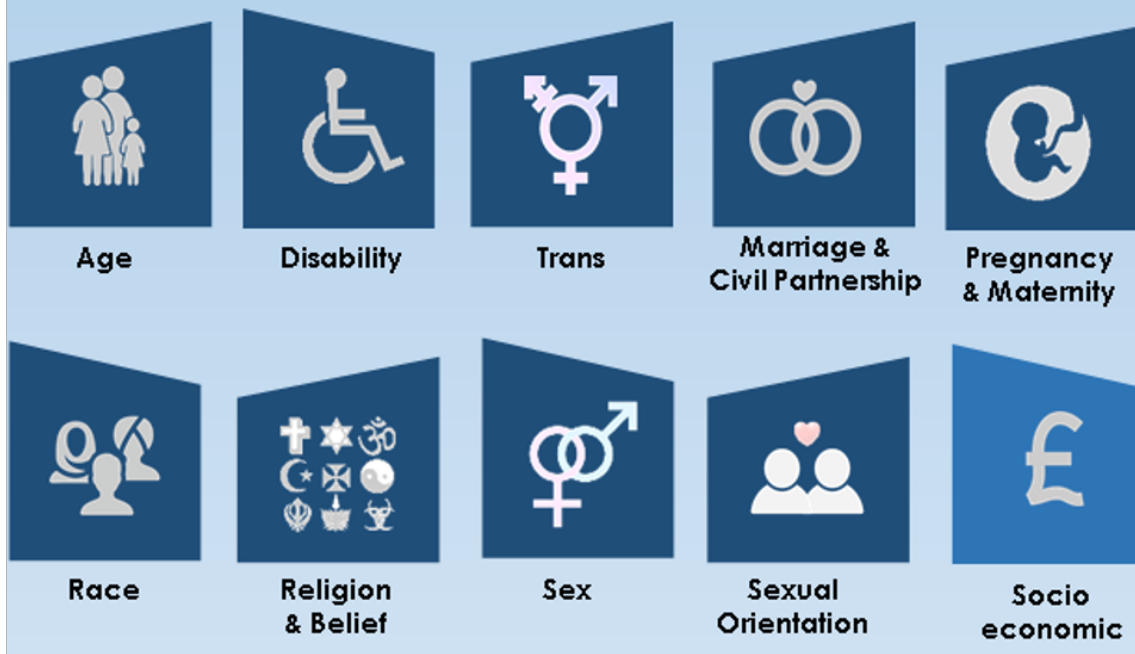


# eqia

Equality impact assessment

**NHS**  
Golden Jubilee




## 1. EQIA details

<b>Name:</b> (policy/ procedure/ practice/ function)	A Framework for Perioperative Services in Scotland
<b>Department:</b>	Centre for Sustainable Delivery (CfSD)
<b>Lead Contact:</b>	Rosanne Macqueen, National Improvement Advisor, CfSD
<b>EQIA Assessor:</b>	Emma Whyte, Project Manager, CfSD
<b>Date:</b>	5 June 2025

## 2. EQIA overview

Use this section to provide details about the status (**new or existing**) of the policy/practice/procedure/function and provide an outline of the proposal including **aims, objectives** and **outcomes**.

Please note: All tables within this report are expandable.

Status	<div> New  Existing <input type="checkbox"/> </div>
<b>Aims objectives &amp; outcomes</b>	<p>During 2023, the Scottish Government commissioned the Centre of Sustainable Delivery (CfSD) to address the challenges within perioperative services in Scotland. As a result, the Perioperative Delivery Group (PDG) was established by the Modernising Patient Pathways Programme (MPPP) in November 2023, with the aim of developing a national approach to;</p> <ul style="list-style-type: none"> <li>• maximising flow through perioperative services</li> <li>• maximising productive time in theatres</li> <li>• reducing the amount of time patients wait for perioperative services.</li> </ul> <p>The PDG comprises of clinical, operational and managerial experts from across perioperative services in Scotland, as well as representatives from a number of other key stakeholder organisations. The PDG's remit was to agree a Framework to help drive efficiency and productivity, and support the future proofing of perioperative services across Scotland.</p> <p>This Framework brings together a set of national principles centred on Scheduling, Pre-Operative Assessment, Protecting Planned Care, Wider Perioperative Team Development, High-Volume High-Flow Surgery and Data for Improvement. These principles support the delivery of high-quality, safe, effective, person-centred and sustainable perioperative services for the people of Scotland, while building on and supporting existing national approaches to service delivery.</p> <p>The Framework for Perioperative Services in Scotland aims to drive efficiency and productivity across perioperative services, using an evidence based approach to improve access, reduce patient waits for surgery and achieve optimum clinical outcomes.</p> <p>Scheduling solutions will see booking capacity maximised and improved theatre efficiency along with regular waiting</p>

list validation to ensure on-going management of inpatient and daycase lists to reduce patient waiting times.

Improvements to the Pre-Operative Assessment Pathway will see patients triaged to the most appropriate level of assessment and thus help to provide assurance that their surgery will proceed on the date offered, and renewed approaches to protect planned care will provide additional resilience across perioperative services during periods of extreme unscheduled care pressure.

### 3. Advancing Equality

NHS Golden Jubilee has a legal requirement under the Public Sector Equality Duty to have due regard to the need to:

- › Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- › Advance equality of opportunity between people who share a protected characteristic and those who do not.
- › Foster good relations between people who share a protected characteristic and those who do not.

Provide details of how the work will impact **positively**, **negatively** or **neutrally** on people who share the characteristics below.

It will be helpful to consider any access issues, health inequalities or experiences of discrimination that might impact these groups within your area of work. It will also be helpful to think about human rights and whether these will be impacted for any group. Our rights are described in the [Human Rights Act](#). Some groups are also protected by specific conventions, which are highlighted for your information in the relevant sections below.

There is no word count – you should include the information you think is required. Please ensure the information you use is evidence based (e.g. articles, public involvement, previous work). There is space at section 8 for you to record the evidence sources you use in your assessment.





#### Age


Think about older people as well as children and young people, and their respective carers.




**United Nations Convention on the Rights of the Child (UNCRC)**




[Convention on the Rights of the Child](#)


	<p>The UNCRC is a legally-binding international agreement setting out the civil, political, economic, social and cultural rights of every child, regardless of their race, religion or abilities.</p> <p>If children are specifically affected, please provide a high level overview here and then go to <b>appendix A</b> to undertake a more detailed assessment using the <b>UNCRC checklist</b>.</p>
Positive impact	<p>The Framework for Perioperative Services in Scotland focuses on adult planned care services, inclusive of urgent planned care.</p> <p>Whilst this programme of work focuses on adult services, the principles can be applied to planned paediatric services.</p>
Negative impact	None - age is not a rate limiting factor.
Neutral impact	N/A
 <b>Care Experience</b>	<p>Think about children and young people up to the age of 26 who have experience of being in care. This can include foster care/supported care, kinship care, residential care, or being looked after at home with the support of a supervision order.</p> <p>NHS Golden Jubilee is named as a corporate parent under the <a href="#">Children and Young People (Scotland) Act 2014</a>. You can find information and working examples of what this means for us in our <a href="#">Corporate Parenting Plan</a>.</p>
Positive impact	<p>Pre-Operative Assessment Principles incorporated into the Framework for Perioperative Services, recommends routine waiting list validation to confirm whether patients still require or wish to proceed with their surgery, and update on any periods of unavailability and preferences for travel to a different location for surgery. This will allow for early discussions to accommodate patients who have carer responsibilities.</p> <p>These Principles also advocate extending the validity of Pre-operative Assessment to 6 months once complete. This will help to reduce</p>

	<p>unnecessary travel to hospital, which can create additional challenges for those with carer responsibilities.</p> <p>The Scheduling Principles, which are also incorporated into the Framework for Perioperative Services, recommend that patients have a clear point of contact should they have any concerns about proceeding with their surgery, and that patients are assured that any information relayed is acted upon. This can include information relating to carer responsibilities.</p>
Negative impact	None - there should be no detriment to anyone with any caring responsibilities.
Neutral impact	N/A
 <b>Disability</b>	<p>Think about people with sensory impairments, communication difficulties, learning disabilities, physical impairments, energy impairments, autism spectrum disorders, mental health conditions and Deaf users of British Sign Language. You might also consider unpaid carers here.</p> <p><a href="#">Convention on the Rights of Person with Disabilities</a></p>
Positive impact	<p>The Framework for Perioperative Services for Scotland seeks to promote equity of access for all patients, and safeguard against any patient being unintentionally disadvantaged, inclusive of patients who may require additional support due to any disability, inclusive of patients who may require additional support due to mobility, and any other co-morbidities including cognitive impairment and language.</p> <p>Furthermore, the Framework for Perioperative Services aims to ensure that no patients' Quality of Life (QoL) is further compromised as a result of their condition deteriorating as a consequence of delayed access to perioperative services.</p> <p>The Framework for Perioperative Services recommends early screening at the point of surgical decision to treat. This will provide an</p>

	<p>opportunity to begin optimisation of patients with modifiable health conditions.</p> <p>Shifting the focus from a passive “waiting list” to a proactive “preparation list”, where patients are actively encouraged to being preparing for their surgery, and sign-posting to national resources such as Waiting Well, will help with modifiable risk factors, reduce the risk of further deterioration in health, and improve recovery after surgery.</p>
Negative	None - disability is not a rate limiting factor.
Neutral impact	N/A
 <b>Trans Status</b>	<p>This is about trans / transgender people - anyone whose gender does not match the sex they were assigned at birth.</p> <p><a href="#">Understanding the Transgender Community – Human Rights Campaign</a></p>
Positive impact	The Framework for Perioperative Services for Scotland seeks to promote equity of access for all patients, and safeguard against any patient being unintentionally disadvantaged, inclusive of trans status.
Negative impact	<p>In response to the recent Supreme Court ruling on the definition of biological sex as defined by the Equality Act 2010, NHS Scotland awaits further advice from the Scottish Government as to the impact this may have on patient pathways where biological sex is a determinate factor to any prescribed surgical pathway and/or treatment plan. Considerations should be given to alternative accommodation for trans patients where single sex wards are sited within hospital buildings and the scheduling of surgical procedures requiring inpatient stays in addition to the provision of inclusive sanitary and change facilities.</p> <p>Health boards are currently undertaking audits of all their facilities to determine where adaptations may be required to accommodate the needs of trans patients to ensure that their rights are still protected under applicable equalities legislation.</p> <p>Each respective health board should therefore conduct an individual EQIA for each patient</p>












	pathway to ensure that measures are in place to deliver an equitable healthcare service for all regardless of personal circumstance.
Neutral impact	-
 <b>Marriage &amp; Civil Partnership</b>	<p>Are there any implications for people who are married or in a civil partnership?</p> <p><a href="#">Marriage and civil partnership discrimination – Citizen's Advice Bureau</a></p>
Positive impact	N/A
Negative impact	N/A
Neutral impact	A neutral impact has been identified.
 <b>Pregnancy &amp; Maternity</b>	<p>Think about people who are pregnant, breast-feeding or who recently gave birth.</p> <p><a href="#">Convention on the Elimination of All Forms of Discrimination against Women</a></p>
Positive impact	The Framework for Perioperative Services in Scotland is primarily focused towards maximising flow, maximising productive time in theatres and reducing the amount of time patients wait for perioperative services in the surgical specialties with the longest patient waits (ENT, General Surgery, Gynaecology, Ophthalmology, Orthopaedics and Urology), the principles can be applied to all surgical specialities inclusive of non-emergency obstetrics and maternity services.
Negative impact	N/A
Neutral impact	A neutral impact has been identified.
 <b>Race</b>	<p>Think about people with non-white majority ethnicities. This includes gypsy/travellers.</p> <p><a href="#">Convention on the Elimination of all forms of Racial Discrimination</a></p>
Positive impact	N/A
Negative impact	N/A
Neutral impact	A neutral impact has been identified.

 <b>Religion or Belief</b>	<p>Think about people who follow particular religions. For example: Judaism, Islam, Sikhism, Christianity etc. Are there particular beliefs or practices that might be impacted?</p> <p><a href="#">International standards on freedom of religion or belief</a></p>
Positive impact	<p>Through the application of Realistic Medicine principles and early screening at the point of surgical decision to treat, adjustments that need to be made due to religious belief can be accommodated. Through improvements in approaches to Scheduling Principles, patients will have a clear point of contact should they have any concerns about proceeding with their surgery, and that patients are assured that any information relayed is acted upon. This can include information relating to religious needs.</p> <p>Realistic Medicine - <a href="https://www.realisticmedicine.scot/">https://www.realisticmedicine.scot/</a></p>
Negative impact	N/A
Neutral impact	N/A
 <b>Sex</b>	<p>Think about any differences for women compared to men, or vice versa.</p> <p><a href="#">Convention on the Elimination of all forms of Discrimination Against Women</a></p>
Positive impact	N/A
Negative impact	N/A
Neutral impact	A neutral impact has been identified.
 <b>Sexual Orientation</b>	<p>Think about people who are lesbian, gay or bi or who have another minority sexual orientation (e.g. are not heterosexual / straight).</p> <p><a href="#">Combatting discrimination based on sexual orientation</a></p>
Positive impact	N/A
Negative impact	N/A

Neutral impact	A neutral impact has been identified.
 <b>Socio-economic</b>	<p>Think about people living on low incomes and / or in deprived areas. If this is a strategic-level decision and the Fairer Scotland duty applies, you will need to give this characteristic detailed consideration. Otherwise, consider this as a cross-cutting issue (people who share a protected characteristic are more likely to experience poverty).</p> <p><a href="#">The Fairer Scotland Duty Interim Guidance for Public Bodies</a></p>
Positive impact	<p>The Framework for Perioperative Services in Scotland recognises the variation highlighted in Public Health Scotland's (PHS) Atlas of Variation, and seeks to promote equity of access for all adult patients, regardless of socio-economic status.</p> <p>Specific areas of focus include extending the validity period of completed pre-operative assessments to 6 months, which will reduce any costs associated with multiple trips to hospital, having early conversations with patients to determine their preferred location for surgery, reducing late cancellations through early screening and optimisation of pre-existing co-morbidities and utilising digital solutions.</p> <p>Atlas of Variation;  <a href="https://www.publichealthscotland.scot/publications/scottish-atlas-of-healthcare-variation/scottish-atlas-of-healthcare-variation-6-may-2025/introduction/">https://www.publichealthscotland.scot/publications/scottish-atlas-of-healthcare-variation/scottish-atlas-of-healthcare-variation-6-may-2025/introduction/</a></p>
Negative impact	None - socio-economic status is not a rate limiting factor.
Neutral impact	N/A

## 4. Overcoming negative impacts

Where the policy/practice/procedure/function was identified to adversely affect (discriminate against) people who share a protected characteristic; provide details of how this impact will be eliminated, minimised or managed.

Protected Characteristic	Actions	Person Responsible
<b>All Characteristics</b>	N/A	
 <b>Age</b>	N/A	
 <b>Care Experience</b>	N/A	
 <b>Disability</b>	N/A	
 <b>Trans Status</b>	Each respective health board should conduct an individual EQIA for each patient pathway to ensure that measures are in place to deliver an equitable healthcare service for all regardless of personal circumstance.	
 <b>Marriage/Civil Partnership</b>	N/A	
 <b>Pregnancy &amp; Maternity</b>	N/A	
 <b>Race</b>	N/A	
 <b>Religion or Belief</b>	N/A	
 <b>Sex</b>	N/A	
 <b>Sexual Orientation</b>	N/A	
 <b>Socio-economic</b>	N/A	

## 5. Impact rating

Provide an impact rating based on the degree to which the policy/practice/procedure/function will impact people who share a protected characteristic.

### Impact Rating Key



**Low**

There is **little or no evidence** that some people are (or could be) differently affected by the policy/practice/procedure/function.



**Medium**

There is **some evidence** that people are (or could be) differently affected by the policy/practice/procedure/function.



**High**

There is **substantial evidence** that people are (or could be) differently affected by the policy/procedure/function

Protected Characteristic		Low	Medium	High
	Age	✓	⌚	<input type="checkbox"/>
	Care Experience	✓	⌚	<input type="checkbox"/>
	Disability	✓	⌚	<input type="checkbox"/>
	Trans Status	<input type="checkbox"/>	✓	⌚
	Marriage/Civil Partnership	✓	⌚	<input type="checkbox"/>
	Pregnancy & Maternity	✓	<input type="checkbox"/>	<input type="checkbox"/>

	Race	✓	<input type="checkbox"/>	<input type="checkbox"/>
	Religion or Belief	✓	<input type="checkbox"/>	<input type="checkbox"/>
	Sex	✓	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Sexual Orientation	✓	<input type="checkbox"/>	<input type="checkbox"/>
	Socio-economic	✓	<input type="checkbox"/>	<input type="checkbox"/>

## 6. Stakeholder collaboration

Provide details of stakeholder collaboration and consultation.

Refer to **Appendix B** for details of local and national charities and user groups which represent the Protected Characteristics defined by the Equality Act 2010.

Name/job title or Meeting/Group	Department or Organisation	Contact details
Perioperative Delivery Group (PDG)	Centre for Sustainable Delivery	rosanne.macqueen2@nhs.scot
PDG Core Planning Team	Centre for Sustainable Delivery	rosanne.macqueen2@nhs.scot

## 7. Monitor and review

Regular reviews ensure that the policy, procedure or practice is kept up to date, and meets the requirements of current equality legislation.

Scheduled Review	Assigned contact	Review Date
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	Rosanne Macqueen, National Improvement Advisor, MPPP, CfSD	May 2027
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Where a negative impact has been identified and remedial actions are being implemented, the policy owner should define a timescale for review.

Identified Issue	Assigned contact	Review Date

## 8. Evidence and research

Please detail all evidence and research utilised in order to support the rationale for this EQIA. (Include attachments where available).



Equalities Evidence Finder

Evidence & Research	
<p>Centre for Sustainable Delivery (CfSD), June 2025, A Framework for Perioperative Services in Scotland, <a href="https://www.nhscfsd.co.uk/">https://www.nhscfsd.co.uk/</a></p> <p>Centre for Perioperative Care (CPOC) - <a href="https://cpoc.org.uk/">https://cpoc.org.uk/</a></p> <p>Getting It Right First Time (GIRFT) - <a href="https://gettingitrightfirsttime.co.uk/">https://gettingitrightfirsttime.co.uk/</a></p> <p>National Services Scotland (NSS) - <a href="https://www.nss.nhs.scot/">https://www.nss.nhs.scot/</a></p> <p>NHS Education for Scotland (NES) - <a href="https://www.nes.scot.nhs.uk/">https://www.nes.scot.nhs.uk/</a></p> <p>NHS Scotland Academy (NHSSA) - <a href="https://www.nhsscotlandacademy.co.uk/">https://www.nhsscotlandacademy.co.uk/</a></p> <p>Public Health Scotland (PHS) - <a href="https://publichealthscotland.scot/">https://publichealthscotland.scot/</a></p> <p>The Scottish Government – <a href="http://www.gov.scot">www.gov.scot</a></p> <p>TURAS - <a href="https://turasdashboard.nes.nhs.scot/">https://turasdashboard.nes.nhs.scot/</a></p>	<input type="checkbox"/>

## 9. EQIA sign off



## EQIA's with low impact ratings

If your EQIA demonstrates low impact ratings for each Protected Characteristic, then you are all set to go!

Please ensure that you email a copy of your EQIA to [equalities@gjnh.scot.nhs.uk](mailto:equalities@gjnh.scot.nhs.uk) to allow us to maintain a central database of assessments for auditing purposes.



[equalities@gjnh.scot.nhs.uk](mailto:equalities@gjnh.scot.nhs.uk)



## EQIA's with medium or high impact ratings

If your EQIA has identified any **medium** or **high impacts** for people who share a Protected Characteristic, you will need to share your assessment with the Equality and Inclusion Lead who will review and advise next steps.



**Rob White: Equality and Inclusion Lead**



[robert.white@gjnh.scot.nhs.uk](mailto:robert.white@gjnh.scot.nhs.uk)



**5480**

## Organisational governance process

Next, you need to share the EQIA with the people you're working with on your project, policy, process or practice. Not least because you should be proud of your work, but also because you should communicate the results of your assessment to project boards, organisational leaders, key stakeholders and others in a timely way, so that they can make informed decisions about the change you're making.

**EQIA Assessor:**

Emma Whyte, Project Manager, CfSD

**Sign-Off Date:**

5 June 2025

# Appendix A

# UNCRC Checklist

**If your proposal does not affect children and young people do not complete this section.**

If your proposal affects children and young people, use the evidence you have collected to explain how your proposal could impact Children's Rights. Not all UNCRC rights may apply to your proposal. If this is the case, simply say 'Not relevant' or 'no known relevance'.




UNCRC Right	How will your work limit or restrict this right?	How will your work progress this right?	Are any groups of children particularly impacted?
3. Best interests of the child			
4. Making rights real			
5. Family guidance as children develop			
6. Life, survival and development			
7. name and nationality			
8. identity			
9. Keeping families together			
10. Contact with parents across countries			
11. Protection from kidnapping			
12. Respect for children's views			
13. Sharing thoughts freely			







<b>14. Freedom of thought and religion</b>			
<b>15. Freedom of association and peaceful assembly</b>			
<b>16. Protection of privacy</b>			
<b>17. Access to information</b>			
<b>18. Responsibility of parents</b>			
<b>19. Protection from violence</b>			
<b>20. Children without families</b>			
<b>21. Children who are adopted</b>			
<b>22. Refugee children</b>			
<b>23. Disabled children</b>			
<b>24. Enjoyment of the highest attainable standard of health</b>			
<b>25. Review of a child's placement</b>			
<b>26. Social and economic help</b>			
<b>27. Food, clothing and safe home</b>			
<b>28. Access to education</b>			

<b>29. Aims of education.</b>			
<b>30. Minority culture, language and religion</b>			
<b>31. Rest, play, culture, arts</b>			
<b>32. Protection from harmful work</b>			
<b>33. Protection from harmful drugs</b>			
<b>34. Protection from sexual abuse</b>			
<b>35. Prevention from sale and trafficking</b>			
<b>36. Protection from exploitation</b>			
<b>37. Children in detention</b>			
<b>38. Protection in war</b>			
<b>39. Recovery and reintegration</b>			

# Appendix B

## Third sector organisations

	Age	<ul style="list-style-type: none"> <li>Age UK</li> </ul>	<a href="http://www.ageuk.org.uk">www.ageuk.org.uk</a>
	Care Experience	<ul style="list-style-type: none"> <li>Become</li> </ul>	<a href="https://www.becomecharity.org.uk/">https://www.becomecharity.org.uk/</a>
		<ul style="list-style-type: none"> <li>CELCIS</li> </ul>	<a href="http://www.celcis.org">www.celcis.org</a>
		<ul style="list-style-type: none"> <li>Who Cares? Scotland</li> </ul>	<a href="http://www.whocaresscotland.org">www.whocaresscotland.org</a>
		<ul style="list-style-type: none"> <li>SCCYP</li> </ul>	<a href="http://www.sccyp.org.uk">www.sccyp.org.uk</a>
	Disability	<ul style="list-style-type: none"> <li>RNIB Scotland</li> </ul>	<a href="http://WWW.RNIB.ORG.UK">WWW.RNIB.ORG.UK</a>
		<ul style="list-style-type: none"> <li>Visibility</li> </ul>	<a href="http://WWW.VISIBILITY.ORG.UK">WWW.VISIBILITY.ORG.UK</a>
		<ul style="list-style-type: none"> <li>Action on Hearing Loss</li> </ul>	<a href="http://www.actiononhearingloss.org.uk">www.actiononhearingloss.org.uk</a>
		<ul style="list-style-type: none"> <li>Dementia UK</li> </ul>	<a href="http://www.dementiauk.org">www.dementiauk.org</a>
		<ul style="list-style-type: none"> <li>Alzheimer's Society</li> </ul>	<a href="http://www.alzheimers.org.uk">www.alzheimers.org.uk</a>
		<ul style="list-style-type: none"> <li>Autism Alliance</li> </ul>	<a href="http://www.autism-alliance.org.uk">www.autism-alliance.org.uk</a>

		<ul style="list-style-type: none"> <li>▪ Scottish Autism <a href="http://www.scottishautism.org">www.scottishautism.org</a></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Mind <a href="http://www.mind.org.uk">www.mind.org.uk</a></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Scope <a href="http://www.scope.org.uk">www.scope.org.uk</a></li> </ul>
	Trans Status	<ul style="list-style-type: none"> <li>▪ <a href="mailto:dawn.mcneil@stat.h.ac.uk">mailto:dawn.mcneil@stat.h.ac.uk</a> Scottish Trans Alliance <a href="http://www.scottishtrans.org">www.scottishtrans.org</a></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Sparkie <a href="http://www.sparkie.org.uk">www.sparkie.org.uk</a></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Mermaids UK <a href="http://www.mermaidsuk.org.uk">www.mermaidsuk.org.uk</a></li> </ul>
	Marriage/ Civil Partnership	<ul style="list-style-type: none"> <li>▪ Equality Network <a href="http://www.equality-network.org">www.equality-network.org</a></li> </ul>
	Pregnancy & Maternity	<ul style="list-style-type: none"> <li>▪ Maternity Action <a href="http://www.maternityaction.org.uk">www.maternityaction.org.uk</a></li> </ul>
	Race	<ul style="list-style-type: none"> <li>▪ Race Equality Foundation <a href="http://www.raceequalityfoundation.org.uk">www.raceequalityfoundation.org.uk</a></li> </ul>
		<ul style="list-style-type: none"> <li>▪ Ethnic Minority Foundation <a href="http://www.emfoundation.org.uk">www.emfoundation.org.uk</a></li> </ul>
	Religion or Belief	<ul style="list-style-type: none"> <li>▪ Interfaith Scotland <a href="http://www.interfaithscotland.org">www.interfaithscotland.org</a></li> </ul>
	Sex	<ul style="list-style-type: none"> <li>▪ Equality Now <a href="http://www.equalitynow.org">www.equalitynow.org</a></li> </ul>

	<ul style="list-style-type: none"> <li>Fawcett Society</li> </ul>	<a href="http://www.fawcettsociety.org.uk">www.fawcettsociety.org.uk</a>
 Sexual Orientation	<ul style="list-style-type: none"> <li>Stonewall Scotland</li> </ul>	<a href="http://www.stonewall.org.uk">www.stonewall.org.uk</a>
	<ul style="list-style-type: none"> <li>West Dunbartonshire LGBT Network</li> </ul>	<a href="http://www.lgbtwestdunbartonshire.com">www.lgbtwestdunbartonshire.com</a>
	<ul style="list-style-type: none"> <li>LGBT Youth Scotland</li> </ul>	<a href="http://www.lgbtyouth.org.uk">www.lgbtyouth.org.uk</a>
 Socio-economic	<ul style="list-style-type: none"> <li>The Poverty Alliance</li> </ul>	<a href="http://www.povertyalliance.org">www.povertyalliance.org</a>
	<ul style="list-style-type: none"> <li>Citizens Advice</li> </ul>	<a href="http://www.citizensadvice.org.uk">www.citizensadvice.org.uk</a>