

DARA has the CRAIC

How two County Councils got up to speed on how to
make their services accessible to people with disabilities –
and enjoyed themselves in the process.

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Design by form

Foreword

“Dara has the Craic” captures both the work done in, and the learning from, these initiatives. We hope that this can contribute to the work being carried out by local authorities to implement the National Disability Strategy.

“Dara has the Craic” is a timely and valuable account of initiatives taken at local authority level to embed a focus on accessibility for people with disabilities in planning, service design and service delivery. The work was undertaken by Cavan County Council and Kildare County Council with the support of the Equality Authority.

The initiatives taken by both County Councils were unique in:

- the manner in which the County Council’s were able to engage with people with disabilities and to develop strategies to accommodate their needs so as to achieve a new access to County Council services;
- the high level of commitment, creativity and motivation with which County Council staff responded to

the challenge to embed a focus on accessibility for people with disabilities into their day to day work and responsibilities;

- the quality of the partnership developed between the Equality Authority, Kildare County Council and Cavan County Council which enabled a valuable pooling of diverse skills, experiences and knowledge.

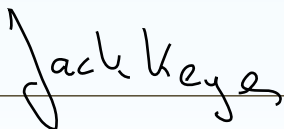
“Dara has the Craic” captures both the work done in, and the learning from, these initiatives. We hope that this can contribute to the work being carried out by local authorities to implement the National Disability Strategy. The approach described in “Dara has the Craic” has contributed to an ambition for equality for people with disabilities, an infrastructure to support accessibility for people with disabilities and processes to embed a



DARA has the CRAIC

focus on this accessibility in planning, service design and service delivery in both County Councils. This is an outcome which, if achieved across all local authorities, would maximise the impact of the National Disability Strategy at local authority level.

We are grateful to Maureen Gilbert for her work on this project and in drafting this booklet. She brought creativity, a sense of fun, a professionalism and a wealth of knowledge to the project and this is very much reflected in the success achieved.



Jack Keyes
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Introduction

The programme wasn't the last word. Cavan and Kildare County Councils know that there is still a long way to go, but now they know where they are going and how to get there.

This isn't your average report. DARA has the CRAIC tells the story of a pilot programme which took place in 2005, in which Cavan and Kildare County Councils joined with the Equality Authority to identify and practise ways of making sure that people with disabilities get access to local authority services.

It was a programme which enjoyed great success. In fact, it achieved more than it set out to do. And the people who took part enjoyed doing it, got a real sense of achievement from it, and think that others would do the same.

The programme wasn't the last word. Cavan and Kildare County Councils know that there is still a long way to go, but now they know where they are going and how to get there.

DARA has the CRAIC tells you about the initiatives taken by the two County Councils and about what worked well, and what people learnt from the process. It's intended to be useful to anyone who is involved in making changes to their services in order to provide access for people with disabilities. We hope you will find it practical, supportive and encouraging in your work.



The Programme

- Programme aim
- Equal Status Acts 2000 to 2004
- What happened during the programme
- How the training methodology worked

Programme aim

Cavan and Kildare County Councils started with an ambition for equality. Cavan County Council aimed to be “the first local authority to ensure that all its services and dealings with customers are truly disability-friendly under the terms of the Equal Status Acts 2000 to 2004”. Kildare County Council, whose vision is to make the county “the first choice as a place to live, learn, work, visit and do business”, aimed to ensure that people with disabilities could make that choice with confidence.

Both County Councils were aware of increasing diversity in their areas and were committed to meeting the needs of their changing populations. They had signed the Barcelona Declaration (see resource list at the end of this booklet) but had not advanced far in putting it into practice. At the start of the programme in March 2005 they were also aware that the Disability Bill would soon be enacted.

Equal Status Acts 2000 to 2004

The Equal Status Acts prohibit discrimination in the provision of goods and services, accommodation and education. They cover the nine grounds of gender, marital status, family status, age disability, sexual orientation, race, religion and membership of the Traveller community.

The Acts prohibit discrimination (subject to some exemptions), in access to and use of goods and service, including indirect discrimination and discrimination by association, sexual harassment and harassment, and victimisation. The Acts allow positive action to promote equality for disadvantaged persons or to cater for the special needs of persons. In addition the Acts require those selling goods or providing services to provide special treatment or facilities where without these it would be impossible or unduly difficult for a person with disabilities to avail of the goods and services, unless this would cost more than a nominal cost. What amounts to a nominal cost will depend on the circumstances such as the size and resources of the body involved.

What happened during the programme

In each County Council there was:

- an initial meeting between the Equality Authority and the County Manager to agree the parameters of the programme
- a briefing session about the programme with the Senior Management Team (County Manager, Directors of Services and Head of Finance)
- an initial participative training day (designed and facilitated by the Equality Authority) for the entire management team and other key decision-makers, which:
 - challenged traditional thinking and kick-started the programme
 - identified introductory short-term demonstration projects in each Directorate, with the aim of trying out the learning from the training day in a practical way over a three-month period
 - established an “animation group” to drive the programme throughout the organisation
- a lot of contact between the animation group and the Equality Authority in order to provide support and create a two-way flow of information
- meetings halfway through the programme, and again towards the end, involving the County Manager, the animation group and the Equality Authority, to review progress, offer support and make any necessary adjustments
- a second participative training day at the end of the three months in order to: gather and apply the learning garnered during the course of the projects identify the best ways of mainstreaming the approach throughout all County Council services and staff assess how the approach could inform the County Council's work in other fora, such as the County Development Board.

At the very end of the process, in July 2005, everyone involved in the programme in both County Councils and the Equality Authority met for half a day in Kildare. Each County Council presented one of its projects in detail, and discussed what had been achieved in the others. Small inter-county groups discussed what they had learnt from the programme, shared their hopes for and concerns about the future and, based on their experience, devised messages for the rest of the local authority

sector. The outcomes of that session, along with points raised at training days and other meetings, form the basis of this booklet.

The emphasis was on “how we do what we do”, and how that could be adjusted to ensure quality access for people with all forms of impairment.

How the training methodology worked

The initial training day covered personal attitudes to and organisational perspectives on disability and how to rethink these into an equality framework. It looked at the current and emerging legal context, and challenged participants to consider the impact of local authority services on local people with disabilities.

The training was experiential, participative and challenging. Group discussions and exercises helped participants to tackle their fears and challenges directly, and to replace their concerns with practical, implementable solutions. It was possible to achieve a high level of ownership and buy-in to the programme as participants could see the relevance of the ideas that were coming up. They saw how everyday decisions can affect accessibility for people with disabilities to local authority services. It was easy for participants to see how they personally could make a difference, and this knowledge translated into interest and enthusiasm.

Making Access Happen had already shown, in the words of one County Librarian, that “if you engage in this process it becomes obvious – and no hassle – that you make changes”. Now

The emphasis was on “how we do what we do”, and how that could be adjusted to ensure quality access for people with all forms of impairment. Seeing access for people with disabilities as, in the words of one participant, “an achievable, concrete, integral part of what we are doing anyway” eliminated the fear factor and neutralised any objections.

Cavan and Kildare County Councils were applying the same approach to a range of local authority services - from sewage to motor tax, from road design to enterprise development. The pilot projects that made up the programme enabled these County Councils to try out their new approach in each Directorate, within existing resources, in a concentrated timeframe and with Equality Authority support. This meant that the programme would have tangible demonstrable results. The emphasis was on “how we do what we do”, and how that could be adjusted

to ensure quality access for people with all forms of impairment. Seeing access for people with disabilities as, in the words of one participant, “an achievable, concrete, integral part of what we are doing anyway” eliminated the fear factor and neutralised any objections.



Cavan
County Council

- What Cavan County Council Did
- What Cavan County Council Learnt

What Cavan County Council did

Cavan County Council established a small animation group made up of decision-makers and other key staff from across the organisation (all Directorates), convened by the Head of Finance. They were determined that this would be a cross-functional team and that people would want to be part of it. They named the group CRAIC, which stands for Creating Reasonable Accommodation in Cavan. The choice of name was made with a view to ensuring accessibility is seen by all Cavan County Council staff as an interesting and important issue to focus on.

At the initial training session, each Directorate had identified the kinds of barriers that people with disabilities might face in trying to access its services, and had come up with some ideas for how these might be dealt with. The CRAIC team now honed these ideas into definite projects and established working relationships with the responsible people in each Directorate. It also co-opted representatives of parts of the organisation which the team felt might otherwise be overlooked, e.g. outdoor workers.

The five projects undertaken in the programme were:

- developing a signage protocol on the best way to provide signage for both inside and outside a major new library and heritage building in Cavan Town
- undertaking a full (physical, service and information) audit of the motor tax service, identifying what reasonable accommodations were needed by people with disabilities and working out how to implement them
- developing an “inclusive communication protocol” for water services to make sure that all customers can gain access to all information and documentation, with the potential for replicating this protocol throughout the County Council
- providing accessibility features, links and information for people with disabilities on the County Council’s website
- undertaking a physical accessibility audit of an area office of the County Council.

What Cavan County Council learnt

The projects involved staff from the various services in examining their work and premises from a disability equality perspective. The staff did research into the best ways to provide solutions to the various problems they uncovered. The CRAIC team organised a consultation process with local disability groups and individual people with disabilities to inform and assist this process. The team and the people working on the pilot projects presented their ideas and then documented the many suggestions and contributions that came from the ten organisations (20 individuals) present at the consultation event.

For most people on the CRAIC team the programme was an introduction to a cross-functional, goal-centred, equality-based way of working, and represented an opportunity to learn new skills and to progress in their work. The staff carrying out the pilot projects got the opportunity to look at their work through a disability equality lens, with valuable results. Cavan Workplace Partnership Committee won first place at the National Partnership Conference in 2006 for the work of CRAIC.

The approach of Cavan County Council emphasised that it was strategic thinking that really counted. The County Council aimed to embed a focus on access for people with disabilities into policy, practice and service delivery. Through its pilot projects the County Council learnt that:

- access for people with disabilities isn't a minority issue – progress achieved in the area of disability can impact positively on service delivery for other excluded groups, and can also have benefits for the public as a whole
- customer care and therefore customer satisfaction improve all round with progress on customer service for people with disabilities.
- “making changes to benefit people with disabilities isn't about resources, but more about attitude”
- consultation must be central to Cavan County Council's approach to addressing accessibility issues for people with disabilities
- consultation is a great marketing tool, allowing the public to see the County Council in a new light

- “a small rural authority can show leadership and find ways of creating best-quality customer care solutions – size isn’t everything!”
- work on CRAIC impacted positively on staff morale with a real sense that staff can make a difference for people with disabilities, both locally and nationally.

The pilot projects themselves also paid dividends. Some of the main learning points are set out below:

- **protocol on providing signage inside and outside of new library and heritage building:**
 - extensive research resulted in a signage protocol that is now in demand from local authorities and library services nationwide
 - on-site consultation with people with disabilities and disability groups, the National Disability Authority (NDA) and signage manufacturers ensured that the protocol was relevant and in line with international best practice
 - being at the cutting edge, despite the work involved, brought huge rewards in terms of building staff confidence and job satisfaction

- resulted in high quality signage for the Johnston Central Library, which has had a tangible and ongoing positive impact for local people with disabilities
- led to Johnston Central Library being selected as a pilot site for the Excellence Through Accessibility Awards and receiving one of four inaugural Excellence Through Accessibility Awards in 2006

- **motor tax service audit:**
 - existing arrangements – premises, forms, queuing arrangements etc – presented significant barriers to people with all forms of impairment
 - application forms are supplied by the Department of the Environment, Heritage and Local Government, so staff prepared recommendations on the necessary changes and sent them to the Department
 - recommended improvements to the premises were included in Cavan’s first application for National Disability Strategy funding
- **inclusive communication protocol:**
 - “we thought we didn’t do much communicating – then we started the project and realised that we have 37 different ways of communicating with

customers!” – so it’s really important to have a protocol which makes sure that everyone gets every message that is relevant to them

- information and procedures to access information can be complicated, so all customers should be offered assistance, using a dedicated phone number and address
- staff need to gear up to provide assistance to those who need it
- simpler arrangements for payments would mean that people with disabilities wouldn’t have to make extra journeys
- making application forms available in electronic format would be convenient for some people with disabilities

- **website accessibility:**

- the results of reviews of the council’s website, organised through NCBI (the National Council for the Blind in Ireland) and others, identified key issues that IT staff working on their own would have missed
- text-only pages, which simplify searching for people with visual impairments and others, account for 8% of usage of the County Council’s website
- the introduction of BrowseAloud, a feature which allows information on a

website to be delivered in speech format, led to an increase of more than 25% in the total amount of visitors to the website

- **auditing an area office:**

- it’s important that appropriate County Council staff are trained in access auditing – an initiative that Cavan County Council has since embraced
- some area offices Cavan are located in listed buildings. This brings particular difficulties for ensuring accessible services. CRAIC has resulted in a fundamental change in policy. Accessibility is now a central and explicit consideration in decision making on the location of all Cavan County Council services.



Kildare County Council

- What Kildare County Council did
- What Kildare County Council learnt

What Kildare County Council did

Kildare County Council set up a Disability Consultation Group, comprising members of both national and local organisations of and for people with disabilities, to inform and support its pilot projects. The Disability Consultation Group undertook a programme of practical workshops, discussions, site visits and reviews of plans being developed in the different Directorates. This initiative has gone on to be an integral part of the way in which Kildare County Council conducts its business.

Kildare County Council decided to locate the co-ordination of the programme in the Community and Enterprise Section, with the assistance of a small cross-functional team that represented most Directorates. Regular meetings between the Community and Enterprise Development Officer (CEDO) and the various sections undertaking pilot projects supported the personnel involved and made sure that people's enthusiasm was sustained and directed. The CEDO also developed simple templates which helped to keep the projects on track and made sure that the learning was documented throughout. An e-newsletter helped to spread the word on the programme throughout the County Council.

Kildare called its programme DARA (Delivering Access Rights for All) in line with the county emblem. The name was chosen deliberately without reference to disability, as the people involved believed that the programme would benefit everyone who uses the County Council services, irrespective of impairment. The experience of the programme, and the learning it engendered, were used to form the basis of the DARA Plan, a three-year programme aimed at bringing about fully accessible environments and services for the County Council throughout County Kildare.

Kildare County Council staff got so enthusiastic they did eight projects rather than the five initially decided on. These were:

- the Planning Section and the Community and Enterprise Section examined their documentation with a view to producing it in more accessible language and formats
- the Community and Enterprise section arranged for the disability-proofing of four new playgrounds and the equipment they contain

What Kildare County Council learnt

- the Transport and Environment Section developed detailed guidance and plans for accessible road and street design
- the IT section assessed its website from the point of view of access for users with disabilities, and found solutions to the difficulties identified
- Corporate Affairs investigated the physical, information and service barriers experienced by people with disabilities who try to access Kildare County Council's general services and worked out solutions to the problems they identified
- another part of the Corporate Affairs Section put together a plan to encourage more people with disabilities to register to vote
- Athy Town Council made sure that its new swimming pool would offer best quality access to people with disabilities
- Naas Town Council gathered ideas for improving access and use of the town hall.

The Disability Consultation Group was a reference point for all of the projects. "The Disability Consultation Group has been invaluable to this initiative", reported County Council staff. Involvement in the Disability Consultation Group had positive outcomes for its own members, too. For example, the County Council met with NCBI, NADP (the National Association for Deaf People) and NALA (the National Association for Adult Literacy) to discuss standards for accessible documentation. The three organisations had never come together before to discuss this matter, which is of importance to all of them. As well as helping Kildare County Council to set standards for its information, forms etc, the recommendations which emerged from the session also enabled the three organisations to give more coherent and integrated advice to other bodies which come to them for advice.

Kildare County Council's experience of the pilot projects underlined that attitude is more important than financial and other resources, and demonstrated the value of consultation in identifying solutions and in projecting a dynamic image of the County Council. Kildare County Council saw how its leadership stance on the issue

of accessibility gave it kudos, and how customer satisfaction improved. All service users stood to gain from the adjustments that were made.

Kildare County Council also learned from the individual projects. For example:

- **accessible documentation:**

- it's not always obvious that people have difficulties in absorbing information, so it's important to explain matters and use plain English when communicating with the public
- collecting feedback is helpful in developing a customer-friendly service.

- **Road and Street Design for All:**

- consultation is essential, but be prepared for a diversity of opinion among disability groups consulted
- in one part of the county, a very active Access Group was a big asset, but in another area mistakes might be made because of the lack of an organised accessibility forum
- there is a need to raise awareness both inside the County Council (e.g. technical and administrative staff) and also outside (e.g. National Roads Authority)

- it's important to provide training for contractors and their staff, too, to ensure that they understand the reasons for the standards that the County Council specifies and also how to meet them
- “we can't fob people off: now we've got to be seen to be delivering...we might still be making mistakes, but two or three years ago we wouldn't have been aware of the mistakes we're making”.

- **website accessibility:**

- an audit by people with disabilities, arranged through NCBI, resulted in practical recommendations
- start with the basics, and always seek feedback
- develop criteria to be applied as the default in web design and access
- look at the organisation's communications policy – for example, a house style for e-mails sent outside
- don't rest on your laurels – it's all about continual improvement

- **Access to services in Corporate Affairs:**

- everything you do to improve services for people with disabilities has a knock-on effect: customer feedback on one

particular service led to improvements in the design and delivery not just of that service but also in other public areas and services

- **encouraging people with disabilities to register to vote:**

- don't just use the obvious forms of communication, such as newspapers and local radio – atypical media, such as parish newsletters, can reach people who are otherwise difficult to contact
- make as many connections as possible, as well as contacting hospitals and nursing homes
- bring disability groups and the Registrar of Elections together – it's an eye-opener for everybody
- “what's the point in doing this project if we don't make sure that all the polling stations are accessible? So that's our next move”

- **providing an accessible swimming pool in a new leisure centre:**

- consultation is essential
- consult the public, especially Access Groups, as early in the process as possible
- early consultation saves money as retro-fitting is avoided and changes – made during the design stage can cost

very little and can have a big impact on accessibility

- people are really pleased to be consulted, and this can help your standing with the community
- make sure that the learning is captured by design teams and other professionals and is used to inform other developments and retrofitting.

The background features a light blue gradient with a pattern of white gears. Overlaid on this are several large, thick, colorful arrows in shades of orange, green, blue, pink, and red, all pointing in various directions. Two white rectangular boxes with dotted blue borders are positioned diagonally across the page. The top-left box contains the word 'Summary' in green. The bottom-right box contains a bulleted list of four items in green text.

Summary

- Some words of encouragement
- After the programme
- What Cavan County Council did next
- What Kildare County Council did next
- A final word from Cavan and Kildare County Councils...

Some words of encouragement

The most obvious feature of the programme – which was, after all, on top of people’s everyday jobs – was that everybody who took part really enjoyed it! There was enthusiasm for the programme at every level of both County Councils. The comment heard most often was “Can we have more time, please? Our project has grown legs and there’s so much more we could do”.

So what brought about this state of affairs? At their joint meeting Cavan and Kildare County Councils learned from each other’s experience and identified a number of factors that helped the programme to be such an enjoyable success. There was something in it for everybody:

- the programme activated participants’ creativity in ways that were out of the ordinary for many people with routine jobs
- the training at the beginning of the programme demonstrated its relevance and applicability – it had a real purpose
- staff morale went up: “we had a sense of achievement – we could see that we were contributing something positive”
- top management were involved right from the start and stayed involved throughout

- “it provided us with new opportunities, including in our careers”
- “we got much more out of it than we thought we would”
- “the programme resulted in better customer service and enhanced staff empowerment”
- “we saw ourselves as a model for other local authorities, and that made us feel proud”.

Management in both County Councils noted that the programme demonstrated an effective and enjoyable way of bringing about a change in culture and “the way we do things round here”.

Participants found the experience of sharing the learning at the meeting between the two County Councils “inspiring”. “I looked at what they were doing and how enthusiastic they were about it and I thought, ‘Why can’t I do that?’”, was a typical comment.

One suggestion that emerged from the joint meeting was to use the experience gained through the programme to assist other local authorities to do similar work. Participants offered practical advice in this regard:

- make sure that the training approach values staff’s knowledge and experience, so that change happens in each individual
- create a framework within which this work can develop, and ensure that it is well-resourced and encouraged from the highest level
- leadership from the top really helps
- frequent contact with disability groups helps to maintain momentum and keeps the pressure up
- see the programme as long-term. The pilot projects just kick-start an approach to accessibility which establishes accessibility as a key process for the local authority rather than a discrete end in itself
- use the programme to set standards for the organisation, so that you can be assured of lasting benefit
- good internal communication helps to keep the show on the road
- ensure that accessibility is a key element of the Business Plan process with specific accessibility actions identified in every section’s annual business plan
- progress on accessibility should be addressed in the County Council’s Annual Report

- as well as talking to national bodies, consultation with local disability groups is important, as it encourages buy-in and enhances the County Council’s local reputation
- get the wider local community involved
- you have to make sure your suppliers reflect your policy and practice in this area
- remember that even small things make a difference.

In Cavan and Kildare a combination of three elements – demonstrating relevance, building enthusiasm and leadership from the top – overcame any potential resistance to the programme. Allowing time at the beginning to kick-start the process was important. An internal animation group, with at least one senior manager to give it clout, was very helpful. External technical support, mentoring and encouragement, and external facilitation at key moments – all of which, in the case of Cavan and Kildare, came from the Equality Authority – gave an extra dynamic to the process.

After the programme

The pilot programme enabled Cavan and Kildare County Councils to show leadership at national level. Kildare's designs for accessible roads and streets are being used to form the basis for the development of national standards, and Cavan's signage protocol is in demand from libraries and local authorities throughout the country. Many of the actions recommended in the Disability Act guidance framework produced by the Department of Environment, Heritage and Local Government and the Local Government Management Services Board have their roots in the process undertaken by Cavan and Kildare County Councils.

What Cavan County Council did next

CRAIC has resulted in fundamental changes in Cavan County Council's policies. Accessibility is now a critical and explicit consideration in decision making in the location of all County Council services. Mainstreaming accessibility has been established as an important goal. The CRAIC team has been maintained and extended to enable further progress on accessibility. An accessibility advisory group, representing the diversity of people with disabilities, has been established to ensure that consultation is central to all developments. Cavan County Council is working to optimise national funding available to achieve accessibility of Cavan County Council Services. Accessibility is a key feature of the business planning process and the Performance Management Development System. Review of Progress on accessibility is built into both of these management processes.

A disability equality training programme was developed by Cavan County Council in late 2005 and progress has been impressive. By the end of 2006, a third of the Cavan County Council's staff had received custom-designed disability equality training. In addition, 40 staff had undertaken adult literacy awareness

What Kildare County Council did next

training, 23 staff had completed the universal accessibility audit course run by the University of Ulster, and 11 staff had trained in access issues related to public roads. Cavan County Council staff complete access audits before any new works are started. The CRAIC team now forms the basis of the cross-functional Implementation Team ensuring compliance with the Disability Act. Plans to embed disability issues into the business planning process and Performance Management and Development for Staff are underway.

A communication strategy for Cavan County Council has been prepared in draft form and accessibility is a central element of this strategy. Cavan County Council's website has been accessibility proofed and is monitored on an ongoing basis to ensure best practice.

Kildare County Council's ongoing work to ensure full access for people with disabilities to County Council services was informed by the three-year DARA Plan which grew out of the original project. In 2006 over 150 staff participated in disability equality training, and 25 staff undertook access audit training. The accessibility of the County Council's website is much improved, and a large-scale programme to make all appropriate County Council documentation accessible is nearly complete. Visitors to the County Council offices will find accessible public information kiosks in the Planning Section and motor tax office, induction loop systems in appropriate places, and "customer care packs" (including magnifiers and easy-grip pens) at reception. By the end of 2007 all of Kildare County Council's extensive range of library services will be fully accessible.

The involvement of people with disabilities in the County Council's decision-making processes is increasing. A user group is reviewing Kildare County Council playgrounds from the point of view of accessibility for children with disabilities. The Disability Consultation Group convened for the pilot programme is being

A final word from Cavan and Kildare County Councils...

expanded and formalised into a Disability Forum with the aim of advising the County Council on disability issues.

“This kind of programme changes your life. You get a real sense of achievement from seeing that even marginal effort and change make a huge difference to people, so you get encouraged, and then there’s no stopping you (so watch the time management!) You have to recognise your limits – you’re changing how you do what you do, not changing the world.”



“This wasn’t just another project – it was really worth working on. A programme like this is a must: it gets you going in an easy, enjoyable, time-limited, goal-focussed way. You get motivated, other people benefit, things improve. Change your own mind first and get involved!”



Resource List

Equality Authority

The Employment Equality Acts 1998 and 2004

The Equal Status Acts 2000 to 2004

Making Access Happen (2004)

Library Access (2003)

Serving the Community (2004)

Reasonable Accommodation of People with
Disabilities in the Provision of Goods and Services (2002)

Community Pharmacies Serving People with Disabilities (2005)

Guidelines for Equal Status Policies in Enterprises (2005)

Guidelines for Employment Equality Policies in Enterprises (2002)

Disability Resource Pack (2002)

National Disability Authority

Code of Practice on Accessibility of Public Services
and Information Provided by Public Bodies (2006)

Department of Environment, Heritage and Local Government

Sectoral Plan Under the Disability Act 2005 (2006)

(Year published)

Notes

Notes

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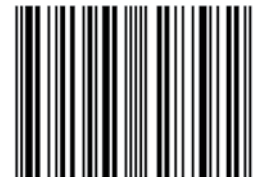
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THE EQUALITY AUTHORITY
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