

Disability Equality Scheme Annual Report and Review December 2009



Scottish Natural Heritage
All of nature for all of Scotland

Scottish Natural Heritage (SNH) published its first Disability Equality Scheme in December 2006. This set out our commitment to disability equality and the actions we proposed to take between 2006 and 2009. This annual report and review details the progress we have made in this third year of the scheme and highlights our key areas of work going forward.

Our Disability Equality Scheme sits along side our Race Equality Scheme and our Gender Equality Scheme; however our overall approach to equality and diversity incorporates all 6 equality strands and therefore includes age, religion and belief, and sexual orientation.

The disability scheme action plan attached at Annex 1 details the progress we have made in relation to each task and lists the additional actions identified as a result of this review.

What are our main achievements in the past year?

1. Over the last year, our main focus has been on raising staff awareness of the issues surrounding equality and diversity through the presentation of Equality and Diversity Roadshows. These sessions have helped staff identify their responsibilities and rights as well as developing awareness of the actions required to ensure all SNH activities deliver on the equality needs of all of Scotland's people.
2. Through partnership working, consultation with equality groups and sharing good practice, we continue to gather information that informs the implementation of equality impact assessments and equality schemes in general.
3. From our partnerships with other public authorities, mainly through the Non - Departmental Public Bodies (NDPB) Equality Forum and Highland Community Planning Partnership (HCPP) Equality Group we have piloted and shared information on engagement events in order to establish best practice and share outcomes whilst working towards combining resources in effective delivery of training and services.

Equality Impact Assessments (EqIA)

4. Through the Equality and Diversity microsite, staff are able to access guidance and useful information to assist in the completion of Equality Impact Assessments (EqIAs). The guidance has been developed in plain English to allow maximum accessibility. This toolkit also enables staff to access appropriate research and statistics from external sources in order to provide evidence supporting the EqIAs.
5. The Initial Impact Assessment of Functions and Services from the early stages of the Equality and Diversity Project is being revised to consider those EqIAs already completed and areas of working that should be a focus for EqIAs in the near future.
6. Guidance has now been issued to SNH-supported Ranger services regarding Equality and Diversity Statements. All SNH-supported Ranger services must have an Equality and Diversity Statement during the first year of their issued grant, with the first statements due by March 2010.
7. We had eight Equality Impact Briefing Sessions planned to run from November 2009 to March 2010 in a number of locations throughout Scotland. These sessions aimed to provide an in-depth walkthrough of the EqIA process as well as enabling attendees to provide real, relevant examples for discussion. However staff indicated that a more individualised approach was necessary and individual units will receive a more tailored version of the above sessions to best meet their requirements.

Research

8. Research is currently underway to investigate how to best describe path attributes, with the aim of making the outdoors more accessible. This work will benefit members of all 6 equality strands, with a particular focus on disability and race.
9. SNH's Quality of Life unit have been carrying out joint research with Perth and Kinross Council and SportsScotland to understand better why people don't or infrequently participate in active outdoor recreation. The research will take the form

of a public survey to identify any particular groups who are non/infrequent participants.

10. The Board Paper, *'Enjoying the Outdoors - Update and Proposed Priorities for Supporting Increased Participation'* was published in February with the aim of outlining how SNH can best contribute to increasing participation in outdoor recreation, volunteering, outdoor learning and tourism, especially among young people and disadvantaged groups.
11. Quality of Life unit are drafting a paper entitled *'Reasons for not accessing the outdoors - A summary of the findings of a selection of relevant research'*. This paper looks at 20 different reports detailing barriers to accessing the countryside and ways of overcoming them.
12. The *Scottish Nature Omnibus Survey* and *Scottish Recreation Survey* include indications of disability in order to highlight views of this equality group both in attitudes towards SNH as an organisation and responses towards outdoor recreation.
13. We often use externally sourced evidence and discussions are underway through the equality forums we attend so that we can share research more readily. Through our partnership with the HCPP Equality Group we have combined efforts in recording research and evidence to inform the content of Equality Schemes. This has resulted in the joint *Equalities Intelligence Report* where each organisation provided summaries of key issues and recommendations from various sources of research. Each organisation has then used this information as reference in shaping their equality schemes and in particular as many of us head towards the shaping of our future Single Equalities Schemes.
14. Further work continues amongst the members of the NDPB Equality Forum to overcome the technological barriers to sharing research and to avoid equality groups being asked the same questions repetitively. This is now a standing item on the agenda of the forum's meetings.

Training and Awareness Raising

15. The SNH Equality and Diversity team continue to deliver the Equality and Diversity roadshow to unit meetings across the country. Nearly half our staff have now attended an awareness raising session. There are now several open sessions arranged in order to enable individuals to attend the session outwith unit meetings.
16. The *Samedifference* eLearning package, exploring equality issues from all six strands, including disability, is available for anyone interested in the topic as well as forming part of the Diploma in Management and the Recruitment and Selection training course. The Induction pack and induction course also refer to responsibilities of members of staff and SNH as a public authority towards Equality and Diversity.
17. Regular meetings with the Diversity Champions, along with the appointment of a 6th Champion representing Corporate Services, continue to contribute to the shaping of the Equality Impact Assessment process. Champions communicate suggestions from staff to the Equality and Diversity Team on matters of training and awareness raising. Champions also provide an additional source of guidance and advice for

those seeking to complete an Equality Impact Assessment within the directorate they represent.

18. Through the NDPB Equality Forum we have commenced a 'Training of Mediators Project' aiming to provide a resource of qualified mediators to all members of the Equality Forum. Although still in its early stages, this project is being seen as an exemplar of how members of the NDPB may collaborate on employment issues in the future.
19. We continue to publicise SNH as an equal opportunities employer and service provider through the pages of our website and in publications such as the *Employmentability* guide for employers and people with disability.

Embedding equalities within systems

20. Following the development and roll out of the revamped iBids and Projects database for bidding for project funding, project managers are required to select whether their project may require an Equality Impact Assessment. This should trigger the creation of EqlAs at an earlier stage than in previous years, allowing for considerations to be made and resource requirements detailed during the project planning stage.
21. The process of reviewing activities and policies will allow for the creation or review of EqlAs. Consideration of issues relating to race as well as the other equality strands will assist in mainstreaming equality and diversity throughout the organisation.
22. The Performance policy has recently been reviewed with the creation of an EqlA covering the iPerformance database.

Employment

23. A data verification exercise was carried out using the iPeople database to collect information relating to staff diversity. Participation levels in this were low on this first occasion. Encouragement to participate in such exercises, explaining the need to monitor workforce statistics is now included in staff awareness sessions and a series of communications. HR are currently drafting an Equality Action Plan that includes further actions to increase perceptions of SNH as an equal opportunities employer. It is hoped that the next data verification exercise will produce more indicative figures to enable analysis of representation within the current workforce.

Grants and Funding

24. SNH has continued to grant aid projects that encourage participation in the natural heritage. Organisations that have benefited from grants include Sense Scotland who enable access to the countryside for people with visual and hearing impairments and Momentum Scotland who help those experiencing the effects of brain injury or drug abuse including accessing the countryside. SNH's Grampian Area are also currently establishing a community travel grant to help enable better access to the countryside.
25. SNH continues to encourage participation in volunteering opportunities. We provide support to the British Trust of Conservation Volunteers (BTCV) with a target of 500

volunteers from excluded or disadvantaged groups to take part in projects on designated sites. The success of this target will be reported in 2010 and includes people on low income, people with disabilities, people, young people, members of black and minority ethnic groups, refugees and asylum seekers and rehabilitation of offenders

26. We continue to take into account the needs of our audience when holding events. An example of this is a targeted event exclusively for groups with specific needs hosted by SNH's North Highland Area to meet a local request. This consisted of a day held at Achanarras quarry. The groups were involved in the planning of the day of hunting for fossils and resulted in the day being split into key elements in order to allow participation suitable to requirements.
27. We also have funded access projects such as the Loch Leven Heritage trail which is a 14km all ability trail around the National Nature Reserve and a ranger base at Glen Doll in Angus which also has all abilities access. These projects benefit many of the equality strands, including disability, by improving perception of safety, enabling accompanied recreation and improving pushchair access. This includes funding projects such as all abilities trails including Clarack Loch and Tarland in Grampian.
28. SNH have also provided exhibition space to artists keen to challenge perceptions of disability. Examples of this work include landscape artist Keith Salmon who explains his experience of visual impairment, and the '*Shot in the Dark*' exhibition of photographs produced as a result of a project that provided people in Wester Ross who are recovering from mental ill health with an opportunity to learn about digital photography.

Engagement and Consultation

29. During 2009 we participated in Highland Community Planning Partnership (HCPP) community engagement events as a pilot approach towards models of involvement. The aim of these events was to develop a shared approach and ongoing dialogue between communities and service providers represented in the HCPP Equality Group. It was hoped that the findings would feed into the developing of the Equality Schemes of partner organisations. Events were held at three locations across the Highlands and representatives from the HCPP attended and participated in the event. Though attendance was limited, participants welcomed the event as an opportunity to promote equality and diversity and meet others with shared interests. Areas for development were identified: being clear what is expected as an outcome of an event, and ensuring that issues are focused and specific. There were also differing opinions with some feeling a longer event would be of benefit whilst others stating that it should start and finish earlier to accommodate travel.
30. We have continued to strengthen our engagement with people through our partnerships with groups such as Countryside for All, Outdoor Access for Scotland Group, Paths for All, the Fairfield Trust and Disabled Ramblers. We are working closely with this network of organisations to determine good practice, promote new initiatives and ensure that the needs of users are represented. With the Countryside For All forum, we led on the development of a discussion paper on *Involving and Consulting with Disabled People*, which aims to clarify statutory duties and consider good practice for outdoor access involvement and consultation.

Through these partnerships SNH aims to improve access to the natural heritage for all of sectors of Scotland's community.

31. We also continue to work with organisations such as Cairngorms National Park Authority, Highlands & Islands Equality Forum and the Scottish Rural Equality Network in sharing information and contributing to forums on general equality issues.
32. The National Access Forum was established to assist with implementation of access rights. This body brings together all relevant interests and has a broad advisory role, helping SNH to keep the *Scottish Outdoor Access Code* under review, and advising SNH and others on a wide range of matters relating to the new legislation. The Forum also supports local access forums, which have an important role in resolving any difficulties which may arise at local level.
33. We continue to contribute to Access for All Forum Scotland. With an overriding aim to promote, enable and facilitate the creation and improvement of accessible outdoor recreation and environmental education opportunities for disabled people. The Forum promotes good practice and advises on training opportunities.

Review of the Disability Equality Scheme

34. In July 2009 our Internal Audit team conducted a review of the Equality Project to assess SNH's equality and diversity arrangements and provided satisfactory assurance over the arrangements in place. With a small number of recommendations to help ensure that high priority EqIAs are undertaken by local staff within a reasonable time and resources are identified to lead on the ongoing work associated with equality scheme reviews and overseeing EqIA production after the project's current end date. Recommendations from the audit have been added to the action plan.
35. We have also taken the opportunity presented by the testing of the Best Value self assessment from the Audit Scotland Equalities audit framework. This has served to highlight the areas where we have contributed to information sharing and the EqIA approach. It has also signalled areas where there is still much to achieve, namely ownership and language. The ownership of responsibilities to fulfil key areas of the Equality scheme action plans is not always held by those units named in the plans. Different language is used to describe similar issues, such as the definition of 'the disadvantaged' and 'Equality Groups'. The plans themselves have grown in size as items have been added on.
36. In September SNH recognised that work towards the Single Equality Scheme would require better understanding of the anticipated Equality Act and improved involvement of representative groups. It was therefore decided to delay the conversion of the three Equality Schemes into a Single Scheme until 2010/11 and to hold combined Equality Group Events in 2010 for this purpose.
37. Approval has been granted to retain the Equality and Diversity Team for a further year in order to take forward a Mainstreaming Equality and Diversity Project. This will provide the opportunity to shape a more accessible action plan for the Single Equality Scheme through involvement with Equality groups from all the strands and ensuring communication and advice to all units as they continue to adopt the Equality Impact Assessment approach. The team will also be tasked with ensuring that monitoring and reviews are set in place for continued and improved reporting.

So what will we be doing in the year ahead?

Equality Schemes

38. Following the enactment of the Equality Bill by the UK Parliament it is expected that SNH will be required to create a Single Equality scheme in 2010, combining the disability, race, and gender schemes whilst also including religion/belief, age and sexual orientation. The creation of this scheme and associated action plan will feature alongside the general and specific public sector duties associated with the Equality Bill. This scheme will be subject to internal and public consultation with equality groups, employees and members of the public.

Equality Impact Assessments

39. The creation of EqlA examples will provide completing officers with a starting point for any EqlAs, drawing on expertise in all areas of SNH work. The examples will provide a resource for future EqlAs, reducing time pressures, increasing the completion rate and maintaining consistency in approach.

40. Improved accessibility to the EqlA process through the adaptation of the form into a more electronic format is also planned by combining the EqlA as a project tool within our existing internal budgeting system of iBids & Projects. This will clearly indicate the link between the EqlA process with that of planning actions and resources required, helping identify external customers from the outset and involve equality groups in how best to meet their needs.

Training and Awareness Raising

41. Following the training of 50% of our staff we plan to book further sessions into quarters 1 and 2 of 2010/11. In order to encourage all staff to participate, individuals can now book onto sessions that best suit their working patterns and locations. We also have visits to our Island Offices in order reach as many staff as possible.

Employment

42. In order to address to the needs and opinions of our disabled employees we are working in partnership with Visit Scotland, Highlands and Islands Enterprise, NHS Highland, The Highland Council, University of Highlands and Islands and Job Centre Plus Highland, to hold a Disability Equality event in Inverness in May 2010. This full-day information exchange event is designed to empower employees and unit managers to address disability issues in the workplace. The final element of the day is designed to facilitate discussion around the desire for an employee network for the various organisations and to discuss what form this should take.

Engagement and Consultation

43. A Sharing Good Practice event planned for January entitled '*Beyond the Usual Suspects*' provides practitioners with an opportunity to engage with under-represented groups and encourage participation in the outdoors.

44. Engagement Events, inviting attendees from all sectors of the community are planned in the coming year, contributing to our Single Equalities Scheme in anticipation of the Single Equality Act.
45. The Equality and Diversity Team are also updating the corporate contact list in order to provide up-to-date lists of contacts to support consultations for EqIA and possible partnership projects.

Research

46. Following research and drafting in 2009/10, the paper *'Reasons for not Accessing the Outdoors - A summary of the findings of a selection of relevant research'* will be completed and published by Quality of Life unit in the coming year.
47. Sharing of information remains a standing item on HCPP and NDPB forum agendas as group members continue to investigate suitable platforms to support easier access to collaborative information sharing.

Conclusion

48. The past year has seen a considerable focus on developing the interface to allow us to engage with and raise awareness amongst staff, to better meet the requirements of the Public Sector Duties. As we embed the EqIA toolkit across the organisation and staff become more aware of the ways in which their activities can affect disability equality, we hope to be able to report on more initiatives that have a positive impact in relation to disability groups. The shaping of the Single Equality Scheme, with the involvement of disability groups alongside those of other equality groups, will provide an opportunity to review the action plan, revising targets and priorities of outcomes.

Katie Eardley and Jenny McCrae
Equality and Diversity Project Team

Annex 1 - Action Plan – Disability Scheme Progress at December 2009

1. Implementing & Promoting the Disability Equality Scheme & Equality and Diversity Programme				
Task	Responsibility	Target Date	Progress	Outcome
Publish SNH's Disability Equality Scheme	HR (Human Resources)	December 2006	Complete	
Internal and External Equality Scheme review events	BCPU (ALL Units)	June 2010		Involvement and Consultation with Equality Groups upon objectives and best approaches to Equalities issues
Combine Equality Schemes and refresh action plan within Single Equality Scheme	BCPU	November 2010		Single Equality Scheme with identifiable SMART approach
Further develop responsibilities, target dates and outcomes within Equality Scheme	All Units	June 2007	Complete. New scheme to be developed for 2010	Each unit committed towards progressing and owning own actions
Gain further commitment from senior management by identifying a member of the Management Team to be SNH's Diversity Champion/Sponsor	HR	February 2007	Management Team championing equality & diversity within each directorate Equality and Diversity Project is within the portfolio of the Director of Strategy and Communications	
Identify dedicated resources (staff and financial) to take forward action plan	HR	February 2007	Diversity Budget secured	Adequate resources available to progress

			Equality & diversity incorporated into the business planning process for each unit	action plans.
Continue Development of Equality and Diversity Programme including development of overall Diversity Strategy	HR (All Units)	Ongoing	Ongoing. Diversity Strategy being considered	
Review and revise scheme on a three yearly basis with an interim review for the 1 st scheme conducted within the first 18 months	BCPU	June 2008 December 2009	New disability scheme to be developed for 2009. Now to be included within Single Equality Scheme 2010	Scheme published every 3 years (1 st scheme re-published June 2008) Single Equality Scheme published November 2010
Review and issue statement on progress in SNH's Annual Report	BCPU	April 2007 April 2008 April 2009	Complete	Statement of progress incl. In annual report
Launch Diversity page on corporate website. To include statement of commitment from Diversity Champion/Sponsor. Consider inclusion of feedback facility	HR (initially)	April 2007	Complete	Regular monitoring of website feedback

2. Involvement				
Task	Responsibility	Target Date	Progress	Outcome
Develop an overall approach/strategy to the involvement of people with	HR (initially)	March 2009	Guidance on involving people with disabilities to	Guidance based on National Standards for

disabilities (and other equality groups)			be produced as part of EqIA toolkit and to complement Customer Care Strategy Complete	Community Engagement
Establish relationships and partnerships with equality and diversity groups (such as Highland and Islands/Scottish Disability Equality Forum and Highland Well-being Alliance)	HR (All Units)	Ongoing	Ongoing	Development of better means of communication, build knowledge of issues and consultation in matters of developing policy and practice and to publicise current and future accessibility to NNR/site plan
Establish a Diversity User Group made up of a cross section of SNH employees including Trade Union Representation	HR (initially) (All Units)	May 2007	Each Unit Manager will be responsible for equality in their area and Diversity Champions appointed to promote work at Directorate level	
3.Strategic and Policy Development				
Task	Responsibility	Target Date	Progress	Outcome
Review inclusion of equality and diversity statement and targets within the SNH's Corporate Plan and Business Plans	Management Team (BCPU)	November 2007	Complete	Capture activity and monitor progress towards meeting our equality action plan and any new objectives
Develop a programme across SNH for prioritising and producing impact assessments for existing and new policies	All Units	Nov 2008 and on going	In progress as EqIA toolkit is rolled out across the organisation. Internal Audit requested	Policies equality proofed for disability

		Dec 2009	review of Priorities See full report	
Develop guidance on production of impact assessments for use across the organisation	HR	Nov 2008	Complete EqIA toolkit developed and available through SNH intranet	EqIA Toolkit
4. SNH Functions & Services				
Task	Responsibility	Target Date	Progress	Outcome
Conduct an audit of SNH's functions to ensure all areas relevant to the DED are identified	<u>Audit & Consultancy</u>	October 2007	Complete	
Grants				
Ensure DED legislation to be considered when assessing projects for SNH grant assistance	Grants Team	On going	On going	Increase in number of disabled groups /individuals applying to SNH for grants
Websites & Intranet				
Continued compliance with Web Accessibility Initiative (WAI) accessibility standards	Publications	On going March 2010	EqIA completed for Web Development Project and staff trained in WAI standards. New corporate Website launch	Accessible website within WC3-WAG standard

Publications				
Establish mechanisms by which information can be made as accessible as possible and available in alternative	Publications	On going	Audio pod casts etc being used for selected publications. On going	Good practice guidelines adopted, disseminated and in use across SNH.

formats				Increase in number of requests for alternative formats
Awareness & Involvement				
Improve communications at Visitor Centres for deaf visitors	Communications & Promotions Publications Site Managers	Future targets to be determined and included in 2009 action plan	SNH commissioned a report on access to the countryside by deaf visitors which will inform future activity.	
Recreation & Access				
Implementation of recommendations identified within Access Audits 04-06 to bring Spotlight NNRs up to standards agreed	Recreation & Access Publications Site Managers Managed Sites	2009	Ongoing	
Extend information and interpretation provision for people with a sensory impairment or learning difficulty	Communications & Promotions, Site Managers Managed Sites	Future targets to be determined and included in 2009 action plan	Under review to be include in EqIA of Communication Plans	
Raise awareness of opportunities for visiting NNRs & improve disabled peoples confidence in the accuracy of information about, and standards of, services and facilities	Site Managers Managed Sites	On going	Information being produced about selected NNRs and will be published in due course	
Improvement of facilities across owned and managed SNH NNRs/sites to take account of the needs of disabled people	Access & Recreation Site Managers Managed Sites	2009	In line with access audits on spotlight NNRs. On going	

For SNH events and SNH walks consider what amount of accessibility information goes into advance publicity and how and where they are publicised	Recreation & Access Publications	Future targets to be determined and included in 2009 action plan	Under review	Increase in number of disabled groups /individuals attending organised SNH events
Property Maintenance				
Continue audit of SNH property throughout 2006/2007 to determine reasonable adjustments to be made to SNH buildings	Property Section	March 2007	Programmes of improvements at majority of property have been drawn up based on an evaluation of the audit findings	
Completion of rolling programme of improvements to SNH buildings identified through audit of SNH property	Property Section	March 2008	Programme of improvements initiated	

5. Employment				
Task	Responsibility	Target Date	Progress	Outcome
Review Managing Equality and Diversity Employment Action Plan (agreed with TUS) and identify relationship with DED action plan	HR	February 2007	Complete	
Conduct impact assessments for all new HR led policies and initiatives identified within the People Strategy	HR	March 2008 & ongoing	EqlAs are being completed for all new projects.	Requirements of double tick scheme are complied with

Portfolio and ensure each project is compliant with the DED				
Ensure the current review of existing employment policies and practices takes account of the DED and impact assessments are conducted as appropriate	HR	March 2009	An action plan is being developed listing EqIAs required for all existing HR policies	
Ensure next Equal Pay Audit addresses disability issues	HR	2009	Equal pay audit has been initiated. Data verification exercise completed	
Ensure consideration is given to the needs of disabled employees in the implementation of the new HR Database	HR	In line with Implementation Project Plan	User groups consulted. Complete	
Review the introduction of a general diversity competency (incorporating disability, race, gender, etc) for all managers and employees	HR Training	End of 2007	Complete	Managers appraised against diversity competency. Annual monitoring of appraisal trends
Recruitment and selection				
Review and monitor quality and consistency of the application of the double tick symbol	HR	May 2007	Ongoing	Requirements of double tick are complied with
Review positive action taken to encourage applications from disabled	HR	Ongoing	A number of generic adverts placed in	More disabled applicants apply for SNH positions

people for SNH positions			equality magazines Ongoing	
Review recruitment guidance for managers and HR staff to ensure they understand the needs of disabled people in the recruitment process	HR (Line Managers)	March 2007	Complete	As above
Retention				
Review policy and procedure to support reasonable adjustment in the workplace	HR (Line managers)	October 2007	Complete – procedure developed in liaison with health & safety colleagues and Access to Work Officer	Disabled people feel that SNH have made any reasonable adjustments required to work effectively Increase use of Welfare Service

6. Equality and Diversity Awareness Raising and Training				
Task	Responsibility	Target Date	Progress	Outcomes
Initiate a programme to raise awareness of the DED (and other equality issues) ensuring SNH employees aware of obligations and responsibilities	HR (initially)	January 2007	On going.	Increase awareness of equality & diversity internally and externally. Raise awareness of need for staff to do EqIAs.

Further build Diversity into Corporate Training Programme to increase employee awareness and understanding of disability (and other diversity) issues	HR Training	On going	On going. See full report	Promote awareness, equality and a positive attitude by providing training on Diversity
Identify relevant employees and additional training for disabled employees where necessary	HR Training	As necessary	On going	Targeted Diversity training
Ensure all training programs and events are equality proofed for disability issues	HR Training	On going	Will be captured as roll out of EqIA process continues samedifference package now required as part of Management Diploma, Induction and Vacancy Management	All training programmes equality proofed for DED. All courses offered by Training have disability access messages built in as appropriate
Measure Awareness within SNH of Equality Issues	BCPU request of Internal Audit	December 2010		Measure current level of awareness against previous report in 2005
7. Monitoring and Evaluation				
Task	Responsibility	Target Date	Progress	Outcome
Identify areas/functions for monitoring and develop a equality and diversity monitoring programme across SNH to allow us to measure progress towards equality for disabled people	All Units	Post audit of Functions and Services - 2009	To be established through Single Equality Scheme June 2010 as advised through development of Guidance from EHRC	Clear and accessible measures available for all equality strands

Take account of DED (and other Equality issues) in developing the Inclusion Survey (Customer Survey) to be conducted in 2008	BCPU	July 2008	Complete	Assess gaps in current service requirements in relation to disabled customers
Conduct employee survey with specific questions relating to equality and diversity. Review annually	HR	December 2006 December 2007 December 2008	Complete	To establish current level of awareness of diversity issues (including disability) across SNH Measure achievements since establishment of DED
Review use of website to gather data and feedback on disability (and other equality) issues	HR		Under review	Ability to measure improvements in services since establishment of DED
Develop "The People Report" to ensure analysis of equality issues (including disability) in relation to recruitment, development and retention	HR	On going	On going	Data produced annually to specified time frame
Confirm Mainstreaming Equality Project	E & D Project Board	February 2010	Internal Audit requested board identify resources for continuance of work Ongoing	Finalised project Brief and allocated budget to meet outstanding actions and production of Single Equality Scheme