**EQUALITY COMMISSION FOR NORTHERN IRELAND**

**Public Authority 2012 – 2013** **Annual Progress Report on:**

* **Section 75 of the NI Act 1998 and**
* **Section 49A of the Disability Discrimination Order (DDO) 2006**

This report template includes a number of self assessment questions regarding implementation of the **Section 75 statutory duties** from

*1 April 2012 to 31 March 2013 (****Part A)*.**

This template also includes a number of questions regarding implementation of **Section 49A of the DDO** from the *1 April 2012 to 31 March 2013 (****Part B****).*

Please enter information at the relevant part of each section and ensure that it is **submitted** electronically (by completing this template) and in hardcopy, with a signed cover letter from the Chief Executive or, in his / her absence, the Deputy Chief Executive to the Commission **by** **31 August 2013**.

In completing this template it is essential to focus on the application of Section 75 and Section 49. This involves progressing the commitments in your equality scheme or disability action plan which should lead to outcomes and impacts in terms of measurable improvement for individuals from the equality categories. Such outcomes and impacts may include changes in public policy, in service provision and/or in any of the areas within your functional remit.

**Name of public authority** (Enter details below)

|  |
| --- |
| Office of the Police Ombudsman for Northern Ireland |

**Equality Officer** (Enter name and contact details below)

|  |
| --- |
| S75: David Moorehead  HR Manager  Office of the Police Ombudsman for Northern Ireland  New Cathedral Buildings  11 Church Street  Belfast  BT1 1PG  Telephone (028)90828632  Textphone (028)90828618  Email: [HR@policeombudsman.org](mailto:HR@policeombudsman.org)  DDO (if different from above): |

Part A: Section 75 Annual Progress Report 2012 - 2013

Executive Summary

* What were the key policy / service developments made by the authority during this reporting period to better promote equality of opportunity and good relations and what outcomes were achieved?

**(Enter text below)**

The Office continues to make a contribution to the promotion of equality of opportunity and good relations within the Criminal Justice sector.

Following the approval of the Offices revised Equality Scheme in 2012, the Office placed a considerable emphasis on raising staff awareness about Section 75 and training staff on equality obligations in a manner appropriate to their role.

During the reporting year, following targeted consultation with stakeholders, the Office introduced a policy which recognised the rights of young people to make complaints against the police independently with or without the knowledge of a parent, guardian or suitably qualified adult. The focus on young people continued with the Office engaging with Youth Action to develop and deliver a training module on the police complaints system, as part of their youth workers’ training programme.

In addressing the area of accessibility the Office launched a video on YouTube explaining the role of the Office and the police complaints system. The video is enabled with subtitle captions which can also be easily set to a large range of languages.

During the reporting year the Office commenced work on a revised Disability Action plan which, at the time of this report, has been issued in draft form for consultation.

In the area of Good Relations, arising from the issue of the flying of the Union Flag at Belfast City Hall, the Office became aware of the potential for impact on community relations. Consequently, the Office engaged with community groups and organised a number of information sharing events within a range of local communities to address the issues relating to police complaints arising from the situation. Feedback from the sessions indicates that attendees found them useful.

The Office continues to place significant emphasis on the monitoring of the diversity of complainants as part of its obligations under Section 75; a sample of the data collected is outlined in section 7 of this report.

* What are the main initiatives planned in the coming year to ensure the authority improves outcomes in terms of equality of opportunity and good relations for individuals from the nine categories covered by Section 75?

**(Enter text below)**

The Office will focus on the following areas in the coming year:

1. Continue work with the Children’s Law Centre and PSNI to develop information material on the rights of young people on their rights and responsibilities during “stop and search” duties exercised by the police.
2. Continue to work with the Council for Curriculum, Examinations and Assessment (CCEA) to develop an on-line resource pack for teachers preparing lessons for Citizenship.
3. Complete the consultation process on a revised Disability Action Plan and commence work on implementation.
4. Continue to work on the Equality Action Plan as set out in the revised Equality Scheme.
5. Establish an information stall at the annual Gay Pride event.

**New / Revised Equality Schemes**

* Please indicate whether this reporting period applies to a new or revised scheme and (if appropriate) when the scheme was approved?

**(Enter text below)**

This report is based on the revised scheme approved by the Equality Commission in January 2012.

Section 1: Strategic Implementation of the Section 75 Duties

* Please outline evidence of progress made in developing and meeting *equality and good relations objectives*, performance indicators and targets in corporate and annual operating plans during 2012-13.

(Enter text below)

The Annual Report and Accounts of the Office for the year ending 31 March 2013, reported on the Office’s performance relating to equality of opportunity.

During the reporting year the Office was pleased to report that it had achieved its target of submitting both its annual Section 75 report and Fair Employment Monitoring report within the timescale planned. The Office was pleased to report its staff profile (both in terms of gender and community background) was reflective of the overall monitored statistics for Northern Ireland and as such constituted a representative workforce.

The Office also reported its commitment to equality of opportunity by informing stakeholders that it had completed its mandatory training objective in respect of Section 75, arising from the development of its revised Equality Scheme.

**Section 2: Examples of Section 75 Outcomes / Impacts**

Given the renewed focus of Section 75 aiming to achieve more tangible impacts and outcomes and addressing key inequalities; please report in this section how the authority’s work has impacted on individuals across the Section 75 categories. Consider narrative in the following structure:

* + *Describe* the action measure /section 75 process undertaken.
  + *Who* was affected across the Section 75 categories?
  + *What impact* it achieved?

During the reporting year the Office’s consultee list was reviewed and information was gathered with regards to consultees preferred method of communication and whether or not they wished to remain on the consultee list.

The Office commenced on the development of a new Disability Action Plan which at the time of this report has been issued in draft form for consultation.

* Please give examples of changes to policies or practices using ***screening or EQIA***, which have resulted in **outcomes or impacts for individuals**. If the change was a result of an EQIA please indicate this and also reference the title of the relevant EQIA.

(Enter text below)

During the reporting year the Office revised its policy in respect of how it managed complaints about police as presented by juveniles. The Office was concerned that the policy of insisting that a young person be accompanied by a parent, guardian or other appropriate adult could have the potential to breach their human rights. Consequently, the Office in consultation with representative stakeholders (such as the Children’s Law Centre) designed a policy which provides a framework for the recording of complaints against the police by juveniles. The policy balances the rights of young people to raise matters independently, within the law, having due regard towards any risk of vulnerability.

* Please give examples of ***outcomes or impacts on individuals*** as a result of any ***action measures*** undertaken as part of your Section 75 action plan:

During the reporting year, all staff working within the Office received Section 75 training appropriate to their role as a consequence of an action measure set out in the Equality Scheme. The awareness raised has helped staff focus on the impact of Section 75 on individuals. The Office’s 2012-13 annual report refers to a case study where the Office recommended disciplinary action against a police officer who failed to deal appropriately with an allegation of abuse towards a child with autism.

* Please give examples of ***outcomes******or impacts*** **on individuals** as a result of any **other Section 75 processes** e.g. consultation or monitoring:

(Enter text below)

Consultation with groups representing young people has resulted in the development of a framework for dealing with juvenile complaints against the police. A memorandum of understanding has been developed, with an appropriate adult scheme, to ensure that young people have access to appropriate independent support should they wish to avail of it.

In addition the Office amended its S75 monitoring arrangements to include a new bespoke survey questionnaire specifically designed for juvenile complainants (previously the normal practice of the Office was to survey those over age 16).

**Section 3: Screening**

* Please provide an update of new / proposed / revised *policies screened* during the year.

For those authorities that have started issuing of screening reports in year; this section may be completed in part by appending, to this annual report, a copy of all screening reports issued within the reporting period.

Where screening reports have not been issued, for part or all of the reporting period, please complete the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Title of policy subject to screening** | **What was the *screening decision*? E.g. screened in, screened out, mitigation, EQIA…** | **Were any *concerns raised about screening by consultees;* including the Commission?** | **Is policy being subject to *EQIA*? Yes/No If yes indicate timeline for assessment.** |
| Customer Complaints Policy | Screened out | No | No |
| Recording of Juvenile Complaints | Screened out | No | No |
| Conflict of Interest Policy | Screened out | Yes (1) | No |
| Carrying Personal Protection Weapons | Screened out | No | No |
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1. Concerns were raised by UNISON in respect of their view that the policy had potential to indirectly discriminate against ex RUC/PSNI and Military staff. The Office considered the concerns via preliminary screening at drafting stage and further screening after consultation; however the Office concluded that the policy would not breach equality legislation.

**Section 4: Equality Impact Assessment (EQIA)**

Please provide an update of policies subject to EQIA during 2012-13, stage 7 EQIA monitoring activities and an indicative EQIA timetable for 2013-14.

None

# EQIA Timetable: April 2012 - March 2013

|  |  |  |
| --- | --- | --- |
| **Title of Policy EQIA** | **EQIA Stage at end March 2012 (Steps**  **1-6)** | **Outline adjustments to policy intended to benefit individuals and the relevant Section 75 categories due to be affected.** |
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Where the EQIA timetable for 2012-13 (as detailed in the previous annual S75 progress report to the Commission) has not been met, please provide details of the factors responsible for delay and details of the timetable for re-scheduling the EQIA/s in question.

(Enter text below)

None

* Ongoing EQIA Monitoring Activities: April 2012- March 2013

|  |  |  |
| --- | --- | --- |
| **Title of EQIA subject to Stage 7 monitoring** | **Indicate if differential impacts previously identified have**  **reduced or increased** | **Indicate if adverse impacts previously identified have reduced or increased** |
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Please outline any proposals, arising from the authority’s monitoring for adverse impacts, for revision of the policy to achieve better outcomes the relevant equality groups:

**(Enter text below)**

2013-14 EQIA Timetable

|  |  |  |
| --- | --- | --- |
| **Title of EQIAs**  **due to be commenced during**  **April 2013 – March 2014** | **Revised or New policy?** | **Please indicate expected timescale of Decision Making stage i.e. Stage 6** |
| No EQIA’s are planned |  |  |
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**Section 5: Training**

* Please outline training provision during the year associated with the Section 75 Duties / Equality Scheme requirements including types of training provision and conclusions from any training evaluations.

A significant focus was given to training during the reporting year as the Office had outlined action measures as part of its revised Equality Scheme. Section 75 awareness training was provided to all staff which was designated mandatory.

Targeted training specific to job role was provided to the Senior Management Team, Statisticians and Researchers (with responsibility for monitoring and trend identification) and members of the Equality Working Group.

The evaluation report prepared after the delivery of the training demonstrated high levels of satisfaction and increased knowledge from participants.

**Section 6: Communication**

* Please outline how the authority communicated progress on delivery of the Section 75 Duties during the year and evidence of the impact / success of such activities.

(Enter text below)

The Office continues to communicate widely to raise awareness of the Office’s role and functions. During the reporting year the Police Ombudsman presented the outcome of a number of investigation reports to the public by radio and television interview. The Police Ombudsman also made a number of speeches at conferences regarding the work of the Office.

More generally, press and media coverage was maintained with a range of press releases and publications uploaded to the website. Notably however, the Office established a YouTube channel to extend and modernise its range of communication. Videos published on YouTube have the capability to enable subtitles to be shown on screen at the click of a mouse and in addition those subtitles can be selected in a range of languages chosen by the user.

The Office includes a section on Equality within its Annual Report and Accounts, providing information on progress in respect of equality targets.

The Office website contains a substantial amount of statistical data including some analysis of complainant trends and attitudes towards the Office by some Section 75 categories.

An independent public survey conducted during the reporting year indicates that a high proportion of the general public are aware of the Police Ombudsman (84%). Of those that were aware of the Police Ombudsman, the majority (84%) thought the Office was independent of the police.

The Office continues to respond promptly to enquiries from a range of sources such as community representatives, political representatives and individuals. Assembly questions and Freedom of Information requests are channeled through a dedicated resource.

The Office makes translation and interpreter services available as required.

Section 7: Data Collection & Analysis

* Please outline any systems that were established during the year to supplement available statistical and qualitative research or any research undertaken / commissioned to obtain information on the needs and experiences of individuals from the nine categories covered by Section 75, including the needs and experiences of people with multiple identities.

There were no new systems developed during the reporting year.

However the Office continues to place considerable emphasis on the

value of monitoring data

The Police Ombudsman’s Annual Statistical report for 2012-13 provided the following information;

70% of complainants were male and 28% female; the gender of the complainant is not applicable in 2% of complaints, for example in Police Ombudsman call-ins or Chief Constable Referrals.

41% of complainants were Catholic, 15% Church of Ireland, 19% Presbyterian, 3% Methodist, 6% other religions and 14% had no religious belief;

18% of complainants were aged 16-24, and 25% were 25-34.

40% of complainants were either married, co-habiting or in civil partnership, 42% were single, 16% were divorced or separated, while 2% were widowed.

Of the 376 complainants (lower than in previous years) who provided information about their political opinion, 5% supported the Alliance Party, 15% the Democratic Unionist Party, 8% the Social Democratic and Labour Party, 7% Sinn Fein, 9% the Ulster Unionist Party and 8% supported an “other” political party, while **48%** of complainants who provided information reported that they supported **no political party**.

**COMPLAINANT SATISFACTION SURVEY**

The Complainant Satisfaction Survey allows complainants to express their views on services provided by the Office. This report presents the findings from questionnaires issued to complainants who had complaints closed between April 2010 and March 2013. The data was analysed for the three key questions: Overall, do you think you were treated fairly by the Office?, If you had a new complaint would you use the complaints system again?, and overall, taking everything into account how satisfied or dissatisfied were you with the service you received from the Police Ombudsman’s Office? The total sample for this report comprised those whose complaints that were closed between April 2010 and March 2013.

Each complainant surveyed was mailed a confidential self-completion questionnaire, with full instructions and return envelope. A total of 9,084 questionnaires were issued and 1,570 responses were received, representing a response rate of 17%.

The Office is committed to fulfilling the obligations under Section 75. To help us achieve this we send every complainant a confidential self-completion questionnaire (unless they have specifically requested not to receive correspondence or surveys). This questionnaire asks for indicators of the respondent’s gender, age, religious belief, ethnic group, marital status, disability, employment status, political opinion, sexual orientation and whether or not they have dependants.

Of the 1,570 respondents to the complainant satisfaction questionnaire, 858 responded to the equality monitoring questionnaire. This allowed an analysis of satisfaction ratings by some of the different equality categories. For this report four categories were analysed namely gender, age, religious belief and disability.

In addition to those respondents who declared their gender on the monitoring form, it was also possible to determine the majority of complainants’ gender from their title or salutation. This meant that gender was known for almost 100% of respondents.

In addition to those who declared their age on the monitoring form, it was also possible to determine age from date of birth already provided. This allowed analysis by age of 76% of overall respondents.

In order to analyse religious belief the category was merged into ‘Catholic’, ‘Other Christian’ and ‘Other/No Religion’. The category of ‘Other Christian’ includes; Presbyterian, Church of Ireland, Methodist and Other Christian Belief.

Where responses to questions differ according to equality groups this is noted, otherwise it can be assumed that there were no such differences.

**RESULTS**

**Overall, do you think you were treated fairly by the Office?**

Overall, 66% of respondents thought that they were treated fairly by the Police Ombudsman’s Office. Women (77%) were more likely to think they had been treated fairly than men (61%). Respondents aged 16-34 (74%) were more likely to think that they were treated fairly than those aged 35-54 (66%), while respondents who described themselves as being disabled (67%) were less likely to think they were treated fairly than those who were not disabled (75%).

**If you had a new complaint about the police, would you use the complaints system again?**

When respondents were asked if they would use the complaints system again if they had a new complaint, 66% said they would.

Women (73%) were more likely to say that they would use the complaints system again compared with men (62%).

**Overall, taking everything into account, how satisfied or dissatisfied were you with the service you received from the Police Ombudsman’s Office?**

Overall 55% of respondents were satisfied with the service received from the Police Ombudsman’s Office.

Women were more likely to be satisfied with the service they received compared with men - 65% of women compared with 49% of men satisfied with the service they received during this time. Those respondents who described themselves as being disabled were less likely to be satisfied with the service compared with those respondents who were not disabled (63%).

* Please outline any use of the Commission’s Section 75 Monitoring Guide.

**(Enter text below)**

The monitoring guide provides practical advice on the processes necessary to promote equality of opportunity in relation to all functions of the Office.

Section 8: Information Provision, Access to Information and Services

* Please provide details of any initiatives / steps taken during the year, including take up, to improve access to services; including provision of information in accessible formats.

The Office makes available information on how to make a complaint about the police in a variety of formats including ethnic languages and Easy Read version.

The Office provided information to the public through its media releases during the year.

The Police Ombudsman conducted a number of television and radio interviews and delivered speeches at a range of conferences.

The Office website is a useful source of information and explains how everyone can access its services. The website is accessible for people with disabilities and conforms to level AA standards of the Web Content Accessibility Guidelines. The website is also enabled with Browsealoud, a software enhancement tool which makes websites more accessible for those with literacy difficulties, Dyslexia, Mild Visual Impairments and English as a Second Language.

Staff of the Office meet regularly with complainants (customers) at a range of venues **suitable to them**, including Citizens Advice Bureau Offices, hotels, home visits etc. The Office itself is open Monday to Friday 9am to 5pm and operates a “no appointment necessary policy” aiming to speak promptly with all visitors wishing to register a complaint against police.

Section 9: Complaints

* Please identify the number of Section 75 related complaints:
* received and resolved by the authority (including how this was achieved);
* which were not resolved to the satisfaction of the complainant;
* which were referred to the Equality Commission.

The Office did not receive any Section 75 complaints during the reporting year.

**Section 10: Consultation and Engagement**

* Please provide details of the measures taken to enhance the level of engagement with *individuals* and representative groups during the year.
* Please outline any use of the Commission's guidance on consulting with and involving children and young people.

**(Enter text below)**

The Office is aware of the need to contribute towards the promotion of Good Relations.

During the reporting year the Office undertook a number of face to face community engagement sessions (nearly 40) designed to provide the community with information about the Office and how it operates.

The issue of the flying of the Union Flag at Belfast City Hall (and subsequent public concerns about the role of the police in managing associated protests) gave the Office the opportunity to engage directly with communities. By highlighting the independent mechanisms available for dealing with police complaints, the Office was able to contribute positively to lowering tensions.

Referring particularly to young people, the Office continues to work closely with Youth groups in an education, engagement and consultative context. During the reporting year the Office engaged with “Youth Action” in designing and delivering a training module to youth workers about the role of the Office and its relevance to young people. In addition the Office consulted with youth groups and representative bodies (e.g. Children’s Law Centre and Youth Justice Agency) in the development of a policy which provides a framework for the recording of complaints against the police by juveniles and recognises their right to register a complaint independently.

In addition the Office began consultations with the Council for Curriculum, Examinations and Assessment (CCEA) on developing online resource packs for teachers preparing lessons for pupils taking courses in Local and Global Citizenship.

The Office has a formal Trade Union recognition agreement with the Northern Ireland Public Service Alliance (NIPSA) and UNISON; meeting with both in a Joint Negotiation and Consultative Committee on a regular basis. These meetings enable a range of Section 75 related issues to be discussed, including policy consultation and associated equality screening.

**Section 11: The Good Relations Duty**

* Please provide details of additional steps taken to implement or progress the good relations duty during the year. Please indicate any findings or expected outcomes from this work.

(Enter text below)

As referred to earlier in this report the issue of the flying of the Union Flag at Belfast City Hall (and subsequent public concerns about the role of the police in managing associated protests) gave the Office the opportunity to engage directly with communities. By highlighting the independent mechanisms available for dealing with police complaints, the Office was able to contribute positively to lowering tensions.

* Please outline any use of the Commission’s Good Relations Guide.

**(Enter text below)**

The Good Relations guide provides practical advice on the processes necessary to promote Good Relations between persons of different religious belief, political opinion or racial group and forms a useful tool in circumstances in which the Office becomes involved in community issues.

**Section 12: Additional Comments**

* Please provide any additional information/comments.

(Enter text below)

The Office of the Police Ombudsman for Northern Ireland values diversity by respecting our differences and reflecting this in the way we work and treat each other. Diversity at work builds on the traditional principles of equality of opportunity that focuses on ensuring that all people have access to employment opportunities and conditions. Diversity means accepting, welcoming and valuing the differences inherent in every individual and recognising the contribution that a diverse workforce can make to organisational effectiveness and performance.

Annual Report 1 April 2012 / 31 March 2013

‘Disability Duties’ Questions

1. **How many** **action measures** for this **reporting period** have been?

All action measures from the last Disability Action plan have been completed. During this reporting year the Office prepared and issued a new Disability Action Plan for 2013 – 2018 for consultation, the consultation period ends in October 2013.

Fully Partially Not

Achieved Achieved Achieved

2. Please outline the following detail 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:

No actions identified in the Disability Action Plan as the Office does not have an advisory or consultative panel.

|  |  |  |  |
| --- | --- | --- | --- |
| Level | Public Life Action Measures | Outputs[[1]](#footnote-1) | Outcomes / Impact[[2]](#footnote-2) |
| National[[3]](#footnote-3) |  |  |  |
| Regional[[4]](#footnote-4) |  |  |  |
| Local[[5]](#footnote-5) |  |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | Encourage others Action Measures | Outputs | Outcome / Impact |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |

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 |  |  |  |

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Action Measures partly achieved | Milestones[[6]](#footnote-6) / Outputs | Outcomes/Impacts | Reasons not fully achieved |
|  |  |  |  |  |

4. Please outline what **action measures have not been achieved** and the reasons why?

|  |  |  |
| --- | --- | --- |
|  | Action Measures not met | Reasons |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |

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

Review of Action Plan

(b) Quantitative

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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.

Please delete: No – action plan has now come to an end and will be reviewed in the next reporting year.

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 organisations annual review of the plan? If so, please outline proposed changes?

NO \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **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. [↑](#footnote-ref-1)
2. **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. [↑](#footnote-ref-2)
3. **National** : Situations where people can influence policy at a high impact level e.g. Public Appointments [↑](#footnote-ref-3)
4. **Regional**: Situations where people can influence policy decision making at a middle impact level [↑](#footnote-ref-4)
5. **Local :** Situations where people can influence policy decision making at lower impact level e.g. one off consultations, local fora. [↑](#footnote-ref-5)
6. **Milestones** – Please outline what part progress has been made towards the particular measures; even if full output or outcomes/ impact have not been achieved. [↑](#footnote-ref-6)