

Item 3

28th May 2026



Glasgow City Council

Wellbeing, Equalities, Communities, Culture and Empowerment City Policy Committee

Report by: Chief Executive Department

Date: 28th May 2026

Contact: Cormac Quinn

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Council Family Equality Outcomes for 2025 to 2029 Action Plan

Purpose of Report:

To consider and agree the Equality Outcomes Action Plan for 2025 to 2029. The Equality Outcomes are a statutory requirement of the Equality Act 2010. This report presents the proposed Action Plan which will support the delivery of Council Family's fourth set of Equality Outcomes and will help to facilitate future progress reporting.

Recommendations:

The Committee is asked to:

- 1) Consider and approve the attached Equality Outcomes Action Plan for 2025 to 2029, in fulfilment of the Council's statutory duties under the 2010 Equality Act.
- 2) Note that implementation of the Plan will support compliance with statutory requirements and will provide a framework for monitoring and progress reporting on Equality Outcomes over the 2025 to 2029 period.

Ward No(s):

Citywide:

Local member(s) advised: Yes No

consulted: Yes No

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 on 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 every four years and publish progress towards the outcomes every two years. In 2013, 2017 and 2021 and 2025 the Council developed Equality Outcomes based on the findings of an evidence review and in consultation with equality groups.
- 1.3 This report presents the proposed Action Plan which will support the delivery of Council Family's fourth set of Equality Outcomes and will help to facilitate progress reporting.

2. Definition and Development Process

- 2.1 An Equality Outcome should achieve one or more of the following: eliminate discrimination, advance equality of opportunity, or foster good relations. Proposed outcomes were considered against the following criteria:
 - 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.
- 2.2 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. The measures taken in the development process of our 2025 to 2029 Equality Outcomes include:
 - Consultation with stakeholders to identify key equality priorities and reflect on existing outcomes, including elected members, key stakeholders and equality organisations in the city.
 - Updating the Council Family's database of evidence to ensure our baseline of key facts and figures about protected characteristics remains current.
 - Consultation with employees from across the Council Family on Equality Outcomes

- Continued engagement with equality groups via a series of Forums with Communities of interest.
- Individual submissions by equality groups sought and received.

2.3 This report was previously presented to the Operational, Performance and Delivery Scrutiny Committee for review on the 11th of March 2026:
[OPDSC Public Minute](#)

3. Structure of the 2025 to 2029 Action Plan

- 3.1 The Equality Outcomes form a framework for equality-related work undertaken by the Council Family and are not meant to encompass everything the Council Family does to address social inequality.
- 3.2 The 2025 to 2029 Equality Outcomes were presented to the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee in May 2025, with members approving the consolidation of the previous 14 outcomes to 10. Each section of the Action Plan table focuses on Service specific activity which is aligned to delivery of individual outcomes:
[2025 to 2029 Equality Outcomes](#)
- 3.3 The tables present activity which will be monitored and reviewed by Services, Corporate Policy Equalities Team and by the Equality Officer Working Group to establish appropriate performance and progress reporting for future reporting. Each Equality Outcome is aligned to the relevant element of the Equality Act 2010's General Duty and the specific protected characteristic it addresses (unless all are specified).
- 3.4 Future progress reporting will also contain statutory Workforce data including detailed analysis of workforce demographics, recruitment and pay, covering all protected characteristics.

4. Delivery and Measurement

- 4.1 Progress towards the Equality Outcomes will be reported through the identified measures every two years as part of the duty to publish a progress report and align equality-related performance reporting with existing public performance reporting.
- 4.2 As the 2025-2029 Equality Outcome Plan progresses, the actions and measures used to deliver the outcomes will be continually reviewed, refined, and adapted. This ensures that the plan remains responsive to community feedback, new evidence, and any shift in Council strategic priorities over the four-years.

5. Equality Outcomes for 2025 to 2029

Glasgow Council Family Equality Outcomes 2025 to 2029	
1.	An increased proportion of women, black and minority ethnic people, younger people, disabled people and LGBTI+ are supported to enter employment or training.
2.	Regular and systematic design of service delivery across the Council Family to enable the inclusive, accessible and meaningful participation of disabled people, black and minority ethnic people and older people
3.	People with protected characteristics are able to access services that meet their needs, with support and accessible information provided when required
4.	Glasgow's work to end violence against women and girls results in: <ul style="list-style-type: none">• women and girls can access the right services based on identified need and are protected from further harm.• experiences of women and girls inform the planning and activity to eradicate gender-based violence and• prevention approaches support tackling the root causes of violence against women and girls
5.	LGBTI+, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime through our work with partners to. <ul style="list-style-type: none">• prevent hate crime before it happens.• encourage people to report hate crime when it happens.• improve service responses to victims.
6.	The importance of tackling social isolation and loneliness is recognised and prioritised through our work with partners.
GCC as an Employer	

7. Advance Equality, Diversity and Inclusion through Workforce Policy and Culture.

Aspiration/Strategic Ambitions to:

- Foster a positive workplace culture and work environment where all employees are respected, valued and feel included.
- Support employees to have improved mental and physical health and wellbeing.
- Take positive action to address the under-representation of BAME and Disabled people across the council workforce.
- Embrace the diverse skills, abilities and experience our employees bring and value their contribution.
- Reduce barriers faced by women to remain and progress in the workplace.
- Progress LGBTI+ inclusion in the workplace.
- Advance Equality, Diversity and Inclusion through Workforce Policy and Culture.

Education Authority (previously 12-14)

8. GCC (Education Services) provides inclusive practice across all education establishments through the delivery of an inclusive curriculum which promotes equality and diversity and allows all children and young people regardless of their backgrounds, abilities or identities to see themselves represented in what they learn.

9. GCC (Education Services) challenges discrimination of all forms in schools and provides an equitable learning environment where all children and young people are supported to attain and achieve through focussed equalities training and development in partnership with third sector organisations

10. Glasgow City Council (Education Services) has improved the engagement, participation and inclusion of all children and young people in order to support the attainment, achievement and wellbeing of all, including those experiencing socio-economic disadvantage, English Additional Language learners, those who identify as black and minority ethnic, LGBT and ASN

6. Policy and Resource Implications

Resource Implications:

Financial: No direct financial impacts as a result of the report.

Legal: No new legal issues.

Personnel: No direct personnel impact.

Procurement: No relevant procurement issues.

Council Strategic Plan: *The proposed Equality Outcomes Action Plan for 2025 to 2029 align to the Council Strategic Plan.*

Equality Impacts:

EQIA carried out: *The Equality Outcomes for 2025 to 2029 are part of the Council's statutory requirements under the Equality Act 2010.*

Outcome:

Sustainability Impacts:

Environmental: No relevant environmental issues as a result of this report

Social: See above.

Economic: See above.

7. Recommendations

The Committee is asked to:

- 1) Consider and approve the attached Equality Outcomes Action Plan for 2025 to 2029, in fulfilment of the Council's statutory duties under the 2010 Equality Act.
- 2) Note that implementation of the Plan will support compliance with statutory requirements and will provide a framework for monitoring and progress reporting in Equality Outcomes over the 2025 to 2029 period.

Equality Outcomes Action Plan 2025 to 2029

OUTCOME 1

An increased proportion of women, black and minority ethnic people, younger people, disabled people and LGBTI+ are supported to enter employment or training.

General Duty: Advancing equality of opportunity

Strategic Plan Grand Challenge 1: Reduce poverty and inequality in our communities

HOW WE WILL DELIVER THIS OUTCOME

Actions required to meet outcome

Required

Work to support employment and training opportunities

- Identify and work with partners to increase opportunities
- Continue to identify possible routes for achieving better outcomes
- Coordinate approaches which better measure and understand the actions needed to progress this outcome

Action	Service	Current Status	Planned Activity	Key Updates
Work to support employment and training opportunities	Economic Development	Employability provision is in place as determined and commissioned by the Local Employability Partnership and delivered through the Glasgow Futures programme. This is designed to support people who are furthest from the labour market or experiencing in work poverty. Over 30 projects or interventions are delivered by a partnership of over 40 different	Performance is on track to exceed registration, training and employment targets across all of these groups. Funding is confirmed to continue full delivery throughout 2026/27, with ongoing	Funding is confirmed to continue full delivery throughout 2026/27, with ongoing monitoring of performance and impact

Action	Service	Current Status	Planned Activity	Key Updates
		<p>organisations as detailed in the Project Directory. This provision is largely based on a key worker model, with services tailored to the needs of individuals and their unique barriers to employment. Specialist services are in place for parents, ethnic minority communities, young people, and disabled people. It also provides interventions for people to progress into and in work such as training for work, paid work placements, and in-work support.</p> <p>Year to date (to quarter 3) 2025/26, the programme has supported 1,557 young people (16-24), 660 single parents and 514 parents in a couple, 1,184 from a minority ethnic community, and 1,492 people with a disability.</p>	<p>monitoring of performance and impact.</p>	
<p>Sports Modern Apprenticeship Scheme:</p> <p>Runs in partnership with the Training Academy to assist young people in developing skills, in confidence building and supporting employability</p>	<p>Glasgow Life</p>	<p>Coach Core is a modern apprenticeship programme in sports coaching designed to help young people (typically 16–24) develop employability skills, gain qualifications, and start careers in sport and physical activity. It is delivered locally through</p>		

Action	Service	Current Status	Planned Activity	Key Updates
for young people who are not attending school. The scheme is inclusive of those of BAME backgrounds, and supportive of disabled young people.		organisations such as Glasgow Life, which hosts apprentices in its venues and provides practical coaching experience.		
Volunteering programmes across libraries, arts and music, museums, sports, and events	Glasgow Life	Glasgow's 2026 volunteering landscape — especially around the Commonwealth Games and Glasgow Life programmes — shows strong alignment with equalities priorities such as age inclusion, disability access, digital inclusion, skills development, community integration, and reducing financial barriers.		
Digital skills learning programmes, adult literacy, and numeracy classes and ESOL classes designed to increase employability.	Glasgow Life	<p>Adult Literacy & Numeracy (ALN)</p> <p>Glasgow Life delivers free literacy and numeracy classes aimed at adults aged 16+ across local community venues</p> <p>Glasgow Life offers community-based ESOL programmes for adults aged 16+ whose first language is not English. Includes</p>	Particularly beneficial for adults who face multiple barriers such as low confidence, long-term unemployment, or lack of qualifications.	

Action	Service	Current Status	Planned Activity	Key Updates
		<p>reading, writing, speaking and listening, offered from beginner to pre-intermediate level.</p> <p>Glasgow Life delivers significant digital literacy support as part of its <i>Community-Based Adult Learning</i> and wider <i>Community Learning & Development</i> strategy. These programmes are designed to reduce digital exclusion, increase employability, and improve confidence and wellbeing, particularly for people facing social or economic barriers.</p>		
Promote opportunities in construction to black and minority ethnic groups.	City Building	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 including construction taster events.	Recruitment undertaken via yattle app which is positioned as part of a more inclusive, accessible recruitment landscape in Glasgow. The app is designed to help young people including those from diverse backgrounds.	Apprentice applicants are currently undertaking skills tests and interviews. Outcomes will be available later in the summer.

Action	Service	Current Status	Planned Activity	Key Updates
			Attended recruitment event at Glasgow Central Mosque	
<p>RSBi is one of the UK's largest and most established supported businesses, operating as part of City Building (Glasgow). Its core mission and operations directly advance multiple equality objectives across employment, skills, inclusion, and accessible economic participation.</p>	<p>City Building</p>	<p>Based in Springburn in the north of the City RSBi is a leading example of a successful social enterprise- combining commercial success with socially responsible practise.</p>	<p>We have 25 senior pupils from ASL schools in Glasgow undertaking work experience one session per week of the school term on furniture manufacturing with support from Kelvin College.</p> <p>Increased work placements for young people with disabilities via HSCP.</p> <p>Engagement with Clyde Gateway for work experience for ESOL individuals to improve local employment opportunities with factories within Clyde Gateway area</p>	<p>We are currently recruiting new positions within RSBi due to new contract awards. Some of the individuals who have gone through our work experience programme will be eligible to apply for positions. Work placement individual has applied for apprenticeship through recruitment process.</p> <p>ESOL candidates have visited RSBi. Awaiting on confirmation from DWP allowing work experience to go ahead.</p>

OUTCOME 2

Regular and systematic design of service delivery across the Council Family to enable the inclusive, accessible and meaningful participation of disabled people, black and minority ethnic people and older people

General Duty: Fostering good relations and Advancing equality of opportunity *Strategic Plan Grand Challenge 4 Deliver Essential Services in a Sustainable, Innovative and Efficient way for our communities*

HOW WE WILL DELIVER THIS OUTCOME

Actions required to meet outcome	Required
Work with equalities communities to understand their experiences accessing service	<ul style="list-style-type: none"> - Identify current points of interface between council services and individuals. - Use internal forums and relevant meetings to keep updated on progress and feedback
Improve communication with equalities communities to advertise availability	<ul style="list-style-type: none"> - Provide information in appropriate formats. - Distribute information that highlight opportunities to access service. - Work with exiting areas of feedback (Glasgow Householder Survey, Comments, Compliments and Complaints System)

Action	Service	Current Status	Planned Activity	Key Updates
Road Safety – Vulnerable Road Users Aged 70 Years and Over	NRS	. Glasgow’s new Road Safety Plan to 2030 identifies older pedestrians as Vulnerable Road Users (VRU’s) under the new Safe Systems approach to road safety. The Safe Systems approach takes into consideration that older road users may be vulnerable and NRS and its partners need to ensure that	NRS Road Safety and partners will continue to engage directly with this road user group through inter-generational education (Time Traveller resource), publicity and Road Safety – Vulnerable Road Users Aged 70 Years and Over	Glasgow remains on track to achieve the Scottish Government’s road safety targets, but enhanced, targeted interventions are essential to support older drivers and people with disabilities or other vulnerabilities.

Action	Service	Current Status	Planned Activity	Key Updates
		sufficient measures are put in place to minimise the risk of a collision.		
Open Government Strategy	CED	The Open Government Action Plan (2021–2023) and broader Open Government commitments are specifically designed to increase inclusive participation, transparency, and access to information.	Open Government Commitments and themes to be developed within the action plan to be presented to the Open Government Partnership later in the year.	Open Government Action plan for Glasgow 2026 to 2028 development framework to be presented to WECCE review on 28 th May.
Locality and community Programmes	Glasgow Life	The Glasgow Community Learning & Development Plan (2024–27) places people “at the heart” of service planning and delivery, working collaboratively with individuals, families, and communities to address barriers and improve circumstances.	<p>CLD Plan outcomes support all protected characteristics by reducing barriers to participation, improving access to skills and opportunities, enhancing community voice, and promoting inclusion, with impact for disabled people, minority ethnic communities, young people, women, and those experiencing socio-economic disadvantage.</p> <p>The main priority areas of the plan include:</p> <ul style="list-style-type: none"> • Focus on Mental and Physical Wellbeing • Employability Skills and Financial Inclusion 	Work remains in Progress

Action	Service	Current Status	Planned Activity	Key Updates
			<ul style="list-style-type: none"> • Literacy, Numeracy and English as a Second or other Language (ESOL). • Youth Services and Youth Voice • Family Learning, Attainment and Achievement for Children & Parents/Carers. • Equalities representation through the voluntary and 3rd Sector. 	
Community Plan	Communities	Our Community Plan puts local communities at the heart of service design and places emphasis on the vital need to work with local communities to design and deliver services that reflect local need.	<p>GCC will continue to lead the development of the GCPP Impact Framework ensuring that collective progress can be captured across communities of place and interest. GCC will support work undertaken through the city's community planning structures to shape delivery plans alongside communities of place and interest.</p> <p>Equality Impact Assessment Training will be provided to facilitate this work.</p>	Glasgow's Community Plan was adopted by the GCPP in February 2024 with agreement to develop updated measurement arrangements as well as a more detailed delivery plan that outlines the partnership activity that will drive person centred, place based work that will deliver public service reform.

Action	Service	Current Status	Planned Activity	Key Updates
Community Councils	Communities	<p>Through our Community Councils we gather views from local communities to develop inclusive services, targeted to support those who need them.</p> <p>Community Councils encourage and support involvement across a diverse range of citizens to build inclusive working relationships and develop proactive community engagement.</p>	<p>Work is underway to explore appropriate mechanisms through which to incorporate additional training on intersectionality into the existing learning and development programme for Community Councils.</p>	<p>The Communities team provide comprehensive support to encourage membership growth of the Community Councils. This includes targeted assistance where appropriate.</p>
Delivery of Adult Disability Sports Programmes	Glasgow Life	<p>Glasgow Life delivers a wide range of adult disability sports opportunities, including:</p> <ul style="list-style-type: none"> • Adult disability sport sessions across Glasgow Club venues, led by trained disability-qualified coaches. • Disabled Adult Gym Sessions supported by specialist Disability Sport Coaches who design personalised fitness programmes for participants [<p>Glasgow 2026 will Feature the Largest Para Sport Programme in Commonwealth History.</p> <p>The expansion of Para sport at Glasgow 2026 (47 medal events — the most ever) is intended to elevate disability sport participation across the city.</p> <p>Glasgow Life directly enables this legacy by:</p>	<p>The delivery of adult disability sports programmes by Glasgow Life continues to make a positive contribution to agreed strategic outcomes around inclusion, participation and wellbeing.</p> <p>The programme has increased access to structured, high-quality physical activity opportunities</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<ul style="list-style-type: none"> • Disability Sport Days, a multi-activity programme in Tollcross, Gorbals, and Springburn featuring multisport, circuits, boccia and gym sessions, co-delivered with partners like Key Housing and HSCP • Partnership work with Disability Sport Glasgow, supporting clubs and providing a pathway to activities such as athletics, swimming, boccia, basketball, tennis, and lawn bowls. • Inclusive Wellbeing programmes including disability-specific activities and the Access Card Initiative, which removes cost and participation barriers for people with disabilities. 	<ul style="list-style-type: none"> • Producing more opportunities at community level • Providing pathways for adults with disabilities to progress • Working with Disability Sport Glasgow and partner organisations to grow inclusion in the city 	for adults with disabilities across the city.
Delivery of children's disability sports programme	Glasgow Life	Glasgow Life delivers a variety of activities for children and adults with disabilities" and works with Disability		Glasgow Life's children's disability sports programme continues to positively impact

Action	Service	Current Status	Planned Activity	Key Updates
		<p>Sport Glasgow to develop opportunities across the city.</p> <p>Dedicated Children’s Disability Sports Sessions (Ages 5–17)</p> <p>Glasgow Life runs specific children’s disability sports sessions. For example:</p> <p>Multisport Sessions (Ages 5–17)</p> <p>A fun, pan-disability programme where children with physical, learning, or sensory disabilities can try a range of sports (e.g., tennis, parachute games, fun games). Delivered in partnership with Disability Sport Glasgow, Scottish Disability Sport and local clubs, and suitable for ages 5–11 and 5–17 depending on the session.</p> <p>Accessible / ASN Family and Youth Support including:</p>		<p>inclusion, wellbeing and participation outcomes for children and young people aged 5–17 with disabilities. Through dedicated pan-disability multisport sessions and accessible ASN family and youth provision, the programme increases access to safe, inclusive physical activity while supporting confidence, social connection and enjoyment of sport from an early age. Partnership delivery with Disability Sport Glasgow, Scottish Disability Sport and local clubs strengthens community pathways and supports sustained participation. Overall, the programme reduces barriers to engagement, supports families, and contributes to long-term inclusive</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<ul style="list-style-type: none"> • Sport and physical activities for disabled children and adults as part of its Accessible Activities offer. • ASN family play sessions and ASN youth clubs, supporting children with additional support needs in physical, social, and play activity environments. 		participation outcomes across the city.
Glasgow Life Access panels supporting design and delivery of museum exhibitions programmes	Glasgow Life	<p>Glasgow Museums Display Guidelines – Built-in Accessibility Standards</p> <p>Glasgow Museums operate under a formal Display Standards Framework (“A Practical Guide for Exhibitions”), which explicitly embeds accessibility into all design and interpretation work.</p> <p>This document:</p>	In collaboration with RNIB at Kelvin Hall, Glasgow Life has delivered a co-produced exhibition where blind and partially sighted participants acted as community curators, selecting objects, sharing lived experiences, and shaping accessible interpretation through features such as audio content, braille and digital access.	Glasgow Life continues to involve access panels and equality groups in the co-design of museum exhibitions, with a growing shift toward community co-production and user-led curation shaping accessible content and interpretation.

Action	Service	Current Status	Planned Activity	Key Updates
		<ul style="list-style-type: none"> • Clarifies principles and methods for displaying museum collections. • Supports designers to provide physical, sensory, and intellectual access to exhibitions. • Ensures exhibition planners meet legal accessibility requirements, including the Disability Discrimination Act. • Requires accessibility to be addressed from the outset in all exhibition projects. <p>These guidelines apply across all Glasgow Museums, including Kelvingrove, Riverside Museum, Burrell Collection, GoMA and others.</p>		

OUTCOME 3

People with protected characteristics are able to access services that meet their needs, with support and accessible information provided when required

General Duty: Advancing equality of opportunity

Strategic Plan Grand Challenge 1: Reduce Poverty And Inequality In Our Communities

HOW WE WILL DELIVER THIS OUTCOME

Actions required to meet outcome	Required
Inclusive Communications	<ul style="list-style-type: none">- Implement any legislative requirements.- Research, develop and promote an approach which recognises best practice across the organisation
Web accessibility	<ul style="list-style-type: none">- When required, ensure information added or placed on the Glasgow City Council website is appropriate.- Work with services to promote accessible information being added to the Glasgow City Council website
BSL translations	<ul style="list-style-type: none">- When required, use BSL translations to improve communications with deaf service users and customers
Use of translated materials for service communications e.g. Roads and Lighting	<ul style="list-style-type: none">- Assist services to identified when translated materials are required.- Monitor customer feedback to gauge the effectiveness of the translations.

Action	Service	Current Status	Planned Activity	Key Updates
We will increase the number of play areas which include at least 1 disabled accessible play item through work to deliver Scottish Government Play Renewal funding.	NRS	Works at 5 such locations complete, and one on site.	Additional locations planned during 2026/27	In Progress
Staff will complete Accessible Communications GOLD Course	CED	Accessibility course is prioritised as Core Learning on regular Staff Updates.	Continue to promote completion through regular staff communications.	Course promotion continues through regular staff communications as part of Core Learning.
Accessibility Guides	Glasgow Life	<p>Glasgow Life provides a wide range of accessibility-focused resources, including:</p> <ul style="list-style-type: none"> • Autism-friendly museum sessions, sensory bags, quiet times, reduced lighting/sound, and storyboards. • Accessible activities for disabled children and adults, dementia-friendly concerts, Age Well 	Glasgow Life and other Council venues are also featured with additional external accessible guides including AccessAble and Glasgow's Accessibility Portal.	. This work remains in progress.

		<p>programmes, and specialised activity days.</p> <ul style="list-style-type: none"> • A Venue Finder that lists all Glasgow Life locations and includes details about access and facilities for each venue. 		
Monitor and review on-going Citizen satisfaction levels with Council Communications.	CED	<p>Household Survey.</p> <p>Percentage of respondents who agree or strongly agree that the Council is good at letting residents know about the Services it provides.</p> <p>Online Service Use: 19% said that they Council Website was an influence on their opinion of Glasgow City Council.</p> <p>Those most likely to be satisfied with council services Included:</p> <ul style="list-style-type: none"> - minority ethnic respondents (61%, compared with 41% of white respondents) - younger respondents, aged 16 - 24 (56%, compared with 42% of those aged 60 and over) 	Maintain and Improve Citizen satisfaction levels with Council Communications.	Maintaining and improving citizen satisfaction with council communications remains a key focus, supported by ongoing monitoring.
BSL Plan	CED	<p>Our most recent British Sign Language (BSL) Local Action Plan covering 2024 to 2029 sets out how the Council will promote and support BSL in line with the BSL (Scotland) Act 2015 and the BSL National Plan 2023–2029.</p> <p>There is also a dedicated BSL information page on the Glasgow City Council website: https://www.glasgow.gov.uk/article/1336/British-Sign-Language-BSL</p>	<p>The Council commits to actions that embed BSL awareness and accessibility across its full-service portfolio.</p> <p>These actions include:</p> <ul style="list-style-type: none"> • Improving access to information 	<p>Glasgow City Council continues to work with the British Deaf Association (BDA) to help highlight and act on issues brought to our attention by the community. This includes arranging</p>

			<p>and services for BSL users.</p> <ul style="list-style-type: none">• Ensuring communication policies support BSL users consistently across departments.	<p>and attending meetings, along with highlighting information which is of importance to the deaf citizens of Glasgow.</p> <p>We also work with individual service areas to ensure that, where and when possible, we include members of all communities, including deaf citizens, in our decision making.</p>
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OUTCOME 4

Glasgow's work to end violence against women and girls results in:

- women and girls can access the right services based on identified need and are protected from further harm;
- experiences of women and girls inform the planning and activity to eradicate gender-based violence; and
- prevention approaches support tackling the root causes of violence against women and girls

General Duty: Eliminating discrimination, harassment and victimisation

Strategic Plan Grand Challenge 4 Deliver Essential Services in a Sustainable, Innovative and Efficient way for our Communities

HOW WE WILL DELIVER THIS OUTCOME

Actions required to meet outcome	Required
Continue to support the Domestic Abuse Strategic Plan 2023-2026	<ul style="list-style-type: none"> • work with partners to ensure delivery of outcomes that relate to this outcome. • link with Glasgow Violence Against Women Partnership to monitor progress • continue to monitor statistical updates on domestic violence in order that we can remain aware of the current position
Connect with Scottish Government initiatives to address violence against women and girls.	<ul style="list-style-type: none"> • progress the Equally Safe Delivery Plan • link with any future Scottish Government work in this area via COSLA, SOLACE and other organisations working across local authorities
Work with partners to ensure we end violence against women and girls	<ul style="list-style-type: none"> • Link with the Glasgow Violence Against Women Partnership

Action	Service	Current Status	Planned Activity	Key Updates
The Planning service led work on Feminist Urbanism	NRS	Specific activities run for City Deal consultations with women (Custom House Quay) as pilot	Proposed Gender Strategy for GCC; Proposed toolkit for consultation with girls on play	Feminist Urbanism Working Group

Action	Service	Current Status	Planned Activity	Key Updates
<p>seeks for more women and girls to have The Planning service led work on Feminist Urbanism seeks for more women and girls to have their views sought and voices heard on place based activities and development including Parks and play spaces.</p>		<p>Upgrades to Parks lighting in response to feedback from local women (pilot)</p>	<p>spaces; further operational works to lighting and trees to increase women’s safety in public spaces; toolkit for design of public spaces to enhance women’s safety and experience of the city;</p>	<p>with cross party Member and cross service representation. Consultation with women on active travel proposals in City</p>
<p>Work with the Feminist Urbanism Working Group to support Glasgow to being a Feminist City, on measures to ensure that experiences of women and girls inform how NRS creates and manages places and spaces-</p>	<p>NRS</p>	<p>Pilot projects in relation to Safer Parks underway, and in relation to GCC officer training complete.</p>	<p>A number of pilot projects have been funded for delivery</p>	<p>Further pilot projects are being brought forward</p>
<p>The Glasgow Violence Against Women partnership (GVAWP) have committed to reviewing and revising a city-wide multi-agency violence against women strategic plan</p>	<p>NRS</p>	<p>The GVAWP’s multi-agency plan is explicitly aligned to the <i>Equally Safe</i> priorities, Scotland’s national strategy to prevent and eradicate violence against women and girls. This strategy is grounded in gender equality and human rights, so aligning the Glasgow plan ensures that equality groups—particularly women and girls—are central to policy and decision-making.</p>		<p>The most recent update on delivery of the Domestic Abuse Strategic Plan 2023–2026 was provided through a progress report to the Glasgow City Health and Social Care</p>

Action	Service	Current Status	Planned Activity	Key Updates
				Partnership Integration Joint Board in May 2026. This update confirms that implementation of the strategy remains on track, with robust governance, leadership, and partnership arrangements in place to support delivery across the city.
Strengthen communication and visibility, through consistent internal and external messaging, via campaigns, newsletters, social media, and staff briefings.	NRS	There is existing public facing information on GCC website.	To expand the communication available and to extend the reach	The most recent update on the Domestic Abuse Strategic Plan highlights good progress across existing priorities including improved communication

Action	Service	Current Status	Planned Activity	Key Updates
Support Public Sector partners to create a workforce that is competent, confident and proficient in identifying and responding to all forms of violence against women.	NRS	Training on Domestic Abuse has been identified and is being delivered.	Develop and facilitate resources and materials on all forms of VAW&G.	Continued emphasis has been placed on training and capacity-building across services, ensuring staff can identify domestic abuse early and respond consistently in a trauma-informed manner.
Establish a SLWG to develop a gendered lens toolkit and apply to service development and provision.	NRS	Agreement reached with Glasgow ADP to stand up a SLWG, membership drawn from VAW and ADP (Alcohol & Drug Partnership) services	To review resources developed by Dundee City VAWP, to revise and adapt to suit Glasgow.	Work with the Glasgow Alcohol and Drug Partnership (ADP) to establish a Strategic / Lived-experience Working Group (SLWG) bringing together Violence Against Women

Action	Service	Current Status	Planned Activity	Key Updates
				(VAW) and ADP is on-going.
To empower young people in our schools to assume leadership roles in challenging gender-based violence	EDU	Since its launch in Scotland in 2012, the MVP (Mentor in Violence Protection) Programme has trained a total of 322 secondary schools nationwide, representing 87% of all secondary schools, with approximately 210 schools implementing the programme each year. In Glasgow, 25 out of 30 secondary schools have engaged in MVP professional learning, equipping staff with the skills and knowledge to recognise and respond effectively to gender-based violence and related attitudes.	Glasgow Education Services is continuing this work and planning to introduce a primary pilot programme to ensure early intervention and promote positive attitudes among younger students.	<p>The success of the MVP Programme delivery is the peer-to-peer support which young people experience. The programme has empowered our senior pupils across the secondary sector and provided a safe space to explore issues young people may encounter within a culture of respect and equality within their school community.</p> <p>Following the graduation of theGirls4Equality Group, a legacy</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>of COP26, Education Services have initiated a new young women's group as a legacy of 850. This group will be tracked from S1 to S6 in a similar way to the Girls4Equality, meeting twice a year on International Women's Day and International Day of the Girl. In addition to these sessions, young women will be supported to lead change initiatives in their schools and promote gender equality. There will be a new name and logo; this was part of the initial</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>consultation in October, and this will be finalised in March. The girls will then develop an action plan based on the targets they have identified. Each session will include inputs from partners who can lead and inspire the young women to achieve their goals.</p>
<p>Digital Discourse Initiative The Digital Discourse Initiative is a collaborative programme developed by Time for Inclusive Education (TIE) and the Institute for Strategic Dialogue (ISD). ISD is an independent, internationally recognised “think and do tank” dedicated to safeguarding public safety, national security, human rights, and</p>	<p>EDU</p>	<p>As part of the programme’s expansion, development work is currently underway within a local Learning Community. Some of the primary schools are actively involved in co-designing and piloting new learning resources. This phase of work will also include the creation of accessible information materials for parents and carers.</p>	<p>To complete the pilot programme by April 2026. Further developments to be considered for 2026.</p>	<p>Time for Inclusive Education delivered a pilot of its Digital Discourse Initiative in three schools within the St Andrews Learning Community. The programme was informed by learner focus</p>

Action	Service	Current Status	Planned Activity	Key Updates
<p>democratic values in the digital age. This work includes monitoring extremism and disinformation and designing evidence-based interventions to counter these harms with a n initial focus on misogyny and work exploring these themes with young people. This partnership aims to provide bespoke educational tools that help schools address the growing disinformation on children and young people. TIE delivers a free online professional learning module for Scottish teachers and educators. The module equips school staff with the knowledge, understanding, and practical tools needed to support children and young people to navigate online environments critically, confidently, and safely</p>				<p>groups (P6–S6) in December 2025, which highlighted widespread exposure to harmful online content and low confidence in identifying disinformation.</p> <p>In February 2026, 39 workshops were delivered to primary and secondary pupils, with 398 learners. The sessions focused on building digital literacy, critical thinking, and resilience to online prejudice and disinformation. Early evaluation findings are now being reviewed, with initial</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>positive trends identified. An external observer from the Institute for Strategic Dialogue also attended selected sessions.</p> <p>Summary of Impact</p> <p>The pilot showed strong improvements in learners' understanding, confidence, and behaviour across both primary and secondary levels:</p> <p>Awareness of online harm: Most learners had already encountered prejudicial content (89–93%), confirming</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>the need for the programme.</p> <p>Understanding disinformation: Knowledge increased dramatically— from around 10–27% pre-workshop to about 90%+ post-workshop across all age groups.</p> <p>Confidence in checking facts: Those not previously confident showed major gains (around 94–95% reporting increased confidence).</p> <p>Behaviour change: There was a clear shift toward using reliable sources</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>(rising to 75% in primary and 88% in secondary), alongside a significant drop in reliance on social media for verification.</p> <p>Challenging prejudice: Nearly all learners (97–98%) reported confidence in applying strategies to identify and challenge online prejudice, with most noting increased confidence.</p> <p>Overall, the workshops significantly strengthened learners' digital literacy, critical thinking, and ability to safely</p>

Action	Service	Current Status	Planned Activity	Key Updates
				navigate online environments .

OUTCOME 5

LGBTI+, disabled, religious, faith and black and minority ethnic people have increased confidence to report hate crime through our work with partners to.

- prevent hate crime before it happens
- encourage people to report hate crime when it happens
- improve service responses to victims

General Duty: Eliminating discrimination, harassment and victimisation

Strategic Plan Grand Challenge 3: Fight the climate emergency in a just transition to a net zero Glasgow.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Continue to monitor incidence and types of reported hate crime	<ul style="list-style-type: none"> • continue to be aware of and consider information from agencies involved in hate crime reporting • Remain aware of the incidence and types of hate crime taking place in the city
Work to increase awareness of hate crime	<ul style="list-style-type: none"> • Continue, with partners, increase awareness of hate crime, prevent hate crime from happening, encourage reporting when it does happen and, ultimately, put a stop to it.

Action	Service	Current Status	Planned Activity	Key Updates
Glasgow's Hate Crime Strategy (2018–2028)	NRS	Delivered through the Glasgow Hate Crime Working Group (HCWG), a multi-agency	The strategy will continue to focus on three thematic pillars: 1. Preventing hate crime	The work to deliver Glasgow's Hate Crime Strategy is

Action	Service	Current Status	Planned Activity	Key Updates
		partnership embedded within the city's Community Planning structures.	2. Improving reporting of hate crime 3. Responding effectively to hate crime	ongoing. A focus of this work includes participation in the National Hate Crime Awareness week and developing the 2026 programme of events (mid-October) This year's event plan will focus on highlighting increased community confidence and collaboration.
City-Wide Public Awareness Campaigns	NRS	A city-wide poster campaign placed materials in: <ul style="list-style-type: none"> • Bus stops • Subway stations • Social housing concierge areas • Other public spaces 	Targeted campaigns designed to ensure people know : How to report hate crime <ul style="list-style-type: none"> • That they can report via police, third-party centres, or Councillors. 	Ongoing city-wide messaging emphasises Glasgow's zero-tolerance approach to hate crime.

Action	Service	Current Status	Planned Activity	Key Updates
			<ul style="list-style-type: none"> That hate crime is taken seriously. <p>This responds directly to rising hate crime reporting levels and aims to build confidence among victims and witnesses.</p>	<p>Campaigns focus on:</p> <p>Challenging prejudice</p> <p>Encouraging bystander intervention</p> <p>Reinforcing civic values of inclusion and respect</p> <p>Messaging is consistently used across council communications, community venues, and partner channels.</p>
Hate Crime Awareness Week	NRS	The HCWG coordinates city activities for Hate Crime Awareness Week, with campaigns, training and community engagement running annually.	10 October – 17 October 2026 These dates apply UK-wide, and Glasgow typically aligns its city-wide awareness activities with the national week.	Planning for the October 2026 Hate Crime Awareness Week is now in progress.

Action	Service	Current Status	Planned Activity	Key Updates
Citywide Anti-Racism Education Programmes	EDU	<p>We have developed a multi-layered, citywide approach to anti-racism in education, led by Education Services, schools, and partner organisations. The programmes include:</p> <p>Continuous Professional Lifelong Learning (CLPL) – Anti-Racism Focus</p> <p>Anti-Racism Conversations – Pupil Workshops: A recurring citywide programme across both primary and secondary schools.</p>	Programme of on-going events to be confirmed.	<p>School based Anti-Racism CLPL is available on request through EAL Leaders of Learning Team. This is based on the learning content from Education Scotland Building Racial Literacy professional learning course.</p> <p>GCC has maintained its commitment to PARTIE celebrations to allow opportunities for young people to showcase their Anti Racism approaches and learn from each other. In October</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>2025, the service organized the 4th annual PARTIE event highlighting the inspirational work Glasgow's young people in promoting anti racism in their own school communities. The schools showcase hosted 165 young people with 8 schools presenting their work in mini workshops.</p> <p>Anti racism conversation groups for both primary and secondary have become a central feature of the Anti racism offer for young people and grown in numbers since the initial pilot on 2023-24.</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>In this current year, 39 primary schools attended and 15 secondaries to explore topics such as recent guidance on recording and reporting racist incidents, discussing case examples, museum launch of Glassford painting film.</p> <p>In addition, Glasgow Psychological Services have begun a pilot of an Anti-Racist Schools network to give a discussion forum for schools affected by current community tensions arising from anti-</p>

Action	Service	Current Status	Planned Activity	Key Updates
				immigration/anti-ESOL protests. The aim of this network is to share good practice and increase knowledge and confidence in responding to community incidents while supporting staff, children, and families.

OUTCOME 6

The importance of tackling social isolation and loneliness is recognised and prioritised through our work with partners

General Duty: Fostering good relations

Strategic Plan Grand Challenge 2: Increase opportunity and prosperity for all our citizens

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Promote work which is inclusive and community focused	<ul style="list-style-type: none"> • Priority in the Glasgow Community Fund • Investment to strengthen social cohesion • Awareness raising for front line staff • Public Health Oversight Board • Promoting social inclusion and community cohesion through cultural and creative activities. • Promoting access to support and advice that enables people to develop and improve their financial capability. • Recognise and promote the role of better/improved transport links tackling poverty, improving health and reducing inequalities' and 'Places are created where we can all thrive, regardless of mobility or income, through liveable neighbourhoods and an inclusive City Centre
Continue to link in with external partners to reduce loneliness and social isolation	Recognise the benefits and opportunities connected to work like the following: A Connected Scotland Glasgow City Health and Social Care Partnership Glasgow Community Planning Partnership

Action	Service	Current Status	Planned Activity	Key Updates
Glasgow Helps	CED	Glasgow Helps is designed to connect individuals—particularly those facing		Continued expansion of

Action	Service	Current Status	Planned Activity	Key Updates
		<p>hardship, disadvantage, isolation or barriers—to the right support in areas such as income, housing, wellbeing, benefits, and community services.</p> <ul style="list-style-type: none"> • Provides a single, accessible point of contact for people struggling to navigate services. • Helps residents overcome barriers linked to disability, age, language, poverty, or lack of digital access. • Ensures individuals get the support they need earlier, reducing inequality and social disconnectedness. 		<p>the Glasgow Helps online directory, now listing over 1,200 support services across wellbeing, advice, employability, community activity and inclusion.</p> <p>Ongoing operation of the Glasgow City Council Glasgow Helps contact team, providing personalised support, referrals and follow-up for residents experiencing</p>

Action	Service	Current Status	Planned Activity	Key Updates
				complex or multiple needs.
Citywide Social Connection Programmes	Glasgow Life	<p>Glasgow Life delivers extensive, free or low-cost programmes that reduce loneliness and build community connection, including:</p> <p>Libraries as community connection hubs</p> <ul style="list-style-type: none"> Libraries serve as safe, welcoming spaces where people can be around others without judgement, with digital access for the digitally excluded. <p>Home Library Service</p> <ul style="list-style-type: none"> Volunteers bring books and materials to people who cannot leave their homes—often those most at risk of isolation. <p>Age Well sessions in museums</p>		This work remains in progress.

Action	Service	Current Status	Planned Activity	Key Updates
		<ul style="list-style-type: none"> • Social activities for older adults and care homes. <p>Health Walking Groups (50+ weekly)</p> <ul style="list-style-type: none"> • Free, easy community walks that support physical health and help people meet others regularly. <p>Early years sessions</p> <p>Songs, stories, and rhyme groups for families, building parental networks. Connecting parents and families</p> <p>Walking Football, Digital Skills, Community Events</p> <p>Programme of events aimed at boosting mental and physical wellbeing through social participation.</p>		

Equalities Action Plan Updates 2025 to 2029 – Corporate HR

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Foster a positive workplace culture and work environment where all employees are respected, valued and feel included.

General Duty: Fostering good relations & advancing equality of opportunity.

Strategic Plan Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Support Strategic Service HR Departments with the development of Service specific ED&I action plans and the delivery of local ED&I activities.	<ul style="list-style-type: none"> - Develop an Employment Equality Diversity & Inclusion Strategy & Action Plan for 2025 – 2027, outlining activity to increase diversity and inclusiveness of the organisation. - Hold regular meetings with all HR ED&I Service Leads to ensure action plan activities remain in line with Corporate Strategy and are being driven. - Develop an action plan template/guidance to assist with the delivery of local ED&I action plans linked to overall organisational action plans. - Corporate and Service level analysis of management information and progress against actions reported to CLT and SMTs.
Work with Employee Networks	<ul style="list-style-type: none"> - Support Employee Networks to put together an annual ED&I Celebration event/bulletin to showcase GCC as a Diverse & Inclusive Employer. - Develop our ED&I Peer Support Networks to deliver events in different formats to connect with as many employees as possible. - Celebrate diverse cultural festivals.

Actions	Required
Staff training and development/management capacity building.	<ul style="list-style-type: none"> - Continue to develop and deliver a package of ED&I Training to support employees and managers. - Assess the feasibility of introducing a mandatory ED&I training module as part of induction and periodic refreshers (e.g., every three years). - Develop and roll out mandatory training and awareness raising materials on preventing Sexual Harassment to ensure compliance with the Employment Rights Bill.
Source support provisions for employees.	<ul style="list-style-type: none"> - Review options the provision of employee access to independent ED&I support through our Employee Assistance Provider - Work towards an online, accessible reporting system where employees can report experiences of bullying, harassment, including sexual harassment, discrimination or hate crimes anonymously or with details.
Work to increase employee equality monitoring information disclosure rates.	<ul style="list-style-type: none"> - Take action to encourage employees to disclose demographic information by raising awareness of why this information is collected and how it's used.

Action	Service	Current Status	Planned Activity	Key Updates
Support Strategic Service HR Departments with the development of Service specific ED&I action plans and the delivery of local ED&I activities.	CHR	Corporate Action Plan was developed and presented to OPDSC in March 2026. Is developed and will be presented to CLT.	<ul style="list-style-type: none"> - Develop an Employment Equality Diversity & Inclusion Strategy & Action Plan for 2025 – 2027, outlining activity to increase diversity and inclusiveness of the organisation. - Hold regular meetings with all HR ED&I Service Leads to ensure action plan activities remain in line 	<p>. Meetings held with HR ED&I Leads on 15th May 2025, 21st August 2025 and 22nd April 2026.</p> <p>Service Action Plan Templates shared.</p> <p>Year End Management Information as at 31st March 2025 collated and analysed for NRS, CED, FS and Corporate. Presented to SMTs with recommended actions</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>with Corporate Strategy and are being driven.</p> <ul style="list-style-type: none"> - Develop an action plan template/guidance to assist with the delivery of local ED&I action plans linked to overall organisational action plans. - Corporate and Service level analysis of management information and progress against actions reported to CLT and SMTs. 	
Work with Employee Networks	CHR	<p>Employee Network Events held in 2025/26:</p> <ul style="list-style-type: none"> - BAME April - Faith and me at Work, in person event - Carers Employee Support Network online events June - Launch of GCC's Carer's 	<ul style="list-style-type: none"> - Support Employee Networks to put together an annual ED&I Celebration event/bulletin to showcase GCC as a Diverse & Inclusive Employer. - Develop our ED&I Peer Support Networks to deliver events in different formats to 	<p>Significant expansion in volume and range of network-led events across 2025/26 (in-person, hybrid, and online formats).</p> <ul style="list-style-type: none"> • Introduction of joint network consultation and awareness events. • Increased use of colleague case studies and lived experience content in internal communications. <p>-</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>Strategy, November - Carer's Rights delivered by Carer's Scotland</p> <ul style="list-style-type: none"> - Women's Network hybrid event October – Meet the Chief Exec - Disability Network online event – Jan, Our Collective Voice - Prism LGBTI Network hybrid events – December, Coffee Morning, April Coffee Morning - Joint Network hybrid events – September, Consultation on the Employment ED&I Action Plans, March – Hate Crime/Hate Related 	<p>connect with as many employees as possible.</p> <ul style="list-style-type: none"> - Celebrate diverse cultural festivals. 	

Action	Service	Current Status	Planned Activity	Key Updates
		<p>Incidents (hosted by BAME Network).</p> <p>Colleagues Case Studies:</p> <ul style="list-style-type: none"> - Eid -al Adha in June - How GCHSCP Made the Inclusion Calendar Come Alive in July <p>International Women's Day – Women and men from across the Council told us all what International Women's Day means to them in March.</p>		
Staff training and development/management capacity building.	CHR	An ED&I eLearning module will be developed on GOLD between May and December 2026 by a short-life working group, with feasibility of mandating the module to be considered some time after completion.	<ul style="list-style-type: none"> - Continue to develop and deliver a package of ED&I Training to support employees and managers. - Assess the feasibility of introducing a mandatory ED&I training module as part of induction and 	During 2025/26 delivered 11 ED&I courses across protected characteristics, delivered through 22 events. Programme for 2026/27 is being developed. Review underway regarding mandatory ED&I learning

Action	Service	Current Status	Planned Activity	Key Updates
			<p>periodic refreshers (e.g., every three years).</p> <ul style="list-style-type: none"> - Develop and roll out mandatory training and awareness raising materials on preventing Sexual Harassment to ensure compliance with the Employment Rights Bill. 	
Source support provisions for employees	CHR	<p>The Council's current package of support for employees includes live chat, a wellbeing APP. These services have resulted in an increase in contact with EAP and significant increases in clinical outcome scores for those contacting and accessing support for anxiety and depression.</p> <p>CHR colleagues are working with</p>	<ul style="list-style-type: none"> - Develop a package of independent ED&I support for employees through our Employee Assistance Provider - Work towards an online, accessible reporting system where employees can report experiences of bullying, harassment, including sexual harassment, discrimination or hate crimes anonymously or with details. 	<p>Enhanced visibility and uptake of EAP support, including live chat and wellbeing app.</p> <ul style="list-style-type: none"> • Cross-local-authority collaboration underway to scope an accessible, anonymised reporting system. • Continued recognition through Carer Positive Exemplar status. <p>-</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>colleagues from other Local Authorities on the feasibility of procuring or developing an online, accessible report and support system where employees can report incidents of bullying, harassment, including sexual harassment, discrimination, and victimisation either anonymously or with details.</p> <p>Events to support employees who have caring responsibilities took place in June and November.</p>		
Work to increase employee equality monitoring information disclosure rates	CHR	<p>2025/26-year end non-disclosure rates are:</p> <p>Disability 48.4% (-2.0% on 2024/25) Ethnicity 22.3% (- 0.5% on 2024/25)</p>	Take action to encourage employees to disclose demographic information by raising awareness of why this information is collected and how it is used.	Measured reduction in non-disclosure rates across all monitored characteristics.

Action	Service	Current Status	Planned Activity	Key Updates
		<p>Religion and Belief 47.8% (-3.3% on 2024/25) Sexual Orientation 48.1% (-3.4% on 2024/25)</p> <p>A data verification exercise using a Microsoft Form was concluded in April 2025 resulting in 1000 updates in 3 weeks. In March 2026, comms including a video on how to update equalities data on SAP was shared Council wide encouraging employees who have Portal access to update their data.</p>		

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Support employees to have improved mental and physical health and wellbeing.

General Duty: Advancing Equality of Opportunity

Strategic Plan Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Develop an Employee Health and Wellbeing Strategy and Action Plan for 2025 – 27.	<ul style="list-style-type: none"> - Ensure delivery of key priorities outlined in the Employee Health & Wellbeing Strategy (2025–2027). - Deliver an annual events & training programme to support employees and raise awareness. - Deliver an annual awareness & support comms programme. - Engage in the national Healthy Working Lives Framework
Delivering the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace	<ul style="list-style-type: none"> - Bullying & Harassment Policy and Training to raise employee awareness and build manager capability. - Continue to work with and develop Bullying and Harassment Support Network including Service Champions, Contacts and Investigators. - Develop a number of trained Bullying and Harassment Investigators. - Develop and roll out Sexual Harassment Policy and preventative training to raise employee awareness and build manager capability in preventing and managing sexual harassment. - Work with Health & Safety teams to develop training for managers on Stress at Work. - Continued See Me official partnership recognition. - Provide confidential advice, practical information and support through our employee assistance and occupational health services.
Strengthening our policy and approach to managing the risks and effects of alcohol and drugs in the workplace.	<ul style="list-style-type: none"> - Providing additional guidance, tools and training to support managers in the implementation of our policy - Continuing to monitor the national position in relation to workplace alcohol and drug testing, alongside other Scottish Local Authorities in collaboration with COSLA - Develop training and support materials for managers and employees.

Actions	Required
Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing.	<ul style="list-style-type: none"> - Deliver an annual events & training programme to support employees and raise awareness. - Deliver an annual awareness & support communications programme. - Engage in the national Healthy Working Lives Framework - Working with our expert partners to continuously improve our arrangements to meet the health and wellbeing needs of our diverse workforce.
Support staff attendance	<ul style="list-style-type: none"> - Use workforce data to design meaningful supports that make a difference.

Action	Service	Current Status	Planned Activity	Key Updates
Develop an Employee Health and Wellbeing Strategy and Action Plan for 2025 – 27.	CHR	While the next Employee Health and Wellbeing Strategy has not yet been finalised, delivery has continued against existing priorities. Wellbeing activity remains active and aligned to organisational needs and national frameworks, with ongoing delivery of training, events, communications and partnership-led interventions to support employee health and wellbeing.	<ul style="list-style-type: none"> - Continue delivery of existing health and wellbeing priorities. - Progress development of the next Employee Health & Wellbeing Strategy and Action Plan. - Continue delivery of a targeted annual health and wellbeing programme, including training, awareness events and support communications, informed by organisational and service needs. - Continue engagement with national workplace wellbeing frameworks and employer networks, including Healthy Working Lives, See Me in Work, and the Supporting Mentally 	<ul style="list-style-type: none"> - A training needs analysis was undertaken with Service Strategic HR Wellbeing and Attendance Leads to inform the development of a targeted wellbeing and attendance training programme for 2026/27 aligned to corporate priorities, service-level needs and local wellbeing and attendance action plans

Action	Service	Current Status	Planned Activity	Key Updates
			<p>Healthy Workplaces Employers Network.</p> <ul style="list-style-type: none"> - Continue engagement with Service Strategic HR Wellbeing and Attendance Leads to inform and align practice with service wellbeing and attendance action plans. 	
<p>Delivering the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace</p>	<p>CHR</p>	<p>Delivery during 2025/26 has focused on strengthening organisational capability, preventative training and accessible support arrangements - all of which contribute to a physically and psychologically safe workplace.</p>	<ul style="list-style-type: none"> - Review and strengthen reporting routes and management information to support early identification and response to concerns, including exploration of options for anonymous reporting where appropriate. - Strengthen risk assessment processes to ensure services are proactively identifying, assessing and mitigating risks related to bullying, harassment and sexual harassment. - Build manager capability through training and guidance to support prevention, early 	<p>Five ACAS-led Bullying and Harassment Investigator training courses were delivered, upskilling newly appointed investigators and providing refresher training for Service Strategic HR Champions, with over 50 colleagues trained.</p> <p>Sexual harassment awareness training opportunities have been regularly promoted through the monthly staff training and events programme, including access to the ESAW Sexual Harassment Awareness Modules for Managers via the GOLD e-learning platform. Organisational arrangements have been reviewed and updated to ensure alignment with legislative obligations, particularly in relation to the sexual harassment prevention duty and protections relating to third-party harassment.</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>intervention and the effective and timely handling of concerns.</p> <ul style="list-style-type: none"> - Continue to work with and further develop the Bullying and Harassment Support Network. - Continue to monitor and respond to emerging legislative and regulatory guidance, including changes arising from the Workers Protection Act and anticipated Employment Rights Act. - Align activity with ESAW guidance and resources ensuring consistency with national good practice and statutory expectations. - Complete and launch GOLD e-learning provision on Managing Stress at Work in partnership with Health & Safety. - Continue partnership working with See Me and SAMH to deliver awareness campaigns and training that reduce mental 	<p>A 'Managing Stress at Work' GOLD e-learning course is under development in partnership with Health & Safety Team. Collaboration has continued with See Me and SAMH to deliver council-wide awareness campaigns and training aimed at tackling mental health stigma and encouraging open conversations about mental health. This has included participation in the annual 'Time to Talk' campaign and training to support managers and employees to have effective mental health conversations and use of Wellness Action Plans</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>health stigma and promote open conversations.</p> <ul style="list-style-type: none"> - Continue to provide confidential advice, practical information and support through the Employee Assistance Programme and Occupational Health Service. 	
<p>Strengthen our policy and approach to managing the risks and effects of alcohol and drugs in the workplace.</p>	<p>CHR</p>	<p>Delivery during 2025/26 has focused on maintaining awareness, access to support and consistent application of policy. Activity has included participation in national health awareness campaigns such as Dry January and Alcohol Awareness Week, alongside regular promotion of internal and external support services and signposting to specialist advice.</p>	<ul style="list-style-type: none"> - Continue to promote awareness of alcohol and drug-related risks through national campaigns and local communications. - Maintain promotion of available support services and signposting to specialist advice and treatment pathways. - Continue partnership working with specialist providers to support service-level activity and targeted interventions where required. - Maintain links to relevant online training and 	<p>Support has continued for service-level activity through partnership working with specialist providers, including 'We Are with You', delivering onsite advice and support where required. Links to relevant online learning and e-learning resources have also continued to be shared to support manager capability and employee awareness.</p> <p>Engagement continues with Scottish Local Authority partners through COSLA to monitor the national position on workplace alcohol and drug testing and emerging best practice.</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>e-learning to support manager confidence in applying policy appropriately.</p> <ul style="list-style-type: none"> - Continue to monitor national guidance and Local Authority practice relating to workplace alcohol and drug testing in collaboration with COSLA. 	
<p>Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing.</p>	<p>CHR</p>	<p>An annual programme of wellbeing training and events has been delivered to support employees and raise awareness across a range of wellbeing topics. This has included 18 webinars and wellbeing classes focused on mental health, delivered in partnership with SAMH and Lifelink. This is alongside 21 health check Clinics, weekly yoga, and Pilates classes, 16 seated massage events, and</p>	<ul style="list-style-type: none"> - Continue delivery of an annual programme of wellbeing training and events to support employees and raise awareness across a range of wellbeing topics. - Continue delivery of an annual programme of wellbeing awareness and support communications, including promotion of mental health support and signposting to resources. - Maintain and regularly review health and wellbeing webpages and the Health and Wellbeing Handbook to ensure 	<p>An annual communications programme has also been delivered including the promotion of mental health support contacts through digital screensavers and posters featuring QR codes linking to directly to resources and support services.</p> <p>The health and wellbeing webpages and the Health and Wellbeing Handbook have been reviewed and refreshed - providing a single, accessible source of internal and external wellbeing information and support.</p> <p>In addition, a new Wellbeing App provided through the EAP has been launched and promoted, offering employees personalised, fingertip access to resources supporting mental, physical, and financial wellbeing. The App also includes a live</p>

Action	Service	Current Status	Planned Activity	Key Updates
		three step count challenges.	<p>information remains current, accessible and relevant.</p> <ul style="list-style-type: none"> - Continue to promote and embed use of the Employee Assistance Programme Wellbeing App, including live chat and counselling support, and encourage uptake across the workforce. - Use feedback and engagement data to refine wellbeing resources and communications to meet organisational and service needs. 	chat option, enabling employees to directly access counselling support.
Support staff attendance.	CHR	Regular engagement has continued with Service Strategic HR Wellbeing and Attendance leads through the Strategic Attendance Management Forum, providing a mechanism to share insights, review workforce data and align support with local service wellbeing and attendance action plans.	<ul style="list-style-type: none"> - Continue to use workforce data and attendance insights to identify trends, pressure points, and priority groups. - Target wellbeing, mental health, and occupational support interventions to areas of greatest need to support attendance and early intervention - Continue partnership working with specialist providers, including the 	<p>There continues to be a steady increase in EAP utilisation, with improved clinical outcome scores for employees receiving counselling support for anxiety and depression.</p> <p>In addition, 10 Virtual Appointment Days were delivered in partnership with Able Futures, providing timely access to specialist occupational mental health support to help employees remain in or return to work.</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>EAP and Able Futures, to support employees to remain in or return to work.</p> <ul style="list-style-type: none"> - Continue engagement with Service Strategic HR Wellbeing and Attendance leads through the Strategic Attendance Management Forum to inform support and align with service action plans. - Monitor impact of interventions on attendance outcomes and refine support arrangements accordingly. 	

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Take positive action to address the under-representation of BAME and disabled people across the council workforce.

General Duty: Fostering good relations

Strategic Plan Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Continue work to increase the numbers and profile of BAME employees at Glasgow City Council to be representative of the city.	<ul style="list-style-type: none"> - Activities within the Scottish Government's A Fairer Scotland for All: An Anti-Racist Employment Strategy and the Scottish Government's Race Equality Framework. - Investigate opportunities for implementing positive action initiatives, aimed at addressing underrepresentation, with a focus on leadership roles. - Explore tailored development activities and pathways to support the increase in representation at management and leadership levels. - Explore options for conducting independent recruitment audits to identify disparities in success rates for BAME candidates and inform targeted actions for improvement. - Identify initiatives to recognise and value professional experience and skills gained in individuals' countries of origin.
Continue to work with BAME Partner organisations.	<ul style="list-style-type: none"> - Attendance at recruitment fairs. - Deliver targeted activities that support the reduction of disparities within the recruitment process for BAME candidates.
Support the BAME Employee Network.	<ul style="list-style-type: none"> - Support the BAME Network to achieve their proposals for change. - Continue supporting the Network to deliver Network Events.
Taking an anti-Racist approach	<ul style="list-style-type: none"> - Develop an anti-Racism Strategy
Continue work to increase the numbers and profile of Disabled employees at Glasgow City Council to be representative of the city.	<ul style="list-style-type: none"> - Activities within the Scottish Government's A Fairer Scotland for Disabled People. - Investigate opportunities for implementing positive action initiatives, aimed at addressing underrepresentation, with a focus on leadership roles. - Explore tailored development activities and pathways to support the increase in representation at management and leadership levels. - Support recruiting managers to understand and fulfil their role in removing barriers for disabled applicants at every stage of the recruitment process, attraction, application, interview through to onboarding. - Explore options for conducting independent recruitment audits to identify disparities in success rates for disabled candidates and inform targeted actions for improvement.
Progress Disability Confident Status	<ul style="list-style-type: none"> - Carry out activity required to become a Disability Confident Leader.

Actions	Required
Continue to work with Disability Partner organisations.	<ul style="list-style-type: none"> - Explore the provision of internship opportunities with Project Search. - Continue to monitor and review recruitment practices to ensure they are accessible and inclusive, incorporating feedback from individuals with lived experience. - Deliver the actions noted in the SUSE's employer review carried out in 2025/26.
Support the Disabled Employee Network	<ul style="list-style-type: none"> - Support the Disabled Employee Network to deliver their initial Network Events. - Support the Disabled Network to develop and achieve their proposals for change.
Inclusion/Effective Working Passports.	<ul style="list-style-type: none"> - Develop and rollout the passports.

Action	Service	Current Status	Planned Activity	Key Updates
Continue work to increase the numbers and profile of BAME employees at Glasgow City Council to be representative of the city.	CHR	<p>2025/26-year end figures: BAME Employee Number 1512. (+219 on 2024/25) BAME Workforce % 5.5% (+0.7% on 2024/25)</p> <p>Ensuring awareness of, and alignment with, the work of the Anti-Racism in Social Work Implementation Group currently being established by Scottish Government colleagues within the National Social Work Agency.</p>	<ul style="list-style-type: none"> - Activities within the Scottish Government's A Fairer Scotland for All: An Anti-Racist Employment Strategy and the Scottish Government's Race Equality Framework. - Investigate opportunities for implementing positive action initiatives, aimed at addressing underrepresentation, with a focus on leadership roles. - Explore tailored development activities and pathways to support the increase in representation at management and leadership levels. - Explore options for conducting independent 	<p>Work towards tailored development activities and progression pathways, aligned with the BAME Network Workplan is in progress.</p> <p>Actions including carrying out more detailed analysis of recruitment data, related specifically to the disparities in BAME recruitment were recommended to NRS, CED and FS. This recommendation aligns with the BAME Network Workplan</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>Ensuring awareness of, and alignment with, the work of the Diversity in the Teaching and Education Workforce (DiTPEW - Local Authority Network).</p>	<p>recruitment audits to identify disparities in success rates for BAME candidates and inform targeted actions for improvement.</p> <ul style="list-style-type: none"> - Identify initiatives to recognise and value professional experience and skills gained in individuals' countries of origin. 	
<p>Continue to work with BAME Partner organisations.</p>	<p>CHR</p>	<p>CHR, Youth Employment & Economic Development colleagues attended lamBlack Conference in April 25, hosted by Black Professionals UK.</p> <p>HSCP & NRS attended a recruitment event at Glasgow Central Mosque in partnership with DWP and King's Trust in Feb 26.</p>	<ul style="list-style-type: none"> - Attendance at recruitment fairs. - Deliver targeted activities that support the reduction of disparities within the recruitment process for BAME candidates. 	<ul style="list-style-type: none"> - CHR met with representatives from Amina MWRC's Financial Advocacy Team to discuss the awareness-raising training they deliver and the provision of drop-in clinics that support minority ethnic women experiencing, or at risk of, economic abuse.

Action	Service	Current Status	Planned Activity	Key Updates
		EDU & CFM attended CEMVO's Equal Jobs Fair in March 26.		
Support the BAME Employee Network.	CHR	<p>Development of the network's Workplan, which aligns with the Council's Employment ED&I Action Plan. The workplan contains 7 priorities including Progression, Training and Development, Recruitment, Monitoring and Accountability, Success, Celebrating Festivals and Building Trust.</p> <p>Steering Group meets 6 weekly and CHR support with facilitating the meetings.</p>	<ul style="list-style-type: none"> - Support the BAME Network to achieve their proposals for change. - Continue supporting the Network to deliver Network Events. 	<p>CHR supported with the BAME April - Faith and me at Work, in person event and the Hate Crime/Hare Related Incidents Event.</p> <p>CHR supported the BAME Network to update their Intranet/Extranet pages to be updated.</p> <p>-</p>
Taking an anti-Racist approach	CHR	Working on the delivery of anti-Racism training and resources	<ul style="list-style-type: none"> - Develop an anti-Racism Strategy 	<ul style="list-style-type: none"> - Remains in Progress.

Action	Service	Current Status	Planned Activity	Key Updates
		targeted at Leadership and Management.		
Continue work to increase the numbers and profile of Disabled employees at Glasgow City Council to be representative of the city.	CHR	<p>Figures as year-end 2025/26: Disabled Employee Number 1051 (+144 on 2024/25). Disabled Employee Workforce 3.8% (+0.4% on 2024/25).</p>	<ul style="list-style-type: none"> - Activities within the Scottish Government's A Fairer Scotland for Disabled People. - Investigate opportunities for implementing positive action initiatives, aimed at addressing underrepresentation, with a focus on leadership roles. - Explore tailored development activities and pathways to support the increase in representation at management and leadership levels. - Support recruiting managers to understand and fulfil their role in removing barriers for disabled applicants at every stage of the recruitment process, attraction, application, interview through to onboarding. - Explore options for conducting independent recruitment audits to identify disparities in success rates 	<p>4 Reasonable Adjustment – Supporting Recruitment and Existing Staff Webinars held, aimed at line managers. Further sessions are planned.</p> <p>-</p>

Action	Service	Current Status	Planned Activity	Key Updates
			for disabled candidates and inform targeted actions for improvement	
Progress Disability Confident Status.	CHR	This work commenced in 2025 and will be completed with the support of the Disability Network.	<ul style="list-style-type: none"> - Carry out activity required to become a Disability Confident Leader. 	Work remains in progress.
Continue to work with Disability Partner organisations.	CHR	Actions and feedback arising from SUSE's Digital Recruitment Review conducted in May 2025 were implemented where feasible. Feedback relating to the	<ul style="list-style-type: none"> - Explore the provision of internship opportunities with Project Search. - Continue to monitor and review recruitment practices to ensure they are accessible and inclusive, incorporating feedback from individuals with lived experience. - Deliver the actions noted in the SUSE's employer review carried out in 2025/26. 	Feedback relating to the My Job Scotland (MJS) platform was shared with provider and, and feedback on the GCC website was acted upon.
Support the Disabled Employee Network.	CHR	Steering Group has been established. Monthly meetings of the Steering Group take place.	<ul style="list-style-type: none"> - Support the Disabled Employee Network to deliver their initial Network Events. - Support the Disabled Network to develop and achieve their proposals for change. 	The first Disability Network event, <i>Our Collective Voice</i> , took place in January to re-establish the Network and introduce the Steering Group. Additional events are planned later in the year.

Action	Service	Current Status	Planned Activity	Key Updates
Inclusion/Effective Working Passports	CHR	Draft Passport and Guidance Documents have been shared with the Disability Network, with feedback currently being incorporated ahead of final sign-off and rollout.	<ul style="list-style-type: none"> - Develop and rollout the passports. 	This work remains in progress.

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Embrace the diverse skills, abilities and experience our employees bring and value their contribution.

General Duty: Fostering good relations *Strategic Plan Grand Challenge 2:*

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Implement initiatives to engage and retain younger employees.	<ul style="list-style-type: none"> - Establish an early careers network - Support the Early Careers Network to deliver their initial Network Events. - Support the Early Careers Network to develop and achieve their proposals for change.
Work with stakeholders to embed lived experience into HR policy development.	<ul style="list-style-type: none"> - Develop a revised process for the completion of Employment Equality Impact Assessments on HR Policy development areas which includes collaboration with employee networks.

Actions	Required
Raise awareness and understanding of Neurodivergence.	<ul style="list-style-type: none"> - Provide training and awareness resources via GOLD and through sessions in our annual training programme. - Support managers to build the knowledge and confidence needed to take a person-centred and inclusive approach.

Action	Service	Current Status	Planned Activity	Key Updates
Implement initiatives to engage and retain younger employees.	CHR	CHR has initiated discussions with Youth Employment colleagues regarding the planned establishment of a Young Employees Network, aligned with organisational responsibilities under the UNCRC.	<ul style="list-style-type: none"> - Establish an early career network - Support the Early Careers Network to deliver their initial Network Events. - Support the Early Careers Network to develop and achieve their proposals for change. 	This work remains in progress.
Work with stakeholders to embed lived experience into HR policy development.	CHR	In progress	<ul style="list-style-type: none"> - Develop a revised process for the completion of Employment Equality Impact Assessments on HR Policy development areas which includes collaboration with employee networks. 	This work remains in progress
Raise awareness and understanding of Neurodivergence.	CHR	3 GOLD Courses available: <ul style="list-style-type: none"> - Towards a Neuroaffirming Glasgow – 	<ul style="list-style-type: none"> - Provide training and awareness resources via GOLD and through sessions in our annual training programme. 	Signs4Life delivered 6 sessions during 25/26 as part of our annual training programme. <ul style="list-style-type: none"> - Autism Workshop - Dyslexia Workshop

Action	Service	Current Status	Planned Activity	Key Updates
		<ul style="list-style-type: none"> Introduction to Autism - Towards a Neuroaffirming Glasgow – Introduction to ADHD - Understanding Autism – Supporting Sensory Needs 	<ul style="list-style-type: none"> - Support managers to build the knowledge and confidence needed to take a person-centred and inclusive approach. - Gauge interest in establishing a Neurodiversity Employee Network in collaboration with colleagues. 	<ul style="list-style-type: none"> - ADHD Workshop

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Reduce barriers faced by women to remain and progress in the workplace

General Duty: Fostering good relations

Strategic Plan Grand Challenge 2:

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Progress the Equal Pay programme	<ul style="list-style-type: none"> - Continue with the job evaluation exercise in line with agreed revised plans and timelines.

Actions	Required
	<ul style="list-style-type: none"> - Update the Equal Pay Policy Statement to include a comprehensive action plan at the appropriate stage of the Equal Pay programme. - Integrate Equality Impact Assessments into the pay modelling process to measure the impact on pay gaps.
Consider further development of our equal pay reporting.	<ul style="list-style-type: none"> - Enhance existing pay gap analysis by incorporating intersectional data to identify and address overlapping inequalities. - Plan evidence-based activity once the data has been analysed.
Continue work to increase the profile of female employees at Glasgow City Council.	<ul style="list-style-type: none"> - Investigate opportunities for implementing positive action initiatives, aimed at addressing the underrepresentation of women in leadership roles. - Employees working flexibly, including part-time, job-share, compressed hours, or remote arrangements are equally valued, supported, and recognised in comparison to full-time colleagues in accessing training and progression opportunities.
Participate in the Equally Safe at Work accreditation programme.	<ul style="list-style-type: none"> - Carry out activities required to achieve and maintain Bronze accreditation.
Review and evaluate the effectiveness of our flexible working arrangements to ensure they are meeting the diverse needs of our workforce.	<ul style="list-style-type: none"> - Survey employees returning from maternity, adoption or shared parental leave. - Analyse data on requests and outcomes at both Corporate and Service level.
Support the Women's Network.	<ul style="list-style-type: none"> - Continue to support the Women's Network to deliver Network Events, encouraging participation from front line employees. - Support the Women's Network to achieve their proposals for change.
Take steps to prevent sexual harassment in the workplace.	<ul style="list-style-type: none"> - Develop and roll out Sexual Harassment Policy and preventative training to raise employee awareness and build manager capacity to ensure compliance with the Employment Rights Bill.

Action	Service	Current Status	Planned Activity	Key Updates
Progress the Equal Pay programme	CHR	Draft outlines of the Equal Pay Statement and Audit have been developed to meet Equally Safe Accreditation requirements, with full completion planned after the new Pay and Grading Structure is in place.	<ul style="list-style-type: none"> - Continue with the job evaluation exercise in line with agreed revised plans and timelines. - Update the Equal Pay Policy Statement to include a comprehensive action plan at the appropriate stage of the Equal Pay programme - Integrate Equality Impact Assessments into the pay modelling process to measure the impact on pay gaps. 	On-going
Consider further development of our equal pay reporting.	CHR	In progress	<ul style="list-style-type: none"> - Enhance existing pay gap analysis by incorporating intersectional data to identify and address overlapping inequalities. - Plan evidence-based activity once the data has been analysed. 	Work remains in progress

Action	Service	Current Status	Planned Activity	Key Updates
Continue work to increase the profile of female employees at Glasgow City Council.	CHR	Management information and equalities data on training and development are routinely analysed by sex and contract type, with progression analysis to be incorporated using the same approach.	<ul style="list-style-type: none"> - Investigate opportunities for implementing positive action initiatives, aimed at addressing the underrepresentation of women in leadership roles. - Employees working flexibly, including part-time, job-share, compressed hours, or remote arrangements are equally valued, supported, and recognised in comparison to full-time colleagues in accessing training and progression opportunities. 	2 half day Women's Confidence Events were hosted as part of our annual training calendar. -
Participate in the Equally Safe at Work accreditation programme.	CHR	All required evidence was submitted to Close the Gap on 31.03.26. Awaiting their assessment and feedback.	<ul style="list-style-type: none"> - Carry out activities required to achieve and maintain Bronze accreditation. 	Awaiting assessment result.

Action	Service	Current Status	Planned Activity	Key Updates
Review and evaluate the effectiveness of our flexible working arrangements to ensure they are meeting the diverse needs of our workforce.	CHR	In progress	<ul style="list-style-type: none"> - Survey employees returning from maternity, adoption or shared parental leave. - Analyse data on requests and outcomes at both Corporate and Service level. 	Remains in Progress
Support the Women's Network.	CHR	<p>Steering Group meets 6 weekly.</p> <p>4 Workstreams have been established including:</p> <ul style="list-style-type: none"> • Women's Health • Career Development and Progression • Work Life Balance • Supporting Young Women. <p>Meet the Chief Exec Event in October.</p> <p>International Women's Day Story in March Staff News.</p>	<ul style="list-style-type: none"> - Continue to support the Women's Network to deliver Network Events, encouraging participation from front line employees. - Support the Women's Network to achieve their proposals for change. 	<p>Meet the Chief Exec Event in October.</p> <p>International Women's Day Story in March Staff News.</p>
Take steps to prevent sexual	CHR	Sexual Harassment Section within the Bullying & Harassment Policy and Guides were updated in line with	<ul style="list-style-type: none"> - Develop and roll out Sexual Harassment Policy and 	Remains in Progress.

Action	Service	Current Status	Planned Activity	Key Updates
harassment in the workplace.		legislative changes and ESAW requirements.	preventative training to raise employee awareness and build manager capacity to ensure compliance with the Employment Rights Bill.	

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Progress LGBTI+ inclusion in the workplace.

General Duty: Fostering good relations *Strategic Plan Grand Challenge 2:*

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Take part in Stonewall Scotland's Proud Employers' Accreditation to progress LGBTI+ Inclusion in the workplace.	<ul style="list-style-type: none"> - Implement the activities from the resulting action plan

Work with the Prism Network	<ul style="list-style-type: none"> - Support the Prism Network to deliver Network Events. - Support the Prism Network to develop and achieve their proposals for change.
Celebrate Pride annually.	<ul style="list-style-type: none"> - Explore and implement different ways to mark Pride annually.

Action	Ser	Current Status	Planned Activity	Key Updates
Take part in Stonewall Scotland's Proud Employers' Accreditation to progress LGBTI+ Inclusion in the workplace.	CHR	<p>Evidence for the Proud Employer programme was submitted to Stonewall in December 2025. Bronze Level accreditation was achieved.</p> <p>An Action Plan has been received, and Prism LGBTI Network members will be engaged in supporting delivery of the identified actions.</p>	<ul style="list-style-type: none"> - Implement the activities from the resulting action plan 	An Action Plan has been received, and Prism LGBTI Network members will be engaged in supporting delivery of the identified actions
Work with the Prism Network	CHR	<p>Coffee Morning held to reestablish the Network were delivered in December 25 and April 26.</p> <p>.</p>	<ul style="list-style-type: none"> - Support the Prism Network to deliver Network Events. - Support the Prism Network to develop and achieve their proposals for change. 	Discussion on workstreams and areas of interest are underway.
Celebrate Pride annually.	CHR	In progress	<ul style="list-style-type: none"> - Explore and implement different ways to mark Pride annually. 	Work remains in progress

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Foster a positive workplace culture and work environment where all employees are respected, valued and feel included.

General Duty: Fostering good relations & advancing equality of opportunity.

Strategic Plan Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Support Strategic Service HR Departments with the development of Service specific ED&I action plans and the delivery of local ED&I activities.	<ul style="list-style-type: none">- Develop an Employment Equality Diversity & Inclusion Strategy & Action Plan for 2025 – 2027, outlining activity to increase diversity and inclusiveness of the organisation.- Hold regular meetings with all HR ED&I Service Leads to ensure action plan activities remain in line with Corporate Strategy and are being driven.- Develop an action plan template/guidance to assist with the delivery of local ED&I action plans linked to overall organisational action plans.- Corporate and Service level analysis of management information and progress against actions reported to CLT and SMTs.
Work with Employee Networks	<ul style="list-style-type: none">- Support Employee Networks to put together an annual ED&I Celebration event/bulletin to showcase GCC as a Diverse & Inclusive Employer.- Develop our ED&I Peer Support Networks to deliver events in different formats to connect with as many employees as possible.- Celebrate diverse cultural festivals.
Staff training and development/management capacity building.	<ul style="list-style-type: none">- Continue to develop and deliver a package of ED&I Training to support employees and managers.- Assess the feasibility of introducing a mandatory ED&I training module as part of induction and periodic refreshers (e.g., every three years).

Actions	Required
	<ul style="list-style-type: none"> - Develop and roll out mandatory training and awareness raising materials on preventing Sexual Harassment to ensure compliance with the Employment Rights Bill.
Source support provisions for employees.	<ul style="list-style-type: none"> - Review options the provision of employee access to independent ED&I support through our Employee Assistance Provider - Work towards an online, accessible reporting system where employees can report experiences of bullying, harassment, including sexual harassment, discrimination or hate crimes anonymously or with details.
Work to increase employee equality monitoring information disclosure rates.	<ul style="list-style-type: none"> - Take action to encourage employees to disclose demographic information by raising awareness of why this information is collected and how it's used.

Action	Service	Current Status	Planned Activity	Key Updates
Support Strategic Service HR Departments with the development of Service specific ED&I action plans and the delivery of local ED&I activities.	CHR	<p>Meetings held with HR ED&I Leads on 15th May 2025, 21st August 2025 and 22nd April 2026.</p> <p>Service Action Plan Templates shared.</p>	<ul style="list-style-type: none"> - Develop an Employment Equality Diversity & Inclusion Strategy & Action Plan for 2025 – 2027, outlining activity to increase diversity and inclusiveness of the organisation. - Hold regular meetings with all HR ED&I Service Leads to ensure action plan 	<p>Corporate Action Plan was developed and presented to OPDSC in March 2026. Is developed and will be presented to CLT.</p> <p>Year End Management Information as at 31st March 2025 collated and analysed for NRS, CED, FS and Corporate. Presented to SMTs with recommended actions</p>

Action	Service	Current Status	Planned Activity	Key Updates
			<p>activities remain in line with Corporate Strategy and are being driven.</p> <ul style="list-style-type: none"> - Develop an action plan template/guidance to assist with the delivery of local ED&I action plans linked to overall organisational action plans. - Corporate and Service level analysis of management information and progress against actions reported to CLT and SMTs. 	
Work with Employee Networks	CHR	<p>Employee Network Events held in 2025/26:</p> <ul style="list-style-type: none"> - BAME April - Faith and me at Work, in person event - Carers Employee Support Network online 	<ul style="list-style-type: none"> - Support Employee Networks to put together an annual ED&I Celebration event/bulletin to showcase GCC as a Diverse & 	<p>Colleagues Case Studies:</p> <ul style="list-style-type: none"> - Eid -al Adha in June - How GCHSCP Made the Inclusion Calendar Come Alive in July

Action	Service	Current Status	Planned Activity	Key Updates
		<p>events June - Launch of GCC's Carer's Strategy, November - Carer's Rights delivered by Carer's Scotland</p> <ul style="list-style-type: none"> - Women's Network hybrid event October – Meet the Chief Exec - Disability Network online event – Jan, Our Collective Voice - Prism LGBTI Network hybrid events – December, Coffee Morning, April Coffee Morning - Joint Network hybrid events – September, Consultation on the Employment ED&I Action Plans, March – Hate Crime/Hate Related Incidents (hosted by BAME Network) 	<p>Inclusive Employer.</p> <ul style="list-style-type: none"> - Develop our ED&I Peer Support Networks to deliver events in different formats to connect with as many employees as possible. - Celebrate diverse cultural festivals. 	<ul style="list-style-type: none"> - International Women's Day – Women and men from across the Council told us all what International Women's Day means to them in March.
Staff training and development/management capacity building.	CHR	During 2025/26 delivered 11 ED&I courses across protected	<ul style="list-style-type: none"> - Continue to develop and deliver a package of ED&I Training to 	<ul style="list-style-type: none"> - An ED&I eLearning module will be developed on GOLD between

Action	Service	Current Status	Planned Activity	Key Updates
		<p>characteristics, delivered through 22 events. Programme for 2026/27 is being developed.</p>	<p>support employees and managers.</p> <ul style="list-style-type: none"> - Assess the feasibility of introducing a mandatory ED&I training module as part of induction and periodic refreshers (e.g., every three years). - Develop and roll out mandatory training and awareness raising materials on preventing Sexual Harassment to ensure compliance with the Employment Rights Bill. 	<p>May and December 2026 by a short-life working group, with feasibility of mandating the module to be considered sometime after completion</p>
<p>Source support provisions for employees</p>	<p>CHR</p>	<p>The Council's current package of support for employees includes live chat, a wellbeing APP. These services have resulted in an increase in contact with</p>	<ul style="list-style-type: none"> - Develop a package of independent ED&I support for employees through our Employee 	<p>CHR colleagues are working with colleagues from other Local Authorities on the feasibility of procuring or developing an online,</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>EAP and significant increases in clinical outcome scores for those contacting and accessing support for anxiety and depression.</p> <p>Events to support employees who have caring responsibilities took place in June and November.</p> <p>Carer Positive Exemplar status is maintained.</p>	<p>Assistance Provider</p> <ul style="list-style-type: none"> - Work towards an online, accessible reporting system where employees can report experiences of bullying, harassment, including sexual harassment, discrimination or hate crimes anonymously or with details. 	<p>accessible report and support system where employees can report incidents of bullying, harassment, including sexual harassment, discrimination and victimisation either anonymously or with details.</p>
<p>Work to increase employee equality monitoring information disclosure rates</p>	<p>CHR</p>	<p>2025/26 year end non disclosure rates are:</p> <p>Disability 48.4% (-2.0% on 2024/25)</p> <p>Ethnicity 22.3% (- 0.5% on 2024/25)</p> <p>Religion and Belief 47.8% (-3.3% on 2024/25)</p> <p>Sexual Orientation 48.1% (-3.4% on</p>	<ul style="list-style-type: none"> - Take action to encourage employees to disclose demographic information by raising awareness of why this information is collected and how it's used. 	<p>In March 2026, comms including a video on how to update equalities data on SAP was shared Council wide encouraging employees who have Portal access to update their data.</p>

Action	Service	Current Status	Planned Activity	Key Updates
		2024/25) A data verification exercise using a Microsoft Form was concluded in April 2025 resulting in 1000 updates in 3 weeks..		

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Support employees to have improved mental and physical health and wellbeing.

General Duty: Advancing Equality of Opportunity

Strategic Plan Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Develop an Employee Health and Wellbeing Strategy and Action Plan for 2025 – 27.	<ul style="list-style-type: none"> - Ensure delivery of key priorities outlined in the Employee Health & Wellbeing Strategy (2025–2027). - Deliver an annual events & training programme to support employees and raise awareness. - Deliver an annual awareness & support comms programme. - Engage in the national Healthy Working Lives Framework
Delivering the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace	<ul style="list-style-type: none"> - Bullying & Harassment Policy and Training to raise employee awareness and build manager capability. - Continue to work with and develop Bullying and Harassment Support Network including Service Champions, Contacts and Investigators. - Develop a number of trained Bullying and Harassment Investigators. - Develop and roll out Sexual Harassment Policy and preventative training to raise employee awareness and build manager capability in preventing and managing sexual harassment. - Work with Health & Safety teams to develop training for managers on Stress at Work. - Continued See Me official partnership recognition. - Provide confidential advice, practical information and support through our employee assistance and occupational health services.
Strengthening our policy and approach to managing the risks and effects of alcohol and drugs in the workplace.	<ul style="list-style-type: none"> - Providing additional guidance, tools and training to support managers in the implementation of our policy - Continuing to monitor the national position in relation to workplace alcohol and drug testing, alongside other Scottish Local Authorities in collaboration with COSLA - Develop training and support materials for managers and employees.
Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing.	<ul style="list-style-type: none"> - Deliver an annual events & training programme to support employees and raise awareness. - Deliver an annual awareness & support communications programme. - Engage in the national Healthy Working Lives Framework - Working with our expert partners to continuously improve our arrangements to meet the health and wellbeing needs of our diverse workforce.
Support staff attendance	<ul style="list-style-type: none"> - Use workforce data to design meaningful supports that make a difference.

Action	Service	Current Status	Planned Activity	Key Updates
Develop an Employee Health and Wellbeing Strategy and Action Plan for 2025 – 27.	CHR	Wellbeing activity remains active and aligned to organisational needs and national frameworks, with ongoing delivery of training, events, communications and partnership-led interventions to support employee health and wellbeing.	<ul style="list-style-type: none"> - Continue delivery of existing health and wellbeing priorities. - Progress development of the next Employee Health & Wellbeing Strategy and Action Plan. - Continue delivery of a targeted annual health and wellbeing programme, including training, awareness events and support communications, informed by organisational and service needs. - Continue engagement with national workplace wellbeing frameworks and employer networks, including Healthy Working Lives, See Me in Work, and the Supporting Mentally Healthy Workplaces Employers Network. - Continue engagement with Service Strategic HR Wellbeing and Attendance Leads to inform and align practice with service 	While the next Employee Health and Wellbeing Strategy has not yet been finalised, delivery has continued against existing priorities. A training needs analysis was undertaken with Service Strategic HR Wellbeing and Attendance Leads to inform the development of a targeted wellbeing and attendance training programme for 2026/27 aligned to corporate priorities, service-level needs and local wellbeing and attendance action plans.

Action	Service	Current Status	Planned Activity	Key Updates
			wellbeing and attendance action plans.	
Delivering the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace	CHR	<p>Delivery during 2025/26 has focused on strengthening organisational capability, preventative training and accessible support arrangements - all of which contribute to a physically and psychologically safe workplace.</p> <p>Organisational arrangements have been reviewed and updated to ensure alignment with legislative obligations, particularly in relation to the sexual harassment prevention duty and</p>	<ul style="list-style-type: none"> - Review and strengthen reporting routes and management information to support early identification and response to concerns, including exploration of options for anonymous reporting where appropriate. - Strengthen risk assessment processes to ensure services are proactively identifying, assessing and mitigating risks related to bullying, harassment and sexual harassment. - Build manager capability through training and guidance to support prevention, early intervention, and the effective and timely handling of concerns. - Continue to work with and further develop the Bullying and Harassment Support Network. 	<p>Five ACAS-led Bullying and Harassment Investigator training courses were delivered, upskilling newly appointed investigators and providing refresher training for Service Strategic HR Champions, with over 50 colleagues trained.</p> <p>Sexual harassment awareness training opportunities have been regularly promoted through the monthly staff training and events programme, including access to the ESAW Sexual Harassment Awareness Modules for Managers via the GOLD e-learning platform. A 'Managing Stress at Work' GOLD e-learning course is under development in partnership with Health & Safety Team.</p> <p>Collaboration has continued with See Me and SAMH to deliver council-wide awareness campaigns and training aimed at tackling mental health stigma and</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>protections relating to third-party harassment.</p>	<ul style="list-style-type: none"> - Continue to monitor and respond to emerging legislative and regulatory guidance, including changes arising from the Workers Protection Act and anticipated Employment Rights Act. - Align activity with ESAW guidance and resources ensuring consistency with national good practice and statutory expectations. - Complete and launch GOLD e-learning provision on Managing Stress at Work in partnership with Health & Safety. - Continue partnership working with See Me and SAMH to deliver awareness campaigns and training that reduce mental health stigma and promote open conversations. - Continue to provide confidential advice, practical information and support through the Employee 	<p>encouraging open conversations about mental health. This has included participation in the annual 'Time to Talk' campaign and training to support managers and employees to have effective mental health conversations and use of Wellness Action Plans</p>

Action	Service	Current Status	Planned Activity	Key Updates
			Assistance Programme and Occupational Health Service.	
Strengthen our policy and approach to managing the risks and effects of alcohol and drugs in the workplace.	CHR	Delivery during 2025/26 has focused on maintaining awareness, access to support and consistent application of policy. Activity has included participation in national health awareness campaigns such as Dry January and Alcohol Awareness Week, alongside regular promotion of internal and external support services and signposting to specialist advice.	<ul style="list-style-type: none"> - Continue to promote awareness of alcohol and drug-related risks through national campaigns and local communications. - Maintain promotion of available support services and signposting to specialist advice and treatment pathways. - Continue partnership working with specialist providers to support service-level activity and targeted interventions where required. - Maintain links to relevant online training and e-learning to support manager confidence in applying policy appropriately. - Continue to monitor national guidance and Local Authority practice relating to workplace 	<p>Support has continued for service-level activity through partnership working with specialist providers, including 'We Are With You', delivering onsite advice and support where required. Links to relevant online learning and e-learning resources have also continued to be shared to support manager capability and employee awareness.</p> <p>Engagement continues with Scottish Local Authority partners through COSLA to monitor the national position on workplace alcohol and drug testing and emerging best practice.</p>

Action	Service	Current Status	Planned Activity	Key Updates
			alcohol and drug testing in collaboration with COSLA.	
Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing.	CHR	An annual programme of wellbeing training and events has been delivered to support employees and raise awareness across a range of wellbeing topics. This has included 18 webinars and wellbeing classes focused on mental health, delivered in partnership with SAMH and Lifelink. This is alongside 21 health check Clinics, weekly yoga and Pilates classes, 16 seated massage events, and three step count challenges.	<ul style="list-style-type: none"> - Continue delivery of an annual programme of wellbeing training and events to support employees and raise awareness across a range of wellbeing topics. - Continue delivery of an annual programme of wellbeing awareness and support communications, including promotion of mental health support and signposting to resources. - Maintain and regularly review health and wellbeing webpages and the Health and Wellbeing Handbook to ensure information remains current, accessible and relevant. - Continue to promote and embed use of the Employee Assistance Programme Wellbeing App, including live chat and counselling support, and 	<p>The health and wellbeing webpages and the Health and Wellbeing Handbook have been reviewed and refreshed - providing a single, accessible source of internal and external wellbeing information and support.</p> <p>In addition, a new Wellbeing App provided through the EAP has been launched and promoted, offering employees personalised, fingertip access to resources supporting mental, physical, and financial wellbeing. The App also includes a live chat option, enabling employees to directly access counselling support.</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>An annual communications programme has also been delivered including the promotion of mental health support contacts through digital screensavers and posters featuring QR codes linking to directly to resources and support services.</p>	<p>encourage uptake across the workforce.</p> <ul style="list-style-type: none"> - Use feedback and engagement data to refine wellbeing resources and communications to meet organisational and service needs. 	
<p>Support staff attendance.</p>	<p>CHR</p>	<p>Regular engagement has continued with Service Strategic HR Wellbeing and Attendance leads through the Strategic Attendance Management Forum, providing a mechanism to share insights, review workforce data and align support with</p>	<ul style="list-style-type: none"> - Continue to use workforce data and attendance insights to identify trends, pressure points, and priority groups. - Target wellbeing, mental health, and occupational support interventions to areas of greatest need to support attendance and early intervention - Continue partnership working with specialist providers, including the EAP and Able 	<p>There continues to be a steady increase in EAP utilisation, with improved clinical outcome scores for employees receiving counselling support for anxiety and depression.</p> <p>In addition, 10 Virtual Appointment Days were delivered in partnership with Able Futures, providing timely access to specialist occupational mental health support to help employees remain in or return to work.</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>local service wellbeing and attendance action plans.</p>	<p>Futures, to support employees to remain in or return to work.</p> <ul style="list-style-type: none"> - Continue engagement with Service Strategic HR Wellbeing and Attendance leads through the Strategic Attendance Management Forum to inform support and align with service action plans. - Monitor impact of interventions on attendance outcomes and refine support arrangements accordingly. 	

OUTCOME 7

Advance Equality, Diversity and Inclusion through Workforce Policy and Culture

Strategic Ambition: Reduce barriers faced by women to remain and progress in the workplace

General Duty: Fostering good relations

Strategic Plan Grand Challenge 2:

HOW WE WILL DELIVER THIS OUTCOME

Actions	Required
Progress the Equal Pay programme	<ul style="list-style-type: none">- Continue with the job evaluation exercise in line with agreed revised plans and timelines.- Update the Equal Pay Policy Statement to include a comprehensive action plan at the appropriate stage of the Equal Pay programme.- Integrate Equality Impact Assessments into the pay modelling process to measure the impact on pay gaps.
Consider further development of our equal pay reporting.	<ul style="list-style-type: none">- Enhance existing pay gap analysis by incorporating intersectional data to identify and address overlapping inequalities.- Plan evidence-based activity once the data has been analysed.
Continue work to increase the profile of female employees at Glasgow City Council.	<ul style="list-style-type: none">- Investigate opportunities for implementing positive action initiatives, aimed at addressing the underrepresentation of women in leadership roles.- Employees working flexibly, including part-time, job-share, compressed hours, or remote arrangements are equally valued, supported, and recognised in comparison to full-time colleagues in accessing training and progression opportunities.
Participate in the Equally Safe at Work accreditation programme.	<ul style="list-style-type: none">- Carry out activities required to achieve and maintain Bronze accreditation.
Review and evaluate the effectiveness of our flexible working arrangements to ensure	<ul style="list-style-type: none">- Survey employees returning from maternity, adoption or shared parental leave.- Analyse data on requests and outcomes at both Corporate and Service level.

Actions	Required
they are meeting the diverse needs of our workforce.	
Support the Women's Network.	<ul style="list-style-type: none"> - Continue to support the Women's Network to deliver Network Events, encouraging participation from front line employees. - Support the Women's Network to achieve their proposals for change.
Take steps to prevent sexual harassment in the workplace.	<ul style="list-style-type: none"> - Develop and roll out Sexual Harassment Policy and preventative training to raise employee awareness and build manager capacity to ensure compliance with the Employment Rights Bill.

Action	Service	Current Status	Planned Activity	Key Updates
Progress the Equal Pay programme	CHR	Draft outlines of the Equal Pay Statement and Audit have been developed to meet Equally Safe Accreditation requirements, with full completion planned after the new Pay and Grading Structure is in place.	<ul style="list-style-type: none"> - Continue with the job evaluation exercise in line with agreed revised plans and timelines. - Update the Equal Pay Policy Statement to include a comprehensive action plan at the appropriate stage of the Equal Pay programme - Integrate Equality Impact Assessments into the pay modelling process to measure the impact on pay gaps. 	Remains in Progress
Consider further development of	CHR	In progress	<ul style="list-style-type: none"> - Enhance existing pay gap analysis by incorporating 	Remains in Progress

Action	Service	Current Status	Planned Activity	Key Updates
our equal pay reporting.			<p>intersectional data to identify and address overlapping inequalities.</p> <ul style="list-style-type: none"> - Plan evidence-based activity once the data has been analysed. 	
Continue work to increase the profile of female employees at Glasgow City Council.	CHR	2 half day Women's Confidence Events were hosted as part of our annual training calendar.	<ul style="list-style-type: none"> - Investigate opportunities for implementing positive action initiatives, aimed at addressing the underrepresentation of women in leadership roles. - Employees working flexibly, including part-time, job-share, compressed hours, or remote arrangements are equally valued, supported, and recognised in comparison to full-time colleagues in accessing training and progression opportunities. 	Management information and equalities data on training and development are routinely analysed by sex and contract type, with progression analysis to be incorporated using the same approach
Participate in the Equally Safe at Work accreditation programme.	CHR	All required evidence was submitted to Close the Gap on 31.03.26. Awaiting their	<ul style="list-style-type: none"> - Carry out activities required to achieve and maintain Bronze accreditation. 	Remains in Progress

Action	Service	Current Status	Planned Activity	Key Updates
		assessment and feedback.		
Review and evaluate the effectiveness of our flexible working arrangements to ensure they are meeting the diverse needs of our workforce.	CHR	In progress	<ul style="list-style-type: none"> - Survey employees returning from maternity, adoption or shared parental leave. - Analyse data on requests and outcomes at both Corporate and Service level. 	Remains in Progress
Support the Women's Network.	CHR	<p>Steering Group meets 6 weekly.</p> <p>4 Workstreams have been established including:</p> <ul style="list-style-type: none"> • Women's Health • Career Development and Progression • Work Life Balance • Supporting Young Women. <p>Meet the Chief Exec Event in October.</p>	<ul style="list-style-type: none"> - Continue to support the Women's Network to deliver Network Events, encouraging participation from front line employees. - Support the Women's Network to achieve their proposals for change. 	<p>Steering Group meets 6 weekly.</p> <p>Remains in progress.</p>

Action	Service	Current Status	Planned Activity	Key Updates
		International Women's Day Story in March Staff News.		
Take steps to prevent sexual harassment in the workplace.	CHR	Sexual Harassment Section within the Bullying & Harassment Policy and Guides were updated in line with legislative changes and ESAW requirements.	<ul style="list-style-type: none"> - Develop and roll out Sexual Harassment Policy and preventative training to raise employee awareness and build manager capacity to ensure compliance with the Employment Rights Bill. 	Remains in Progress

Equalities Action Plan Updates 2025 to 2029 – EDUCATION SERVICES

OUTCOME 8

GCC (Education Services) provides inclusive practice across all education establishments through the delivery of an inclusive curriculum which promotes equality and diversity and allows all children and young people regardless of their backgrounds, abilities or identities to see themselves represented in what they learn.

General Duty: Fostering good relations

WHY WE HAVE PRIORITISED THIS OUTCOME

The Equalities in Education Working Group (EEWG), has identified emerging areas of work to move forwards with our ongoing commitment/ actions to Equalities. Responding to pupil voice from our Glasgow Pupil Forums and our Anti Racism Conversation groups. Whilst all the protected characteristics are explored there is a need to focus further on areas around areas including, Disability, Positive Masculinity and Invisible Minorities. It is important that the curriculum across our establishments is shaped by young people's to ensure that we meet the needs and aspirations of the communities we work in.

HOW WE WILL DELIVER THIS OUTCOME

Areas that will be considered for potential action, but not limited to:

- Continue to work closely with the Anti Racist Conversation Group to ensure pupil voice is articulated and heard and actions are informed with their aspirations.
- The social studies framework includes all aspects of equality through various stages and an intersectional approach is adopted using a rights-based approach.
- Continue to develop our online platform to make more resources available to schools. This includes, Glasgow Online and Education Service GLOW tiles.
- The EAL Equalities Team support schools in developing relevant and appropriate Equality materials and resources.

	<ul style="list-style-type: none"> • The EAL Equalities Team continue to support City wide activities and work closely with Statutory and voluntary organisations. • Partnership Work with the Scottish Government AREP Board will continue with the focus on curriculum development.
Linked Strategies and Plans:	All Learners All Achieving Education Equalities Working Group Action Plan

Action	Service	Current Status	Planned Activity	Key Updates
To deliver professional learning programmes and refine through evaluations for further cohorts.	Edu	<p>Glasgow City Council (Education Services) has been developed Career Learning Professional Learning (CLPL) to support teacher confidence in addressing issues around Race and Anti racism in schools.</p> <p>“Anti Racist Educators: the journey” has been developed and is available to all teaching staff on CPD manager. This programme covers topics such as</p> <ol style="list-style-type: none"> 1. Positionality 2. Understanding Bias 3. Decolonising the curriculum 4. Ethos and Culture 5. Partnerships 6. Recording and reporting <p>On 30 January 2026, Education Services will launch the Young Men’s Mind Project. This project has been developed to support the</p>	Further CLPL offers based on pilot evaluations to be planned out and delivered.	<p>Anti Racist Educators: the journey CLPL package has been created and is currently being delivered as a pilot available to all education staff on CPD manager.</p> <p>This package offers a introduction to anti racist education with 6 follow up sessions.</p> <p>The offer is developed by participants of the Education Scotland BRL course and is intended to share key themes from this course.</p> <p>This package will be evaluated in June 2026</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>mental health of young men in our city based on evidence gathered by Education Psychologists. The project will be delivered in partnership with Strathclyde University and a variety of other agencies. After the initial Conference, young people will return to their schools to develop an action plan based on their own school priorities. They will be supported to do this by the allocation of two coaches, one who is based in the school and another external coach who has volunteered to support the project. Support sessions are being delivered to coaches prior to the launch to ensure a consistent approach to supporting the young people. This project will be used as research by the University to show evidence of the impact of this model. All 30 Secondary schools have been invited to attend with 4 S4 young men who will represent their schools.</p>		
<p>To ensure Anti-Racism (AR) Conversation sessions are offered to both primary and secondary children and young people across the city.</p>	<p>Edu</p>	<p>To date, this has seen participation from 15 secondary and 39 primary schools.</p> <p>Following on from these sessions, each school been encouraged to now consider how they can best take the learning from the sessions forward in their own school and local community.</p> <p>Linking closely with the English Additional Language (EAL) Equalities team, schools will be able to work collaboratively to consider</p>	<p>Encourage further participation in the central AR conversation groups to encourage local AR workshops and initiatives in schools and LCs</p>	<p>The ARC programme launched in September 2025 with strong participation across a wide range of primary and secondary schools. Initial sessions focused on introducing anti-racist concepts, reflecting on previous learning, and engaging pupils through</p>

Action	Service	Current Status	Planned Activity	Key Updates
		<p>how this can be best delivered in their local context</p>		<p>interactive and reflective activities, including the Glassford film launch and, at secondary level, a George Square learning walk.</p> <p>Staff development centred on reviewing prior progress and strengthening understanding of procedures for recording and responding to racist incidents, including the use of practical scenarios.</p> <p>Impact:</p> <ul style="list-style-type: none"> • Pupils are developing greater awareness of racism and confidence in discussing it. • Increased opportunities for pupil voice are supporting more inclusive school environments. • Staff confidence and consistency in responding to racist

Action	Service	Current Status	Planned Activity	Key Updates
				<p>incidents is improving.</p> <p>Next Steps: The programme will continue to embed anti-racist practice, deepen pupil engagement, and further strengthen staff capacity to respond effectively to racism.</p>
<p>GCC continues to commit to offering this opportunity to our young people and teaching staff to consider was forward in providing LGBT inclusive education and a responsive curriculum.</p>	<p>Edu</p>	<p>GCC Allies (Action and Learning for LGBT Inclusive Education) event continues as part of our annual calendar. ALLIES 2026 begins in Feb 26 supported by our partners from TIE Scotland.</p> <p>In addition, this provides an opportunity to explore case studies and scenarios and positively impact on stereotyping of LGBT young people.</p>	<p>Further refine the ALLIES offer to ensure current and relevant content.</p>	<p>2026 colleagues from TIE supported the ALLIES teacher CLPL input on 24th Feb 2026. This full day input included 19 teachers – 3 from Early Years 4 secondary 12 and Primary teachers. The input supported discussions on "Guidance and Practice for an anti-prejudice curriculum". Feedback from the teachers was very positive with 100% of attendees indicating that the event had increased their</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>confidence in delivering LGBT inclusive education. Qualitative feedback highlighted the value of practical, curriculum embedded approaches, with particular emphasis on moving beyond one-off activities towards sustainable, whole school practice aligned with UNCRC principles. Participants consistently praised the session as engaging, welcoming and highly relevant, noting that it provided clear next steps, high quality resources, and renewed confidence to implement inclusive practice across their schools.</p> <p>2026 ALLIES pupils event took place on 3rd March 2026 in Glasgow City Chambers supported by our partners at TIE Time for Inclusive Education.</p>

Action	Service	Current Status	Planned Activity	Key Updates
				<p>Workshops allowed young people to explore how to challenge prejudice and bullying with a particular focus on homophobic bullying and how to challenge bullying and support others.</p> <p>This year's event welcomed special guest, Finnie, our commonwealth games mascot to support the event.</p>
<p>To support LGBT voice and participation - Pride lite offers a opportunity to reaffirm Glasgow's Inclusive values to all learners by showing our commitment to the young LGBT community.</p>	<p>Edu</p>	<p>Pride -Lite, 2025 ensured more opportunities for young people to interact with peers and build connections with schools from across the city in a relaxed and celebratory environment.</p> <p>The event began with input from two Keynote Speakers including a comedian, Susie McCabe and social media influencer. Both speakers used humour and personal experience in an appropriate, supportive and sensitive way to further discussion with our young people.</p>	<p>Further refine the PRIDE Lite offer to ensure current and relevant content.</p>	<p>PRIDE Lite event is planned for 10 June 2026 which is planned alongside our colleagues at TIE Scotland. Guest speakers include social media influencer Kim Blyth (Kimbo) and comedian Suzie McCabe. Young people will have the opportunity to take part in Drama workshops, explore LGBT symbols workshop and visit the wellbeing marketplace with stalls from many partners who support the event including Waterstones book shop,</p>

Action	Service	Current Status	Planned Activity	Key Updates
				Glasgow Education Psychology team, University of Glasgow, Strathclyde University, City of Glasgow College, EIS, Charlie, Leap Sports Glasgow, Geek Retreat, Cass Arts and more.

OUTCOME 9

GCC (Education Services) challenges discrimination of all forms in schools and provides an equitable learning environment where all children and young people are supported to attain and achieve through focussed equalities training and development in partnership with third sector organisations

General Duty: Eliminating discrimination, harassment and victimisation

WHY WE HAVE PRIORITISED THIS OUTCOME

As part of the revised GTCS Standards for teacher professionalism it is a requirement that teachers understand and challenge discrimination in all its form particularly as defined by the Equality Act 2010.

Teachers have identified a need to develop their confidence in achieving this Standard and we are committed to building the capacity of the teaching workforce through professional learning.

HOW WE WILL DELIVER THIS OUTCOME

<p>Areas that will be considered for potential action, but not limited to:</p>	<ul style="list-style-type: none"> • Working with Glasgow University our Higher Education partners, we will continue to ensure senior leaders within our service are committed to “Leading Anti-Racism”. • Include Equality training as mandatory in the probationer induction and CLPL programme. • Staff CLPL will continue at City, Learning Community and establishment levels. • Our work with TIE is ongoing with our commitment to deliver on the GCC motion as endorsed. In partnership with TIE Scotland, the Digital discourse training is available to all staff to enable them to respond to disinformation and online hate and equip learners with critical and digital media literacy skills. This e-learning will help develop and improve knowledge and understanding with social media platforms. Sections include online hate, extremism, radicalisation, misogyny, and child protection and safeguarding. • Continue to work with GCC Pupil Forum and the Senior Phase Parliament to ensure pupil voice and participation is incorporated into the direction taken. • Continue to promote and develop the Sense Over Sectarianism programme and to promote events and projects which highlight the Holocaust and the importance of combating discrimination
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Action	Service	Current Status	Planned Activity	Key Updates
Equality themed probationer inputs are delivered each year in partnership with WODEC in line with the leadership strategy	Edu	Ongoing yearly inputs to support probationer development		A co-delivered input from EAL Leaders of Learning Teams and colleagues at WOSEC has become a central part of the GCC probationer programme. This session frames anti racist practice within the context of the equalities agenda and shares good practice in line with GTC standards.
Holocaust Memorial Day 27 January 2026.	Edu	Event featured performances including music, drama, dance and	Continued programme of Learning.	The annual Glasgow Schools Holocaust Memorial Day event took place on Tuesday 27 January 2026 at 10am in Glasgow City Chambers. The event brought together pupils

Action	Service	Current Status	Planned Activity	Key Updates
		<p>poetry from several Glasgow Schools and a variety of speakers on this year's theme of "Bridging Generations".</p> <p>GFT and GCC links 3rd February 2026 Sense over Sectarianism and Glasgow Film Theatre offered Glasgow schools the opportunity to visit the GFT and view films associated with the holocaust and subsequent genocides.</p>		<p>from several Glasgow schools, who delivered a range of performances including music, drama, dance and poetry. A variety of speakers also contributed, reflecting on the year's theme, "Bridging Generations." The commemoration was streamed live and was later made available on the Sense over Sectarianism YouTube channel for wider viewing.</p>
<p>Comprehensive delivery programme of schools-based Sense over Sectarianism educations.</p>	<p>Edu</p>	<p>Compromising of SOS workshop direct delivery & class teacher delivery of novel study The Divided City. Delivery of CPD opportunities to teaching staff, CLD</p>		<p>In addition to activities above, on the morning of Tuesday 3 February 2026, Sense over Sectarianism partnered once again with Glasgow Film Theatre to host a special film event for Glasgow schools. Pupils were given the opportunity to visit the venue and watch films on the theme of the Holocaust and subsequent genocides. The event was designed to support learning and encourage</p>

Action	Service	Current Status	Planned Activity	Key Updates
		Practitioners and school partners such as Police Scotland.		reflection in line with Holocaust Memorial Day themes, with schools booking places for their classes in advance.

OUTCOME 10

Glasgow City Council (Education Services) has improved the engagement, participation and inclusion of all children and young people in order to support the attainment, achievement, and wellbeing of all, including those experiencing socio-economic disadvantage, English Additional Language learners, those who identify as black and minority ethnic, LGBT and ASN

General Duty: Advancing equality of opportunity

WHY WE HAVE PRIORITISED THIS OUTCOME

The core aim of Education Services is to improve the attainment, achievement and wellbeing of all children and young people. Our purpose is to ensure inclusive and quality education and promote lifelong learning (SDG4) in line with our core challenges within Glasgow Education Services

- Wellbeing and Learning
- Achievement and Progress
- Engagement, Participation, and Inclusion
- Network Learning Organisation
- Connected Learning.

Using statistics from Focus (Glasgow's data tool) and Insight(the national data school) we are able to look at attainment data through a variety of lens to identify gaps and consider actions to support and improve learning.

HOW WE WILL DELIVER THIS OUTCOME

Areas that will be considered for potential action, but not limited to:	<ul style="list-style-type: none"> • Take forward teaching and learning initiatives and activities which support all learners. • To continue to improve attendance through targeted support and universal campaigns. • Further develop and enhance wellbeing initiatives • Ensure Glasgow's pedagogical approaches take account of all learners • Continue to support targeted programmes and initiatives to improve the attainment and achievements of all children and young people. • Continue to work with wider statutory and voluntary organisation and partners to support improvements in schools for all children and young people. • Continue to develop personalised learning pathways in partnership with 3rd sector and voluntary organisations.
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Linked Strategies and Plans:	<p>All Learners All Achieving All Learners All Achieving - Included Nurtured Supported Audit Scotland ASN Report Education Equalities Working Group Action Plan</p>
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Action	Service	Current Status	Planned Activity	Key Updates
To provide high quality support for EAL and school staff to improve	Edu	The EAL service continues to work to enhance the learning and teaching for bilingual learners from early years to secondary.	<p>EAL LOL team support schools through placement looking at the following areas:</p> <p>Whole school EAL data including English Language Levels</p>	<p>An updated glow form request system for EAL Leaders of Learning has streamlined the process for requesting input from the EAL LOL team.</p> <p>Since its launch at the start of the 2025-26 session, this has resulted in</p>

Action	Service	Current Status	Planned Activity	Key Updates
<p>outcomes for EAL learners.</p> <p>To promote equalities across all protected characteristics to enhance the learning experience for all learners</p>		<p>School based EAL teachers who are allocated directly to establishments work directly with young people and school staff.</p> <p>EAL leaders of learning and senior leadership teamwork in an area model to build capacity across the city.</p>	<p>EAL pedagogy and practice, including promotion of first language.</p> <p>Family engagement EAL transitions/new arrivals.</p> <p>Digital tools for EAL learners ESOL EAL and ASN Race and Anti Racism</p>	<p>increased requests from school across all suggested focus areas:</p> <ul style="list-style-type: none"> • Whole school EAL data including English Language Levels • EAL pedagogy and practice, including promotion of first language. • Family engagement • EAL transitions/new arrivals. • Digital tools for EAL learners • ESOL • EAL and ASN • Race and Anti Racism <p>This has resulted in 103 requests from schools in this current session.</p>
<p>To enhance CLPL opportunities for all staff at all levels to develop an understanding of disability discrimination and visibility. – working group to create</p>	Edu	<p>ASL Coordinators meetings have started with a continued focus on learning and peer support. Recent meeting focused on ALAA Policy and roles of coordinator and SfLW.</p> <p>INS event and work of Inclusion DHTs. Update Calendar of CLPL events to be planned from different organisations –</p>	<p>Collate & review data from CLPL programmes in overview report bi-annually (Dec & Jun)</p>	<p>Work in Progress</p>

Action	Service	Current Status	Planned Activity	Key Updates
calendar of events for CLPL, including case studies.		network/spotlight sessions for all staff. This to enhance partnership working.		
To develop approaches in work to support Neurodiverse staff	Edu	Explore what is ongoing nationally for education e.g. NAIT and strategic policies/guidelines from other local authorities to review current Glasgow policy and update.	Create subgroup including HR rep.	Work in Progress