

## **Construction Industry Training Board (CITB NI)**



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

#### **Contact:**

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

[CITB - Equality & Section 75](#)

#### **Signature:**

A handwritten signature in black ink, reading 'Barry Nelson', written in a cursive style.

**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.*

#### **Skillbuild National Finals 2019**

Over 80 local construction apprentices gathered their tools to compete against each other in the annual Skillbuild NI National Finals which was held at Belfast Metropolitan College, Castlereagh on Friday 22 March 2019.

Skillbuild NI, organised by CITB NI and supported by the Department for the Economy and local sponsors, helps assist with maintaining and raising the status and standards of professional and technical education and training.

The competition is held annually each spring with many winners progressing further to represent Northern Ireland in the World Skills UK Live and potentially at WorldSkills and is also supported by local construction employers who sponsor each trade category.

The Skillbuild NI competition is designed to test skills, technique and ability within tight timeframes in order to win coveted titles in 10 different trades ranging from brickwork to wall and floor tiling.

#### **Radius Housing Award**

Two local young construction workers have been awarded the very first Apprenticeship Endeavour Award in partnership with CITB NI and Radius Housing at the Skillbuild NI National Final competition in March.

Robert Mythen and Gerard McGeown were both nominated by their respective colleges Southern Regional College and Belfast Metropolitan College as they have overcome significant personal adversities which allowed them to continue their construction training, gain qualifications and employment within the industry.

CITB NI and Radius Housing awarded each winner £500 in acknowledgement of their dedication to training in difficult circumstances.

Robert who is profoundly deaf experienced challenges in training, education and gaining employment. He was determined that his lack of hearing was not going to stand in his way, and he overcame the challenges and immersed himself in learning his trade. Robert found an employer who supported him and made the necessary adaptations within the workplace to allow him to progress and is now a fully qualified painter and decorator with ambitions to start his own business.

Gerard was diagnosed with severe dyslexia which provided barriers within the education network to gain the relevant qualifications needed to achieve NVQ Level 3. Gerard worked with specialist tutors and explored non-traditional learning methods to gain his qualifications. He is now a fully qualified joiner and has retained employment with his employer who supported him with his NVQ.

### **WorldSkills UK Live - November 2018**

CITB NI again supported the participation of Northern Ireland construction and infrastructure students competing against hundreds of skilled young hopefuls at WorldSkills UK Live to be crowned the National Champion in their occupational skill. The local competitors worked hard and brought home 2 gold medals, 2 silver medals, 1 bronze medals and 1 highly commended awards. The students representing the local colleges and their employers and have dedicated a huge amount of time training and focusing for this event.

The National Finals of the WorldSkills UK competitions saw more than 500 competitors battle it out in 70 different disciplines– in a bid to be the very best in the country. Winners will get the chance to be considered to represent the UK at international competitions.

### **GCSE Construction**

CITB NI has launched a newly revised textbook to support the delivery of GCSE in Construction and the Built Environment qualification and has provided 25 complimentary copies to each of the 45 schools that teaches the subject.

GCSE in Construction and the Built Environment provides students with a realistic understanding and experience of modern-day practices in the construction industry and helps develop their knowledge of the construction industry and the built environment. The textbook contains all the essential underpinning knowledge required of a student who has never studied construction before and who wishes to explore the subject for the first time and has been updated to reflect the changes in the specification.

### **CIOB Awards 2019**

CITB NI hosted another successful Chartered Institute of Building (CIOB) Lecture and Awards evening at Nutts Corner Training Centre acknowledging local students in their professional exams in 2018.

The lecture was presented by Heron Bros and focused on the exceptional work in completing the £27m Foyle College, which was awarded the overall winner in the Construction Excellence Awards 2018.

Success was the theme of the evening as certificates were awarded to 34 candidates who successfully passed their CIOB examinations last year through QTAS and Training LMS training organisations. Peter Kelly (QTAS) was presented with the Best Overall Performance Award for his outstanding results in the CMP programme in 2018 achieving both the highest marks in Ireland and Overseas.

The best full time final year Ulster University Student BSc (Hons) Construction Engineering & Management was also awarded which was presented to Mark Kitson.

As part of the ceremony certificates were awarded to those who gained top grades in GCSE Construction and Built Environment in 2018. First place was awarded Craig Francey, Dunclug College, Ballymena, second place, Rebecca Gilbert, Rainey Endowed School, Magherafelt and third place Nathan Nelson, Ballymena Academy.

### **Mates in Minds – Mental Health Initiative**

CITB NI worked in partnership with Mates in Mind to deliver a series of educational sessions in a bid to start raising awareness, address the stigma of poor mental health and improve positive mental wellbeing amongst Northern Ireland's construction workforce.

The issue of mental ill-health in the UK construction sector is a significant concern with over a third of workers having experienced some condition in the past year. Almost a quarter of workers consider leaving the industry due to mental health-related problems, which is exacerbated by a prevailing belief that employers are neither able to recognise or address these problems.

CITB NI helped kick start this initiative and offered:

- (a) twenty half-day training sessions
- (b) a two-day mental health first aid training course that will lay the foundations for improving mental health and;
- (c) two sessions specifically tailored for board members.

On completion of the sessions, delegates were given access to 24/7 telephone counselling support.

As a result, a cross section of around 430 people in Northern Ireland's construction sector were provided with the information, tools and techniques to spot the signs of poor mental health and know how to act as a guide towards getting appropriate support for their colleagues. The sessions focused on:

- Getting construction workers thinking and talking about mental health;
- Raising awareness of mental health literacy;

- Reducing stigma around mental ill health and give attendees confidence in guiding people towards appropriate support; and
- Recognising how manager behaviours can affect worker wellbeing.

### **Women in Construction Network**

The Women in Construction network database was reviewed as a result of GDPR and this had an effect of reducing numbers significantly. However, following on from another successful series of events this number has grown again to 74 in the network. An example of one such successful event is outlined below:

#### ***Women in Construction Network visit new Translink Milewater Service Centre***

Members of the Women in Construction Network recently visited Phases 1 and 2 of the new Translink Milewater Service Centre thanks to Project Manager Michelle Alcorn. A tour of the recently opened Phase 1 was led by Michelle and Ciara Lappin, Doran Consulting, who both provided detailed information on various aspects of the construction of both phases.

### **Women's Tec Partnership**

CITB NI In partnership with Women's Tec have engaged with 172 young girls during December 2018 to March 2019, through the #notjustfortheboys campaign.

### **Construction Site Supervisor – Programme 4**

CITB NI's forth NVQ L5 in Construction Site Supervision programme was completed during the reporting period with 13 successful participants, 1 of whom was female. Organised by CITB NI and delivered on our behalf by Esteem, the participants attended 5 developmental workshops, took part in coaching and participated in onsite assessments. Evidence was uploaded to the online learning assistant.

Evaluation takes places after each programme to ensure all the stated objectives have been met and CITB NI collect case studies from participants as further evidence of the positive impact the programme has had on participants and their businesses.

### **Horizon 2020 BIMcert Project**

CITB NI are one of seven European Partners across five countries (e.g. Portugal, Croatia, Macedonia, Ireland and UK) who have secured €1.25 million (Euros) European funding through Horizon 2020.

The project is known as BIMcert and aims to provide a comprehensive BIM (Building Information Modelling) training and qualification scheme for all levels of the construction supply chain.

A European survey has been conducted by CITB NI, as part of the Belfast Met led Horizon 2020 BIMcert project, has shown that two thirds of construction companies are planning to implement BIM within the next 3 years, highlighting the increasing need for companies to adopt and invest in BIM technology and processes.

<b>Date of Training</b>	<b>Total Participants</b>	<b>Male</b>	<b>Female</b>	<b>% Female</b>
Belfast 13/11/18	13	11	2	15%
Crumlin 26/02/19	15	10	5	33.33%

### **CITB NI Participation in British Council workshop in Nigeria**

CITB NI in partnership with C-STemp supported by the British Council embarked on CONSTRUCTION SKILLS FOR EMPLOYABILITY. The project was aimed to provide a model for engaging individuals with low or no education to enter sustainable employment within the construction sector in Nigeria by developing a specification for programmes to train and qualify through employment using on-site assessment qualifications (UK Level 2 Vocational Qualifications) in core construction skills, identify driver agencies required for ongoing success and expansion of the model, and promote methods and outcomes to Nigerian Government, Agencies and Employers.

<b>Participant type</b>	<b>UK</b>		<b>Nigeria</b>	
	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>
Leaders	1	5	6	20
School/college leaders			0	6
Government leaders			6	21
CSO/NGO leaders*			2	14
Teachers			7	5
Trainers			500	1,000
Students			7,034	9,023
Entrepreneurs			2	2

### **Heritage Angels Awards**

CITB NI participated on the Heritage Angels Steering Group and judging panel. The awards recognise people who champion their local heritage, share and practise forgotten craft skills. They also celebrate young people, recognising their efforts to learn about heritage.

### **Careers Events**

Working with our group of industry ambassadors, CITB NI attended 21 careers events and engaged with around 15,000 students, teachers and career changers to promote Construction as a career choice. CITB NI also attended two Careers Teacher events and engaged with 400 careers teachers to enlighten them of the opportunities within the construction sector.

- 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*).

### **Business Improvement events 2018/19**

CITB NI delivered a series of employer engagement events which included business improvement topics such as Digital Marketing and Social Media, GDPR & Cyber Security, Recruiting Apprentices and Training Needs Analysis and Tendering.

<b>Date</b>	<b>Event/Venue</b>	<b>Attended</b>
18/4/18	TNA/Apprenticeships, Newry	7
25/4/18	TNA/Apprenticeships, Coleraine	7
23/5/18	Digital Marketing & Social Media, Omagh	17
15/6/18	InterTradeIreland – Tendering, Newry	15
30/6/18	Cyber Security & Credit Control, Derry/L'Derry	9
1/10/18	InterTradeIreland – Tendering, CITBNI	11
24/10/18	Introductory Digital Marketing & Social Media	13
21/11/18	GDPR & Cyber Security Awareness	14
16/1/19	Advanced Digital Marketing & Social Media	22
30/1/19	Recruiting Apprentices & TNA	5
27/2/19	Introductory Digital Marketing & Social Media	7
7/3/19	Advanced Tendering	12
13/3/19	GDPR & Cyber Security Awareness	10
	<b>TOTAL ATTENDANCE</b>	<b>149</b>

### **Grants Scheme 2018/19**

The purpose of CITB NI is to encourage a culture of training and qualification among the businesses and individuals in the Northern Ireland construction industry.



One the main ways we do this is through our annual grants scheme which offers grants to support a wide range of training and qualifications, from apprentices through to the existing workforce including management and administration.

An example of how CITB NI is planning to use the grants scheme to influence outcomes for those within the S75 categories is demonstrated with the continued support for apprentices into the local construction industry in an effort to meet a demand for an average of over 700 additional people per year over the next five years and to address the skills shortages in traditional trades such as bricklayers, joiners and roofers.

- 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)*

☐ 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:

N/A

- 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 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:

Section 75 Duties are already integrated into a number of Job Descriptions, but no revisions were made during the reporting period.

- 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:

Section 75 duties are integrated into performance reviews for applicable staff.

- 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
  - ☐ 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 provide any details and examples:

### Equality action plans/measures

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

Actions completed:	2	Actions ongoing:	6	Actions to commence:	0
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Please provide any details and examples (*in addition to question 2*):

A number of the actions are refreshed each year and therefore categorised as ongoing including continuous review of the Staff Handbook, the rolling programme of Employer Engagement events and the Grants Scheme.

**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*):

N/A

**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:

Consultation on the provision of CITB NI services continues via the Boards Committee structures, face to face meetings with contractors and employee representatives, survey monkey and telephone conversations on a regular basis which forms the basis for any changes to policy.

- 12** In the 2018-19 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  
☐ 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:

- 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 ☐ Not applicable – no commitment to review

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

<https://www.citbni.org.uk/About-Us/Policies/Equality-Scheme.aspx>

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

1
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- 16** Please provide the **number of assessments** that were consulted upon during 2018-19:

0	Policy consultations conducted with <b>screening</b> assessment presented.
0	Policy consultations conducted <b>with an equality impact assessment</b> (EQIA) presented.
0	Consultations for an <b>EQIA</b> 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)*

☐ Yes ☐ No concerns were raised ☐ No ☒ Not 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:

**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)*

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

Please provide any details:

- 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:

- 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.

2 members of staff attended a 1 day Managing Health and Wellbeing.

1 member of staff attended the Stem Employer Network to hear about Gender Pay Gap Reporting.

9 members of staff attended a Remaining Resilient course for Customer Facing staff.

9 members of staff attended an Emotional Resilience course.

- 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:

The Mental Health / Emotional Resilience training was excellent and has given all staff a lot of information about how to deal with their own as well as other peoples mental health when handling calls.

### 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**:

Ongoing actions are taken to improve access to information for stake holders. More video content is now being produced for on-line publication. This has been possible since a group of 8 members of staff completed a qualification on video production.

### 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:

0
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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:

Now due

**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)*

A full review of the Equality Scheme is now due, however has not yet taken place. It would be anticipated that this work would start in 2019/20 year.

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

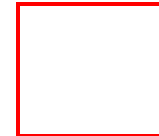
1. Number of action measures for this reporting period that have been:

5

Fully achieved

1

Partially achieved



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 <sup>i</sup>	Outcomes / Impact <sup>ii</sup>
National <sup>iii</sup>	N/A		
Regional <sup>iv</sup>	N/A		
Local <sup>v</sup>	N/A		

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

	Training Action Measures	Outputs	Outcome / Impact
1	Mental Health Training	4 staff trained	Improved knowledge to help identify and deal with mental health issues

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2	Remaining Resilient – for customer facing staff	9 staff trained	Improved knowledge to not only assist staff but when dealing with difficult calls and help sign post callers to appropriate sources of help (e.g. dept management/ suicidal threats).
	Emotional Resilience	9 staff trained	Improved resilience and ability to deal with own and others mental health at work. Lifting the stigma of mental health in the workplace.

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	Assessing access to information and services	Continued use of various social media to promote service. 4 X videos produced to improve communication.	Increase in number of users visiting website. Facebook, Twitter and LinkedIn accounts all active on a daily basis.
2	Engagement sessions, careers promotion targeted at schools	Various Careers events attended, including Skills NI.	CITB NI attended 21 careers events and engaged with around 15,000 students, teachers and career changers to promote Construction as a career choice
3	Adhoc careers advice provided on request	Students signposted to careers section of CITB NI website and adverts posted in local media to	

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		promote careers in the construction industry. Case studies published. Construction Ambassadors actively promoting construction as a career.	
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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	N/A		
2	N/A		
	N/A		

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	Radius Housing Overcoming Adversity Award	2 X awards of £500 each awarded	This brand-new award was given to 2 people with disabilities who overcame their disability and when on to develop successful careers in the construction industry.

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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	N/A			

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

	Action Measures not met	Reasons
1	N/A	

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

The collection, collation and analysis of existing relevant qualitative data across will continue. Information is also gathered from employee surveys (most recent conducted November 2017), employee exit questionnaires and other sources to determine the key strategic priorities over the next period and what resources will be required to effectively address these.

(b) Quantitative

The collection, collation and analysis of existing relevant quantitative data will continue. Data will be collected in respect of complaints, cases of bullying and harassment, disciplinary and grievances. This data will help identify any quantitative trends and will be considered in conjunction with the qualitative data.

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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?

Revisions and additional steps were taken as a result of ongoing review of strategic priorities and business operational plans.

If yes please outline below:

	Revised/Additional Action Measures	Performance Indicator	Timescale
1	Introduction of overcoming adversity award with Radius Housing - £1000 in total	Candidates identifies, merit of award considered and award presented.	Annually

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?

Continuous monitoring to review content and revise plan.

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<sup>i</sup> **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.

<sup>ii</sup> **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.

<sup>iii</sup> **National** : Situations where people can influence policy at a high impact level e.g. Public Appointments

<sup>iv</sup> **Regional**: Situations where people can influence policy decision making at a middle impact level

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