

## Appendix 1 – Equality Action Plan

The Action Plan details the actions that the National Portrait Gallery will take over the next three years to implement its Combined Equality Scheme. The Equality Action Plan will be taken forward by key members of staff who will take ownership for their specific area of expertise and work with their teams in implementing the plan. Key staff will report back to the Access Steering Group and Disability Action Group. The document sets out a plan of action and goals for a period of 3 years, which will be reviewed and updated accordingly.

### Public Access and Social Inclusion:

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<p><b>Publish a Equality Scheme and Action Plan (review)</b></p>	<p>Develop Equality Scheme; liaise with Disability Action Group/Access Steering Group and internal departments. Action Plan developed and reviewed by each Department and Access Steering Group.</p> <p><b>Output:</b> The scheme on our website and available in large print</p> <p><b>Outcome:</b> Our clients will be aware of our commitment to championing disability/diversity equality in the arts.</p> <p><b>Output:</b> Annual report (available on-line)</p> <p><b>Outcome:</b> We are open and accountable to our stakeholders.</p> <p><b>Output:</b> An independent review of the action plan's effectiveness</p> <p><b>Outcome:</b> The review will provide recommendations for our second disability equality scheme, beginning in 2011. Disability Action Group and Access Steering Group to monitor and support the scheme's development and to review action plan.</p>	<ul style="list-style-type: none"> <li>• 2007</li> <li>• April 2007</li> </ul>		<ul style="list-style-type: none"> <li>• HR/Access Steering Group/Senior Managers/Director/Trustees/HR department to publish DES</li> <li>• New Media Officer</li> </ul>
<p><b>Involving disabled people</b></p>	<p><b>Output:</b> The advisory group, a useful and independent critical adviser</p> <p><b>Outcome:</b> We are assured that the action plan is meaningful and appropriate.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>• Access Steering Group/Disability Action Group</li> </ul>

## Public Access and Social Inclusion - Buildings/Facilities

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>To ensure physical access into the National Portrait Gallery – reviewing access audit</b>	<p>As part of the NPG's DDA improvement programme to particularly ensure the lifts and automated doors maintenance. Lighting levels in the St Martin's Street Entrance are at optimum level. Entrance doors are heavy to operate – review recommendations Access Audit. Action. Following consultation with Facilities Management, it has been agreed that the following action will be taken with regard to developing an inclusive environment:</p> <p>i) Review the Access Audit carried out in 2004, to identify any of the actions which may still be outstanding [Facilities Management]            ii) Under take a new Access Audit on the Museum, its policies and services, relating to access requirements and health and safety [Facilities Management]            iii) A Maintenance Strategy should be developed incorporating provision for disabled access [Facilities Management]</p>	Ongoing	Buildings	<ul style="list-style-type: none"> <li>Head of Administration (HoA) and Facilities Manager (FM)</li> </ul>
<b>Internal access into the building</b>	To ensure that handrails are extended to the Lecture Theatre Landing	Ongoing		
<b>Access to Landing</b>	Front of House Managers have been trained to use the 'Stair-climber', IT explorer highlights work on show on Landing. Research undertaken re: the possibility of lift at Royal Landing level. Additional funding sort.	2007/8		
<b>Internal Circulation</b> All stairs have handrails and most stairs have demarcation of the top and bottom treads	Treads to the lecture Theatre require replacing	2007/8		
<b>Toilets</b> Accessible toilets are allocated in the Basement Gallery/Orange Street Entrance/Upper Basement level and 3 <sup>rd</sup> Floor (Restaurant)	Continue to review/update facilities – clear signage for taps/basic signage Provide emergency lights in public toilets (hearing impaired visitors). Currently Staff trained to check individual toilets.	Ongoing		
<b>Training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality.</li> </ul>	<ul style="list-style-type: none"> <li>Ongo</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of</li> </ul>

<p><b>Procurement</b></p>	<p>Review all contracts regularly – ensure that external contractors/organisations comply with obligations and liabilities under the DDA. Ensure that monitoring arrangements are built into contracts with contractors.</p>	<p>ing</p>		<p>Personnel</p>
<p><b>Monitoring and Evaluation</b></p>	<p>The Facilities Manager is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Report.</p> <p>Any construction or refurbishment of the Museum sites must comply with:</p> <p>i) Building Regulations - Part M (Approved Document):  <b>Means of Access for Disabled People</b></p> <p>ii) British Standards 8300 (BS 8300):  The Design of Buildings and Their Approaches to Meet the Needs of Disabled People</p> <p>Considering the needs of disabled people during any maintenance programme can help the Museum adapt facilities to meet the needs of disabled visitors. Reviewing the design of facilities currently used in the Gallery to that set out in Building Regulations Part M and British Standards 8300 will inform this process.</p>	<p>Ongoing</p>		
		<p>Ongoing</p>		
		<p>Ongoing</p>		

## Public Access and Social Inclusion - Visitor Services

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff training</b>	<ul style="list-style-type: none"> <li>• See Employment and Equality</li> <li>• Training regarding equipment (eg. Induction loops) as part of staff induction. Key staff who have direct contact with visitors will be encouraged to gain a basic working knowledge of British Sign Language to communicate with deaf and hard of hearing visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Personnel, Training Manager, Head of Visitor Services</li> </ul>
<b>Ticketing scheme</b>	<ul style="list-style-type: none"> <li>• Attend Employers Forum on Disability breakfast sessions/events/conferences and update staff at general meetings.</li> <li>• The Head of Visitor Services is a member of Shape's Open the Door Leadership Group. The aims of the group are to bring the arts, culture and entertainments sectors together to improve and encourage greater arts and culture for deaf and disabled people in London and the South East via ticketing and training schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>• Head of Visitor Services</li> </ul>
<b>Guided tours</b>	<ul style="list-style-type: none"> <li>• VS staff who participated in guided tours training should be encouraged to undergo VI Training – part of 3 year programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and Access</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Services Manager/Learning &amp; Access Manager</li> </ul>
<b>Gallery equipment</b>	<ul style="list-style-type: none"> <li>• Visitor Services Department is responsible for the maintenance of the portable induction loops (Main Hall/Orange St/Cloak Room), neck loops (audio guides)</li> <li>• Ensure staff are aware of services and facilities for disabled visitors (Induction)</li> <li>• To develop a training manual for staff re: auxiliary aids</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Services</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Visitor Services</li> <li>• Visitor Services Manager</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the Equality Scheme. Ensure that monitoring arrangements are built into contracts with contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Services</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Visitor Services, Visitor Services Managers</li> </ul>
<b>Monitoring progress</b>	<ul style="list-style-type: none"> <li>• The Head of Visitor Services and Security and Visitor Services Manager are members of the Access Steering Group. Progress will be reported via steering group minutes, Business Plan and Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Services</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Visitor Services, Visitor Services Manager</li> </ul>

## Public Access and Social Inclusion - Trading Company

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Gallery equipment</b>	<ul style="list-style-type: none"> <li>Training regarding equipment eg. Induction loops. Key staff who have direct contact with visitors will be encouraged to gain a basic working knowledge of British Sign Language to communicate with deaf visitors</li> <li>Ensure staff are aware of services and facilities for disabled visitors</li> <li>Managers to attend Employers Forum on Disability breakfast sessions/events/conferences and update staff at general meetings</li> <li>Managers responsible for the maintenance of the portable induction loops (Bookshop/portable shops/gift shop).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> <li>Retail/Facilities Management</li> </ul>	<ul style="list-style-type: none"> <li>Head of Trading, Retail Manager</li> <li>Retail Manager/Training and Development Manager</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the Equality Scheme. Ensure that monitoring arrangements are built into contracts with contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Trading</li> </ul>	<ul style="list-style-type: none"> <li>Head of Trading, Retail Manager, Communications and Development Director</li> </ul>
<b>Monitoring progress</b>	<ul style="list-style-type: none"> <li>The Retail Manager is a member of the Access Steering Group and regularly up-dates group on progress (quarterly), which is reported in the minutes, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>Retail Manager</li> </ul>

## Public Access and Social Inclusion - IT

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff training</b>	<ul style="list-style-type: none"> <li>• See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Personnel</li> </ul>
<b>Equipment</b>	<ul style="list-style-type: none"> <li>• Training regarding equipment e.g. Induction loops – IT Gallery.</li> </ul>			<ul style="list-style-type: none"> <li>• Head of IT, IT Gallery Co-ordinator</li> </ul>
<b>Current website</b>	<ul style="list-style-type: none"> <li>• Monitor the usage of the Betsie programme and Access Pages. Ensure all areas of the website highlight accessible symbols. Continue to provide figures for accessible links.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> </ul>	<ul style="list-style-type: none"> <li>• New Media Officer</li> </ul>
<b>Re-Development of website</b>	<ul style="list-style-type: none"> <li>• Ensure that the disabled people, the Disability Action Group and Access Steering Group are included within the planning/development and implementation of the site.</li> <li>• For the website to reflect and represent culturally diverse and disabled sitters.</li> </ul>	<ul style="list-style-type: none"> <li>• 2007/8</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> </ul>	<ul style="list-style-type: none"> <li>• H o IT, New Media Officer, IT team, Senior Management</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the equality scheme. Ensure that monitoring arrangements are built into contracts with contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• IT</li> </ul>	<ul style="list-style-type: none"> <li>• H o IT, New Media Officer, IT team</li> </ul>
<b>Monitoring progress</b>	<ul style="list-style-type: none"> <li>• The IT Gallery Co-ordinator is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>• IT Gallery Co-ordinator</li> </ul>

## Public Access and Social Inclusion - Learning and Access

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Public programmes</b>	<ul style="list-style-type: none"> <li>To continue to develop and provide accessible talks/tours/events eg. Subtitled films and BSL interpreted events for and with disabled people and provide talks and events that represent and reflect culturally diverse audiences</li> <li>To ensure that freelance and Gallery staff are fully trained to use the Gallery's auxiliary equipment for tours and talks</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Public Programmes</li> <li>Public Programmes</li> </ul>	<ul style="list-style-type: none"> <li>AP</li> <li>AP</li> </ul>
<b>Access, Outreach and New Audiences (AON)</b>	<ul style="list-style-type: none"> <li>To continue to develop, deliver programmes with and for SEN schools/units, hospital schools, community groups, culturally diverse and socially excluded groups</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Access</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access Manager</li> </ul>
<b>On-line resources/information</b>	<ul style="list-style-type: none"> <li>To ensure that each programmer provides accessible information/on-line resources that represent and reflect both culturally diverse groups and disabled people</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access Department</li> <li>Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Programme Managers</li> <li>IE</li> </ul>
<b>Interpretation</b>	<ul style="list-style-type: none"> <li>Extending audio guide description to special exhibitions/review current audio equipment (see procurement).</li> <li>Liaise with the Curatorial/Exhibitions to ensure that captions/exhibition design are accessible for disabled visitors</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>See collections, exhibitions/Design)</li> <li>LM</li> </ul>	<ul style="list-style-type: none"> <li>IE and LAM</li> </ul>
<b>Schools</b>	<ul style="list-style-type: none"> <li>To continue to develop and deliver accessible and culturally diverse workshops/activities/video conferencing to Primary and Secondary pupils</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Schools</li> </ul>	<ul style="list-style-type: none"> <li>Learning Manager</li> </ul>
<b>Families</b>	<ul style="list-style-type: none"> <li>To continue to develop and deliver accessible and culturally diverse workshops/activities for families</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Families</li> </ul>	<ul style="list-style-type: none"> <li>Families Manager</li> </ul>
<b>Reaching Out, Drawing In (HLF Funded programme)</b>	<ul style="list-style-type: none"> <li>To ensure that all exhibitions/events and activities aim to include culturally diverse groups and sitters in exhibition (see focus groups)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HLF</li> </ul>	<ul style="list-style-type: none"> <li>RODI Manager</li> </ul>
<b>Learning Services</b>	<ul style="list-style-type: none"> <li>To ensure that all of the Learning and Access Programmes are monitored using the Inspiring Learning for All framework, PSA forms to DCMS</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Learning Services</li> </ul>	<ul style="list-style-type: none"> <li>Learning Services Manager</li> </ul>
<b>Young People's Manager</b>	<ul style="list-style-type: none"> <li>To ensure that the young People's programme continues to be accessible for disabled young people (see focus groups)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>YP Programme</li> </ul>	<ul style="list-style-type: none"> <li>Programme Managers</li> <li>YP Manager</li> </ul>

<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>To continue to work with organisations/charities, disabled visitors and new audiences to develop the Learning and Access Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access</li> </ul>	<ul style="list-style-type: none"> <li>Programme Managers</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the DDA. Ensure that monitoring arrangements are built into contracts with contractors</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access</li> </ul>	<ul style="list-style-type: none"> <li>Programme Managers</li> </ul>
<b>Monitoring progress</b>	<ul style="list-style-type: none"> <li>The Learning and Access Manager and Learning Manager regularly up-dates ASG group on progress, which is reported in the minutes, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Access</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access Manager and Learning Manager</li> </ul>

## Public Access and Social Inclusion - Design

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Gallery Interpretation</b>	<ul style="list-style-type: none"> <li>Production of large print versions of captions and text panels for permanent exhibitions.</li> <li>Large print captions and text panels available for all special exhibitions.</li> <li>Design guidelines that can be provided to NPG staff/freelance designers and contractors re: Disability Access/cultural diversity (interpretation/exhibition design).</li> <li>Continue working on the standardisation of captions, review and develop new design.</li> <li>Family labels (Tudor Gallery), focus group to review pilot labels</li> <li>Create large print versions of exhibition hand lists</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>2007/8</li> <li>Ongoing</li> <li>2007/8</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Design</li> <li>Design</li> <li>Design</li> <li>Design</li> <li>Exhibitions</li> <li>Design/exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>Head of Design (HoD)</li> <li>Assistant Designer</li> <li>HoD and Interpretation Editor</li> <li>HoD, Interpretation Editor</li> <li>Family Manager/16<sup>th</sup> Century curator/design</li> <li>HoD, Exhibitions Manager/Interpretation Manager</li> </ul>
<b>Gallery signage</b>	<ul style="list-style-type: none"> <li>Review phase One of the Gallery signage</li> </ul>	<ul style="list-style-type: none"> <li>2007</li> </ul>	<ul style="list-style-type: none"> <li>Design</li> </ul>	<ul style="list-style-type: none"> <li>HoD, Interpretation Editor, Learning and Access Manager</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the Equality Scheme. Ensure that monitoring arrangements are built into contracts with external contractors</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Design</li> </ul>	<ul style="list-style-type: none"> <li>HoD</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>The Head of Design is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>HoD</li> </ul>

## Public Access and Social Inclusion - Archive and Library

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Provide staff training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality</li> <li>Training regarding DDA, equipment (eg. Induction loops – IT Gallery) as part of staff induction. Key staff that have direct contact with visitors will be encouraged to gain a basic working knowledge of British Sign Language to communicate with deaf visitors. To keep up-to-date with current MLA practice, disseminate to staff and Access Steering Group. Each member of staff to have participated in disability awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> <li>Head of Archive and Library, Librarian and Training and Development Manager</li> </ul>
<b>Equipment</b>	<ul style="list-style-type: none"> <li>Management and maintenance of the portable induction loop. Magnifiers/torches for visitors</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Archive and Library</li> </ul>	<ul style="list-style-type: none"> <li>Head of Archive and Library, Librarian</li> </ul>
<b>Printed Material</b>	<ul style="list-style-type: none"> <li>Continue to produce and provide alternative formats of Archive and Library leaflet</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Head of Archive and Library, Librarian, Marketing Manager</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>Place details on the website of equipment/software and assistance available to readers – review and update as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>IT</li> </ul>	<ul style="list-style-type: none"> <li>Librarian</li> </ul>
<b>IT projects</b>	<ul style="list-style-type: none"> <li>Digital Portrait Portal Project (increasing access to the resources of the Archive and Library) – pilot projects and audience feasibility testing in 07/07 (subject to recommendations of feasibility study)</li> </ul>	<ul style="list-style-type: none"> <li>2007/8</li> </ul>	<ul style="list-style-type: none"> <li>Archive and Library</li> </ul>	<ul style="list-style-type: none"> <li>Head of Archive and Library</li> </ul>
<b>IT projects</b>	<ul style="list-style-type: none"> <li>Implementation of Information management system, to catalogue Library and Archive collections and automate the process of indexing portraits referenced in its holdings</li> </ul>	<ul style="list-style-type: none"> <li>2007/8</li> </ul>	<ul style="list-style-type: none"> <li>Archive and Library</li> </ul>	<ul style="list-style-type: none"> <li>Librarian</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the DDA.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>Head of Archive and Library/Head of Administration</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>The Gallery's Librarian is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>Librarian</li> </ul>

## Public Access and Social Inclusion - Communications and Development Department

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel responsible
<b>Printed information/leaflets</b>	<ul style="list-style-type: none"> <li>Continue to respond to requests for alternative formats, producing large print version of quarterly,</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
	<ul style="list-style-type: none"> <li>Liaise with RNIB to produce Braille information of Gallery leaflets</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
	<ul style="list-style-type: none"> <li>Improve the representation of culturally diverse groups and disabled people in the Gallery's corporate and promotional material</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
	<ul style="list-style-type: none"> <li>To update the Access Guide</li> </ul>	<ul style="list-style-type: none"> <li>2007/8</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager/ Outreach and Access Assistant</li> </ul>
<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>Ensure that disabled visitors and culturally diverse groups are included within focus groups/questionnaires/ ongoing MHM research</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure equality is mainstreamed with existing and proposed Gallery visitor research initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
	<ul style="list-style-type: none"> <li>Disability/diversity question part of ongoing visitor research questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Manager</li> </ul>
<b>Monitoring Complaints</b>	<ul style="list-style-type: none"> <li>Review our complaints procedure to make sure it reflects our duties under the equality duty.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Communications and Development Director</li> </ul>
	<ul style="list-style-type: none"> <li>Monitor and evaluate any equality dimension to complaints and the complaints processes.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Communications and Development Director</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that the complaints procedure and process is available in alternative formats eg email/telephone/letter/large print</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Communications and Development Director</li> </ul>
	<ul style="list-style-type: none"> <li><b>Outcome:</b> Our complaints procedure deals well with complaints of this nature.</li> </ul>			
	<ul style="list-style-type: none"> <li><b>Output:</b> A view of any trends in complaints by disabled people and address any issues of institutional discrimination in our operations and service delivery.</li> </ul>			
<b>Training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary, in order to comply with obligations and liabilities under the DDA</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Communications and Development Director</li> </ul>

<p><b>Monitoring</b></p>	<p>liabilities under the DDA.</p> <ul style="list-style-type: none"> <li>• The Marketing Manager is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Reports.</li> <li>• Annual Disability Action Plan update included Gallery's Annual Review (print run 7,000) distributed to the Gallery's stakeholders and available to all at <a href="http://www.npg.org.uk">www.npg.org.uk</a></li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• 2006/07 onwards</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing/events</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Manager</li> <li>• Marketing Manager</li> </ul>
<p><b>Development:</b> To obtain funding to ensure that Gallery's collection, events, education and resources are accessible to a wide range of visitors</p> <p><b>Monitoring</b></p>	<ul style="list-style-type: none"> <li>• Continue to liaise/ with Gallery staff re: potential funding in order to increase access within the Gallery. All applications include access as an intergral part of the Gallery's service and provision</li> <li>• The Fundraising Manager is a member of the Access Steering Group and regularly up-dates group on progress, which is reported in the minutes, Business Plan and Annual Reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>• Fundraising Managers</li> <li>• Fundraising Managers</li> </ul>

## Public Access and Social Inclusion – Finance Department

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel responsible
<p><b>Staff training</b></p> <p><b>Monitoring</b></p>	<ul style="list-style-type: none"> <li>• See employment and equality</li> <li>• To report to the DCMS regarding attendance figure of disabled, culturally diverse and socially excluded audiences (PSA3)</li> <li>• A member of the Finance Department to regularly attend the quarterly ASG meetings</li> <li>• PSA3 figures and disability issues are addressed within the Business Plan, Annual Report, Annual Review</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Personnel</li> <li>• Head of Finance and Planning</li> <li>• Management and Planning Accountant</li> <li>• Head of Finance and Planning</li> </ul>

## Public Access and Social Inclusion – Collections, Exhibitions & National Programmes

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff training</b>	<ul style="list-style-type: none"> <li>See Employment and Equality.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Collections /Exhibitions</b>	<ul style="list-style-type: none"> <li>To ensure that the National Portrait Gallery's collection and exhibitions are accessible to a wide range of visitors. Design guidelines have been developed by the Design Department in collaboration with focus groups and the RNIB for external contractors (see procurement). Access issues are considered at the development stage of all temporary and permanent exhibitions. Alternative formats eg. Large print and subtitles (when appropriate) are included within the exhibition budget. Development of accessible captions (see Design)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Exhibitions/Curatorial Department</li> </ul>	<ul style="list-style-type: none"> <li>Director, Exhibitions Planning Team, Curatorial Department and National Programmes Manager, Interpretation Editor</li> </ul>
<b>National Programme</b>	<ul style="list-style-type: none"> <li>Increasing access to the National Portrait Gallery's collection via strategic partnerships in England. Working in partnership with regional museums and galleries to increase access for disabled visitors.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>National Programmes</li> </ul>	<ul style="list-style-type: none"> <li>National Programmes Manager</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>To ensure that the collection is accessible for disabled visitors (see IT Dept)</li> <li>National Programmes to ensure information/interactive resources are accessible to disabled people and liaise with disabled groups and visitors when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>IT</li> <li>National Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Curatorial Department/IT</li> <li>National Programmes Manager</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the DDA. E.g. External designers and external curators.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Exhibition/Curatorial/National Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Exhibitions, Curatorial and National Programmes</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>The Exhibitions Manager, 17<sup>th</sup> Century Curator and National Programmes Manager attend the Access Steering Group meetings. The National Programmes Manager reports (qualitative and quantitative) to the DCMS, Access Steering Group, Business Plan and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>17<sup>th</sup> Century curator, Exhibitions Manager, National Programmes Manager</li> </ul>

## Public Access and Social Inclusion – Picture Library & Reproduction

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>• See Employment and Equality</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Personnel</li> </ul>
<b>Reproductions</b>	<ul style="list-style-type: none"> <li>• To continue to ensure that reproductions are accessible to disabled visitors</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Picture Library</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Picture Library</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the DDA.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Picture Library</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Picture Library</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>• The picture librarian is a member of the Access Steering Group and regularly updates group on progress, which is reported in the minutes, Business Plan and Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>• Picture Librarian</li> </ul>

## Public Access and Social Inclusion – Publications

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>• See employment and equality</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Trading</li> </ul>
<b>Publications</b>	<ul style="list-style-type: none"> <li>• To continue to ensure that publications are accessible to disabled people</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• Publication Manager and Interpretation Editor</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Review all contracts regularly – re-negotiate old contracts if necessary in order to comply with obligations and liabilities under the DDA.</li> <li>• The Retail Manager is a member of the Access Steering Group and regularly updates group on progress, which is reported in the minutes, Business Plan and Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Trading and Publication Manager</li> </ul>
<b>Monitoring</b>		<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>		

### Public Access and Social Inclusion – Access Steering Group

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>See employment and equality</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	HR	<ul style="list-style-type: none"> <li>Head of Personnel</li> </ul>
<b>Involving disabled people</b>	<ul style="list-style-type: none"> <li>The AGS will work closely with the Disability Action representatives and disabled users on the impact assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>ASG</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>Each member of the Access Steering Group regularly up-dates group on progress, which is reported in the minutes, and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>		<ul style="list-style-type: none"> <li>ASG</li> </ul>

### Public Access and Social Inclusion – Disability Action Group

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<b>Staff Training</b>	<ul style="list-style-type: none"> <li>To ensure that representatives are aware of the Disability Equality Scheme, the Gallery's legal requirements under DDA legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>ASG, Learning and Access Manager</li> </ul>
<b>Involving disabled people</b>	<ul style="list-style-type: none"> <li>The Disability Action Group (DAG) will meet four times a year in order to review the development of the Action Plan. Members of the ASG will attend the meeting to inform representatives of their progress.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Access</li> </ul>	<ul style="list-style-type: none"> <li>ASG, Learning and Access Manager and Access And Outreach Assistant</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>Minutes will be taken at each meeting and disseminated to both the ASG and DAG</li> <li>The ASG and DAG progress will be reported in the minutes, and Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>		<ul style="list-style-type: none"> <li>ASG</li> </ul>

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**Employment Equality Action Plan**

Objective	Actions/outcomes and success indicators	Target	Resources	Personnel
<p>All employees have a common understanding of what 'equality' means and the importance attached to this by the Gallery.</p>	<p>All employees receive a copy of the Gallery's Equality Policy when they commence employment.</p> <p>Equality training was provided for all staff in 2005 to explain our policy, the legal framework and the business case for equality. Refresher training for all staff will be provided on a bi-annual basis.</p>	<p>All</p> <p>All</p>	<p>Training budget</p>	<p>Personnel Department</p> <p>Training &amp; Development Manager</p>
<p>Provide opportunities for employees to learn more about specific areas of disability.</p>	<p>Regular one-hour sessions on Deaf Awareness and Visual Impairments have taken place over the last 3 years. To date 17 staff have attended BSL courses.</p>	<p>Half day workshops with Shape are planned from May 2007 for Visitor Services and Retail &amp; all staff by end 2008/9.</p>	<p>Training budget</p>	<p>Training &amp; Development Manager</p>
<p>Provide opportunities for staff to be confident with visitors across different age groups.</p>	<p>Half day sessions 'Engaging with young people' being developed for 2007.</p>	<p>Visitor Services</p>	<p>Training Manager/Head of Visitor Services time, training budget.</p>	<p>As resources</p>
<p>The Gallery seeks to understand the impact and effects of its employment policies through membership of specialist organisations concerned with improving and mainstreaming policies and practices for disadvantaged groups.</p>	<p>The Gallery is a member of the Employer's Forum for Disability, Race for Opportunity and Opportunity Now. The Gallery benchmarked its progress on race equality in 2005 with Race for Opportunity. The Gallery will benchmark its progress on disability in 2008?</p>	<p>Heads of Department</p>	<p>Membership fees</p>	<p>Head of Personnel</p>

<p>The Gallery is able to recruit and retain employees from the widest talent pool and not just selected parts.</p>	<p>Review Recruitment Policy and guidelines (introduced in 2003) for effectiveness at delivering a diverse range of employees.</p> <p>Employment, volunteering and internship opportunities are advertised in a variety of ways and to specialist press and websites.</p> <p>Around 30% of applicants use the Gallery's website to access job information. Further improvements to the 'jobs' section e.g. self-selection tools, job profiles is highly desirable.</p> <p>Applications from disabled, black and minority ethnic people are encouraged through a permanent presence on sites such as: <a href="http://www.disabilityjobsite.co.uk">www.disabilityjobsite.co.uk</a> and <a href="http://www.ethnicjobsite.co.uk">www.ethnicjobsite.co.uk</a></p>	<p>Potential recruits</p>	<p>Personnel Department</p> <p>IT budget</p>	<p>Personnel Department</p> <p>IT &amp; Personnel Department</p>
<p>Employees involved in recruitment and managing staff are aware of the legislative framework for fair employment practice.</p>	<p>Specific training for those involved in recruiting and managing staff will be implemented during 2007</p>	<p>Employees managing staff</p>	<p>Training budget</p>	<p>Training &amp; Development Manager</p>
<p>Disabled, black and minority ethnic employees are involved in the formulation of the Gallery's employment equality action plan.</p>	<p>Given the relatively small numbers involved at the Gallery all staff will be invited to comment on the plan.</p>	<p>2007</p>	<p>Personnel department time</p>	<p>Head of Personnel</p>
<p>Employment data is monitored to understand the current composition of the workforce and to identify where inequalities exist.</p>	<p>All applicants and employees complete an Equality Monitoring Form covering disability, culture and gender.</p>	<p>On-going</p>		<p>Personnel Department</p>

<p>The composition of the Gallery's workforce is changed to be more reflective of the 2001 Census London.</p>	<p>The relative success rates of disabled, black and minority ethnic applicants for employment are compared to white applicants.</p> <p>Identify whether there are common factors affecting the success rates of disabled, black and minority ethnic applicants at being invited to interview.</p> <p>Equal pay audits are conducted bi-annually; results are shared with trade union and staff representatives. Next audit due 2008.</p> <p>Targets for increasing the % of disabled and black and minority ethnic staff to be set.</p> <p>Current figures suggest that the % of disabled employees may be understated. We will ask employees to complete new equality monitoring forms at the end of both general and specific disability equality awareness training during 2007.</p> <p>The composition of the Gallery's workforce is included in the Annual Review.</p>	<p>On-going</p> <p>Analyse 3-4 campaigns during 2007 and report to SMT.</p> <p>Audit 2008</p> <p>To be agreed by SMT – Summer 2007.</p> <p>Employees attending training in 2007.</p> <p>On-going</p>	<p>Personnel department time</p> <p>Data from other similar organisations to be collated for comparison. Budget for follow up action?</p>	<p>Personnel Department</p> <p>Head of Personnel</p> <p>Head of Personnel</p> <p>Head of Personnel/Director and SMT.</p> <p>Personnel Department.</p> <p>Training &amp; Development Manager/Head of Personnel</p>
<p>Offer work placements to under represented groups by developing appropriate links.</p>	<p>Relationships with 3 local secondary schools were established in 2005 to offer a two-week programme of work experience to year 10 pupils. 40% of pupils undertaking this programme have been from a black and minority ethnic background. An evaluation of this programme is underway with</p>	<p>Evaluation &amp; recommendations to be undertaken 2007.</p>		

<p>Ensure that the Gallery's work environment and terms of employment remain attractive and do not exclude particular groups from participating in employment at the Gallery.</p>	<p>a view to expanding the programme.</p>	<p>On-going</p>	<p>Budget for survey management and analysis.</p>	<p>Training &amp; Development Manager/Head of Learning &amp; Access.</p>
	<p>Along with other London museums we are participating in a 3-year programme of mentoring and work experience for high achieving socially disadvantaged teenagers that are aiming for a career within our sector.</p>	<p>On-going</p>		<p>Training &amp; Development Manager &amp; Chief Curator.</p>
	<p>We participate in the Arts Council England Inspire Programme to offer postgraduate curatorial work experience.</p>	<p>2007</p>		<p>Training &amp; Development Manager &amp; Head of Visitor Services</p>
	<p>We are exploring the practicalities of providing disabled people work experience opportunities within our visitor services team through Shape.</p>	<p>Follow up Employee Survey 2008.</p>		<p>Head of Personnel</p>
	<p>Employees views about working at the Gallery are tested through an Employee Survey. The first survey (January 2006) indicated a generally high level of satisfaction with employment matters however long hours working was identified as a concern for some. Guidelines on flexible working have been drawn up and are available to all staff on the 'o' drive. Next Employee Survey due 2008.</p>	<p>Approximately 20% of Gallery staff work part-time. Continue monitoring and incorporate figures into Annual Review from 2006/7 onwards.</p>		<p>Personnel Department time</p>
<p>Monitor the % of part-time and job-sharing workers at the Gallery.</p>	<p>On-going</p>	<p>Personnel Department time.</p>	<p>Personnel Department &amp;</p>	
<p>Ensure all new employees attend the Gallery's Welcome Day within 3 months of commencing</p>				

	employment.			Heads of Department
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