



Equalities Mainstreaming Report

April 2017

Part two

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5. Progress on the outcomes from the 2013 – 2017 Equalities Mainstreaming Report

In 2013 we published five equalities outcomes along with some specific underpinning activities and tasks; these outcomes were updated in 2015. This report will now 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 as part of the 2017-2021 Mainstreaming Report.

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. The Library 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.

Progress on the outcomes from the 2013 – 2017 Equalities Mainstreaming Report

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
1.1 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 rural groups	1.1.1 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 External Relations & Governance
	1.1.2 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'. We have expanded our use of social media – Facebook, Twitter, and Instagram.	Head of External Relations & Governance

	<p>1.1.3 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.</p>	<p>Our Web & Public Programme teams have developed an events and outreach programme that reflects the diversity of the audiences using and engaging with the Library. Examples of these programmes include working with teenagers on a regular basis through our expanding High School visits as well as offering alternative events such as our recent Gaming event in November 2016. We participate in the 'Social' programme with The National Galleries of Scotland, the Royal Botanic Garden of Scotland and the National Museums of Scotland to support people and family with dementia. Through the Connecting Scotland's Sounds project, the National Library hosted an</p>	<p>Our planned activities include specific events targeting visitors with visual/audio, dementia or mobility impairment. These will range from specific exhibition tours for disability groups, to visits for elderly visitors. We will continue to work with teenagers on a regular basis through our expanding High School visits as well as offering alternative events such as our recent Gaming event in November 2016. We will continue to participate in the 'Social' Programme with The National Galleries of Scotland, the Royal Botanic Garden of Scotland and the National Museums of Scotland to support people and family with dementia.</p>	<p>Head of Access</p>
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		<p>event in partnership with LGBT Health & Wellbeing and OurStory Scotland on 2 February 2017 titled Coming In: stories of LGBT people coming to Scotland. The event attracted 60 people and featured audio recordings from OurStory Scotland's collection, which are archived at the National Library, alongside live accounts. Eight participants were recorded in a group discussion telling their own stories of coming in to Scotland or being elsewhere, and a further 20 submitted written testimonies. This LGBT History Month event offered BSL interpretation, and 4 BSL speakers attended. Where appropriate, the Library works with partners who can provide leverage to facilitate better</p>		
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		engagement with such audiences.		
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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
2.1 Improve our understanding of who uses us online.	2.1.1 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.	We continue to review our site(s) on an ongoing basis to minimise barriers to use, to provide maximum accessibility and to support feedback and engagement.	Our Web Editors continue to ensure that our web presence does not have any unnecessary barriers to access by 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.	Head of Access.
	2.1.2 Ensure our audience research programme encompasses both onsite and offsite users as well as the needs of	All audience research and mystery visits now include offsite only use as a specific and distinct category to be surveyed.	We deliver an ongoing mystery visit programme and include users with visual/audio/mobility impairment as part of this test.	Head of Access

	potential users of the Library.			
	2.1.3 Identify ways to improve the customer registration system so that it can gather relevant information to identify the diversity of our users and to ascertain any barriers which can be eliminated or improve access.	We have conducted work on profiling our audiences with a third party market research company in autumn 2016 to assist us in better data collection and understanding our users.	We intend to conduct a further review of the registration process in Spring 2017 to enable the recommendations from the audience profiling to be implemented.	Head of Access.
2.2 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.	2.2.1 Follow up broader market research findings with market research targeted specifically at under-represented communities.	We capture equalities information from our biennial customer survey.	We will review work on collecting such data as part of our planned 2017 survey. 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.	Head of Access Head of External Relations & Governance
	2.2.2 Ensure all market research provides an opportunity to gather data on protected characteristics.	As well as our biannual customer survey we arrange for mystery shopper visits to our premises.	We deliver an ongoing mystery visit programme and include users with visual/audio/mobility impairment. The schedule for these visits	Head of Access Head of External Relations & Governance

			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.	
2.3 Establish methods to recover equalities data for attendance at events, exhibitions, workshops and other methods of accessing the Library and its services.		A new market research and intelligence supplier was contracted in 2014.	Data is captured on new readers at the point of registration via our (optional) equalities form from which we can generate reports. For other users, we capture data via our biennial customer survey.	Head of Access.
2.4 Improve our understanding of who works for us.	2.4.1 Allocate a resource in the Human Resources 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	The Recruitment System (Engage) can provide information on equalities in relation to applicants which allows data to be analysed to identify any potential issues with the recruitment and selection process. The information is provided on a voluntary basis.	Continue to collate, analyse and discuss the outcomes in a wider forum, i.e. the Library Board Staffing & Remuneration Committee. Contact under-represented groups to establish engagement and to determine if there are any barriers and if so, how these can be addressed.	HR Manager

	(Specific Duties) (Scotland) Regulations 2012			
	2.4.2 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. This group has still to be set up.	Determine membership and establish an Equality and Diversity Group in 2017.	HR Manager
	2.4.3 Run a series of staff events that raise the profile of equality and diversity issues and build confidence in the reporting of concerns, requirements, and suggestions.	Since 2015, a number of health and wellbeing events have been run including a Health Fair incorporating a wide range of health related issues. The Bullying and Harassment policy and procedure has been reviewed and updated and renamed Dignity at Work to better reflect the purpose of the policy. Training took place on this subject with attendance at 93%. Management training	Equality Awareness sessions will be arranged for all staff so there is clarity and understanding of the various aspects of equality and diversity and build confidence in identifying and reporting of issues. Further management training to be organised to increase confidence in dealing with inappropriate behaviour identified by the manager or issues brought to the manager's attention.	HR Manager

		has been undertaken to improve the confidence of managers dealing with reported concerns.		
	2.4.4 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.	A self-service function of the HR System will be launched in May 2017 which allows staff to update their personal data increasing the validity of the staff data/profiling.	HR Manager

Outcome 3				
The Library 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
3.1 Development of digitisation programme to specifically address issues and concerns relating to diversity	3.1.1 Amend digitisation project approval process and criteria to place focus on the need for projects to contribute to the diversity and equality objectives of the Library.	The digitisation proposal documentation was amended for the 2013/14 activity programme and has been revisited for the 2015/16 programme to improve on process and data collection.	The process for assessing proposed digitisation projects has been overhauled to meet the needs of the up scaled strategic targets for digitisation. Proposed projects include OCR conversion of images to ensure wider accessibility. Due to the nature of content being	Head of Collections & Research

			selected for mass digitisation, it is likely that content which specifically addresses diversity and equality will come from digitisation linked to the Library's public programmes.	
3.2 Develop events programme to attract a greater diversity of attendees.	3.2.1 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 have developed some expertise and experience in house in this area, and offer regular audio described tours of the exhibitions plus occasional collection handling sessions as well as the use of signing for designated events.	We are currently exploring the further use of third party tools to support audio description at events. We will also be continuing with our signing programme where this is possible.	Head of Access. Head of External Relations & Governance
	3.2.2 Complete an equality impact assessment on	A new Equalities Impact Assessment process was designed and	There appears to be a lack of consistency and/or understanding of this	Head of Access.

	external events and exhibitions programme.	agreed by the Library Leadership Team in the autumn of 2014.	requirement and this is an area that requires training for managers and senior staff and will be arranged during 2017.	Head of External Relations & Governance
	3.2.3 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., these are racked in dispensers which are physically accessible. This information is also distributed via online e-newsletters.	Continue to review our marketing activity annually to ensure that it fully supports the Library's programme of activities as well as applicable legislative requirements.	Head of External Relations & Governance
3.3 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 portal for Scottish sound archives continues to be delayed. In the meantime, activities in the Scotland's Sounds public engagement programme have addressed diverse audience groups, and various groups have been involved in the development of the new public services at Kelvin Hall.	Head of Collections & Research.

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
4.1 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.	4.1.1 Delivery of access solutions for our reading room facilities based on consultation with wheelchair users.	We have implemented a solution that allows all users with mobility impairment to make use of our collections via the General Reading Room on Level 13.	We are in the process of carrying on work on our doors to the General Reading Room that will enhance ingress/egress and thus improve the user experience. This work is scheduled for completion by March 2017.	Head of Access.
4.2 Review our website, remotely accessed resources and services, and intranet to identify areas for improvement in terms of access and screen reader	4.2.1 Ensure that the Library's Web Strategy addresses equality compliance as part of our plans to significantly increase digital access to content.	We will implement a refresh of our main website to improve access and navigation. We are currently reviewing software to improve access to our electronic legal deposit	A web refresh was completed in March 2017. We plan to complete implementation of software to assist visually impaired readers for using e-legal deposit material by March	Head of Access

accessibility.		content for visually impaired readers. This work is being done collectively with other legal deposit libraries.	2017.	
	4.2.2 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 Access
	4.2.3 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 Web Content Accessibility Guidelines (WCAG.)	The SharePoint platform was not reviewed as intended in 2015/16 due to staff changes and competing projects. It is due to be reviewed before the end of 2018, tied to a review of the Library's general document management requirements, however in the interim the Web Development team and staff publishing on the intranet will be advised on WCAG.	Head of Digital

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
5.1 Training and development of managers in equality and diversity issues.	5.1.1 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.	There appears to be a lack of consistency and/or understanding of this requirement and this is an area that requires training for managers and senior staff and will be arranged during 2017.	HR Manager

	<p>5.1.2 Provide training and awareness sessions on depression and mental health as an area where current understanding could be improved.</p>	<p>Training has been arranged and delivered for those staff in customer facing roles. A number of health and wellbeing events have been run including a Health Fair incorporating a wide range of health related issues including mental health. Training in recognising and appreciating cultural differences has been delivered to staff in customer facing roles.</p>	<p>Equality Awareness sessions will be arranged for all staff with additional training sessions relating to managers in dealing with complaints relating to equality/diversity issues. Training is being arranged on this topic for 2017. The training will be tailored, depending on the role of staff. The sessions undertaken by customer facing staff will be run again for new staff in 2017/2018.</p>	<p>HR Manager</p>
<p>5.2 Review working from home policy in light of the Equality Act 2010.</p>		<p>Working from home is included in the Library's flexible working policy which is reviewed regularly alongside all other staff policies and procedures.</p>	<p>There is a Remote Working Policy which requires to be reviewed and updated.</p>	<p>HR Manager</p>

6. Planned outcomes for 2017-2020

On reviewing the outcomes from the 2013-2017 Mainstreaming Report, it was recognised that many of these outcomes were still relevant and that improvement would be a continuous process. With this in mind it was agreed by the Library Leadership Team to retain these outcomes with a few minor updates and review and refresh the activities and tasks to include the on-going current or planned activity and to demonstrate the aim for further improvements.

The outcomes for 2017-2021

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. The Library will use its collection, services and policy 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 staff will demonstrate that they understand the different needs of individuals, and the importance of equality for all.

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	Current or Planned Activity	Task Owner
1.1 Increased External Engagement	1.1.1 Establish links with external equality groups to promote the Library as a service and an employer. Address any perceived or real barriers to increasing engagement and involvement.		Head of Department, Access HR Manager
1.2 Increase the number of young people engaged, involved and employed within the Library.	1.2.1 Review each vacancy to determine if it is suitable for the employment of young people.	Continue to refine our Recruitment Process to make our jobs more accessible for the recruitment of young people.	HR Manager
	1.2.2 Offer volunteering opportunities	Continue to offer volunteering opportunities as part of the summer volunteering programme within Collections Care over a 10 – 12 week period, one day a week.	Head of Collections Management
	1.2.3 Continue to seek external and partnership opportunities.	Meeting set up with HLF and University of Edinburgh to explore areas of common interest/priority to determine the possibility of	Head of Collections Management

		<p>funding. Our area of focus would be to use the Collection Care volunteer model to support broader community engagement of the collections and to boost the employability of young people.</p>	<p>HR Manager</p> <p>Head of External Relations and Governance</p>
<p>1.3 Through the use of media, social media and public relations seek to attract interest and participation from under-represented groups.</p>	<p>1.3.1 Review our corporate publications in light of equality and diversity objectives; paying particular attention to the use of images of people.</p>	<p>This is an on-going activity with equality and diversity considered in relation to all publications at the design stage. We are working towards ensuring our images of people represent greater diversity.</p>	<p>Head of External Relations and Governance</p>
	<p>1.3.2 Plan specific advertising campaigns to target our under-represented communities.</p>	<p>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'. We will continue to expand our use of social media – Facebook, Twitter and Instagram.</p>	<p>Head of External Relations and Governance</p>
	<p>1.3.3 Co-ordinate our outreach/exhibition work with relevant third party events, building on good practice as demonstrated in our current</p>	<p>Our planned activities include events targeting visitors with visual/audio, dementia or mobility impairment. These will range from specific exhibition tours for</p>	<p>Head of Access</p>

	education and outreach work.	disability groups, to visits for elderly visitors. We will continue to work with teenagers on a regular basis through our expanding High School visits as well as offering alternative events such as our recent Gaming event in November 2016. We will continue to participate in the Social Programme with The National Galleries of Scotland, the Royal Botanic Garden of Scotland and the National Museums of Scotland to support people and family with dementia.	
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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	Current or Planned Activity	Task Owner
<p>2.1 Improve our understanding of who works for us by reducing the number of 'not disclosed' and 'prefer not to say' responses to the Equalities data held for employees on the HR Information Management System to produce more meaningful, valid data.</p>	<p>2.1.1 Encourage staff during the launch of the 'Self Service' function to provide the information ensuring they are aware of how this will be used etc. under the DPA.</p> <p>2.1.2 Send reminders to staff every 6 months to check their information and update as required</p>	<p>In May 2017, the HR Management Information System is launching Self Service where staff will be able to view and edit their personal information.</p>	<p>HR Manager</p>
<p>2.2 Improve our understanding of who uses us online.</p>	<p>2.2.1 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.</p>	<p>Our Web Editors will continue to ensure that our web presence does not have any unnecessary barriers to access by 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.</p>	<p>Head of Access</p>

	<p>2.2.2 Ensure our audience research programme encompasses both onsite and offsite users as well as the needs of potential users of the Library.</p>	<p>Continue with our mystery visit programme and include users with visual/audio/mobility impairment as part of this survey.</p>	<p>Head of Access</p>
	<p>2.2.3 Identify ways to improve the customer registration system so it can allow us to gather information to identify the diversity of our users and to ascertain any barriers which can be eliminated or improve access.</p>	<p>A further review of the registration process will take place in Spring 2017 to enable recommendations from the audience profiling to be implemented.</p>	<p>Head of Access</p>
<p>2.3 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>2.3.1 Follow up broader market research findings with market research targeted specifically at under-represented communities.</p>	<p>We will review work on collecting such data as part of our planned 2017 customer survey. 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 Access</p>

	<p>2.3.2 Ensure all market research provides an opportunity to gather data on protected characteristics.</p>	<p>We deliver an ongoing mystery visit programme and include users with visual/audio/mobility impairment. 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 External Relations & Governance</p>
<p>2.4 Establish methods to recover equalities data for attendance at events, exhibitions, workshops and other methods of accessing the Library and its services.</p>	<p>2.4.1 Capture data using the Library Registration System.</p>	<p>Data is captured on new readers at the point of registration via our (optional) equalities form from which we can generate reports. For other users, we capture data via our biennial customer survey.</p>	<p>Head of Access</p>
<p>2.5 Increase our understanding of the recruitment process in relation to the correlation between applicants and appointments.</p>	<p>2.5.1 Improve the data available on our recruitment.</p>	<p>Work with 'Engage', our online recruitment system to improve the level of data and reports available.</p>	<p>HR Manager</p>
	<p>2.5.2 Research the possibility of 'blind' recruitment where names are removed from applications.</p>	<p>Work with 'Engage', our online recruitment system to determine if this can be achieved.</p>	<p>HR Manager</p>

Outcome 3

The Library will use its collection, services and policy 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	Current or Planned Activity	Task Owner
3.1 Equality Impact Assessments (EqIA) are understood and are being undertaken in relation to policy, procedures, business processes and activities.	3.1.1 Ensure the current EqIA Policy and Procedure is 'fit for purpose' ensuring clarity on when an EqIA should be undertaken and who is responsible for completion.	Review policy and procedure.	HR Manager
	3.1.2 EqIA training for all managers.	Organise training for those responsible for completing EqIA.	HR Manager
3.2 The development of the Digitisation Programme will address issues and concerns relating to diversity.	3.2.1 Amend digital project approval process and criteria to place focus on the need for projects to contribute to the diversity and equality objectives of the Library.	The process for assessing proposed digitisation projects has been overhauled to meet the needs of the up scaled strategic targets for digitisation. Digitised typed text will always include conversion of the images to text which ensures wider accessibility through screen-readers and other assistive technologies. Due to the nature of content being selected for mass digitisation, it is likely that content which specifically addresses diversity and equality will come from digitisation linked to the Library's public programmes.	Head of Collections and Research Head of Digital

<p>3.3 Develop events programme to attract a greater diversity of attendees</p>	<p>3.3.1 Expand the use of signing, subtitling and audio description at events where funding and circumstances allow.</p>	<p>We are currently exploring the further use of third party tools to support audio description at events. We will also be continuing with our signing programme where this is possible.</p>	<p>Head of Access</p>
	<p>3.3.2 Complete an equality impact assessment on external events and exhibitions programme.</p>	<p>There appears to be a lack of consistency and/or understanding of this requirement and this is an area that requires training. See 3.1.</p>	
	<p>3.3.3 Review distribution and content of marketing leaflets in light of equality and diversity objectives.</p>	<p>Continue to review our marketing activity annually to ensure that it fully supports the Library's programme of activities as well as applicable legislative requirements.</p>	<p>Head of External Relations & Governance</p>
<p>3.4 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.</p>		<p>The portal for Scottish sound archives continues to be delayed. In the meantime, activities in the Scotland's Sounds public engagement programme have addressed diverse audience groups, and various groups have been involved in the development of the new public services at Kelvin Hall.</p>	<p>Head of Collections and Research</p>

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	Current or Planned Activity	Task Owner
4.1 Develop our public spaces so as to improve access and increase usage and diversity of audiences.	4.1.1 Examine options for developing our physical spaces at George IV Bridge to minimise barriers to access, diversify our user base and encourage use and engagement with our spaces and collections.	Conduct a feasibility report on redeveloping identified areas on Levels 11/12/13 to enable improved access and usage.	Head of Access
	4.1.2 Ensure our facilities at Kelvin Hall minimises barriers to access.	Review Access Panel Report carried out on the National Library of Scotland facilities at Kelvin Hall and agree set of recommendations.	Head of Access
	4.1.3 Automatic door access to enable users with physical impairments access to the General Reading Room.	Currently being commissioned. A number of improvements have been planned to improve accessibility for those with mobility and visual impairments	Estates Manager

<p>4.2 Review our website, remotely accessed resources and services, and intranet to identify areas for improvement in terms of access and screen reader accessibility.</p>	<p>4.2.1 Ensure that the Library's Web Strategy addresses equality compliance as part of our plans to significantly increase digital access to content.</p>	<p>The refreshed main website has improved access and navigation. We are currently reviewing software to improve access to our electronic legal deposit content for visually impaired readers. This work is being done collectively with other legal deposit libraries.</p>	<p>Head of Access</p>
	<p>4.2.2 Continue to review the format 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.</p>	<p>We will continue to work on all of our recruitment activities to ensure that these are as accessible as is reasonably manageable.</p>	<p>HR Manager</p>
	<p>4.2.3 Review of the intranet to ensure compatibility with best practice standards for screen reading, sight impairment, and dyslexia.</p>	<p>The SharePoint platform was not reviewed as intended in 2015/16 due to staff changes and competing projects. It is due to be reviewed before the end of 2018, tied to a review of the Library's general document management requirements, however in the interim the Web Development team and staff publishing on the intranet will be advised on Web Content Accessibility Guidelines (WCAG).</p>	<p>Head of Digital</p>

Outcome 5			
Our staff 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	Current or Planned Activity	Task Owner
5.1 Improve the understanding of the needs of all individuals and the support available and how this can be achieved.	5.1.1 To help ensure that we focus on the priorities to achieve the outcome we will establish an Equality and Diversity Group.	The Equality and Diversity Group will be established over the next 6 months. It will be important to ensure the right balance of membership of the Group with senior managers involved to demonstrate commitment to equality.	HR Manager
5.2 Run a series of staff events that raise the awareness and understanding of equality and diversity issues including discrimination and build confidence in the reporting of concern, requirements and suggestions	5.2.1 Equality Awareness sessions will be arranged for all staff so there is clarity and understanding of the various aspects of equality and diversity and build confidence in identifying and reporting of issues. Further management training to be organised to increase confidence in dealing with inappropriate behaviour identified by the manager or issues brought to the manager's attention	Determine the availability and suitable of training including the use of online training. The training sessions on recognising cultural differences undertaken by customer facing staff will be run again for new staff in 2017/2018.	HR Manager

	<p>5.2.2 Provide training and awareness sessions on depression and mental health as an area where current understanding could be improved.</p>	<p>Training is being arranged on this topic for 2017. The training will be tailored, depending on the role of staff.</p>	<p>HR Manager</p>
<p>5.3 Support flexible working for all staff</p>	<p>5.3.1 Assess the suitability of staff being able to work from home.</p>	<p>Review the Remote Working Policy and deliver awareness workshops for managers on the use of the policy.</p>	<p>HR Manager</p>