



**GLASGOW
WOMEN'S
LIBRARY**

Glasgow Women's Library

Equality, Diversity and Inclusion Action Plan

2018-2021

Glasgow Women's Library: Equality, Diversity and Inclusion Action Plan, 2018-2021

Glasgow Women's Library is the only Accredited Museum in the UK dedicated to women's lives, histories and achievements, with a lending library, archive collections and innovative programmes of public events & creative learning opportunities.

GWL's Vision is of a world in which women's historical, cultural and political contributions to society are fully recognised, valued and celebrated by all.

Our Mission is to celebrate the lives and achievements of women, champion their historical, cultural and political contributions and act as a catalyst to eradicate the gender gap that contributes to widespread inequalities in Scotland.

Our Core Values

Empowerment: Glasgow Women's Library provides a safe, friendly, empowering environment where women can access the information and opportunities they need to find their voice and discover the confidence to embrace new opportunities, take control of their own learning and personal development and to change their lives for the better.

Addressing Inequalities: We recognise that there are inequalities that create barriers for women to fully participate in many aspects of life. We will work with and for women to make Scotland a better place for all.

Valuing All Women: We value all women and work proactively and creatively to bring women together from diverse backgrounds, so that each individual shares a sense of equal ownership and belonging in this organisation and in order to invest in women's social and cultural capital to the benefit of our nation.

Learning and Development: We affirm that we are all learners and are committed to sustaining and supporting the personal growth of individuals, and to encouraging the development of skills, knowledge and self-confidence.

Diversity and Inclusivity: We are fully committed to diversity, respecting human rights and creating opportunities for inclusive access and participation across Scotland. We strive at all times to promote the achievement of individual potential, to operate transparently and to involve people across the organisation in decision-making.

Openness and Respect: We are committed to maximising the accessibility of our resources by ensuring that they are freely and widely available; by providing a courteous, friendly, professional and non-discriminatory service and by working to ensure that all our staff, Board Members, partners, volunteers, learners, users, donors and supporters treat each other and are treated with respect.

Glasgow Women's Library aims to:

- Advance the education of the general public by increasing the knowledge and understanding of women's history, lives and achievements.
- Provide information on a range of women's and gender equality issues.
- Enable women, particularly the most vulnerable and excluded in society, to access the information, resources and services they need to make positive life choices.
- Break down barriers to learning and participation for women so that they become fully active citizens, develop skills and knowledge, engender self-confidence and equip themselves to pass on their experience to benefit their families and broader communities.
- Be a catalyst for change by taking a lead role in redressing the neglect of women's historical and cultural contributions to Scottish society.
- Pioneer new ideas of, and approaches to, culture and heritage that bring together people from the most diverse backgrounds.
- Invest in women's social, cultural and creative capital to the benefit of our nation.
- Increase our financial independence.
- Provide the highest quality service to all visitors, audiences, users and enquirers.

Introduction

Equality, Diversity and Inclusion (EDI) are intrinsic, non-negotiable values throughout Glasgow Women's Library. They underpin every aspect of GWL's work as a unique organisation serving the needs of broad audiences throughout Scotland, and form the basis of our key framework documents: the Strategic Plan, Business Plan and Learning Policy.

The principles of Equality, Diversity and Inclusion are shared across the organisation, from members of the Board of Directors, the paid staff cohort to volunteers, with a shared belief in and commitment to the positive implementation of these values in our day-to-day work, along with constant striving for improvement. GWL recognises that our key aims can only be fully achieved if Equality, Diversity and Inclusion drive all aspects of our service delivery and development. Further, we also firmly believe that the more equal, diverse and inclusive an organisation is, the more everybody in our communities and our country benefits.

This Equality, Diversity and Inclusion Action Plan was compiled with the active involvement of the Board of Directors, the paid staff team and volunteers, some of whom are also event and project participants and learners at GWL. It presents an evidence-based current 'snapshot' of involvement across GWL of people with Protected Characteristics; Highlights where the priorities for action lie; Sets out the objectives for the period 2018-2021; and measures risk factors involved.

In writing this EDI Action Plan, GWL has produced a robust, positive and achievable strategy that will support the organisation, and hold it accountable, in its delivery of the highest quality work to the broadest possible audiences.

Compiling the Action Plan...



Review of the Previous Action Plan

The previous EDI Action Plan detailed five Objectives to work towards:

1. Ensure that the GWL team is truly equal, inclusive and diverse with high levels of awareness, skills and knowledge regarding EDI issues across the organisation
2. Ensure that all partner organisations and individuals external to the organisation working with GWL fully understand, support and adhere to GWL's EDI approach and commitments
3. To increase the number of local women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development
4. To increase the number of disabled women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development
5. To increase the number of BAME women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development

Within these Objectives, 14 targets were set, of which 11 were achieved with seven of these 11 surpassed. One example of exceeding performance is that, in relation to Objective Four above, although not originally cited as an action or target, GWL initiated two new accessible formats to its seasonal public events programmes: a large print version and an audio version, both easily available on the GWL website next to the PDF of the printed version of the programme. Further, GWL has also added image descriptions to describe content on its Social Media.

Some previous tasks and targets have now become fully embedded in standard GWL processes, such as the rolling programme of training to be delivered in house – ‘This Is Who We Are’ training is delivered at least bi-annually to each new intake of personnel and has also now also been extended to include a version aimed at the general public. This has resulted in personnel reporting a greater understanding of EDI issues and GWL Core Values. In addition, the EDI Action Plan is now part of the ‘Working with GWL’ process that all potential partners must adhere to in advance of embarking on joint projects or becoming part of the GWL public events programme.

The three targets that were not achieved in full were:

In relation to Objective 1, *Ensure that the GWL team is truly equal, inclusive and diverse with high levels of awareness, skills and knowledge regarding EDI issues across the organisation*: ‘To upskill a team of between six-ten GWL new project participants during 2016-2017 as a precursor to developing and delivering bespoke EDI training to external agencies’. Although GWL exceeded its target in terms of developing and delivering bespoke EDI training to external agencies, this was undertaken primarily by two paid GWL staff members. The need for additional capacity and funding in order to equip project participants to train external agencies became clear during this process, and a funding bid to resource this will be submitted in September 2018.

In relation to Objective 5, *To increase the number of BAME women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development*: two targets were not fully achieved, ‘Organise two specific activities per term with ESOL learners, starting with the 2016-2017 academic year;’ and ‘House 100-150 community language books by the end of 2017.’ In relation to ESOL learners, as ESOL is only hosted at GWL, but its tutors, curriculum and teaching is provided by Clyde College, it is sometimes more challenging to effectively embed GWL events and activities in to the ESOL learning programme. However, at April 2018, a number of ESOL students are involved in making a new film in Community Languages to welcome visitors to GWL and this target will be carried through to this revised EDI Action Plan. In the case of community language books 90 have been secured, and in the absence of any acquisitions budget, GWL needs to rely on donations from publishers – continuing to increase the number of these will remain a priority.

Evidence and Current ‘Snapshot’ at GWL

Glasgow Women’s Library is governed and run by women (under Schedule 9, part 1 of the Equality Act 2010). The museum, archive and library collections, along with programmes of public events, are open to all, while some specific projects and activities target and are delivered to women only. Within this context, a breakdown of further Protected Characteristics at September 2018 is as follows:

Board of Directors

Of eight Board Members, all completed the survey, responding:

- 100% of Board members describe their gender as Female.
- 0% of Board members consider themselves to be a Trans person.
- 37.5% of Board members identify as/come into the category of older women (37.5% aged 45-64; 0% aged 65+).
- 12.5% of Board members identify as/come into the category of younger women, (12.5% aged 16-24).
- 12.5% of Board members describe their sexual orientation as Lesbian/Gay; 12.5% Bisexual; 75% Heterosexual/Straight.
- 37.5% of Board members are in a marriage/civil partnership.
- 0% of Board members are currently pregnant or on maternity leave.
- 12.5% of Board members describe their ethnicity as Columbian; 12.5% as Asian/Asian Scottish/Asian British; 75% as White Scottish/British.
- Of 7 responses, 28.6% of Board members have a health condition or disability (of which 14.3% Hearing Impairment/Deaf; 14.3% Other long-term/chronic condition).
- 12.5% of Board members describe their religion as Hindu; 12.5% Buddhist; 25% Church of Scotland; 50% No Religion.

Paid Staff Team

Of 22 paid staff, all completed the survey, responding:

- 95.5% staff described their gender as Female; 4.5% as Male.
- 95.5% of staff do not consider themselves to be a Trans person; 4.5% prefer not to say.
- 27.3% of staff identify as / come into the category of older women (between the ages of 45-64 years; with 0% aged 65+).
- 0% of staff identify as / come into the category of younger women (aged 16-24).

- 68.2% of staff identify as Heterosexual/Straight; 22.7% identify as Bisexual; 9.1% identify as Lesbian/Gay.
- 27.3% are in a marriage or civil partnership.
- 0% of staff are currently pregnant or on maternity leave.
- 86.4% of staff identify as White Scottish/British; 4.5% identify as Asian/Asian Scottish/Asian British; 4.5% identify as White (Other): Gàidheal (Gaelic Speaker); 4.5% identify as Mixed or Multiple Ethnicity: White British and African-Indian.
- Of 21 responses: 28.5% of staff have a health condition or disability (19% have a mental health condition; 9.5% have Other long-term or chronic condition); 66.7% of staff describe themselves as non-disabled; 4.8% prefer not to say.
- 86.4% of staff described their religion as 'no religion'; 4.5% described their religion as Pentecostal; 4.4% described their religion as Muslim; 4.5% prefer not to say.

Volunteer Team

Of 88 volunteers, 46 completed the survey, revealing:

- 100% of volunteers describe their gender as Female.
- Of 44 responses, 97.7% of volunteers do **not** consider themselves to be a Trans person; 2.3% Prefer not to say.
- 41.3% of volunteers identify as/come into the category of older women (21.7% aged 45-64; 19.6% aged 65+).
- 21.7% of volunteers identify as/come into the category of younger women, (21.7% aged 16-24).
- Of 45 responses, 4.4% of volunteers describe their sexual orientation as Lesbian/Gay; 2.2% Pansexual; 2.2% Asexual; 15.6% Bisexual; 66.7% Heterosexual/Straight; 8.9% Prefer not to say.
- 21.7% of volunteers are in a marriage/civil partnership; 2.2% are widowed and 2.2% prefer not to say.
- 0% of volunteers are currently pregnant or on maternity leave.
- 2.2% of volunteers describe their ethnicity as African/African Scottish/African British; 4.3% Asian/Asian Scottish/Asian British; 2.2% Chinese/Chinese Scottish/Chinese British; 2.2% Irish; 80.4% White Scottish/British; 6.5% White Other (of which 2.2% White English; 2.2% Italian; 2.2% German); 2.2% Prefer not to say.
- Of 42 responses, 50% of volunteers have at least one health condition and/or disability; Cognitive or learning disabilities 9.5%; Hearing impairment/Deaf 7.1%; Mental health condition 26.2%; Physical

disabilities 9.5%; Visual impairment 2.4%; Other long-term/chronic condition 14.3%; 9.5% Prefer not to say. 16.7% of volunteers selected *multiple health conditions and/or disabilities.*

- 10.9% of volunteers describe their religion as Church of Scotland; 8.7% Roman Catholic; 2.2% Baptist; 2.2% Agnostic; 2.2% Buddhist; 6.5% Prefer not to say; 67.4% No religion.

Audience (learners, visitors, project users, supporters)

It is not possible to gather detailed profile data for each and every visitor, project user and event participant, however GWL has built its own bespoke CRM Monitoring and Evaluation system to measure and analyse data gathered from attendees at our public and learning programme events and activities, and from other groups with which we meaningfully engage. The following percentages are based on the information gathered from monitoring and evaluation forms submitted.

Gender

Female	90%
Male	3%
Non Binary / Trans / other	7%

Age (we have not included children)

16-24	12%
25-44	42%
45-65	28%
65+	18%

Sexuality

Heterosexual / straight	72%
Gay / Lesbian	12%
Bisexual	14%
In another way	2%

Ethnicity

76% identified as White Scottish / White British.

The remaining 24% self-identified from 32 categories of ethnicity description based on the Census, including:

African/African Scottish/African British: 1%

Black/Black Scottish/Black British:	2%
Caribbean/Caribbean Scottish/Caribbean British:	1%
Indian/Indian Scottish/Indian British:	3%
Pakistani/Pakistani Scottish/Pakistani British:	1%
Chinese/Chinese Scottish/Chinese British:	1%
Irish:	3%
White Other Non-British:	10%
Other:	2%

Disability (please note that these percentages total more than 100% since people can have more than one disability)

Learning disability:	4%
Mental Health Condition:	16%
Non-disabled:	70%
Physical Impairment:	4%
Sensory Impairment:	3%
Other disability / impairment / long-term / chronic condition:	6%

Socio-economic group

This is more difficult to gather data to be specific about, but as we are based in the heart of a community that is in the top 5% most deprived in Scotland, it is probably reflective that 37% of our library 'borrowers' identify as 'low income / unwaged / student.'

Locality

Our visitors come from around the world and around the corner and data reflecting geographic spread will differ between figures for visitors to the museum and those attending specific events / learning activities. However, the breakdown for visitors is as follows:

- Glasgow 34%
(of these, 21% are from our immediate neighbourhood - 7% of overall visitors)
- Rest of Scotland 29%
- Rest of the UK 16%
- International 21%

GWL undertakes targeted project development, delivers dedicated events, and houses archive and museum collections that focus on, or are of particular interest to, specific groups, for example: a Lifelong Learning project aimed at BAME women; *Collect:if*, a

dedicated project supporting Women of Colour creatives; daily ESOL classes; the occasional production of an LGBTQIA Zine ‘Hens Tae Watch Oot Fur’, produced by GWL’s in house group; the housing of the UK national Lesbian Archives and several collections relating to groups with Protected Characteristics across the Equality, Diversity and Inclusivity spectrum; the provision of an Adult Literacy project; and projects aimed at expanding horizons and increasing the cultural and social capital of women, for example ‘Seeing Things’.

GWL is located in an area of social-economic deprivation and includes local people among its volunteer team, active and regular project participants, and audiences for public events.

Across the categories of Protected Characteristics, monitoring and evaluation evidence gathered suggests that, on the whole, GWL performs well within the confines of restricted capacities in some areas.

To determine the direction and priorities of this Action Plan, 17 people from across the organisation, including Board members, paid staff and volunteers, were actively engaged in a one-day session. Objectives have been set taking into account the organisation’s Strategic Plan, Business Plan, Learning Policy, SWOT analysis, projects and services provided, and current EDI performance. The Objectives therefore broadly focus on the Protected Characteristics of Disability, Race / Ethnicity and Local Women (Socio-economic Deprivation).

SWOT Analysis

Strengths	Weaknesses
<p>GWL has strong standing as a sector leader in EDI work and is regularly cited as a model of good practice, with case studies often highlighted by, for example: Creative Scotland, Museums Galleries Scotland, Glasgow City Council, the Museums Association and others</p>	<p>Barriers to full access exist: lack of onsite child care, no translation / interpretation services, no routine BSL signing at events, no GWL promotional materials in community languages</p>
<p>Creative Scotland values GWL's EDI work, and has requested our input into training staff and other organisations in the sector</p>	<p>There are lack of capacity issues to fully respond to multiple / complex needs</p>
<p>GWL delivers projects funded by Equality Funds from Glasgow City Council and the Scottish Government</p>	<p>Lack of dedicated budgets to work with people with some specific Protected Characteristics, for example LGBTI</p>
<p>A strong reputation for delivering consistently diverse, innovative, inclusive creative and learning programmes</p>	<p>The lending library collection is not fully accessible, with some shelves at a height beyond the reach of wheelchair users</p>
<p>Already have robust frameworks and procedures in place that forefront EDI issues: Strategic Plan, Business Plan, Learning Policy, 'This is Who We Are' Values training for all new personnel across the organisation</p>	<p>Aspects of the building require attention to make them more fully accessible, for example some doors are heavy, there is no fixed prayer / spirituality room</p>
	<p>Significant gaps in digitised materials</p> <p>GWL's location is more difficult to travel to by public transport for people based in some areas of the city, for example the South Side</p>

<p>Board and staff team is equipped with high levels of knowledge and experience relating to EDI issues</p> <p>GWL takes a proactive approach to improving EDI performance</p> <p>The donor determined GWL collections (library, archive and museum) are abundant with materials about EDI</p> <p>The newly refurbished building is accessible, with lift access, induction loop, accessible toilets and access ramps</p> <p>GWL operates a self-defining pricing system for events, with most events free to access, along with initiatives such as Pay it Forward</p> <p>In house fluent speakers of community languages among paid staff team members, including Urdu, Punjabi, Arabic, Gaelic and French, while the volunteer team comprises speakers of a further ten languages including German, Farsi, Tigrinya, French, Greek, Polish, Italian, Gaelic, Dutch and Cantonese</p> <p>On site, free provision of dedicated, cross-organisational services: Adult Literacy and Numeracy Project, BAME Women's Project, LGBTQI+ focussed Project, Volunteer support and development</p>	<p>Lack of a stock budget, so no opportunity to buy books where there are gaps, such as those in community languages</p> <p>GWL's income is above the limit for some funding opportunities</p> <p>Demand from external organisations for support and training with their EDI needs is not matched by GWL's capacity to deliver</p>
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project, daily ESOL classes, staff fluent in other community languages

Understanding of and commitment to person-centred, intersectional approaches in our work

Explicitly values-led organisation rooted in EDI and committed to transparency in its policies and processes

Excellent partnership working track record with diverse organisations across many sectors

GWL delivers training on EDI to external organisations

GWL has national 'reach', with accessible programmes of creative learning

Strong BAME community outreach programmes with some communities in Glasgow

GWL is located in the heart of Glasgow's East End, an area of socio-economic deprivation, with high levels of support, sense of ownership and engagement from the local community

GWL's bespoke monitoring and evaluation toll, LOL, can evidence and measure the organisation's EDI performance	
Opportunities	Threats
Potential for GWL to secure Intellectual Property Rights on materials and resources related to EDI, for example the Inspired! Palette and LOL	Changes in political administrations may mean decreased support for equalities Misperceptions about what GWL is and does
Strong commitment to equalities from the Scottish Government and funders such as Creative Scotland and Glasgow City Council means that there may be increased opportunities for equalities / gender related projects, or to provide capacity for child-care, interpretation or translation	Misogyny and sexism are pervasive in society The Heritage / Library / Museums / Arts Sector is particularly vulnerable to funding cuts, sometimes seen as a 'luxury'
The name 'Glasgow Women's Library' could be reviewed in the context of it being a 'misnomer'	Public sector funding is under pressure, threatening the amount of grant available to voluntary organisations and resulting in 'stand still' budgets with funding award packages
A revised Strategic Plan opens up the opportunity and commitment for GWL to play a more active role in sector change-making	GWL's uniqueness and innovative approaches to addressing inequalities is not fully comprehended or valued by all funders or by some colleagues across key sectors such as museums
Increased use of technologies to widen reach to audiences	

<p>GWL is a model of a Library / Museum / Arts organisation that changes lives for the better</p> <p>Opportunities to develop new tools to capture data and measure Socio-Economic impacts</p>	<p>A misperception by funders, the public and other stakeholders that GWL's recent / ongoing successes mean that the organisation is doing so well that it no longer needs grant support, public funding or financial support from individual donors to develop or sustain its services</p> <p>Economic and political uncertainty: post Brexit, and in the context of a potential second Independence Referendum for Scotland</p> <p>The global rise of right wing values and behaviours potentially undermines EDI gains</p> <p>The threat of digital attacks in terms of Social Media trolling and online presence may increase in line with GWL's rising profile</p> <p>Two out of three local train stations, including the nearest one, are not accessible</p>
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Objectives

Objectives	Lead	Tasks	Targets	Measures of Success	Actual Performance
Ensure that the GWL team, comprising Board Members, paid staff and volunteers, is truly equal, inclusive and diverse with high levels of awareness, skills and knowledge regarding EDI issues across the organisation	Sue John, Enterprise Development Manager	<p>Annual anonymous Protected Characteristics profile gathering survey for all personnel: Board Members, paid staff and volunteers. Appropriate support will be offered to volunteers if needed</p> <p>Review and address where possible the Protected Characteristic profile gaps within Board, Paid Staff and Volunteer Teams, implementing revised recruitment and selection processes and mentoring schemes if necessary</p> <p>Deliver 'Equality in Progress' (EiP) Training to all personnel across the organisation, with this being mandatory for Board Members and paid staff</p>	<p>Anonymous Protected Characteristics Survey to be circulated to personnel annually at the end of June, with a target of at least an average of 70% completion rate overall</p> <p>New anonymous Equal Opportunities monitoring form to be instigated for applicants as part of the recruitment process for Board Members and paid staff by December 2018, informing a reflection / strategy on publicising job or board opportunities</p> <p>One 'Equality in Progress' (EiP) training session to be delivered by 31st July 2019 to Board and staff members; and a further one by 31st March 2020; with a target of 80% of volunteers to have</p>	<p>Board, Paid Staff and Volunteer Teams become more representative across all Protected Characteristic Groups</p> <p>The GWL Team is well trained in EDI and has greater understanding of EDI in the context of the museums, arts and heritage sectors</p>	

Objectives	Lead	Tasks	Targets	Measures of Success	Actual Performance
			received the training by 30 th September 2020		
Ensure that all partner organisations and individuals external to the organisation, in working with GWL, fully understand and support GWL's EDI approach and commitments	Laura Dolan, Production Co-ordinator Rachel Thain-Gray, Development Worker	The delivery of bespoke 'Equality in Progress' (EiP) Training by GWL to a range of cultural sector organisations on EDI issues Proactively identify and record models and examples of EDI good practice that GWL can learn from and that can help GWL to meet its EDI Objectives Proactively invite potential partners to the public 'This Is Who We Are' sessions	Deliver 'Equality in Progress' (EiP) training to staff from three external cultural organisations in 2018-2019; four such organisations in 2019-2020; and five more in 2020-2021 Upskill a team of six new participants during 2019-2020 to deliver 'Equality in Progress' (EiP) training to external agencies A comprehensive and up-to-date log of good practice models set up by July 2019	EDI awareness and its value to all is more greatly understood and proactively demonstrated by partner organisations across the cultural sectors 'Equality in Progress' (EiP) training delivery to external organisations becomes sustainable for GWL GWL is able to further expand its EDI ambitions, influenced by external organisations	
To increase the number of local women (in the G40 postcode – Bridgeton, Calton and Dalmarnock) actively participating in and meaningfully	Adele Patrick, Creative Development Manager	Undertake active and targeted face-to-face contact with local people, businesses and organisations to coincide	Devise a contact list of relevant local businesses and organisations, including	Local community businesses, organisations and individuals have a	

Objectives	Lead	Tasks	Targets	Measures of Success	Actual Performance
engaging with the Artistic Programme, Learning Projects and Collections Development		with GWL's seasonal Events Programme launches .	Social Media handles by Summer 2019 Hold a stall on Bridgeton Market in relation to the launch of each new Events Programme Designate at least two places each for the drop off of leaflets and Events Programmes to staff and regular volunteers, covering between 30-40 local businesses and organisations each time	better understanding of GWL' work More local people attend events and visit GWL, evidenced by monitoring of postcode More local women become volunteers and community champions of GWL	
To increase the number of disabled women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development	Adele Patrick, Creative Development Manager	Improve accessibility to GWL's online and physical environments, and to learning programmes, events and collections The delivery of training to GWL personnel in subtitling and audio description A new project, Decoding Inequality will ensure accessible interpretation of object displays, based	Achievable physical environment accessibility improvements to the building will be identified and costed by December 2018, with timescales for fundraising and completion detailed 50% of paid staff to be trained in subtitling in 2018-2019 by Stagetext The Decoding Inequality resulting exhibition to be launched in January	Improved accessibility across the organisation More disabled women attend events, visit GWL and are able to become more involved	

Objectives	Lead	Tasks	Targets	Measures of Success	Actual Performance
		on a new intersectional feminist approach	<p>2019 will be fully audio described</p> <p>A strategy will be put in place for future audio describing of exhibitions and BSL signing of events by December 2019</p>		
To increase the number of BAME women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development	Syma Ahmed, BAME Development Worker	<p>Increase and formalise interaction with the City of Glasgow College ESOL provision, hosted at GWL</p> <p>Continue the support of <i>Collect:if</i></p>	<p>Invite the ESOL Tutor/s to attend a GWL 'This Is Who We Are' session at the earliest opportunity in the new academic year</p> <p>Instigate an induction process into GWL, its work and latest Events Programme for each ESOL class at the start of every term, starting in January 2019, to be undertaken by GWL staff and volunteers</p> <p>By July 2019, consult with ESOL Tutors / City of Glasgow College regarding the potential for inputting of content and / or materials in to</p>	<p>ESOL learners have increased active engagement with the learning programme and collections</p> <p>The ESOL curriculum is more EDI focussed</p> <p>BAME women gain confidence, increased opportunities and reduced sense of isolation</p> <p>Increased numbers of BAME women attend events</p> <p>Increased visibility of BAME artists and</p>	

Objectives	Lead	Tasks	Targets	Measures of Success	Actual Performance
			<p>the ESOL curriculum by GWL</p> <p>Aim for 25% of ESOL students to be GWL Borrowers by July 2019</p> <p>Support at least two <i>Collect:if</i> events per year</p>	writers to broader audiences	

Collecting Data and Benchmarking

Glasgow Women's Library consistently measures the impact of its work with individuals and groups. This information is captured on an ongoing basis through a wide range of methods including recording the uptake, retention and levels of participation at all events and activities.

GWL has built its own unique, bespoke and comprehensive CiviCRM Monitoring and Evaluation tool called Library Out Loud (LOL), a depositary used by staff to input quantitative and qualitative Monitoring and Evaluation data gathered from each event and day-to-day visits, activities and enquiries to GWL.

GWL's methods of gathering information related to benchmarking include: consultation events and projects (such as previous initiatives #GWLHearsMe #GWLNeedsYou and #MyMuseum); Monitoring and Evaluation forms capturing feedback and data after each event; group and individual verbal feedback; Social Media - blogs, email, Twitter, Facebook and website feedback; third party feedback (e.g. from partners with whom we work); photo and video recordings of events; Visitors' Book; Tracking Borrowers' Numbers, data and trends; case studies; one-to-one meetings with volunteers; staff supervision; and a wide range of other instances to capture and share information that will help to assess GWL's work on an ongoing basis.

This approach to Monitoring and Evaluation gives valuable data needed on demographics, whether GWL's target audiences and learners are participating, the extent and quality of GWL's impact on changing people's lives for the better and GWL's performance in relation to achieving project outcomes.

Different aspect of GWL's work is funded by up to ten different project funders at any one time and LOL enables the organisation to review performance using feedback from users, learners, audiences, visitors and volunteers, and assess this against the targets and milestones set and, based on this reflection, professionally plan successive seasons' programmes with any necessary adjustments.

Objective / Target	Risk	Likelihood	Impact	Score	Action Required to Mitigate Risk
<u>Risks associated with the Objective:</u> <u>Ensure that the GWL team is truly equal, inclusive and diverse with high levels of awareness, skills and knowledge regarding EDI issues across the organisation</u>					
Anonymous Protected Characteristics Survey to be circulated to personnel annually at the end of May, with a target of at least a 75% completion rate overall	Survey response is too low and the target is not met, failing to provide a full enough context on which to build this Objective	1	5	5	Pre-survey discussions across Board, staff and volunteers meetings will prepare personnel, answer queries and encourage participation
New anonymous Equal Opportunities monitoring form to be instigated for applicants as part of the recruitment process for Board Members and paid staff, aiming for 70% response rate per post	Response rate is too low and the target is not met, failing to provide a full enough context on which to build this Objective	2	5	10	Ensure ease of completion through a simple anonymous Google Survey link
One 'Equality in Progress' (EiP) training session to be delivered by 31 st March 2019 to Board and staff members; and a further one by 31 st March 2020; with a target of 80% of volunteers to have received the training by 30 th September 2020	The target percentage for volunteers is not met	2	4	8	The role of the Volunteer Co-ordinator will provide a key link in meeting with volunteers to underline the importance of this training and its relevance to working at GWL, and also to highlight the value of this as a professional development opportunity for individuals in terms of future job applications and general skills development

<p>Risks associated with the Objective: <u>Ensure that all partner organisations and individuals external to the organisation, in working with GWL, fully understand and support GWL's EDI approach and commitments</u></p>						
<p>Deliver 'Equality in Progress' (EiP) training to staff from three external cultural organisations in 2018-2019; four such organisations in 2019-2020; and five more in 2020-2021</p>	<p>Lack of take up or interest in GWL's EiP Training</p> <p>Overwhelming take up or interest in GWL's EiP Training</p>	2	5	10		<p>Use the widest possible networks across Scotland's cultural, heritage, arts and creative communities to promote EiP training; work with specialist partners</p> <p>Write a Business Plan to ensure sufficient capacity to meet demand, protect GWL's IP, and to address sustainability issues</p>
<p>Upskill a team of six new participants during 2019-2020 to deliver 'Equality in Progress' (EiP) training to external agencies</p>	<p>Too few show an interest in participating in the process of skills development to be trainers in EiP</p> <p>Overwhelming number of women show an interest in participating in the process of skills development to be trainers in EiP</p>	2	5	10		<p>Learning Programme and Volunteer Development are a proactive catalyst to engage women in GWL's work and participation in proactive equalities campaigns</p> <p>Manage expectations and encourage involvement across the organisation through project work via the volunteering programme</p>
<p>A comprehensive and up-to-date log of good practice models set up by December 2018</p>	<p>Data is not inputted and / or is unused</p>	2	5	10		<p>Ensure clarity of responsibility for this task and proactively review results at Team Meetings</p>

<p>Risks associated with the Objective: <u>To increase the number of local women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development</u></p>						
<p>Devise a contact list of relevant local businesses and organisations, including Social Media handles by Summer 2019</p>	<p>List may quickly become out of date and / or remain unused</p>	2	5	10		<p>Ensure clarity of responsibility for this task and proactively review it at Team Meetings</p>
<p>Hold a stall on Bridgeton Market in relation to the launch of each new Events Programme</p>	<p>Lack of capacity and / or confidence within the staff and volunteer teams to publically interact in this way</p>	1	5	5		<p>Ensure that staff and volunteers are trained, encouraged and supported, and that at least three personnel are present each time</p>
<p>Designate at least two places each for the drop off of leaflets and Events Programmes to staff and regular volunteers, covering between 30-40 local businesses and organisations each time</p>	<p>Reticence from community partners to take GWL publicity</p>	2	5	10		<p>Use GWL 'champions' that are already local, to be advocates; and offer a reciprocal exchange of publicity for promotion of partners' services at GWL</p>
<p>Risks associated with the Objective: <u>To increase the number of disabled women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development</u></p>						
<p>Achievable physical environment accessibility improvements to the building</p>	<p>Planning Permission / Building Control requirements frustrate</p>	3	5	15		<p>Draw upon expertise available in the GWL Board Team, which includes an</p>

<p>will be identified and costed by December 2018, with timescales for fundraising and completion detailed</p>	<p>and delay the process; capital funding is not raised</p>					<p>Architect; break down capital funding needs in to smaller, more achievable targets</p>
<p>50% of paid staff to be trained in subtitling in 2018-2019 by Stagetext</p>	<p>Percentage target is not reached and / or this does not translate in to actual subtitling of material by staff</p>	1	5	5		<p>Ensure that staff are fully prepared for, accept and support this target / Objective</p>
<p>The Decoding Inequality resulting exhibition to be launched in January 2019 will be fully audio described</p>	<p>Deadline delays and / or lack of Project capacity results in the exhibition not being fully audio described</p>	1	5	5		<p>The Project will be well managed by the Development Worker, and any risks notified to Senior Management at the earliest opportunity</p>
<p>A strategy will be put in place for future audio describing of exhibitions and BSL signing of events by December 2019</p>	<p>The costs involved may be prohibitive in terms of full achievement</p>	3	5	15		<p>Identify possible sources of funding; upskill staff and volunteers in audio description; look at mutually beneficial partnership working arrangements regarding BSL provision</p>
<p><u>Risks associated with the Objective:</u> <u>To increase the number of BAME women actively participating in and meaningfully engaging with the Artistic Programme, Learning Projects and Collections Development</u></p>						
<p>Instigate an induction process into GWL, its work and latest Events Programme for each ESOL class at the start of every term,</p>	<p>GWL's Academic Partner, Glasgow College, may not have</p>	1	5	10		<p>If there are no 'resident' ESOL learners, then this need changes; to continue to involve other / external ESOL learners,</p>

starting in January 2019, to be undertaken by GWL staff and volunteers	long-term resourcing to continue to deliver the ESOL courses				GWL can work with the ESOL Forum, with who it already has contact
By July 2019, consult with ESOL Tutors / City of Glasgow College regarding the potential for inputting of content and / or materials in to the ESOL curriculum by GWL	There may be no room in the ESOL approved curriculum for such input	3	5	15	A more informal approach by GWL to the College of an 'extra-curriculum' offer can be adopted, enabling a voluntary take up by ESOL students
Aim for 25% of ESOL students to be GWL Borrowers by July 2019	Percentage target is not reached	1	3	3	The Librarian can play a pro-active role in this process, highlighting the new collection of Community Language texts as well as English based texts
Support at least two <i>Collect:if</i> events per year	<i>Collect:if</i> numbers may fall off	3	5	15	Ensure capacity and clarity of responsibility for facilitating this task

Appendix One - Consultation and Participation Session

Cross Organisational Meeting of Board Members, Paid Staff and Volunteers, 30th August 2018

Present: Wendy Kirk, Adele Patrick, Deborah McGeachy, Syma Ahmed, Kirsten Alexander-McGarry, Rebecca Jones, Rachel Thain-Gray, Katie Young, Rosie O'Grady, Laura Dolan, Sue John, Nicki Chung, Katie Reid, Jeanette Lang, Dorothy Sichi, Jo Gray, Karen Birch.

Session Aim: To review the EDI Action Plan 2017-2020; to undertake a revised SWOT analysis regarding Equality, Diversity and Inclusivity; to establish and finalise new Objectives.

All images from EDI Action Planning sessions involving GWL Board, paid staff, sessional workers, volunteers and service users

Glasgow Women's Library
August 2018

Next Review Date: December 2018