



# **Equality Outcomes**

## **2017 to 2021**

**March 2017**

**Glasgow City Council  
Equality Outcomes 2017 to 2021**

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## **1. Introduction**

- 1.1 The Equality Act 2010 sets out the public sector general equality duty that requires public authorities to pay due regard to the need to eliminate unlawful discrimination, victimisation and harassment; advance equality of opportunity; and foster good relations. These requirements apply across the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex, sexual orientation, and (to a limited extent) marriage and civil partnership.
- 1.2 Scottish Ministers introduced specific duties for Scottish public authorities, to enable better performance of the public sector equality duty. One of these specific duties requires the Council to publish a set of Equality Outcomes by 30 April every four years, and publish progress towards the outcomes every two years. In 2013, the Council developed ten Equality Outcomes based on the findings of an evidence review and in consultation with equality groups.
- 1.3 This report presents the Council Family's second set of Equality Outcomes, which build on the existing set and establish some new priorities. These outcomes are not meant to encompass all the work the Council Family does to reduce social inequality in the city. Instead, they reflect what are considered to be the priorities.
- 1.4 This report complements the Equality Progress Report 2017, which provides information on the Council Family's progress towards mainstreaming equality in service delivery and progress towards the previous set of Equality Outcomes.

## **2. Glasgow's Statement of Intent for Equality (2017)**

- 2.1 Glasgow is Scotland's largest and most diverse metropolitan area. Although outcomes are generally improving for residents, they are not improving fast enough for the poorest and most disadvantaged people in the city, nor for those who face specific barriers and disadvantage because of their age, disability, gender identity, race, religion, beliefs, sex, or sexual orientation.
- 2.2 Glasgow City Council, and the arms-length organisations that make up the Council Family, will not tolerate any form of inequality or discrimination. The experience of inequality and its impact on life experience is complex. Some people may fit within a protected characteristic but may not define themselves that way. Similarly, other people may define themselves by more than one protected characteristic and experience multiple inequalities and discrimination. It is important that protected characteristics are not only each viewed separately but the connections and their collective impact are considered.
- 2.3 The Council Family aims to provide high-quality services that meet the needs of all the city's residents. The Council has signed up to be both an UNICEF Child Friendly City and a World Health Organisation Age-Friendly City. Both of these pledges and the accompanying work ensure that age is not used to define or make assumptions about the role, value or potential of an individual. In addition, the recommendations of the Youth Engagement Commission will ensure that the Council will build on existing good practice and improve engagement with young people.

2.4 Tackling poverty and increasing economic growth are also key strategic aims of the Council Family, to address the inequality that is often compounded by a person's socio-economic status. There is evidence that people with low income have worse physical and mental health; people living in the most income-deprived areas have a life expectancy that is, on average, 10 years lower than those living in the most affluent communities. The Council Family is committed to removing the barriers that socio-economic circumstances may place on someone. But people with protected characteristics may also experience barriers and disadvantage that is not linked to socio-economic circumstances, place, or deprivation. To ensure that the Council Family's approach to reducing inequality is flexible and able to reflect the life experience of all people, we are committed to carrying out Equality Impact Assessments of our policies and changes to service delivery.

2.5 Glasgow City Council will not tolerate inequality and discrimination in the city and will take action to address the underlying causes and support its most vulnerable citizens. In particular, the Council Family will work to eradicate the hostility, prejudice and violence that continue to be manifested against particular groups. The Council Family will do this by delivering its Equality Outcomes and by a commitment to the following four improvement aims that underpin our equality work:

1. Improve economic outcomes for people with protected characteristics.
2. Increase people's knowledge about equality and fairness.
3. Improve access to Council Family services by people with protected characteristics.
4. Promote and Enforce Respect and Diversity in Glasgow.

2.6 To mitigate the effects of inequality, Glasgow City Council is committed to delivering its Equality Outcomes within a policy framework that ensures that the Council Family is:

- Mainstreaming equality in all aspects of policy development and decision making, thereby demonstrating leadership;
- Embedding equality impact assessments into policy, service planning and decision making;
- Contributing to the development and use of a robust evidence base, which identifies the underlying causes of inequality and supports the activity by which these are addressed;
- Actively engaging with communities in order to understand their perspectives, concerns and priorities; and
- Using the framework provided by the Equality Act 2010 and the specific duties set by the Scottish Government to mainstream equality within the day to day work of the Council Family and in working with our Community Planning Partners.

### **3. Tackling Poverty and Financial Exclusion**

3.1 The Council Family's vision is to make Glasgow a world-class city that is focused on economic growth and tackling poverty and inequality. As noted in our Statement of Intent for Equality ([section 2](#)), people with protected characteristics may experience socio-economic disadvantage that is further compounded by

other barriers. The city's Poverty Leadership Panel (PLP) leads the work to reduce poverty in the city. The [People Make Glasgow Fairer Strategy \(Tackling Poverty\)](#) is an all-age, all-city strategy developed by the partners of the PLP, with particular input and direction from the members of the Community Activist Panel, a group of volunteers from Glasgow communities who have lived in and experienced poverty. The strategy includes practical improvements to services that will help reduce poverty for all of our citizens.

- 3.2 Financial exclusion is both a symptom and a cause of poverty. The current [Financial Inclusion Strategy](#) sets out the Council Family's commitment to addressing the financial exclusion experienced by people who are exposed to features of financial exclusion such as unmanageable debt, lack of access to mainstream financial services, difficulty managing money and reliance on expensive credit. The strategy aims to give Glasgow's citizens, no matter their circumstances, access to quality advice, information and assistance that aims to help them regain control of their life and enable them to fully contribute to and participate in the social and economic life of the city.
- 3.3 The strategy includes our approach to providing targeted support for people with long-term health conditions to reduce associated negative consequences such as poverty and social exclusion. The [Long-Term Conditions and Macmillan Service](#) is a partnership between the Council, the NHS Greater Glasgow and Clyde, the Wheatley Group, and Macmillan Cancer Support. This targeted support aims. Through a single point of contact, the partnership delivers support and targeted interventions, such as coordinated specialist financial advice for customers with long-term health conditions. In addition to maximising income, increasing benefit uptake, reducing debt, and providing financial capability support, the project helps to protect customers from the risk of homelessness and establishes referral pathways to ensure that wider social care needs are met.
- 3.4 Income equality should be viewed as distinct from social inequality: people with protected characteristics may experience socio-economic disadvantage that is further compounded by other barriers. In addition to reducing income inequality by tackling poverty and financial exclusion, our new Equality Outcomes framework includes an overarching improvement aim to improve the economic outcomes of people with protected characteristics. This ensures that the Council Family maintains a focus on improving the economic outcomes specifically for equality groups.
- 3.5 Equality analysis may make policies more effective and to ensure that equality consideration is part of our approach to tackling poverty, the Council Family is also reviewing its poverty impact screening process. With the University of Glasgow, we are developing a tool that will refine the process and it is hoped this will eventually be aligned into our equality impact assessments.

## **4. Reducing Health Inequality**

- 4.1 In addition to reducing poverty, the Council Family works closely with the NHS Greater Glasgow and Clyde through the Integration Joint Board (IJB) that oversees the Health and Social Care Partnership (HSCP) to deliver social care services and reduce health inequality. The IJB sets out its priorities in the [Glasgow City Integration Joint Board Strategic Plan 2016 to 2019](#).

4.2 This plan presents the HSCP's strategy maps that demonstrate the planned delivery for specific care groups (for example, older people and people with disabilities) towards nine national integration outcomes, three of which are:

- People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely community setting;
- Health and social care services contribute to reducing health inequalities; and
- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.

4.3 As a public body, the Equality Act 2010 also requires the HSCP to publish a set of Equality Outcomes. The HSCP published its first [Mainstreaming and Equality Plan](#) in 2016 and will update it and report on progress as required. Given these policy documents and the role of the HSCP, we have made limited reference to health-related outcomes that in the past would have been partly delivered by the Council's Social Work Services.

## 5. Empowering Communities

5.1 The Council Family is part of the city's Community Planning Partnership (CPP), which includes the NHS, Police Scotland, and others. The Community Empowerment Act (2015) requires each CPP to develop and publish [Local Community Outcome Improvement Plans](#) by October 2017.

5.2 The Community Empowerment Act places an expectation on the CPP that it will focus its collective energy on where its efforts can add most value for its communities, with particular emphasis on reducing inequalities and that the partnership develops locality and thematic approaches as appropriate to address these with participation from community bodies representing the interests of persons experiencing inequalities. The CPP will engage with equality groups as part of the development process, to ensure that the views of people with protected characteristics are included in the plans.

## 6. Outcome Definition and Development Process

6.1 Outcomes are the changes or effects that result from an action the Council Family has taken. Specifically, an Equality Outcome should achieve one or more of the following: eliminate discrimination, advance equality of opportunity, or foster good relations. Equality Outcomes were proposed on the basis that they were short to medium term (2 – 4 years) and considered against the following criteria:

- Assessed risk;
- Ability to measure and adequately evidence progress;
- Whether there is a real opportunity that action by the Council Family will bring about positive change; and
- Delivery supports the Council Family's role in society.

6.2 Equality Outcomes must be evidence-based and authorities should take reasonable steps to involve people who share a relevant protected characteristic

and people who represent the interests of those people. Our development process included various stages of formal engagement and evidence review that took place during 2016/17:

- Consultation with stakeholders to identify key equality priorities, including elected members and equality organisations in the city (70 respondents);
- A series of focus groups with members of the public who identify as having a protected characteristic (people with a disability or long-term health condition, people who identify as LGBT, people from Asian, African and Central and Eastern European communities, and young people aged 16 to 24);
- Updating the Council Family’s database of evidence to ensure our baseline of key facts and figures about protected characteristics remains current;
- A collaborative workshop for employees from across the Council Family to consider consultation findings and produce an initial set of priorities for consideration in outcome development (80 attendees);
- Continued engagement with equality groups via the Glasgow Equality Forum; and
- Consideration of the draft Equality Outcomes 2017 to 2021 by the Public Petitions and General Purposes Committee and the Operational Delivery Scrutiny Committee (February 2017), prior to approval by Executive Committee (March 2017).

6.3 There were consistent themes that emerged through the research and consultation. In general, these were:

Stakeholder and elected member consultation	Improve the measurement of outcomes so that we are more able to demonstrate the impact of the work instead of volume. We also need to include more focus on the work of the Council as an employer and on improving the economic outcomes for people with protected characteristics.
Focus Groups	<p>Prioritise improving the economic outcomes of people with protected characteristics. The research also identified a further four priority areas for future Council Family work:</p> <ul style="list-style-type: none"> <li>• Improve education about equality and fairness both in schools and society generally</li> <li>• Improve access to Council Family services by people with protected characteristics</li> <li>• Improve enforcement of existing equality policy and practice, particularly in relation to employment</li> <li>• Deliver a campaign to promote tolerance and diversity in Glasgow.</li> </ul>
Employee workshop	General themes identified for improvement included better communication both internally and externally about the work being done, improved sharing of best practice and learning, and increased staff development.

6.4 The table above presents only a brief summary of the feedback generated through the research conducted as part of the outcome development process. We developed this feedback into four improvement aims on which the Equality Outcomes are based. The Council's Strategic Policy and Planning team is able to provide more detailed feedback from the various stages of engagement and consultation (see the Table of Contents page for contact details).

## **7. Outcomes Presentation and Measurement**

7.1 The Equality Outcomes for the next four years are a mixture of the existing set of outcomes that the Council Family set for 2013 to 2017 and a number of new priorities that were identified through research and stakeholder engagement. The Council Family reviewed progress towards the existing set of outcomes before deciding which to carry forward. It was felt that some of the existing outcomes could be more effectively delivered and measured if they were updated or merged with other outcomes, and some required further work before the Council Family could be assured that real progress had been made, and so these have been maintained as they were set in 2013.

7.2 The outcomes are structured around four improvement aims, which were developed from the feedback received through consultation:

1. Improve economic outcomes for people with protected characteristics.
2. Increase people's knowledge about equality and fairness.
3. Improve access to Council Family services by people with protected characteristics.
4. Promote and support respect for equality and diversity.

7.3 Overall, we have ensured that there is more focus on economic outcomes, as the research we carried out emphasised that economic inequality is compounded when someone identifies with one or more of the protected characteristics. Based on the feedback we received from stakeholders, we have also made some more general changes to the set of outcomes including:

- Where possible, we have tried to make measures more robust and demonstrate impact rather than volume. This was not always possible due to the nature of the work delivered, however it is something we will continue to improve. When we report on progress, we will also include more comparative data where possible.
- There is more emphasis on the equality work the Council delivers as an employer. This includes reference to the demographic information we hold about our employees.
- There are more actions to improve communication and information sharing about equality work. We have also revised the outcome regarding employee awareness and development in order to make more significant progress.

7.4 Progress towards the Equality Outcomes will be reported through the identified measures every two years as part of the Council's statutory duty to publish a progress report, an equality mainstreaming report, and align equality-related performance reporting with existing public performance reporting. The Equality Outcomes and measures will also be embedded within the Council's annual

service planning documents (the ASPIRs). We will include an update on progress towards other related strategies and pledges, e.g. Tackling Poverty and Age Friendly, as part of our reporting on the Equality Outcomes.

- 7.5 The improvement aims and outcomes are set as an overarching framework for the Council Family's equality work. The underpinning actions and measures are presented to demonstrate the transparency and accountability of our approach. The actions and measures may be reviewed and updated to reflect service developments and changes to the Council's strategic priorities over the next four years. This will allow us to maintain a policy framework that is current, strategically aligned, and allows the Council Family to direct resources in a way that deliver the most effective results.
- 7.6 Each Equality Outcome is aligned to the relevant element of the Equality Act 2010's General Duty. Actions are referenced with the specific protected characteristic addressed (unless all are specified) and also to a theme in the Council Strategic Plan. The Equality Outcomes are shared and adopted by the Education Authority (Glasgow City Council's Education Services) and the Glasgow Licensing Board, as well as applying to the Council Family of services and arms-length organisations.
- 7.7 The following 14 outcomes are the Council Family's Equality Outcomes for 2017 to 2021. They form a structure for equality-related work by the Council Family, but do not encompass everything we do to address and reduce the inequality experienced by some communities in our city. Our comprehensive approach is explained in the Statement of Intent for Equality ([section 2](#)) and in the section explaining links with other strategies ([sections 3 to 5](#)).
- 7.8 The remainder of this report presents the improvement aims and Equality Outcomes in detail. Following a list of the 14 outcomes aligned to the four improvement aims, there is a section for each improvement aim that includes some contextual information and evidence to support the improvement aim. Tables under each aim align the outcomes with the actions and measures that will enable the Council Family to demonstrate progress over the next four years.

## 8. Equality Outcomes 2017 to 2021

Improvement Aim	Equality Outcome
<p>Improve Economic Outcomes for People with Protected Characteristics</p>	<p>1. An increased proportion of people with protected characteristics are supported to enter employment or training.</p>
	<p>2. Glasgow City Council female employees are supported to overcome any challenges that gender may present.</p>
	<p>3. Glasgow City Council employees who experience mental health issues are supported to help them manage any difficulties they experience or barriers they face.</p>
	<p>4. The Council Family has an improved knowledge about the demographic makeup of its workforce.</p>
<p>Increase People's Knowledge about Equality and Fairness</p>	<p>5. The Council Family has developed and delivered a consistent, and where necessary mandatory, approach to raising awareness about equality and diversity.</p>
	<p>6. Glasgow City Council has developed a more strategic approach to delivering equality and diversity curriculum in schools that has been developed in partnership with the third-sector and achieves external validation where possible.</p>
<p>Improve Access to Council Family Services by People with Protected Characteristics</p>	<p>7. Glasgow's Improvement Challenge (Literacy and Numeracy) has resulted in:</p> <ul style="list-style-type: none"> <li>• Children with learning disabilities have improved attainment</li> <li>• Pupils for whom English is not a first language have improved attainment</li> <li>• Any difference between attainment of males and female pupils is reduced.</li> </ul>
	<p>8. Service users with protected characteristics are provided with targeted, improved and more accessible information about the services provided by the Council Family.</p>
	<p>9. Barriers to participation in arts, learning, physical activity, learning and culture have been reduced for people with people with protected characteristics.</p>
	<p>10. People with protected characteristics are more regularly and systematically involved in service delivery design by the Council Family.</p>
<p>Promote and Support Respect for Equality and Diversity</p>	<p>11. The Council Family has visibly promoted and delivered events that promote and celebrate cultural diversity in Glasgow.</p>
	<p>12. Glasgow City Council is recognised as an employer that supports its employees who have protected characteristics.</p>
	<p>13. Survivors or, and those at risk of, gender-based violence or other targeted abuse are well supported.</p>
	<p>14. LGBT, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime.</p>

## 9. Improvement Aim 1: Improve Economic Outcomes for People with Protected Characteristics

9.1 The Council’s vision for Glasgow is to be a world-class city that is focused on economic growth and tackling poverty and inequality. The research undertaken as part of the outcomes development process noted that a common theme underpins the experience of the people with protected characteristics: economic inequality contributes to and compounds prejudice, discrimination and unfair treatment. Employment rate figures reveal the some of the disparity in employment outcomes between the general population and people with protected characteristics. In 2015, 52% of Glasgow’s black and ethnic minority population was employed, a slight increase from 48% in 2013 but still less than the average employment rate of 67% for the overall population in Glasgow. People with a disability are even less likely to be employed: 40% of disabled people in Glasgow are employed. The percentage of young people (aged 16 to 24) in employment increased to 51% in 2015, from a low of 34% in 2012. However, Glasgow continues to be below the most recent Scottish average of 56%. Gender also plays a role in someone’s economic outcomes, and although the gender pay gap in Scotland has improved over the last few years, there is still a difference of 6.2% between men and women’s pay levels (Office of National Statistics).

<b>Employment Rates of People of Working Age (16 to 64 years)</b>	<b>Glasgow</b>	<b>Scotland</b>
<small>Source: Annual Population Survey 2015</small>		
Total population	67%	73%
People from a black and minority ethnic background	52%	59%
People with a Disability (Equality Act 2010 Definition)	40%	42%
Young people (16 to 24 years)	51%	56%

9.2 The Council Family has agreed its first equality improvement aim is to improve the economic outcomes of people with protected characteristics. As referenced in [section 3](#), this work is closely linked to the work of the city’s Poverty Leadership Panel. Someone who has one, or even multiple, protected characteristics, may experience additional barriers and disadvantage compared to other people. While work to tackle poverty is vital to improving income inequality outcomes, it is important to ensure that the nuances of someone’s experience with a protected characteristic are recognised and that the barriers they specifically face are removed. To review the potential impact on equality, we carry out Equality Impact Assessments on our policies and changes to service delivery. In addition to working through the Poverty Leadership Panel, we also work with our partners to tackle poverty specifically through delivery of employability services. Through our role as a Community Planning Partner, we will work to ensure these services are delivered in a more coordinated and effective manner.

9.3 To improve the economic outcomes of people with protected characteristics, we will continue to support people into employment and training opportunities, specifically people who face additional barriers because of a protected characteristic. Recruitment by the Council Family has been frozen for a number of years and we are unable to alter the demographic breakdown of our workforce through this means at this time. We will however take steps to ensure we are knowledgeable and prepared for any change to this policy. We recognise that knowledge about our workforce could be better, and we aim to update the information about the workforce to better monitor employment trends. We will also review our recruitment policies to determine and remove any unconscious bias against people with protected characteristics. As an employer, the Council will also ensure that employees who are female and those who have mental health conditions are more supported.

9.4 The outcomes, actions and measures the Council Family has set under Improvement Aim 1 are set out in the table below.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<b>Outcome 1</b> An increased proportion of people with protected characteristics are supported to enter employment or training.  <i>General Duty:            Advancing equality of opportunity</i>	1.1 Development and Regeneration Services (DRS) will continue to provide a programme for young people with ASL needs through the Glasgow Guarantee.	Disability	Number completing the programme.  Number of people moving into employment, education, or training.	Development and Regeneration Services	Economic Growth
	1.2 The Glasgow Guarantee initiative will continue to assist people into employment, including an increased number of black or minority ethnic people.	Race	Number of positive outcomes.	Development and Regeneration Services	Economic Growth
	1.3 The Youth Gateway service will provide support to young people who have not been successful in securing employment or apprenticeship through the Glasgow Guarantee.	Age	Number of sustainable positive outcomes.	Development and Regeneration Services	Economic Growth

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 1 Continued</b></p> <p>An increased proportion of people with protected characteristics are supported to enter employment or training.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>1.4 The ESF Employability Pipeline provides funding to the Learning Disability Supported Employment Service delivered by Social Work Services.</p>	Disability	Number of people supported into employment.	Development and Regeneration Services Health and Social Care Partnership	Economic Growth
	<p>1.5 The Value the Difference project, delivered by DRS, the University of Strathclyde and Brodies LLP, aims to tackle unconscious bias in the workplace against women, black and minority ethnic people and people with a disability through a combination of research, training, awareness raising and coaching.</p>	Disability Race Sex	Number of Glasgow-based businesses undertaking Value the Difference Training.	Development and Regeneration Services	Economic Growth
	<p>1.6 Business Gateway supports the Women into Business events are held on a regular basis to showcase new women's led businesses in the city.</p>	Sex	Number of businesses attending events.	Development and Regeneration Services	Economic Growth
	<p>1.7 Ethnic Entrepreneurs is an advisory service provided by Business Gateway for Glaswegians from a black or minority ethnic background that provides tailored support and advice and awareness raising events in the community.</p>	Race	Number of community-based events held. Number of tailored one-to-one support sessions undertaken.	Development and Regeneration Services	Economic Growth

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 1 Continued</b></p> <p>An increased proportion of people with protected characteristics are supported to enter employment or training.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>1.8 City Building will promote opportunities in construction to black and minority ethnic groups through the craft apprenticeship scheme, attending recruitment fairs, offering work experience programmes and organising participation events during National Modern Apprenticeship Week.</p>	Race	Percentage of apprentice intake who are from a black and minority ethnic background.	City Building	Economic Growth
	<p>1.9 RSBi will continue to offer employment facilities to 260 employees (over 50% of whom are disabled), including 109 Work Choice positions. Work Choice is a DWP supported employment programme designed specifically for people who, due to their disability may find it difficult to find or sustain employment.</p>	Disability	<p>Number of employees, percentage of who have a disability.</p> <p>Number of Work Choice positions.</p>	City Building	Economic Growth
<p><b>Outcome 2</b></p> <p>Glasgow City Council female employees are supported to overcome any challenges that gender may present.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>2.1 Corporate HR will develop an action plan to meet the commitments of our equal pay policy statement and further develop and understand occupational segregation across the organisation. If changes are made to recruitment restrictions, the service will develop an action plan to tackle any identified issues where needed.</p>	Sex	An action plan with appropriate measures will be produced.	Corporate HR	<p>Economic Growth</p> <p>Making Best Use of Our Resources</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 2 Continued</b></p> <p>Glasgow City Council female employees are supported to overcome any challenges that gender may present.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>2.2 The Council will continue to develop the Lean In women's peer support network, including service-specific circles.</p>	Sex	<p>Attendance numbers.</p> <p>Staff survey results.</p> <p>Development of circles.</p> <p>Survey of members.</p>	Corporate HR	<p>Economic Growth</p> <p>Making Best Use of Our Resources</p>
	<p>2.3 City Building will promote opportunities in construction to females through the craft apprenticeship scheme, attending recruitment fairs, offering work experience programmes and organising participation events during National Modern Apprenticeship Week.</p>	Sex	<p>Percentage of apprentice intake who are female.</p>	City Building	Economic Growth
<p><b>Outcome 3</b></p> <p>Glasgow City Council employees who experience mental health issues are supported to help them manage any difficulties they experience or barriers they face.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>3.1 Corporate HR will deliver a number of initiatives, including:</p> <ul style="list-style-type: none"> <li>• Develop a Council and NHS mindfulness programme for employees</li> <li>• Support delivery of relaxation programmes, such as yoga</li> <li>• Review HR guidance on managing workplace stress</li> <li>• Develop manager's awareness training on mental health</li> </ul>	Disability	<p>Numbers completing.</p> <p>Staff survey results.</p>	Corporate HR	<p>Economic Growth</p> <p>Making Best Use of Our Resources</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 4</b></p> <p>The Council Family has an improved knowledge about the demographic makeup of its workforce.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>4.1 The Council and Glasgow Life will encourage employees to disclose demographic information by raising awareness of why this information is collected and how it used.</p>	All	Increase in numbers providing information.	Corporate HR Glasgow Life	Economic Growth Making Best Use of Our Resources
	<p>4.2 The Council will review its recruitment practices in relation to unconscious/implicit bias and develop action plan on findings.</p>	All	Development of action plan.	Corporate HR	Economic Growth Making Best Use of Our Resources

## 10. Improvement Aim 2: Increase People's Knowledge about Equality and Fairness

- 10.1 The most recent Scottish Social Attitudes Survey (2015) showed that there has been an increase in people who have more positive attitudes towards diversity in Scotland since 2010. The proportion of people surveyed who felt that there was sometimes was a good reason to be prejudiced has decreased to 22% from 28%. The proportion of people who said that they would rather live in an area 'where most people are similar to you' has also decreased from 43% to 33%. The Council's Glasgow Household Survey in 2016 showed that the majority of respondents, around seven in ten, agreed that Glasgow and their local area were places where people from different backgrounds got on well together (74% and 71% respectively) and a similar proportion (69%) agreed that people in their neighbourhood welcomed everyone, regardless of differences such as ethnicity or religion.
- 10.2 Discriminatory attitudes have been shown to be associated with whether or not people know someone from a group who share certain protected characteristics. In 2015, 79% of people knew someone from a different ethnic background, 76% knew someone with a mental health problem, 54% knew someone who is Muslim, and 83% knew someone who is gay or lesbian. But these figures have declined slightly since 2010. In 2015, 18% of respondents believed that 'sexual relations between two adults of the same sex' were wrong. The proportion who say that same sex relationships are wrong has been declining steady over time since 2000 when nearly half (48%) believed that same sex relationships were wrong.
- 10.3 We aim to build on the positive changes indicated by recent research. The Council Family's own research indicated that our stakeholders think we should have a lead role in educating people about equality and fairness, not just in schools but as an employer and in society in general. In schools specifically, stakeholders asked us to learn from the third sector and incorporate best practice into the curriculum to teach young people about racism, as well as continuing our work to support LGBT pupils who may experience bullying and tackling sectarian views. Feedback from our employees focused on the improvements we could make for those who work in equality-related fields, such as better information sharing and learning from what others are doing successfully, as well as requesting improved and targeted awareness raising and development opportunities.

*Young people need to understand equality and know their rights, to understand both how they should be treated, and how they should treat others. Teaching these topics creates a safe place for students to explore, discuss, challenge and form their own opinions and values. The knowledge and respect of rights that students gain from this, combined with understanding, respect and tolerance for difference, can empower them to tackle prejudice, improve relationships and make the most of their lives. In our ever more diverse and challenging society, it becomes more important to instil young people with these positive and open-minded attitudes.*

—Equality and Human Rights Commission, 2017

10.4 The outcomes, actions and measures the Council Family has set under Improvement Aim 2 are set out in the table below.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 5</b></p> <p>The Council Family has developed and delivered a consistent, and where necessary mandatory, approach to raising awareness about equality and diversity.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>5.1 Develop an online resource of good practice examples of equality work in schools. This work will be linked to the work by the Council Family (see 5.2 below).</p>	All	Online resource is accessible by all schools.	Education Services*	Making Best Use of Our Resources
	<p>5.2 Explore options and develop a systematic and integrated approach to enable improved information and best practice sharing of work across the Council Family.</p>	All	Delivery of a preferred option.	Chief Executive's Department	Making Best Use of Our Resources
	<p>5.3 The Council will review its existing equality training and update the materials. It will develop and implement and revised mandatory equality training standard for the Council Family at all levels of the organisation. The core of the training will be e-learning, supported by toolbox talks and face-to-face training that meets the needs of public-facing employees. Core elements will include general equality awareness, raising awareness of hate crime, violence against women, and disability etiquette.</p>	All	<p>Percentage of Council employees who have undertaken mandatory online awareness raising sessions.</p> <p>Materials reviewed, updated/developed and implemented.</p>	Chief Executive's Department	Making Best Use of Our Resources

\* For statutory purposes, outcomes and actions linked to Education Services should be viewed as those delivered by the Education Authority.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 5 Continued</b></p> <p>The Council Family has developed and delivered a consistent, and where necessary mandatory, approach to raising awareness about equality and diversity.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>5.4 Glasgow Life will deliver a programme of relevant equality training/staff briefings in order to build empathy, understanding and confidence within the workforce. This programme will include a particular focus on the training needs of employees who interact with members of the public.</p>	All	Percentage of Glasgow Life employees who have received training as part of this programme.	Glasgow Life	Making Best Use of Our Resources
	<p>5.5 Equality training is a mandatory part of elected member development so that they are able to act as role models within the communities they serve.</p>	All	Percentage of elected members undertaking equality and diversity training within the four-year election period.	Member Services	Making Best Use of Our Resources
<p><b>Outcome 6</b></p> <p>The Council has developed a more strategic approach to delivering equality and diversity curriculum in schools that has been developed in partnership with the third-sector and achieves external validation.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>6.1 Five schools are currently working to achieve the LGBT Schools Charter (LGBT Youth Scotland). Education Services aim to expand the number of schools working towards the accreditation, with the intention of having a further 15 schools working towards accreditation by 2017.</p>	Sexual orientation	<p>Number of schools participating in the LGBT Schools Charter, potentially moving towards accreditation:*</p> <p>2016 = 5 schools 2017 = 15 schools 2021 = To be confirmed</p> <p>*Dependant on successful validation.</p>	Education Services	<p>Vulnerable People</p> <p>Learning City</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 6 Continued</b></p> <p>The Council has developed a more strategic approach to delivering equality and diversity curriculum in schools that has been developed in partnership with the third-sector and achieves external validation.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>6.2 Education Services will develop further approaches to delivering anti-racism programmes within the curriculum that is based on partnership work with third-sector partners. This work will include an evaluation of the effectiveness of the curriculum.</p>	<p>Race</p>	<p>Production of actions with the Equalities in Education Working Group leading the programmes.</p> <p>Number and range of organisations working with the service focussing on race equality.</p> <p>Number of partner programmes being delivered in schools.</p> <p>Number of participants.</p>	<p>Education Services</p>	<p>Vulnerable People</p> <p>Learning City</p>
	<p>6.3 Education Services will continue to deliver a programme of anti-sectarian education in all schools that is supported by the development of appropriate curriculum, continuous professional development opportunities for all teachers, and workshops delivered by Sense Over Sectarianism.</p>	<p>Religion or belief</p>	<p>Number and range of programmes being offered across Glasgow schools.</p> <p>Number of participants (children, schools, staff).</p>	<p>Education Services</p>	<p>Vulnerable People</p> <p>Learning City</p>

## 11. Improvement Aim 3: Improve Access to Council Family Services by People with Protected Characteristics

- 11.1 Glasgow City Council and the arms-lengths organisations that make up the Council Family will not tolerate any form of inequality or discrimination. We present this commitment in our Statement of Intent for Equality (see [section 2](#)). We aim to provide high-quality services that meet the needs of all the city's residents. We ensure equality is embedded into our service delivery through various means that are presented in our [Mainstreaming Report 2017](#). We also use an Equality Impact Assessment tool to assess the impact that our policies and any changes to service delivery may have on equality. We also regularly monitor satisfaction with our services to determine if people with protected characteristics have different experiences:
- The 2016 Glasgow Household Survey indicated that satisfaction with Council Family services was 68%. This figure decreases to 64% when households include someone with a long-term illness, health problem, or disability. This figure has increased very slightly from 62% in 2012.
  - 78% of black and minority ethnic respondents expressed satisfaction with Council Family services overall, compared to 67% of white respondents.
  - Seven out of ten respondents (69%) agreed the Council Family services were available to everyone and a similar proportion (64%) agreed they were treated with respect when dealing with the council. Fewer, around half, agreed that the council treated everyone equally (53%) and fairly (49%).
- 11.2 The findings from the Glasgow Household Survey and the consultation we conducted to develop these Equality Outcomes suggests that there is more we can do to ensure that people with protected characteristics do not experience barriers when accessing our services. We will continue to work to improve access to the services we deliver as well as satisfaction with these services. One way we will do this is by improving the information provided about services, particularly about services for people with protected characteristics. As requested through the consultation, we will adopt the [Principles of Inclusive Communication](#). Stakeholders responded to our consultation to ask that we involve people with protected characteristics more systematically in our decision making, and we have a set a commitment to ensure this happens specifically for people with protected characteristics. The Council Family has already signed up to be both an [UNICEF Child Friendly City](#) and a [World Health Organisation Age-Friendly City](#). Both of these pledges and the accompanying work ensure that age is not used to define or make assumptions about the role, value or potential of an individual in the delivery of our services.
- 11.3 Providing access to a high-quality education is one of the ways the Council Family can advance equality of opportunity. The Council Family has a strategic commitment to making Glasgow a Learning City. Over the last ten years we can demonstrate a sustained improvement in school attainment, and we will continue to ensure these gains are experienced by everyone, including

those young people with protected characteristics. A good education enables access to an increased number of life opportunities. Most recent data (Education Services, 2014/15) suggests that slightly fewer young men (89%) compared to women (92%) go on to positive destinations after school, including higher/further education, employment, training and voluntary work. Black and minority ethnic pupils are more likely to go into these destinations, 93% compared to 90% of white pupils. Pupils who have additional support needs are less likely to progress to a positive destination, 86% compared to 93%.

11.4 The outcomes, actions and measures the Council Family has set under Improvement Aim 3 are set out in the table below.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 7</b></p> <p>Glasgow's Improvement Challenge (Literacy and Numeracy) has resulted in:</p> <ul style="list-style-type: none"> <li>• Children with learning disabilities have improved attainment;</li> <li>• Pupils for whom English is not a first language have improved attainment; and</li> <li>• Any difference between attainment of males and female pupils is reduced.<sup>†</sup></li> </ul> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>7.1 Glasgow's Improvement Challenge is a city-wide approach to improvement in schools from 2015 to 2020. One of the main aims is to raise attainment in literacy and numeracy through targeted support and 119 primary schools have been selected on the basis of the percentage of children in each school living in the most deprived postcodes. There are over 31,000 children in the selected primary schools of which nearly 21,000 live in the 20% most deprived postcodes.</p>	<p>Disability Race Sex</p>	<p>Participation and attainment results of pupils with the specified protected characteristics will be recorded and monitored.</p> <p>Further annual analysis will assist in considering additional and/or alternative approaches in improving literacy and numeracy for pupils.</p>	<p>Education Services</p>	<p>Learning City</p>

<sup>†</sup> The Scottish Government has pledged to recognise non-binary identity in law. At the moment national pupil monitoring does not capture non-binary classification as per Scottish Government specification. However, local authorities have been consulted by the Scottish Government regarding the needs for a change in this respect and the Council awaits further national guidance on how to proceed.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 8</b></p> <p>Service users with protected characteristics are provided with targeted, improved and more accessible information about the services provided by the Council Family.</p> <p><i>General Duty: Advancing equality of opportunity</i></p>	<p>8.1 Glasgow Life will improve and develop its existing informational brochure to create tailored ones, such as one for people with a disability and one that outlines the free services provided by Glasgow Life.</p>	All	Production of new brochures, the protected characteristics covered, and any feedback from the process.	Glasgow Life	Making Best Use of Our Resources
	<p>8.2 Glasgow Life will run information road shows at city and community events to raise awareness about its services, particularly those for people with protected characteristics.</p>	All	Number of road shows delivered and to which protected characteristic group.	Glasgow Life	Vulnerable People
	<p>8.3 The Council will develop and deliver an approach to its communication that meets the principles of Inclusive Communication.</p>	All	Development and implementation of a systematic policy for communication that sets out the Council's approach to meeting the principles of Inclusive Communication.	Chief Executive's Department	Vulnerable People
	<p>8.4 With the involvement of deaf and hearing-impaired people, the Council will develop a local delivery plan that supports the British Sign Language (Scotland) Act 2015.</p>	Disability	Involvement of local deaf and hearing impaired people in the development of plan; and Elected member agreement of a local plan.	Chief Executive's Department	Vulnerable People

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<b>Outcome 9</b>  Barriers to participation in arts, learning, physical activity, learning and culture have been removed for people with people with protected characteristics.  <i>General Duty: Advancing equality of opportunity</i>	9.1 Glasgow Life will introduce technological and adaptive tools designed to assist customers in accessing services.	All	Range of technology introduced to assist service access.	Glasgow Life	Vibrant City
	9.2 Glasgow Life will work to improve venue access, both through physical adaptations and cultural ones.	All	Number and type of adaptations/improvements made.	Glasgow Life	Vibrant City
	9.3 Glasgow Life will continue to deliver programmes of sport and physical activity that are tailored to support disabled people become more active.	Disability	Number of programmes and range offered.  Number of attendees.	Glasgow Life	Vibrant City
<b>Outcome 10</b>  People with protected characteristics are more regularly and systematically involved in service delivery design by the Council Family.  <i>General Duty: Fostering good relations</i>	10.1 Glasgow Life will co-produce services with protected characteristic groups or in partnership with the relevant third sector organisations.	All	Number and description of services co-produced or developed in partnership.	Glasgow Life	Vibrant City
	10.2 Glasgow Life will form a developmental group of employees who work with older people to facilitate the sharing of good practice, exploit cross marketing potential and develop best practice.	Age	Formation of group.  Examples of influence on service delivery.	Glasgow Life	Making Best Use of Our Resources

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 10 Continued</b></p> <p>People with protected characteristics are more regularly and systematically involved in service delivery design by the Council Family.</p> <p><i>General Duty: Fostering good relations</i></p>	<p>10.3 Public consultation exercises will form a key part of investment strategies to ensure that infrastructure maintenance and developments are informed by local communities. Consultations with equality groups to address accessibility issues will improve availability on footpaths and footways for wheelchair users and people with reduced mobility.</p>	<p>Age Disability</p>	<p>Reduction in number of complaints received.</p>	<p>Land and Environmental Services</p>	<p>Sustainable City</p>
	<p>10.4 The Council will continue educate and enforce against the inappropriate placement of commercial advertising (“A-boards”) on paths and sidewalks that hinder movement by wheelchair users and people with reduced mobility.</p>	<p>Age Disability</p>	<p>Number of enforcement notices issued</p>	<p>Land and Environmental Services</p>	<p>Sustainable City</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 10 Continued</b></p> <p>People with protected characteristics are more regularly and systematically involved in service delivery design by the Council Family.</p> <p><i>General Duty: Fostering good relations</i></p>	<p>10.5 Glasgow's Road Safety Partnership has identified older (60 years and older) pedestrians as a key priority. The partnership will continue to deliver an enforcement, education and publicity campaign to reduce the number of older pedestrians killed or seriously injured on Glasgow's roads. The campaign will generally include: a programme of visits by Land and Environmental Services and Police Scotland to elderly people's groups, TV and newspaper advertising for pedestrians and drivers, and working with First Bus to improve driver awareness of vulnerable pedestrians.</p>	<p>Age</p>	<p>Number of annual visits/presentations undertaken by the LES Road Safety Unit.</p> <p>Reduction in the number of older pedestrians killed or seriously injured.</p>	<p>Land and Environmental Services</p>	<p>Sustainable City</p>

## 12. Improvement Aim 4: Promote and Support Respect for Equality and Diversity

- 12.1 Two of the Council Family's strategic aims are to make Glasgow a vibrant city and protect the more vulnerable people in our city. When we consulted stakeholders as part of the development process for our Equality Outcomes, people told us that we have a role to play in making sure that diversity is celebrated and that the Council Family plays a leading role in this celebration, both in communities and as the city's largest employer. In times of uncertainty and change, this visible promotion of respect and celebration of diversity could counter the negative perceptions spread by some elements of the media and society. Glasgow's vibrancy is enhanced by cultural celebrations such as the Glasgow Mela and other community events held throughout the year. These events enable people to come together to celebrate diversity through music, dance, drama and food. Last year, the Glasgow Mela in July attracted 40,000 visitors.
- 12.2 As well as promoting and celebrating diversity, stakeholders noted that the Council Family also has a statutory position to enforce existing equality policy and legislation, such as the Equality Act 2010 and its requirements of the Council as an employer. In addition to adhering to these statutory requirements, we will take our equality work further and aim to be an employer that is recognised for our support to employees with protected characteristics. Furthermore, we are committed to supporting people who are victims of crimes as a result of their protected characteristics. We will continue to provide support for victims of domestic abuse and trafficking, and raise public awareness about these types of crimes through active campaigns such as our work with [White Ribbon Scotland](#). Although the number of such incidents in Scotland is reducing, work is still required as demonstrated by these figures from the Scottish Government:
- In 2015/16 there were 58,104 incidents of domestic abuse recorded by the police in Scotland, a decrease of 3% since 2014/15.
  - There were 108 incidents of domestic abuse recorded by the police per 10,000 population in 2015/16.
  - Where gender information was recorded, 79% of all incidents of domestic abuse in 2015/16 had a female victim and a male accused. This percentage share has fallen from 87% in 2006/07. The proportion of incidents with a male victim and a female accused (where gender was recorded) has increased from 11% in 2006/07 to 18% in 2015/16.
  - In 2015/16, the 26 to 30 years old age group has the highest incident rate for both victims (283 incidents recorded per 10,000 population) and those accused (272 incidents recorded per 10,000 population).

12.3 We will also continue to support the victims of hate crime by encouraging them to report these crimes, with the eventual aim that this type of crime will be reduced through awareness and criminalisation. Hate crime is any crime motivated by prejudice that is based on: race, religion, sexual orientation, disability, or transgender identity. The Council Family supports a network of over 60 third-party reporting centres across the city, which will take a report from the victim and forward it to Police Scotland if the victim does not want to contact the police in person for any reason.

<b>Hate Crime: Number of Charges Reported in Glasgow</b>		
Source: Crown Office and Procurator Fiscal Service (2016)		
	<b>2012/13</b>	<b>2015/16</b>
Racially aggravated crime	1,124	964
Religiously aggravated crime	291	173
Disability aggravated crime	33	40
Sexual orientation aggravated crime	194	333
Transgender identity aggravated crime	0	6

12.4 The outcomes, actions and measures the Council Family has set under Improvement Aim 4 are set out in the table below.

<b>Outcome</b>	<b>How Will We Do This?</b>	<b>Protected Characteristic</b>	<b>Measures</b>	<b>Lead Organisation</b>	<b>Council Strategic Plan Theme</b>
<p><b>Outcome 11</b></p> <p>The Council Family has visibly promoted and delivered events that celebrate cultural diversity in Glasgow.</p> <p><i>General Duty: Fostering good relations</i></p>	<p>11.1 The Council will continue to support and work with the Roma community to improve the socio-economic conditions of the 3,500 plus Roma who have settled in Glasgow from Central, Southern and Eastern Europe.</p>	Race	<p>URBACT is an urban development programme that facilitates cities working together to address common urban issues. Development and Regeneration Services are leading an URBACT inclusion project, focused on the Govanhill area, that will focus on neighbourhood deprivation and finding new ways of resourcing and community involvement. The project is still in an early phase; plans and appropriate measures are being developed.</p>	Development and Regeneration Services	Vulnerable People

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 11 Continued</b></p> <p>The Council Family has visibly promoted and delivered events that promote and celebrate cultural diversity in Glasgow.</p> <p><i>General Duty: Fostering good relations</i></p>	<p>11.2</p> <p>Glasgow Life will deliver events and initiatives that celebrate and promote equality and diversity, for example the MELA (a celebratory event of South Asian culture).</p>	Race	<p>Number of events/initiative delivered.</p> <p>Number of attendances.</p>	Glasgow Life	Vibrant City
	<p>11.3</p> <p>The Council Family will continue to support the Integration Networks via Grant Funding and development support.</p>	Race	<p>Number of local cultural events held per year.</p> <p>Positive feedback from public communities.</p> <p>Increase in feeling of safety among BME communities.</p>	Democratic Services	Vulnerable People
	<p>11.3</p> <p>Glasgow Life will continue to deliver the <i>Glasgow: A Sectarian City?</i> programme in museums to educate young people about sectarianism. [Dependent on the continuation of the Class Connections transport scheme for schools and on the educational priorities of each school.]</p>	Religion or belief	<p>Number of attendances.</p>	Glasgow Life	Learning City
	<p>11.4</p> <p>The Council will review its approach to communicating and promoting awareness about equality and diversity.<sup>‡</sup></p>	All	<p>Review conducted and recommendations made.</p>	Chief Executive's Department	Vibrant City

<sup>‡</sup> This action will be coordinated with the work presented under action 5.2 under improvement aim 1.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<b>Outcome 12</b>  Glasgow City Council is recognised as an employer that supports its employees who have protected characteristics.  <i>General Duty: Eliminating discrimination, harassment and victimisation</i>	12.1 The Council will introduce dedicated telephone assistance helplines for employees: <ul style="list-style-type: none"> <li>• Who are carers</li> <li>• Who have a disability</li> <li>• Who are LGBT</li> <li>• Who are black or minority ethnic</li> <li>• Who are women in the workplace</li> </ul>	Disability Gender reassignment Race Sex Sexual orientation	Number of calls to telephone lines.  Staff survey results.	Corporate HR	Making Best Use of Our Resources
	12.2 The Council will develop employee peer support networks for employees with the following protected characteristics: <ul style="list-style-type: none"> <li>• Disability</li> <li>• LGBT</li> <li>• Race and religion or belief</li> </ul>	Disability Gender reassignment Race Religion or belief Sex Sexual orientation	Development of networks.  Number of attendances.  Staff Survey results.	Corporate HR	Making Best Use of Our Resources
	12.3 The Council will further develop its Diversity Champions model across all protected characteristics to showcase employee quality and diversity in the organisation.	All	Staff Survey results.  Further development of model.	Corporate HR	Making Best Use of Our Resources

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 12 Continued</b></p> <p>Glasgow City Council is recognised as an employer that supports its employees who have protected characteristics.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>12.4</p> <p>Achieve further equality and diversity accreditations and promote these schemes across the organisation:</p> <ul style="list-style-type: none"> <li>• Age Positive</li> <li>• Carer Positive Exemplary</li> <li>• Disability Confident</li> <li>• Commit to Working Forward</li> </ul>	Age Disability	Accreditation achieved and level awarded.	Corporate HR	Making Best Use of Our Resources
	<p>12.5</p> <p>Research employees' views after returning from maternity or adoption leave to ensure the Council is meeting its aim of supporting pregnant women, adopters and working parents.</p>	Pregnancy & maternity	Research completed and findings.	Corporate HR	Making Best Use of Our Resources
<p><b>Outcome 13</b></p> <p>Survivors or, and those at risk of, gender-based violence or other targeted abuse are well supported.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>13.1</p> <p>Conduct a strategic assessment of violence against women in the city, in order to inform the development of a strategic plan that is aligned with national priorities. The assessment will also inform the Glasgow Violence Against Women Partnership and ensure that emerging issues and trends, and the direct experience of women and girls, will inform future policy.</p>	Sex	<p>Production of the strategic assessment.</p> <p>Development of strategic plan and action plan.</p>	Community Safety Glasgow	Vulnerable People

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 13 Continued</b></p> <p>Survivors or, and those at risk of, gender-based violence or other targeted abuse are well supported.</p>	<p>13.2 The Glasgow Violence Against Women Partnership will continue to deliver school-based activity that will raise awareness of gender inequality and its impact on teenagers' relationships.</p>	<p>Sex</p>	<p>Percentage of children/young people who are able to identify domestic abuse and or warning signs.</p> <p>Percentage of children/young people who are able to identify where to go or who to approach for help.</p> <p>Percentage of young people who are more informed about healthy respectful relationships.</p>	<p>Community Safety Glasgow</p>	<p>Vulnerable People</p>
<p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>13.3 Continue the commitment by all Council Family services to Multi-Agency Risk Assessment Conferences (MARACs) as a crucial risk management process for high risk victims of domestic abuse.</p>	<p>Sex</p>	<p>Number of victims referred to MARAC.</p>	<p>Community Safety Glasgow</p>	<p>Vulnerable People</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 13 Continued</b></p> <p>Survivors or, and those at risk of, gender-based violence or other targeted abuse are well supported.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>13.4</p> <p>The Council Family will continue to facilitate and support appropriate services to those experiencing gender-based violence, for example a specialist domestic abuse advocacy and support service (ASSIST), a service for women over 18 years trafficked for Commercial Sexual Exploitation (TARA), and Routes out of Prostitution.</p>	<p>Sex</p>	<p>ASSIST— Percentage of clients rating the service as good or very good (target 75%); Percentage of clients where the safety planning mechanisms suggested made them feel safer all or some of the time (target 75%)</p> <p>Routes Out— Number of positive outcomes achieved for women.</p> <p>TARA— Number of referrals to TARA Service; Number of women accessing the support of TARA; and Facilitate regular and accessible service-user participation forums, up to 4 per year.</p>	<p>Community Safety Glasgow</p>	<p>Vulnerable People</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 14</b></p> <p>LGBT, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime.</p>	<p>14.1</p> <p>Review the existing practice across the Council Family. Develop and agree a consistent standard process for supporting customers who have been a victim of a hate crime or incident. The Council Family should promote awareness of the approach through posters and other publicity in front-facing offices and the Council's website. Consider the scope for further Council Family organisations and offices to join the third-party reporting network.</p>	<p>Disability Gender reassignment Race Religion or belief Sex Sexual orientation</p>	<p>All Council Family organisations are signed up to Glasgow's Hate Crime Pledge.</p>	<p>Community Safety Glasgow</p>	<p>Vulnerable People</p>
<p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>14.2</p> <p>Raise awareness of Hate Crime and improve reporting of hate crime. This work is coordinated by the Multi-Agency Strategic Hate Crime Working Group (Glasgow City Council, Glasgow Disability Alliance, Police Scotland, Victim Support Scotland, West of Scotland Regional Equality Council, Wheatley Group).</p>	<p>Disability Gender reassignment Race Religion or belief Sex Sexual orientation</p>	<p>Increase in number of third-party reporting centres.</p> <p>RAG depiction of recorded hate crime by protected characteristic; recorded incidences should reflect an increase all protected characteristics (data supplied by Police Scotland).</p> <p>Proportion of reported graffiti incidents that are offensive.</p>	<p>Community Safety Glasgow</p>	<p>Vulnerable People</p>

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 14 Continued</b></p> <p>LGBT, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>14.3 The Council supports the Time for Inclusive Education (Tie) campaign, which affirms that all young people have the right to study in a learning environment that is fully inclusive, tolerant and accepting of LGBT identities, and which is free of homophobic and transphobic bullying. The Council will work closely with the Tie campaign and other stakeholders to ensure that homophobic and transphobic bullying in all of Glasgow's schools is effectively tackled and that Glasgow's classrooms actively promote equality and inclusivity for young people of LGBT identities.<sup>§</sup></p>	<p>Gender reassignment Sexual Orientation</p>	<p>Monitoring and reporting on specific incidences of LGBT bullying in schools distinct to the overall regular monitoring of incidents of bullying.</p> <p>Education strategic equality group will analyse reported incidences of LGBT bullying on a term basis.</p> <p>Support and guidance provided to establishments where analysis determines patterns of negative behaviour.</p>	<p>Education Services</p>	<p>Vulnerable People</p>

<sup>§</sup> There are links between the work presented under Outcome 14 and that under Outcome 6 as preventing abuse such as hate crime is closely linked to early intervention through education.

Outcome	How Will We Do This?	Protected Characteristic	Measures	Lead Organisation	Council Strategic Plan Theme
<p><b>Outcome 14 Continued</b></p> <p>LGBT, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime.</p> <p><i>General Duty: Eliminating discrimination, harassment and victimisation</i></p>	<p>14.4 To support pupils who experience bullying related to their sexual orientation or gender reassignment, Education Services will continue to deliver and expand the cohort of schools undertaking the LGBT Schools Charter Mark with LGBT Youth Scotland.** The Service will also continue to host Have Your Say workshops to engage with young people. Education Services will continue to refer young people who have been affected by hate crime to the appropriate support agencies, including the LGBT Youth Scotland counselling services.</p>	<p>Gender reassignment Sexual orientation</p>	<p>An increase in the number of schools participating in the chartermark scheme.</p> <p>The percentage of young people and staff participating in Have Your Say workshops.</p> <p>Percentage of young people who feel able to report hate crime and who do so.</p> <p>The percentage of young people who take up counselling support.</p>	<p>Education Services</p>	<p>Vulnerable People</p>

\*\* See also action 6.1.