



## **Glasgow Life Equality and Diversity Inclusion Policy and Action Plan**

### **Introduction**

Glasgow is Scotland's largest and most diverse city: over 100 different languages are spoken, life expectancy differs across the city with those living in the most affluent areas outliving people in the most disadvantaged communities( by 15years in the case of men and 11 years for women) and one third of our children are growing up poverty. We are not all the same. We need different things, but we all rightly want and expect great public services.

Glasgow Life provides a huge range of services for people living, working, studying or visiting Glasgow. We manage every kind of venue across the city from international sporting, cultural and heritage destinations to facilities in the heart of local communities.

We do this because we believe that culture, sport and learning are profoundly life affirming and life changing. Our services help people to keep fit and healthy - mentally and physically. They help promote trust, understanding and empathy among people with different identities, values and experiences. They also help make Glasgow a place where people want to visit and in which companies want to invest.

We also employ 2,500 people and purchase millions of pounds of goods and services from local, national and international suppliers to help us deliver our services.

Glasgow Life plays a major role in the life of the city.

The size, scale and complexity of what we do means that what we do and how we do it has a big effect on the people that use our service and the organisations with whom we work. That's why our approach to equalities and diversity needs to be fundamental to everything we do. It's not an add-on.

We need to ensure our workforce represents the diversity of the city and our services are accessible and welcoming to everyone.

We need to be a great place to work where talented people get opportunities to progress.

We need to work with the city's communities and partner organisations to ensure that our services are used and valued by all of Glasgow's citizens.

It's now the law, it makes great business sense, and it's the right thing to do.

Everyone in Glasgow Life has a part to play. The action plan which follows sets out how we will begin this process.

### **Action Plan Key**

This action plan relates to the following people:

- a) Those experiencing poverty and disadvantage in life chances and health outcomes.
- b) Protected characteristic groups as designated under the Equality Act 2010, these being:
  - Age
  - Disability
  - Gender Reassignment
  - Race
  - Religion or Belief
  - Sex
  - Sexual Orientation

It also covers:

- Pregnancy and Maternity
- Marriage and Civil Partnership

The plan has been revised for the final year of delivery and is now presented in two sections – one focussed on Glasgow Life Customers and one on Glasgow Life Staff.

Section 1 **Glasgow Life Customers** comprises the following parts:

- Under-Representation in Service Users,
- Partnerships with communities and organisations,
- Data Monitoring and

- Marketing\*

Section 2 **Glasgow Life Staff** comprises the following parts:

- Internal Communications\*,
- Building Staff's Respect to Inclusion and Diversity and
- Under-representation in Staff

Each of these seven parts relates to the main recommendations of the two equality reviews undertaken by external consultants in 2014.

The equality ambassadors reviewed the action plan at the end of 2017 and decided that although work will continue on all actions and none should be stopped, focusing on the key actions outlined below would be the main focus of the remaining last year of the plan's delivery.

### **Specific Actions 2018**

Our Equality Ambassadors have suggested some key outcomes for specific focus during the final year of delivery of this action plan. These are outlined as follows:

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#### **Section 1 - Glasgow Life Customers: Partnership Working**

The specific actions from the action plan that we felt we should focus on in this respect are:

- Increase outreach work with other organisation's clients/groups
- Grow relationships with equality groups

#### **Section 2 - Glasgow Life Employees: Internal Communications**

The specific actions from the action plan that we felt we should focus on in this respect are:

- Strengthen the message that Equality is a core value of Glasgow Life
- Embed equalities in service planning and other policy and strategy development

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\* These two parts appeared as one (Marketing & Internal Communication) in the original Action Plan.

## Section 2 - Glasgow Life Employees: Tackling Under – Representation in Staff

Although we are finding this difficult to deliver due to limited recruitment and promotion opportunities, it is still important to us to work at staff diversity.

The specific actions from the action plan that we should focus on in this respect are:

- Increase volunteer numbers that better represent the Glasgow demographic
- Analyse equality data on volunteers and target recruitment to those under – represented
- Liaise with relevant external agencies known for good policy and practice in diversifying workforces and produce GL recruitment targets for 2020
- Produce, share and analyse GL workforce profiles on a regular basis to enable understanding of profile, targeting of action to under-represented groups and tracking of work stream progress
- Review HR policies to ensure that they are consistent with supporting employees and in line with the Equality Act 2010
- Keep on encouraging staff to update their equality profile
- Review current Glasgow Life mentoring schemes and adapt and introduce a mentor /buddy scheme specifically for staff from under-represented groups within the workforce.

## Section 1

### Glasgow Life Customers: Under-Representation in Service Users

Objective	Actions
<p><b>Improve Customer Insight</b></p> <p>We will develop a greater understanding of who does/does not use our facilities and services and, of our customers' and potential customers'</p>	<ol style="list-style-type: none"> <li>1) Review existing customer engagement and consultation exercises and findings</li> <li>2) Produce a strategy for future consultation and engagement</li> <li>3) Undertake the planned research outlined in the strategy to better understand the needs of under-represented audiences</li> <li>4) Embed research findings into future service design and delivery</li> </ol>

needs	
<p><b>Make Glasgow Life venues trusted environments for all</b></p> <p>Our venues will become more inclusive, safe, attractive and welcoming to a wider audience</p>	<ol style="list-style-type: none"> <li>1) Produce and display welcome notices including safety as a priority</li> <li>2) Revise transgender guidance for sports/leisure facilities to encourage participation and increase staff confidence in supporting this</li> <li>3) Re-iterate staff message about Hate Crime reporting procedures to ensure incidents are reported and tracked</li> <li>4) Use the Equality Impact Assessment process on a regular basis to ensure thinking and service planning includes equality</li> <li>5) Display information on other activities/services provided by other organisations in the local area alongside GL service information</li> <li>6) Offer facilitated introductory Welcome Tours to venues that currently do not offer this, including groups whose clients are vulnerable or within a protected under-represented characteristic group</li> <li>7) Identify appropriate organisations who excel at equality and diversity to contact to meet to discuss policy and practices</li> <li>8) Increase volunteer numbers that better represent Glasgow demographic</li> </ol>
<p><b>Remove barriers to service use</b></p>	<ol style="list-style-type: none"> <li>1) Examine barriers to service use. Set up a short – term sub group in each of the service areas which will then meet and discuss findings and solutions</li> <li>2) Embed equality into annual service planning process</li> <li>3) Increase outreach work with other organisation’s clients/groups</li> </ol>

	<p>4) Expand “Mystery Visitor” scheme to actively recruit volunteers from under – represented demographic groups and, to include coverage of equality within the assessment process</p> <p>5) Share lessons learned to improve inclusiveness, and list all resources that could potentially be shared e.g. contacts, hearing loop systems</p> <p>6) Build and expand on what is working well, and stop provision which does not provide positive outcomes</p> <p>7) Introduce technological and adaptive tools that will assist customers in accessing services e.g. software for visually impaired people in libraries</p> <p>8) Improve venues for equality access – both physical and cultural</p>
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### **Glasgow Life Customers: Partnerships with Communities and Organisations**

<b>Objective</b>	<b>Actions</b>
<p><b>Audit and review current partnerships</b></p> <p>We will seek to better understand our relationships with partner organisations and how we can improve them</p>	<p>1) Conduct a mapping exercise of current relationships with the equality sector and identify gaps and strengths</p> <p>2) Audit current relationships focusing on the meaningfulness and usefulness to both parties</p> <p>3) Explore what underpins successful relationships and what causes “ failed” ones</p> <p>4) Produce a protocol for future partnership working</p>
<p><b>Co- Design services with partners</b></p>	<p>1) Pilot one project with a GEF organisation</p>

<p><b>organisations</b></p> <p>We will ensure that services are relevant and designed to meet the needs of customers</p>	<ol style="list-style-type: none"> <li>2) Review and share the lessons learned</li> <li>3) Expand co- design of services across GL</li> <li>4) Build the links and mechanisms to support people to expand their opportunities and access a wider range of GL facilities and services</li> </ol>
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**Glasgow Life Customers : Data Monitoring**

<b>Objective</b>	<b>Actions</b>
<p><b>Establish a baseline of current customer data</b></p>	<ol style="list-style-type: none"> <li>1) Review current customer data collection to identify coverage of equality and poverty/postcode data and establish a clear picture of what data is held and future needs</li> <li>2) Review current data collection mechanisms e.g. tools, software to determine usefulness</li> <li>3) Review data analysis procedures to determine most cost and time efficient methods</li> </ol>
<p><b>Data informed service design</b></p>	<ol style="list-style-type: none"> <li>1) Create a protocol for data collection and analysis – one that will facilitate <b>consistency</b> and clear comparison of equality data across GL services</li> <li>2) Develop an <b>internal</b> communications strategy explaining the importance of collecting and analysing equality data</li> <li>3) Develop an <b>external</b> communications strategy explaining to customers why we need to gather equality data</li> <li>4) Embed use of data in the annual service planning process</li> </ol>



## Glasgow Life Customers: Marketing

Objective	Actions
<p><b>Glasgow Mela 2018</b> We will promote Glasgow Life at Mela in June to raise awareness of our services and encourage visitors from minority ethnic groups to Get the Most Out of Glasgow Life.</p>	<p>1) We will collect data from interested customers to allow them to be kept informed of our events and activities</p> <p>2) We will capture photography of our team interacting with customers</p> <p>3) The People Strategy and Resources Team will attend and promote the work opportunities available</p>
<p><b>Best Practice</b> We will produce a Guide to Marketing Best Practice for the Marketing &amp; Communications team.</p>	<p>1) We will arrange appropriate training to ensure all service areas are compliant with a minimum standard</p> <p>2) We will ensure we promote Browsealoud feature to all our customers to allow wide access to our online information and services</p>
<p><b>Translation of Key Customer Information</b></p>	<p>1) We will translate the Essential Guide to Glasgow Life into the top 5 languages spoken in Glasgow and arrange distribution to these communities throughout the city (Polish, Mandarin, Romanian, Arabic, Urdu)</p>
<p><b>Diversity Conference</b></p>	<p>1) We will deliver the requirements for our sponsorship of the Conference including providing copy, images and an advert for the conference brochure</p>
<p><b>Essential Guide to Glasgow Life</b></p>	<p>1) We will update and reprint the Essential Guide to Glasgow Life and distribute to our venues</p>

	2) We will look at how we can expand the distribution to reach other communities outwith our venues
<b>Website</b>	<p>1) We will create an Equalities section on the Glasgow Life web portal and keep updated with news and information</p> <p>2) We will publish our Workforce profiles and gender pay gap information on the website in compliance with The Equality Act 2010 (Specific Duties) (Scotland) regulations 2012</p> <p>3) We will publish this action plan and our equality policy on our website</p>
<b>Disabled Access Day</b>	<p>1) We will plan for participation in Disabled Access Day (A nation- wide campaign encouraging people with disabilities to visit venues) in March 2019</p> <p>2) We will produce an Essential Guide to Glasgow Life for people with disabilities which will be launched and distributed to our venues</p> <p>3) We will collect customer comments and data (self-completion forms) to evaluate success</p>
<b>Photography</b>	<p>1) We will review all photography and ensure it is compliant with General Data Protection Regulations (GDPR)</p> <p>2) We will ensure our photography reflects our diverse audience and customer base</p>

**Section 2**  
**Glasgow Life Employees: Internal Communications**

<b>Objective</b>	<b>Actions</b>
<b>Staff are made aware that equality and diversity is a core value of GL</b>	1) Produce ongoing staff messages in relation to the review and progress and why Glasgow Life is improving its practice in relation to Equality and Diversity  2) Develop ongoing sensitive messages around staff diversity issues and encouraging staff to update their own personal profile and, communicating the business benefits of a more diverse workforce i.e. with a diverse workforce we are more likely to be able to address diverse need
<b>Facilitate access to useful practical information for staff</b>	1) Create an Equalities Section on the Glasgow Life Intranet  2) Revise equalities content on staff intranet site in accordance with staff needs
<b>Facilitation of cross service discussion and sharing</b>	1) Introduce “ Basecamp” tool to facilitated staff discussion on equalities issues/projects  2) Develop messages about open conversations with staff being able to talk about issues without feeling constrained by terminology or having to be so “pc” that honest dialogue is curtailed

### **Glasgow Life Employees: Building Staff’s Respect to Inclusion and Diversity**

<b>Objective</b>	<b>Actions</b>
<b>Increase Staff’s awareness of Equality and Diversity</b>	1) Review current awareness raising opportunities for staff and liaise with the Marketing and Internal Communications workstream about developing awareness messages  2) Review staff Induction programme and strengthen equality as a key message  3) Build upon the Museums programme of encouraging staff who do not normally encounter the public to work with groups e.g. conservators

	<p>4) Establish opportunities for staff to do project work with a different diversity group from their own e.g. white staff in the MELA</p> <p>5) Give free tickets to staff attending GL equality performances/ talks</p> <p>6) Consider applying for accreditation for equality practice e.g. LGBT Youth Bronze award</p> <p>7) Consider establishing an equality and diversity champion in each service area</p>
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### **Glasgow Life Employees: Under - Representation in Staff**

<b>Objective</b>	<b>Actions</b>
<b>Glasgow Life has a workforce that reflects the communities it serves</b>	<p>1) Produce, share and analyse GL workforce profiles on a regular basis to enable understanding of profile, targeting of action to under-represented groups and tracking of workstream progress</p> <p>2) Encourage GL staff to update their equality profile</p> <p>3) Liaise with relevant external agencies known for good policy and practice in diversifying workforces and produce GL recruitment targets for 2020</p> <p>4) List possible channels for inviting applications from specific community groups</p> <p>5) Design messages encouraging applications from under- represented groups</p> <p>6) Display all GL job adverts in GL facilities</p> <p>7) Analyse data on applications, shortlisting and appointments</p>

	<p>8) Review training content of recruitment course in relation to equality and diversity</p> <p>9) Analyse equality data on volunteers and target recruitment to those under-represented</p> <p>10) Review practice in work placement opportunities in relation to positive practice for those who are currently under-represented in the workforce and those experiencing poverty and disadvantage</p> <p>11) Assist in the planning and delivery of the GL “roadshow” with particular input regarding recruitment, volunteering and work placement opportunities</p>
<b>Retain Glasgow Life staff who are currently under-represented in the workforce</b>	<p>1) Formulation and implementation of exit interview process in connection with staff leaving GL employment</p> <p>2) Establish system to obtain feedback from those undertaking GL internships /work placements to learn how to improve support</p> <p>3) Introduce HR Equality Impact Assessments on all staff budget options and workforce planning and publish assessments</p> <p>4) Re-establish GL’s staff only BME equalities forum</p> <p>5) Review HR policies to ensure that they are consistent with supporting employees and in line with the Equality Act 2010</p> <p>6) Review technological and assistive equipment required for supporting staff with disabilities and produce an indicative cost analysis for supporting this</p> <p>7) Purchase and roll out any additional support as required to staff</p>
<b>Support career progression of those who are under-represented in the Glasgow Life</b>	<p>1) Analyse and share information on internal appointments to short term internal staff opportunities such as the Commonwealth Games to ensure non-bias and gauge staff willingness in supplying equality data</p> <p>2) Review current GL mentoring schemes and adapt and introduce a mentor/buddy scheme</p>

<b>workforce</b>	specifically for staff from under – represented groups within the workforce  3) Review all other areas of support for staff such as greater utilisation of the coaching scheme and interview training
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