



## 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:

<https://www.waterwaysireland.org/>

### Signature:

**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.*

Waterways Ireland continued to fulfil its commitments within our Equality Scheme, which was approved by the Equality Commission in 2013. Our Equality Action Plan not only contributes to the Body's compliance with Section 75 of the Northern Ireland Act 1998 but also sets out what actions we plan to take to ensure we provide a working environment where employees are treated with fairness, dignity and respect and that the services we deliver are accessible, inclusive and responsive to visitors to our property and waterways. Further information on the Equality Action Plan, and its actions, will be referenced in detail later within this report.

A new Corporate Plan 2023-2025 is being developed which will enable us to fully integrate and align our duties into our corporate and business planning cycle.

#### Employee Training

Central to delivering our equality of opportunity and good relations obligations is training interventions, both for new and existing staff. All new employees, permanent or temporary, are made aware of Waterways Ireland's Equal Opportunities Policy and their responsibilities as part of induction into the Body.

Going forward there will continue to be training, learning and development opportunities arranged for employees. Training will cover issues related to Equality and Disability, with a particular focus on awareness and the statutory Equality and Disability Duties.

Workshop-based training with operational staff was not possible due to Covid-19 restrictions. However, priority is being given to having this training delivered in winter 2022 for all staff, north and south.

#### Information, Services and Facilities

Equality considerations are an integral part of all infrastructural programme planning, with upgrades to jetties and walkways incorporating appropriate access, materials and signage. New and/or refurbished buildings are completed under the guidelines for accessibility in the Building Regulations legislation.

Blueway and Greenway paths and infrastructure which we have developed along our towpaths and waterways are invaluable. They provide easily accessible outdoor

facilities to local communities and visitors, along with the enhanced health benefits associated with being close to water, nature and the escapism of this unique environment.

Disability Action Plan

With our offices remaining closed during this reporting period Waterways Ireland continued its focus on the wellbeing of our staff as they worked from home.

A Waterways Ireland Health and Wellbeing committee “Working Well” was established; comprising a group of employees from across the organisation who are interested in promoting health and wellbeing. “Working Well” shares information and ideas about how to stay healthy, focusing on the five steps to wellbeing .... Connecting, Be Active, Learning, Sharing, Be Present, through podcasts, monthly newsletter and weekly motivational quotes. One initiative in August 2021 – Be Active - Directors and Managers were encouraged to hold a ‘walking meeting’ with their team.

Waterways Ireland has 13 IOSH certified Mental Health First Aiders (MHFA) across all our offices, sites and depots. These employees are a point of contact for employees who are experiencing a mental health issue or emotional distress. This interaction could range from having an initial conversation through to supporting or signposting the person to get appropriate help.



- 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*).

Priority 1 – Refresh the Equality Agenda among Waterways Ireland Staff

In early 2022, Waterways Ireland established an Equality and Diversity Working Group to drive the development and delivery of equality, inclusion and diversity agendas. The Group, which meets quarterly is made up of representatives from different Sections across the organisation to:

- Act as a champion for equality and diversity within Waterways Ireland.
- Research and plan initiatives within Waterways Ireland.
- Provide a comprehensive and holistic approach to equality and diversity at Waterways Ireland.

Priority 2 – Provide a working environment where employees are treated with fairness, dignity and respect

Waterways Ireland continues to provide a range of workplace, work-life balance policies, as well as practical and emotional support services for our staff.

In spring 2021, the organisation undertook a staff survey to consider how working arrangements would operate going forward. A diverse sample of employees across the organisation, geographically, level and discipline provided feedback on homeworking conditions work/life balance, manager/organisational support and communication and thoughts on blended working models. Feedback has been used as new working practices are developed and introduced, improve communication and to ensure staff needs are adequately met.

Office based employees continued to work from home. To support home-based working the flexi working day was extended to enable staff to manage home schooling and other caring responsibilities. In addition, the organisation increased the annual leave carryover allowance in response to lower usage of annual leave due to Covid-19 restrictions, compounded by the restrictions which limited leaving homes and travel. This adjustment along with encouragement from managers ensured staff took proper, uninterrupted annual leave which is important to mental health and well-being.

Waterways Ireland offers employees a free and confidential support service, provided by Inspire Workplaces, which is available 365 days a year

Priority 3 – Attract, recruit and retain a diverse range of employees in a culture which celebrates diversity and inclusion

Nine female employees from a diverse range of roles within Waterways Ireland including management, operational, technical and administration participated in a short video to mark International Women’s Day 2022. In the video the women are

filmed as they go about their daily work with some giving a short description of their role. The video was shared across all our internal communication and social media platforms.

Recruitment exercises for positions in Northern Ireland are undertaken in line with the Body's Affirmative Action Plan which seeks to improve the profile of Waterways Ireland within the Protestant community and aims to address an identified imbalance in the applicant pool for job opportunities. All recruitment exercises for positions in Northern Ireland are highlighted to representatives of the Protestant community in the locality of the vacancy, and they were asked to communicate the employment opportunities within their areas. Despite the Body's ongoing commitment to its Affirmative Action programme, there has not been a significant change in the organisation's applicant base. Further consideration will be needed as we develop our next 2023-2025 Action Plan.

To ensure that we promote opportunities to as many eligible and suitably qualified candidates as possible we continue to advertise all jobs on Facebook, Twitter and LinkedIn. All job opportunities are also promoted and advertised through the organisation's website <https://www.waterwaysireland.org/>

#### Priority 4 – Deliver services that are accessible, inclusive and responsive to visitors to our property and waterways

Equality considerations are an integral part of all infrastructural programme planning. Waterways Ireland's jetties, service blocks, paths etc incorporate appropriate access, materials and signage.

Waterways Ireland's facilities at Bellanaleck, Co Fermanagh on Lough Erne have been upgraded to improve accessibility for all users with wheelchair friendly picnic tables added to the site.

One of our aims is to increase the overall number of people using the waterways by encouraging and supporting a broad range of use of the waterways. The Body continues to work with local authorities and partners to develop Blueway and Greenway trails. The trails are predominantly traffic free and wide enough to accommodate shared usage, and are designated for use by pedestrians, cyclists and other non-motorised users such as wheelchair users, families with buggies etc.

Waterways Ireland, as Chair of the Lower Bann Strategic Development Group continues to explore opportunities to implement accessible facilities along the Lower Bann network in consultation with Local Councils.

The multi-use, accessible path as part of the Blueway offering along the riverbank at Glenone, Portglenone on the Lower Bann continues to prove popular. Associated facilities including disabled angling stands at the site, known locally as Molloy's Ford are also available along this path. The accessible pathway between Portglenone and Newferry continues to be progressed in partnership with Mid Ulster District Council.

The Enniskillen Water Activity Zone facilitates a host of inclusive on-water activities at an urban location, provided by activity operators operating under licence by Waterways Ireland. Waterways Ireland's "Stories from the Waterways" feature one of the activity providers Blue Green Yonder who provide accessible and inclusive activities to bring families and communities together. [Waterways Ireland | News Centre | News | Stories from the Waterways](#)

All activity providers and other businesses licenced to operate on our property are asked to follow the guidance in relation to dealing with children and vulnerable adults provided by various state departments in the appropriate jurisdictions.

Young people and how they experience and value our inland waterways is hugely important to Waterways Ireland. The Waterways Ireland Education Programme aims to integrate the inland waterways with the learning environment and provide learning experiences which are meaningful, accessible, engaging and stimulating for all. The Learning Zone platform on our website contains fun and interactive resources for teachers and parents to use. The resources developed and programmes or workshops delivered feed into the curriculum and compliment what schools are doing within the classroom. They are free and accessible by all and support children with learning difficulties by providing the opportunity to access a broader educational base which previously may not have been possible. Examples of resources accompanied by easy-to-follow instructions include:

- Videos of virtual visits to the waterways
- Interactive presentations
- Visual aids free to download from the Learning Zone such as:
  - Waterway Eco Dial
  - Colours of the Waterways activity
  - Crazy Canal Cycle story book and challenges – Nature Navvies Programme
  - Waterway Wildlife Fact File

Our Education team in partnership with local schools created a short educational film showcasing the biodiversity and heritage of Lough Erne.

The hugely popular Engineers Week workshop was back in 2022. The workshop introduced students to the world of engineering included some of the projects Waterways Ireland is involved in. Linking to a range of fun and interactive activities the workshop included a presentation "Who wants to be an Engineer?" which featured a Q&A session with one of our Senior Engineers. The workshop was live on our website from 7-14 March and was suitable for P5 - P7 pupils.

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:

The organisation increased the annual leave carryover allowance in response to concerns at the low usage of annual leave due to Covid-19 restrictions, compounded by the restrictions which limited leaving homes and travel.

Flexi working day was extended to enable staff to manage home schooling and other caring responsibilities.

**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:

All S75 Categories: Change to Annual Leave carry over to ensure adequate rest and relaxation is afforded.

Persons with dependents: Flexi working day was extended to enable staff to manage home schooling and other caring responsibilities

**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):*

Review of annual leave taken led to concerns at the low usage of annual leave due to Covid-19 restrictions, compounded by the restrictions which limited leaving homes and travel – staff not taking sufficient time to ensure adequate rest.

PART A

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:

**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:



PART A

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
- 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:

**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)*:

1. Refresh the Equality Agenda among Waterways Ireland staff.
  - Training: New employees are made aware of equality, diversity and inclusion at their induction. All PTA staff completed Diversity and Inclusion e-learning module.
  - Cross-divisional Equality and Diversity Working Group set up.
2. Provide a working environment where employees are treated with fairness, dignity and respect.
  - A range of workplace, work-life balance policies; practical and emotional support services provided for all staff during Covid lockdown.
  - Waterways Ireland Health and Wellbeing committee "Working Well" was established.

PART A

3. Attract, recruit and retain a diverse range of employees in a culture which celebrates diversity and inclusion.

- Self-reporting staff census carried out across the organisation (North and South) to inform statutory reporting and policy making.
- Recruitment exercises for positions in Northern Ireland are undertaken in line with the Body's Affirmative Action Plan

4. Deliver services that are accessible, inclusive and responsive to visitors to our waterways.

- Inclusion of diverse images in all publications (marketing and corporate), social media, website, etc.
- Enhanced educational programmes provided virtually through the Education portal at no cost.
- Facilities on and along our waterways which are designed and built, where applicable to the highest standards of accessibility for all to use and enjoy.

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*):

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

N/A

PART A

- 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:

N/A

- 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
- 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:

No consultation was undertaken during the reporting period.

- 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:

- 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)**

[Insert link to any web pages where screening templates and/or other reports associated with Equality Scheme commitments are published]

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

0
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**16** Please provide the **number of assessments** that were consulted upon during 2021-22:

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

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

- |   |  |
|---|--|
| <input type="checkbox"/> Yes  | <input type="checkbox"/> No, already taken place |
| <input checked="" type="checkbox"/> No, scheduled to take place at a later date | <input type="checkbox"/> 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)*

- |                              |  |   |
|------------------------------|--|---|
| <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No | <input type="checkbox"/> Not applicable |
|------------------------------|--|---|

Please provide any details and examples:

**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:

**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:

### 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.

All staff informed of the equality obligations set out in the Waterways Ireland Equality Scheme, with relevant Plans and documents available on our staff intranet as well as the corporate website. Section 75 statutory duties form part of induction training for new staff on an ongoing basis-

- 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:

### 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**:

Enhanced education portal.

### 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:

### Section 3: Looking Forward

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

April 2023

PART A

- 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)*

Arrangements for assessing, monitoring and publishing the impact of policies.

Full consultation of the 2023-2025 Equality and Disability Action Plans.

- 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 – Welcoming Statement and further participation of S75 groups
- 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**

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

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

4

Fully achieved

1

Partially achieved

3

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>			
Regional <sup>iv</sup>			
Local <sup>v</sup>			



PART B

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

Action No	Training Action Measures	Outputs	Outcome / Impact
1.	<p><i>Awareness training targeted for senior managers and specialist training for others, where applicable</i></p> <p><b>Note:</b> <i>Targeted training was not possible during this reporting period</i></p>	<p><i>All PTA staff undertook mandatory diversity and inclusion training. New staff receive induction training which includes Equality Scheme commitments.</i></p>	<p><i>Ensures staff are aware of disability issues and Waterways Ireland's commitment to addressing any concerns raised.</i></p>

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

Action No	Communications Action Measures	Outputs	Outcome / Impact
3.	<p>Create an open and inclusive workplace culture which displays respect for people with mental ill health.</p>	<p>Mental health and wellbeing awareness campaigns communicated to all staff.</p> <ul style="list-style-type: none"> <li>• Men's Mental Health Week</li> <li>• World Suicide Prevention Day</li> <li>• World Mental Health Day</li> <li>• National Workplace Wellbeing Day</li> </ul> <p>Mental Health First Aiders in place. Wellbeing group established.</p>	<p>Increased awareness of mental health issues.</p>
5.	<p>Consider the needs of disabled people across all our services.</p>	<p>Internal and External communications and corporate documents include positive images of people with disabilities enjoying our waterways and</p>	<p>Promotes equality of opportunity and accessibility to Waterways Ireland's facilities and services.</p>

PART B

		engaging activities supported by Waterways Ireland.	Greater visibility of disabled people and an increased awareness of the positive contribution they make to our society.
6.	Demonstrate evidence of monitoring of this Plan and WI's ongoing commitment to the Disability duties.	Progress is updated to senior manager biannually.	Increased awareness of the Body's obligations.

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

Action No	Encourage others Action Measures	Outputs	Outcome / Impact
4.	Raise awareness of the WI Disability Action Plan amongst all staff.	<p>Working Group established which will advocate and raise awareness of people within our communities who may be marginalized or excluded.</p> <p>Themed Awareness Campaigns – internal and external communications:</p> <ul style="list-style-type: none"> <li><i>International Day of Disabled People (theme Not all Disabilities are Visible):</i> staff were encouraged to wear purple, and a purple spotlight was put across our social media platforms to support both the Day's celebrations and the disability community in general.</li> </ul>	Increased staff knowledge and awareness of specific disability issues

PART B

		<ul style="list-style-type: none"> <li>• <i>World Down Syndrome Day</i>: staff encouraged to pick out and wear their most colourful socks and share a picture of their socks with friends and colleagues.</li> </ul>	
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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 No	Action Measures partly achieved	Milestones/ Outputs	Outcomes/Impacts	Reasons not fully achieved
8.	Increase the level of accessible /inclusive information so that users with a disability can access our services and information independently			This is ongoing as facilities are developed.

PART B

Action No	Action Measures partly achieved	Milestones/ 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.	Refresher disability awareness training targeted for senior managers and specialist training for others, where applicable.	Increased mental health and wellbeing awareness campaigns communicated to all staff.
2.	Review Personal Emergency Evacuation Plans (PEEP) procedures for staff and regular visitors.	Staff working from home, buildings closed to visitors.
7.	Encourage applications by people with disabilities for job vacancies.	Despite job advertisements being widely advertised, there has not been a significant change in the organisation's applicant base. A welcome statement to be included in 2022.

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

(b) Quantitative

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?

Please select

If yes please outline below:

	Revised/Additional Action Measures	Performance Indicator	Timescale
1			
2			
3			
4			
5			

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

We have been operating Interim Disability Action Plans for a number of years. A new Corporate Plan 2023-2025 is being developed which will enable us to fully integrate and align our duties into our corporate and business planning cycle.

## PART B

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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.