General Teaching Council for Northern Ireland (GTCNI)

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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:	Equality & Diversity The General Teaching Council for Northern Ireland (gtcni.org.uk)	
Signature:	In Sal	MW.

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 2024 and March 2025.

PART A – Section 75 of the Northern Ireland Act 1998 and Equality Scheme Section 1: Equality and good relations outcomes, impacts and good practice

In 2024-25, 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.

The General Teaching Council for Northern Ireland (GTCNI) is primarily concerned with the delivery of a legislatively compliant teacher registration service in support of the Department of Education's (DE) achievement of its educational and youth objectives.

GTCNI's Equality Scheme was updated during 2024-25 and reviewed by the Equality Commission for Northern Ireland (ECNI) on 20 December 2024 and is published on the GTCNI website, as is our Disability Action Plan, which was published in June 2023 following ECNI's review (this was subsequently reviewed in June 2025), and has been available to GTCNI staff in 2024-25 to supplement formal training. The Annual Progress Reports are also published on the GTCNI website, this having commenced in 2024-25.

A staff re-organisation took place in 2023, following DE business case approval in mid-June 2023. The Agency workers, recruited in accordance with accepted recruitment merit principles using an appointed Employment Agency to advertise vacant positions, and who previously made up two thirds of GTCNI staff were transferred across to GTCNI contracts of employment, fixed term until 31 March 2026, to provide stability to GTCNI for this period. This approach to recruitment was reviewed and agreed by ECNI in advance of undertaking the recruitment process. Agency workers were, from day one, given the statutory equal treatment rights which normally apply after twelve weeks. Supervisory and Registration Lead roles were re-evaluated, and these roles were filled following an internal trawl, on a fixed term basis, again until 31 March 2026. DE approval was also granted for the appointment of a Human Resources (HR) Officer and an Information Management & Governance and Data Protection Officer — both posts were filled with Agency workers, again applying accepted recruitment merit principles, in December 2023 (the HR Officer was subsequently transferred across to a GTCNI fixed term contract during 2024-25).

This reorganisation has allowed for further developments to better promote equality of opportunity and good relations. It has also contributed to the extensive progress which has been made to address legacy governance, staffing and operational challenges with this work closely monitored by DE senior officials, GTCNI's internal auditors and DE's Audit and Risk Assurance Committee (ARAC). As a direct result of the progress made, and following submission of a detailed proposal by the Education Minister, on 29th May 2025 NI Executive approval was obtained to retain GTCNI, seek to amend its legislation and establish a new smaller Board. The processes to achieve this are already in motion, with legislative changes currently being drafted by an external legal counsel on DE's behalf. GTCNI is currently commencing a further staff reorganisation, with a proposal to transfer existing fixed term employees to permanent contracts to retain knowledge

and skills in order to maintain organisational stability and, therefore, optimal service delivery, given the fact that, having applied normal recruitment merit principles and processes to the original recruitment, even on an agency basis, had the future of GTCNI been known at the time, permanent contracts of employment would have been offered following the initial period of employment via the agency to ensure an organisational fit and with GTCNI's future now known with certainty. GTCNI has consulted with ECNI on this proposal.

Having reviewed and updated its recruitment policies and procedures, including job families and job descriptions, competency framework, shortlisting procedures and interview procedures during 2023-24, GTCNI continued to apply the updated policies and procedures for recruitment during 2024-25.

As GTCNI is a small organisation (currently 14 staff) that does not offer services to the wider public as per the definition, each request received for information in an alternative format is considered on an individual basis. During 2024-25, no such requests were received.

GTCNI is continuing to review its HR and corporate policies in line with DE, ACAS, LRA and trade unions and best practice. Any significant updates to policies or new policies continue to be formally screened for Section 75 issues. In 2024-25 GTCNI's Disability Action Plan 2023-27 was reviewed by ECNI. ECNI has confirmed a five-year review period is suitable for disability action plans so GTCNI's Plan will next be reviewed in 2030, however it will continue to be monitored and informally reviewed periodically for continued suitability. The Disability Action Plan has been circulated to GTCNI staff and uploaded to GTCNI's website (the Plan was subsequently reviewed in June 2025). In support of the plan, training has been undertaken by staff via LInKS and moving forward, a "Lead" will be appointed within GTCNI to support the live status of the plans.

A Learning and Development Plan was implemented in May 2024, which incorporates training designed to promote positive attitudes by targeting areas that have previously been identified as needing improvement.

The Interim CEO/Registrar, the Head of Corporate Services and the HR Officer have all undertaken Section 75 e-learning training during the period. Health and Safety, Defibrillator, GDPR and EIR Regulations training has taken place within GTCNI and will be ongoing, as well as Customer Support, Dealing with Difficult Situations, First Aid, Diversity Awareness, Disability Awareness and Mental Health Support training (with a dedicated Mental Health Support officer in place since March 2023). In addition, JAM (Just A Minute) Card training by the Now Group was delivered to staff in August 2024. This has given all employees insight into, and awareness of, hidden disabilities. GTCNI will ensure that staff have the training they need to identify the support they can offer applicants and teachers with different needs and be aware of the support available to facilitate their interaction with them. GTCNI continued to engage in DE's "Learning Leaders: A Strategy for Teacher Professional Learning" which sets out a strategic vision for every teacher: "Every teacher is a learning leader, accomplished in working collaboratively with all partners in the interests of children and young people" and the wider Transform ED NI Strategy, launched by the Education Minister in March 2025.

GTCNI are working in collaboration with educational partners to develop a new framework on leadership competencies and which will promote good relations with

teachers. GTCNI also collects and publish data on the teaching profession in a "Digest of Statistics". The data GTCNI can collect is determined by Schedule One of the GTCNI (Regulation of Teachers) Regulations (Northern Ireland) 2004. Information is collected and collated relating to age and gender against school sector and school management type, for both teachers and Principals. The data for the Digest of Statistics was collected from September to December 2024 and it is planned to publish the data in 2025-26.

Please provide **examples** of outcomes and/or the impact of **equality action plans/** measures in 2024-25 (*or append the plan with progress/examples identified*).

Measure	Timetable	Status
Reflect Section 75 objectives	Annually (April)	Ongoing
and targets in Corporate and		
Business Plan and Business		
Areas' plans		
Section 75 Annual Progress	Annually (31	Completed: Submitted in
Report	August)	August 2025.
Reviewing and updating	Annually	To commence: GTCNI has no
consultation lists		plans to conduct any
		consultations until its future is
		confirmed.
Distribution of screening	Quarterly	Ongoing
reports		
Finalised scheme published	Annually	Completed: Available on
		GTCNI website.
Annual review of monitoring	Annually	Completed: Submitted in April
information	(December)	2025.
Publication of monitoring	Annually	To commence: To be
information	(31 August)	completed once new website
		is completed.
Notify consultees of	Annually	To Commence: To be
publication of Annual Report	(31 August)	completed after Annual Report
		is published on GTCNI website
		and after GTCNI's future is
		confirmed.
Development of overall	Annually	Ongoing: Staff have been
training programme	(31 August)	consulted about training needs
		as part of the Performance
		Management process and
		associated Learning and
		Development Plan.
Evaluation of training	Annually	Ongoing: Starting in 2024-25,
	(31 August)	training is evaluated mid and
		end year as part of the
		Performance Management
		Process and associated
		Learning and Development
		Plan.
Assessing access to	Annually	Ongoing
information and services	(31 August)	

Notification of approved	Within 3 months of	To commence: To be
scheme to consultees	scheme approval	completed upon scheme
		approval and once GTCNI's
		future is confirmed.
Circulate summary of	Within 3 months of	Not applicable: As part of its
scheme to Section 75 groups	scheme approval	review of its Equality Scheme,
representing children and		GTCNI has identified that this
young people, people with		was not relevant in full, as we
disabilities and		are primarily concerned with
minority/ethnic people		the delivery of a legislatively
		compliant teachers' register
		for Northern Ireland. We do
		not offer services directly to
		children and young people or
		to the wider public.
Review of Equality Scheme	Within 5 years	Ongoing: A draft was
		submitted to the Equality
		Commission in September
		2024 for review and comment
		and approved in December
		2024. Next scheduled review
		is due in January 2029.
Action Plan	TBC	Ongoing
Arrangements for monitoring	TBC	Ongoing
Action Plan		
EQIA Timetable	As required	As required
Any other measures	As required	As required
proposed in Equality Scheme		

3	Has the application of the Equality Scheme commitments resulted in any changes to policy, practice, procedures and/or service delivery areas during the 2024-25 reporting period? (tick one box only)
	☐ Yes
	No (go to Q.4)
	☐ Not applicable (go to Q.4)
	Please provide any details and examples:
3 a	With regard to the change(s) made to policies, practices or procedures and/or service delivery areas, what difference was made , or will be made , for individuals , i.e. the impact on those according to Section 75 category?
	Please provide any details and examples:
3b	What aspect of the Equality Scheme prompted or led to the change(s)? (tick all that apply)
	As a result of the organisation's screening of a policy (please give details):
	As a result of what was identified through the EQIA and consultation exercise (please give details):
	_
	As a result of analysis from monitoring the impact (please give details):

	As a result of changes to access to information and services (please specify and give details):
	Other (please specify and give details):
	on 2: Progress on Equality Scheme commitments <u>and</u> action /measures
	Arrangements for assessing compliance (Model Equality Scheme Chapter 2)
4	Were the Section 75 statutory duties integrated within job descriptions during the 2024-25 reporting period? (tick one box only)
	Yes, organisation wide
	Yes, some departments/jobs
	No, this is not an Equality Scheme commitment
	No, this is scheduled for later in the Equality Scheme, or has already been done
	☐ Not applicable
	Please provide any details and examples:
	Section 75 duties are incorporated into job descriptions as and when they are updated and as and when job descriptions for new roles are created.
5	Were the Section 75 statutory duties integrated within performance plans during the 2024-25 reporting period? (tick one box only)
	Yes, organisation wide
	Yes, some departments/jobs

	No, this is not an Equality Scheme commitment
	\square No, this is scheduled for later in the Equality Scheme, or has already been done
	☐ Not applicable
	Please provide any details and examples:
	A Performance Management Policy has been introduced to GTCNI in the 2024-25 reporting period, which specifically references Section 75 considerations.
6	In the 2024-25 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 2024-25 report
	☐ Not applicable
	Please provide any details and examples:
	Statutory duties were incorporated into the organisation wide annual business plan.
	Equality action plans/measures
7	Within the 2024-25 reporting period, please indicate the number of:
	Actions completed:
	3
	Actions ongoing:

	8
	Actions to commence:
	6
	Please provide any details and examples (in addition to question 2):
8	Please give details of changes or amendments made to the equality action plan/measures during the 2024-25 reporting period (points not identified in an appended plan):
	No changes or amendments were made during this period.
•	
9	In reviewing progress on the equality action plan/action measures during the 2024-25 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

Please provide any **details and examples of good practice** in consultation during the 2024-25 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:

During 2024-25, equality screening was conducted for the new Performance Management Policy in June 2024, the revised Managing Attendance Policy and the revised Probation Policy in November 2024 and the revised Disciplinary Policy in February 2025. In each case the policies were screened out.

12	In the 2024-25 reporting period, given the consultation methods offered, which consultation methods were most frequently <u>used</u> by consultees : (tick all that apply)
	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:

Any new or significantly updated HR policies, as well as the Disability Action -Plan are consulted upon with staff and feedback taken and incorporated where relevant. Consultation is carried out via email with points picked up at weekly staff meetings. This process was implemented in March 2023, gathered momentum in 2023-24 and continued in 2024-25.

13	Were any awareness-raising activities for consultees undertaken, on the commitments in the Equality Scheme, during the 2024-25 reporting period? (tick one box only)
	Yes
	□ No
	Not applicable ■ Not applicable Not applicable
	Please provide any details and examples:
	Click or tap here to enter text.
14	Was the consultation list reviewed during the 2024-25 reporting period? (tick one box only)
	Yes
	□ No
	Not applicable – no commitment to review
	In light of the status of GTCNI's future not having been finalised, external consultations were not undertaken during the 2024-25 period.
	Arrangements for assessing and consulting on the likely impact of policies (Model Equality Scheme Chapter 4)
	https://www.gtcni.org.uk/about-us/equality-diversity
	GTCNI's website undergone some redevelopment in the 2023-24 period. Content management was a key part of this, and this continued in 2024-25 when we updated documentation across a number of areas including Privacy Notices, Corporate Documents and Equality and Diversity materials. GTCNI's Publication Scheme is expected to be updated during 2025-26 and some of this information has been temporarily taken down during the refresh process.
15	Please provide the number of policies screened during the year (as recorded in screening reports):

	4
16	Please provide the number of assessments that were consulted upon during 2024-25:
	4 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:
	0
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:
	Click or tap here to enter text.
	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 2024-25 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 2024-25 reporting period? (tick one box only)
	Yes
	No, already taken place
	No, scheduled to take place at a later date
	☐ Not applicable
	Please provide any details:
21	In analysing monitoring information gathered, was any action taken to change/review any policies? (tick one box only)
	☐ Yes
	⊠ No
	☐ Not applicable
	Please provide any details and examples:
	Click or tap here to enter text.

Please provide any details or examples of where the monitoring of policies, during the 2024-25 reporting period, has shown changes to differential/adverse impacts previously assessed:

Not applicable for this period.

Please provide any details or examples of monitoring that has contributed to the availability of equality and good relations information/data for service delivery planning or policy development:

Not applicable for this period.

Staff Training (Model Equality Scheme Chapter 5)

Please report on the activities from the training plan/programme (section 5.4 of the Model Equality Scheme) undertaken during 2024-25, and the extent to which they met the training objectives in the Equality Scheme.

Diversity Essentials, Dealing with Difficult Situations, Customer care — Managing Expectations. Domestic Abuse — Context and Change. Assertiveness. Managing Personal Stress and Resilience. Managing Customer Service Performance. Problem-solving. Fire Safety Awareness. GDPR, Responsible for Information and defibrillator training has taken place and is ongoing. JAM Card training took place in August 2024. S75 training for the Interim CEO/Registrar, the Head of Corporate Services and the HR Officer took place during 2023-24 and remained current for the 2024-25 period.

Further training is planned in relation to the areas outlined below, reflective of the training plan outlined within the GTCNI Equality Scheme:

- •The commitments within this equality scheme; and
- •The important role all staff have in implementing the scheme.
- Assessment of policies (screening and EQIA);
- Dealing with complaints in relation to compliance with this equality scheme;
- •The consultation processes; and
- •The implementation and monitoring of effective implementation of the equality scheme.
- Please provide **any examples** of relevant training shown to have worked well, in that participants have achieved the necessary skills and knowledge to achieve the stated objectives:

The roll-out of training has ensured that staff are aware of their rights and responsibilities in service delivery under Section 75.

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

Please list **any examples** of where monitoring during 2024-25, across all functions, has resulted in action and improvement in relation **to access to information and services**:

GTCNI's website has been developed with our external supplier and in 2023-24 information was made internally available to staff on GTCNI's shared drives and externally to other potentially interested parties on our website. As noted in our Equality Scheme, we will make publications available in alternative formats upon request. GTCNI received no such requests during 2024-25.

Complaints (Model Equality Scheme Chapter 8)

27 How many complaints in relation to the Equality Scheme have been received during 2024-25?

Insert number here: 0

Please provide any details of each complaint raised and outcome:

Click or tap here to enter text.

Section 3: Looking Forward

28	Please indicate when the Equality Scheme is due for review:
	January 2029. The most recent review was in December 2024, and the resultant updated version was approved by ECNI in December 2024.
29	Are there areas of the Equality Scheme arrangements (screening/consultation/training) your organisation anticipates will be focused upon in the next reporting period? (please provide details)
	As listed under question 2 above.
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)
	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:

11	1	1
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
	Website review	Reviewing accessibility of website.	Website underwent further development.
	Alternative format availability	Making documents available in alternative formats.	Services more accessible
National ⁱⁱⁱ	Publishing and promoting Disability Action Plan	Full dissemination of GTCNI's commitment to disability duties.	GTCNI's commitment publicly disseminated.
	Complaints procedure published online.	Complaints procedure accessible online or via Telephone/Email.	Complaints procedure accessible.
	Service User registration process accessible.	Registration methods available online, in writing or by telephone.	Registration data continues to show diversity.

PART B

Regional ^{iv}	Review and report on progress of the Disability Action Plan	Annual Report produced	Will be submitted to the Equality Commission by 31 August 2025.
Local ^v	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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

	Training Action Measures	Outputs	Outcome / Impact
1	GTCNI staff training	Health and Safety, GDPR and EIR Regulations training has taken place and will be ongoing, as well as Customer Support, Dealing with Difficult Situations, First Aid, Fire Safety, Diversity Awareness, Disability Awareness and Mental Health Support training, Assertiveness and Person Resilience, and Domestic Abuse Awareness training. JAM Card training also took place during the period.	All employees attended and training will be ongoing for all staff.
2	Interim CEO/Registrar, Head of Corporate Services and HR Officer	S75 Screening training	Training completed by all three staff during 2023-24 period and still current in 2024-25.
	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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

	Communications Action Measures	Outputs	Outcome / Impact
1	Website development.	Equality Scheme and Disability Action Plan published on website.	Available for all online.
2	Review Performance Appraisal template to include prompt relating to disability.	Implemented as part of new Performance Management Policy in May 2024.	Forms part of performance management process for all staff.
	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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

	Encourage others Action Measures	Outputs	Outcome / Impact
1	Training delivered to all staff.	Health and Safety, GDPR and EIR Regulations training has taken place and will be ongoing, as well as Customer Support, Dealing with Difficult Situations, First Aid, Fire Safety, Diversity Awareness, Disability Awareness and Mental Health Support training, Assertiveness and Person Resilience, and Domestic Abuse Awareness training. JAM Card training also took place during the period.	Awareness by all staff.

PART B

2	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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	Not applicable for the period.	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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	GTCNI website accessible to all users.	Website reflects a service which is universally available to all.	Website visitors see an NDPB that values diversity.	GTCNI's website had undergone some redevelopment in the 2023-24 period and this continued in 2024-25. Website is now WCAG-compliant.
2	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

PART B

	Click or tap here to enter text.			
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4. Please outline what action measures have not been achieved and the reasons why.

	Action Measures not met	Reasons
1	To ensure that as part of the induction process, employees, are asked if any reasonable adjustments are required.	Planned for 2025-26.
2	Click or tap here to enter text.	Click or tap here to enter text.

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

GTCNI will monitor any potential adverse impact of policies adopted on the promotion of equality of opportunity and will seek to monitor more broadly to identify opportunities to better promote equality of opportunity and good relations in line with ECNI guidance. For internal policies, this will involve gathering of evidence from internal staff surveys, the performance system and appraisal feedback. For policies impacting on the wider stakeholder group, this will include monitoring of complaints, related information requests under FoIA / SAR and other feedback sources.

(b) Quantitative

As above.

- 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	Not applicable for this period.	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
4	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
5	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

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?

Yes – we intend to embed Section 75 requirements within our consultation processes so that it becomes integral in all activities within GTCNI.

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.