



Scottish Disability Equality Forum

# **Strategic Plan 2017-2020**



# Scottish Disability Equality Forum

## Strategic Plan 2017 – 2020

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### 1. Introduction

Scottish Disability Equality Forum (SDEF) is a national charity working to achieve full access and inclusion for disabled people. SDEF promotes access in its widest sense, including access to the built and natural environment and access to the same opportunities as are enjoyed by others in our communities thus promoting a life of dignity, respect and independence. This extends beyond physical access to include access to information, access to inclusive communication and inclusion in decision-making, whether with planners over inclusive design or transport providers about accessible travel. SDEF's aim is for every disabled person to have the opportunity to participate in a fulfilling life. SDEF represent the views of individuals with any type of impairment, as well as disability organisations and groups who share SDEF's values. SDEF is a membership organisation and as such listen to the views of disabled people and champion on their behalf. They work to influence the policies of the Scottish Government which affect how disabled people live, and work to encourage others to be inclusive and informed in their attitudes towards disabled people.

SDEF is also the umbrella organisation for all disability Access Panels in Scotland and is the principal provider of support and guidance to the Access Panels presently representing disabled persons at a local level throughout Scotland. Access Panels are committed to improving access and equality in its widest form which means access to the physical environment, Education, Housing, Health, Transport, Leisure & Recreation and Social Justice amongst other areas.

### 2. How we developed the strategy

We listened to different people in the development of this strategic plan.

- We sought feedback directly from disabled people.
- We gathered information and advice from experts on our board.
- Staff also shared their views

We hope this plan represents all the contributions we collected.



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### 3. Our Vision

A better life for people living with disabilities.

### 4. Our mission

Scottish Disability Equality Forum’s mission has always been to increase awareness and knowledge of Access and Inclusion to improve the lives of disabled people in Scotland. This strategic plan introduces a stronger statement, which defines the purposes of the organisation and its intended contributions to improving the lives of disabled people.

Our mission statement is:

**“Achieving full Access and Inclusion for disabled people in Scotland.”**

‘Achieving’ means ensuring that disabled people have the right combination of support and opportunity to reach their potential. ‘Full Access and Inclusion’ means the opportunity for every disabled person to actively participate with their family, friends, co-workers and other valued relationships in creating a fulfilling life.

We are a member-led organisation, representing individuals with any type of impairment, disability organisations and groups who share our values. We listen to the views of disabled people and champion on their behalf.



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### 5. Our Principles

Our principles help guide us in what we want to achieve. Our work is focused on our three principles:

- **Positivity**
  - Positive Approach. We are a solutions focused organisation. We want to hear what is working well and what is not working to approach the issues in a positive way.
- **Promotion**
  - Promoting Equality. We are a proactive and media aware organisation. We look to promote good/best practice and achieve a greater awareness of disability equality and accessibility across Scotland.
- **Partnership**
  - Partnership-focused. We are a collaborative organisation. We work with partners across all sectors to achieve real measurable change across Scotland with regard to access and equality.

### 6. Our Values

We have core operating values that influence the culture and public image of Scottish Disability Equality Forum as an effective community-based organisation serving a wide variety of individuals.

- Putting disabled people at the heart of our work
- Making things happen
- Leading in our field
- Responsiveness
- Respectfulness
- Partnerships
- Advocacy
- Diversity



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- Financial Sustainability
- Caring Attitude
- Individualised Support
- Integrity and Accountability
- Working in co-production

We want all disabled people to enjoy basic rights and freedoms in an inclusive Scotland, in line with the Scottish Government's Human Rights Act. This Strategic Plan identifies how Scottish Disability Equality Forum will embed human rights in our work, by taking forward many of the commitments made in the Disability Delivery Plan, launched in 2016, including hate crime and transport.

### **7. Our DNA (Skills and expertise)**

Scottish Disability Equality Forum is involved in a wide range of work on a local and national level. We work to bring real change to the lives of disabled people. We want to inspire and to motivate others to be inclusive and informed in their attitudes towards disabled people and to bring the message of equality to all.

Our aim is to develop and promote Access and Inclusion. We are specialists in Access and Inclusion knowledge, information, and advice.

We are also the umbrella organisation for the Access Panel Network Scotland, currently a network of 40 panels, made up of disabled people who volunteer their time and give a voice to disabled people in their areas. One of the ways in which we support Access Panels is by offering a grant that helps to build their outreach and capacity.



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### 8. Our Role

Scottish Disability Equality Forum is the leader in identifying needs and bringing together resources and services for all disabled people in Scotland to support full long-term community inclusion and participation. Specifically, Scottish Disability Equality Forum:

- promotes the benefit of disabled people in Scotland by encouraging communication between disabled people and national and local organisations concerned with the inclusion of disabled people in society;
- advances the education of the public about disability;
- leads a collaboration of providers and community organisations and programmes (including non-disability resources) in Scotland, as appropriate, in identifying needs and gaps in services;
- directly provide services that fill these gaps;
- collaborates with and signposts to other disability organisations and Access Panels; and
- gauges and captures feedback from our members on a wide-range of issues through our system of consultations and polls. We provide our members with consultation papers and polls in accessible formats to ensure all members have the opportunity to give their views. We feed this to the Scottish Government ensuring disabled peoples' voices are heard.

### 9. Our People

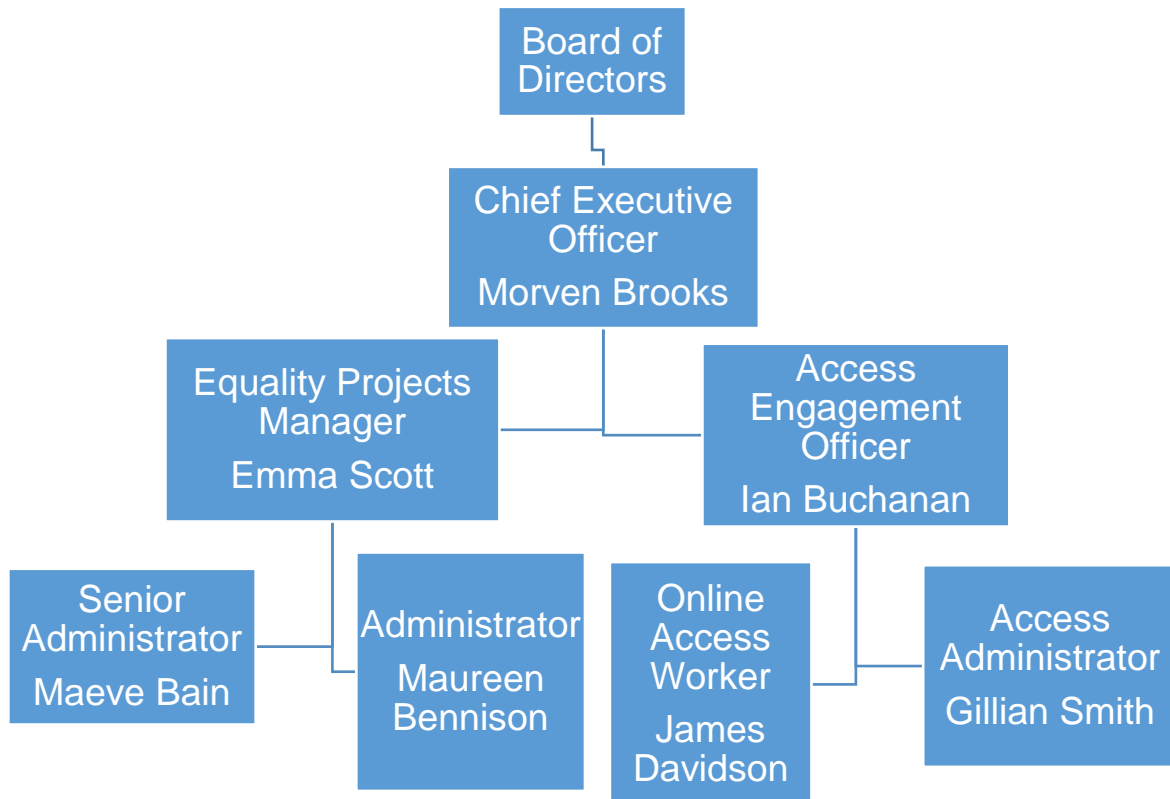
Scottish Disability Equality Forum will establish a highly qualified and motivated workforce that actively delivers the organisation's mission. Scottish Disability Equality Forum is an inclusive and transparent employer. Staff are consulted on aspects of the business and on its future direction.



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SDEF Board of Trustees consists of eight Directors, the majority of whom are Access Panel members and all have lived experience of disability. Skills on our Board include a Lawyer, retired accountant and Access Auditor.





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### **10. Our Governance**

A Board of Directors who oversee the work of the organisation governs Scottish Disability Equality Forum. We currently have nine Directors on our Board. Board members serve a term of two-years and are voted in at our Annual General Meeting.

The Board has established three sub-committees as follows:

- Strategic Plan – a group to oversee the development, implementation, and continuation of the Strategic Plan.
- National Access Survey Team (N.A.S.T) – a group to take forward Accessibility Audits.
- Finance – a group to oversee the finances of the organisation.

The role of the Board is to oversee the work of the organisation and to make strategic decisions about the future of the organisation. The Board meets officially four-times a year, with additional meetings for sub-committees. Our convenor leads the board and offers support to our Chief Executive Officer.



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### **11. A Fairer Scotland for Disabled People**

A Fairer Scotland for Disabled People<sup>1</sup> has five long-term ambitions aimed at changing the lives of disabled people in Scotland and ensuring that their human rights are realised.

The plan sets out 93 actions, which will be taken forward during the current parliamentary term, and includes halving the employment gap for disabled people; setting a target to increase the percentage of disabled people in the public sector workforce; and increasing the supply of wheelchair accessible housing.

The Delivery Plan sets out the Scottish Government's approach to policy for disabled people. It is based on the social model of disability as opposed to the medical model, which lays the blame on the impairment, rather than on society's inability to provide for their needs, rights, and aspirations. It is also rooted firmly in the UNCRPD and in the aim of the independent living movement, which is that disabled people can live the life they choose, participating equally alongside other citizens in their families, communities, workplaces and wider society, with the support they need.

The Strategic Aims outlined in this Strategic Plan are aligned with the actions outlined in the Scottish Governments Delivery Plan.

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<sup>1</sup> A Fairer Scotland for Disabled People. The Scottish Governments Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities  
<http://www.gov.scot/Resource/0051/00510948.pdf>



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### 12. Disability Delivery Plan Ambitions and Actions

#### **Ambition One: Support services that meet disabled people's needs**

- Provide support and create partnerships to obtain the views from disabled people across service provision.

What we will do:

- Promote 'Have Your Say on Disability website'
- Seek views and create partnerships using our Weekly Polls
- Work in partnership to encourage participation in Consultations and Focus Groups
- Deliver Disability Roadshows in partnership with other organisations to seek the views from disabled people

#### **Ambition Two: Decent incomes and fairer working lives**

- **Action 29:** Increase the number of disabled people employed in the public sector workforce

What we will do:

- Promote and maintain the Inclusive Communication Hub to employers and public sector
- Develop a Hub on employability, seeking partnership working



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### **Ambition Three: Places that are accessible to everyone**

- **Action 62:** wheelchair accessible housing
- **Action 64:** creating tailor-made wheelchair accessible homes

What we will do:

- Promote awareness of the Inclusive Design Hub
- Work in partnership with relevant groups and organisations and share views of our membership to increase wheelchair accessible housing
- Deliver SQA Training course on Access and Inclusion to increase awareness of disability, access and inclusion.

- **Action 66:** Accessible Travel Framework

What we will do:

- Promote and further develop the Accessible Travel Hub
- Develop, promote and encourage Disabled People and Transport Providers to take part in the National Survey
- Working in partnership with Transport Providers and Access Panels to set up regional longitudinal study groups
- Deliver SQA Training course on Access and Inclusion to increase awareness of disability, access and inclusion.

### **Ambition Four: Protected rights**

- **Action 77:** Encourage greater reporting of disability hate crime

What we will do:

- Develop a 'Safe Hub' with key partners – Police Scotland, I Am Me and all emergency services. This hub will be aimed at increasing awareness and provide information on Disability Hate Crime.



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- **Action 81:** Develop partnerships with the seven main criminal justice organisations to provide support and advice with inclusive communication

What we will do:

- Promote and work in partnership with the seven main criminal justice organisations to learn from the Inclusive Communication Hub, however also to develop information and case studies of good practice already happening.
- **Action 82:** Continue discussion to identify and address physical access barriers that need to be removed.

What we will do:

- Deliver SQA Training course on Access and Inclusion to increase awareness of disability, access and inclusion.
- Support the National Access Survey Team (NAST) to develop partnerships to improve accessibility across Scotland.

### **Ambition Five: Active participation**

- **Action 89:** Promote and maintain the Inclusive Communication Hub with key partners (Sense Scotland and SAIF)

What we will do:

- Continue to promote the Inclusive Communication Hub nationally, developing key working relationships with employers, public services and transport providers.



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### 13. Strategic Aim One

**Scottish Disability Equality Forum believes increased awareness and knowledge of access and inclusion will improve the lives of disabled people in Scotland.**

To effectively communicate, promote and campaign the importance of social inclusion, ensuring the opinions of disabled people are taken into account from the first point of planning.

#### **Strategic Objectives:**

1. Provide a strategic and operational understanding of access and inclusion in Scotland including establishing an evidence base that informs policy and best practice.
2. Promote the value of and represent the opinions of disabled people to increase recognition and support for involvement of disabled people in decision making.
3. Educate the public about the importance of access and inclusion in our society
4. Encourage diversity and enhance access to inclusion by addressing barriers and targeting those not currently involved.
5. Work with organisations, communities and Access Panels to enable community engagement to have a positive impact on addressing areas and issues of need and disadvantage.

#### **Outcomes:**

- Increased number of members with the organisation
- Increased awareness of access and inclusion
  - Scottish Government and local government endorsing and supporting access and inclusion, across the following areas: Employability, Education, Transport, Inclusive Communication, Inclusive Design



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### 14. Strategic Aim Two

**Scottish Disability Equality Forum believes that access and inclusion is vital to the independence of disabled peoples' lives.**

To increase awareness, knowledge and understanding of access and inclusion across Scotland.

#### **Strategic Objectives**

1. Develop and implement regional engagement strategies with regional champion Access Panels to enable effective delivery of support services to promote and develop access and inclusion across Scotland.
2. Develop partnerships and collaborative working with relevant organisations to creatively enhance service delivery.
3. Deliver training, development and support to increase knowledge and awareness of access and inclusion.
4. Promote and enable best practice standards.

#### **Outcomes**

- Improved access and equality of opportunity to information, training and support
- Increased knowledge and awareness and improvements to access and inclusion
- Positive experiences for Disabled People in Scotland
- Increased number of organisations/employers incorporating access and inclusion good practice standards.



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### 15. Strategic Aim Three

**Scottish Disability Equality Forum believes that a sustainable organisation is focused on mission, outcomes and demonstration of impact.**

To develop a creative and adaptive organisation.

#### **Strategic Objectives:**

1. Provide effective management that involves and develops staff and directors, systems and resources to provide responsive and accountable services
2. Provide a technological platform that supports innovative and strategic delivery of organisational objectives
3. Support our Board of Directors in the development and delivery of good governance
4. Develop and implement a comprehensive Communications and Engagement Strategy
5. Ensure an accountable and transparent organisation that meets the requirements of external and internal stakeholders
6. Position Scottish Disability Equality Forum as an organisation and brand that is recognised as a centre for information and expertise on access and inclusion.
7. Create and implement an organisational development strategy, develop a cohesive organisational culture and ensure organisational capability, competence and flexibility

#### **Outcomes**

- Achieve and sustain standards of organisational excellence
- High (80%+) satisfaction levels of service users
- Improved staff knowledge and skills on access and inclusion
- High (80%+) satisfaction levels of staff and directors
- Achievement of financial stability and probity





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### 16. Inform

The word "INFORM" in white capital letters on a blue rounded square background.

We will continue to provide our members with regular communication, including SDEF Voice, our monthly e-newsletter and Open Door, which is our quarterly magazine, keeping disabled people up to date with news, events and activities. It is important to keep our members informed and feedback suggests that our members find the content of our magazine and email newsletter informative and relevant.

Scottish Disability Equality Forum will work to increase awareness and knowledge of access and inclusion, to improve the lives of disabled people in Scotland.

#### **Training, Information and Advice**

Scottish Disability Equality Forum will offer training, information and advice on access and inclusion to enable disabled people to live independently in their communities.

#### **Support Access Panels**

Scottish Disability Equality Forum will work with and support Access Panels to ensure access and inclusion is achieved locally.

#### **SQA Approved Centre**

Scottish Disability Equality Forum will work to become an SQA approved Access and Inclusion Training Provider, offering training on disability awareness, equalities and accessibility in a 'train the trainer' approach, encouraging Access Panels to offer this service to others.



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### 17. Engage

The word "ENGAGE" in white capital letters on a purple rounded square background.

#### ENGAGE

Our members most value the opportunities that we provide to 'have a say' and give their views on a range of topics. This is often through specific consultations where the Scottish Government and other organisations seek the views of disabled people. We offer our members an 'easy-read' service where we take original consultation papers and make them more accessible to our members. We will continue to work with the Scottish Government and other organisations to ensure our members have the opportunity to comment on relevant topics and issues.

Scottish Disability Equality Forum has developed a one-stop-shop website called **Your Say on Disability** where we publicise our surveys, and those of our partners. It is important we give disabled people opportunities to give their views, and to ensure they have a voice. We will continue to run disability events and roadshows, engaging with our members across the country on various topics. We recognise the different needs of our membership and offer inclusive communication.

We also engage with our staff. We are an inclusive and transparent employer and seek staff input and feedback where possible. Our recent staff survey, conducted in January 2017 indicates that 100% of staff felt that their views were sought, and listened to.



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### 18. Policy

The word "POLICY" in white capital letters on an orange rounded square background.

#### POLICY

Scottish Disability Equality Forum engages with its members regularly on relevant and important policy issues. In the last year, we have sought feedback from our members on issues such as the National Health and Social Care Standards, Social Security Arrangements, and Accessible Travel. We will continue to consult with our members on important policy issues and ensure that this is done in an inclusive and accessible way. We provide Easy Read versions of consultations to those who require them.

Our staff keep up to date with important and relevant policy issues and regularly meet with other Disabled People's Organisations (DPOs) to discuss and share information. Our Equality Projects Manager regularly attends meetings with other DPOs to share news and working practices.

Scottish Disability Equality Forum will provide support for disabled people in the following areas.

- Accessible Transport ([www.accessibletravel.scot](http://www.accessibletravel.scot))
- Inclusive Design ([www.inclusivedesign.scot](http://www.inclusivedesign.scot))
- Inclusive Communication ([www.includeusall.org.uk](http://www.includeusall.org.uk))
- Employability
- Education
- Access and Inclusion Training (SQA Approved Centre)
- Access Panel Network Scotland ([www.accesspanelnetwork.org.uk](http://www.accesspanelnetwork.org.uk))



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### 19. Joint Work

A pink rounded square containing the words "JOINT WORK" in white, bold, uppercase letters.

#### JOINT WORK

Scottish Disability Equality Forum prides itself on its partnership working. Scottish Disability Equality Forum has undertaken collaborative working with Transport Scotland, Police Scotland and other Disabled People's Organisations, and will continue to establish new partnerships in the coming years. We are a progressive organisation and will seek out partnerships where we can bring knowledge and expertise.

### 20. Access

A green rounded square containing the word "ACCESS" in white, bold, uppercase letters.

#### ACCESS

Access Panels play a central role in the work we want to carry out. With a network of over forty Access Panels in Scotland, the Scottish Disability Equality Forum occupies a position that no other charity in Scotland can claim: a nationwide network of disabled people that are organised and able to affect real and lasting change in their local communities. We recognise that as the network grows and develops it is important to ensure that every Panel not only has the support and guidance that it deserves but is safeguarded for the future.



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### 21. In summary

We will...

- Increase awareness and knowledge of access and inclusion
- Offer training, information, and advice to those wishing to engage with disabled people
- Become an SQA accredited Access and Inclusion training provider
- Engage with members on important policy issues, ensuring disabled people continue to have their views and opinions heard
- Provide regular statistics and data on the issues affecting Disabled People in Scotland
- Continue to provide informative news to disabled people using our mediums – Open Door magazine, SDEF Voice email newsletter, SDEF website and Hubs
- Continue to develop the information and resources in the following online Hubs:
  - Inclusive Communication
  - Inclusive Design
  - Access Travel Hub
  - Have Your Say on Disability
- Support the Access Panel Network in Scotland



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### **22. How we will achieve our Strategic Objectives - Overview**

#### **a. Strengths**

Scottish Disability Equality Forum's key strengths include the organisation's demonstrated ability to provide high quality, necessary services, which help disabled people live a fuller life in the community. Staff are committed, and the services and programs offered are monitored for quality. When there is a challenge, the organisation meets it through innovation. Scottish Disability Equality Forum has an excellent reputation and is looked to by other service providers as a leader.

#### **b. Weaknesses**

Scottish Disability Equality Forum has been through a period of staff and structural change. We believe a perception exists among other organisations that Scottish Disability Equality Forum operated with inconsistent practices and did not work jointly with other organisations. Our new CEO started on 1 October 2016 and a new senior management team is in place, ready to re-invigorate the business. Staff are working proactively to meet with as many partner organisations as possible to allay any concerns and identify ways to work together.

#### **c. Opportunities**

The opportunities considered most important for Scottish Disability Equality Forum to focus on in the coming years include:

- Build our financial reserves.
- Building innovative projects and programmes.
- Develop our research capacity. This could include new areas of work for us, specifically in hate crime, an issue that is under-reported for disabled people. Scottish Disability Equality Forum wish to raise awareness of hate crime, how it can be recognised and reported and the consequences for those who commit hate crime.



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- Exploring new collaborations, such as with Police Scotland, I Am Me, Paths for All, Edinburgh Napier University, etc.
- Retaining our current services
- Build and support our key relationships.
- Change the name of the organisation to give a new lease of life, away from any previous negative perceptions of the business. This will help create new opportunities for growth.

### **d. Wider opportunities - Partnership working**

Scottish Disability Equality Forum will seek out and establish new, relevant partnerships through which our work can be promoted. We will also continue to work closely with a number of organisations to ensure continued growth and strengthening of our joint working. For example, we have already established strong links with the following organisations:

- Disability Research in Lifelong Learning (DRILL)
- Edinburgh Napier University
- Keep Safe Scotland
- Paths for All
- Police Scotland
- Transport Scotland
- Scottish Ambulance Service
- Sense Scotland
- Scottish Accessible Information Forum (SAIF)
- Scottish Natural Heritage
- Historic Environment Scotland
- Calmac
- Scottish Prison Service
- SEPA

We will work together with these organisations to promote the voice of disabled people wherever possible.

### **e. Threats**



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The threats considered most important to Scottish Disability Equality Forum directly include:

- Dependence on Scottish Government funding. This means that Scottish Disability Equality Forum needs to assess the real demand for its services and be prepared to explore other opportunities for generating revenue. This might include introducing a membership fee with different rates for individuals, Access Panels and corporate memberships, with the option of becoming a sponsor of the organisation.

Wider threats include:

- The ageing population, which includes ageing disabled people and ageing caregivers.
- There are a lot of non-profits in the country and volunteers and donors may not be engaged forever with a single service provider.
- Employment for disabled people, especially in bad economic times, gets very difficult.
- Rising housing prices make affordable accessible housing, increasingly difficult to find and maintain.
- Brexit – Uncertainty around changes in Equality legislation that is bound by the EU, which might include building regulations, and funding of charities. There is also uncertainty over the continuation of the Human Rights Act. Scottish Disability Equality Forum need to be mindful of any regulations that could replace the Human Rights Act and whether these would be as stringent as current regulations.





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### **23. How we will do it – at a glance**

- Scottish Disability Equality Forum will review and deepen its existing support and services to disabled people, to ensure they are working effectively.
- Scottish Disability Equality Forum will continue to assess service user and community needs to identify gaps or opportunities. We will invest in our training delivery on Access and Inclusion.
- Scottish Disability Equality Forum will take on a leadership role, working with a range of providers to identify and meet the needs of disabled people.
- Scottish Disability Equality Forum will explore the feasibility of expanding the organisations visibility in the disability community. Scottish Disability Equality Forum will continue to highlight the positive role that disabled people play in their communities.
- Scottish Disability Equality Forum will invest in our fundraising activities to ensure that we achieve sustainability through a number of different funding streams.
- Scottish Disability Equality Forum will value our people and support staff to do their jobs well.
- Scottish Disability Equality Forum will invest in effective communication and promotion of the organisation and its projects



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#### **24. How this fits with Scottish Government policies and commitments**

Scottish Disability Equality Forum is committed to working in line with the Scottish Government's policies and procedures. For example, below is a list of relevant policies to which we align.

- **Disability Delivery Plan**

<http://www.gov.scot/Resource/0051/00510948.pdf>

The Disability Delivery Plan makes pledges regarding health and social care, housing, transport, education, employment and active participation of disabled people in society. Scottish Disability Equality Forum is working with partners to contribute to these pledges – specifically the action points relating to transport and accessible travel.

- **Scottish National Action Plan for Human Rights**

<http://www.snaprights.info/wp-content/uploads/2016/01/SNAPpdfWeb.pdf>

This document sets out the outcomes, priorities, and programmes of action to contribute to the vision of a Scotland where everyone is able to live with dignity. The Action Plan sets out specifically the need to ensure justice and safety for all, and Scottish Disability Equality Forum are working with Police Scotland and the Keep Safe Initiative to research the prevalence of hate crime among disabled people.

- **Equality Act 2010**

<http://www.legislation.gov.uk/ukpga/2010/15/section/6>

The Equality Act identifies disability as a protected characteristic, which means that disabled people cannot be discriminated against because of their disability. We will work with our partners and other organisations to ensure that the terms of the Act are enforced.



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- **Going Further, 2016 – Transport Scotland’s Accessible Travel Framework** <http://accessibletravel.scot/wp-content/uploads/2016/11/Going-Further-Scotlands-Accessible-Travel-Framework-Full-Report.pdf>

Scottish Disability Equality Forum are delighted that Transport Scotland have launched their ten-year framework, dedicated to improving public transport and accessible travel for disabled people. We will work with our partners at Transport Scotland to implement the Longitudinal Progress Evaluation Group, which will seek feedback from disabled people about their experiences of travelling on public transport and whether any improvements have been recognised because of the Framework. This will form a continuous dialogue between the Scottish Government and disabled people.



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### **25. Strategic Action Plan 2017 - 2020**

#### **Year 1 (July 2017 – June 2018)**

- Continue to invest and value staff and directors – improving skills and knowledge
- Implement Communications and Engagement Strategy across all areas of the organisation and projects
- Seek funding to become an SQA training provider, if successful develop a one year training programme
- Increase our membership across Scotland
- Increase partnership working with disability organisations, public service, protected characteristic organisations
- Explore development on 'Safe Hub' (seek funding and partnership working)
- Implement, communicate and support regional Access Champion model
- Continue to develop, maintain and promote Inclusive Communication Hub
- Continue to develop, maintain and promote Inclusive Design Hub
- Continue to develop, maintain and promote Access Travel Hub
- Explore development on 'Employability Hub' (seek funding and partnership working)
- Explore development of Accessibus (seek funding and partnership working)



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### **Year 2 (July 2018 – June 2019)**

- Develop SQA training delivery programme (dependent on successful funding to become SQA training provider)
- Continue to invest and value staff and directors – improving skills and knowledge
- Revise and continue to implement Communications and Engagement Strategy across all areas of the organisation and projects
- Continue to seek project funding, developing new projects through partnership working
- Continue to increase our membership across Scotland
- Increase partnership working with disability organisations, public service, protected characteristic organisations
- Continue to support regional Access Champions
- Continue to develop, maintain and promote Inclusive Communication Hub
- Continue to develop, maintain and promote Inclusive Design Hub
- Continue to develop, maintain and promote Access Travel Hub
- Continue to develop, maintain and promote Safe Hub (dependent on successful funding and partnership working)
- Continue to develop, maintain and promote Employability Hub (dependent on successful funding and partnership working)



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### **Year 3 (July 2019 – June 2020)**

- Continue to develop SQA training delivery programme (dependent on successful funding, implementation and evaluation from Year 1 and Year 2)
- Continue to invest and value staff and directors – improving skills and knowledge
- Revise and continue to implement Communications and Engagement Strategy across all areas of the organisation and projects
- Continue to seek project funding, developing new projects through partnership working
- Continue to increase our membership across Scotland
- Increase partnership working with disability organisations, public service, protected characteristic organisations
- Continue to support regional Access Champions
- Continue to develop, maintain and promote Inclusive Communication Hub
- Continue to develop, maintain and promote Inclusive Design Hub
- Continue to develop, maintain and promote Access Travel Hub
- Continue to develop, maintain and promote Safe Hub
- Continue to develop, maintain and promote Employability Hub
- Evaluate all Projects and communicate the changes made to disabled people's lives
- Develop Strategic Plan 2021-2024