CARLISLE CITY COUNCIL

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REPORT TO EXECUTIVE

PORTFOLIO AREA: LEARNING AND DEVELOPMENT

Date of Meeting: **19th March 2007**

Public

Key Decision: **Yes** **Recorded in Forward Plan:** **Yes**

Inside Policy Framework

Title: **GENDER EQUALITY SCHEME**
Report of: **Head of Policy and Performance**
Report reference: **PPP 24/07**

Summary:
This report provides the Executive Committee with the opportunity to comment on the draft Gender Equality Scheme and Implementation Plan.

Recommendations:
The Executive Committee is requested to:
- Comment on the content of the draft Gender Equality Scheme and Implementation Plan
- To identify one of its members as a gender champion to ensure that progress is made against the commitments of the draft action plan
- To consider frequency of progress reports on the Gender Scheme Implementation Plan
- Refer the report to Community Overview and Scrutiny Committee for consultation

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION AND OPTIONS

The Gender Equality Duty comes into force in April 2007 and requires public authorities to promote gender equality and eliminate sex discrimination.

General and Specific Duties

The Equality Act, 2006 amends the Sex Discrimination Act and places a statutory duty on the council, when carrying out its functions, to have due regard to the need to:

- eliminate unlawful discrimination and harassment
- promote equality of opportunity between men and women

This is known as the **'general duty'** and will come into effect on 6 April 2007.

We also have to follow a series of steps known as **'specific duties'**. These include setting our own gender equality goals, and consulting service users, citizens and employees. We will then have to re-design or tweak services to make sure we achieve our goals.

The specific duties we have are:

- To prepare and publish a Gender Equality Scheme, showing how we will meet our general and specific duties and setting out our gender equality objectives (refer to page of draft scheme 7 for suggested objectives)

- In formulating our overall objectives, to consider the need to include objectives to address the causes of any gender pay gap (refer to page 7 of the draft Scheme for suggested pay objective)

- To gather and use information on how our policies and practices affect gender equality in the workforce and in the delivery of services (refer to page 23 of the draft Scheme for gathered information and the various actions in the implementation plan)

- To consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine our gender equality objectives (refer to page 19 of the draft Scheme for consultation issues)

- To assess the impact of our current and proposed policies and practices on gender equality (refer to page 13 of the draft Scheme for our approach to impact assessments

and pages 2 (A10), 5 (C1) and 6 (D2) of the draft implementation plan for actions on this)

- To implement the actions set out in our scheme within three years, unless it is unreasonable or impractical to do so (refer to draft implementation plan)

- To report against the scheme every year and review the scheme at least every three years (refer to suggested action on page 10 (G Scheme and Implementation Plan) of the draft implementation plan)

A draft Gender Equality Scheme and Implementation Plan has been included for comment.

A Gender Scheme Working Group was set up to discuss the issues and identify groups for consultation.

A data audit has been carried out to identify what the Council currently does. The audit included challenging questions on the Council's service delivery including procurement and partnerships and employment practices including transsexual men and women. This piece of work needs to be completed. Actions have been identified from this exercise to date, which have been included in the draft Implementation Plan for comment/consultation.

Consultation on gender issues has taken place with members of the community and Council employees. Issues raised by these groups will be incorporated into the draft Gender Equality Scheme and Implementation Plan. These consultation reports will be provided for Executive meeting on 23rd April 2007.

The Implementation Plan outlines what we plan to do over the next three years to meet our general and specific duties. Detail will be added to the plan once the suggested actions have been agreed.

A final draft will be reported to Executive Committee on 23rd April 2007.

The Council is required to publish the Gender Equality Scheme by 30th April 2007. The Draft Gender Equality Scheme and Implementation Plan will need to be approved by Council on 1st May 2007, although it will be put onto our website with a note of this to meet deadline of 30th April 2007.

2. CONSULTATION

2.1 Consultation to Date:

Consultation on gender issues has taken place with:
- Members of our community
- Council employees

Consultation on the draft Gender Equality Scheme and Action Plan has taken place and will continue to take place with:
- Gender Equality Scheme Working Group, which includes representatives from personnel, procurement
- Equality champions
- Head of Personnel and Development
- Development and Support Manager
- Corporate Equality Group
- Senior Management Team

2.2 Consultation proposed:

We plan to continue consulting with above people and also consult with Members, trade unions and community groups.

3. RECOMMENDATIONS

The Executive Committee is requested to:
- Comment on the content of the draft Gender Equality Scheme and Implementation Plan
- To identify one of its members as a gender champion to ensure that progress is made against the commitments of the draft action plan
- To consider frequency of progress reports on the Gender Scheme Implementation Plan

- Refer the report to Community Overview and Scrutiny Committee for consultation

4. REASONS FOR RECOMMENDATIONS

To ensure the Council has due regard to the needs of all members of its local communities when planning and delivering services.

To meet its statutory requirements of the Gender Equality Duty by April 2007 (refer Risk Management, below).

5. IMPLICATIONS

- Staffing/Resources – A working group has been set up in order to spread the workload across the council.

- Financial – The Council's current research budget will be used to fund the consultation that is required. The equality budget will fund the printing of the scheme and action plan.

- Legal – The Council is required by 30 April 2007 to prepare and publish a Gender Equality Scheme showing how it intends to fulfil its duty under Section 76A (1) (the elimination of unlawful discrimination and harassment and the promotion of equal opportunity between men and women) under the Sex Discrimination Act 1975.

- Corporate – The Gender Equality Scheme and implementation plan will form part of the Council's corporate policy framework.

- Risk Management – The general duty is enforceable by judicial review. Any person or body affected by a failure to comply with the general duty by a public authority may take action through judicial review proceedings. Failure to comply exposes the Council to financial and reputational risk.

  From late 2007, the Commission for Equality and Human Rights will have the power to conduct formal assessments and to issue compliance notices in connection with a breach of the general duty, which will be enforceable in the courts.[1]

- Equality Issues – The draft Gender Equality Scheme and Implementation plan will enable the Council to meet the statutory requirements of the Gender Equality Duty.

- Environmental – The Gender Equality Scheme and action plan will be published on the website; a small number will be made available in hard copy.

[1] Gender Equality Duty Code of Practice England and Wales

- Crime and Disorder – Will be considered as part of the impact assessment programme.

- Impact on Customers – Will assist the Council to meet customer needs more closely.

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Purpose of the Gender Equality Scheme

Carlisle City Council is committed to ensuring the delivery of excellent public services to everyone living, working, studying and visiting the area.

To do this properly it means that the Council must ensure that the varied needs and circumstances of residents and employees are met and that its services are provided to all without discrimination.

The Gender Equality Duty comes into force in April 2007 and requires public authorities to promote gender equality and eliminate sex discrimination.

30 years after the introduction of the Sex Discrimination Act, there is still discrimination. The Gender Equality Duty will bring about real change in the culture of organisations as the onus is now on the Council to promote equality, rather than on individuals to highlight discrimination.

The Equality Act 2006 amends the Sex Discrimination Act and places a statutory duty on the Council, when carrying out our functions, to have due regard to the need:

- to eliminate unlawful discrimination and harassment
- to promote equality of opportunity between men and women

The duty will affect the Council's policy making, services and employment practices.

The Gender Duty also applies directly to certain private or voluntary sectors when they are carrying out public functions on behalf of the Council.

The Council will need to consider the policies we develop and the services we deliver with the different needs of men and women in mind. The Council will also need to look at its employment policies to see how they affect men and women including transsexual men and women.

The Council has to follow a series of steps know as 'specific duties':

- To prepare and publish a gender equality scheme, showing how we will meet our general and specific duties and setting out our gender equality objectives
- In formulating our overall objectives, to consider the need to include objectives to address the causes of any gender pay gap
- To gather and use information on how our policies and practices affect gender equality in the workforce and in the delivery of services
- To consult stakeholders (i.e. employees, service users and others including trade unions) and take account of relevant information in order to determine our gender equality objectives

- To assess the impact of our current and proposed policies and practices on gender equality
- To implement the actions set out in our scheme within three years, unless it is unreasonable or impractical to do so
- To report against the scheme every year and review the scheme at least every three years

The new Gender Equality Duty and the duty to prepare a Gender Equality Scheme will assist us in ensuring that we are proactive in promoting gender equality.

Carlisle City Council is committed to making the changes that are necessary – we have promised, in our Corporate Plan that we will do all we can:
"To ensure Carlisle is a safe and attractive place where people feel they belong and are included."

The purpose of this Scheme is to:

- Show how we intend to mainstream gender equality in all areas of the County Council's work

- Meet and go beyond our legal duties in making gender equality a reality

- Set out our priorities on how we intend to tackle gender inequality, eliminate discrimination and promote equality of opportunity between women and men (including boys and girls)

The Carlisle Context

Carlisle has a population of 105,200 and 51% are female and 49% male.
The lives of men and women are becoming increasingly similar, but in the key areas of health, family and the labour market, there are still notable differences nationally:

- There are more women than men and women live longer. However women spend more years in poor health than men.

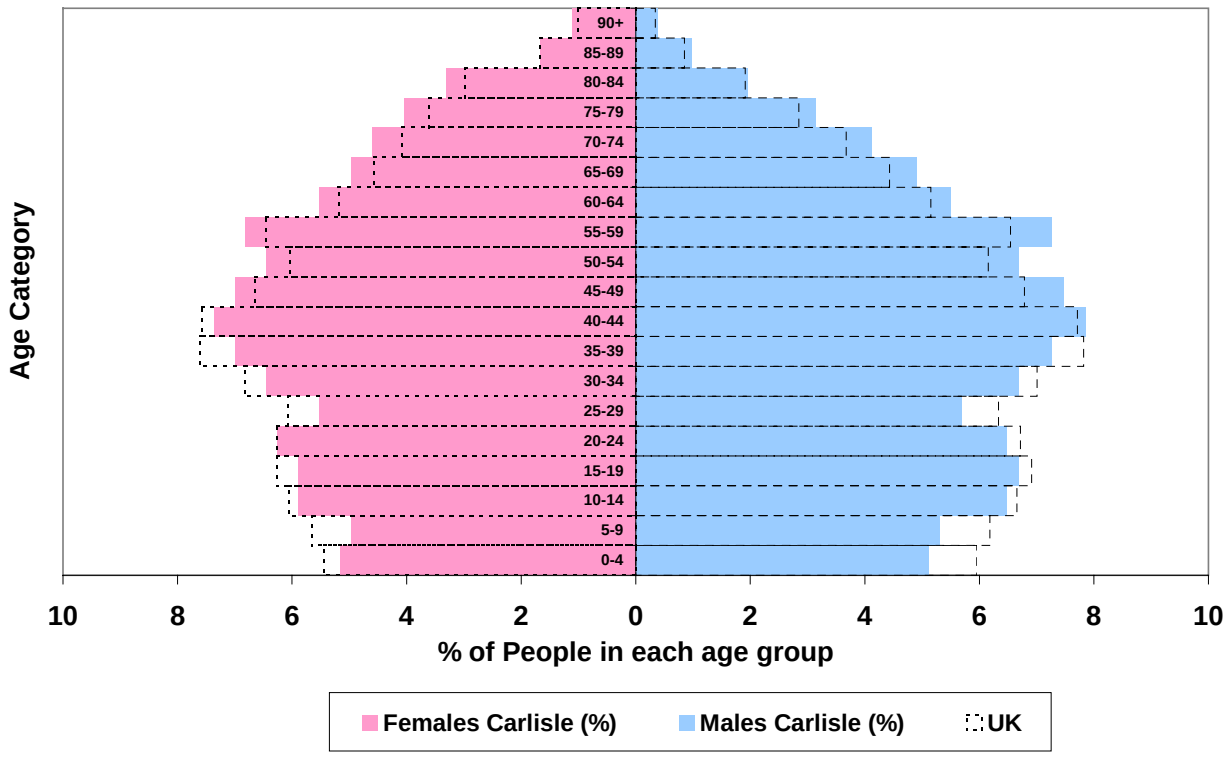
- Similar proportions of men and women are obese, but men are more likely to be overweight.

- Men are more likely to be single, while more women are divorced, widowed or are lone parents.

- Girls continue to outperform boys in school.

- Although a greater proportion of men than women are in employment, women are more likely to work part time.

- While women still earn less than men, the pay gap is narrowing.
- Women from certain BME backgrounds are less likely to pursue their career aspirations.
- Most of the responsibility for household chores and childcare still falls to women.
- Women are more likely than men to be victims of a crime perpetrated by someone who knows them



Mid Year 2005 Populations Estimates. Source: Office of National Statistics (2005); Crown Copyright

		Age Range					
	Gender	**0-19**	**20-39**	**40-59**	**60+**	**All Ages**	**Total Pop All Ages**
Carlisle	Men	12,200	13,300	14,900	10,700	51,000	
	Women	11,700	13,700	15,000	13,700	54,100	
	All Ages	23,900	27,000	29,900	24,400	105,200	
	Men	51%	49%	50%	44%	**49%**	**105,200**
	Women	49%	51%	50%	56%	**51%**	
County	Men	52%	49%	50%	45%	**49%**	**498,800**
	Women	48%	51%	50%	55%	**51%**	
North West	Men	51%	49%	49%	44%	**49%**	**6,846,400**
	Women	49%	51%	51%	56%	**51%**	
UK	Men	51%	50%	49%	44%	**49%**	**60,209,300**
	Women	49%	50%	51%	56%	**51%**	

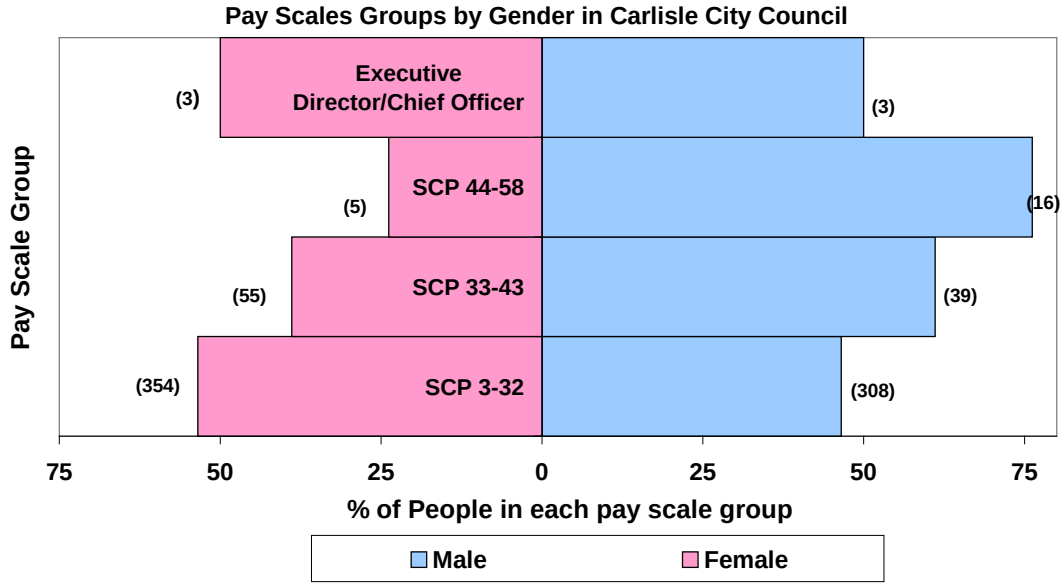
Mid Year 2005 Populations Estimates. Source: Office of National Statistics (2005); Crown Copyright

Carlisle City Council Employee Profile

Table to show the breakdown of pay scale groups gender for Carlisle City Council Employees

Pay Scale	Male	Female	All Staff
CO/ED/CE	3	3	6
SCP 44-58	16	5	21
SCP 33-43	55	35	90
SCP 3-32	308	354	662
Total	382	397	779

Pay Scale	Male	Female
CO/ED/CE	50%	50%
SCP 44-58	76%	24%
SCP 33-43	61%	39%
SCP 3-32	47%	53%
Total	49%	51%



How this fits with Our Priorities

Carlisle City Council's Vision states that we are committed to ensuring a high quality of life for all in both its urban and rural communities.

This commitment is reflected in three of the Council's core values[1]:

- Putting customers first
- Valuing staff
- Achieving equality

In practice this means that the Council will ensure that the varied needs and circumstances of residents and employees are met and that its services are provided without discrimination. We recognise that promoting equality means tackling discrimination and social exclusion, challenging intolerance, widening access to services and jobs and ensuring that everyone receives high quality service.

The Council embraces its role in promoting good community relations and recognises the need to:

- Identify a common sense of vision and belonging for all of Carlisle's communities
- Value and appreciate the diversity of people's backgrounds and circumstances
- Ensure that everyone living, working, studying and visiting Carlisle have similar access to services and opportunities
- Develop strong and positive relationships between people from different backgrounds and experience.

[1] Carlisle City Council Corporate Plan 2004-07 to be replaced with Corporate Plan 2007-2010. Equality and Diversity will remain a core value for the Council.

Carlisle City Council is working towards embedding these commitments into all of its policies, procedures, practices and external relationships. We have adopted the Equality Standard for Local Government as a mechanism for improving our approach to equalities. The standard helps to ensure that considerations of equality are built into all our decision making as an employer, service provider and community leader.

Carlisle City Council Gender Equality Objectives

- Carlisle City Council is striving to become a community leader in gender equality

- We aim to do this by implementing our Gender Equality Scheme and continually improving our service delivery and employment practices to ensure that we remain a best practice employer in Carlisle.

- We will ensure that we provide services that meet the needs of our men and women in our community more closely.

- We aim to do this by gathering more information about our customers, which will enable us to tailor our services and inform our decision-making.

- We will ensure that we eliminate discrimination and harassment in our employment practices and actively promote gender equality within our workplace.

- We aim to do this by gathering more information about our employees, monitoring and impact assessing our employment policies and practices. This information will be analysed and used to improve our employment policies and practices.

- We will ensure that relevant gender equalities are built into out procurement and partnership policies and practices.

- We aim to do this by reviewing our procurement and partnership guidance against the Gender Equality Code of Practice and highlight any gaps using the impact assessment process.

- We will work towards a fair, equal pay and reward system for all our employees

- We aim to do this by carrying out an equal pay audit following our job evaluation project and the introduction of a new pay system

Our objectives will be measured through service monitoring, future data audits and consultation. Our Implementation Plan will assist us to meet our objectives.

Our Objectives:

- Lay out what we would like to achieve as a result of the scheme and the action we plan to take over the next three years.

- Represent our interpretation of the Gender Equality Duty and cover the key issues highlighted in Gender Equality Duty.
- Reflect issues raised in consultation with our community and employees
- Reflect work being undertaken as part of our Pay and Workforce Strategy

Achieving Gender Equality through Service Delivery

Carlisle City Council will ensure that all of its services are accessible to people without discrimination and this will be reflected in all of its strategies and supporting policies and practices. Every customer, client or service user will be treated in a professional manner and with courtesy and respect. [2]

The Council's Equality Policy outline how will ensure this. The Equality Policy can be found on the Council's web site at www.carlisle.gov.uk/carlislecc/ under equality and diversity.

Equality and diversity are seen as central to the provision of all our services. In order to ensure that services are accessible to women and men we will:

- Monitor the satisfaction and take up levels of services by gender

Currently, the Council collects little information on uptake of services, we need to remedy this if we are to effectively monitor improvements in relation to gender equality. The action plan includes activities designed to improve our information gathering. Our analysis will ensure any gaps in service use will be identified. The information collected will be used to inform impact assessment and the review of the gender equality scheme.

Guidance on service monitoring will be developed and we will consider setting up systems or adopt existing systems to ensure we obtain and monitor the relevant information.

- gender differences in service use – needs, expectations, barriers, satisfaction rates, outcomes

- Assess whether there is an adverse impact by gender in the provision of a service or planned service

We plan to agree a timetable to impact assess our functions, policies and practices over the next three years. We plan to prioritise our customer facing services in this timetable.

[2] Carlisle City Council Equality Policy

- Take positive action to address any inequality, disadvantage or discrimination

Following our impact assessments we plan to consider how we can take positive action to improve our services and encourage women and/or men to use our services where evidence shows that either gender have a low level of take up of particular services.

Achieving Gender Equality through Procurement and Partnerships

The City Council has produced a revised Procurement Strategy and Code of Practice. These documents contain all appropriate and necessary guidance for officers and suppliers on the commitment of the Council to Gender, race, ethnicity, disability and associated equality issues.

The Council has the intention to promote equality (which includes gender) in all contracts and agreements with suppliers. Documents have been prepared and are currently being assessed by Legal Services and when accepted will be implemented and available via public folders, the Council's web site and the Intranet.

In addition the Council currently utilises other Council and National framework agreements which incorporate gender and other equality principles e.g. Office of Government Commerce.

Staff who are directly involved in procurement have attended the Council's Dignity and Respect and Diversity training courses. Additionally a member of the Procurement Team is an active participant in the Council's Gender equality project.

Carlisle City Council Local Strategic Partnership

Carlisle Local Strategic partnership acknowledges its central role in addressing equality and diversity issues. The partnership enables partners to share best practice and capacity to meet the equality and diversity agenda.

The Carlisle Equality and Diversity Partnership act as a reference group and link to the Cumbria Equality and Diversity Partnership for the Local Strategic Partnership.

Carlisle Local Strategic Partnership equality and diversity proof its plans and activities from initial discussion to final approval by the Partnership Executive. This increases awareness and raises the profile of equality and diversity issues within the partnership.

The partnership has signed up to the Cumbria Strategic Partnership Policies, which include a range of equality policies.

Partnership Policy

The Councils Partnership Policy includes a guidance note on considering equality and diversity as part of the pre partnership evaluation exercise.

Achieving Gender Equality through Employment Practices

Carlisle City Council values all employees and is committed to developing and nurturing a workforce in which people from different backgrounds are encouraged to contribute to the delivery of high quality services to all members of the community. [3]

The Council's Equality Policy outline how will ensure this. The Equality Policy can be found on the Council's web site at www.carlisle.gov.uk/carlislecc/ under equality and diversity.

Policies and Practices

Add detail from data audit

Pay and Reward

The Council recognises the importance of a fair and equal pay and reward system for all our employees. Results from the current job evaluation exercise and equal pay review will enable is to identify and address potential inequalities, and develop and deliver our new fair and equitable pay and reward structure.

The Council has used the NJC and Hay schemes to evaluate its jobs. Scores will be released in late spring 2007 followed by the appeals process. Final scores will then be issued and job evaluation scores will be combined with single status and equal pay impact assessments and new pay structures will be developed. We are aiming to complete this process by April 2008. Negotiation with Trade Unions/Management will continue to happen throughout the process.

Once job evaluation is complete the Council plan to carry out an equal pay audit following the formulation of a new pay package.

The Equal Opportunities Commission (EOC) offer advice and guidance on the Equal Pay Review Kit, which gives advice to employers on good equal pay practice. There is currently no legislation, which dictates that we should carry out an equal pay review, however, it is recommended by the EOC. A structured pay system, which we have in place, is easier to check than one that relies primarily on managerial discretion and that our current job evaluation exercise will assist us with our information gathering.

[3] Carlisle City Council Equality Policy

An equal pay review involves comparing the pay of women and men doing equal work, investigating the causes of any gender pay gaps and closing any gaps that cannot be satisfactorily explained on grounds other than sex.

The EOC Equal Pay Review Model

The equal pay review model recommended by the EOC is in five steps:

STEP 1: Deciding the scope of the review and identifying the data required.
STEP 2: Identifying where men and women are doing equal work.
STEP 3: Collecting and comparing pay data to identify any significant equal pay gaps.
STEP 4: Establishing the causes of any significant pay gaps and deciding whether these are free from discrimination.
STEP 5: Developing an Equal Pay Action Plan or reviewing and monitoring.

Any review should go beyond wages/salary. It needs to cover all elements of the employer's pay and benefits package, including allowances, commission payments, bonuses, holidays, sick pay, pensions, shift patterns and other benefits.

Go through section on this in Code of Practice to ensure we meet requirements

Caring responsibilities and occupational segregation

We plan to gather evidence on the impact of caring responsibilities on our workforces.

Based on this evidence and consultation with employees and trade unions we will consider whether it is appropriate to set future objectives to address relevant issues. Women are significantly more likely than men to work part-time, often because of childcare and other caring responsibilities. Part-time work in Britain is characterised by particularly low rates of hourly pay and reduced access to promotion and development opportunities. In addition, lack of availability of suitable childcare restricts women's employment choices. Support to female and male employees with childcare responsibilities, through providing more flexible working and training opportunities or childcare provision or subsidy, will also contribute to the promotion of equality of opportunity between women and men.

The Council operates a flexible working policy. We include a number of questions on flexible working in our employee opinion survey including our flexi system, whether we help parents to address their childcare requirements and how balanced their pattern of working is.

We are currently carrying out a home-working pilot in our Revenue and Benefits Service.

The data audit has highlighted occupational segregation in the Council, although we have a number of initiatives in place to encourage this to change including our Employee Enhancement Programme and our Skills for Life Project.

Transsexual employees and potential employees

Discrimination on the grounds of sex includes discrimination on the grounds of gender reassignment in employment and vocational training (including further and higher education). This legislation covers those who have undergone gender reassignment in the past and those who intend to or are undergoing gender reassignment.

We plan to review all our employment policies and procedures to ensure that they adequately cover transsexual employees – especially those dealing with recruitment, confidentiality, harassment, access to training and development, occupational pensions and insurance.

Meeting the duty to eliminate harassment

We have developed and regularly review a clear policy for preventing and tackling harassment across all of our functions where relevant. This is the Council's Dignity and Respect Policy and includes:

- in employment, education and service delivery
- in regulatory and enforcement functions
- in management of premises

We actively promote our policy to ensure that everyone is aware of and understands it and provide training so that our managers and staff are equipped to deal with instances of harassment should they occur. This training will soon be mandatory and will be supported by the Council's Equality and Diversity Training.

Our Dignity and Respect Policy forms our complaints and investigations procedures for dealing both formally and informally (as appropriate) with harassment, in a supportive manner. In the employment context, procedures for investigating harassment complaints will be linked to grievance and disciplinary procedures and conform to the accepted standards for disciplinary action in the ACAS Code of Practice in Disciplinary and Grievance Procedures.

We need to determine the effectiveness of our policy and procedures. We will do this by monitoring the number of complaints of harassment and their outcome, and by reviewing policies and procedures periodically to ensure they are working effectively and that those who have made complaints are not victimised. This monitoring will begin from April 2007 when we have a new HR system in place.

Implementation of this Scheme

We have developed an Action Plan, to help us implement and monitor our progress with this scheme.

Actions have been identified and included in our Implementation Plan following our data audit and consultation exercises.

The Action Plan is included as Appendix …….

Mainstreaming the duty into core functions

We will build equality, including gender issues, standards and objectives into routine organisational procedures such as policy and budget approval documentation, organisational and departmental targets and objectives and individual job descriptions, objectives and appraisals.

Equality issues, including gender, will be mainstreamed into service planning, budget allocation, annual reporting and organisational development.

Service plans will include clear equality objectives, including gender issues, and we will report against these in our annual report/annual performance report.

Ensuring implementation through clear staff roles

The Councils Equality Officer Champion is our Deputy Chief Executive who has strategic responsibility to ensure the duty is implemented and will report progress to SMT meetings.

Staff expertise and training

Skills and understanding of relevant staff within the council will continue to be developed through training. It is already mandatory for all Council staff to receive the Council's Dignity and Respect Training and all in post before 2006 have done so. Staff are also currently receiving Equality and Diversity Training on a directorate basis as part of a 3-year programme. We are currently about half way through this programme. It will be extended to Elected Members in 2007.

The Council's Gender Equality requirements have been communicated via Management Briefing presentations and staff magazine (Staff Focus). Once the Council has adopted its scheme and implementation plan, further communication will take place.

Once our impact assessment timetable has been agreed, training will be provided to those undertaking the assessments in each directorate.

Impact Assessments

The Council is committed to making sure that equality is at the heart of all service provision. This will be achieved through an Impact Assessment of our policies and services, to take action and to embed equality principles and values. This will result in improved access for everyone.

An Implementation Plan has been developed which includes the actions highlighted for the council through out the scheme. The implementation of the plan will assist the council to meet its gender equality objectives and gender equality duty.

The purpose of impact assessment is to ensure that the Council does not disadvantage men and women, whether intentionally or unintentionally, and importantly to identify where the Council can promote equality of opportunity. It could be described as a gender risk assessment.

For Carlisle City Council it will be the process by which we can systematically identify changes we need to make and then take action to better promote gender equality and improve our employment practices and service delivery.

The Council has completed a schedule of its functions, supporting policies and practices and its currently prioritising these for impact assessment. When the prioritising exercise is complete a timetable will be developed to assess the impact of our principle activities over the period of the first three-year scheme. A copy will be attached as an Appendix to the scheme.

Guidance has been developed on the Council's approach to impact assessment and involves:

- Consideration of the available data and taking action to develop if not available including consultation with stakeholders
- An assessment of the effect of the policy or decision, or of existing programmes and policies, on men and women
- An assessment of any shortfall in take up by men and women
- Alteration or amendment of policies so that they have due regard to the need to promote gender equality and eliminate unlawful discrimination and harassment
- Resourcing the above changes appropriately

Additional useful screening questions on gender might include:

- Is there any evidence that women and men have different needs, experiences, concerns or priorities in relation to the issues addressed by the policy or practice?
- Is there evidence that particular groups of women or men have particular needs etc. in relation to this policy or practice? For example, women from a particular ethnic group or men from a particular age group or, for employment functions, transsexual staff or job applicants.
- Of those affected by the policy or practice, what proportion are men and what proportion are women?
- If more women (or men) are likely to be affected by the policy or practice, is that appropriate and consistent with our objective?
- Where the policy or practice is intended to achieve a particular outcome, what is the evidence on the likely outcomes for men and for women?
- Could the policy or practice unintentionally disadvantage people of one sex or the other or, for employment functions, could it disadvantage transsexual women and men? It is essential to consider not just the intended consequences of the policy or practice but also any unintended consequences and barriers that might prevent it being effective for one sex or the other.

The Council's Corporate Equality Group will review the Council's impact assessment work on a quarterly basis. The outcomes of the impact assessment will be reported on completion on the Council's website.

Reporting and Monitoring of Scheme and Action Plan

The Council's Corporate Equality Group and Community Overview and Scrutiny will monitor the implementation plan to ensure the Council meets its duty. The Corporate Equality Group includes our Member and Officer Equality Champions, our Equality Portfolio Holder, the Chair of Community Overview and Scrutiny, front line services Service Heads and our external challenger.

Equality issues including gender are taken into consideration during strategic planning, keynote speeches and organisational development work. Examples of this include our Corporate/Performance Plan and our Community Plan.

The Gender Equality Scheme must be reviewed every three years – this task will become the responsibility of the Council's Corporate Equality Group, chaired by the Deputy Chief Executive. Regular monitoring of the progress on the implementation plan will be the responsibility of this group.

On an annual basis, the Council will publish a report summarising the actions we have taken to implement our objectives, outlining:

- The steps that the Council has taken to promote gender equality
- The results of any information gathering
- What the Council has done with this information

This report will be published on the Councils website and made available in a number of accessible formats.

The Council will publish a revised Gender Equality Scheme by April 2010 and every three years thereafter.

Community Overview and Scrutiny will monitor the implementation of the scheme on a quarterly basis.

Executive will receive reports on the scheme implementation on a quarterly basis.

Our Senior Management Team and Executive Members will be fully briefed on their responsibilities under the duty and our Joint Management Team will be provided with regular Equality and Diversity progress reports.

Actions from our gender equality scheme implementation plan will be incorporated into directorate service plans.

Comments and Complaints

Members of the public who feel that they have experienced discrimination in the way the Council has treated them may make a complaint through its Corporate Complaints procedure. Employees will need to go through the grievance procedure.

We will take all complaints seriously and will not tolerate any form of discriminatory behaviour. This is reflected in our unreasonable and unreasonably persistent complaints policy which ensures that our staff and councillors are protected from unacceptable behaviour.

The Members' Code of Conduct and Standards Committee deals with complaints about the conduct of elected members.

Monitoring complaints is also another way of gathering information to see whether we are meeting our equality duties.

Please send any comments to the Policy and Performance Team at policy@carlisle.gov.uk

Appendix A - Overview of remit and functions

Include functions carried out through partnership and procurement

The Council has 7 directorates:

People, Policy and Performance
This Directorate is responsible for driving continuous improvement in services most important to local people. It measures and monitors Council's performance to ensure we are on track to deliver our key priorities of a Cleaner, Greener and Safer and Learning City. Other services include Community Safety, research, consultation and communication with local people, and developing Council policy that takes account of our diverse local communities.

Add something about the LSP as community leader

This Directorate ensures that the council stays a good employer, for whom people are attracted to come and work. Once here we help employees to do their jobs to the best ability by rewarding them appropriately, maintaining their motivation, providing opportunities for them to enhance their health and safety, promoting their diversity and assuring equality.

Community Services
This Directorate delivers a wide range of customer facing services including Highways and Parking Services, CCTV, Parks, Waste Collection, Area Working, Environmental Quality, Food Safety, Building Management, Bereavement Services, Resource Planning, Sports and Recreation, Arts and Museums, Community Support and Customer Services.

Development services
This Directorate provides the main interface with partner agencies involved in spatial and economic development and its integration with social factors to create and maintain sustainable communities.

Key areas include:
To undertake the Council's statutory and allied town and country planning and building control responsibilities and activities
To enable a comprehensive approach to housing and the delivery of the Carlisle Housing Strategy
To advise about how property can achieve corporate objectives combined with the responsibility to undertake best practice asset, estates and facilities management of the whole of the Council's corporate property portfolio
To support, in partnership, the development and marketing of Carlisle's tourism product

To ensure that the Council's own resources and those obtainable through partnership and brought towards seeking to achieve sustainable communities with strong local and sustainable

Corporate Services

This Directorate provides support to other Directorates to ensure that the support infrastructure is in place to enable the Council's priorities to be delivered. In particular it is responsible for:

Overall finance management and control as guided by the Medium Term Financial Plan
Internal Audit services as guided by the Strategic Audit Plan
Information Technology as guided by the IT Strategy

This directorate is also responsible for the direct service provision to the public particularly in relation to Housing Benefits, Council Tax and Non-Domestic Rates Administration. The Director of Corporate Services is the Council's Statutory Responsible Finance Officer.

Legal and Democratic Services

This Directorate acts as the Council's in-house legal service, administers the Council's licensing function and undertakes the provision of co-ordination and support in relation to the operation of the Council's democratic, corporate and decision-making functions.

Include Carlisle Renaissance

Appendix B - Consultation

The Councils gender equality scheme working group identified a number of stakeholders to be consulted including:

- Employees
- Potential employees
- Trade Unions
- Service users – rural and urban
- Elected members
- Senior management
- Community groups
- Hard to reach groups

The gender equality scheme working group includes representation on service delivery, employment, procurement, partnership and trade union.

The group decided that focus groups would be the best approach for the employee and community consultation as would provide us with qualitative research, which could be used along side the quantitative research, which we have gathered during our data audit.

A question framework was developed using the feedback at the gender equality scheme working group workshop and questions, which were developed for our data audit, information for these was taken from the Gender Equality Code of Practice. Please see appendix…. for the question framework.

22 women and 22 men in Carlisle City Council were invited to the employee focus group across a range of the following types: Different Departments, Part/full time, a cross section of scales, frontline/back office.

Unfortunately only 5 replies were received from each group, and there was no cross section.

Include key issues from consultation with community and employees

The employee survey 2006 was analysed by gender to see if there were any significant differences in opinion between men and women. All the questions in the survey were cross tabulated by gender and no significant differences were found.

However, one difference in the report was found relating to pay rather than opinions.

The only difference found in the survey regarded differences in pay grades. The report showed that of those that are on Scale 1-6 40% are male and 60% are female employees. Of those on S01/S02 grade, 39% are male and 61% are female. Of those on PO and above, 71% are male and 29% are female employees. Overall, between

30% to 50% of male employees are on PO and above. This compares to between 5% and 25% of female employees that are on a PO grade and above.

Consultation with men and women takes place on a regular basis via the Council's citizen's panel.

We have been monitoring the Council's citizen's panel for a while but plan to use this information in future by under taking gender analysis of consultation.

We have recently carried out our three yearly Best Value Satisfaction Surveys, which provides the Council with information on what our community thinks of our services, which can be used to identify areas for improvement. This information will be analysed by gender but unfortunately was not available in time to inform our scheme, although once received this information will be considered.

Cumbria Local Labour Market Equalities Survey 2006[4]

The following was taken from the Labour Market Survey and relates to Cumbria

Definition

Equality Deficit
An equality deficit is the gap between a group who has a history of discrimination against group who have not experience discrimination. The deficit is a measure of inequality.

For example: If 85% of White British people live to 75 and 60% of Bangledeshi women live 75, there is and equality deficit of 15%. The equality case is that both groups should have the same chance of living to 75.

The employment rate of men and women is close to equal, with an equality deficit of 6.6%.
Cumbria compares favourably against the North West Region and England:

- Government Office North West: 7.6% equality deficit.
- England: 9.4% equality deficit.

Cumbria has a greater than average self-employment rate for both men and women.

	Males	Females
Cumbria	19%	7.6%
England	17%	7.3%
North West Region	14%	5.9%

[4] Cumbria County Councils Local Labour Market Equalities Survey 2006

Despite this, the equality deficit for women is 11.4%, which is greater than the North West Region and England:

- Government Office North West: 8.1%
- England: 9.7%

The Cumbrian equality deficit for women in full-time work is 39.6%. This compares again unfavourably against the national and regional figures.

- Government Office North West: 30.8%
- England: 31.9%

The equality deficit for men in part-time work is 39.8% in Cumbria. This compares again unfavourably against the national and regional figures.

- Government Office North West: 30.8%
- England: 32%.

Quality of Life Survey for Carlisle

According to the quality of life survey women feel more unsafe then men in their local area in Carlisle. 14% of women compared to only 7% of men said they did not feel safe at all outside after dark.
The quality of life survey also states that 31% of women were satisfied local facilities for young people compared to only 20% of men.

Future Consultation

Specific consultation on gender issues for the Council will be carried out at end of three years to assess the Council's progress in achieving its objectives. This will also inform the three yearly review of our scheme and implementation plan. We are not planning to carry out annual consultation as research shows that attitudes do not tend to change annually. Instead we will use other consultation to assist in monitoring our scheme on an annual basis e.g. citizens panel results will be analysed by gender.

Consultation on the draft Gender Equality Scheme and Action Plan has taken place and will continue to take place with:

- Gender Equality Scheme Working Group, which includes representatives from personnel, procurement
- Equality champions
- Head of Personnel and Development
- Development and Support Manager
- Corporate Equality Group
- Senior Management Team
- Executive Committee includes Equality Disability Champion
- Community Overview and Scrutiny

The working group includes trade union representation and the draft scheme and implementation plans were circulated to trade unions for comment. The draft scheme and implementation plans were also sent to a number of community groups including ……. for comment.

Appendix C - Information Gathering (Data Audit)

We needed to establish the extent to which we promote equality between male and female staff and the extent to which the services we provide and the functions we perform take into account the different needs of women and men.

Data Audit

To meet the gender duty in service delivery and design we had to check the available information on who is using our services. We did this by considering a number of challenging issues.

Our data audit on employment outlines what we currently do under the issues below and actions have been included in our Gender Scheme Implementation plan to improve our employment practice. We have already taken a lot of action to improve these issues.

- Fair recruitment process
- Concentration of women and men into particular areas of work and addressing it where it already exists
- Promoting and managing flexible working – home working pilot
- Ensuring high level part time work and supporting part time workers
- Managing leave for parents and carers
- Managing pregnancy and return from maternity leave – paternity leave
- Eliminating harassment including sexual harassment of, transsexual staff and potential staff
- Occupational segregation
- Transsexual staff and potential staff
- Grievance and disciplinary procedures
- Redundancy
- Retirement
- Equal pay

DATA AUDIT

Challenge Questions for Personnel

	Challenge Questions	**Challenge Answers**
Employee profile Do we monitor:	Number of males and females?	Yes 49% Male 51% Female, and we have the breakdown for the county Districts
	Where women and men work in our organisation? Number and gender of top earners?	Yes, BV11a (% of top 5% of wage earners that are women) and we have all the information in Open Door HR system.
	What hours women and work and at what grade? Number of staff/salary comparison – female v male	All the information is open door but not necessarily monitored
	Who has caring responsibilities and whether it is for their children or older people?	No, but we have number of family friendly policies such as Facilities for carers Policy and Family emergencies Policy
Recruitment	How do we recruit staff and are we likely to get a good gender balance of candidates?	Yes, we have a Recruitment/Appointment procedures document and Equal Opportunities Policy.
	Is our recruitment process fair and do all staff that are involved in recruitment receive training in interviewing and equal opportunities?	Staff receive training compulsory one day training if they are interview and two day training if they are chairing an interview. Eventually Equality and Diversity Training will be mandatory for all staff
	Do we consider ways of opening up jobs at all levels to part time working, job sharing and flexible working?	To some extent. We have a Recruitment/Appointment procedures document and Equal Opportunities Policy. All posts have to justify why they cannot be available for job share.
	Do we encourage job applications from the trans community?	No but could consider this in future
Concentration of women and men into particular	Do we have a gender imbalance? If so, how could we try and rectify the situation?	Not overall but we do in particular areas of employment and at pay scales

areas of work		
	Do we take any positive action such as providing women only training schemes?	No we do not currently do this
	Have we looked at the proportion of men and women at senior levels in our organisation?	Yes, BV11a (% of top 5% of wage earners that are women) and we have all the information in Open Door HR system.
	Have we examined if men predominate because of a lack of opportunities for part-time or flexible work at higher levels?	No we have not analysed this
Managing flexible working	How have we been able to accommodate requests for flexible working?	A task and finish group in the form of a flexi working group is currently reviewing the flexi time facilities. The flexible working policy is currently under review.
	Do we respond in the same way to men and women?	Yes
	How could flexible working help staff and how will it benefit men and women?	By providing a better work life balance and that would provide better employee satisfaction and therefore a more productive employee.
	Are we able to go further and offer flexible working for all staff?	Most staff but not all. For example receptionists and refuse collectors need to be in work at certain times.
Part-time work	Could access to part-time work be widened across the organisation?	Yes, dependent on the occupation. If a part-time vacancy becomes available Policy advises that we should offer the post to those who are part-time in the same role as a first refusal.
	What opportunities exist for enabling part time workers to move to full time posts when they are available and vice versa?	Part-time workers would be given the same assistance as any other applicant applying for a full-time role. Full-time to part-time switching it would be available but dependent on the post. We draw our posts to the attention of all staff.

Managing leave for parents and carers	Do we gather evidence on the impact of caring responsibilities on our workforce?	No, but we do have Facilities for carers Policy and Family emergencies Policy
	How do we promote the right to take parental leave to our staff?	At Management Briefing the policies will be presented. An email will go out to say they on public folders. The employee survey asked a question about knowledge of policies in order to promote them and to see if people were aware of them.
	Do we apply our policies equally between men and women?	Yes
	Is there more that can be done to encourage take up of paternity leave and parental leave amongst fathers?	Yes
	Do we monitor those within the organisation who have caring responsibilities for an adult friend or family member?	No but we could consider in future
	Do we have carers' policy?	Yes it is called the Facilities and Carers Policy
	What can we do to raise awareness of you carers' policies?	We could market it more effectively, perhaps do an article in staff focus.
Managing pregnancy and return from maternity leave	Do we have a good return rate from maternity leave? If not, why and how can we improve?	Yes, between April 2003 and March 2006 34 people had maternity leave an only 2 left for maternity reasons. That is a retention rate of 94%
	Do we have a culture that is positive towards pregnancy and family responsibilities at all levels?	How do we define culture? It is probably dependent on the managers attitude. On the whole our managers have a good attitude excepting a few examples.

	Do we back this up with written guidance on managing pregnancy and maternity?	Not entirely. We do risk assess it and we write to managers about. We are in the process of producing some guidance on it that will be completed for April 2007.
Sexual and sexist harassment	*Have we developed a clear policy for and regularly review a clear policy for preventing and tackling harassment across all of its functions where relevant covering?*	Yes, there is a Dignity and Respect Policy. This covers sexual harassment and is been reviewed now after 12 months and it will be reviewed in 2 years. It provides greater support for all those involved.
	In employment, education and service delivery.	Yes all three
	In relation to those not traditionally thought of as receiving a service, such as those Who are subject to state powers e.g. prisoners or asylum seekers.	not applicable
	In regulatory and enforcement functions.	Yes
	In management of premises.	Yes
	Do we regularly review this policy?	yes, it is been reviewed now after 12 months and it will be reviewed in 2 years
	Do we actively promote and provide training on this policy?	Training on the policy will soon be mandatory
	Do we have a complaints and investigations procedure for dealing both informally and formally with sexual harassment?	Yes the Dignity and Respect Policy
	Have we adopted and communicated complaints and investigations, procedures for dealing both formally and informally with harassment in supportive manner?	Yes
	Do we monitor the number of complaints of harassment and their outcome?	No but we will from April 2007 when the new system will provide us with that information.
	Do we review practices and procedures to ensure they are working effectively?	yes, it is been reviewed now after 12 months and it will be reviewed in 2 years

Sexual and sexist harassment	Do we link our procedures for investigating harassment complaints to grievance and disciplinary procedures and conform to ACAS Code of Practice on Disciplinary and Grievance procedures?	Yes
	Is it appropriate to carry out risk assessments for groups of staff that are particularly vulnerable?	Yes
Occupational segregation	Do we have evidence of occupational segregation?	Yes, higher percentage of people working within the manual labour sector are male and higher percentage of admin staff are female
Transsexual staff and potential staff	Do our equal opportunities policy and harassment cover trans people?	Not specifically but it does say that "All employees and applicants will be treated equally, irrespective of sex, sexual orientation…."
	Do our practices and procedures support the dignity and privacy of trans people?	Not deliberating, it hasn't been considered
	Do we have a policy on supporting employees who are undergoing reassignment?	No but could consider developing one
	Have we reviewed our employment policies and procedures to ensure that they adequately cover transsexual employees – especially those dealing with confidentiality, harassment, access to development, occupational pensions and insurance?	No, but we could consider doing this
Grievance and disciplinary procedures	Do we ensure that we apply both grievance and disciplinary procedures equally to men and women?	Yes. The disciplinary procedure is equality impact assessed but we do not monitor the grievance or disciplinary procedure.
Redundancy	Do we ensure that we apply redundancy policies equally to men and women?	Yes, but we do not monitor them.

	Does the redundancy selection criteria does not impact more adversely on one sex, for example if they are based on length of service or hours worked?	No. The redundancy selection criteria is based on length of service rather than hours worked
Retirement	Do we ensure that our retirement policy is applied equally to men and women?	Yes
	Have we looked at the proportion of male and female staff that are members of our pension scheme e.g. part-time workers, who are more likely to be women?	No, but we could find out more.
Equal pay	Is there a pay gap between men and women doing the same jobs of similar value?	Job Evaluation is currently being carried that should make pay fairer and the Equal Pay Audit will inform of whether there is pay gap between men and women.
	Have we considered an equal pay review to ensure that the pay system delivers equal pay?	Yes, we are currently conducting an Equal Pay Review.
	Have we included a comparison of the pay of men and women doing equal work including checking for one or more of the following: like work; work rated as equivalent; work of equal value - these checks are the foundation of an equal pay review?	We are the process of doing this
	Have we identified any equal pay gaps, including by differences between part-time and full-time workers' pay?	We are the process of doing this
	Have we eliminated those pay gaps that cannot satisfactorily be explained on grounds other than sex?	We are the process of conducting this a review that will inform if and where we need to do this

	If we have decided not to undertake a full pay review, have we carried out a screening process, for example, to address areas known to pose a high risk of pay discrimination? Including: - starting salaries: checking whether women and men Who have been recruited to the same jobs or jobs of equal value are being appointed on the same starting salary and whether any patterns are related to sex-based factors - progression: whether unjustifiably long pay scales are inadvertently discriminating against women (Who may be less likely to have continuous service) - bonus payments: whether bonuses are paid, or higher bonuses are paid, in jobs Where men predominate.	Not Applicable
Procurement and Partnerships	Have we built relevant gender equality considerations in our procurement process? See Code of Conduct for detail	We are in the process of writing The Procurement Policy which include reference to equality issues. We also 'hop on' to other council's framework agreements. This means that we use other council's terms and conditions for tendering and procuring goods and services. To do this I would assume they would have the correct policies in place.
	Have staff involved in procurement work been training in gender equality issues in relation to their work and what they need to do to ensure compliance?	No. As individuals we have attended "gender equality", "diversity" and "dignity and respect" workshops.

Service Delivery

Service Delivery Challenge Questions	Answers				
	Head of Planning Services	**Head of Community & Culture**	**Head of Revenues and Benefits**	**Head of Economic Development**	**Head of Environmental Services**
What services do we monitor?	We record the sex of all our applicants but we do not use this information to monitor service provision by gender	We monitor all the museum and Carlisle Leisure run activities and buildings i.e.: Sands Centre. However, some of the larger events such as Bitts Parks fire display are difficult to monitor.	Revenues is not collected about gender because we don't have the right under data protection to provide that info. Benefits, we have the information available but we have never monitored it before. We will monitor and see what the outcomes are.	Services include: Tourist Information, Business Support, Rural Development, Brampton Business Centre, Property Renting, Conference Centre Bookings, Programmes to Support people at risk of redundancy.	Not monitored by environmental services but best value services will include some service satisfaction levels by gender.

Is information disaggregated by sex?	The information we monitor is not aggregated by sex. Never considered it relevant.	Yes	Yes	Information for above is dissagregated by sex, excepting Tourist Information satisfaction surveys. Other services deal with third parties that the details of are available but it is not broken down by sex. STEAM did some research on the Tourist Information Centre and did some targeted marketing on similar types of tourists. The same marketing was done for the Conferences.	Yes in satisfaction surveys

Do men and women use the service in different ways?	No. Each case is considered in line with Section 38 sub section 6 of the Town and Country Planning Act.	It is expected at the Sands to have a male/female split of the activities that are run. Spinning and Body Pump are more mixed gender sports than the traditional aerobics.	More old people use the service so naturally there are more women because there are more old women than men. We do not measure how many people phone, use internet, or contact centre by sex but we could break that down again, the data is available.	Generally, gender is not considered when working with third parties and other organisations. For the Tourist Information Centres TICs it is families or couples on the whole that use the services and they use the service in similar ways. It is not necessarily monitored though.	Yes. I suppose women are more likely to use the carparks for shopping and bringing kids into town and men are more likely to being commuting to work in some cases. Roads and drainage are not really gender relevant. Waste services can be gender specific but it only in terms of offering lighter bags for recycling for older people and in some cases where necessary women. Some mothers with lots of children may be offered a larger waste bin also. Parks and play areas may be used by women and children.

Do women and men have different needs from the service?	Mostly male architects and individuals who use the service but they don't use it any differently to female users.	Men are generally more interested in football and women in aerobics and netball etc. However, they have tried to provide women's football and rugby.	Women are more likely to need to claim extra benefits because of childcare responsibilities. The needs are universal though that everyone who is eligible for benefits will get them men or women.	No, not necessarily. However, the Town Hall is used for the Santa's Grotto at Christmas and lots of mother and toddlers arrive on mass.	Women may need baby changing facilities in play areas but they are currently unavailable. Parent and toddler parking is available in the lanes. However, parking may need to state which carparks are more child friendly than others for example a carpark with steps up to the high street would be less appropriate for people with pushchairs. This is something that other councils have done when advertising carparks.

Are there particular groups of women or men who do not use or under use a service, or who are less satisfied with it?	BV111 measures customer satisfaction perhaps we break this down by gender.	Yes, it was noted that there was a problem with young girls in rural areas so they attracted them specifically with Dance sessions that they were more interested in than aerobics for example. Sure Start work with particular target groups also i.e.: Single mothers. We could split the satisfaction survey by gender.	Under 25s and pensioners. Under 25's can't be bothered to fill in the forms and pensioners often are too proud to claim benefits and will struggle on (because of Stigma attached to benefit claiming). Pensioners can claim through the pension services as the benefits are linked in there now. Women seem to claim more than men because women tend to do the accounts more than men. Again this is not measured and is just impressions.	It used to be £4 for the Santa's Grotto which isolated some low income parents from taking their children, but the price was recently dropped to £1 to make it more accessible for all. Not sure if having to use a lift up to the TIC detracts people from going.	This maybe applies again to play areas and parking. Women may be less satisfied but we would have to see the best value consultation results to find out. It could be an idea in terms of car parking to provide safer car parks by having more CCTV, easier actives and car park security guards. Certain carparks may be classed as safer for more vulnerable people to use.
Is there evidence that one size fits all service is not appropriate?	Not in planning, but certainly different hostel accommodation is provided for men and women	Yes, there needs to be a wide variety of activities available. For example women's football and fitness classes such as body pump and spinning attract members of the other sex to a sport traditionally dominated by the other sex.	Yes, that is why direct debit, customer contact centre, telephone enquires, home visits and the internet are all possible ways to pay or contact the benefits team.	I don't think so all the services are provided equally regardless of gender.	Yes that's why we have different options for waste recycling and parking options for parent and toddler.

Are there big discrepancies in the service outcomes by sex?	BV111 measures customer satisfaction perhaps we could break this down by gender. The men's hostel on John street is newer better accommodation than the older and not as good London Road women and children hostel accommodation.	Don't know, but we could look at satisfaction levels by gender.	Not monitored, but we could monitor this by gender.	It hasn't really be studied.	Don't know
What are the different issues and priorities for women and men who use the service we provide?	In terms of homelessness women more often than men have children to consider.	Men tend to be more interested in body building and women in weight loss. Women at home in rural areas or the outskirts of town may have a problem accessing services if they do not have a car.	Women are more likely to be responsible for children. The big issue for all them is to have a quick turnaround of their payment or query. It needs to be understandable; women's claims can often be more complex before it involves benefits related to childcare.	For the TIC the issues are usually the same. It is mainly family of couple enquires so gender doesn't really apply.	Yes, potholes on the pavement may be more a nuisance to mothers pushing pushchairs than other users. Dropped kerbs have put in on many pavements for the disabled and for easier pushchairs access. Community will consult on what is put in a new play area and mainly mothers will be involved in the discussions and consultation.

Do they have different requirements and need to be met by our service?	Not in planning, but certainly different hostel accommodation is provided for men and women	Yes as above	Yes, for example, informally we won't arrange home visits for mothers around school finishing and starting times to avoid clashing with picking children up from school. There are toys for children in the customer contact centre.	For the TIC the issues are usually the same. It is mainly family of couple enquires so gender doesn't really apply. For the other business and third party based work we are looking at ensuring that all employers or third parties are signed up to our Equal Opportunities Policy or at least one of their own that we have seen.	The reason men and women use carparks may be different with more women looking after children and shopping during the day for example. There has been a campaign to get parents to not use disposable nappies in the interests of being "green". Women are more likely to need baby changing facilities and use the toilet facilities in different ways. Having clean toilets could possibly be more important for women than men.

Will women or men be put off using a service because of lack of childcare or an unsafe or un-welcoming environment ?	Potentially but in planning they received objections from both men and women	Yes, if they are the carers of children.	Yes, mothers may be put off it the contact centre is not child friendly. It is disabled access so pushchairs can be brought in but is it pushchairs friendly? We would have to ask people (survey). It is possibly a bit difficult if you have kids and you need to get on the bus with them etc and come to civic. We could do surgeries or roadshows about benefits etc to provide a better service.	Yes they would be in terms of using our services such as TIC if it was accessible etc.	Yes, for example parking, pavement access and toilets as highlighted above.
Are there some services, which are more effectively delivered as women only or men only? Is there enough evidence to show this?	Not planning services, but certainly with the hostels provision it has been better to provide women and children services separately to men's service.	We haven't researched this. So there is no evidence. Some services are delivered as women only i.e.: sauna and steam rooms split by gender. Also the female dance classes example.	Benefits claimants who live in domestic violence refuge accommodation or women's hostels would not be visited by men. Women would go in pairs to meet men at men's hostel as precaution. This again is in informal procedure but is standard practice.	No.	No.

Table to show the number of people who have been on maternity leave and number who have left for maternal reasons

Number of people who have been on maternity leave between April 2003 and March 2006 (3 years)	34
Number of people who have left for maternal reasons	2
% retention rate of maternity leavers	94%

Monitoring Employment

We will consider setting up systems or adopt existing systems to ensure we obtain and monitor the relevant information.

- balance of women and men in key decision making bodies, including public appointments
- the gender profile of our staff, including analysis of patterns of part-time staff (this information is currently available but we do not use it) and those with caring responsibilities (we do not currently monitor this)
- the extent and causes of the gender pay gap in the council for full-time and part-time staff – including data on pay systems, the impact of caring responsibilities and occupational segregation (this will form part of the Council's Pay and Workforce Strategy work)
- the prevalence of harassment and sexual harassment of staff and service users, the number of formal complaints and the outcome of complaints (new HR system will record this from April 2007 but we will need to consider how to use the information)
- return rates of women on maternity leave and whether they are returning to jobs at the same level of responsibility and pay
- issues and barriers affecting transsexual staff and potential staff

Future Data Audits

The Council needs information, so that it can assess the progress in relation to gender equality – specifically we need to measure progress against the implementation plan.

We plan to assess our progress by carrying out a mini audit to inform our annual equality report.

People, Policy and Performance Directorate – Policy and Performance Team

Gender Equality Implementation Plan, April 2007

PROJECT DETAILS			
Work Programme:	To ensure the Council meets its general duty to: - Eliminate unlawful discrimination and harassment - Promote equality of opportunity between men and women And its specific duties	**Statutory:**	Yes
Work description:	To enable the Council to meet its gender equality duties (2007)		
Lead Officer:	Jennifer Williams		
Start date:	April 2007	**Planned end date:**	April 2010

A Corporate Commitment and Leadership

Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
A1 Identify a Member of Executive to hold the gender equality brief				
A2 Identify a Senior Management Team Member to have overall responsibility for the implementation of the gender equality scheme and actions				
A3 Delegate specific responsibilities in the action plan to individual service heads, where the remit falls within their area				

A4 Ensure necessary resources and expertise to meet the duty are made available				
A5 Build equality (including gender issues) standards and objectives into our routine organisation procedures including: - Policy and budget approval documentation - Organisational and departmental targets and objectives - Individual job descriptions, objectives and appraisals A6 Mainstream equality including gender issues into service planning and annual reporting A7 All directorates to review service plans to ensure clear equality objectives, including gender issues, and report against these in our annual report.				
A8 Communication of Duty, scheme and implementation plan: - Management Briefing - Staff Focus - Staff briefing note - Members Briefing - Feedback to consultees Ensure scheme and implementation plan are available in range of accessible formats				
A9 Develop a three year timetable for impact assessments using scheduling information – scheduling exercise has already been carried out with all service heads				

A10 Reporting to: SMT or JMT? Executive Community O&S Frequency?				
A11 Monitoring of implementation plan		Corporate Equality Group Community Overview and Scrutiny		

B Training				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
B1 All senior mangers will undertake specific training in the management of equality (including gender)				
B2 Equality and Diversity training (including gender) for Elected Members				
B3 Review induction for both Members and for employees to ensure full coverage of equality				
B4 Impact assess appraisal and training policies and processes				
B5 Ensure training covers gender issues including transgender issues and sexuality				
B6 Organise Impact Assessment Training for relevant individuals in directorates – following impact assessment timetable agreement				
B7 Encourage staff to attend corporate training provision to improve their skills to enable them to apply for jobs in under represented areas				
B8 Consider taking positive action e.g. offering women only training courses to work towards increasing the number of women in management roles				
B9 Identify where work placement can be provided and support and encourage managers and young people to participate including placements within non specific gender roles				

C Service Delivery				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
C1 All existing and new policies and practices to be impact assessed using guidance document by relevant service area				
C2 Take action on outcomes of impact assessments				
C3 Develop service monitoring guidance				
C4 Improve service monitoring – to include mechanisms covering , complaints, satisfaction and customer comments (consultation) Set up/adapt monitoring systems Consider how to use information Set up/adapt procedures to ensure information used				
C5 Consider gender analysed information from Best Value Satisfaction Survey and Quality of Life Survey				
C6 Further consultation following feedback from focus groups?				

See service delivery data audit for any relevant future plans over next three years

D Employment				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
D1 Make all employment procedures consistent with current legislation and relevant codes of practice (D6 in Corporate Equality Action Plan)	June 2007	Personnel Manager	2	None as is part of PWS project – work is already resourced and scheduled
D2 Impact assessment of employment policies and procedures including recruitment and selection, discipline, grievance, bullying and harassment, appraisal, training provision including work based learning				
D3 Review all employment procedures and policies to ensure they adequately cover transsexual employees – especially recruitment, confidentially, harassment, access to training and development				
D4 Adopt procedures to ensure that publicity for vacancies doesn't unfairly restrict the range of applicants (D4 in Corporate Equality Action Plan)	In place June 2007	Personnel Manager Personnel Manager / Personnel Research Officer	2	None as is part of PWS project – work is already resourced and scheduled
D5 Review personnel information systems for monitoring suitability including those supporting the Council's statutory gender monitoring duties (D5 in Corporate Equality Action Plan)		Personnel Manager	2	None as is part of ERBS project – work is already resourced and scheduled

D6 Continue to monitor key employment and workforce profile data by gender, age, ethnic origin and disability – consider how to use				
D7 Consider an extension of existing workforce data monitoring to also cover sexual orientation, religion and belief				
D8 Introduce Equal Pay monitoring and reporting				
D9 Consider monitoring people with caring responsibilities – how gather and use info? Use to monitor facilities for carers and family emergencies policies				
D10 Monitor number of complaints of harassment and outcome – how gather and use info?				
D11 Monitor maternity return rates and if return to job at same level of responsibility and pay – how gather and use info? Use to monitor new guidance				
D12 Support/advise directorates/services to use local level workforce profile monitoring data to identify and take actions to improve recruitment, development and retention of a diverse workforce – how use info?				
D13 Raise awareness of flexible working and carer policies				
D14 Look into the proportion of male and female staff that are members of our pension scheme				
D15 Take steps to ensure that all genders are represented at all levels of the workforce – examine reasons why this is not the case to remove any barriers				
D16 Take steps to address the under representation of women at senior levels				
D17 Ensure we have clear and accessible recruitment systems – availability of application form in a number of formats				

D18 Improve the support offered to employees to balance work and family life – flexible working policy currently under review D19 Continue to raise general awareness of different working patterns and work life balance options available to all D20 Monitor and evaluate employee awareness and take up of flexible working opportunities				
D21 Consider how to use existing and new monitoring information and set up systems to ensure information is used to future decision making				
D22 Continue development of and involvement in initiatives that promote Carlisle City Council as an employer of choice and positively target underrepresented groups, including career fairs and work placements				
D23 Further consultation following focus group feedback?				

E Equal Pay				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
E1 Develop fair employment and equal pay policy element for this plan- how should it look – what should be included? (D1 in Corporate Equality Action Plan)	Oct 2007	Personnel Manager	2	None as is part of PWS project – work is already resourced and scheduled

E2 Employment equality assessment of local labour market (D2 in Corporate Equality Action Plan) Consider how to use this information			2	
E3 Workforce profiling and equal pay review (D3 in Corporate Equality Action Plan)	March 2008	Head of Personnel & Developmen t/Personnel Manager	2	None as is part of PWS project – work is already resourced and scheduled

F Procurement and Partnerships				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
F1 Include gender requirements into procurement arrangements – contracts, commissioning and partnerships by reviewing procurement/contract policy using guidance from gender equality duty code of practice Require private and voluntary sector contractors to meet fair employment standards	30/06/20 07	Corporate Procurement Working Group		Procurement strategy, Code of Practice and guidance notes produced. These have been referred to Legal, PPP and others for comments. When accepted will be submitted to SMT and Executive.

F2 Ensure we have secured agreement from our partners to arrangements of planning, funding and managing joint work will allow the Council to meet its statutory gender duty	01/06/2007	Capital Projects Board		Revised Policy has been produced and will be referred to Executive. Policy contains strong links to Gender and other related policies. These are documented in the guidance notes.

G Scheme and Implementation Plan				
Key Work Stream/Area	**Target Date**	**Who?**	**Level of ESLG**	**Resources/ Support required**
G1 Publish an annual report summarising the actions we have taken to implement our scheme objectives				
G2 Carry out mini data audit and use information gathered including consultation to inform revision of scheme and implementation plan				
G3 Review scheme and implementation plan every three years and provide evidence of this				
G4 Publish revised scheme and implementation plan				