

safefood (Food Safety Promotion Board)



Public Authority Statutory Equality and Good Relations Duties Annual Progress Report

Contact:

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

www.safefood.net

Signature:

A handwritten signature in blue ink, appearing to read "P. Fitzgerald", enclosed within a rectangular box.

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 2021 and March 2022

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 2021-22, 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.

safefood has promoted food safety and healthy eating on the island of Ireland in accordance with its legislative remit since December 1999. **safefood** have made it a priority to communicate positively in a direct and clear manner to move consumers and those involved in the food chain towards a better understanding of food safety, nutrition and healthy eating. Our goal is to influence behaviour in the overall interests of improved public health. This is mainstreamed through our Corporate Plans and our annual Business Plans. These documents outline the role that **safefood** takes in empowering consumers to make the necessary improvements to their choices and behaviour while maintaining our core values of dignity and respect.

Some examples of developments during April 2021 to March 2022 were:-

Community Food Initiatives (CFIs)

safefood is immensely proud of its role funding Community Food Initiatives (CFIs) since 2010. By supporting sustainable projects which have a focus on food, it is helping to develop lifelong food skills and influence healthier choices. This local approach can have a lasting impact on the health of children, adults and their wider communities across the island of Ireland. **safefood** looks forward to the future work of CFIs and the transformative effect they can have.

safefood's Community Food Initiatives Programme aims to positively influence the eating habits of families with children in low-income communities by focusing on the skills and knowledge around food and healthy eating, healthier shopping and enhanced cooking skills. All of these are tangible, transferable skills that can benefit an entire community. The CFI model demonstrates how collaborating with communities can influence healthier food choices and learning lifelong skills. Funding of the CFI's has helped over 40,000 people by offering real and practical help in local communities by funding 44 projects.

The fourth 3-year programme of CFIs ran to the end of 2021 with 14 community organisations recruited, including 5 in Northern Ireland, to deliver the programme. The focus of the CFI programme was families with children up to the age of 12 years. Support was provided on developing skills and knowledge that positively influence the eating habits and basic food skills among families and individuals in low income areas.

Knowledge Network

safefood's unique north/south position promotes cooperation linkages with stakeholders working in the food sector, public health and health promotion to strengthen the integrity of the food chain and improve public health.

Members of the Knowledge Network form a community of over 3600 professionals working in food businesses, environmental health, regulatory agencies, public health, food testing laboratories, research and education.

The Knowledge Network aims to form a dynamic and rewarding environment for the exchange of food safety information for mutual benefit of its members. It aims to bring together those involved in knowledge creation and application and policy development to support and enhance food safety. The Knowledge Network has created and augmented linkages across the island of Ireland between food safety professionals throughout the whole food chain since 2011.

All-island Food Poverty Network

Food poverty, defined as the inability to access a nutritionally adequate diet, is a significant issue for many people on the island of Ireland. In Northern Ireland 16% of adults were food insecure in 2020-2021, 9% had low food security and 7% had very low food security.

The Network was established in 2009 to provide a co-ordinated and strategic approach to tackling food poverty on the island of Ireland. It supports the development of consensus on related issues, collaboration, and shared learning. The Network is co-chaired by **safefood** and The Food Standards Agency, Northern Ireland.

Eighteen organisations are represented on the forum from Government departments and agencies, academia and NGOs. Members meet on a regular basis to share experiences and knowledge to help address the issue of food poverty on the island.

Partnership Working

Working in partnership is at the heart of **safefood's** role as a North/South body. Whether in our communication campaigns, scientific research or professional networks, our partnership approach brings many positive connections and long-lasting relationships on the island of Ireland.

An innovative new partnership between **safefood** and the Irish Football Association (IFA) in Northern Ireland used football to encourage children to adopt healthier eating and lifestyle habits. **safefood** became the Irish FA's official safe and healthy eating partner in June 2021. The two organisations came together to deliver a series of football-based programmes and events across Northern Ireland to teach young people the importance of creating healthy eating habits and being physically active from a young age.

The new partnership kicked off with children from primary schools participating in one day festivals that incorporated interactive and practical challenges and games to introduce children to the benefits of healthy eating and physical activity.

The interactive resource titled 'On the ball - healthy know-how for active kids' was developed by **safefood** to be delivered by the IFA's Let them Play Officers via a six-week after school programme. The programme educates children aged between 8 – 10-year-olds to make healthier choices in terms of physical activity and nutrition.

- 2 Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2021-22 (*or append the plan with progress/examples identified*).

Community Food Initiative in 2021

The Community Food Initiative Programme, which runs in three-year blocks, completed its fourth tranche at the end of 2021. Over the three-year span:

- The programme engaged with almost 5,250 families over a 3-year period.
- 3,769 families took part in community events
- 1,479 families participated in small projects
- The 2019-2021 programme funded 14 community initiatives.

Evaluation of the programme has shown to have had a positive impact on families and communities increasing awareness and knowledge around healthy eating.

The Covid-19 pandemic impacted greatly on the last CFI programme. The CFI leaders had to adapt the delivery of their projects in response to the resulting public health restrictions. Each CFI faced a unique set of challenges in their communities. The CFIs showed innovation, creativity, and resilience in their response to these challenges, moving to delivering programmes online. This proved very successful with many CFIs running a greater number of projects each year and engaging with a larger audience.

Participants said they enjoyed the programme and found it useful, rewarding and fun. They reported changes in food skills and behaviours. Many of these changes have the potential to be long-term changes.

Knowledge Network

safefood's objectives for the Knowledge Network over the three years 2019 – 2022 are:

- To raise awareness and provide opportunities for the sharing and learning of best practice.
- food safety knowledge on the island of Ireland.
- To further develop multidisciplinary and cross-jurisdictional working relationships between food safety professionals.

- To provide a reliable source of expertise for **safefood** with a view to exploring existing concerns.
- identifying emerging issues in food safety and enhancing the in-house evidence base.
- To promote cooperation, collaboration and synergies between professionals in the food safety arena throughout the island of Ireland.

By the end of 2021 the knowledge network successes were:

- Membership stands at 3,600
- There were 140 new members in 2021
- 33 events were delivered to nearly 1,000 people
- Attendees represented 268 different employment backgrounds.
- 14 events were held to support small to medium food businesses.
- 12 editions of network news were published
- 3 editions of the food chain were delivered to 2,400 subscribers

All-island Food Poverty Network

safefood in partnership with the Food Standards Agency Northern Ireland hosted the annual All-island Food Poverty Network webinar on the topic of 'food poverty and health inequalities' in September. Speakers discussed health inequalities, the implications for food poverty and the impact of a nutritionally poor diet. The webinar was attended by 186 delegates.

safefood also hosted a podcast with the two lead researchers, issued a press release to media, created web content and messaged on our content on our social channels. Publicity coverage for this story was excellent with 34 pieces of press coverage, including 31 print and online articles and 3 pieces of broadcast, resulting in coverage of 1,085,628 people seeing the news story.

Two editions of the All-island Food Poverty Network newsletter were published in 2021 to over 219 subscribers.

Partnership Working

The new partnership with the Irish Football Association (IFA) in Northern Ireland kicked off with more than 1,200 children across 12 primary schools participating in one day festivals that incorporated interactive and practical

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challenges and games to introduce children to the benefits of healthy eating and physical activity. The interactive resource titled 'On the ball - healthy know-how for active kids' was developed by **safefood** to be delivered by the IFA's Let them Play Officers via a six-week after school programme. 48 schools took part in *On the ball* with over 720 children participating.

PART A

3 Has the **application of the Equality Scheme** commitments resulted in any **changes** to policy, practice, procedures and/or service delivery areas during the 2021-22 reporting period? *(tick one box only)*

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):*

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 2021-22 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:

All job descriptions reflect the importance of equality within **safefood**.

- 5 Were the Section 75 statutory duties integrated within performance plans during the 2021-22 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:

safefood's business planning process includes a commitment to S75 statutory duties.

- 6 In the 2021-22 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
 - Yes, in some departments/jobs

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- No, these are already mainstreamed through the organisation's ongoing corporate plan
- No, the organisation's planning cycle does not coincide with this 2021-22 report
- Not applicable

Please provide any details and examples:

Not Applicable

Equality action plans/measures

7 Within the 2021-22 reporting period, please indicate the **number** of:

Actions completed: Actions ongoing: Actions to commence:

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

All Groups

Campaigns, initiatives and strategies addressing food safety and health issues gave specific consideration of how best to reach target groups while avoiding social stigma and blame. During the reporting period 2021-22 there was ongoing consideration given for each campaign, initiative and strategy. Opportunities to specifically target men were identified and actioned to help them to adopt safer and healthier food preferences.

People with Disabilities

To ensure that the Disability Action Plan targets were met **safefood** continued to review information provisions to ascertain if more tailored communication approaches were required. The aim was to remove or ease barriers to general communication methods and develop positive behavioural changes. Ongoing monitoring and evaluation of the Disability Action Plan 2021-2025 was undertaken throughout the reporting period.

Provision of Accessible Information Services

Pro-actively developed in accessible formats **safefood's** information, both written and web-based, to suit the needs of all equality groups. **safefood** sought to enhance Website accessibility and technology to suit the needs of different groups, whilst ensuring the website continued to meet Web Content Accessibility Guidelines. Work commenced on updating the Accessibility Statement during the reporting period.

PART A

- 8 Please give details of changes or amendments made to the equality action plan/measures during the 2021-22 reporting period (*points not identified in an appended plan*):

Not Applicable

- 9 In reviewing progress on the equality action plan/action measures during the 2021-22 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 2021-22 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:

Where possible **safefood** engages in consultation with national charities, public authorities and government departments, awareness groups and focus groups across the island for its campaigns. However during the reporting period 2021-22 consultation was curtailed due to staff having to work from home during the reporting period because of public health protocols in place during the Covid-19 pandemic.

- 12 In the 2021-22 reporting period, given the consultation methods offered, which consultation methods were **most frequently used by consultees**: (*tick all that apply*)

- Face to face meetings
- Focus groups
- Written documents with the opportunity to comment in writing
- Questionnaires

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- 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:

Consultation was limited during the 2021-22 period due to the ongoing requirement to work from home (WFH) due to the Covid-19 pandemic. This meant that opportunities for face-to-face meetings and focus groups with consultees were severely restricted throughout the reporting period 2021-22.

- 13** Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2021-22 reporting period? (*tick one box only*)

Yes No Not applicable

Please provide any details and examples:

Awareness-raising activities for consultees were severely restricted due to working from home arrangements due to the Covid-19 pandemic limiting the opportunities to engage with consultees.

- 14** Was the consultation list reviewed during the 2021-22 reporting period? (*tick one box only*)

Yes No Not applicable – no commitment to review

Arrangements for assessing and consulting on the likely impact of policies (Model Equality Scheme Chapter 4)

- 15** Please provide the **number** of policies screened during the year (*as recorded in screening reports*):

3

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16 Please provide the **number of assessments** that were consulted upon during 2021-22:

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:

No consultations were conducted during the period 2021-22

18 Were any screening decisions (or equivalent initial assessments of relevance) reviewed following concerns raised by consultees? (*tick one box only*)

- Yes No concerns were raised No Not applicable

Please provide any details and examples:

No concerns raised by consultees

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 2021-22 reporting period? (*tick one box only*)

- Yes No Not applicable

Please provide any details and examples:

Not Applicable

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 2021-22 reporting period? (*tick one box only*)

- Yes No, already taken place
 No, scheduled to take place at a later date Not applicable

PART A

Please provide any details:

Not Applicable

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

Yes No Not applicable

Please provide any details and examples:

Not Applicable

- 22** Please provide any details or examples of where the monitoring of policies, during the 2021-22 reporting period, has shown changes to differential/adverse impacts previously assessed:

Not Applicable

- 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:

Not Applicable

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 2021-22, and the extent to which they met the training objectives in the Equality Scheme.

Training opportunities during the period 2021-22 were limited as most staff were working from home due to the Covid-19 pandemic public health protocols. Opportunities to organise face-to-face training activities were severely restricted.

However, **safefood** continued to provide equality awareness training to new employees as part of their induction process. This training was facilitated through online learning courses.

- 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:

Safefood utilises online learning as part of its induction process. Employees during their induction process undertake a series of training modules on equality and disability awareness. As part of this online learning methodology the participants are tested at the end of each module to measure their learning. Results have shown high levels of assimilation of knowledge by participants who have undertaken these modules.

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

- 26 Please list **any examples** of where monitoring during 2021-22, across all functions, has resulted in action and improvement in relation **to access to information and services**:

Not Applicable

Complaints (Model Equality Scheme Chapter 8)

- 27 How many complaints **in relation to the Equality Scheme** have been received during 2021-22?

Insert number here:

0

Please provide any details of each complaint raised and outcome:

No complaints received during the period 2021-22

Section 3: Looking Forward

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

December 2022

- 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*)

As part of its review of the Equality Scheme **safefood** will undertake an updated audit of inequalities and S75 Equality Action Plan for the period 2023-25. As part of the development of the Action Plan 2023-25 **safefood** will consult with its consultees on the Action Plan

- 30 In relation to the advice and services that the Commission offers, what **equality and good relations priorities** are anticipated over the next reporting period? (*please tick any that apply*)

Employment

PART A

- Goods, facilities and services
- Legislative changes
- Organisational changes/ new functions
- Nothing specific, more of the same
- Other (please state):

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

1. Number of action measures for this reporting period that have been:

0

Fully achieved

10

Partially achieved

0

Not achieved

2. Please outline below details on all 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			

PART B

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

	Training Action Measures	Outputs	Outcome / Impact
1			
2			

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			
2			

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

	Encourage others Action Measures	Outputs	Outcome / Impact
1			
2			

PART B

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			
2			

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	Ensure all staff and Advisory Board members receive disability equality legislation and disability awareness training	<p>e-learning courses have been delivered on:</p> <ul style="list-style-type: none"> - Diversity & Inclusion in the workplace - Unconscious bias in the workplace - Mental Health & Wellbeing in the workplace. <p>These are included in staff and Board member inductions.</p>	All staff and board members have an awareness of disability and an understanding of disability legislations	<p>Ongoing – All new staff and office holders receive training within 3 months of start date</p> <p>HR to identify suitable e-learning training resource to be rolled out to staff and Board members.</p>

PART B

2	<p>Ensure staff and external members involved in recruitment and selection panels are provided with appropriate training in disability awareness</p>	<p>HR checks that persons involved in safefood recruitment and selection panels have received appropriate training</p>	<p>Members of recruitment panels have an awareness and understanding of disability issues</p>	<p>Ongoing – Training provided to panel members where required in advance of selection / interview process</p> <p>HR to develop and maintain database of suitably trained staff and consultants</p>
3	<p>Provide advice and support to staff and Advisory Board members on wellbeing and promote wellbeing initiatives</p>	<p>Wellbeing programme and awareness of wellbeing issues enhanced within safefood</p> <p>Spectrum resource training provided to staff remotely 15/04/2021</p>	<p>Emotional health and wellbeing awareness among staff and to assist with wellbeing amongst teams</p>	<p>Ongoing - EAP Programme and Spectrum Wellbeing resource available to all staff</p>
4	<p>Continue to assess and improve accessibility of website and other communication materials</p>	<p>Ensure website continues to meet Web Content Accessibility Guidelines 2.0 Checklist (WCAG 2.0) and Publish an accessibility statement</p>	<p>Ensure that the website is accessible for all users</p>	<p>Ongoing - Action plan in place to resolve outstanding issues</p> <p>Ongoing - Accessibility statement being updated in format required by the new regulations</p>

PART B

		<p>Website redesigned to meet updated guidelines WCAG 2.1. Audit carried out in October 2020</p> <p>Worked with the National Council for the Blind Ireland to make 101 Square Meals booklets available on the NCBI Bookshare making reading easier for people with dyslexia, blindness, cerebral palsy, and other reading difficulties. This has also been shared with the Royal Inst. Of Blind People NI</p>		Ongoing - New guidance prepared for authors on creating accessible reports
5	Promote the Disability Action Plan 2021-2025 through internal communication channels such as the intranet and by email	<p>DAP published on Staff Intranet (Yammer) in April 2021</p> <p>DAP issued to Adv. Board in May 2021</p>	All staff are aware of the planned disability action measures and ensure they are on target	On-going - Progress on delivery of the Disability Action Plan regular agenda item at meetings of the Senior Management Team

PART B

6	Promote a positive image of disabled people	Relevant articles, Case Studies and/or images to be included in promotional material where appropriate	Help to promote a positive image of disabled people and make promotional material more inclusive	Ongoing - research contracts to include a clause: <i>the Research Body will encourage the Principal Contractor to emphasise inclusion of disabled people, as far as relevant, practical and appropriate; in public fora e.g. consumer focus review groups or panels, consultations groups or other educational or science working groupings</i>
7	Ensure that all safefood events meet the needs of disabled people	<ul style="list-style-type: none"> • All event locations have disability access • Presentations and event literature to be made available in alternative formats upon request • Signage at events to be visible and clear • Venues to have suitable parking/public transport access 	Ensure that safefood co-ordinated events are accessible for disabled people	Ongoing as events are planned and organised

PART B

8	<p>Provide details of open recruitment competitions to relevant disability agencies and consider all requests for reasonable adjustments as part of the selection process</p>	<p>Reasonable adjustments requested provided</p> <p>The following jobs were notified to with Disability Federation Ireland and Disability Action NI:</p> <ul style="list-style-type: none"> - Q2 2021 Finance Manager - Q2 2021 M&C Executive - Q3 2021 M&C Assistant - Q4 2021 HR Executive - Q1 2022 HHN Director 	<p>Ensure that no applicant will be disadvantages due to disability during any recruitment competition</p>	<p>Ongoing for all recruitment competitions</p>
9	<p>Provide information to staff of national disability awareness days and promote staff participation</p>	<p>Inclusion of information on awareness days on internal intranet</p>	<p>Raise awareness and visibility of disability issues amongst all staff and board members</p>	<p>Ongoing - HR monitors Disability Federation Ireland and Disability Action NI websites to identify appropriate awareness days to promote staff participation</p>

PART B

10	Provide ongoing advice and support to staff in relation to reasonable work adjustment requirements	Record the number of reasonable work adjustment requests made by staff and any adjustments made to meet these requests	Meet, where appropriate, reasonable work adjustments to allow disabled staff to fully participate in employment	Ongoing -Advice and support provided by safefood 's HR function where appropriate
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4. Please outline what action measures **have not been achieved** and the reasons why.

	Action Measures not met	Reasons
1		
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 / Face-to-Face Meetings / Online Meetings

(b) Quantitative

Surveys / Monitoring data

PART B

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			

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?

No

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.

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.

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.