

**Equalities, Diversity  
and Inclusion Strategy  
2023-2028**

This strategy will champion Our Mission, help us achieve Our Vision and demonstrate Our Values

# Introduction

Glasgow Life has a vision, reach and commitment to bring culture and sport to everyone. We play a major role in the life of the city, providing a huge range of services for people living, working, studying in, or visiting Glasgow. We manage many of the city's public buildings, ranging from international sporting, cultural and heritage destination venues to facilities in the heart of local communities. We are responsible for marketing Glasgow to the rest of the world. The size, scale and complexity of our work

means that what we do and how we do it has a big effect on the people that use our services and the organisations we work with. It's important that we take our duties and responsibilities as such an influential organisation seriously and work actively to ensure we do not inadvertently drive inequality further in the city. That's why our approach to Equalities, Diversity and Inclusion (EDI) is fundamental to everything we do.

Our Equalities, Diversity and Inclusion Strategy sets out the priorities which guide our work over the next 5 years.

In common with many other large, complex organisations we have often thought about Equalities, Diversity and Inclusion in terms of meeting our legal requirements. This strategy sees a focus towards going beyond just our legal duties and becoming an organisation which takes a much more active stance to ensure inclusion and equity are embedded throughout all our venues, services, projects and programmes, as well as our internal workplace culture.

This strategy will champion Our Mission, help us achieve Our Vision and demonstrate Our Values.



# What do we mean by Equality, Diversity and Inclusion?

It is important for us to set out what we as an organisation mean by the terms Equality, Diversity and Inclusion (EDI).

For Glasgow Life **Equality** means, "We're ambitious in keeping our organisation and services open to everyone. We will understand and take steps to take away barriers that anyone may face here."

For Glasgow Life **Diversity** means, "We're committed to having this organisation serve and hire the diverse communities we live in and work for. The power of diversity is important to us and we will work to bring together those who are not heard enough or are left out".

For Glasgow Life **Inclusion** means "We want to make sure our services and those in our teams feel welcome, safe and celebrated in their identity. We'll work hard to make Glasgow Life a place of care, belonging and support for everyone."



Glasgow Life operates within the requirements of the Equality Act and Scottish Public Sector Equality Duties. This means we have various duties which include:

- Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct;
- Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not;
- Fostering good relations between people who share a protected characteristic and those who do not.

These duties must underpin everything we do as an organisation. However, we want to go further, so in tandem with meeting these duties this strategy sets out four key priorities that we will work to deliver over the next 5 years.

# Our EDI Strategic Priorities



Our strategy is made up of four key strategic priorities:



**1. Compliance, Systems & Structures**

**2. Organisational Culture & Belonging**

**3. Meaningfully Engaging with Communities**

**4. Workforce Development**

# 1. Compliance, Systems & Structures



We must improve our data collection so we can understand who our workforce are and who our services are reaching. Improving our data collection is essential to drive the changes we need to make and be able to evidence what we will achieve with this strategy.

For this strategy to be successful, we must ensure EDI is mainstreamed across our governance and compliance. We will build equity and inclusion into our systems and structures, making it easier for our staff to make decisions which reflect our EDI commitments.

We will work with Glasgow City Council to ensure the Council Family EDI Outcomes we are accountable for are representative of and relevant to our EDI work.

## 2. Organisational Culture & Belonging



To develop our workforce and ensure our organisation is relevant to and meets the needs of the communities we serve, we must embed inclusion and belonging as a golden thread throughout our decision-making, recruitment and service provision.

Our staff and volunteers must understand and feel supported to implement EDI interventions and have a good level of cultural awareness when working with or providing services to Glasgow's diverse range of communities.

### 3. Meaningfully Engaging with Communities

As a provider of public services and recipient of tax-payer funds, we have a duty to ensure our services are relevant to and meet the needs of everyone in Glasgow. We are committed to listening to voices who are excluded or not heard enough when designing our services and programmes.

We are aware that disabled people, neurodivergent people, trans people, women and girls, people of colour, people from minoritised

religious and faith groups and older people face barriers to accessing our services, venues, and programmes. We will work with people from these groups in an authentic, transparent way to mitigate these barriers and improve access to and engagement with our services, venues, and programmes.

We recognise that groups of people who share certain cultures, languages, customs or protected characteristics are not homogenous

communities. We will take a person-centred approach to our consultation and collaboration to be mindful of burdening individuals with the labour of being the sole representative of an entire faith/ethnic group/disability/characteristic whilst acknowledging the reality that this is an imperfect process. Reference to these groupings throughout the strategy & action plan should be taken with this nuance in mind.



## 4. Workforce Development



We will be an organisation with a workforce which aligns with the demographics of Scotland's largest and most diverse city. We will be an employer that values diversity of lived experience and all our spaces will be places of care, belonging and support for staff and volunteers.

To do this we will develop our communications, training and guidance for our workforce to improve understanding of the importance of EDI and support our staff and volunteers to understand how this is relevant to them in their role.

We will educate our workforce on Positive Action, working towards developing and implementing a pilot scheme to address our underrepresentation of disabled people and People of Colour in our workforce as a whole and across grade structures.

“Positive Action” refers to measures which can be taken to help people with certain protected characteristics overcome barriers to employment and/or progression and improve representation in a workplace.

Positive Action measures are covered by the Equality Act 2010, and it is a legitimate, fair and effective way to improve representation and make an organisation more equitable. Positive Action is not the same as positive discrimination, which is unlawful.

# Our Action Plan

**Our Action Plan outlines how we will deliver our Strategic Priorities over the next 5 years.**

The delivery of the Action Plan is driven by our Equalities, Diversity & Inclusion Steering Group, which is made up of influential, committed representatives from each of our service areas. The EDI Steering Group is overseen by our Strategic Lead for Equalities who is our Director of Finance and Corporate Services.

Our Board will hold us to account for delivering this strategy, and the EDI Steering Group will report bi-annually to the EDI Sub-Committee of the Board on progress against the action plan and strategic priorities.

Our Chief Executive and Senior Leadership Team will champion this strategy and

share and celebrate our progress against the action plan and strategic priorities with our workforce regularly.



# Glossary of Terms

**Affinity groups:** An organised group of colleagues who share a similar lived experience and/or social identity/characteristic.

**EDI:** Acronym for Equalities, Diversity and Inclusion.

**Equality Act:** UK anti-discrimination legislation which combined various different pieces of legislation into one cohesive law. The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society in regard to 9 protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

**LGBTI+:** Acronym for Lesbian, Gay, Bisexual, Trans and Intersex with the "+" representing all other minoritised sexual/romantic orientations and identities.

**Lived experience:** Personal knowledge and perspective gained about the world and events from direct experience, rather than from other people's descriptions of them.

**Mainstreaming EDI:** Cultural and systematic change to integrate inclusion, equity, diversity and belonging into day-to-day working across a whole organisation/workplace.

**Minoritised groups:** Groups of people who share a common characteristic who have been/are treated as different from and less important than the dominant population by society; marginalised groups.

**Neurodivergent:** Being neurodivergent means that an individual may think and learn in a different way to others. Neurodiversity has a wide spectrum that covers a range of hidden neurological conditions, such as but not limited to Autism Spectrum,

Dyslexia, Dyspraxia, ADHD, Tourette's and social anxiety.

**Trans:** Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth – including but not limited to transgender men/women, non-binary people, gender-queer people, gender-non-conforming people, gender fluid people.

**Workforce:** Glasgow Life staff, contractors, and volunteers.

Sources:

Stonewall list of LGBTQ+ terms, Oxford Dictionary, The Donaldson Trust, GOV.UK



Everyone deserves a great  
Glasgow life.

We need your support to  
make sure they do.

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