



**National Library
of Scotland**

Leabharlann Nàiseanta
na h-Alba

Equalities Mainstreaming Report

April 2021-2025

Part 2 of 3

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5. Progress against the planned outcomes from the Equality Mainstreaming Progress Report 2019-2021

Listed below are the five outcomes followed by progress against the activities.

Representation and understanding

1. The Library will extend its appeal to people who currently do not think of it as a place, service or employer that has something to offer them.
2. We will improve our understanding of who uses us and doesn't use us, and who works for us, by improving the recording and analysis of statistics and asking ourselves and others new questions.

Valuing diversity

3. The Library will use its collection, services and policy to help foster good relations between those who share a protected characteristic and those that do not.

Dignity and equality

4. Our customers and employees will be able to enjoy our collections, buildings, services and remote services without obstacle or embarrassment.
5. Our staff will demonstrate that they understand the different needs of individuals, and the importance of equality for all.

Outcome 1

The Library will extend its appeal to people who currently do not think of it as a place, service, or employer that has something to offer them.

Relates to all protected characteristics.

Activity 1.1:

Increased external engagement.

Task	Outcome
<p>1.1.1: Establish links with external equality groups to promote the Library as a service and an employer. Address any perceived or real barriers to increasing engagement and involvement.</p>	<p>We commissioned The Lines Between to carry out research on the Library's under-served and under-represented audiences in January 2021. The findings of this research will identify barriers to engagement and inform the Library's future audience engagement work. We have also been working with CRER to who delivered staff training on race and white privilege in February 2020. This will inform our future approach to equality, diversity and inclusion at the Library.</p> <p>In preparation of our new strategy for 2020–2025, we held a partnership symposium in Glasgow with existing and potential partners across the equalities and culture sector in September 2019. These in-depth discussions helped us to formulate a strategy with specific aims to reach underrepresented groups. We also, for the first time, engaged in a public consultation on the strategy in late 2019 / early 2020, inviting people from across Scotland to give us their views. These were considered as we finalised the strategy. 'Reaching People: Library strategy 2020–2025' was launched in September 2020. Media coverage overwhelmingly focused on our aims to tackle inequality and underrepresentation.</p>

Activity 1.2:

Increased the number of young people engaged, involved and employed within the Library.

Task	Outcome
1.2.1 Review each vacancy to determine if it is suitable for the employment of young people.	Continue to refine our Recruitment Process to make our jobs more accessible for the recruitment of young people.
1.2.2 Offer volunteering opportunities	Continue to offer volunteering opportunities. Over the past year due to Covid-19 restrictions, no volunteers have been used or recruited to the Library.
1.2.3 Continue to seek external and partnership opportunities.	<p>We will continue to work with external organisations to design and deliver partnership programmes for young people, working towards the goal of creating a sustainable long-term youth engagement programme at the Library.</p> <p>The Library developed a Partnership Framework in 2020 / 2021 as a guide to any staff member who entering into a partnership (either formal or informal) on behalf of the Library. The next step will be to develop a Partnership Strategy, informed by the Library's new strategy for 2020–2025, 'Reaching People'.</p> <p>We have provided two intern placements in Collections Care with the financial support of the Clothworkers' Foundation.</p> <p>At Kelvin Hall we have expanded the number of student work placements and internships (paid internships and placements as part of a course of study) by working closely with academic partners and funders. These placements are mostly curatorial and/or research based.</p>

Activity 1.3:

Increased the number of young people engaged, involved and employed within the Library.

Task	Outcome
<p>1.3.1 Review our corporate publications in light of equality and diversity objectives; paying particular attention to the use of images of people.</p>	<p>This is an on-going activity with equality and diversity considered in relation to all publications at the design stage. We are working towards ensuring our images of people represent greater diversity. However, we are keen to avoid tokenism at all costs and would prefer if possible to reflect the increasing diversity of those who engage with the Library, as well as people's intersectionality. This is something we will focus on increasingly as our services reopen in 2021.</p> <p>As part of our new procurement contract for publications in 2020, we prioritised accessibility and representation. The winning contract presented a range of proposed initiatives that could help us to expand our reach, and profile and engage hitherto underrepresented groups. An EQIA was carried out in advance of the procurement to strengthen this area of work. The media team will be refreshing its publications, both print and digital channels, with equality and diversity at its core. Meanwhile, we are making good progress in highlighting under-represented voices, and the 'silences in the collections' as part of continuous improvement.</p> <p>The Library developed a new initiative in late 2020 called 'Fresh Ink'. An initiative for emerging writers, it called for applications to be considered for paid commissions on the theme 'my experience of 2020'. It was made explicit in all marketing and communications activity that the Library wanted to attract as broad a range of voices, backgrounds and perspectives as possible. We received 250 applications and 10 writers were commissioned. Due for publication in 2021, Fresh Ink will demonstrate the Library's commitment to promoting the voices of the diverse communities that make up 21st century Scotland.</p>
<p>1.3.2 Review of all Library publications and channels – ongoing.</p>	<p>As part of our strategic editorial approach to publications such as our magazine ('Discover') and digital communications such as our e-newsletter, we actively seek out content relevant to a wider audience – putting people and their experience of using Library collections first. As part of this, we always use, where possible, images and stories that present greater diversity among our readers and visitors.</p>

	<p>We're also developing a style guide for the Library which will be implemented in the year 2021 / 2022. It places great emphasis on the use of plain English and the elimination of jargon, and also makes references to representation and the most up-to-date terminology with regards to equalities. Once implemented it will be reviewed on an annual basis to ensure the Library incorporates best practice and the evolution of language to ensure greater inclusivity.</p>
<p>1.3.3: Plan specific advertising campaigns to target our under-represented communities.</p>	<p>Our media plan for advertising our exhibitions uses a variety of formats from online advertising, offline, taxis, trains, radio etc. so there are multiple opportunities to 'see / hear'. We will continue to expand our use of social media – Facebook, Twitter and Instagram.</p> <p>However, acknowledging that advertising can only go so far, we actively seek to place content (where appropriate) in publications or channels that cater for our target audiences i.e. young people.</p> <p>The media team has now embedded reaching out to specific groups to help spread the word among the communities they represent. This will be an ongoing way of working for the team on top of traditional advertising as above.</p>
<p>1.3.4: Seek partnership working or knowledge exchange with organisations that can assist in attracting under-represented groups and widening access.</p>	<p>As part of external relations activity, widening access and attracting a more diverse audience is at the heart of all conversations. In the past year we have either met with or are planning to learn from or partner with a range of organisations such as Young Scot, Napier University, BBC Scotland, and our partners at Kelvin Hall (Glasgow Life and the University of Glasgow).</p> <p>We will continue to work in partnership with national and community organisations to develop our offer for under-represented audiences including BAME, LGBTQ+, low-income households, people with disabilities, and families.</p>
<p>1.3.5: Co-ordinate our outreach/exhibition work with relevant third-party events, building on good practice as demonstrated in our current</p>	<p>We will continue to programme events, exhibitions and other forms of public engagement that link with local and national events, in order to extend our reach and raise the profile of the organisation. We will carefully select which events we support in-line with the Library's strategic objectives. This includes national history months that platform under-represented histories, COP26 that supports climate action, and the 2022 Year of Scotland's Stories which provides an opportunity for us to extend our national reach and support trilingual</p>

<p>education and outreach work.</p>	<p>programming in English, Gaelic and Scots.</p> <p>We will continue to participate in the Social Programme with the National Galleries of Scotland and the National Museums of Scotland to support people and family with dementia.</p> <p>During 2017 -2019 through Kelvin Hall, we established new relationships with Paisley Disability Resource Centre, Glasgow Disability Alliance, Deaf Youth Theatre and LGBT Health and Wellbeing. We continue to work with Glasgow Women’s Library on projects and to have a dialogue around equalities and best practice. With the help of academic and charitable partners, we have begun to conduct research on how to use moving image heritage in the context of wellbeing and have planned a number of activities around this theme for 2019-2020.</p>
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Outcome 2

We will improve our understanding of who uses us and doesn’t use us, and who works for us, by improving the recording and analysis of statistics and asking ourselves and others new questions.

Relates to all protected characteristics.

Activity 2.1:

Improve our understanding of who works for us by reducing the number of 'not disclosed' and 'prefer not to say' responses to the Equalities data held for employees on the HR Information Management System to produce more meaningful, valid data.

Task	Outcome
<p>2.1.1: Encourage staff during the launch of the 'self service' function to provide the information ensuring they are aware of how this will be used, etc., under the DPA.</p> <p>2.1.2: Send reminders to staff every six months to check their information and update as required.</p>	<p>Every six months we send a reminder to staff to complete their Equalities Data. To encourage completion, the reminder is accompanied by a statement explaining how the data is used and the importance of having the data.</p>

Activity 2.2:

Improve our understanding of who uses us online.

Task	Outcome
2.2.1: Review our website to ensure it provides appropriate engagement and feedback on equality and diversity issues and to serve as a platform to communicate what we are doing in this area	Our Web Editors will ensure that sites meet the Public Sector Web Accessibility regulations and are WCAG AA compliant.
2.2.2: Ensure our audience research programme encompasses both onsite and offsite users as well as the needs of potential users of the Library.	Continue with our mystery visit programme and include people with visual / audio / mobility impairment as part of this survey
2.2.3: Identify ways to improve the customer registration system so it can allow us to gather information to identify the diversity of our users and to ascertain any barriers which can be eliminated or improve access.	To reduce the barriers to accessing our collections we are currently making changes to our website pages, registration form and ID requirements to make it both easier to understand and easier to join the Library.

Activity 2.3:

Review our market research and consultation practices to take account of all protected characteristics, and to look at the impact on equality and diversity of socio-economic background and rural dwelling.

Task	Outcome
2.3.1: Follow up broader market research findings with market research targeted specifically at	We will ask our contracted suppliers to continue to explore the best ways to maximise the information achievable within any resource

under-represented communities.	limitations that we may have.
2.3.2: Ensure all market research provides an opportunity to gather data on protected characteristics.	We deliver an ongoing research programme including mystery visits which seeks to incorporate people with protected characteristics.

Activity 2.4:

Establish methods to recover equalities data for attendance at events, exhibitions, workshops and other methods of accessing the Library and its services.

Task	Outcome
2.4.1: Capture data using the Library Registration System	<p>Data is captured on new readers at the point of registration via our (optional) equalities form from which we can generate reports. For other readers, we capture data via our biennial customer survey.</p> <p>Undertaking 'mosaic profiling' through collection of postcodes of those attending one day events</p> <p>In 2020 we introduced new forms of data capture via surveys of attendees of online events and workshops. We plan to continue using this evaluation method from 2021-23. We also plan to trial new online and on-site data capture methods once our on-site programme resumes later in 2021.</p>

Activity 2.5:

Increase our understanding of the recruitment process in relation to the correlation between applicants and appointments.

Task	Outcome
2.5.1: Improve the data available on our recruitment.	Working with 'Engage', our online recruitment system has enabled us to expand the data available to improve the level of data and reports

	<p>available.</p> <p>There has been a considerable reduction in the number of applicants under the 'unknown' categories of the equalities data.</p> <p>Data is now available on the number of candidates within the categories in relation to interviews and appointments.</p>
<p>2.5.2: Research the possibility of 'blind' recruitment where names are removed from applications.</p>	<p>We have made enquiries and it is possible to remove names from the applications. This will be actioned in the 2021-2025 activity.</p>

Outcome 3

The Library will use its collection, services and policy to help foster good relations between those who share a protected characteristic and those that do not.

Relates to all protected characteristics.

Activity 3.1:

Improve Equality Impact Assessments (EqIA) are understood and are being undertaken in relation to policy, procedures, business processes and activities.

Task	Outcome
<p>3.1.1: Ensure the current EqIA Policy and Procedure is 'fit for purpose' ensuring clarity on when an EqIA should be undertaken and who is responsible for completion.</p>	<p>The review of the policy and procedure will be carried forward to the 2021-25 Activity.</p>
<p>3.1.2: EqIA training for all managers.</p>	<p>The training for those responsible for completing EqIAs will be carried forward to the 2021-25 activity in conjunction with the outcome above.</p>

Activity 3.2:

The development of the digitisation programme will address issues and concerns relating to diversity.

Task	Outcome
<p>3.2.1: Amend digital project approval process and criteria to place focus on the need for projects to contribute to the diversity and equality objectives of the Library.</p>	<p>There has been no new large scale selection for the mass digitisation process during this period as the programme has been working through projects from the selection made prior to April 2017. Due to the nature of content being selected for mass digitisation, it is likely that content which specifically addresses diversity and equality will come from digitisation linked to the Library's public programmes and specially funded projects (see 3.4 below).</p> <p>Digitised typed texts will always include conversions of the images to text which ensures wider accessibility through screen-readers and other assistive technologies.</p> <p>The Library has recently published the criteria it uses to select items for digitisation which includes factors such as audience-driven selection, and selection for accessibility where items will be more accessible to everyone by being online.</p>

Activity 3.3:

Develop events programme to attract a greater diversity of attendees.

Task	Outcome
<p>3.3.1: Expand the use of signing, subtitling and audio description at events where funding and circumstances allow.</p>	<p>Throughout 2020 / 2021 we have trialled a new online programme of events and workshops which includes subtitling all recorded events, and live transcription for high-profile live events where budget allows. Our new online programme has received higher levels of engagement and we plan to continue this into the future.</p> <p>Once on-site programming resumes later in 2021, we also plan to trial new types of events targeted specifically to under-represented audiences.</p>

<p>3.3.2; Complete an equality impact assessment on external events and exhibitions programme.</p>	<p>Equalities Impact Training was delivered to Library managers in early 2020 and EQIAs have been completed for large-scale programming projects. A new Public Programming Handbook for the Library launched in April 2021 with an ongoing programme of staff training, to develop the Library's organisational practice in designing accessible and inclusive public programmes. This will be accompanied by a new exhibitions framework that will support staff to create audience-centred exhibitions that meet equalities requirements.</p>
<p>3.3.3: Review distribution and content of marketing leaflets in light of equality and diversity objectives.</p>	<p>We reviewed and consolidated our marketing brochures in 2020 with a view to making them more accessible and more representative of Scotland's population. We also overhauled the language, style and tone in order to make the Library a less daunting place to visit or to join as a reader. The new brochure will be finalised and made available in the post-Covid landscape when people are more likely to engage with printed material.</p>

Activity 3.4:

Involve blind and partially sighted, and deaf and hearing impaired communities in the planning and development work for the Scottish Sound Archive at the earliest opportunity.

Task	Outcome
<p>3.4.1: Expand the use of signing, subtitling and audio description at events where funding and circumstances allow.</p>	<p>Scotland's Sounds network is continuing to work across the sector to develop skills and awareness for owners and users of audio collections. The Library is the Scottish hub for 'Unlocking our Sound Heritage', the UK-wide HLF funded project. This hub will digitise around 5,000 items from across Scotland and includes public engagement programmes.</p>

Outcome 4

Our customers and employees will be able to enjoy our collections, buildings, services and remote services without obstacle or embarrassment.

Relates to all protected characteristics

Activity 4.1:

Develop our public spaces so as to improve access and increase usage and diversity of audiences.

Task	Outcome
4.1.1: Examine options for developing our physical spaces at George IV Bridge to minimise barriers to access, diversify our user base and encourage use and engagement with our spaces and collections.	Conduct a feasibility report on redeveloping identified areas on Level s11 / 12 / 13 to enable improved access and usage.
4.1.2: Ensure our facilities at Kelvin Hall minimises barriers to access.	Review Access Panel Report carried out on the National Library of Scotland facilities at Kelvin Hall and agree a set of recommendations.
4.1.3: Automatic door access to enable users with physical impairments access to the General Reading Room.	The automatic door has been installed improving access to users with physical impairments.

Activity 4.2:

Review our website, remotely accessed resources and services, and intranet to identify areas for improvement in terms of access and screen reader accessibility.

Task	Outcome
4.2.1: Ensure that the Library's web strategy addresses equality	The refreshed main website has improved access and navigation.

compliance as part of our plans to significantly increase digital access to content.	We are working with other legal deposit libraries to procure a new interface for accessing our non-print legal deposit content that will include improved provision for visually impaired readers.
4.2.2: Continue to review the format of the recruitment website to confirm whether it is fit for purpose for people reliant on screen reading software, and implement changes required to deliver equality of access.	Applicants have the ability to increase the font size and colours of the information and application form. Further work is required to determine accessibility.
4.2.3: Review of the intranet to ensure compatibility with best practice standards for screen reading, sight impairment, and dyslexia.	Following the procurement of Office 365 in 2018, a project has now been completed to move the old SharePoint intranet into the latest version of SharePoint Online. This is hosted in the cloud, and is part of Microsoft's ongoing upgrades and developments.

Outcome 5

Our staff will demonstrate that they understand the different needs of individuals, and the importance of equality for all.

Relates to all protected characteristics.

Activity 5.1:

Improve the understanding of the needs of all individuals and the support available and how this can be achieved.

Task	Outcome
5.1.1: To help ensure that we focus on the priorities to achieve the outcome we will establish an Equality and Diversity Group.	As part of the Equality and Inclusion Plan. There will be a steering group established to direct and monitor the work of a number of actions under the new outcomes for 2021-2025.

Activity 5.2:

Improve the understanding of the needs of all individuals and the support available and how this can be achieved. Run a series of staff events that raise the awareness and understanding of equality and diversity issues including discrimination and build confidence in the reporting of concern, requirements and suggestions.

Task	Outcome
<p>5.2.1: Equality Awareness sessions will be arranged for all staff so there is clarity and understanding of the various aspects of equality and diversity and build confidence in identifying and reporting of issues.</p> <p>Further management training to be organised to increase confidence in dealing with inappropriate behaviour identified by the manager or issues brought to the manager's attention.</p>	<p>Training has been held to support managers in dealing with inappropriate behaviour.</p> <p>We have developed an E-Learning platform which was launched in February 2021. Within the offer there are a number of modules directly relating to equalities. Further discussion is required on whether a number of these are mandatory for staff.</p> <p>Training sessions on recognising cultural differences was undertaken by customer facing staff in 2020.</p>
<p>5.2.2 Provide training and awareness sessions on depression and mental health as an area where current understanding could be improved</p>	<p>We now have a number of Mental Health First Aiders in the Library.</p> <p>Training for managers has been held to help identify and support staff with mental health issues.</p> <p>During Covid-19 a large number of resources has been made available to staff including webinars.</p>

6. Work of the Equality and Inclusion Task and Finish Group

The Library's new strategy for 2020–2025 is about 'Reaching People'. A Task and Finish group was established in July 2020 to assess the Library's capability and capacity in ensuring equality, diversity and inclusion underpins our work for the next five years and beyond.

The EDI (Equality, Diversity and Inclusion) Task and Finish Group drafted an Equality Inclusion Action Plan for the Library. The draft action plan consists of a set of recommendations which will act as a framework for the delivery of EDI based strategic objectives over the next five years. The plan includes:

1. A value statement which outlines the Library's level of commitment to the principles of equality, diversity and inclusion.
2. A set of deliverable actions which demonstrate the Library's commitment, and which support the strategic objectives above, with identified lead staff member / team, targets and timescales in place. These deliverable actions informed a set of fresh outcomes for the new reporting period relating to the Scottish Government's Mainstreaming Equalities reporting process (see section 7).
3. An outline programme of staff training to effectively implement the plan.

6.1 Value statement

The group agreed that the main guiding principles outlined in 'Reaching People' are already highly relevant for this strand of work. They effectively summarise the organisation we would like to be in five years' time.

The principles are:

Open – we commit to openness and transparency in all areas of our work. We aim to make our collections and our related work free, open and reusable wherever possible.

Trusted – we provide accurate and reliable information to support debate and discussion.

Inclusive – we are responsive and inclusive as we build and interpret collections for current and future generations. We will challenge ourselves, our assumptions and

our policies in order to create a more inclusive collection and a more diverse audience.

Connected – we work collaboratively to improve our services and extend the benefits they offer.

Inspiring – we believe in the power of the collections to change lives through learning, research, discovery and improved wellbeing. We actively support participation in culture and heritage for everyone.

Responsible – we commit to minimising our environmental impact, and to create a more sustainable, resilient and healthy environment for future generations.

The implementation of the plan's key themes, as identified by the group are identified below and are reflected in the planned outcomes for the Equality Mainstreaming Report (section 7).

6.2 Key themes

- Organisational culture
- Access
- Collections
- Partnerships and outreach
- Infrastructure

6.3 Resources

The group proposed that a specialist role be created, with the necessary expertise in EDI best practice, knowledge and application to help advise, scope and deliver the activities which will underpin the establishment of equality diversity and inclusion principles across the Library, including:

- Review and advise on how the Library interacts internally and externally and the processes used to ensure we build a naturally thinking EDI culture within the organisation
- Provide expertise on all aspects of equality, diversity and inclusion at a strategic and operational level
- Develop a suite of EDI related policies

- Support compliance with legal and mandatory frameworks and ensure effective reporting processes are in place
- Identify and support the delivery of a range of EDI learning and development opportunities
- Support the establishment of a consultation model to consult partners, communities and audiences on specific aspects of the Library's equalities and inclusion work
- Support the review of the Library's recruitment process to identify and address any barriers
- Work across all Library service functions to ensure that all are aligned on equality, diversity and inclusion.

As well as the role directly supporting those responsible for the achievement of the mainstreaming outcomes, the establishment of these principles will themselves, through time, bring a greater understanding and knowledge to those responsible.

7. The planned outcomes for the Equality Mainstreaming Report 2021–2025

Outcome	Theme
1. We will actively welcome people who currently do not think of the Library as a place, service or employer that has something to offer them.	Access
2. People will be able to enjoy our collections, buildings, services and workplace without obstacle or embarrassment.	Access
3. We will work to address the silences and omissions in the collections and to revealing the diversity already within the collections, using a wider range of material and subjects to attract and serve different audiences.	Collections
4. Our staff will demonstrate that they understand the different needs of individuals, and the importance of equality for all.	Organisational culture
5. We will ensure that our staff and partner communities do not face discrimination on the grounds of their protected characteristics.	Organisational culture
6. We will invest resources in our collections and services to help foster good relations and a deeper understanding of complex histories and uncomfortable debates.	Infrastructure
7. We will improve our understanding of those who use us and don't use us by asking ourselves and others new questions, and by focusing on audience needs to help us tailor and co-produce programmes, services, collections, access and communications.	Partnerships
8. We will amplify the voices of those who have historically been under-represented in the Library's collections and programmes, and seek out partnerships that enable us to reflect critically on our work and our history.	Partnerships

Outcome 1 – Theme: Access

We will actively welcome people who currently do not think of the Library as a place, service or employer that has something to offer them.

Relates to all protected characteristics.

Activity	Task
<p>1.1 Make improvements so that more people can access the Library and feel that it is their library.</p>	<p>Deliver an audience research plan and embed new evaluation methods.</p> <p>Consider staff training for the creation of effective content, with an emphasis on plain English, support for people with cognitive / learning needs and people who don't speak English as their first language.</p> <p>Conduct an audit of Open Access Reading Room stock to include a broader range of representation.</p> <p>Complete an accessibility assessment of the Library's web domains and publications to determine compliance against Accessibility Regulations. Based on the assessment, plan and commence work to make our content compliant.</p> <p>Complete work to make content, services, publications and microsites compliant with Accessibility Regulations.</p>
<p>1.2 A commitment to actively engaging with people from all ages and backgrounds (including under-represented audiences), marginalised communities and audiences from different locations / geographical areas.</p> <p>Working collaboratively with people to develop programmes and services that are relevant to them.</p>	<p>Deliver onsite, off-site and online events, workshops and projects for under-represented groups and communities we have not previously worked with before, such as families, people from lower socio-economic backgrounds, and BAME communities.</p> <p>Create and implement an Exhibitions Framework with a programme of staff training that champions inclusive and accessible design and content for all exhibitions.</p> <p>Implement the recommendations of the 2020 Kids in Museums Family-Friendly audit, ensuring the Library is accessible to families.</p>

Outcome 2 – Theme: Access

People will be able to enjoy our collections, buildings, services and workplace without obstacle or embarrassment.

Relates to all protected characteristics.

Activity	Task
2.1: Ensure access to all services (onsite, off-site or online) is welcoming to all and without obstacle.	Introduce exhibition aids to support the needs of a wide range of visitors, e.g. family trails, multi-language guides, and a programme of visits for people with disabilities and additional support needs. Develop our commitment to Gaelic as outlined in the Gaelic Language Plan and consider extending this to a multi-language approach to our work, also including the main immigrant languages in Scotland (Polish, Urdu, Punjabi).

Outcome 3 – Theme: Collections

We will work to address the silences and omissions in the collections and to revealing the diversity already within the collections, using a wider range of material and subjects to attract and serve different audiences.

Relates to all protected characteristics.

Activity	Task
3.1: We will continue to build on the ambitions outlined in our Collection Development Policy by ensuring equality, diversity, and inclusion strategies are embedded within our work of acquiring, describing, interpreting, and preserving the collections.	Carry out an audit of existing projects relating to silences and contested histories in the collections. Embed equalities outcomes into a revised Research Statement. Demystify acquisitions processes using our website to enable collecting from new and diverse sources, particularly within Scotland. Include EDI statement with every Collections Impact Assessment. Carry out Contemporary Collecting scoping project, in partnership with underrepresented groups, to identify specific silences and omissions across all our collections, with the aim of increasing representation in these areas of our 20th and 21st century holdings. Expand policies on ethical collecting and description

	<p>under new Collections Management Policy Framework.</p> <p>Review and reframe summary descriptions of our collecting areas on Library website to improve the accessibility of collections.</p>
<p>3.2: We will address the silences and omissions in the collections, as well as the historic inequities in the ways collections have been described and promoted. We will use a wider range of collection material and subjects to attract, represent and serve different audiences</p>	<p>Coordinate collaborative work on 'Addressing Bias in the Collections' through the dedicated Community of Interest.</p> <p>Follow up on initial work on identifying slavery connections in the provenance of Special Named and Printed Collections: agree and implement next steps and broaden the scope to other collections.</p> <p>Ensure Hidden Collections programme improves the discoverability of collections relating to marginalised groups and their histories.</p>
<p>3.3 We will continue to be inclusive in our collections-focused digital engagement and always mindful of equalities and representation in our editorial and social media work.</p>	<p>Develop policies on content advisory notices and descriptive standards for protected characteristics and racist materials in archival collections.</p> <p>Dedicate a Library blog series by members of the 'ABC' Community of Interest to silences in the collections.</p> <p>Publish research guides and collections discovery pages, focused on underrepresented narratives, in our collections and tailored to the needs of different audiences.</p>

Outcome 4 – Theme: Organisational culture

Our staff will demonstrate that they understand the different needs of individuals, and the importance of equality for all.

Relates to all protected characteristics.

Activity	Task
<p>4.1: Involve our staff so they are involved and that all know they have a role to play to</p>	<p>Scope and implement a mandatory training programme for all staff including e-learning modules plus supplementary targeted training for key staff.</p> <p>Review the Equality Impact Assessment policy and</p>

ensure equality is embedded in our work and how we behave and treat people.	procedure. Scope and implement Equality Impact Assessment training for all relevant staff.
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Outcome 5 – Theme: Organisational culture

We will ensure that our staff and partner communities do not face discrimination on the grounds of their protected characteristics.

Relates to all protected characteristics.

Activity	Task
5.1 Our staff will have equality of opportunity, and the knowledge and confidence to speak up and challenge where this can be improved, recognising that it is not up to someone else to improve the culture around equality, and that each individual has a responsibility in achieving this.	<p>Review our job application process, including consideration of 'blind' recruitment and the inclusion of equalities principles for all posts.</p> <p>Explore the level of interest in setting up staff networks around different protected characteristics and ensure these are adequately supported by the Library.</p> <p>Conduct an Equal Pay Audit.</p> <p>Review the external presentation of the Library as an organisation to visit and work for and where possible adjust our marketing approach to include more inclusive language, imagery and content.</p> <p>Invest in a re-branding exercise to help evolve the Library into an open, inclusive and welcoming place of study, cultural engagement and employment. The new brand will make it obvious to anyone considering engaging with the Library that it is a place for them.</p>

Outcome 6 – Theme: Infrastructure

We will invest resources in our collections and services to help foster good relations and a deeper understanding of complex histories and uncomfortable debates.

Relates to all protected characteristics.

Activity	Task
<p>6.1 The Equalities and Inclusion work outlined in this plan, combined with the complementary Outstanding Digital Engagement and Climate Plans, are in effect the building blocks of our 'Reaching People' strategy. We would bring these three major areas of work together into a single Reaching People Programme. This will allow for a co-ordinated approach to delivery of a wide range of actions, many of them already inter-related, and involving many different teams across the Library.</p>	<p>Scope and implement a pilot 'Reaching People' programme incorporating actions and recommendations from the Equality and Inclusion Plan, Outstanding Digital Engagement Plan and Climate Action Plan.</p> <p>Implement and deliver a Library-wide equalities forum and complementary series of seminars with high-profile speakers.</p>
<p>6.2 Equality and inclusion principles are fundamental to successful audience engagement. Consideration of audience outcomes as well as specific equalities needs should be embedded in all our planning and work prioritisation processes.</p>	<p>Review Mainstreaming Equalities monitoring and reporting and include mainstreaming equalities outcomes within the forward job plan (FJP) process.</p> <p>Produce an internal change communications plan to assist with shift in cultural mindset.</p> <p>Consider areas of joint equalities-based working with other cultural institutions, i.e. National Galleries Scotland / National Museums Scotland, existing partners such as BBC, universities, Glasgow Life / Hunterian, and those with recognised good practice in this area, e.g. Glasgow Women's Library.</p>
<p>6.3 Develop a suite of policies related to equality and inclusion is produced which</p>	<p>Produce a new suite of equality-based policies to formalise and demonstrate change.</p>

will also help create a clear and practical structure for this work for the whole Library.	
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Outcome 7 – Theme: Partnerships

We will improve our understanding of those who use us and don't use us by asking ourselves and others new questions, and by focusing on audience needs to help us tailor and co-produce programmes, services, collections, access and communications.

Relates to all protected characteristics.

Activity	Task
<p>7.1 Develop a partnership strategy to make sure that our own strategic priorities are met through any partnership.</p>	<p>Draft a partnerships framework for the Library as a guide for anyone starting a new partnership – encompassing formal/informal, short-term / long-term.</p> <p>Library departments to adopt partnership checklist before entering into new informal partnerships which will include a requirement for EQIA.</p> <p>Carry out an audit of all existing partnerships including membership of networks and sponsorship agreements.</p> <p>Consider partnership-related KPIs (key performance indicators) for every Library Plan.</p> <p>Purchase a CRM (customer registration management) database to adequately capture Library-wide activity.</p> <p>Commence an annual partnerships forum for all staff.</p> <p>Implement an internal communications plan for partnership working.</p>

Outcome 8 – Theme: Partnerships

We will amplify the voices of those who have historically been under-represented in the Library’s collections and programmes, and seek out partnerships that enable us to reflect critically on our work and our history.

Relates to all protected characteristics.

Activity	Task
<p>8.1: Continue to develop and deliver a multi-stranded public programme in collaboration with partners based on information and feedback from existing and new partnerships.</p>	<p>Develop a partnerships strategy for the Library informed by the latest audience research, with a focus on reaching the most underrepresented groups.</p> <p>Trial new forms of partnership working, consultation, advisory panels, and co-production to shape the content, design and delivery of our public offer.</p>