



Equality Outcomes

2013 – 2017

**Strategic Policy and Planning
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Glasgow City Council Equality Outcomes 2013 – 2017

Table of Contents

1	Introduction	2
2	Statement of Intent for Equality.....	2
3	Definition and Purpose.....	3
4	Evidence Review.....	3
5	Development Workshop.....	4
6	Consultation	4
7	Delivery and Measurement.....	5
8	Equality Outcomes 2013 – 2017	6

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1 Introduction

The Equality Act 2010 introduced a new 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 and sexual orientation; and, to a limited extent, marriage and civil partnership.

The Act also contained a new stipulation that public authorities must publish a set of Equality Outcomes by 30 April 2013. These outcomes are not meant to encompass all the work the Council does to reduce inequality in the city. Instead, they reflect what are considered to be the priorities and form the framework on which the Council will build its equality agenda going forward. The Council developed ten Equality Outcomes based on the findings of an evidence review and in consultation with equality groups.

2 Statement of Intent for Equality

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 barriers because of their race, gender, age, disability, sexual orientation or religion or belief.

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 will work to eradicate hostility, prejudice and violence that continue to be manifested against particular groups. The Council will do this by delivering its Equality Outcomes and by a commitment to the following two themes that underpin the Outcomes:

- Promoting behaviour change to reduce and eradicate prejudice, hate crime and gender-based violence; and
- Reducing prejudice of all kinds through a focus on prevention and raising awareness.

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 each viewed separately but the connections and their collective impact are considered. Socio-economic status also increases gaps in equality. For example, there is evidence that people with low income have poorer physical and mental health; people living in the most income deprived areas have a healthy life expectancy that is, on average, 10 years lower than those living in the most affluent communities.

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 is:

- Mainstreaming equality in all aspects of policy development and decision taking, thereby demonstrating leadership;
- Embedding equality impact assessments into policy, service planning and decision making.

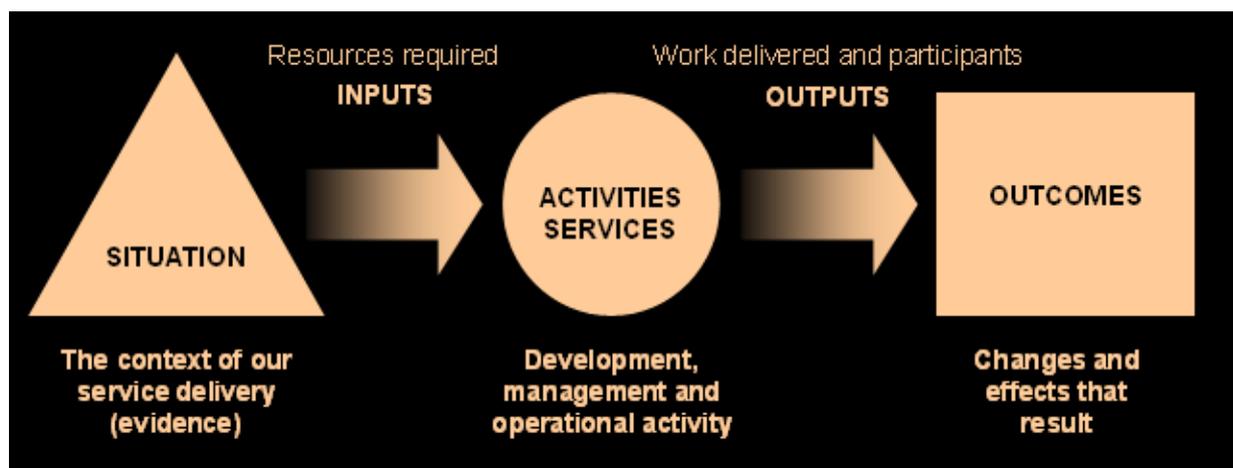
- Contributing to the development and use of a robust evidence base, which identifies the underlying causes of inequality and supports the activity by which these are addressed;
- Actively engaging with communities in order to understand their perspectives, concerns and priorities; and
- Using the framework 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 and in working with our Community Planning Partners.

3 Definition and Purpose

Outcomes are the changes or effects that result from an action the Council has taken (see diagram 1 below). 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.
- Is there a real opportunity that action by the Council will bring about positive change?
- Does delivery support the Council's role in society?

Diagram 1: Outcomes Logic Model



4 Evidence Review

The Council undertook a comprehensive evidence review that presented a baseline selection of the key facts and figures known about groups that meet one or more of the protected characteristics. This evidence review highlighted the following key issues:

- The need to mitigate the impact of welfare reforms for particular groups, for example disabled people. Work in the last few years to reduce inequalities caused by deprivation, such as life expectancy, has been stalled by the economic crisis.
- Gender-based violence and reporting remain a significant issue in Glasgow.
- As of 2010, approximately 12-15% of the population in Glasgow is minority ethnic; there has also been increased migration from Africa.
- It is estimated that the physical disability rate varies from 20% in the most deprived areas to 13% in the non-deprived areas. Disabled people are more likely to be living in poverty.

- The UK Government estimates that 5-7% of the population are gay, lesbian or bisexual. This group of people still experience targeted violence. Homophobia continues to affect their lives, particularly at school age.
- The issues that affect the Council as an equal opportunities employer are still pertinent, particularly with little recourse to positive action through recruitment.

This evidence review and the proposed approach to the development of the Equality Outcomes were circulated to representative groups in the city for comment.

5 Development Workshop

The Council, with the help of the Equality and Human Rights Commission and the Improvement Service, hosted a development workshop for over 50 front-line and policy employees. The workshop consisted of an introductory exercise to explain how an outcomes-based logic model works. Participants were then divided into groups for facilitated sessions to identify key concerns based on the information contained in the evidence review. The workshop allowed the Council to prioritise 15 areas of concern (see diagram 2 below).

Diagram 2: Areas of Concern



6 Consultation

Following the workshop, proposed outcomes were mapped to each of the areas of concern identified. A series of meetings were held with the following organisations to seek their views on the proposals. Feedback and suggestions from these groups were included in the refinement of the outcomes:

- West of Scotland LGBT Forum
- Glasgow Disability Alliance

- Black Voluntary Sector Network (including the Coalition for Racial Equality)
- Women’s Voluntary Sector Network
- West of Scotland Regional Equality Council
- Age Scotland
- Faith in the Community

The tools and approach used throughout the development process have been shared with other local authorities. The Council’s approach was included as a case study in the Improvement Service’s report on their work to improve local equality data and presented at an event held by the Scottish Government as part of the national project on the use of evidence to support the Public Sector Equality Duty.

7 Delivery and Measurement

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).

Each Equality Outcome is aligned to the relevant element of the Equality Act 2010’s General Duty, the specific protected characteristic it addresses (unless all are specified), and also to a theme in the Council’s Strategic Plan—ensuring that the Equality Outcomes are embedded in strategic planning, service delivery and performance reporting.

Council services and the arms-lengths organisations have identified actions that will deliver progress towards the Outcomes, as well as other areas of equality work. Actions are aligned to existing priorities and will be included in the Council’s annual performance reporting and service planning process.

Each outcome has been aligned to indicators by which future progress will be reported. The Outcomes have also been aligned with measures that show more long-term transitional social change for contextual reference. Progress will be reported every two years as part of the Council’s statutory duty to publish an equality mainstreaming report and align equality-related performance reporting with existing public performance reporting.

8 Equality Outcomes 2013 – 2017

Eliminating Discrimination, Harassment and Victimisation

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term ¹
<p>LGBT, disabled, religious, faith and minority ethnic communities have increased confidence to report hate crime and it is dealt with appropriately</p> <p>1. <i>Strategic Plan theme:</i> <i>A world-class city</i></p> <p><i>Protected Characteristic:</i> <i>LGBT</i> <i>Ethnicity</i> <i>Disability</i> <i>Religion or belief</i></p>	<p>Work with community planning partners to resolve hate crime. The Hate Crime Policy Officer will coordinate and support activity, including the maintenance of a multi-agency hate crime database.</p>	<p>The number of hate incidents recorded.</p>	<p>Proportion of the population who have been subject to hate crime</p>
	<p>Continue to deliver the Council's anti-racist curriculum and conduct research to improve the understanding of the prevalence of racist bullying in schools.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of schools delivering the anti-racism curriculum.</p> <p>Assessing available qualitative information on the impacts of programmes.</p>	
	<p>Continue to raise awareness about the issues facing LGBT young people by working with LGBT Youth Scotland to deliver workshops for secondary school pupils and continuous professional development opportunities for teachers.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of pupils participating in workshops and the number of teachers accessing continuous professional development opportunities.</p>	

¹ These measures reflect transitional social change and are the overarching long-term measures of progress. They are not to be considered directly attributable to the Council's specified outcome but are provided as context.

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term ¹
<p>Survivors of, and those at risk of, gender-based violence or other targeted abuse are well-supported.</p> <p>2. <i>Strategic Plan theme:</i> <i>A world-class city</i></p> <p><i>Protected Characteristic:</i> <i>Gender</i></p>	<p>Provide a specialist domestic abuse advocacy and support service (ASSIST) to all those involved in the Specialist Domestic Abuse Court as having experienced domestic abuse, whether adults or children.</p>	<p>The number of people receiving a service from the four Women's Aid Services.</p> <p>Identifying measures of unmet demand.</p>	<p>Proportion of the population who have been subject to sexual violence</p> <p>Proportion of the population who have been subject to domestic violence</p> <p>Number of recorded incidents of domestic abuse</p>
	<p>Review the domestic abuse awareness training delivered throughout the Council family, with specific priority being that provided to front-line employees who may have more contact with people who may be subjected to domestic abuse.</p>	<p>The impact of this review and any resulting actions will be reported.</p>	
	<p>Review the guidance produced by the Council family for managers on how they may support employees who may be subjected to domestic abuse.</p>	<p>The impact of this review and any resulting actions will be reported.</p>	
	<p>Raise awareness of the problem of sexual bullying and exploitation of women among secondary school pupils.</p>	<p>The numbers participating in the domestic abuse awareness initiative for pupils in S3 to S6.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term ¹
<p>Sectarian-based prejudice is reduced through continued efforts to change young people's attitudes.</p> <p>3. <i>Strategic Plan theme: A world-class city</i></p> <p><i>Protected Characteristic: Religion or belief</i></p>	<p>Deliver anti-sectarian education programmes in all Glasgow schools; supported through the development of appropriate curriculum, continuous professional development opportunities for teachers and workshops delivered by Sense Over Sectarianism.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of schools participating.</p> <p>Assessing available qualitative information on the impacts of programmes.</p>	<p>Proportion of the population who have been subject to hate crime</p>
	<p>Deliver education about the Holocaust in schools, with a supporting programme of annual city-wide events to commemorate the Holocaust.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of schools involved in the Holocaust education programme and the number of people participating in the city-wide events.</p> <p>Assessing available qualitative information on the impacts of programmes.</p>	
	<p>Review the guidance produced by the Council family on managing diversity with specific regards to religion and belief.</p>	<p>The impact of this review and any resulting actions will be reported.</p>	
	<p>Deliver museum and sport-based programmes, e.g. Bigot Busters, Positive Coaching Scotland initiative.</p>	<p>The number of people participating.</p>	

Advancing Equality of Opportunity

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>An increased proportion of people with protected characteristics enter supported employment, education or training, in particular:</p> <ul style="list-style-type: none"> • Disabled people • People with a mental health problem or difficulty • People who are from a minority ethnic community <p>4.</p> <p><i>Strategic Plan theme: Economic growth</i></p> <p><i>Protected Characteristic: Disability Ethnicity</i></p>	<p>Take steps to promote Article 19 of the European Public Sector Procurement Directive, which allows public sector bodies to reserve contracts for organisations that provide supported employment opportunities to disabled people.</p>	<p>RSBi will continue to offer employment facilities to 250 employees (50% disabled), including 104 Work Choice positions.</p>	<p>Employment rate</p> <p>Ratio of employment rate for disabled people to employment rate for non-disabled people</p>
	<p>Work with the NHS Greater Glasgow and Clyde, the Scottish Association for Mental Health and the Glasgow Association for Mental Health to deliver a number of priorities, one of which is to ensure that there are employment opportunities.</p>	<p>The number of referrals to Supported Employment Services by Social Work Services monitored by mental health.</p> <p>Other measures will be defined and agreed by the Glasgow City Mental Health Planning and Implementation Group.</p>	
	<p>Provide business development support to those with protected characteristics.</p>	<p>The level of support provided to those with protected characteristics, where recorded, compared to the total level of support provided.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
4. <i>Continued</i>	Continue the commitment to roll out personalisation of social care, empowering individuals to direct their own care and support to best meet their needs and aspirations.	The percentage of adult service users who are satisfied with opportunities for development (education, training and employment).	Employment rate Ratio of employment rate for disabled people to employment rate for non-disabled people
	Refer Social Work service users to Supported Employment Services.	The number of referrals by Social Work Services monitored by physical disability and learning disability.	
	Provide young asylum seekers with accommodation, access to education and health services.	The number of young asylum seekers provided with supported services by Social Work Services.	
	Support and encourage young people leaving care to access education, training or employment in order to improve their life choices. EDUCATION AUTHORITY	The percentage of young people leaving care who are in employment, education or training.	
	Through Helping Heroes, provide City Building posts for ex-veterans who have been medically discharged (including for mental health reasons such as post-traumatic stress disorder).	Intake figures will be reported.	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>An increased number of apprentices/work placement recipients with protected characteristics secure sustained employment outcomes.</p> <p>5. <i>Strategic Plan theme: Economic growth</i></p> <p><i>Protected Characteristic:</i> Age Disability Ethnicity Gender</p>	<p>Increase the number of apprenticeships delivered by the Council under the Glasgow Guarantee scheme. For example:</p> <ul style="list-style-type: none"> Land and Environment Services, City Building and Cordia will deliver an agreed number of apprenticeships through various targeted programmes. Financial Services provide work placements in partnership to support people with autism and from a minority ethnic background. The Future Work initiative provides work experience to secondary school pupils with Additional Support for Learning needs. <p>EDUCATION AUTHORITY</p>	<p>A 10% increase in apprenticeships offered every year from 2013.</p> <p>Wherever possible, intake figures will be monitored by protected characteristic by the proportion of apprentices who move into sustained employment.</p>	<p>Employment rate</p> <p>Percentage of leavers from publicly funded secondary schools in positive follow-up destinations</p>
	<p>Develop and implement an agreed council-wide strategy for work placements, to improve the progression rate into more secure employment.</p>	<p>A council-wide policy will be in place by the end of March 2015.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>The Council has promoted diversity in the local economy.</p> <p>6. <i>Strategic Plan theme: Economic growth</i></p> <p><i>Protected Characteristic: All</i></p>	<p>Use a community benefits approach to procurement, incorporating guarantees for employment and training for local people in major contracts commissioned by the Council.</p>	<p>The proportion of contracts that include a community benefit clause.</p>	<p>Employment rate</p> <p>Gender pay gap</p>
	<p>Ensure access to childcare so that parents are encouraged to enter or return to work.</p> <p>EDUCATION AUTHORITY</p>	<p>Provide 15 hours of free childcare for Glasgow children at the start of the term when they are 3 years old.</p> <p>The number participating in the Kiddivouchers scheme.</p>	
	<p>Develop governance arrangements for the Council's pay and grading structure to ensure that it is free from gender bias.</p>	<p>Governance arrangements are implemented.</p>	
	<p>Implement agreed redeployment process that will be used to reduce occupational segregation where possible.</p>	<p>A longitudinal and latitudinal comparison of gender split in occupations.</p>	
	<p>Future Glasgow Life capital projects will include consideration of an equalities consultation checklist.</p>	<p>An equalities consultation checklist will be developed and used for all future capital projects.</p>	
	<p>Promote opportunities in construction to females and minority ethnic groups through the Determined to Build programme in schools.</p> <p>EDUCATION AUTHORITY</p>	<p>Intake statistics will be reported.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>People who are most vulnerable have support and information to help them access the benefits to which they are entitled.</p> <p>7. <i>Strategic Plan theme:</i> <i>A city that looks after its vulnerable people</i></p> <p><i>Protected Characteristic:</i> <i>All</i></p>	<p>Develop a planned response with partners to the national welfare reforms. Reform services to meet the requirements to deliver new benefits and plan for how they will affect the city.</p>	<p>The Council has developed a governance-based model that includes project plans for each of the 11 supporting work streams. Delivery of key milestones is reported to the Corporate Welfare Reform Working Group.</p>	<p>Percentage of the population in Glasgow who are income deprived</p>
	<p>The Council's Financial Inclusion Strategy sets out how it will make sure the city's most vulnerable citizens can access advice and information to prevent them being financially excluded.</p>	<p>There are a number of measures in place to monitor the delivery of key objectives in the Strategy, including quarterly monitoring returns from contractors and performance review meetings. The first annual progress report will be produced in 2013.</p>	
	<p>Deliver a strategic approach to addressing poverty and deprivation in the city with our community planning partners.</p>	<p>An overcoming poverty strategy group will be co-chaired by the Leader of the Council. Terms of reference for this group will be agreed in 2013.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>8. Disabled people have increased physical activity.</p> <p><i>Strategic Plan theme: A world-class city</i></p> <p><i>Protected Characteristic: Disability</i></p>	<p>Continue the commitment to provide discounted access to sports facilities for people with a disability.</p>	<p>Improve monitoring of numbers of disabled people participating across Glasgow Life managed facilities by the introduction of a single-user data account.</p>	<p>Percentage of adults in Scotland meeting recommended levels of physical activity</p>
	<p>Increase the uptake of the bike-ability scheme by Additional Support for Learning (ASL) schools.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of ASL schools participating.</p>	
	<p>Continue the commitment to roll out personalisation of social care, empowering individuals to direct their own care and support to best meet their needs and aspirations.</p>	<p>The percentage of adult service users [with a disability] who are satisfied with the opportunities available to them to engage in community leisure and social activities of their choice.</p>	
	<p>Deliver specifically targeted programmes of sport for disabled people.</p>	<p>The number of people participating.</p>	
	<p>Continue to deliver specifically designed programmes of sport for Additional Support for Learning schools.</p> <p>EDUCATION AUTHORITY</p>	<p>The number of people participating.</p>	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>Disabled people are supported to live independently in the community.</p> <p>9. <i>Strategic Plan theme: A city that looks after its vulnerable people</i></p> <p><i>Protected Characteristic: Disability</i></p>	<p>Develop an Independent Living Strategy with the Glasgow Disability Alliance. Produce a statement of intent on behalf of the Glasgow family group to support this strategy.</p>	<p>A project plan for community planning partners will be in place by the end of March 2014.</p>	<p>Part of the development process of the Independent Living Strategy will include the development of long-term indicators of holistic progress.</p>
	<p>Deliver road safety outreach education for children with disabilities.</p> <p>EDUCATION AUTHORITY</p>	<p>75% involvement of primary schools by March 2014.</p>	
	<p>Cordia's home care services continue to offer a range of services, including home care, reablement, personalisation, community alarms/telecare, and EquipU.</p>	<p>There will be four-weekly analysis of new disabled service users for each service.</p>	
	<p>Continue the commitment to roll out personalisation of social care, empowering individuals to direct their own care and support to best meet their needs and aspirations.</p>	<p>The percentage of adult service users who feel physically and emotionally safe in their own home.</p>	

Fostering Good Relations

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
<p>Employees feel they are able to respond confidently and appropriately to all colleagues and citizens.</p> <p>10. <i>Strategic Plan alignment: Making the best use of our resources</i></p> <p><i>Protected Characteristic: All</i></p>	<p>Review the Council's equality and diversity training, specifically, consider including a new section on behaviour in the e-learning course. Explore the potential of developing a component of the Glasgow CARES training to improve staff confidence when serving customers with additional needs and requirements.</p>	<p>Employee confidence levels (GCC Staff Survey)</p>	<p>Satisfaction level of service users</p>
	<p>Increase the proportion of Council communication that adheres to the Scottish Government's guidelines for Inclusive Communication.</p>	<p>The roll out of Inclusive Communication guidelines by the Equality Working Group.</p>	
	<p>Increase the number of employees who, when asked to, feel comfortable providing equality monitoring information so that the Council has better information with which to target supportive action.</p>	<p>The percentage of employees who have provided this information.</p>	
	<p>Ensure employees are aware of the procedure to access translation services, which promote equal access to services by removing communication barriers.</p>	<p>Access to translation services will be monitored. Specifically:</p> <ul style="list-style-type: none"> • Annual monitoring of City Building's Happy to Translate accreditation • Monitoring of access of Cordia Linguistics 	

What We Aim to Achieve	How We Will Do This	How We Will Measure Progress...	
		Short-term	Long-term
10. <i>Continued</i>	To enable LGBT Council employees to feel more supported in the workplace, conduct qualitative research to determine expectations and the specific support required.	Actions and timescales will be determined following the initial research.	Satisfaction level of service users
	Improve internal consultation methods with groups representing those who identify as a protected characteristic.	Revised consultation methods will be introduced.	
	Deliver training all Social Work Services staff to raise awareness and knowledge of LGBT issues, mental health, autism, dementia, sensory impairment and brain injury.	The number of employees who have received training.	
	Reinforce Glasgow Services with Style customer service training for front of house employees. Increase awareness and improve the ability to respond appropriately among Glasgow Life frontline staff; specifically policies regarding transgendered people accessing changing facilities.	The proportion of employees who require training who have received the specified training/resources.	