



National Audit Office

National Audit Office

Disability Equality Scheme
and Action Plan

2006-2009

Foreword by the C&AG

I am pleased to publish our first Disability Equality Scheme and action plan. The purpose of this scheme is to build on the work we have already achieved in promoting disability equality at the NAO. The scheme sets out the ways in which we intend to remove the barriers faced by disabled people in order to create a working environment which promotes inclusiveness and equality.

By involving disabled people in the production of our scheme we have identified six core strategic priorities for the next three years:

- Accessibility and the built environment
- Employment
- Involving disabled people
- Communication
- Training
- Corporate Service Delivery

These strategic priorities will form the basis of our first action plan framework and Jim Rickleton, our Diversity Champion, will have overall responsibility for the implementation of the Scheme.

Involving disabled people across the NAO has contributed in large part to the development of this scheme. I would like to personally thank all those who gave their time and expertise in its development.

John Bourn
Comptroller and Auditor General

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Part One

The National Audit Office's role

1. The National Audit Office (NAO) is headed by Sir John Bourn, the Comptroller and Auditor General (the C&AG), and is the statutory auditor of Central Government expenditure. The Office employs around 850 people. The C&AG is an officer of the House of Commons, reporting directly to Parliament and working closely with the Committee of Public Accounts.
2. The C&AG and the NAO provide independent assurance to Parliament each year on some 500 central government accounts and on the regularity and propriety of income and expenditure totalling more than £800 billion. The C&AG also provides Parliament with 60 Value For Money reports into the economy, efficiency and effectiveness of government programmes. We also have several international clients, such as the World Food Programme, International Criminal Court and the Pan American Health Organisation, which were won in open competition against other Supreme Audit Organisations.
3. Relations with Parliament, and in particular with its Committee of Public Accounts, are central to our work. We present our reports to Parliament on how Government Departments and other public bodies have spent their resources. Around 40 to 50 of our reports – both value for money reports and reports on accounts of public bodies – are investigated further by the Committee for Public Accounts. We support the Committee of Public Accounts in more than 50 hearings a year and provide advice to other Select Committees as required. In addition, we respond to over 400 queries annually from Members of Parliament on issues affecting public spending. We review corporate governance arrangements, systems underpinning performance indicators, regulatory impact assessments, and the assumptions underpinning the Budget.

Our wider contribution to the disability agenda

4. Our value for money reports cover a wide range of diverse groups in society and diversity and social inclusion issues are routinely considered as part of our VFM planning process. For example we have published:

- “Gaining and Retaining a Job: the Department for Work and Pensions’ support for disabled people”, which looked at the range of specialist employment programmes and schemes to help disabled people find and retain work and examined their effectiveness (October 2005).
 - “Maintaining and improving Britain’s railway stations” highlighted that the rail industry had been slow to respond to the requirements of the Disability Discrimination Act, which required reasonable provision to have been made at stations by October 2004 for disabled people to travel. More than half of Britain’s stations are not fully accessible to disabled people. (July, 2005).
 - “Delivering public services to a diverse society”, which looked at the progress government departments had made in providing services to its diverse customer base (December 2004).
5. One of the recommendations of the “Gaining and Retaining a Job: the Department for Work and Pensions’ support for disabled people” report called for the Department to review the targeting of support under its Access to Work scheme, which provides funds to employers to help pay for reasonable work adjustments for staff with disabilities. Our report supported the Prime Minister’s Strategy Unit’s recommendation that, given the significant take-up of these funds by central government departments, the DWP should consider removing their eligibility from the scheme, thus freeing up the available funds to assist disabled people whose employers were less likely to be able to pay for adjustments without financial support¹. This recommendation was implemented in October 2006, but is not expected to diminish the support available to disabled staff working for central government departments.
6. Jim Rickleton is our Diversity Champion and is a member of the Civil Service’s Diversity Champion Network. He regularly attends diversity champion meetings to discuss the strategic priorities facing the diversity agenda.
7. The Chair of the NAO Disability Support Network is also a member of the Civil Service Disability Network’s (Executive Committee). We support the role of the

¹ “Improving the Life Chances of Disabled People” (2005)

CSDN as it provides us with a forum to exchange ideas and share best-practice with government departments, with the aim of working towards mainstreaming disability equality into our respective organisations. The Chair has also established strong links with the Audit Commission's Disability Awareness Raising Team (DART).

Diversity Vision

8. We recently launched our Diversity Strategy (2005-2008) in which disability is identified as a main priority alongside race and age. Our vision for Diversity in the NAO is:
 - To be an organisation that sees difference and diversity as a positive strength, and is committed to realising the business benefits of a diverse workforce.
9. Our disability equality scheme has incorporated many of the disability action plans in the Diversity Strategy (2005-2008) and will work alongside it.

Part Two

Disability Equality Duty

10. The Disability Discrimination Act (2005) has amended the Disability Discrimination Act's (1995) definition of disability, (See Annex 1). In addition, it now places a positive duty on all public authorities, including the National Audit Office, to :

- Promote equality of opportunity between disabled people and other people;
- Eliminate discrimination that is unlawful under the Disability Discrimination Act;
- Eliminate harassment of disabled people that is related to their disability;
- Promote positive attitudes towards disabled people;
- Encourage participation by disabled people in public life;
- Take steps to meet disabled people's needs, even if this requires more favourable treatment.

11. The Act also places a specific duty on public bodies to produce a Disability Equality Scheme by 4 December 2006 outlining how it will meet the general duty. In the process of producing the Disability Equality Scheme the National Audit Office is required to:

- involve disabled people in the development and production of the scheme and its accompanying action plan;
- identify how it will gather and analyse evidence to inform its actions and track progress;

- set out how we will assess the impact of its existing and proposed activities on disabled people and improve these when necessary;
- produce an action plan setting out the steps it will take to promote equality for the next three years;
- report on progress each year and review and make appropriate revisions to this scheme when necessary.

12. In the development of our Disability Equality Scheme we have adopted the “Social Model of Disability”. This is in contrast to the “Medical Model of Disability” which sees disabled people as the problem and focuses on what is “wrong”. The Social Model of Disability is based on the fact that disadvantage and social exclusion stem from the barriers disabled people face rather than from an individual’s disability. Following the social model of disability should result in a better working environment for disabled people.

13. Equality for disabled people may in some instances mean treating them “more favourably” to ensure equality of opportunity with non-disabled people.

<u>Medical model</u>	<u>Social Model</u>
The “problem” to overcome is the individual disabled person’s impairment	The “problem” to overcome is how society treats or reacts to people who have a disability
The solution is to find a cure, to offer charity or to provide care	The solution is to stop and prevent discrimination. Disabled people have a right to access information, services and resources available to non-disabled people.
Institutionalisation, segregation	Inclusiveness and independent living
Professionals are seen as experts	Professionals work with disabled people to allow them control and a range of choices.

Disabled people have “special needs” which require special schools, special transport services and special jobs.	Disabled people have everyday needs – education, jobs, access to services, social life and community services.
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Part Three

Our progress on implementing disability equality

14. We are committed to diversity and the benefits it can bring to our organisation. We want to be an organisation where all individuals are valued and our organisational culture fosters inclusiveness. We have taken significant steps to mainstream diversity and equality in the NAO.
15. Our senior management board regularly discuss diversity issues and our diversity champion sits on the management board. We have a diversity steering group with representatives from each equality strand, who act in an advisory capacity to the diversity champion. We are active members of the Employer's Forum on Disability.
16. Since launching our Diversity Strategy in 2005 we have made progress in taking forward the disability equality agenda. In July 2006, we surveyed all employees in the Office to secure more accurate data on the number of disabled employees in the organisation and the nature of their disabilities. The survey, based on anonymous self-declaration, found that around 6 per cent of all our employees have a disability and demonstrated the need for the Office to take further action to improve the working environment for disabled employees. As part of our action plan (See Annex 2) we intend to set targets for the recruitment, representation and promotion of disabled people at each level within the Office.
17. We want to recruit more disabled people onto our graduate trainee scheme and elsewhere in the Office. As part of our overall aim to promote the NAO as an inclusive organisation and help us attract eligible disabled undergraduates we organised a summer internship programme for two disabled undergraduates in July 2006 for eight weeks. The programme had two aims, firstly to provide valuable work experience to disabled undergraduates and secondly, to promote the work of the NAO and opportunities available on our graduate scheme. One of the interns subsequently applied for and has been recruited on to the graduate scheme. We intend to continue the programme for next year and beyond. We have also established links with disability organisations such as Employment Opportunities and Prospects to gain access to the disabled undergraduates and

to raise our profile amongst disabled people interested in working for the NAO.

18. The Human Resources and Facilities teams have involved the Disability Support Network in the development of office-wide policies and practices, for example, the home-working policy, the remote working procedure for disabled people and the health and safety personal evacuation plan. The teams have also put into effect workplace adjustments required for employees or applicants as part of our requirements as a public sector employer. Our occupational health service also provides advice and guidance to Human Resources and to disabled employees on workplace adjustments.
19. We have recognised that many of our employees spend a significant proportion of their working time within client departments, who themselves have responsibility for publishing their own Disability Equality Schemes and, therefore, actively consider the requirements of disabled people accessing their premises. We have also ensured that where an NAO member of staff has a disability which may require some form of reasonable adjustment at a client their line manager, and the client, are fully briefed so that suitable provision can be made available.
20. As part of our duties under Health & Safety we aim to carry out display screen assessments each time an employee moves offices, ensuring any workplace adjustments or health and safety considerations are implemented.
21. We have renovated our office entrance and reception area to make it more accessible for disabled people e.g. mobility impaired people using a wheelchair. We have also trained our reception staff on disability equality. A major building project will commence in January 2008 for our London headquarters and we will be including in disability equality considerations at the design stage of the project.
22. We have held disability equality workshops and have targeted employees with line-management responsibility. We have produced an on-line disability equality booklet for managers and individuals in consultation with the Disability Support Network.
23. We have an equality and diversity policy which outlines our responsibility as an employer that values a diverse workforce and the benefits it can bring. The policy incorporates our obligation to foster an environment free from harassment and

bullying. Our Diversity Manager is the central HR contact for disabled staff and provides advice on all diversity issues.

24. Our external website complies with the Web Content Accessibility Guidelines priority A (WCAG1). Our internal intranet has been redesigned to give disabled employees the option to choose their accessibility options and our procurement process requires organisations wishing to tender for contracts to have in place an equal opportunity policy and a commitment to equality.

25. Although, we have made progress on disability equality we realise there is still more work to be done. Our scheme's action plan outlines our key areas for improvement to ensure we meet the general duty. (See Annex 2.)

Part Four

Involving disabled people

26. We recognise our duty as a public authority to involve disabled people in all the stages of developing and implementing the Disability Equality Scheme and its accompanying action plan, the aim being to:

- identify the barriers faced by disabled people and their impacts;
- set priorities for the action plan;
- assist in the planning of activity.

27. We have involved the Disability Support Network and individual disabled and non-disabled employees in the development of our Disability Equality Scheme in the following ways:

- The diversity team met with members of the Disability Support Network to set up a working group to discuss the duty and how the NAO might best promote disability equality in the scheme, for example, identifying how disabled people will be involved in the project plan;
- The Chair of the Disability Support Network met with the Diversity Champion along with members of the diversity team to discuss the public sector duty and how its development would be taken forward;
- The Disability Support Network held an Open Forum for disabled and non-disabled employees to discuss where the Office is now and where they would like to see the Office in three years' time. The Open Forum identified good practice within the office, the barriers still faced by disabled people and set priorities for the action plan;
- The diversity team held three focus groups with a cross-section of disabled and non-disabled employees to help inform the development of the Scheme.

28. The diversity team have used the information from our Diversity Annual Reports to monitor how we are currently performing on disability equality in terms of recruitment, promotions, training, retention and the level of workplace adjustments carried out.
29. The issues and priorities that have been identified by disabled and non-disabled employees has contributed to the development and production of the action plan at Annex 2. We shall continue to have an open and on-going dialogue with disabled employees during the next three years and will meet regularly (at least twice a year) to discuss progress against the Office's Disability Equality Scheme and action plan.

Part Five

Monitoring and evaluation

30. The diversity team already gathers information to monitor how the Office is currently performing on disability equality in terms of recruitment, promotions, performance, training and retention of disabled employees, and the number of workplace adjustments carried out. We will continue to gather evidence from our monitoring of the equal opportunities policy and our impact assessment process to inform our progress on disability equality.

31. Our Disability Equality Scheme and action plan focus on real tangible outcomes and will be monitored by the Diversity Manager. The Diversity Manager will also involve the Disability Support Network in the evaluation of our Scheme and the action plan each year. This process will include making any necessary changes to the scheme to help ensure there is continuous improvement each year. We will conduct a comprehensive review of the scheme in 2009 in preparation for a new Scheme and action plan.

Part Six

Disability Equality Impact Assessments

32. We are already required by the Race Relations (Amendment) Act 2000 to carry out Race Impact assessments on all internal functions and policies. We will now have a specific duty to conduct impact assessments to ensure “due regard” is paid to disability equality in the development of policies and practices.
33. The purpose of disability equality impact assessments is both to ensure that the Office’s decisions and activities do not disadvantage disabled people, and also to identify where they might better promote equality of opportunity. We envisage that our disability equality impact assessments will have a wider focus covering a range of issues arising from different aspects of disability. As the impact assessments will be carried out by non-equality specialists the Diversity team will be organising training in 2007 to increase their understanding and the practical implementation of the specific duty.
34. As part of this programme all policy holders will be required to carry out an initial assessment providing evidence of any impact on disability equality. All initial assessments will be reviewed by the Diversity Manager to ensure compliance and best-practice. If there is no impact on disability equality then the policy holder should record evidence to support this and monitor the function or policy accordingly for any future impacts.
35. If the policy is likely to have an impact, the policy holder will need to conduct a full impact assessment which is likely to involve:
- Consultation with the Diversity Manager before commencing the assessment;
 - Consideration of existing data relating to disability equality;
 - Assessment of the likely positive and negative effects this policy/decision will have on disabled people;
 - Description of planned or previous consultation with disabled people;
 - Consideration of measures which might mitigate any adverse impact and alternative policies which might better achieve the promotion of equality of opportunity for disabled people;

- Decisions by the Office whether to proceed, amend or abandon the policy;
- Publication of the results of the impact assessment;
- Arrangements for monitoring actual impacts.

36. The Diversity Manager will have overall responsibility to ensure the impact assessment process is being carried out by the teams responsible for the policy. We envisage the impact assessment process will require robust monitoring to help ensure that it is being carried out in accordance with the requirements of the Scheme.

Part Seven

Implementing the scheme

37. The scheme has been designed to provide a framework for delivering change that will help to embed disability equality within the core areas identified in the action plan and disability equality impact assessments.
38. The action plan in (Annex 2) details the objectives to be achieved, actions required and timescales. It also identifies nominated leads in each area.

Annex 1

The Disability Discrimination Act (1995) & (2005)

What the Act means by disability

“The Acts define a disabled person as someone who has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities”.

Physical impairment

A physical impairment can include a sensory impairment such as a visual or hearing impairment.

Some physical impairments automatically meet the definition of disability:

- People who are registered blind or partially-sighted
- People with severe disfigurements

Mental impairment

Mental impairment is not defined in the DDA but includes a wide range of impairments relating to mental illness, for example, depression, schizophrenia, bipolar disorder, post-traumatic stress disorder and learning disabilities.

Long term effect

This means that the effects of the impairment(s):

must have lasted for at least 12 months,

is likely to last for at least 12 months;

Day-to Day activities

The DDA states that one or more of the following must be affected in a substantial and adverse way:

- mobility
- manual dexterity
- physical co-ordination
- continence
- ability to lift, carry or otherwise move everyday objects
- speech, hearing or eyesight
- memory or ability to concentrate, learn or understand
- perception of the risk of physical danger

A normal day-to-day activity is something that is 'normal' for most people, and that is carried out on a daily or regular basis.

Progressive conditions

Some progressive conditions – cancer, multiple sclerosis and HIV infection – count as a disability from the date the individual first developed the condition.

Other types of progressive conditions (for example, Hodgkinson's disease or motor neurone disease) are covered by the DDA as soon as the condition has **some** effect on the individual's ability to carry out normal day to day activities. This effect does not need to be continuous or substantial, but must show that there is likely to be a substantial adverse effect at some point in the future.

Past disability

Sometimes non-disabled people are discriminated against because of an impairment they had in the past. Individuals are protected by the DDA, if they met the definition of disability at some time in the past. They would have to show that their impairment lasted for at least 12 months, and had a substantial adverse effect on their day-to-day activities at that time

Severe disfigurements

People with severe disfigurements are covered by the DDA and do not need to prove any effect on their day-to-day activities.

Not all disfigurements will be considered 'severe'. Scars, birthmarks, limb or postural deformation or skin disease could be considered 'severe disfigurements'. Whether or not they are 'severe' may depend partly on where they are on the body, for example a birthmark on the individuals back may not be a severe disfigurement, whereas a similar mark on their face might be considered severe.

Tattoos and decorative body piercings are excluded from the definition of severe disfigurement.

Action Plans

Action Plan	Title	Action Plan Lead
Action Plan 1	Accessibility and the Built Environment	Assistant Auditor General Jim Rickleton and Facilities Director
Action Plan 2	Employment	Human Resources team
Action Plan 3	Involving Disabled People	Diversity Manager
Action Plan 4	Communication	NAO web team/ Desk top publishing/ Internal Communications team
Action Plan 5	Training	Career, Skills & Development team
Action Plan 6	Corporate Service Delivery	Facilities/ IT/ Finance/Procurement/Human Resources teams

Action Plan 1 – Accessibility and the Built Environment

Objective	Action	Target	Lead	Outcome
Removal of barriers to accessibility in the built and working environment				
Remove barriers to accessibility in NAO buildings and improve accessibility generally.	The Office at BPR is commencing the workspace project in 2008. The Project is committed to implementing best practice on inclusive design and access. Disability and accessibility will be built into design specifications at the outset: The access plans should not just focus on ramps, lifts and steps, but should reflect the priorities of all disabled people including induction loops in training/meeting rooms; flashing fire alarms; lighting, air conditioning, acoustics, door furniture, colour contrast, seating, and	To ensure that accessibility and inclusion are built into the Workspace Project brief from an early stage, the Project will: <ul style="list-style-type: none"> ➤ Implement the principles of DPTAC's good practice guidance for inclusive design. For example, appointing an Access Consultant and designating an Inclusive Design Champion. ➤ Incorporate accessibility into design and construction contacts ➤ At all stages, the 	AAG Jim Rickleton and Director of Facilities	A built and working environment that meets best practice for inclusive design; and provides an accessible working environment that meets the needs of existing and future disabled workers and the NAO's clients.

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	telephone systems. We will gain advice from experts regarding accessibility for disability standards and best practice.	Office will gain advice from experts regarding accessibility for disability standards and best practice		
Consideration of accessibility of buildings should be a key component of future leasing arrangements	Ensure Decant building for Workspace project meets these requirements. The Workspace project board will consult with the Disability Support Network on issues of accessibility.	Ongoing	AAG Jim Rickleton and Director of Facilities	Seek to provide a working environment that meets the needs of existing and future disabled staff.
Provide appropriate signage	Develop guidelines for inclusive signage.	Ongoing	AAG Jim Rickleton and Director of Facilities	These guidelines should set the “benchmark” in terms of upgrading existing facilities.

Action Plan 2 – Employment

Objective	Action	Target	Lead	Outcome
Recruitment and Retention				
Disability Monitoring Exercise	Disability monitoring exercise to collect information from all employees	Completed 2006 to be repeated in August 2008. We would like to improve response rates to this survey with a target of 80 per cent coverage.	Diversity Manager	Increase the number of declared disabled employees from 6 per cent. Increase response rate of survey to 80 per cent. Continue to monitor and identify trends in the representation of disabled employees.
Monitoring of equal opportunities	The Office will monitor the effectiveness of its equal opportunity policies across all diversity strands (including disability) to promote equality among its workers (e.g. recruitment, training, performance appraisals etc.)	Annually	Diversity Manager	To measure whether disabled staff have equality of opportunity compared with non-disabled staff.

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Objective	Action	Target	Lead	Outcome
Raise the profile of the NAO as an inclusive employer that positively welcomes applications from disabled people.	Monitor and take corrective action to increase the number/type of disabled people applying for graduate and non-graduate vacancies and those recruited to the Office	Bi- annually	Recruitment team	Increase the number of disabled people applying for vacancies and those being recruited in graduate and non-graduate work streams. To become an employer of choice for disabled people.
Ensure full representation of disabled staff at all levels of the NAO.	Set targets for recruitment, representation, and promotion of disabled workers	November 2007	Diversity Manager	To ensure representation across the office of disabled people and ensure the NAO is seen as an inclusive employer.
Obtain Disability Two Ticks status	Complete 5 commitments to gain accreditation.	Obtain Two Ticks Status March. 2007	Diversity Manager	The double tick symbol will appear on all job adverts and website. Disabled people who meet the minimum requirements will be guaranteed an interview.
Set up a summer internship scheme for disabled	Offer short-term internships to disabled undergraduates.	First run was completed Sept. 2006 plan to repeat next summer	Diversity team	Increase the number of disabled graduates applying for and being

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Objective	Action	Target	Lead	Outcome
undergraduates	Routinely monitor the effectiveness of the scheme.			appointed to the graduate programme.
Ensure the Allocation system under OneNAO does not create barriers for disabled employees in accessing work/development assignments	Monitor the allocation of jobs to disabled employees to ensure they receive varied and suitable job assignments; and to ensure equal treatment.	Annually	Allocation team	Disabled people are treated fairly and the allocation system makes the best use of their skills. This monitoring can be complemented through annual focus groups with disabled employees.
Retention - workplace adjustments – have a more joined up approach to making workplace adjustments by IT, Facilities, and HR. Develop a database to hold this information to allow the tracking of all cases.	Diversity Manager has overall responsibility for co-ordination of workplace adjustments. Set up a standard process for making reasonable adjustments. The Diversity Manager, or their diversity colleagues, to follow up the implementation of the workplace adjustment within four	April 2007	Human Resources/IT/Facilities	Ensure disabled people/Development managers and assignment managers are aware of the services available. Measurements will look at the number of workplace adjustments and timeframe required.

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Objective	Action	Target	Lead	Outcome
	<p>weeks and every six months thereafter. Ensure the Diversity Manager pro-actively offers to meet all new starters who have a declared disability within two weeks of appointment.</p>			
<p>Workplace adjustments – service level agreements</p>	<p>IT and Health and Safety Officer to develop service level agreements setting out the timescales for implementing workplace adjustments under their specific areas.</p>	<p>By March 2007</p>	<p>IT/Health & Safety Officer</p>	<p>Ensure workplace adjustments are implemented within the specified Service Level Agreement.</p>
<p>Exit interviews for disabled staff that leave the office to determine if the factors which influence their decision and whether they are different to non-disabled employees.</p>	<p>Exit interviews have been outsourced for all leavers. Monitor reasons for leaving the Office and cross reference with data on disabilities.</p>	<p>Annually</p>	<p>Recruitment/ Diversity Manager</p>	<p>Ensure discrimination is not taking place.</p>
<p>To actively and regularly seek the views</p>	<p>The results of the focus groups will be used to</p>	<p>Annually</p>	<p>Diversity Manager/ Disability Support</p>	<p>Ensure actions are taken forward.</p>

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Objective	Action	Target	Lead	Outcome
of disabled workers through, e.g. annual opinion surveys/ or focus groups	make recommendations to policies and practices which have a disability and disability equality element.		Network	

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Action Plan 3 – Involving disabled people

Objective	Action	Target	Lead	Outcome
Involvement				
Continue to meet regularly with the NAO Disability Support Network to discuss disability issues and the implementation of the NAO's Disability Equality Scheme (DES).	Continue to meet with disabled groups to discuss current barriers to involvement and possible solutions	At least twice a year	Diversity Manager	Share knowledge and best practice on disability issues
Set up a working group to monitor the implementation of the DES	To meet and discuss progress on the action plan.	February 2007	Diversity Manager and other relevant areas	To ensure disabled people are kept involved in the implementation of the DES.
Office-wide conferences/ projects	Ensure that office-wide initiatives are accessible to all and appropriate communication is in place	Ongoing	Director of Development Marketing and Communications	To ensure Office-wide events are accessible to all employees.
External training events	Ensure all external training venues for NAO training events are accessible	Ongoing	Career, Skills & Development team	To ensure external training events are inclusive and accessible for disabled employees.
Continue working relationships with	Continue relationships with Prospects, Equal	Ongoing	Diversity team	Follow current best practice

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disability organisations to provide advice about current best practice in the recruitment and employment of disabled people	Opportunities, and Employers Forum on Disability			
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Action Plan 4 – Communication

Objective	Action	Target	Lead	Outcome
Communication				
Published documents	Develop processes for disabled people to access documents in alternative formats i.e. Easy-read, Large Print or Braille from the NAO	To process request for accessible information in line with FOI requirement and timeframes.	Desk-top Publishing team/ Library	Published documents are accessible in alternative formats in line with FOI requirements and within timeframes.
Accessible communication guide	Develop a standard communication guide on how to ensure posters/internal documents are produced in accessible format	August 2007	Knowledge & Communications Manager	A communication guide for the NAO which is adhered to by all internal teams.
Disability Champion	Appoint a Disability champion preferably from the Directorate	March 2007	Disability Support Network	Have a spokesperson to promote Disability Equality in the Office and work with the Disability Support Network.
External website	The content and design of internet services	Project due to be completed Nov. 2007	Internal communication team	The external website meets double A

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	should be accessible to all and conform to the double A standard of the WAI			standard.
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Action Plan 5 – Training

Objective	Action	Target	Lead	Outcome
Training				
<p>Corporate / Graduate Inductions – Ensure all new entrants are aware of the Diversity and Equality policy and their individual responsibilities to actively promote equality of opportunity.</p>	<p>Determine what needs to be included in the corporate / graduate inductions to promote positive attitudes towards disabled employees and workers and enable NAO staff to be more confident in the recruitment and management of disabled people and working alongside disabled colleagues.</p>	<p>January 2008</p>	<p>Career, Skills, and Development team</p>	<p>E-training package will monitor all employees completing mandatory training. We should see an improvement in the management and the working environment for disabled employees. We can monitor this through focus groups with disabled employees.</p>

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<p>Disability Equality Training: will promote positive attitudes towards disabled employees and people and improve staff's knowledge across the Office on Disability issues and increase the appreciation of difficulties faced by disabled people. Training should be provided to all staff involved in making workplace adjustments.</p>	<p>Alongside the e-training package we will run disability equality workshops for Development Managers, Assignment Managers, and selection panels. Hold diversity training, deaf awareness training, mental health awareness training</p>	<p>January 2008</p>	<p>Diversity Manager/ Career, Skills, and Development team</p>	<p>Increase employee's knowledge of disability issues especially those with people management responsibilities. Decrease in the attitudinal barriers faced by disabled employees.</p>
<p>Training and Development Design</p>	<p>Training contractors to take disability equality into account when designing courses to make the course inclusive.</p>	<p>April 2007 and onwards</p>	<p>Career, Skills, and Development team</p>	<p>Training and Development Courses are inclusive and accessible for all disabled employees.</p>
<p>Training Joining Instructions</p>	<p>Joining instructions for all courses will ask disabled employees to identify any workplace adjustments they need to actively participate in the course.</p>	<p>April 2007 and onwards</p>	<p>Career, Skills, and Development team</p>	<p>Any reasonable adjustments are implemented.</p>

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Action Plan 6 – Corporate Service Delivery

Objective	Action	Target	Lead	Outcome
Corporate Functions				
Corporate Services take account of and actively seek to deliver services in ways which meets the needs of those with disabilities	Relevant corporate functions to complete Disability Equality impact assessments on policies and procedures to ensure disabled people are not adversely affected.	February 2007 and onwards	IT/ HR/ Facilities/ Finance/Procurement/Allocation team	All policies are impact assessed.
Procurement	Ensure Procurement staff are fully aware of Disability Equality Duty and it is included in the procurement framework. Disability equality is embedded in tender specifications and the contracts process.	December 2006	Procurement Manager and Diversity Manager	Increase knowledge and practical application of procurement
IT	Disability Equality training for all IT staff	November 2006 and onwards	IT team	Increase IT staff's knowledge of the requirements of the DDA and the Disability

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				Equality Duty. Ensure IT staff are conscious of potential workplace adjustments and show appreciation of Disability Equality.
Monitoring systems	Develop a system for monitoring IT related reasonable adjustments	April 2007 and onwards	IT/ NAO Disability Support Network	Systems in place to ensure disabled employees receive IT related adjustments.
IT System development – ensure accessibility is built into any future system development.	Ensure the Accessibility and Diversity Checklist is used at the outset of system development for any IT projects which affects disabled employees.	March 2008	IT/ NAO Disability Support Network	Any IT systems developed meet the accessibility and diversity checklist aims.
Corporate outputs	To continue to raise awareness of diversity issues including disabled people and their access and experience of public services in carrying out our VFM/good governance work.	A specific diversity question has now been added to the internal hot review process at the business case stage and draft report stage. The following question is now asked: Has the study proposal/ draft report paid attention to	Jeremy Lonsdale, Diversity team	Monitor how VFM teams are meeting the expectations of the guide.

Annex 2

		the expectations of the VFM Diversity Guide?		
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