

Glasgow visit 4.2.20 (Appendix B)

Background

The city of Glasgow has a population of around 620,000 people with approximately 12% BAME. The City Council has 85 elected Councillors representing 23 wards across the city. The Leader of the Council is Cllr Susan Aitken (SNP). The political make-up is as follows: SNP 39; Scottish Labour 31; Scottish Conservative 8; Scottish Greens 7. The Council's executive committee has 23 multi-party members, divided proportionately - 11 SNP, 8 Labour, 2 Conservative, 2 Green.

Councillor Campbell (Chair), Councillor Rathbone (Vice-Chair) and Katie Wood, Scrutiny Manager, met Councillor [Layden](#), City Convenor for Equality and Human Rights, as well as Afton Hill, Policy Officer, Cormac Quinn, Principal Policy Officer, Thom Hughes, Senior Corporate HR Manager, Gerry Quinn, Poverty Leadership Panel Manager and Sandra McDermott, Head of Financial Inclusion. (Convenor is a similar role to Cabinet member at Lewisham).

The Council has a strong focus on consideration of socio-economic deprivation. Their policies aim to take a flexible approach, to adjust for intersectionality and be “able to reflect the life experience of all people”. The Council is committed to writing Equalities Impact Assessments for all policies and changes to service and to publishing these on the Council’s website.

The Council has 4 important equalities aims that underpin its equalities work:

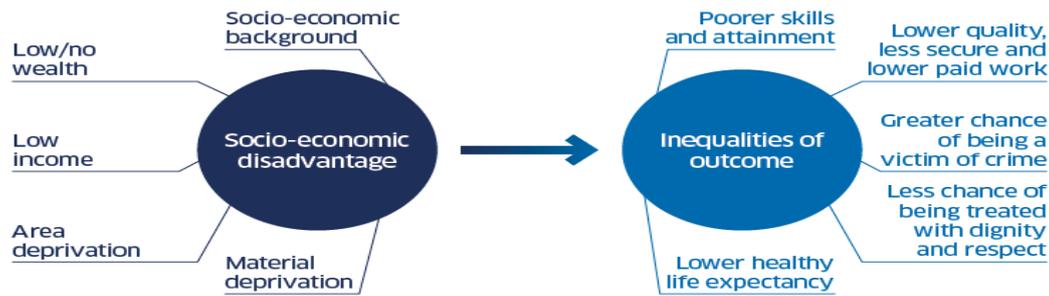
1. Improve economic outcomes for people with protected characteristics.
2. Increase people’s knowledge about equality and fairness
3. Increase access to the Council for those with protected characteristics
4. Promote and enforce respect and dignity in Glasgow.

Other areas include:

- Mainstreaming Equalities in all aspects of decision-making and showing leadership.
- Embedding Equality Impact Assessments (EIAs) into everything
- The importance of a robust evidence base
- Active engagement with communities to understand their perspective/concerns and priorities.

The Council has a Poverty Leadership Panel [People make Glasgow fairer](#)

Income inequality is distinct from social inequality hence “socio-economic inequality”



Poverty impact screening process:

The Council is working with the University of Glasgow and developing a tool to refine the poverty impact screening process and to align this with the EIA.

Other areas include collaborative workshops for employees and member consultation and a strong focus on improving the measurement of outcomes.

There is a very strong focus on outcomes and demonstrating impact rather than volume.

Notes from meetings:

Cllr Layden, City Convenor for Equality and Human Rights

A number of key issues were highlighted during the discussion:

- The implementation of [Community Empowerment Act in Scotland](#) had highlighted the importance of consultation and areas such as participatory budgeting. Equalities within this was a key consideration.
- Training for elected members was really important. Members were empowered to go through impact assessments.
- Equalities was built into everything. All Committees had an equalities remit rather than being for consideration by just one committee. This was listed in the terms of reference of every committee.
- Lewisham Councillors commented that it was useful that the Glasgow equalities objectives were collated into one document as opposed to Lewisham where it was suggested that they should be considered through the individual strategies. They liked that the 4 aims were broken down and included identifiable deliverable and quantifiable measures of success. They asked Glasgow how they got to that detailed stage.
- The response was that it was based on consultation. 9 months of engagement and a 3 month committee cycle. The [Mainstreaming report](#) covered some of the areas but the Equality outcomes were the main aims. Consultation had taken place with community groups and frontline facing staff (Glasgow has 24,000 staff). There were workshops for frontline facing staff on challenges they faced. National research was also used to pull together key issues that needed to be addressed. This all then went back out to elected members and community groups. Once they were happy with the aims – this then went back to the community groups to ask what actions should be taken through the Equalities working group to set measures of success.

- A review of what has been done will take place with feedback from the third sector. Some outcomes will likely be kept and some new ones will be started based on those dialogues.
- Priorities and measurement methods can be changed throughout the process in response to emerging issues/new data.
- Consultation takes place online on existing outcomes and emerging issues. Research is undertaken and third sector and members consulted. There are face to face workshops (half days) and 1 to 1 dialogue with key third sector contacts. The information is used to develop the draft.
- The Council had used Ipsos MORI for data gathering when there were gaps in the data held.
- Ipsos Mori had helped with getting information on some of the lesser heard groups. Using Ipsos Mori had given the intelligence to understand the data gaps since the 2011 census.
- Councillor Rathbone commented that Lewisham had outsourced some of our consultation to a number of groups ie. BME network and that we had stopped consulting the community and started consulting these groups which were “semi-institutionalised”.
- Glasgow tried to challenge themselves when they were repeatedly hearing the same voices. Consultees sometimes focused on personal issues rather than wider issues therefore missing out particular groups and voices was a problem. This was emphasised by a consultation on British Sign Language (BSL) that the Council was carrying out and where none of the disability groups who were usually consulted were related to that area. In addition to this, intersectional issues could be missed. The BSL consultation had been a big learning-curve. The community didn't necessarily see it as a disability but a cultural and language issue and therefore consultation methods had to be adapted.
- There was a Community Planning Partnership which included representatives from the community, planning, NHS, Police, university etc.
- The Council had an Equality Network, where anything related to equalities issues could be emailed out to all involved. This was run through an Equality organisation funded by the Council who delivered this service. All equalities consultation went through that list and it was a very valuable resource.
- Consultation and engagement was a theme of the Lewisham Council's Democracy Review.
- Consultation fatigue was a real issue so consultation needed to be balanced and be based on 2 way conversations. There needed to be honesty and results needed to be fed back.
- It was helpful for members to have an elected member with a specific equalities lead. This also helped to raise the equalities profile in the decision-making process.
- Council staff were a major part of the equalities mainstreaming report and aims.

Equality and Diversity Networks (staff) – Thom Hughes

In the discussion a number of points were considered:

- HR and employment were related to Equality and were part of how the Council considered equalities and embedded it within the Council's Mainstreaming and progress reports.
- In terms of staff networks, in the past there were smaller networks which tended to be based on discussing people's complaints and concerns. The approach did not appear to be useful for the majority of people and also could exclude certain groups within protected characteristic groups. The individual networks were abolished and the Council tried one big staff network which was not a successful approach. The Council then went to staff groups based on the protected characteristics.
- The women's network had focussed on issues such as equal pay and gender pay gaps. They used the Lean In model (Facebook) and peer to peer support for women. Other events included a Menopause café. The network also supported local charities for women.
- All networks were peer to peer support focussed. Groups included: Women's, BAME, disability, LGBT, and a carers support network.
- Formal structures including Terms of Reference and elected Chairs were removed. Individuals came forward if they were interested in leading. Officers were given support and time from their day job to run the network.
- Coordinators could often use the experience to progress in their career by the experience they got, so there was mutual benefit. There were 4 meetings a year.
- Each network has a principles document (rules and rough aims but not too formal).
- A yearly survey of network members was carried out asking for thoughts on what had been done well/what to do moving forward etc.
- The network groups were often used as a consultation/information source. For example the female workforce on their experience of maternity.
- There were 700 members of staff in staff networks. The Women and LGBT networks were particularly successful and included speaker-led events and conversation cafes.
- The Disability staff group had not been that well attended, therefore HR would be facilitating returning to a conversation cafe to get back to the individual issues being faced.
- The BAME network also looked at religion and culture because that's what the members had said were needed.
- Staff completing EIAs were encouraged to use staff networks for their experiences.
- Each network has a member sponsor.
- Many of networks had a strong focus on progressing in the organisation with the exception of the Carers' Network which was more focussed on support for individuals' challenges.
- There were links between Equalities and health and well-being. Each service had an employee action plan for their own network.
- Staff networks were open to everyone not just those with the protected characteristic themselves.
- Survey results showed membership had been beneficial for staff.

- The LGBT network had had an impact on museum collections. Through LGBT history in museum, the Kelvingrove museum had carried out tours of artefacts in the museum with an LGBT link.
- Glasgow City Council was a Carer Positive organisation.
- A young employees' network was being considered.
- The Council copied the successful models used in many of the big corporations such as RBS etc. and tried to replicate practice.
- There was zero budget initially for the staff groups but now the City Council had seen the benefit, they had been given a small budget. Training was now provided for staff members so they were given something back for the work they had put in. For example 5 places on the Glasgow Herald Diversity Conference had been provided. Looking after and motivating the coordinators was also a key factor.
- A lot of the events were about promoting opportunity for example International Women's Day.
- Intersectionality was always an important consideration and the network coordinators met formally with the support of HR.
- The Council had worked with partner organisations to create a BAME leadership programme. A member of staff can apply and select individuals to participate in a 6 month management programme. There was a strong mentoring element. The Council had had progress in BAME progression upwards in the Council but more needed to be done. Working with local partners and training programmes for people applying in the Council. Job adverts now included a line stating that the Council: "Particularly welcome applications from disabled and BAME applicants". This was justified because of the disproportionality between the workforce and the wider population.

Equality Impact Assessments

- It was important for elected members to understand what the staff do in terms of EIAs so all members have training. There is also an online training guide.
- The policy team put lots of effort into face to face discussions to reinforce the process.
- Socio-economic impacts affects all of the protected characteristics and Socio-economic is intrinsically related and looked at across characteristics.
- Human rights considerations were included. This included absolute rights and limited rights which were both important. Also, qualified rights - where the rights impinge on others or cause dangers and others need to be protected.
- All reports to committee should have and an EIA. (Template attached). Report authors can say if it's not applicable and state why.
- Officers start with the equalities screening process and professional judgement states how much is needed. It shouldn't become obfuscation from excessive and unnecessary information being include.
- HR equalities implications were considered under a separate process because of employment law. This was an HR EIA.
- Health impact assessments were usually only carried out if working with health authorities. If clinical dimension then carry out with health partners.

- It was really important to get the title and purpose correct for the EIA. Each one was logged by Corporate Services and support provided. This ensures a clear Council-wide reporting. It was the duty of individual officers to ensure all EIA were notified to corporate resources. Sometimes they went before committee before this has happened and as Members had had full training they were able to challenge individual officers as to whether this had happened. This provides an additional check mechanism.
- All EIAs were put on the Council's website and the public could view these.
- Glasgow's view was that EIAs were not finite and a 6-month review was built into them.
- It was an on-going challenge to ensure all staff fully understood the process.
- Gathering evidence was essential. In the guidance, key statistics were brought up about each of the areas in a matrix system (see slide 10). This was really useful for staff. The data was refreshed approximately every 2 years. It was not everything but a really good level of information on each of the areas. All Council staff had access. This was a comfort for people starting with EIAs to get an overall background level of info. The matrix design meant it was easier to share good data/work.
- There had been very few occasions where the EIA had stopped the policy. Although this had sometimes occurred with budget reductions.
- Impact assessments had to be shared and were the collective responsibility of all project partners. A process of on-going review was built in.
- Really clear forms and procedures were important and the screening form was a useful tool for officers. Services need to remain flexible - usually expect "yes" or "not at this stage" on the considerations and rarely would it be "no".
- Council PIDs include a reference to EQIAs and there was proactive work with procurement.