



Equalities Mainstreaming and Outcomes Update Report

April 2015

Part 2

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Progress on our Equality Outcomes

In 2013 we published five equalities outcomes along with some specific underpinning activities and tasks; this report will provide an update of our progress towards delivering on these activities and will also provide details as to work which is currently on-going or is planned for delivery over the next arc of the reporting cycle.

The outcomes which we published in 2013 were:

Representation and understanding

1. The Library will extend its appeal to people who currently do not think of it as a place, service, or employer that has something to offer them.
2. We will improve our understanding of who uses us and doesn't use us, and who works for us, by improving the recording and analysis of statistics and asking ourselves and others new questions.

Valuing diversity

3. NLS will use its collection and services to help foster good relations between those who share a protected characteristic and those that do not.

Dignity and equality

4. Our customers and employees will be able to enjoy our collections, buildings, services and remote services without obstacle or embarrassment.
5. Our managers will demonstrate that they understand the different needs of individuals, and the importance of equality for all.

In the tables which follow we have listed each outcome along with the activities and tasks we had identified in our previous report to help us deliver on these, and have provided details of the progress we have made, as well as some details of current or future activity. Greater detail has been provided throughout the report with regards to specific activities that have been particularly successful or where we have identified a different programme of activity to that initially published.

Equality Outcomes

Outcome 1				
The Library will extend its appeal to people who currently do not think of it as a place, service, or employer that has something to offer them.				
Relevant Protected Characteristic(s) and relationship to General Duty:				
Relates to all protected characteristics.				
Activity	Task	Progress	Current or Planned Activity	Task Owner
Address issues of non- or under-representation through media and public relations work, with specific campaigns targeted at teenagers, blind and partially sighted groups, wheelchair users, and profile-raising amongst different socio-economic groups and	Review our corporate publications and advertising in light of equality and diversity objectives; paying particular attention to the use of images of people.	All corporate publications are regularly reviewed and when re-designed all imagery is considered in light of equality and diversity to ensure that we are representative of our customers and employees.	On-going; this is a recurring activity with equality and diversity considered in relation to all publications when they are at design stage. Images used in our publications tend to be from our collections but where images of people are used we are working towards ensuring that there is greater diversity represented.	Head of Communications and Enterprise.

rural groups	Plan specific advertising campaigns to target our under-represented user communities.	The only advertising campaigns undertaken by the Library since the publication of the 2013 report have been in relation to specific events and exhibitions.	Our media plan for advertising our exhibitions uses a variety of formats from online advertising, offline, taxis, trains, radio etc., so there are multiple 'opportunities to see/hear'.	Head of Communications and Enterprise.
	Co-ordinate our roadshows and other new outreach work with relevant third party events, building on good practice as demonstrated in current education and outreach work.	The Library has continued to participate in a range of events externally, both as part of third party events and those coordinated as stand-alone Library activities. We have provided details of some of these activities on p.8 of the report.	The Library Outreach, Events and Education Teams have already planned a number of external activities for 2015-16 and are in discussions with regard to participating and hosting a number of others; again further detail has been provided on p.8.	Head of Communications and Enterprise and Head of Access

The Library tries to ensure that our events and activities are open to as wide an audience as possible. We are proud of the work our Outreach and Events teams have done in extending the reach of the Library to include individuals from diverse groups but we do acknowledge that there is further work required in this area, particularly in terms of targeted advertising and marketing activities. Our quarterly publication 'What's On' which publicises the Library's events programme, along with our customer magazine 'Discover' provide us with a greater opportunity to include

images of people alongside those of our collections and we will continue to increase those that we include, particularly where these include representatives of groups who are currently under represented at the Library.

Outcome 2				
We will improve our understanding of who uses us and doesn't use us, and who works for us, by improving the recording and analysis of statistics and asking ourselves and others new questions.				
Relevant Protected Characteristic(s) and relationship to General Duty:				
Relates to all protected characteristics.				
Activity	Task	Progress	Current or Planned Activity	Task Owner
Improve our understanding of who uses us online.	Review our website to ensure it provides appropriate engagement and feedback on equality and diversity issues and to serve as a platform to communicate what we are doing in this area.	When we reviewed this particular task it was agreed that it had not been written in a way which would allow us to actually measure our success and we have therefore rewritten it as stated below. "Review our website and online presence so that they serve as a platform to clearly communicate to as wide an audience as	Our Web Editors are focusing on ensuring that our web presence does not have any unnecessary barriers to access and have concentrated on providing text in plain English, ensuring that all colour contrast is suitable for those with visual impairment and that the sites are as far as reasonably possible supportive for those with reading difficulties. It was felt that concentrating on these areas would also provide	Head of Access.

		possible; focusing particularly on those who may experience difficulty accessing on-screen and written information.”	improved access for not only those with visual impairments but also those who may have difficulties in accessing via technology or where English is not their first language.	
	Ensure our audience research programme encompasses both onsite and offsite users as well as the needs of potential users of the Library.	All audience research and mystery visits now include offsite only use as a specific and distinct category to be surveyed.	This has now been put in place as part of our programme for 2015/16.	Head of Access
	Identify ways to improve the customer registration system so that it can gather relevant information.	The 2014 Library Customer Survey will be used to assist in identifying gaps in our understanding of our audiences and how we might address some of these via the Customer Registration System.	The data from the 2014 Customer Survey was received at the end of January 2015 and has been fully analysed giving the Access Team greater clarity as to activities for 2015 onwards.	Head of Access.

<p>Review our market research and consultation practices to take account of all protected characteristics, and to look at the impact on equality and diversity of socio-economic background and rural dwelling.</p>	<p>Follow up broader market research findings with market research targeted specifically at under-represented communities.</p>	<p>We capture equalities information from our biennial customer survey.</p>	<p>We will ask our contracted suppliers to continue to explore the best ways to maximise the information achievable within any resource limitations that we may have.</p>	<p>Head of Communications and Enterprise.</p>
	<p>Ensure all market research provides an opportunity to gather data on protected characteristics.</p>	<p>As well as our biannual customer survey we arrange for mystery shopper visits to our premises.</p>	<p>The schedule for these visits going forward has requested that, where possible, there are visits arranged to include customers with protected characteristics to allow us to gather data relating to these areas.</p>	<p>Head of Communications and Enterprise.</p>
<p>Establish methods to recover equalities data for attendance at events, exhibitions, workshops and other methods of accessing the Library and its services.</p>		<p>A new market research and intelligence supplier was contracted in 2014.</p>	<p>The relevant senior staff are due to discuss with the Library's contracted supplier of audience research in early 2015.</p>	<p>Head of Communications and Enterprise & Head of Access.</p>
<p>Improve our understanding of who</p>	<p>Allocate a resource in the Human Resources</p>	<p>We do not currently have an allocated resource to</p>	<p>The Engage equality questionnaire was updated in</p>	<p>Head of Human Resources and</p>

works for us.	department to interrogate the online recruitment equality monitoring statistics and to develop the quality of personnel records and reporting so that we are able to produce reports in line with Regulation 6 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012	interrogate statistics but do as part of the new starter process transfer equality data from our Engage (Recruitment System) to World Service (our HR System).	2012 with additional equality fields and this expanded questionnaire is still in use; we will continue to monitor the returns that this provides so to continue to improve on our knowledge and understanding of all those who apply for vacancies at the Library as well as those who are successful.	Organisational Development
	Hold twice yearly equality staff forums to discuss issues.	Staff forums were initially held but it was agreed that a staff group would be set up to more specifically support the delivery of the equalities agenda.	A staff working group has been established which is to meet every two months to both discuss issues which have arisen, support the delivery of full Impact Assessments and the general mainstreaming of the equalities agenda across the Library.	Head of Human Resources and Organisational Development
	Run a series of staff events that raise the	A series of staff events was run in 2013, covering	A further course of staff events are currently being coordinated	Head of Human Resources and

	profile of equality and diversity issues and build confidence in the reporting of concerns, requirements, and suggestions.	a wide range of topics relevant to staff health and wellbeing including equality and diversity.	by the Health and Safety Manager at which the Equalities Officer will deliver sessions. All staff training in Equalities is also currently being arranged.	Organisational Development
	Repeat the employee profiling survey following staff communication and engagement work.	Due to internal restructuring and reorganisation it was agreed that this would be delayed until this was completed.	An updated staff profiling survey and personal access portal are due to be released in early summer 2015.	Head of Human Resources and Organisational Development

In terms of our employee information we acknowledge that we have not been as proactive as we could have been, due to a number of internal changes it was felt that it may be best to wait until these had been fully implemented before carrying out further research. A full staff survey will be undertaken in the summer of 2015 and we anticipate being able to incorporate the results of this in our next outcomes report.

Outcome 3				
NLS will use its collection and services to help foster good relations between those who share a protected characteristic and those that do not.				
Relevant Protected Characteristic(s) and relationship to General Duty:				
Relates to all protected characteristics.				
Activity	Task	Progress	Current or Planned Activity	Task Owner
Development of digitisation programme to	Amend digitisation project approval process and	The digitisation proposal documentation was	The redesigned proposal document was issued in	Head of Collections and Interpretation.

specifically address issues and concerns relating to diversity	criteria to place focus on the need for projects to contribute to the diversity and equality objectives of the Library.	amended for the 2013/14 activity programme and has been revisited for the 2015/16 programme to improve on process and data collection.	February 2015 and will be reviewed in early 2016.	
Develop events programme to attract a greater diversity of attendees.	Pilot signing, subtitling and audio description at events where funding and circumstances allow.	Signing has been piloted at selected events including the Scottish Youth Parliament and The Visitor Studies Group.	We are currently exploring third party tools to support audio description at events. We will also be continuing with our signing programme where this is possible.	Head of Communications and Enterprise and Head of Access.
	Complete an equality impact assessment on external events and exhibitions programme.	A new Equalities Impact Assessment process was designed and agreed by the Library Leadership Team in the autumn of 2014.	An Impact Assessment using the new process is in progress to be completed Spring 2015.	Head of Communications and Enterprise and Head of Access.
	Review distribution of marketing leaflets in light of equality and diversity objectives.	We distribute our leaflets through an agency, EAE, in shopping centres, visitor attractions, museums and galleries, theatres etc.,	Our marketing activity is reviewed annually to ensure that it fully supports the Library's programme of activities as well as applicable legislative	Head of Communications and Enterprise and Head of Access.

		these are racked in dispensers which are physically accessible. This information is also distributed via online e-newsletters.	requirements.	
Involve blind and partially sighted, and deaf and hearing impaired communities in the planning and development work for the Scottish Sound Archive at the earliest opportunity.		Specific targeted market research was undertaken in May and June 2013 to support the planning of a new portal for Sound Scotland (previously Scottish Sound Archive).	The Sound Scotland portal roll-out was delayed but is expected to be completed by April 2015. Involvement of these communities will form part of the project planning for the development of the new Sound Scotland and it is intended that the user testing of the new portal will include users with these characteristics.	Head of Collections and Interpretation.

As with our activity under Outcome 1 our Outreach, Education and Events Teams have been particularly successful at widening access to the Library and its collections. This has continued to encourage good relations between those who share protected characteristics and those that do not. We are also happy with the progress to date through our digitisation programme and although our initial process did not achieve the results that we would have wished for, we feel confident that our revised version shall show further improvement and we look forward to being able to use the results of this to direct our activities over the next arc of the equalities reporting cycle.

Outcome 4

Our customers and employees will be able to enjoy our collections, buildings, services and remote services without obstacle or embarrassment.

Relevant Protected Characteristic(s) and relationship to General Duty:

Relates to all protected characteristics.

Activity	Task	Progress	Current or Planned Activity	Task Owner
Examine options to develop physical access and customer facilities at George IV Bridge, and deliver a project proposal. Youth groups, senior citizens groups, disabled users and non-users, maternity groups, and community groups will be included at the earliest stages of planning.	Delivery of access solutions for our reading room facilities based on consultation with wheelchair users.	Initial work conducted on future space planning in the Library identifies removal of existing physical barriers as a high priority. Options for providing access to reading rooms for wheelchair users are currently being explored.	Due to the implications of making any alterations to the fabric of the George IV Bridge building the Library is progressing any such works carefully to ensure that these are both appropriate and proportionate, and that they will meet all identifiable current and future needs.	Head of Resources and Head of Access.
Review our website, remotely accessed resources and services, and intranet to identify	Ensure that the NLS Web Strategy addresses equality compliance as part of our plans to	Our Digital Strategy is still in development but those who are working on this have the accessibility of	The Web Editor is undertaking a full review of the Library's online presence and carrying out preparatory work on the Web	Head of Resources, Head of Access and Head of Human Resources and

areas for improvement in terms of access and screen reader accessibility.	significantly increase digital access to content.	our online presence high on their agenda.	Strategy. Currently we use a programme called 'Speak Me' on our main web pages and this provides access for those who are unable to view our page content.	Organisational Development.
	Review our current use of the recruitment website to confirm whether it is fit for purpose for people reliant on screen reading software, and implement changes required to deliver equality of access.	It has been reviewed and checked that the recruitment website has the ability to increase the size of the text on screen.	We will continue to work on all of our recruitment activities to ensure that these are as accessible as is reasonably manageable.	Head of Resources, Head of Access and Head of Human Resources and Organisational Development.
	Review of the intranet to ensure compatibility with best practice standards for screen reading, sight impairment, and dyslexia.	Our Web Development Team endeavour to ensure that all our online presence meets the WCAG accessibility guidelines.	We are currently undertaking a project to migrate our current intranet platform. It is intended that this will be completed during 2015/16.	Head of Resources, Head of Access and Head of Human Resources and Organisational Development.

Our new development at Kelvin Hall in Glasgow will open up the Library in its physical form to a new geographical customer base and our on-going development of our online presence allows those who are not able to visit our physical sites access to our collections. Our Web Development Team ensure that all our public facing web sites meet WCAG accessibility guidelines and our Web Editing Team are working

towards ensuring that all pages are accessible in terms of plain English and page formatting such as colour contrast. Our Web Strategy has been delayed but work is now underway on this. We acknowledge that access to some of our other buildings is still a concern but we are working within the constraints that we have when dealing with historic listed buildings to ensure that where reasonably manageable we can provide access as widely as possible.

Outcome 5				
Our managers will demonstrate that they understand the different needs of individuals, and the importance of equality for all.				
Relevant Protected Characteristic(s) and relationship to General Duty:				
Relates to all protected characteristics.				
Activity	Task	Progress	Current or Planned Activity	Task Owner
Training and development of managers in equality and diversity issues.	Implement equality impact assessments and deliver training on the use of the assessment tool. Provide follow up training and awareness.	A new Equalities Impact Assessment process was designed and agreed by the Library Leadership Team in the autumn of 2014.	Training to be rolled out for managers and senior staff throughout early 2015; with additional training sessions relating to equality and diversity being implemented for all staff.	Head of Human Resources and Organisational Development.
	Provide training and awareness sessions on depression and mental health as an area where current understanding could be improved.	Training has been arranged and delivered for those staff in customer facing roles.	Staff awareness sessions are currently being coordinated to cover a range of health and wellbeing topics with mental health being one of the areas to be covered.	Head of Human Resources and Organisational Development.

Review working from home policy in light of the Equality Act 2010.		Working from home is included in the Library's flexible working policy which is reviewed regularly alongside all other staff policies and procedures.	The review process for policies is now underway and the Health and Safety Manager has been involved in considering whether the Library requires a standalone policy on home working.	Head of Human Resources and Organisational Development.
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The Library has been preparing a new Organisational Development Plan which is to be aligned with a new performance management framework. The values and responsibilities of equality and diversity have been embedded within the framework, ensuring that the Library's staff receive continued training, development and support in embedding these within the organisation. Training in our Impact Assessments has been delayed due to the redesign of our assessment documentation but has now been organised for senior staff throughout early 2015 with underpinning equality training for all staff to be delivered throughout the year.