheme Action Plan during this reporting period. As an organisation we are constantly reacting to change in the consumer landscape and therefore the actions are noted as 'ongoing' rather than 'complete'. They will continue throughout the lifespan of the Equality Scheme.

Details of projects are outlined in the response to question 2.

In line with the plan we have done the following:

Provided advice and information to consumers.

Worked in partnership with the advice sector.

Worked with education organisations to develop consumer education packages in schools, further education colleges and universities.

Continued to meet with the North/South consumer group and the Consumer Protection Partnership.

Worked with energy, postal, water and transport providers to ensure the needs of consumers were met.

Promoted consumer switching to develop competitive markets.

Played a leadership role in Northern Ireland consumer issues.

Developed strategies for consumers who are disabled, ill, older people, those on low incomes and those who reside in rural areas.

Kept up to date with regional differences between Northern Ireland consumers and those in Great Britain.

Worked with the Competition and Markets Authority to provide evidence on the impact of the price of home heating oil on households in Northern Ireland; on parcel surcharging (having to pay more to have parcels delivered to Northern Ireland) and the launch of The Delivery Law website (to help consumers understand their rights). This was designed to help all consumers and as such will have had an impact on S75 groups.

Worked with regulators on price controls to represent consumers and ensure they are getting the best value for money possible. We responded to Ofcom's Price Cap on Postal Services, highlighting the needs of vulnerable consumers to ensure stamp prices were affordable to all.

Reviewed the impact of digitalisation on consumers by supporting Digital Assist through volunteering over five days (Belfast and Strabane) to help consumers go online. We engaged with 27 consumers on the programme.

Represented passengers with a disability or reduced mobility.

Ensured consumers have convenient access to Royal Mail's service through Post Office outlets across Northern Ireland.

Provided help with consumer complaints.

Worked with business to ensure consumers receive a fair price.

Protected consumers through working with regulators in the development of regulations/licences.

Monitored the cost of living.

Worked to increase trust in Northern Ireland markets so consumers are more informed and have access to better deals.

Monitored consumer trends and emerging areas of detriment.

Analysed data to understand the impact of consumers today on consumers of tomorrow.

Developed sustainable consumers in Northern Ireland through education.

Encouraged consumers to develop sustainable consumption.

Worked to ensure the capability gap between prosperous and less prosperous does not increase.

Worked with the relevant bodies to ensure energy and water infrastructure meets the needs of future consumers.

8 Please give details of changes or amendments made to the equality action plan/measures during the 2018-19 reporting period (*points not identified in an appended plan*):

None

9 In reviewing progress on the equality action plan/action measures during the 2018-19 reporting period, the following have been identified: *(tick all that apply)*

Continuing action(s), to progress the next stage addressing the known inequality

Action(s) to address the known inequality in a different way

Action(s) to address newly identified inequalities/recently prioritised inequalities

Measures to address a prioritised inequality have been completed

Arrangements for consulting (Model Equality Scheme Chapter 3)

10 Following the initial notification of consultations, a targeted approach was taken – and consultation with those for whom the issue was of particular relevance: (*tick one box only*)



All the time

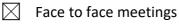
Sometimes

Never

11 Please provide any **details and examples of good practice** in consultation during the 2018-19 reporting period, on matters relevant (e.g. the development of a policy that has been screened in) to the need to promote equality of opportunity and/or the desirability of promoting good relations:

The Consumer Council has given opportunities to all consumers to take part in discussions and surveys to have their voices heard on consumer matters.

- Consumer education and outreach was undertaken through 198 presentations and events and we engaged with over 7,800 consumers. Some of these were specifically with established groups in the churches, young people, older people and those with a disability.
- Undertook a Consumer Insight Survey, with a sample representative of the demography of Northern Ireland. The survey has uncovered a range of consumer issues and in particular we have noted concerns from consumers who are disabled.
- Ran a range of information sessions to give consumers with disabilities the opportunity to voice their concerns.
- We ran our third annual Consumer Parliament in Belfast to give consumers the opportunity have their voices heard.
- **12** In the 2018-19 reporting period, given the consultation methods offered, which consultation methods were **most frequently** <u>used</u> **by consultees**: (*tick all that apply*)



- Focus groups
- Written documents with the opportunity to comment in writing

reports):

	Questionnaires
	Information/notification by email with an opportunity to opt in/out of the consultation
	Internet discussions
	Telephone consultations
	Other (please specify):
	Please provide any details or examples of the uptake of these methods of consultation in relation to the consultees' membership of particular Section 75 categories:
	 The Consumer Council consulted on its draft Forward Work Programme for 2019-20, we used a variety of means to do this: Face to face discussions; Public consultation event; Online - The Consumer Council website including contact details for a specific member of staff; Social media - facebook and twitter Online Survey Monkey; and Formal consultation response.
13	Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2018-19 reporting period? (tick one box only)
	Yes No Not applicable
	Please provide any details and examples:
14	Was the consultation list reviewed during the 2018-19 reporting period? (tick one box only)
	Yes No Xot applicable – no commitment to review
	ngements for assessing and consulting on the likely impact of policies (Model Equality eme Chapter 4)
-	ert link to any web pages where screening templates and/or other reports associated with ality Scheme commitments are published]
15	Please provide the number of policies screened during the year (as recorded in screening

12

0 The Consumer Council comments on policies designed by other bodies such as Translink, The Utility Regulator and the Financial Conduct Authority. As such the policies have already been screened. The HR policies come directly from the NICS therefore they have also already been screened.

The Consumer Council uses the NI Civil Service policies therefore no need to screen.

16 Please provide the **number of assessments** that were consulted upon during 2018-19:

0	Policy consultations conducted with screening assessment presented.
0	Policy consultations conducted with an equality impact assessment (EQIA) presented.
0	Consultations for an EQIA alone.

- **17** Please provide details of the **main consultations** conducted on an assessment (as described above) or other matters relevant to the Section 75 duties:
 - N/A
- **18** Were any screening decisions (or equivalent initial assessments of relevance) reviewed following concerns raised by consultees? *(tick one box only)*

Y	es	No concerns were	No	\boxtimes	Not
		raised			applicable

Please provide any details and examples:

Arrangements for publishing the results of assessments (Model Equality Scheme Chapter 4)

19 Following decisions on a policy, were the results of any EQIAs published during the 2018-19 reporting period? (*tick one box only*)

Yes 🗌 No 🔀 Not applicable

Please provide any details and examples:

PART A

Arrangements for monitoring and publishing the results of monitoring (Model Equality Scheme Chapter 4)

20 From the Equality Scheme monitoring arrangements, was there an audit of existing information systems during the 2018-19 reporting period? (*tick one box only*)

Γ	

No, already taken place

Not applicable

Please provide any details:

later date

Yes

21 In analysing monitoring information gathered, was any action taken to change/review any policies? (*tick one box only*)

YesNoNot applicable

No, scheduled to take place at a

Please provide any details and examples:

22 Please provide any details or examples of where the monitoring of policies, during the 2018-19 reporting period, has shown changes to differential/adverse impacts previously assessed:

N/A

23 Please provide any details or examples of monitoring that has contributed to the availability of equality and good relations information/data for service delivery planning or policy development:

N/A

Staff Training (Model Equality Scheme Chapter 5)

24 Please report on the activities from the training plan/programme (section 5.4 of the Model Equality Scheme) undertaken during 2018-19, and the extent to which they met the training objectives in the Equality Scheme.

Staff received Recruitment and Selection training which includes raising awareness of unconscious bias.

All staff attended training delivered by the NSPCC in March 2018. This was in relation to safeguarding. The course covered identifying the relevant legislation and guidance that safeguards young people along with practical advice.

25 Please provide **any examples** of relevant training shown to have worked well, in that participants have achieved the necessary skills and knowledge to achieve the stated objectives:

Nil

Public Access to Information and Services (Model Equality Scheme Chapter 6)

26 Please list **any examples** of where monitoring during 2018-19, across all functions, has resulted in action and improvement in relation **to access to information and services**:

Development of The Consumer Council website to meet the needs of consumers with sight or health problems, or those whose first language is not English, for example, the installation of the Reciteme function.

Use of social media to complement all of the communications campaigns over the year.

Outreach activities- reaching a diverse range of audiences, including older people, schools and colleges, church and special interest groups, and working age consumers at workplace education events.

Complaints (Model Equality Scheme Chapter 8)

27 How many complaints in relation to the Equality Scheme have been received during 2018-19?

Insert number here:



Please provide any details of each complaint raised and outcome:

Section 3: Looking Forward

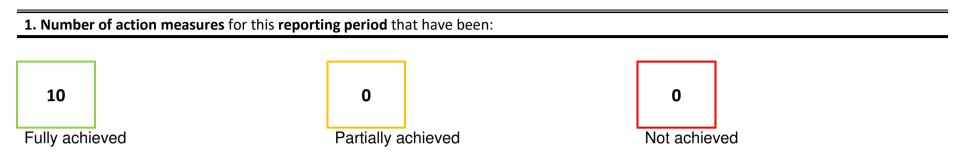
28 Please indicate when the Equality Scheme is due for review:

The scheme document was updated in April 2019 and approved by the Equality Commission. A new scheme will be developed for 2021, in line with the next corporate plan.

- **29** Are there areas of the Equality Scheme arrangements (screening/consultation/training) your organisation anticipates will be focused upon in the next reporting period? *(please provide details)*
 - Training
 - Continual scrutiny of policies to ensure they meet the needs of all consumers
 - Engagement with consumers to help them understand their specific rights
- **30** In relation to the advice and services that the Commission offers, what **equality and good relations priorities** are anticipated over the next (2018-19) reporting period? (*please tick any that apply*)
 - ____ Employment
 - Goods, facilities and services
 - Legislative changes
 - Organisational changes/ new functions
 - Nothing specific, more of the same
 - Other (please state):

PART B

PART B - Section 49A of the Disability Discrimination Act 1995 (as amended) and Disability Action Plans



2. Please outline below details on <u>all</u> actions that have been fully achieved in the reporting period.

2 (a) Please highlight what **public life measures** have been achieved to encourage disabled people to participate in public life at National, Regional and Local levels:

Level	Public Life Action Measures	Outputs ⁱ	Outcomes / Impact ⁱⁱ
National ⁱⁱⁱ			
Regional ^{iv}			
Local ^v	Ran a Consumer Parliament event in March 2019.	We invited disability organisations and opened the event invitation to all consumers, particularly those with disabilities. We put measures in place to ensure those with a disability were welcomed and their needs met in relation to premises (hearing loop, disabled access	The event was successful and met the needs of all consumers, allowing those with a disability to fully participate and have their voices heard.

		and toilets, presentations along with audio and a sign language interpreter) and assistance with getting to and from the event.	
Local	Consumer outreach activities	Ran a series of events to promote consumer rights for all consumers. This included meeting with a range of groups including visually impaired, students with learning disabilities, consumers with dementia.	Events allowed those with a disability to fully participate and have their voices heard.
Local	Site visit of the new Glider bus service	Staff accompanied a consumer with a disability on the new Glider service to gather feedback on how it met their needs.	A report was shared with Translink and a number of recommendations were taken into account for improvement.
Local	Accessibility forums at airports	Developed and set up forums at all three NI airports.	Gave stakeholders the opportunity to engage in the forums and have their voices heard.
Local	Access to Post Offices	We conducted reviews of Post Office relocations (now totalling 86) to check internal layouts are in keeping with disability legislation.	We made recommendations for specific Post Offices to alter internal layouts to meet the needs of those with a physical disability.

2(b) What training action measures were achieved in this reporting period?

	Training Action Measures	Outputs	Outcome / Impact
1	Training session on Recruitment and Selection	To highlight areas of unconscious bias	Has been useful for staff when sitting on recruitment panels to identify things that could exclude candidates with a disability.
2	Staff received training from the Now Project on JAM- just a minute	Very useful training. It encouraged all staff to understand the communication needs of consumers with autism, what to look out for and how to offer extra help.	Staff in a better position to meet with needs of consumers with autism or those who may take longer to process language.

2(c) What Positive attitudes action measures in the area of Communications were achieved in this reporting period?

	Communications Action Measures	Outputs	Outcome / Impact
1	Promotion of Mental Health Awareness week	We ran an internal communication for staff, sharing information on maintaining good mental health. We also supported the awareness week online via social media.	Staff took time out to think about their mental health and understand the measures needed for staying on top of things. Campaigns were supported online enabling further reach to our target audiences with positive messages.

2	Mental Health First Aid course	10 staff attended this course in March	This helped to increase the knowledge and
		2019.	confidence of staff, enabling them to provide
			first aid and support for people experiencing
			mental health problems at home and at work.

2 (d) What action measures were achieved to 'encourage others' to promote the two duties:

	Encourage others Action Measures	Outputs	Outcome / Impact
1	Equipping stakeholders at airport accessibility forums with the knowledge of passenger rights so they can share this with others within their organisations.	Stakeholders attending the forums came from existing disability groups and organisations. They were equipped with knowledge on the rights of passengers travelling with a disability or reduced mobility.	Stakeholders were able to disseminate the information to wider audiences within their organisations and promote the availability of assistance services for passengers with a disability or reduced mobility.
2			

2 (e) Please outline **any additional action measures** that were fully achieved other than those listed in the tables above:

	Action Measures fully implemented (other than Training and specific public life measures)	Outputs	Outcomes / Impact
1	The Equality Officer attended a seminar in December 2018 on the development of Disability Action Plans.	A draft Disability Action Plan is in development with input from staff members and there are plans to work with Disability groups to review this.	Better understanding of how to create and manage a Disability Action Plan.
2	Upgrade to the website with Reciteme.	Upgraded the website with a new application called 'Reciteme' which allows consumers to change the size of font and the screen appearance to suit their needs. It also reads out the text aloud, for those with impaired sight.	Good upgrade to the website and we will monitor its use over the first year.
3	Supporting staff with a disability	Arrangements were made for staff who acquired a disability. The Occupational Health Service was used to advise on arrangements to support their return to work to ensure they were able to continue to perform effectively.	We met the needs of staff with a disability and became more knowledgeable about the government advisory services available to help with this.

3. Please outline what action measures have been **partly achieved** as follows:

	Action Measures partly achieved	Milestones/ Outputs	Outcomes/Impacts	Reasons not fully achieved
1	None			
2				

4. Please outline what action measures have <u>not</u> been achieved and the reasons why.

	Action Measures not met	Reasons
1	None	
2		

5. What **monitoring tools** have been put in place to evaluate the degree to which actions have been effective / develop new opportunities for action?

(a) Qualitative

Focus groups and other research in the areas of water, postal services, transport and energy policy.

(b) Quantitative

Complaints handling database, annual Insight Survey with specific data on consumers with a disability.

6. As a result of monitoring progress against actions has your organisation either:

- made any **revisions** to your plan during the reporting period or
- taken any additional steps to meet the disability duties which were not outlined in your original disability action plan / any other changes?

No

If yes please outline below:

	Revised/Additional Action Measures	Performance Indicator	Timescale
1			
2			
3			
4			

5		

7. Do you intend to make any further **revisions to your plan** in light of your organisation's annual review of the plan? If so, please outline proposed changes?

The Disability Action Plan is in development and will be published during 2019-20.

ⁱⁱ Outcome / Impact – what specifically and tangibly has changed in making progress towards the duties? What impact can directly be attributed to taking this action? Indicate the results of undertaking this action e.g. Evaluation indicating a tangible shift in attitudes before and after training.

ⁱ Outputs – defined as act of producing, amount of something produced over a period, processes undertaken to implement the action measure e.g. Undertook 10 training sessions with 100 people at customer service level.

ⁱⁱⁱ National : Situations where people can influence policy at a high impact level e.g. Public Appointments

^{iv} **Regional**: Situations where people can influence policy decision making at a middle impact level

^v Local : Situations where people can influence policy decision making at lower impact level e.g. one off consultations, local fora.