

Recruitment and retention of disabled people

a good practice guide for early years,
childcare and playwork providers

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Please note that this appendix offers general guidance on good practice. It does not guarantee legal compliance with the Disability Discrimination Act.

About this appendix

The information in this appendix gives advice and assistance on recruiting and retaining disabled people, and tells you why disabled people can make excellent employees.

It builds on, and should be used in conjunction with, the general information in the rest of this guide, 'Recruitment and Retention – A good practice guide for early years, childcare and playwork providers'.

The appendix covers:

- Why you should think about employing disabled people
- Why childcarers with disabilities can provide valuable role models for children
- Your legal obligations under the Disability Discrimination Act

- How to encourage disabled people to apply for childcare jobs
- How best to manage the recruitment process
- What you need to know about working with colleagues with disabilities
- Where to go for further help and advice

Throughout the guide you'll find checklists to help you plan each stage of the recruitment and retention process. And on page A42 there is a longer checklist combining all the stages with cross references to the relevant pages in the guide as a whole and in the appendix itself.

Why employ disabled people?

It is estimated that there are 8.6 million disabled people in the UK and that around 20% of the working age population has some form of disability.

Some disabilities are obvious, others are hidden.

Pool of talent

There is a good business case for employing disabled people.

If you don't, you are missing out on a huge pool of potential employees with a wide range of skills and abilities.

Disabled people are equally as capable as their non-disabled colleagues. And they often bring exceptional and complementary talents to the job.

Introducing all children to disability from an early age will help encourage their appreciation of diversity. And, especially for disabled children, disabled adults can provide valuable role models.

What is disability?

Disability is very wide ranging, it includes conditions such as mobility impairments, visual and hearing impairments, arthritis, asthma, back pain, diabetes, diseases of the heart and circulatory system, dyslexia, epilepsy, learning difficulties and mental health problems. Only a very small percentage of disabled people are wheelchair users and near or total blindness is extremely rare.

Common misconceptions

Many people know little about specific disabilities and may assume a disabled person will be limited in what they can do. Some childcare workers as well as parents may harbour concerns about entrusting their children to staff with disabilities.

It is true that some disabilities may make a disabled person less suitable for a childcaring role, but It is important not to make assumptions about what someone can or cannot do.

Most disabled people can do much more than you may think, and they are usually the best judge of their own capabilities, and of any reasonable adjustments which they may need to do the job in question.

When you are recruiting new staff, you should carefully assess the requirements of the job and determine whether there are any special adjustments that you may need to make and discuss these with the person concerned.

In fact, most disabled people work alongside non-disabled colleagues with no or minimal assistance.



Andy Cracknell, Employer

Andy Cracknell has been John's manager for six years. John has cerebral palsy and uses crutches.

Andy's experiences as an employer have been pretty positive: 'John was recruited before I started work here. He started as a Play Worker and was promoted to Play Leader 18 months ago, which is clear proof of his ability to do the job.'

‘We are working towards inclusive play here by encouraging children with special needs to come to the after-school club. There is a lot of uncertainty around disability and John is an excellent role model for the children, other team members and parents. And he challenges stereotypes, playing basketball and football – even though he supports Tottenham!

‘He has a really good rapport with the children. They just accept his disability. Nor has it ever been an issue with parents or staff.

‘In all honesty, the only adjustments we have had to make have been to ensure that John works on accessible sites – some are fairly inaccessible, but this has not been a major problem.

‘To anyone thinking about employing a disabled person I would say just do it. Think about the positive, not the negative. Too many times people think there will be problems where they probably will not exist. You do need to have open and honest dialogue. If you have any worries then talk them through. Don’t make decisions behind their back and create unnecessary problems.

‘John’s disability has just not been an issue. I would have no hesitation whatsoever in employing a childcare worker who is disabled in the future.’

Why disabled people make excellent employees

There are many good reasons for employing disabled people. Research has shown that on average disabled people:

- have a stronger commitment to work;
- stay with the same employer for longer;
- have good punctuality and less sick leave;
- have good productivity rates
- have better-than-average safety records.

Disabled people also make good role models for disabled and non-disabled children alike, and having a diverse workforce gives children positive messages about disabled people.

Legal obligations

When recruiting and employing staff you need to be aware of your legal obligations.

The Disability Discrimination Act (DDA) 1995

The DDA makes it unlawful for an employer to treat a disabled applicant or employee less favourably for a reason related to their disability, unless it can be justified for a reason which is 'material and substantial'.

The Act says someone is disabled if they have 'a physical or mental impairment, which has a substantial and long-term adverse affect on their ability to carry out normal day-to-day activities'.

The Act makes it unlawful for an employer to discriminate against a disabled person, because of their disability when:

- choosing someone for a job, or
- considering someone for promotion, dismissal or redundancy.

The law currently applies to employers with more than 15 employees but from Oct 2004 this will be extended to all employers (excluding the armed forces).

You could be acting unlawfully if you treat a disabled person who applies to you for a job, or who works for you, less favourably than someone who is not disabled.

You could be breaking the law

- If you don't employ someone because they are disabled.
- If you do not make a 'reasonable adjustment' to the working conditions for a disabled person.
- If you treat a disabled person less favourably than someone who is not disabled.

Reasonable adjustments

Making a 'reasonable adjustment' means changing something which might put a disabled person at a disadvantage compared to someone who is not disabled.

It need not be expensive. Research has shown that the majority of adjustments cost relatively little or nothing at all.

Reasonable adjustments could include providing an application form in large print, a special chair for someone who finds it difficult to stand for long periods, or a ramp for a wheelchair user.

Health and safety

When employing any staff to work in childcare, the main priority should be the safety of the children in your care.

The DDA does not mean that children should ever be put at risk by someone who is not able to look after children safely. However you should not use the health and safety of children as an excuse not to employ disabled people.

Checklist for accessibility

- Use plain language and avoid jargon
- Use a neat, consistent and uncluttered layout
- Make sure all text is a minimum of 12 point for a general audience, 16 point or larger for people with a visual impairment
- Use a clear typeface such as Arial or Univers
- Use a medium typeface, or bold for emphasis
- Avoid light, extra bold, condensed or extended faces
- Range text left – not centred, justified or ranged right
- Don't hyphenate words at the ends of lines
- Ensure good colour contrast between text and background – black on white or black on yellow is best
- Avoid red/green colour combinations as these present problems for people with the most common form of colour blindness
- Don't use italics or capital letters for text of any length as they are difficult to read

- Avoid underlining as this makes text less legible
- Allow adequate space between lines of type and between paragraphs and columns
- Keep lines of type to a reasonable length – around 70 characters or less
- Don't reverse out white text from busy backgrounds such as photographs – especially when printing on newsprint
- Don't run text round objects or pictures
- Don't try to squeeze in too much information – think about reducing the content before reducing the typesize
- Include a contents list and clear page numbering
- Use matt paper – glossy paper creates glare
- Supply information in alternative formats, such as large print, audio cassette, braille or email on request

Following these guidelines will help you improve the accessibility of information for all your audience, not just for those who have a disability.

Websites

If you have a website make sure it is accessible to people who use screen readers. You can get guidance on how to do this from the Web Access Initiative (www.w3.org/WAI/), from the Office of the e-Envoy (www.e-envoy.gov.uk) and from the Royal National Institute for the Blind (www.rnib.org.uk). You can find further details at the end of this appendix.

Linda Giannattasio, Childcare worker

Linda Giannattasio is the Play Leader at an Out of School Care Club – and she loves it: Linda had no previous experience when she took the job but has now started on a Diploma in Playwork. ‘Qualifications are important, there’s no doubt about that – but a lot of what we do in this job calls for common sense. And instinct. Somehow you know automatically when something’s wrong with one of the children, they’re unhappy or unwell.’

The Out of School Club is open every weekday from 8 until 9 in the morning and 3 until 6.15 each afternoon. It’s even open for the first four weeks of the summer holidays, so it calls for quite a commitment from Linda and her colleagues: ‘My job covers everything you can imagine, from handling the money and admin to making sure the children are safe, looking after their wellbeing and organising outings.’



Versatility is crucial in Linda's job: 'You have to be able to turn your hand to all kinds of things. You're a listening ear for children, you can relate just as well to a four year old who's just starting school as you can to a 14 year old teenager, and you can find yourself providing support and advice to parents.'

Linda has epilepsy, which she declared at interview, but it's never been a problem: 'It didn't worry my employers and it hasn't worried me. It's controlled by medication and I haven't had a fit for 12 years. I obviously avoid things that would set it off like going on a computer but apart from that it's fine. I'd advise anyone else who's not sure whether they'd be able to cope with a disability in this setting to have a go for it.'

Encouraging disabled people to apply

Many disabled people may not have considered childcare as a career. They may think that they would be discriminated against, or they may lack the self-confidence to apply.

Your advertising can actively encourage disabled people to apply and to reassure them that their application will be taken seriously.

The job advert

Most disabled people get their information through mainstream sources and will see your adverts in the same places as non-disabled people. It is therefore important to make your mainstream adverts as inclusive and as accessible as possible.

Mentioning that you welcome applications from disabled people in the job advert not only gives a positive message to disabled people themselves, but also to the public in general and to the parents of the children in your care.

Checklist for the job advert

- Follow the design guidelines given in the Checklist for accessibility on page A15
- State that you are an equal opportunities employer and encourage a diverse workforce
- Use phrases like ‘applications from disabled people are particularly welcome’ or ‘whatever your employment background...’
- Offer application forms in alternative formats
- Give your address, phone number and e-mail address so people can contact you in the way that suits them best
- Include a disabled person in any photographs or illustrations



Good idea

Why not offer the opportunity for applicants to make an informal visit to chat about the job so any issues around disability can be addressed. This is good recruitment practice for anyone – disabled or not.

Where to advertise

Although most disabled people will get your message from mainstream sources, there are also ways to specifically target disabled people. You could also:

- Contact your local Jobcentre Plus Disability Employment Adviser.
- Contact your local New Deal Job Broker.
- Advertise in the national disability press.
- Advertise on disability websites.
- Advertise in the newsletters of local disability organisations, or ask them to give editorial coverage to your commitment to employing disabled people.
- Attend local recruitment events, especially if they are targeted at disabled people.

Details of useful organisations are included at the end of this appendix.

The recruitment process

Once you have decided how and where to advertise, you need to ensure your recruitment process is accessible and does not discriminate against disabled people.

Make it accessible

If someone has a visual impairment, a hearing impairment, or a condition such as dyslexia, they may have problems accessing information – especially information in print.

You should therefore ensure your advertising, application and recruitment materials are all accessible to disabled people.

The Disability Discrimination Act says you should produce information in alternative formats such as braille or large print if requested, and you should be ready to arrange this if necessary. However, in practice few people have very severe visual impairment and most will be able to access printed information if you present it clearly. The checklist on page A42 will help you do this.

You need to make sure your recruitment procedures do not put disabled people at a disadvantage. For instance you could not insist that a candidate must apply by telephone as this would exclude people with hearing or speech impairments.

Good practice



As a general rule, it is desirable to offer a range of communications methods, and allow people to select the one that suits them best

Job descriptions and person specifications

Think about what qualities you really need in your new employee. You should ensure that the job description and person specification only include requirements which really are essential to the job.

For example, if making home visits is a vital part of the job, is a driving licence really essential? Could you not say 'Must be willing to travel'? This would not exclude people with sight problems or epilepsy for example who are able to travel by public transport.

Bear in mind that a grant from the Access to Work scheme might also be available to help support a disabled employee to carry out the job. (See page A35)

Similarly, is experience always crucial? Although experience may be a bonus, consider how much it is really necessary. Someone who is disabled may have limited direct experience because they have not yet been given the opportunity to prove themselves, or they may have done voluntary rather than paid work.

Be flexible

We can all discriminate against disabled people unintentionally. It is important that you look at all stages of the recruitment process and are prepared to make adjustments to ensure disabled people have an equal chance.

Job applications

Applying for a job can be an intimidating and bureaucratic process for anyone. It may be particularly difficult for a disabled person. You can help make it less threatening.

For instance, someone with a sight impairment may want information in large print or on audio tape, or prefer to communicate by phone whenever possible; whereas someone with a low level of literacy may need information in plain language, or verbally rather than in print.

When you invite people to apply for a job in childcare, you should make it clear that you particularly welcome applications from disabled people and that you are happy to communicate with them in their preferred medium, and to adjust the arrangements for the interview in order to meet any particular needs they may have.

It might also be helpful to offer to show people around the workplace and to talk to them about the job before they put in a formal application.

Checklist for inviting job applications

- State that applications from disabled people are particularly welcome.
- Ask whether the applicant has any preference regarding how you communicate with them.

- Offer the opportunity to visit you to find out more about what the job entails.
- Ask if the applicant requires any adjustment to facilitate their participation at interview.

Application forms

Application forms can be confusing and are often badly designed. Try to make them as user friendly as possible. (See also page 25 in the main guide for advice on application form content and design.)

If you consider the needs of disabled people when designing an application form, you'll find that the result will be more useful to everyone!

When designing your application form, you should bear in mind that some disabled people have larger handwriting than average, so you'll need to allow plenty of space to write in.

Some disabled people may have had limited paid-work experience, but may have gained valuable skills in other areas so you should allow space for the applicant to record all relevant experience – not just that gained in paid employment.

You should also recognise that some applicants may require adjustments to their working conditions due to disability or a health condition. It's worth asking them about any adjustment they think they may need at this early stage so that you can plan ahead.

Checklist for form design

- Follow the guidance given in the Checklist for accessibility on page A15.
- Allow adequate space to write in.
- Allow space for people to describe their activities outside paid work.
- Ask whether the applicant has a disability or health condition that might require adjustments to their working conditions
- Offer to supply the form in alternative formats, such as large print.
- Offer the option of applying in a format that suits the applicant – by email rather than handwritten for instance.

Short listing

Before creating your short list, you might, as a matter of course, like to consider interviewing all applicants with a disability who meet the selection criteria.

If this is your policy, you could say so in the job advert.

When creating your short list:

- Before you reject an untidy application, consider whether impairment may have contributed to a lack of neatness.
- Don't make assumptions about what someone can or cannot do based on your own perception of their disability.
- Never reject someone simply because they have a disability. This is both illogical and illegal.

Interviews

Having decided whom to interview, you need to make sure your interviewees are not disadvantaged because of a disability.

Access

You should establish in advance whether a candidate will need any adjustments to attend and/or to take part in a selection interview.

It is best to arrange these adjustments well in advance in case of unforeseen problems. But even if you do not know in advance, you should try to accommodate any requirements a disabled person might have when they arrive.

You should make sure the interview venue is accessible.

For example:

- Could someone in a wheelchair get into the building or room, and is there an accessible lavatory available?
- If your candidate has a visual impairment, is the building clearly signposted so that they can find you? Or is someone on hand to guide them?
- If your candidate has a hearing impairment is there a hearing loop installed; and is the lighting good enough for them to lip read? Or are they bringing a sign language interpreter with them who will also need a seat (and a cup of tea if this is part of the set-up)?

Interviewing techniques

You should treat all candidates fairly, regardless of disability, but you should be especially careful not to inadvertently discriminate against a disabled interviewee.

- Don't ask general questions about the person's disability unless they relate specifically to the requirements of the job.
- Avoid questions such as 'Surely you'll have difficulty doing?'. Rather say, 'How would you do...?' And indicate how this relates to the job.
- To find out more about a hidden disability you could ask: 'If you were offered this job, is there anything we could do to help you do the job effectively?'

Checklist for the interview

- Is the interview room accessible?
- Are other areas, such as the reception and lavatories, accessible?
- Have you made arrangements to meet the candidate's communication needs?
- Is everyone involved in the interview aware that they must not discriminate against disabled candidates, albeit inadvertently?
- Are the questions you plan to ask designed to explore what candidates can do (rather than what they can't)?

Remember

You may need to adjust the format of the interview or of any associated tests or tasks. For example someone with a stammer may need longer to interview or someone who is dyslexic may need longer to perform a written task.



Working with colleagues who have a disability

Recruiting any staff is expensive and time-consuming. If you have recruited a disabled childcarer or playworker you need to make sure they want to stay.

It is also your responsibility as an employer to ensure working practices comply with the Disability Discrimination Act and other employment legislation.

Making adjustments

Making adjustments to meet the requirements of disabled employees is common sense and sound business practice.

Your first step should be to discuss with your new recruit, before they start work, how their impairment affects them and what they think can be done to achieve their full inclusion in all aspects of the job.

Most adjustments cost very little or nothing at all, and in most cases your new employee will be able to get financial help under the Access to Work scheme (see overleaf).

Relatively minor issues such as problems lifting a kettle or the need for an orthopaedic chair can be easily resolved. More major issues may need more lateral thinking.

You should ensure that managers and colleagues are aware of any additional support and guidance that will help the new recruit give their best in the job.

If relevant, you should arrange for disabled new recruits to meet fire officers and first aid officers to understand any specific requirements they may have.

Once you have made adjustments, it is helpful to have regular reviews to ensure the modifications continue to meet the disabled person's needs.

Possible adjustments

- Clear and justifiable job criteria
- Flexible working hours
- Rearrange furniture to improve access
- Provide special items of furniture
- Provide some assistive hardware or software
- Assign certain tasks to other members of staff
- Provide information in a particular format
- Disability equality training for other staff

These guidelines don't only apply to new staff. You should be prepared to make adjustments for existing staff who become disabled whilst working for you. This normally costs less than recruiting and training someone new.

Access to Work

Once you've made a firm offer of a job to a disabled person they can apply for a grant under the government's Access to Work scheme. Access to Work provides financial assistance for equipment

and/or adjustments to the working environment. It will often pay the full costs for a new member of staff.

Employees who become disabled while working for you can also apply for Access to Work. There are more details in 'Sources of advice' at the end of this appendix.

However, responsibility for making the adjustments ultimately rests with the employer.

Training

Staff with disabilities will benefit just as much from training as their non-disabled colleagues. Make sure that your induction and training programmes are designed so disabled employees can participate fully.

Consult with your disabled employees and never make assumptions about a person's ability to undertake or benefit from training.

Good idea

Arrange disability equality training for your non-disabled staff – including managers. This will help everyone appreciate the importance of equal opportunities, and help remove any possibility of inadvertent discrimination within the workplace.



Promotion

It is important not to overlook employees who are disabled for promotion because you think they may not be able to carry out some tasks due to their disability. Often, a supervisor only needs to understand how a task is done. They don't necessarily need to be able to do it.

Confidentiality

Disabled staff are entitled to the same degree of privacy as anyone else. You should only share information about an individual's disability with other members of staff with the express permission of the disabled person.

If you think you need more information about a person's disability or medical condition, the Disability Discrimination Act does not prevent you from seeking information. However, your questions should be restricted to things that are relevant to the job.

Some people may be reluctant to share information if they are afraid of being discriminated against. You should always make it clear why you need the

information and how it will be used. If you make it clear that you have a positive equal opportunities policy, they will be much more inclined to share information, especially if you demonstrate a willingness to make reasonable adjustments to accommodate the individual's employment needs.

The employment process



Melanie Burgess, Childcare worker

Melanie Burgess has cerebral palsy, which affects her manipulative skills, but it's never been an issue at work.

Indeed, she manages to combine two jobs: 'I'm in a nursery unit two days a week and help run a newly opened playgroup three days a week, funded by Sure Start. They both involve similar work but in the playgroup children just come for a few hours. In the nursery they come for the day. We plan play around different areas such as sand and water, books, an imaginative area, a creative area and puzzles. Then there's the personal care which involves changing nappies, giving them their dinner and putting them down for a sleep.'

The under twos are Melanie's favourite age group, so she enjoys being with them all day, every day. But it's still hard work:



‘People don’t realise how tiring it is working with young children. But it’s really worthwhile, especially seeing them grow up and develop into small people. They become attached to you and feel secure when they’re with you. Looking after other people’s children is a great responsibility.

‘I’ve grown up with cerebral palsy so it hasn’t been a problem for me. Occasionally, a child might ask why I walk or talk like that but they simply accept the reply. Children don’t have prejudices – it’s something they learn from adults. It’s never stopped me getting a job but I know that’s not the same for everyone. Society still has a long way to go when it comes to equal opportunities. But I’d say to anyone who has a disability and is considering childcare as a career, if you really want to do it, give it a try. Visit childcare settings such as playgroups and nurseries, ask if you can do some unpaid work experience to see if it’s for you. After all, it’s worked for me.’

Checklist

So you want to employ a new member of staff. You want to make sure that you encourage the most suitable people to apply, and that you don't inadvertently discriminate against applicants with disabilities. You can use this checklist to help make sure you haven't forgotten anything.

- Have you referred to the general information in the main section of this guide?
- Is the job description non-discriminatory? (page A24)
- Is the job advert in plain language and legible? (page A15)
- Does the job advert encourage disabled people to apply? (page A20)
- Does the job advert offer application forms in alternative formats?
- Have you offered a range of means of communication – phone, letter, email?
- Have you advertised in the most appropriate media? (page A22)

- Have you told your local Jobcentre or Jobcentre Plus office about the vacancy? (page A22)
- Are your recruitment materials (information about the job, application form etc) in plain language and legible? (page A23)
- Are your recruitment materials available in formats other than standard print?
- Have you offered to meet potential applicants prior to the interview? (page A21)
- Will you interview all suitably qualified disabled people?
- Have you asked applicants about any adjustments you may need to make to facilitate the interview? (page A30)
- Is the interview venue accessible.
- Have you taken into account any specific communication needs that your candidates may need to facilitate the interview? (page A30)
- Are the questions you plan to ask designed to explore what the candidates can do (rather than what they can't)?
- Is your website designed to be accessible? (page A17)

- Have you considered how to achieve reasonable adjustments to your working practices in order to facilitate employing a disabled person?
- Have existing staff received disability equality training?
- Are you alert to your own misconceptions and prejudices regarding disabled people?

Sources of advice

The following is a selection of national organisations which provide advice and assistance on recruiting and retaining disabled people. It is also worth looking in your telephone book and on the internet for local organisations who may be able to help you.

Disability Rights Commission (DRC) Helpline provides a one-stop contact point for general advice and information about employing disabled people and the Disability Discrimination Act. They are unable to provide legal advice but provide useful links to other organisations.

Tel: 08457 622 633

E-mail: enquiry@drc-gb.org

Website: www.drc.org.uk

Address: DRC Helpline, Freepost MID02164,
Stratford upon Avon CV37 9BR

Advisory, Conciliation and Arbitration Service (ACAS)

provides free, independent and impartial advice on all employment-related topics. Local offices are listed in the telephone directory under ACAS.

Tel: 08457 47 47 47

Website: www.acas.org.uk

Address: ACAS, Head Office, Brandon House,
180 Borough High Street, London SE1 1LW

The British Dyslexia Association provides information and advice on dyslexia and making information accessible to people with dyslexia

Tel: 0118 966 8271

E-mail: info@dyslexiahelp-bda.demon.co.uk

Website: www.bda-dyslexia.org.uk

Address: The British Dyslexia Association,
98 London Road, Reading RG1 5AU

Employers' Forum on Disability provides advice and information to member organisations on disability in the workplace. The website includes information about the importance of recruiting and retaining disabled people and the legal obligations.

Tel: 020 7403 3020

E-mail: website.enquiries@employers-forum.co.uk

Website: www.employers-forum.co.uk

Address: Employers' Forum on Disability,
Nutmeg House, 60 Gainsford Street,
London SE1 2NY

Equality Direct provides advice on equality issues.

Tel: 0845 600 3444

Fast-Forward is run by the charity Scope and provides information for employers about recruitment and retention of disabled people.

Tel: 020 7619 7299

E-mail: fast-forward@scope.org.uk

Website: <http://fast-forward.scope.org.uk/>

Address: Fast-Forward, 6 Market Road,
London N7 9PW

Jobcentre Plus has details about the schemes described in this appendix such as Access to Work on their website. You should contact your local Jobcentre Plus for further details, or visit the website.

Website: www.jobcentreplus.gov.uk

Mencap provides help or advice on anything to do with learning disabilities. They have produced the guide 'Making it Work for Employers' which gives information and guidance on employing a person with a learning disability and is available online.

Tel: 0808 808 1111

E-mail: help@mencap.org.uk

Website: www.mencap.org.uk

Address: Mencap, 123 Golden Lane,
London E1Y 0RT

Royal National Institute of the Blind (RNIB) provides advice and information about visual impairments.

They are also able to advise on producing alternative formats and making information accessible.

Tel: 0845 766 999

E-mail: resource@rnib.org.uk

Website: www.rnib.org.uk

Address: RNIB, 105 Judd Street, London WC1H 9NE

Royal National Institute for Deaf People

Information Line at RNID offers information relating to deafness and hearing loss on a range of subjects including employment.

Tel: 0808 808 0123

E-mail: informationline@rnid.org.uk

Website: www.rnid.org.uk

Address: RNID, 19-23 Featherstone Street,
London EC1Y 8SL

Shaw Trust works with other organisations to help disabled people develop useful skills, find jobs and retain employment.

Tel: 01225 716350

E-mail: stir@shaw-trust.org.uk

Website: www.shaw-trust.org.uk

Address: Epsom Square,
White Horse Business Park,
Trowbridge, Wiltshire BA14 0XJ

World Wide Web Accessibility Initiative gives guidelines on making your website accessible to disabled people.

Website: www.w3.org

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