



THE BRITISH LIBRARY - DISABILITY EQUALITY SCHEME
DISABILITY EQUALITY ACTION PLAN
PROGRESS REPORT YEAR 2 – [January - December 2008]

Foreword

I am delighted to present our 2nd annual report on the progress of disability equality at the Library. As Disability champion, I am passionate about ensuring disabled people within our workforce are given the same opportunities as non-disabled people and are able to fulfil their potential. I am equally passionate in ensuring disabled people have access to our services and collections, and we continue building on the good work we have achieved so far.

The public sector duty to promote equality of opportunity for disabled people has now been in place for 2 years. It has provided a constructive framework for promoting equality, addressing disability discrimination and tackling the barriers and prejudice that disabled people experience.

This second annual report illustrates some of the good progress that we have made towards disability equality and becoming a disability confident organisation. We are pleased with our achievements and hope that you will be too. However, there is still much to do in broadening awareness and engagement and ensuring we meet the all the challenging actions we have set ourselves, together with our stakeholders.

We are looking forward to progressing the third year of the action plan and we will begin this year in 2009 to work on developing our new three year action plan for 2010-2013.

Phil Spence

Disability Champion -

Director of Scholarship and Collections
The British Library

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Introduction

Purpose of the scheme; and our commitment to the statutory duties

Published in December 2006, the Library's Disability Equality Scheme was a three year strategy with an annual review process that has incorporated practical and measurable actions designed to address any associated weaknesses and also to demonstrate how active we are in promoting disability equality and challenging any related institutional discrimination.

In 2008, we published our new Unified Generic Equality Scheme which included our specific focus and commitment to Disability Equality as well as our work on promoting gender and race equality for other public sector duties.

Our Unifying Generic Equality Scheme brings together into one document our commitment to equality across our public duties, (disability, gender and race) and the common generic areas that highlight the initiatives and interrelatedness across the diversity strands. However, it also importantly recognises the different and separate areas of disability, race, and gender which may require different approaches to achieve equality. For this reason, and also to ensure that disability equality is effectively embedded, the action plans, legislation and consultations are bespoke and specific to the strand and there are separate action groups.

Our aim in undertaking this approach will prepares us for the Single Equality Duty and ensuring we take a holistic approach covering the other diversity strands such as religion and belief, sexual orientation and age. As a consequence of creating our Unifying Generic Equality Scheme the original Disability Equality Scheme has been reviewed and updated, but our commitment is still focused on improving policy, practice and service provision for disability equality.

For more information see:

<http://www.bl.uk/aboutus/stratpolprog/diversity/schemes/unifyingdocument.pdf>

The Unifying Generic Equality Scheme scheme holds a comprehensive framework for compliance across all Library functions and sets out how we planned to meet these requirements. This includes a detailed action plan that was the product of much listening and discussion with disabled stakeholders inside and outside the Library - For more information see

<http://www.bl.uk/aboutus/stratpolprog/diversity/schemes/finalscheme.pdf>. Part 4

In developing our Unifying Generic Equality Scheme we sought not just to fulfil our legal obligations but, to make the Library a place where everyone feels welcome and able to make the most of our rich resources. This included commitment to positive actions that support both wider public access through the digitising of the collections, new adaptive equipment available in our reading rooms for disabled users to ensuring we are an employer that is seen as welcoming to all those with disabilities.

The Library's strategy was explained in Part 1 Section 1.1 which also identified how our mission, vision, strategic priorities and organisational values reflect the general duty and how the Library has aimed to carry this throughout our scheme process and within the Action Plan.

Our new general strategic priorities 2008 -2011 are both challenging and forward-thinking building on the progress of redefining the Library for the 21st century.

Our strategic priorities are:

- Capture extensively and store UK digital publications
- Connect our users with content

- Transform access and preservation for newspapers
- Support uk research with innovative services and integrated processes
- Build our digital infrastructure
- Integrate storage and preservation of physical collections
- Develop as an organisation

We believe these strategic priorities will ensure we meet the needs of disabled people in using our services and continuing to strengthen our reputation as an employer of choice.

Summary of Progress since January 2008

Our mission, values, strategic priorities, and organisational values are consistent with, and have a solid basis for, meeting the expectations and responsibilities of the Scheme, Duty and the Act which cover broad areas from employment, goods and services, to facilities and other provisions.

Action Plan 2008

We have a detailed action plan to cover these broad areas, the action plan can be viewed at:

<http://www.bl.uk/aboutus/stratpolprog/diversity/schemes/disabilityeqstatrep.pdf>

On this plan there were 63 actions out of which we have:

- 45 actions where we have completed our targets so far
- 13 Actions being implemented
- 5 Actions in planning stage to be implemented

We have also completed work which was not on the action plans but have been detailed in the report below.

Key Strategic Areas 2008

The action plan covered the broad areas and services of the Library to ensure we had engagement and accountability from departments to meet our action plan. The 2nd year progress of the action plan focused on building on our key strategic areas and advancing the Library as a service and employer of choice for all disabled people. These were;

- **Continued Leadership and commitment from the top**

- **Ascribing Leadership in the directorates – Business Planning Strategy -**
Ascribing leadership and accountability was deemed essential to the successful delivery of the action plan. We have maintained our strategic focus on achieving Disability equality by ensuring our action plans are linked to our corporate business plan each year.
- **Engagement and communication across the Library and with our stakeholders**
- **Development and People Strategy –** Developing our people was a major driver of the disability agenda for embedding equality and creating disability confidence.
 - **Disability Confidence –** we recognise the importance of Disability Confidence and the strategic business case for developing, including understanding how disability affects every aspect of the business and ensuring our staff become disability confident.
 - **Embedding the duty -** The Library has strived to relate and generate an understanding of the scheme, the duty and of our commitment, and to embed this into all aspects of the organisation. Our Disability Action Group reformed in 2007, was tasked with implementing the action plan. The Group is chaired by our Disability Champion with representatives from the various Directorates. This ensures there is on-going engagement and communication between action group members and the Directorates. The group meets quarterly to review progress on the scheme and is a major driver for embedding the duty across the workforce and services to ensure we deliver accessibility and inclusion for disabled people.
 - **Progress the results of the Disability Standard 2007 –** the results of the last benchmarking exercise mainly highlighted areas for improvements to training and development, but also made recommendations for accessible products and services, and culture and behaviour. The Disability Standard helped us to map out what still needs to be done especially in terms of recruitment and selection, appraisals and promotion and these projects for improvements commenced from April 2008. Details of our progress on taking forward this work can be found in the report below.

Additional Areas Achieved

Alongside delivering the action plan, additional work has been undertaken throughout the year. A key initiative taken forward by the Disability Action Group was to look at the issues surrounding Mental Health. The mental health sub-group was set up at the instigation of the Disability Action Group (DAG). It will take forward work on this particular area of Disability in order to meet both the general and specific aims of the DED and national and Library strategy,

The group is chaired by Alasdair Ball, a member of the Disability Action Group, with representatives from the Directorates. The remit of the sub-group is to examine current employment and service arrangements in regards to mental health across the Library and to implement actions in regards to best-practice (with approval from the DAG).

The underlying drivers for the group are twofold:

1. To raise the profile of mental health issues within the British Library and to reduce the negative, stigmatising attitudes that are a barrier to the development and successful implementation of a mental health policy and hence to the improved mental health of staff.
2. To support the work of identifying and building mental health actions into the next 3 year action plans that will commence January 2010.

The following priorities are being addressed for 2009;

- The formation of the MHSG and chair / champion (completed)
- Quarterly meetings in time with main DAG meeting and ad-hoc additional meetings as required (in progress)
- Organising support from experts – (completed)
- Uplift of group awareness on MH issues for employers, employees, service users and other stakeholders (in progress)
- Linking for internal support for the group from the HR Wellbeing team and the Employees Assistance Provider (in progress)
- Commissioning in house research into other organisations performance levels and best practice (in progress)

The group has started by auditing some of the best practice that exists externally to the British Library, through attendance at conferences and workshops, through work with organisations such as Shift and by the commissioning of research on the landscape for mental health provision. It is working with the Library's Employee Assistance Provider to ensure best practice in the provision of support for staff affected by mental health problems.



“The sub-group is looking forward to ensuring that issues relating to mental health become an integral part of wider Library policies and procedures. It is looking to build on its positive start and aspires to catalyse positive changes in attitude and

assumptions towards mental health across the organisation” **Chair of the Mental Health Sub-group**

Review - Training and Raising Awareness

Disability Equality training formed an important aspect of embedding the duty across our front-line staff and managers in 2007. A key initiative in 2008 was to evaluate how far the training had been successful in embedding awareness and best practice in the way our staff deliver services to disabled readers and customers.

We commissioned an external organisation to undertake a “Mystery Shopping Exercise” using disabled mystery shoppers. This was conducted in February 2009 across the various front-line services for example, security, the Business and Intellectual Property Centre (BIPC), Welcome Team, reading room staff, customer services, reference and research teams, public tours, website and the bookshop.

The results of the exercise, were presented at a quarterly Disability Action Group meeting and highlighted that staff were displaying disability confidence when providing services to disabled users and the training had been embedded. The exercise also highlighted areas we need to address in our processes which have begun implementing.

Overview and Main General Highlights

We have linked some of the progress from the action plan, the key strategic areas and the additional areas achieved into an overview of and synopsis of the main general highlights of the year which are as follows.

➤ **Leadership and commitment from the top**

Our Disability Champion is an executive director and leads the Disability Action Group and is accountable for the delivery of the action plan. Disability actions are reported in the quarterly business plan to the Executive Team and Board and this is supported by our other champion directors (e.g. over Gender &, Workforce & Race Equality Diversity)

The Executive Team and Board approved £116,000 funding during 2008 to support diversity initiatives from training, equipment and access to goods, to further embed disability equality.

➤ **Ascribing Leadership in the directorates**

Ascribing leadership and accountability was deemed essential to the successful delivery of the action plan and the link in of this to business planning strategy.

The Disability Action Group members (circa 33 from all sections of the Library) are accountable for feeding and cascading information between the action group

and the directorates / departments. Their roles are clearly defined within the revised Terms of Reference for this group including who is going to own and lead the duty within their department / directorate and be accountable for the success of their actions and for the contribution to a corporate approach.

This has helped meet our organisational objectives of maintaining engagement, championing disability equality in our directorates and delivering on our action plan.

➤ **Delivering on the Action Plan – Finance, Funding & Disability Equality Being High Profile**

With the leadership and commitment coming from the top and cascading down the organisation it has not just been the work of the Disability Action Group and the Champion but also the work of many of our employees and contacts across the Library. The funding for this year and the commitment helped to deliver on the action plan ([see>>> link](#)) and also on the key strategic areas and additional areas not on the plan.

- **Taking the results forward** - The Disability Standard survey results came in the autumn of 2007. The Library had mapped out their action plan in late 2006 and had already identified and included many of the areas that the survey revealed as needing action. Hence considerable work has been done on many of these areas between January 2007 and December 2008. These have included improvements to accessible products and services, training and improved employment monitoring, and increases in the engagement of disability and have been reported on within the action plan results and in the previous report for 2007 and this report for 2008.

➤ **Engagement and communication**

This is a key area for ensuring disability confidence, embedding the duty and ensuring participations and commitment

Internally - We continue to focus on engaging employees - creating and sustaining an effective communications system for staff, including intranet, email, staff magazine, a team briefing system with regular briefings from the Executive Team. The Library launched a revised Staff Survey in 2008 to measure key drivers such as diversity and disability. The results from the Staff Survey for disabled staff will be taken forward in 2009 by the Directorates and Human Resources to increase the satisfaction rates of disabled people. Efforts have been, and will continue to be made to make information available in an accessible format if required.

There have been several initiatives in this area such as:

- The Front Line Services Diversity Group supported the mystery shopping exercise carried in February 2009 in order to gain qualitative feedback from disabled people on how their staff had embedded what they had learnt on the training courses.
- The Disability Support Officer has trained 150 staff based in the reading rooms on how to use the adaptive equipment in the rooms. The training has helped to raise awareness of access requirements and for staff to promote the use of the equipment to disabled readers.
- Staff who volunteered to learn British Sign Language Level 1 found the learning experience informative and challenging. The training increased their understanding of the Deaf community and helped establish links with disability organisations
- A member of the Disability Action Group organised a talk on Dyslexia at Colindale which increased staff knowledge on dyslexia issues. The talk received complementary feedback from staff.

Externally – as reported within the action plan results and within this report and highlights, we have made progress in external engagement in several ways. For example;

- Our disability support officer regularly engages with disabled readers and users of the library to deal with enquiries or to gain feedback on accessibility issues. For example, qualitative feedback has been gathered from disabled readers in the reading rooms on usage and on the adaptive equipment. See appendix C on Science 2 reading rooms usage and comments
- The Business and Intellectual Property Centre **BIPC** has enhance our position and relationship with key national and local initiatives, working closely with Leonard Cheshire Disability, Action for Blind People, RNIB, RNID, and Adult Dyslexia Organisation. The Library supported the launch of the Enabled 4 Enterprise and Suitability events in sponsorship with Leonard Cheshire.
- Ensuring RNIB were involved in the usability of the testing of “europeana” (European Digital Library in January 2008).
- Increasing interest in our on line general reader bulletin which has increased from 11,000 in December 2006 when the Scheme was being written, to 65,000 readers and reports on all activities;
- During 2008, our central procurement unit (CPU) published the responsible procurement policy which aims to provides opportunities for a more diverse supply base including SME’s, BME’s, Women’s and Voluntary groups. In

addition, our Tender evaluation for procuring services now includes confirmation that bidders have equality / diversity policies meeting UK legislation to ensure they meet the Library's standards on disability equality and diversity. An example of this was our tendering evaluation of recruitment agencies for our preferred supplier list. Evidence was required by the successful bidders how they take into account disability equality in their business operations and attract diverse candidates. Further work in this area will continue into the third year of our action plan.

Activities and events that have occurred across the Library directorates and departments (examples of which follow on the next page).

Supporting and Promoting Disability Initiatives across the directorates and Improvements to Accessible Products and Services

These are samples of some of the highlights of this year;

- **Supporting and working with the Employers Forum on Disability** for instance attending specific events such as best-practice on disability monitoring and attending a workshop on the Disability Standard 2009 ready to submit our application for the Disability Standard in 2009.
- **Collection Development** – we have been cataloguing any new intake of Large Print which will improve access to the catalogue. As part of our commitment to the 2012 Para-Olympics we have begun capturing new materials (websites, digital documentation as well as paper)
- **Access Audit** – Our building services have reviewed the recommendations of the Access Audit and will be taking forward the recommendations in line with building programme of works.
- **Hearing loops** - The whole provision of hearing loops was maintenance checked by RNID. Repairs and upgrades were done and some extra hearing loops were installed in BIPC and in Boston Spa.
- **Sound Archive** – The Sound Archive web pages, are checked by our internal webs services to ensure they are compliant with accessibility standards. The Sound Archive includes the subjects of disability and impairment as part of an active policy to ensure diverse views and memories are recorded and accessible. The Archival Sound Recording project (www.bl.uk/sounds) is a service that makes the selections from the Sound Archive available. In the first phase representatives from RNIB collaborated on the User Panel. A new user panel is being currently being engaged and representatives for issues affecting disabled users are being sourced.

- **Conservation Centre** – Visitor tours which include individuals and groups of disabled visitors. During 2008 63 tours were conducted in comparison with 27 in 2007.
- **The Business and Intellectual Property Centre** –
 - The BIPC is funded through the London Development Agency and has a 5% target to actively engage with disabled audiences. At the end of March 2009 BIPC confirmed they had met the 5% target. The BIPC also monitors and reports on the numbers of disabled individuals who have attended events throughout the year.
 - During 2008 BIPC, launched a new service “Sign video” in their reading rooms that aims to enable anyone attending 1:1 advice sessions or workshops in the Centre who are deaf or hearing impaired to have direct access almost instantly to a signer without cost to the delegate. It is comparable to general BL video conferencing and will additionally be used to support other organisations using the Centre.
 - Marketing materials are now available in braille, large print and audio copies, as well as, Business and IP information clinics. On organising events in the conference centre, they can provide signers and palentypists on hand if required for delegates. BIPC webcasts have transcripts and information so therefore accessible in all formats. A new revamped BIPC website is scheduled to be launched in 2009.
 - Many of the BIPC delivery team have undertaken Enabled4Enterprise and visual awareness training to help better deliver services to disabled users.
 - E-workshop courses were launched in March 2008 to provide more opportunities for disabled audiences to access their services.
 - A key service delivery partner in the Partner Programme is Leonard Cheshire Disability and it has been planned in 2008 that there will be two launches hosted by the Library in early 2009. In February the launch of “Suitability” and in March ”Making your Business Succeed” both in partnership with Leonard Cheshire Disability.
- **Right to Read and Share the Vision** – The Scholarship and Collection Directorate very actively supports the National Library for the Blind in initiatives and also the “Right to Read” and ”Share the Vision” projects. The senior lead in the Share the Vision is a member of the Disability Action Group which ensures the Library maintains a strategic partnership with our disabled stakeholders.

- **Accessible Signage** – The signage audit was undertaken in 2008 to review external and internal signage. This works will be completed in early 2009 when a new map and directory system will be introduced and installed. In addition, external signage is now in place and indicates our wheelchair access. Braille and tactile signage has been installed in the Conservation Centre.
- **Sir John Ritblatt Gallery Project** – the Learning Team in conjunction with Goldsmith University Project have collaborated in a project with BA Design and Technology Year 1 students. For one of their modules, students were asked to design resources to help engage visually impaired visitors within a gallery and they chose the Ritblatt gallery as their case study and students showcased their design at a Disability Action Group meeting. The design's showed their abilities to design a piece of work integrating an approach to collection items using touch and audio senses. Following, the presentation Regional and Public events met with the winning student in order to gain feedback and ideas on how the Ritblatt Gallery could improve the interpretation of the treasures in the Gallery.

NB: Further information about Library activities around disability and diversity can be found (a) in the Annual Progress Report to the Equalities Commission Northern Ireland ECNI – which can be found on the Library website under diversity; (b) in the Unified Scheme and bespoke areas for Disability.

Development and People Strategy – Developing our people was a major driver of the disability agenda for embedding equality and creating disability confidence.

These are samples of some of the highlights of embedding disability equality this year:

- **Recruitment monitoring** – We introduced a comprehensive monitoring of our recruitment activities by disability, race, age and gender. We have collected data from the last two years (March 2007- March 2009) on the recruitment activities of disabled job applicants for monitoring and benchmarking purposes. The monitoring of the data has shown an increase in the number of applications from disabled applicants and an annual increase in the number of disabled people interviewed and hired.
- **Review of Two ticks** - We reviewed our promotion of the Two Ticks symbol in our recruitment and selection activities ensuring recruiting managers were aware of their responsibilities under the scheme to

interview disabled candidates who meet the essential criteria. We have also using our external and intranet site to promote our Two Ticks re-accreditation which we received in 2008.

- **Disability training** - We have delivered disability awareness at work sessions to 90 reading room staff to increase knowledge of the key principles of the DDA 1995 and how to apply these specific duties and practices in an employment context; describe and give examples of reasonable adjustments in a Library context and display appropriate behaviour towards disabled colleagues in terms of confidently, disclosure and staff acceptance of reasonable adjustments.
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- **Embed disability equality objectives** – Many of the members of the Disability Action group and other key staff across the Library have specific responsibility either implicitly or explicitly through their day to day roles for disability initiatives and funding; for instance the Disability Support Officer, the estates team for improving and maintaining access, electronic services, in Operations and Services and the welcome team for delivering services to customers. Their individual performance will be measured also through individual objectives linked into business objectives.
 - **Equality Online training for all staff** - During 2008 the planning and organisation of an equality and diversity online training programme was developed which included specific reference to disability equality. The aim of the training is to raise awareness and understanding amongst all staff of equality and diversity. The training is being rolled out in 2009.
 - **Partnering Internally** - There has been increased partnering of HR, trade union staff side and service leads in liaising over diversity requirements and initiatives and a continuing high level of involvement from the Trade Union Staff Side in development and progress.

Partnering Externally - The Library employees have worked in partnership with disability organisations to deliver disability equality training, and BSL level 1 teaching as well as our stakeholders such as RNIB, RNID and the Employer's Forum on Disability
 - **Monitoring statistics** - – We monitor our workforce statistics in the area of recruitment, training, performance management, leavers, sickness absence through various internal mechanisms to measure our performance against our HR policies.

- As at March 2009 3.3% of staff declared a disability. We realise the figure is probably higher and therefore in 2009 a disability declaration monitoring exercise is being planned to ensure we have more accurate figures on our workforce.

➤ **Training and Awareness**

Highlights of the training that has been organised in 2007 for implementation between January and March 2008 include:

- BSL Level 1 second group continued their studies into 2009 and because of the interest shown by staff BSL level 2 courses will begin to run in 2009. .
- Continuing to deliver Equality Impact Assessment Training for managers who influence decision making and policy (including the executive team).(see below)

➤ **Equality Impact Assessments EIA – Training & Review of Corporate Policy**

The scheme requires Public Authorities to have their policies and services designed from the start with the needs of disabled people in mind and also to value the experiences of and enable the contributions disabled people bring to society.

We have developed our corporate policy on carrying our equality impact assessments for 2008 which is a new area of our work for the Library. Our approach has been to keep disability distinct from other areas of diversity because of the differences. In line with this we have reviewed and increased our monitoring criteria and data so that there is better information and data to inform decision making when carrying our equality impact assessments. We have begun conducting equality impact assessments, for example, re-organisations of teams in which the effects of these changes was considered from a disability perspective.

We have also developed a programme of equality impact assessments our key HR policies looking at their effects on equality groups using our monitoring information.

All of our equality impact assessments on their effects of disabled staff have been in consultation with Trade Union Side.

➤ **Disability Confidence**

We recognise the importance of Disability Confidence and the strategic business case for developing, including understanding how disability affects every aspect of the business.

We have enhanced our culture of inclusion and worked at removing any barriers for groups of disabled people; be it for individuals, markets, communities, suppliers or stakeholders. We have made adjustments to enable specific individuals to contribute – as employees, customers and partners; and promoted the benefits to strategic, commercial, legal, ethical, societal and professional aspects of the business. This work is demonstrated within the action plan and also in the main highlights.

➤ **Embedding the duty**

The Library has strived to relate and generate an understanding of the scheme, the duty and of our commitment, and to embed this into all aspects of the organisation. This includes giving 'due regard' to the need to promote disability equality in proportion to its relevance to disability. (Section 49A DDA 2005).

The Library has promoted the benefits to strategic, commercial, legal, ethical, societal and professional aspects of the business. For instance in the work done increasing accessible services and products and developing our people strategy (see page 9).

Scheme Overview and Planning for Year 3 - 2009

➤ **Planning for 2009 -10**

When creating the DES, the Library identified and outlined within the scheme the links between; the key principles of the general duty and how the scheme evaluation aims to meet these principles; and between the duty, the scheme and the Library's overall business plan/ strategy. We planned that this would form the basis of how disability equality will feature in business and strategic planning for and in the future and this includes;

- **Facilitation of the involvement of disabled people** - The Library will continue to promote active engagement of disabled stakeholders, in order to secure their key involvement in meeting the DES and to Disability Equality in the Library. This will include continuing to work towards a more sustainable mechanism for involving disabled people and look at ways of securing open dialogue especially in preparation of our new three year disability action plan for 2010 -13.

- **Mapping, Planning, Consultation and Evidence Gathering to reach the 3 year plan** - The mapping and planning steps taken to implement the general duties and to reach the 3 year plan we have are fully described in Parts 2, 3, and 4 of the Unified Generic Scheme. This included the consultation and involvement of disabled people, the gathering of evidence and mapping of where we were and where we want to be by each of the directorates which culminated in Part 5 – the summation of the Action Plan in the Appendix 2.
- **Monitoring and Reviewing** - The above process gave the Library a strong foundation of information and evidence and the methods will be used again in gathering further evidence about progress and performance in the scheme. However, at this stage, where we have just completed year 2 of the 3 year plan we will only partially review the plan to accommodate;
 - New improvement initiatives e.g. the results of the Disability Standard survey 2009 and recommended actions – The results should be received in late 2009, and will inform the new three year action plan.
 - Adjustments for where we had actions planned for year 3 which have been completed early
 - Additional actions which have been achieved and will continue into Year Three for example the work of the Mental Health sub-group and the actions from the Staff Survey 2008
 - The actions planned for year 2 which may need to be delayed to year 3
- **Subsequent 3 year schemes** – The next 3 year scheme is due to be implemented from January 2010 and will require us to consult and involve disabled employees, readers customers and stakeholders on how we can further embed disability equality. This will require greater levels of monitoring and review of our progress so far and all the other requisite components listed in the Unified Generic Scheme in order to be effective and meet requirements.
- The planning stages for the involvement and consultation of disabled people for the new scheme and action plan for 2010 will begin in mid 2009.