




Public Authority Statutory Equality and Good Relations Duties Annual Progress Report

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Documents published relating to our Equality Scheme can be found at:	www.nb-housing.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 2023 and March 2024

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 2023-24, 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.

Introduction to NB Housing

NB Housing is a registered social housing association with charitable status. It is governed by a voluntary Board of 12 members. Responsible for effective governance of the Association the Board comprises of Chair, Vice Chair, Secretary, Treasurer and 9 further members.

The Chief Executive is responsible to the Board of Management for the operational management of the association as a corporate body and therefore will ensure that the association fully complies with the Equality Scheme.

At the end of 2023/24 reporting period we had a team of 43 staff to include a Senior Management team comprised of Chief Executive, Director of Development & Property Management and Director of Housing Management & Corporate Services. We have 5-line management positions to include the Finance Manager, Housing Manager, Foyer Scheme Manager, Development Manager and Maintenance Manager, who manage teams of officers, administrative, support and caretaking staff.

NB Housing completed its second year of our 3-year Corporate Strategy 2022-2025 with a new mission and vision. We have a clear mission and vision to commit to providing outstanding social housing for those in need. We continue to aspire to a strong promotion of equality of opportunity and good relations for all prospective and current tenants, residents and staff.

Our Mission

To provide a place to call home and an outstanding service to those in need.

A home where people,

Feel they belong

Feel safe

Feel financially secure

Feel supported

Feel part of the community

Our Vision

Everyone has an affordable, sustainable home in a supportive community that enables them to lead their best lives.

We have continued to grow our stock and provide homes for those in need. Stock levels increased from 1108 homes in 22/23 to 1136 at the end of 2024 financial year. Whilst the majority of our stock is located in north and west Belfast we continue to expand outside the city in areas such as Ballygowan, Ballymena, Ballynahinch, Carrowdore, Newtownards, Carrickfergus, Coalisland, Donaghadee, Millisle, Glenavy and Lisburn.

We continue to accommodate across the Section 75 groups.

Our current stock portfolio of 1136 units accommodates for a variety of needs.

General Needs	
Houses	667
Bungalows	132
Apartments	205
Supported Housing	68
Sheltered Housing	64
Total	1136

Whilst the majority of housing we provide is for general needs and families we also provide accommodation and specific support groups. These are:

- Sheltered accommodation and support for the elderly at Holy Rood House
- Independent 55's and over in McCorry House providing one-bedroom apartments and support provided by our Tenant Support Worker.
- Homeless young people aged 18-25 at our Flax Foyer Scheme
- Accommodation for vulnerable families at Thorndale House in joint management with the Salvation Army
- Hostel accommodation in partnership with Rosemount Ltd for recovering alcohol dependent residents.

Examples of Key Policy and Service Delivery Developments throughout reporting period 2023/24:

Communication

Tenant Participation

We are now in the final year of our Tenant Participation Strategy which aims to increase tenant involvement in the delivery of social housing services and to be part of the decision-making process on the services we offer. Our overall aim to improve the quality of social housing services for tenants and landlords, by encouraging partnership and discussion between the organisation, tenants, service users, local communities and authorities.

My Tenancy Portal

“My Tenancy” gives tenants access to their rent accounts and repairs progress at a time convenient to them. In addition to this our Reach Deck service is available to website users who do not have English as a first language where speech and translation support is easily accessible.

Online Contact:

Our Community Development Officer and Tenant Support Worker continued to provide engagement events online and contact via a “What’s App” group with tenants to offer further engagement opportunities. Zoom was also introduced for group contact so any scheme or focus group meetings could be held online.

We continue to contact tenants via our improved texting service and has proved successful as it provides immediate contact with tenants who may not have made contact in the past. This is a key improvement in communication with tenants as it ensures two-way engagement to ensure service delivery.

Annual Tenant Satisfaction Surveys:

Our 2023/24 survey was circulated as per previous years and provides feedback on how we are performing and any potential opportunity to improve service delivery. A summary of key satisfaction results for the reporting year is as follows:

Tenant Satisfaction Summary	2023/24
1. NB Housing overall service	78%
2. Rent represents good value	74%
3. Your accommodation	80%
4. Area/ location	83%
5. Service charges provide value for money	71%

Tenants Newsletters:

As part of our commitment to keeping tenants informed we produce a quarterly newsletter and an annual report to keep tenants updated of the performance of the Association. Information on useful topics is delivered in our quarterly newsletter. Topics include for example:

- Access to services offered by the Association and other useful links
- Contents Insurance
- Emergency Repair contacts
- Health and Safety Issues e.g. Fire Safety, Gas Safety
- Housing or Tenancy Advice
- Migration to Universal Credit
- New Team Members
- New Developments
- Notification of upcoming tenant engagement events
- Office operating hours
- Outcome of prize draws etc
- Money Management Advice
- Support signposting to Advice Space, North Belfast Advice Partnership, Ligonell Advice Partnership, Family Support Hubs
- Tenant Satisfaction Results
- Updates on planned maintenance

Examples of these publications can be accessed on our website www.nb-housing.org

Tenant Consultations:

We ask for feedback on repairs and planned developments so that tenants have opportunity to inform the Association on how satisfied they are with their homes. This may lead to further improvements moving forward.

Tenant consultation and engagement is carried out when maintenance and development works are to be commenced. Once works are completed tenants are invited to provide feedback on the improvements.

Our Development department will also consult in regard to upcoming development and housing provision. This can be in a group meeting session or as a leaflet drop. Everyone within a 90m radius to the development is invited to attend.

- Connsbrook Avenue, East Belfast, providing 1 x 2person, 1bedroom wheelchair apartment, 1 x 2 person, 1x bedroom apartment and 10 x 3 person 2 bedroom apartments. Consultation open 5/5/23 – 16/6/23
- Leamington Place, Lisburn– 2 x 2person 1bedroom wheelchair apartment and 10 x 3 person 2bedroom apartments for active elderly. Consultation open 17/423 – 24/5/23

- 2 Bridge Street, Lisburn – 3 x 2person 1bedroom apartment and 4 x 3person 2bedroom apartments for general needs living. Consultation open 5/12/23 – 22/1/24
- Belfast Rd, Glenavy 1 x 7person 4bed house and 8 x 5 person, 3 bed houses Consultation open 22/3/2024 – 3/5/24.
- Kingsway Housing for All Scheme, Dunmurry – 14 x 3person 2bed apartments. Consultation open 12/2/24 – 25/3/24

Communication at NB Housing head office is aided with Loop service and our website provides a Reachdeck function for both text, volume adjustment and language translation to assist those with sight and hearing impairment and where English is not a first language. Tenants are also supported via Big Word and Flex Language Services in relation to translating tenancy documentation into their chosen language and interpretation services for any tenancy related communication.

Community & Tenant Engagement

We have recruited a new Community Development Officer during the reporting year who has worked closely with local agencies to support tenants who were in need of support services either due to their own particular circumstances, cost of living crisis or just to engage with others. Some of these developments included:

- We were successful with our **Award for All** application from the **Community Lottery Fund** for the amount of £6,500. This funding was used for various events for tenants throughout the reporting year. These included,
 - **Halloween Wreath making:** Tenants had the opportunity not only to learn how to make the wreaths but also to meet each other and get to know new people.
 - **Christmas Centre Pieces:** Another craft day using the Award for All funding to make learn how to make centre pieces for the Christmas table.
 - **Intergenerational Christmas dinner:** Both our younger and older residents got together for their Christmas dinner event in Holyrood House. The event was catered and the young people from Flax Foyer served our Holyrood tenants Christmas dinner. Seasonal festiviites and entertainment folloowed. All participants prasiied the staff on how good the event was and would like more of the same!
 - **Ceramic painting:** classes took place in July 23 and participants got together and painted a bowl and a trinket dish each which of course they were able to take home.
- **All Ireland Customer Engagement Conference**
Supporting Communities held their first All-Ireland Customer Engagement Conference at the Carrickdale hotel in Dundalk on 13th June 2023. Various Housing Associations from across the island of Ireland and their tenants shared

their personal stories and their tenant participation journeys to inspire and encourage others. It was great to hear these as it shows how tenant participation can make such a positive difference to peoples' lives and the organisations involved. Both Tuath Housing Association and Lesley Baird, the former CEO of TPAS Scotland, offered advice on the importance of participation and that meaningful engagement takes a lot of time and effort.

➤ **Clean Up and Fun days**

We held the clean-up day at Brookfield with help from the Ardoyne Association however unfortunately a low turnout from tenants. We did manage to get rubbish removed from the carpark and the outside garden area which was successful.

➤ February 2024 the **Chinese New Year Event** was held at the Houben Centre in North Belfast. Tenants enjoyed the amazing Chinese Lion and Dragon performance and Chinese dancers. They also participated in activities, including Chinese calligraphy, writing their names in Chinese and made Chinese lanterns, with the majority taking part in Chinese fan dancing! The day ended with some authentic Chinese food. Everyone enjoyed the event.

➤ A **Tenant Information Session** was held at Holyrood House in March 2024. CCU Credit Union and Ardoyne Association provided useful information to tenants and staff. CCU Credit Union gave information on savings and budgeting, while Ardoyne Association provided information on the services they can provide to tenants.

➤ **Easter Wreath Making Classes** Tenants created their own wreath made of wildflowers and botanical gel print. The foliage and flowers used for the wreaths were sourced locally. Additionally, the tenants were given the opportunity to make several pieces of artwork with their favourite selections, which they could take home. The feedback received from the event was overwhelmingly positive.

➤ **Housing Perks**

Housing Perks is an app that provides discounts ranging from 4% to 10% at various retailers such as ASDA, Sainsbury, Marks & Spencer, B&M, Primark, and many others. NB Housing staff and tenants can use the app if they have a mobile phone. Once registered, you can then use your payment card or digital wallet to buy a discounted voucher from your brand of choice and start saving.

➤ We continue our **Interagency Working** and have been represented at the following group meetings throughout 2023/24. These meetings consist of members of other housing associations, NIHE, local community workers, local councillors, advice sector, and tenant representatives etc. Some of the groups include:

- **Family Support Hubs:** NB Housing continues to attend Family Support Hub meetings as this ensures we are aware of the services available within the local community. These meetings provide information on various groups and initiatives that are accessible for struggling families.
- **Tenant Participation Practitioners Network:** These quarterly meetings are attended by Housing Association to gain information on any tenant participation policy updates and ideas on tenant engagement.
- **Upper North Multi Agency Meetings:** Held fortnightly the group deals with issues raised within the Upper North Belfast Area which are addressed through statutory and voluntary parties working together. The majority of issues raised revolve around ASB and neighbour disputes.
- **Age NI:** Talked to staff about the services they provide for tenants 50+. They sent their 'Life doesn't come with a manual' leaflet which is a summary of what services they offer. This information was shared with our Tenant Support Worker at Holyrood House for the benefit of our older tenants.
- **Cliftonville Community Regeneration Forum** visited with the 18–25-year-olds in Flax Foyer in January 2024. The coordinator was running a number of programmes with personalised learning, skills and employment opportunities with a central focus on good relations and preparing young people for the world of work and to engage young people that are vulnerable to polarisation/recruitment to organisations opposed to the peace process and face barriers to participation in mainstream provision. The aim is to help young people build and develop life skills that foster good relations, build confidence and resilience and make them more employable. They also run a female only programme, Elevate-HER. The Programme that includes a Private Group Gym Session, Cooking and Personal Development started in January 2024 and is open to all tenants.
- We joined the **North Belfast Interface Network (NBIN)** multiagency group in the reporting year. North Belfast Interface Network (NBIN) was established in 2002 in response to the critical levels of inter-communal conflict at interfaces in Ardoyne, New Lodge, Cliftonville, Marrowbone and the corresponding PUL (Protestant, Unionist, Loyalist) communities. This project was primarily single identity in nature but recognised the necessity of engaging on a cross-interface basis if levels of inter-communal violence were to be reduced and eradicated. For the past five years NBIN have partnered Lower Shankill Community Association, Twaddell Woodvale Residents Association and the Concerned Residents of Upper Ardoyne in the Twaddell Ardoyne Shankill Communities in Transition, (TASCIT) and IFI (International Fund for Ireland) Peace Walls programmes. These groups working together provide a great opportunity to address issues within our own communities and the wider community.

- We received a number of applications for the **NB Housing Community Fund** of up to £1000. Successful recipients included,
 - *Marrowbone Community Food Bank project*. As funding took a big cut this year, the Marrowbone Community Hub greatly appreciated this donation to help families in need.
 - *Grace Family Centre*, who provides support to relatives of those with dementia and help combat loneliness. The funding was to provide 6 events for carers and their families who are dementia sufferers. The aim to promote awareness and services to NB Housing tenants
 - *HolyCross Preschool* Funding was granted for musical sessions to give the children of preschool age the opportunity to take part and interact with music, singing and movement. It aimed to develop the children's personal, social, and emotional development, whilst developing their physical, language, co-ordination, health and overall wellbeing and help the children develop early childhood skills and socially interact with their peers in group sessions.
 - *New Lodge Youth Centre and Ardoyne Youth Club*: Received funding to assist with costs to take youth leaders and young people to Romania to volunteer in orphanages, gain leadership and communication skills and to develop life experiences.
 - *R-City Youth Project* were also successful in their application for funding to provide diversional sessions for youth currently involved in anti-social behaviour.
 - *Streetbeat Youth Project* is a registered charity working to help young people fulfil their potential, whilst responding to their need for support and guidance. Streetbeat offers young people aged 11-18 a safe place to learn, grow and be challenged in their values and behaviour. Their services include youth group work programmes, a counselling service, one to one mentoring, drop-in, and school's work. The funding meant the charity could deliver the Lead 2 Succeed programme, with the aim of equipping young people with skills to be more resilient, which they can then reflect into their local community.

- **Supporting Young Homeless People:** We work in partnership with many services providing support to our young homeless residents (18-25yr olds) at Flax Foyer. Some of these services include:
 - **Extern's** Moving Forward, Moving On project works with young people, aged 16-24, who are not in education, training or employment (NEET) and/or have a history of offending behaviour. It is a research and evidence-based model of working with young people, which provides support and the tools they need to make a successful start in the world. The mentoring support service works with young

people and young adults from across the city, who have previously been through alternative education projects, such as Extern's Pathways Project.



Head Start Programme offer young people qualifications, a chance to gain essential skills, work placements, free travel and £40 per week. They will also receive a £40 bonus after 13 weeks.



HYPE attend the Foyer every fortnight to discuss sexual health with our young residents.



Daisy Project provides a drop-in facility at the Foyer every Tuesday for anyone who is seeking information/advice/counselling relating to Drugs or Alcohol misuse issues. The Drug and Alcohol Intervention for Youth (DAISY) provide support for young people and young adults experiencing problems with their alcohol or substance use. They provide a confidential service, and each client will be offered one to one support to reduce harm caused by substance use.

New Life Counselling provide information in relation to Mental Health to better understand mental health and get some practical ideas to help deal with any issues.



Northern Ireland Youth Forum (NIYF) a collective of 15 young people have been engaging in a drop-in/group work setting, with 9 consistently attending weekly throughout the reporting year.

These individuals have not only grown personally but have also developed within the group dynamic. Building strong bonds, they foster an environment of kindness, empathy, and openness toward one another's thoughts, emotions, and beliefs. Demonstrating their commitment and adaptability, they consistently show up on time and eagerly embrace every opportunity presented to them. Their dedication to personal and social growth is commendable, as they actively encourage each other to step outside their comfort zones and participate in new activities. The group has participated in the following activities, opportunities, and areas of group work:

- Colin Glen Forest Park
- Go Karting
- 12-week Health & Fitness programme in Round 12 gym
- Self-care & confidence building
- Life skills: cooking, future planning, housing awareness sessions
- Joined groups within NIYF
- Applied for international opportunities
- Outdoor activities: mountain walking
- Evaluating processes

This group of young people has experienced a remarkable journey of growth and positivity together. Over time, their collective efforts and shared experiences have led to significant personal and interpersonal development. Through regular interactions and collaborative activities, they have fostered a supportive and nurturing environment where each member feels valued and encouraged to express themselves authentically. Their journey serves as a testament to the transformative power of community and the potential for positive change when individuals come together with a shared purpose.



Residents at our Flax Foyer Scheme received their OCN Level 1 in Employability. This covered 5 areas, Money Management, time keeping, interview skills, self-confidence and personal motivation.

The group has been so successful and well attended that we have extended our support to both a Tuesday and Thursday evening, enabling more young people reach their full potential. One young person struggled immensely with reading and writing abilities. This young person expressed that this affects daily life, particularly confidence and self-esteem. It was observed that derogatory comments were made regarding intelligence, some of these remarks being "I'm so stupid", "I can't get a good job I can't read or write" and more disheartening "why would anyone care I've always dealt with it". This was hindering this young person from reaching full potential.

Due to the £200 donated by NB Housing and match funded by Extern, this young person receives weekly tutorials from a Dyslexic Specialist from NI Dyslexia Centre. The transformation is outstanding, as this young person is learning strategies to cope with dyslexia and the increase in confidence is having a major impact on other areas of life.

Aspire mentors have been offering exceptional, practical 1-1 support to young people when they need it. They have been able to take them for walks, coffee, shopping or outings to help them clear their head. The Aspire mentors have also been offering group work and 1-1 support with anger management to male residents.



Housing Rights delivered clinics in the Foyer, helping our young people that are struggling to get the Full Duty Applicant (FDA) points on their housing assessment. Their knowledgeable staff have been on hand to support staff and residents move complex cases forward. The young people also participated the Experts by Experience event in September 2023, helping shape and inform the Housing Rights new 5-year strategic plan.



Twelve of our residents from Flax Foyer participated in a survey exploring the prevalence and interplay of adverse childhood experiences, chronic homelessness, and factors of multiple exclusion, within a single adult homeless population living in hostel accommodation in Northern Ireland.

Building Good Relations

In this reporting year NB Housing took the decision to recruit part time security wardens for our Flax Street apartment buildings. Whilst Community Safety and Multi Agency Meetings continued to take place with the aim of building support across the board to look at local community safety and anti social behaviour issues (ASB) we noted complaints were still forthcoming in this area in particular. This has been a positive development as the staff have witnessed less activity during warden presence.

We have continued to engage a mobile security company for our apartment buildings to deter anti-social behaviour. Operating in areas of high deprivation and density, some of our tenants experience incidents of antisocial behaviour (ASB). The security service provides a means of contact should ASB arise outside office hours and when security wardens are not on site. The service gives our tenants an opportunity to report incidents and also gives assurance that resolution is forthcoming to not only ensure their safety but safety within the immediate community.

We continue to maintain links with community police, local councillors, and encourage tenant liaison with our staff teams. Open communication with local youth workers in hotspot areas has been invaluable as the focus is to encourage youths involved in anti-social behaviour to engage with youth clubs and divert this unwanted behaviour and promote good relations.

In 2023/24, NB Housing received 99 complaints of antisocial behaviour, 69 of which were resolved.

Our People

At NB Housing we ensure our staff avail of Equality of Opportunity in all aspects of their working life. Key developments this reporting period include.

- We are an **Equal Opportunity Employer** Within the reporting year we advertised for 6 vacant positions, 4 full time and 2 part time posts. Across the posts, 112 applications were requested and 59 returned. 46 of these applicants were shortlisted, 18 interviewed and 5 of the six posts were filled. One management role was advertised three times with no success. On each occasion the specification and terms were reviewed to draw a wider pool of candidates.
- Introduction of **Casual Staff** for our Foyer scheme to assist with the over reliance on agency staff. This has proved beneficial for the residents, staff team and the casual worker.

- In March of 2024 we ensured all our staff were earning at least the **Real Living Wage**. Any staff who were not, were uplifted to the minimum rate of £12 per hour.
- **Agile Working/Work Life Balance**: We continue to offer our office team Agile working. Staff now have the flexibility to work 2 days from the office and three days at home on a rota basis. Flexibility to staff working patterns has aided a new way of working and promotes a balanced work life.
- **Vitality Private Healthcare**: Our staff have an option for private healthcare with Vitality Healthcare. This provides a full range of medical services and rewards for members. Staff can also include family members in the plan should they wish. This service also offers staff a counselling option.
- **Employee Assistance Programme**: We continue to offer our staff *Inspire Workplaces* services who deliver an employee assistance programme for all staff. The programme offers support to staff who may have situations affecting their well-being for example stress, relationships, finance etc. The programme delivers 24hr access to counselling as well as advice and information for support. The service is provided at no cost to our staff.
- **Investors in People**: NB Housing was reassessed in July 2022 for reaccreditation in the 6th Generation Framework of Investors in People. The Association was awarded GOLD accreditation until 2025. Our Investors in People assessor provided a positive interim report in September 2023 on progress thus far.
- **Staff Survey**: Investors in People deployed an independent staff survey in February 2024. The survey gives all staff the opportunity to have their say and rate their strength of agreement with a range of statements that directly correlate to investors in people assessment and accreditation criteria. 79% of our staff team participated and the results provide us with an insight into future action planning.

Property Maintenance and Development

Tenant and residents' needs are addressed through a number of key service delivery improvements throughout the year. Our adaptations service continues to address physical needs of our tenants by involving multidisciplinary teams such as OTs, Social Workers, Support workers etc. and ensuring needs are met.

The Association completed 44 disability adaptations in the reporting year. Works included, the provision of level access showers, lighting upgrades, grab rails, safe play area etc.

Adaptation Type	Number Completed
Level Access Shower	18
Grab & Stair Rails	20
Access Issues	2
Lighting Upgrade	1
Safe Play Area	1
Hearing Impairment Alarm	2
	44

PART A

Our Development Team continue to work to meet the needs of applicants on the housing waiting list providing a variety of house type in various locations.

During this reporting year, NB Housing a total of 49 units of accommodation in various locations namely, Newtownards, Comber, Carrowdore, Bangor, Glenavy, Cookstown, Newtownabbey and Belfast.

New developments on site during 2023/24 were:

- Connsbrook Avenue (East Belfast) – 12 Units
- Crumlin Rd (North Belfast) – 14 Units 2 x 2person 1bedroom apartments, 3 x 5person 3bed houses and 9 x 3person 2bedroom houses
- Leamington Place, Lisburn – 2 x 2person 1bedroom wheelchair apartments, 10 x 3person 2edroom apartemtns for the active elderly.
- Kingsway, Dunmurry Housing for All Scheme –14 x 3person 2bedroom apartments
- Gobrana Rd, Glenavy – 11 x 5person 3bedroom houses
- Belsize Road, Lisburn– 5 x 3person 2bedroom general needs apartments
- Bridge Street, Kilkeel - 7 x 3person 2bedroom apartments and 2 x 4person 2bedroom apartments.

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Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2023-24 (or append the plan with progress/examples identified).

Age

Communication: The outcome of our 2023/24 annual survey on communication is outlined below:

Communication 2023/24	% of Very/ Fairly Satisfied
1. Your views are taken into account	70%
2. Keeping you informed	83%
3. Opportunities for participation in management and decision making	66%

All of the results are an improvement on the previous year, with one result remaining static.

- 79% (77% -2022/23) of tenants stated that when they last had contact it was easy to get hold of the right person.
- 91% (87%-2022/23) of respondents said that they found staff helpful
- 90% (85% -2022/23) of respondents said that staff were able to deal with their query
- 70% (70%-2022/23) of respondents said that they were satisfied with the final outcome
- 11% of respondents indicated that they use the 'my tenancy' facility.

Digital Inclusion: Our website includes a tenant function, "My Tenancy" an online portal which has meant tenants can access their rent accounts, or report repairs. We have seen an increase in the use of the portal as tenants become familiar its accessibility.

Our website will also enable tenants or visitors to make a comment, send a query, make a complaint or compliment. It also features a Reachdeck function which accommodates various languages, and those with both sight and hearing impairment.

Our older residents (65yrs+) in Holyrood House were recipients of Belfast City Council funding to aid engagement and improve mental health. Last year ten tablets were purchased and Wi-Fi installed in the scheme so that tenants could avail of online tools. This continues to be a useful resource for online activity.

Social Inclusion: We continue to make made good use of technology to ensure tenants are still involved with the Association. Whilst we also carry out activities

face to face, we continue to use Whats App and Zoom for those tenants and residents unable to partake in person.

Welfare Reform: Our Newsletter keeps our tenants up to date with changes in benefits and the Welfare Reform agenda. We provide information to tenants and signpost to debt advice agencies where necessary in an effort to reduce potential financial hardship.

The impending migration to universal credit is communicated to tenants to ensure they are prepared for changes to their income.

As we have seen tenants struggle we continue to signpost to local foodbanks and work with local agencies to ensure support is provided to those in need.

Dependents

Welfare Reform/Single Room Rate: Young residents at our Foyer scheme have found it difficult to access accommodation on their own, this may be because of the points they have, or a lack of affordable accommodation. Our support staff continue to prepare young people for the adverse impact particularly for this age group. Residents are supported by their keyworkers to understand the implications as they move on to independent living in the community.

We signpost our tenants to various advice agencies to raise awareness to families in particular, as tenants considering a transfer to other accommodation may be impacted. The outcome of the equality action plan has positively highlighted the need to provide relevant and timely information to our tenant base. We also carry out benefit checks to ensure our tenants struggling with rent payments are receiving all benefits they are entitled to.

Lack of 2-bedroom accommodation: This accommodation type will be in high demand particularly for those vulnerable tenants in need of a carer, and single parents. At the end of this reporting period NB Housing 2-bedroom accommodation represented 43% of its total stock. This will continue to rise as new developments and acquisitions are finalised going some way to meet need in this category.

Disability

Adaptations: NB Housing completed 44 adaptations to homes throughout the year. Adaptions can include fixed aids, or home extensions to assist mobility or activities of daily living for those with disability.

Lifetime Homes: The Lifetime Homes Standard incorporates a set of principles that should be implicit in good housing design that maximizes utility independence and quality of life. The Lifetime Homes Standard seeks to enable 'general needs' housing to provide, either from the outset or through

simple and cost-effective adaptation, design solutions that meet the existing and changing needs of diverse households. NB Housing seeks to deliver on these principles on all new build properties.

Communications/Electronic: The *Reachdeck* function for hearing or sight impaired tenants and website visitors has been included as part of our website review. Our head office is serviced by the loop system. Frailer tenants in our sheltered scheme are equipped with pendant and pull cord devices to access assistance outside office hours. This provides assurance for those tenants' dependent on support services.

Gender Imbalance

Activity Programmes: Whilst activity programmes are essential in group living accommodation to prevent social isolation, it is as important to ensure activity planning is appropriate across genders. Activities offered during the year have attempted to address any gender imbalance. For example, attendance at the Chinese New Year event, painting ceramics and the intergenerational Christmas dinner meant that anyone could join in.

Political Opinion

A potential inequality was highlighted within our Audit of Inequalities and therefore included in our action plan. This related to perceptions for potential employees who have "political convictions". NB Housing continues to request application to Access Ni for all potential support staff and continues to recruit staff based on the Merit Principle.

Race



Flax Foyer embraces all religions and cultures with a common goal in overcoming homelessness. Each young person's journey through homelessness is different, each and every one is unique and special. Our young people help each other and share their limited resources and experiences. Good Relations Week 2023 celebrated the theme 'Together' by enjoying food, games and good company. The Supper Club brought residents to the common room to join in making toasties and playing games together. The young people also played a twist on the popular TV show *Come Dine with Me*, called "Let's Dine Together". Each young person had a dish to make from cuisines from around the world, the food was enjoyed and scored by others in the Foyer. Our lovely winner got some vouchers for great cooking skills and our runner ups got sweets. The experience was thoroughly enjoyed by all.

Chinese New Year: Tenants enjoyed Chinese New Year celebrations in February 2024. The festivities included a Chinese dragon, dancers, calligraphy and authentic Chinese cuisine.

Communications: Our current tenant profile has 0.7% of households who do not have English as a first language, this figure is a slight increase on the 2022/23 reporting period. We continue to engage with both Big Word and Flex Language Services who have provided translation and interpretation services for our tenants. We continue to provide information on our services on our website which is serviced by Reachdeck. This enables tenants or prospective tenants to translate information to any language

Good Neighbour Agreements: For the promotion of Good Relations all of our tenants are required to sign up to the principles of the Good Neighbour agreement. The agreement encourages all tenants to,

“Respect all neighbours and their property, irrespective of their religion, race, ability, culture or political belief.”

Sexual Orientation

Our training programme includes staff awareness of LGBTQI community to continue to improve positive attitudes among staff and tenants. The support-based training has provided a practical approach to the issues groups may experience and how our support staff can manage these. Staff practice and response is enhanced and as a result we are providing positive outcomes for our residents. Agencies consulted to provide support include, Gender Assessment Clinic at Knockbracken, Gender Jam, Cara-Friend, HYPE, and Rainbow.

3 Has the **application of the Equality Scheme** commitments resulted in any **changes** to policy, practice, procedures and/or service delivery areas during the 2023-24 reporting period? *(tick one box only)*

Yes

No (go to Q.4)

Not applicable (go to Q.4)

Please provide any details and examples:

Click or tap here to enter text.

PART A

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

Please provide any details and examples:

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

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

Click or tap here to enter text.

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

Click or tap here to enter text.

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

Click or tap here to enter text.

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

Click or tap here to enter text.

Other (*please specify and give details*):

Click or tap here to enter text.

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 2023-24 reporting period? (*tick one box only*)

Yes, organisation wide

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- 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 2023-24 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:

We continue to work through our Strategic Plan for 2022-2025 in this reporting period. Our Mission and Vision ensures we integrate our section 75 duties as we deliver services to those in need.

Our Mission

To provide a place to call home and an outstanding service to those in need.

A home where people,

- *Feel they belong*
 - *Feel safe*
- *Feel financially secure*
 - *Feel supported*
- *Feel part of the community*

Our Vision

Everyone has an affordable, sustainable home in a supportive community that enables them to lead their best lives.

At NB Housing we realise the important role that the community, voluntary sector and the general public have to play to ensure the Section 75 statutory duties are effectively implemented. Our equality scheme demonstrates how determined we are to ensure there are opportunities, for people affected by our work, to positively influence how we carry out our functions in line with our Section 75 statutory duties

- 6 In the 2023-24 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 corporate plan
- No, the organisation's planning cycle does not coincide with this 2023-24 report
- Not applicable

Please provide any details and examples:

Equality action plans/measures

- 7 Within the 2023-24 reporting period, please indicate the **number** of:

Actions completed:

25

Actions ongoing:

1

Actions to commence:

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0

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

As per section 2.

- 8 Please give details of changes or amendments made to the equality action plan/measures during the 2023-24 reporting period (*points not identified in an appended plan*):

Timelines on Action Plan were updated as part of Equality Scheme Review in August 2023

- 9 In reviewing progress on the equality action plan/action measures during the 2023-24 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 2023-24 reporting period, on matters relevant (e.g. the development of a policy that has

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been screened in) to the need to promote equality of opportunity and/or the desirability of promoting good relations:

Click or tap here to enter text.

12 In the 2023-24 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 by email with an opportunity to opt in/out of the consultation
- Internet discussions
- Telephone consultations
- Other *(please specify)*: Click or tap here to enter text.

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:

Click or tap here to enter text.

13 Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2023-24 reporting period? *(tick one box only)*

- Yes
- No
- Not applicable

Please provide any details and examples:

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Click or tap here to enter text.

14 Was the consultation list reviewed during the 2023-24 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)

www.nb-housing.org

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

2

16 Please provide the **number of assessments** that were consulted upon during 2023-24:

0 Policy consultations conducted with **screening** assessment presented.

0 Policy consultations conducted **with an equality impact assessment** (EQIA) presented.

0 Consultations for an **EQIA** alone.

17 Please provide details of the **main consultations** conducted on an assessment (as described above) or other matters relevant to the Section 75 duties:

N/A

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- 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 2023-24 reporting period? *(tick one box only)*

- Yes
- No
- Not applicable

Please provide any details and examples:

Click or tap here to enter text.

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 2023-24 reporting period? *(tick one box only)*

- Yes
- No, already taken place
- No, scheduled to take place at a later date

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Not applicable

Please provide any details:

Click or tap here to enter text.

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:

Click or tap here to enter text.

22 Please provide any details or examples of where the monitoring of policies, during the 2023-24 reporting period, has shown changes to differential/adverse impacts previously assessed:

No adverse impacts

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 2023-24, and the extent to which they met the training objectives in the Equality Scheme.

Lone Worker Training

Northern Ireland Federation of Housing Associations
14/04/23

Customer Care/Telephone Handling Workshop

24/04/23

Tenant Participation & Community Development (OCN Level 2)

Supporting Communities
26/04/23- 31/05/23

Tenant Participation

Supporting Communities
26/04/23

The Digital Difference Conference

Radisson Blu, Belfast
Radius
18/05/23

Green Therapy Seminar

Positive Steps
Ormeau Baths, Belfast
19/05/23

Supporting Vulnerable Tenants

Housing Rights
Skainos Centre
31/05/23

CMS Training

LDA (Website)
31/08/23
Zoom

Managing Work Related Stress

HSENI
Microsoft Teams
18/10/23

Fair Employment Monitoring

ECNI
Online
17/01/24

Article 55 Review- Key Elements

ECNI

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Online
24/01/24

Equality Training for Line Managers

ECNI
Online
26/01/24

Recruiting Fairly

ECNI
Online
01/02/24

Promoting Equality in Employment for People with Disabilities

ECNI
Online
07/02/24

Managing Bullying and Harassment at Work

ECNI & LRA
Online
13/02/24

Recognising and responding to domestic or sexual abuse.

ONUS
Online
21/02/24

Supporting Young People with Autism & ADHD

CiNI
Online
11/03/24

Reasonable Steps Defence

ECNI
Online
13/03/24

Developing a Public Mental Health Approach- A Case for Prevention

QUB/PHA
In person
21/03/24

- 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:

NB Housing Training and Development plans are structured to incorporate mandatory or regulatory training, the development needs of the staff member and to address new or ongoing policy and procedure. The 2023/24 training plan covered a cross section of topics and was a working document that could be added to when a

new skill or development area was required. NB Housing recognises that awareness raising and training plays a crucial role in effective implementation of our Section 75 duties. The extent to which this training met the training objectives of the Equality scheme can be summarised as follows:

- As new staff come on board, Equality is addressed in induction plans, included in job descriptions, included in training plans and is an objective of the annual business plan. Equality Training delivered by the Equality Commission Northern Ireland provides a comprehensive overview for beginners in employment equality, covering the role and function of the Commission, an introduction to anti-discrimination legislation in NI, definitions of discrimination, the reasonable adjustment duty, Fair Employment Treatment Order and good practice.
- Recruiting Fairly training is essential for managers involved in recruitment processes to ensure best practise and to comply with equality legislation. Managers will attend 2 yearly updates in the area.
- As we approach our reporting period for Article 55 Review, the training in this area was a good opportunity to revisit the requirements for this review.
- Managing Bullying and Harassment in the Workplace provided an in-depth assessment of the types of behaviour that can constitute harassment and bullying and the impact of these behaviours in the workplace. It addressed what actions employers can take to promote diverse and inclusive workplaces.

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

26 Please list **any examples** of where monitoring during 2023-24, across all functions, has resulted in action and improvement in relation **to access to information and services**:

- We have seen an improvement in tenants using our website as we have delivered more user-friendly platform for tenants and visitors to the site. It is now easily accessible and interactive giving tenants the choice to use the website to ask questions, seek information, request a repair etc. Information leaflets are available on many topics for example tenant participation, anti-social behaviour, repairs, tenants' handbooks, value for money statement, annual reports, equality scheme etc.
- Reachdeck is accessible on our website homepage and translates website content into a chosen language. We have continued to engage with translation and interpreting services as a means of improved communication and information. Big Word is used as a translation service for our tenants who do not speak English.

- The new tenants portal “My Tenancy” gives tenants the opportunity to access their rent account online and report repairs.
- Quarterly newsletter publications mailed to all tenants and also uploaded on our website to inform of developments in the association, access to external contacts, advice on managing tenancies etc
- We continue the use of What’s App & Zoom for tenants as tool for tenant focus groups and meetings.
- We created a Careers page on our website to inform of employment opportunities.
- Social media outlets such as Facebook and Twitter will inform tenants of campaigns, job vacancies, alerts to scam callers, office closures, tenant activities/meetings etc.

Complaints (Model Equality Scheme Chapter 8)

27 How many complaints **in relation to the Equality Scheme** have been received during 2023-24?

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:

March 2028

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)*

We value the training provided by the Equality Commission and other providers and will avail the following sessions when available for the upcoming year for both new staff and refreshers for current staff:

- ❖ Equality Screening: We have attended both in person and online training in Equality Screening. This is an area we have been reviewing over the past year and work towards a review of all our departments screening requirements. It is anticipated a focused group effort is required to complete individual screening of all policies and procedures.

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

Click or tap here to enter text.

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:

13	2	0
Fully achieved	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 ⁱ	Outcomes / Impact ⁱⁱ
National ⁱⁱⁱ	1.Representation on both Board and Staff Teams at NB Housing as well as Housing Sector/NIFHA Meetings	Recruitment Processes/Board Recruitment Attendance at Meetings and Sub Committee Meetings	Positive input to decision making process.
Regional ^{iv}	2.Tenant Consultation/ Engagement/Participation Strategy	Implementation of the Tenant Participation Strategy and monitoring of action plan. Dedicated staff member in post to drive	Increased involvement particularly among older tenants with the provision of WiFi and greater accessibility to website. Expanded involvement methods to online access e.g. Zoom.

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		<p>Tenant Participation Strategy/Tenant Welfare.</p> <p>Choices available on methods of involvement circulated to all tenants to encourage participation.</p> <p>Greater publicity of engagement both in newsletters, mail drops, one to one and website to encourage involvement</p> <p>Access to meetings via Zoom, What App etc</p>	<p>Publicised in tenants quarterly Newsletter seeking involvement/engagement opportunities.</p> <p>Contact has been made via Community Development Officer</p>
Local ^v	3.Review internal and external communications	<p>Yearly review of Annual Report.</p> <p>Tenants surveyed to inform of preferred methods of communication.</p>	<p>Positive imagery included in Annual Report.</p> <p>Continued use social media sites, texting service & Reachdeck function.</p> <p>Introduced “My Tenancy” portal</p>
	4. Recruitment Drives reaching a wide audience.	<p>Jobs advertised externally via Nijobs.com, Community NI or NIFHA and Employers Online and on new Careers page on website. Internally via email to all staff</p>	<p>Applications received from those with and without disability</p>
	5. Support Staff with disabilities to fulfil career development and learning	<p>Training needs analysis for all staff. Performance appraisal process on going.</p>	<p>Training and development plans are in place for staff with or without disability. Staff inform of</p>

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			<p>training needs at appraisal meeting or one to ones.</p> <p>Outcomes provide increased awareness and improved service provision.</p>
	6. Conduct a monitoring survey of all Board Members and staff members with disabilities	Distributed on recruitment	Outcomes monitored and needs addressed as required.
	7. Recruitment & Support: Exit Interviews	Exit interviews held to identify needs that may impact policy direction	Policy includes reference to exit interview process. Interviews carried out for leavers.
	8. Work with joint partners to adopt the principles and spirit of disability duties/ Links with disability groups	Quarterly and annual review meetings with joint partners. Report on performance provided. As and when required contact with external agencies to address needs.	Documented meetings/actions with Joint Management Partners. Contact with external groups for example OTs, disability action, sensory awareness teams etc to assist tenants to maintain their tenancies independently.
	9. Encourage interaction between those with disabilities and those without	Activities programme ongoing in supported schemes and within community via Community Development Officer	Online interaction encouraged via Zoom/Whats App
	10. Promotion of positive attitudes	Ongoing engagement to adopt principles of disability duties	Improved services to those with disability

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

	Training Action Measures	Outputs	Outcome / Impact
11.	<p>Provide Training/Refreshers on disability duties to Board members and staff.</p> <p>Disability Awareness Training to be included in staff review policy and induction process</p>	<p>2023/24 training plan included:</p> <ul style="list-style-type: none"> • Supporting Vulnerable Tenants • Equality Training for Line Managers • Promoting Equality in Employment for People with Disabilities • Supporting Young People with Autism & ADHD 	<p>Ongoing annual action measure. Refreshers that included awareness raising of Section 75 duties and legislation and the roles and responsibilities of the NB Housing Team. Reference to reasonable adjustment duties and differing disabilities.</p> <p>Staff are informed of the measures to promote equality during induction process.</p>

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

	Communications Action Measures	Outputs	Outcome / Impact
12.	<p>Accessibility</p> <p>Review external and internal Communications and access policies</p> <p>Tenant Consultation/ Engagement/Participation</p>	<p>Information available online in various formats including Reachdeck function</p> <p>Tenants Forum and Menu of Involvement circulated to tenants to choose most appropriate engagement option</p>	<p>Greater accessibility to information for those with/without disability.</p> <p>Preferred method of contact is one to one meeting, telephone or in writing. Tenants' meetings on line where available.</p> <p>Accessible via website</p> <p>Paper based survey offered and implemented.</p>

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	Information/Publications	Information available in alternative formats, on request. Reachdeck facility, large print, texting etc	One to one or group contact offered online via Whats App and Zoom Improved access to information for tenants or applicants with sight or hearing impairment.
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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
13.	Encourage engagement for those with disability and those without	Encourage attendance at any, or online, events	Attendance at meetings of those with disability and without.
	Engagement with external organisations and multi-agencies	Establish positive working relationships with external organisations	Contact with external organisations such as, New Life Counselling, Aware NI, ECNI, Autism awareness, Disability action, Daisy, Belfast Trust, Local GPs, OTs, Support and Care Providers etc., has a positive impact and promotes independence for our tenants and residents.

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	None		

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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	Establish the scale of disability amongst NB Housing Tenants, this is ongoing as new applicants become tenants	Profiling questionnaires for tenants. Use of new staffing resource/apprentice to assist in the process.	To better address housing needs for tenants with disability. Applications for adaptations are being received and needs addressed. Nicore information being uploaded onto Housing Management system. Currently 4% of tenants have registered a disability.	This is an ongoing process. Tenants are not forthcoming regarding information in relation to personal information on request.
2	Include Questions in Policy Screening template to assess significance of disability duties as part of screening exercise	Questions on disability are included in the screening template	To determine significance of disability as part of screening	Screening Ongoing

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

	Action Measures not met	Reasons
1	None	

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

- Tenant Satisfaction Surveys
- Tenant Activity Surveys
- Tenant Participation/Engagement Events
- Maintenance & Development Consultations
- Adaptation Consultations
- Response Maintenance Satisfaction Surveys
- Training Evaluations
- Complaints Monitoring

(b) Quantitative

- Recruitment monitoring returns
- NICORE Statistics
- Fair Employment Monitoring
- Annual Satisfaction Survey

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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?

No further revisions have been made following review of Disability Action Plan

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?

NB Housing continues to keep the plan under review and should opportunities for new measures arise we will endeavour to incorporate

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

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

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

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

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