



REPORT TO EXECUTIVE

PORTFOLIO AREA: LEARNING AND DEVELOPMENT

Date of Meeting: 23rd April 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 33/07

Summary:

This report provides the Executive Committee with the opportunity to approve the final draft Gender Equality Scheme and Implementation Plan.

Recommendations:

The Executive Committee is requested to:

- Approve the final draft Gender Equality Scheme and Implementation Plan
- Recommend adoption of the Gender Equality Scheme and Implementation Plan to Full Council

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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
- 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

A final 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. 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 have been used to inform the final draft Gender Equality Scheme and Implementation Plan.

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.

The Council is required to publish the Gender Equality Scheme by 30th April 2007. The Final 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 and the Draft Gender Equality Scheme and Implementation Plan has taken place with:

- Members of our community
- Council employees
- 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
- Community Overview and Scrutiny Committee
- Trade Unions

3. RECOMMENDATIONS

The Executive Committee is requested to:

- Approve the final draft Gender Equality Scheme and Implementation Plan
- Recommend adoption of the Gender Equality Scheme and Implementation Plan to Full Council

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.
- 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.

¹ Gender Equality Duty Code of Practice England and Wales

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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

Carlisle City Council Gender Equality Scheme

- 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 City 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)

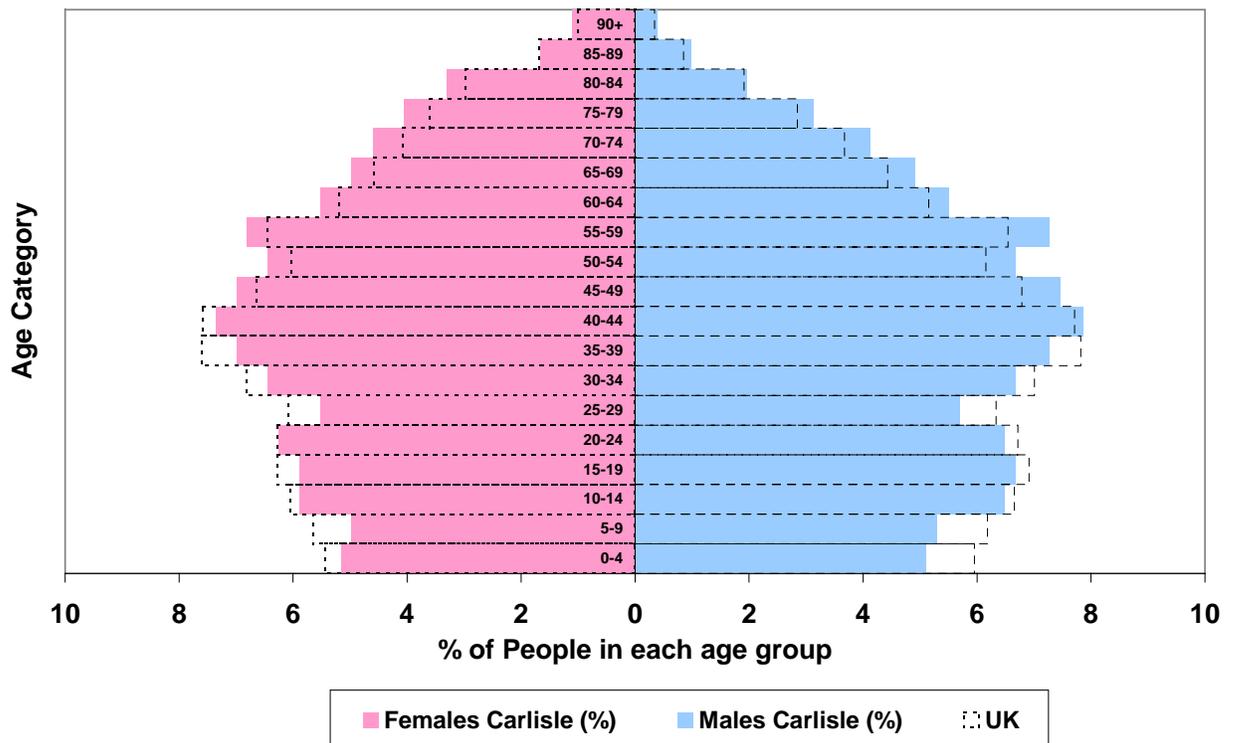
The Carlisle Context

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

Carlisle City Council Gender Equality Scheme



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

Carlisle City Council Gender Equality Scheme

	Gender	Age Range					Total Pop All Ages
		0-19	20-39	40-59	60+	All Ages	
Carlisle	Men	12,200	13,300	14,900	10,700	51,000	105,200
	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%	
	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

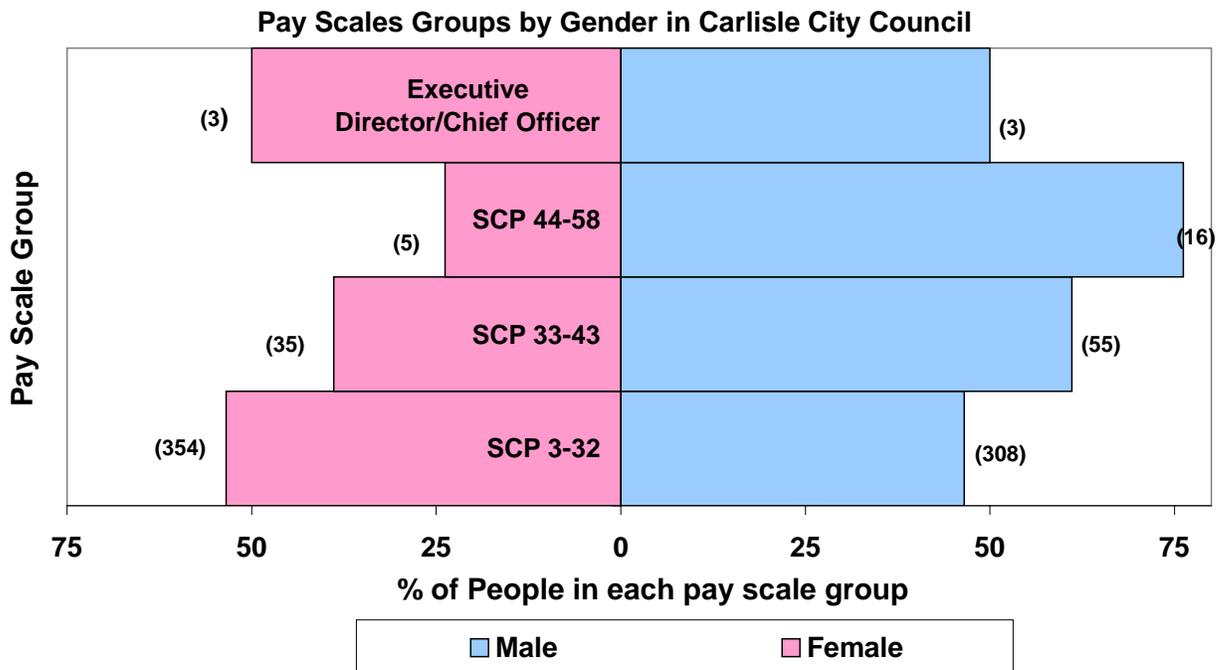
Carlisle City Council Employee Profile

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%

The above tables show that Carlisle City Council has a higher percentage of males working in higher grades, although it has a balanced gender at its most senior level.



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.

Carlisle City Council Gender Equality Scheme

This commitment is reflected in three of the Council's core values¹:

- 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.

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

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 Gender Equality Scheme

- 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 our 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

To ensure we achieve our objectives we have included detailed actions, which include target dates and responsible officers in our Gender Equality Scheme Implementation Plan.

Our objectives will also be measured through service and employment monitoring and our annual review to inform our Annual Equality Report.

Achieving Gender Equality through Service Delivery

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

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

Carlisle City Council Gender Equality Scheme

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 outlines 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

Monitoring information on our customers will be used to highlight possible inequalities, investigate their underlying causes and track progress in removing any disadvantage.

Equality information on service delivery will help us to understand:

- Which groups are using our services
- Which groups are not using our services
- Differences in service outcomes
- How to use our resources better
- The needs of service users
- How satisfied different groups are with your services
- How to reach under-represented groups

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 e.g. 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

² Carlisle City Council Equality Policy

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.

- 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.

Information from our data audit and consultation will be used to inform our impact assessments.

- Examples of what Carlisle City Council is actively doing

Tullie House Museum and Art Gallery have recently been involved in a Life Boxes project in partnership with Cumbria Family Learning Partnership, Cumbria Adult Services and Cumbria Library Service. The aim of the project was to enhance relationship between dads and their children through a creative project, using cultural resources.

Our Crime and Disorder Partnership is involved in a LetGo project, which is a domestic violence service for rural Carlisle, and soon to be extended to urban Carlisle. There are specialist domestic violence courts set up which act as a fast track way of dealing with cases.

As part of a girl's rural sport initiative we provide girls only dance and trampolining classes.

Sure Start run sessions for parents including separate sessions for fathers and mothers. Some sessions are aimed at mothers only for example breast-feeding and domestic violence group. A dedicated Dads worker is employed and a number of activities are being run to increase the involvement of fathers including a men's network, dads drop in and dads football.

We are currently developing our Play Strategy/Policy, which will recognise under 5s and babies as a group and the importance of play opportunities for them and their families.

Our youth events are run for both genders, although we are running two music projects, She Play is for young women and MINT is for young men. They are both 10-week projects, and will be rolled out to new areas during the year.

We are holding a Men's Conference as part of National Men's Health Week.

Achieving Gender Equality through Procurement and Partnerships

Carlisle City Council Gender Equality Scheme

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 Gender Equality Scheme

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 outlines 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

We need to start gathering more equality data to enable us to highlight possible inequalities, investigate their underlying causes and tack progress in removing any disadvantage.

Equality information on employment can help us to:

- Measure the make-up of our workforce and compare it to national data
- Analyse personnel polices practice and procedures to see how they affect different groups of employees
- Understand the causes of any pay gap by group

Information from our gender equality data audit and consultation results will be used to inform impact assessments of our policies specifically our dignity and respect, maternity, carers, flexible working e.g. part time, recruitment, pensions and retirement policy.

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 us 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. We will need to gather information to

³ Carlisle City Council Equality Policy

Carlisle City Council Gender Equality Scheme

establish if there is a gender pay gap in our workforce. The gender equality consultation with employees will be used to inform our equal pay review.

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.

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.

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

Carlisle City Council Gender Equality Scheme

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 later this year.

Implementation of this Scheme

We have developed an Implementation 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 Implementation Plan is included as Appendix D.

Mainstreaming the duty into core functions

We will consider building 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 reflected in service and strategic planning, budget allocation, annual reporting and organisational development. Examples of this include our Corporate/Performance Plan and our Community Plan.

Ensuring implementation through clear staff roles

The Council's Equality Officer Champion is our Deputy Chief Executive who has strategic responsibility to ensure the duty is implemented and will report progress to Senior Management Team 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 our 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.

Our gender equality data audit and consultation results will be used to inform our impact assessment process.

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 Equality and Diversity web page.

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.

Carlisle City Council Gender Equality Scheme

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.

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 Council's website and be 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 Committee will monitor the implementation of the scheme on a 6 monthly basis. Executive Committee will receive reports on the scheme implementation on a 6 monthly basis.

Our Senior Management Team and Executive Members will be fully briefed on their responsibilities under the duty. Our Senior Management Team and Joint Management Team will receive 6 monthly 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 our grievance procedure.

We will take all complaints seriously, but we will not tolerate any form of discriminatory behaviour from a member of the public directed at staff. 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.

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Monitoring complaints is also another way of gathering information to see whether we are meeting our equality duties. Complainants are given the option to complete an equal opportunities monitoring form which includes questions on gender, ethnic origin, disability and age.

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

Appendix A - Overview of remit and functions

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, Local Strategic Partnership and Learning City management, research, consultation and communication with local people, and developing Council policy that takes account of our diverse local communities.

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
Procurement of services

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.

Carlisle Renaissance

Carlisle Renaissance is the partnership regeneration agenda for the whole of Carlisle. It is led by the City Council and is focused on achieving the following objectives:

- Establishing Carlisle as a Learning City
- Strengthening the local economy
- Tackling deprivation
- Revitalising the City Centre
- Expanding the tourism offer
- Improving movement into and around the city

Appendix B - Consultation

A gender equality scheme working group was set up including representation on service delivery, employment, procurement, partnership and trade union.

The group identified a number of stakeholders to be consulted 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.

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.

Key issues from Gender Equality Consultation

Focus group consultation with a male and female group (Employees):

- General lack of awareness about paternity and maternity leave. The promotion and provision of these were perceived as passive by both the female and male focus groups.
- Part time working was seen as not freely available.
- It was perceived that there was a dress code bias towards females, and that men had greater restrictions on what they could and could not wear.
- The possibility of a pay gap between men and women was also discussed.

Focus group consultation with a male and female group (Citizen's Panel):

- On the whole it was perceived that there were no major issues with regards to gender inequality in terms of the services that the council delivers.
- Some minor issues that were raised included:

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- Difficulties for fathers to be included at parent and toddler groups. Some men expressed that they feel a little excluded from parent and toddler groups because they are male.
- Fathers also expressed that they felt that they couldn't take their daughters into the men's public toilets because they didn't want their daughters to be in there. This raised the need for more family toilets.
- Women said they felt more vulnerable in poorly lit areas.

Employee survey 2006

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.

A number of gender equality issues were raised in the literal responses, which reflected many of the issues raised in the gender equality employee consultation.

Citizens Panel

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

Best Value Satisfaction Survey

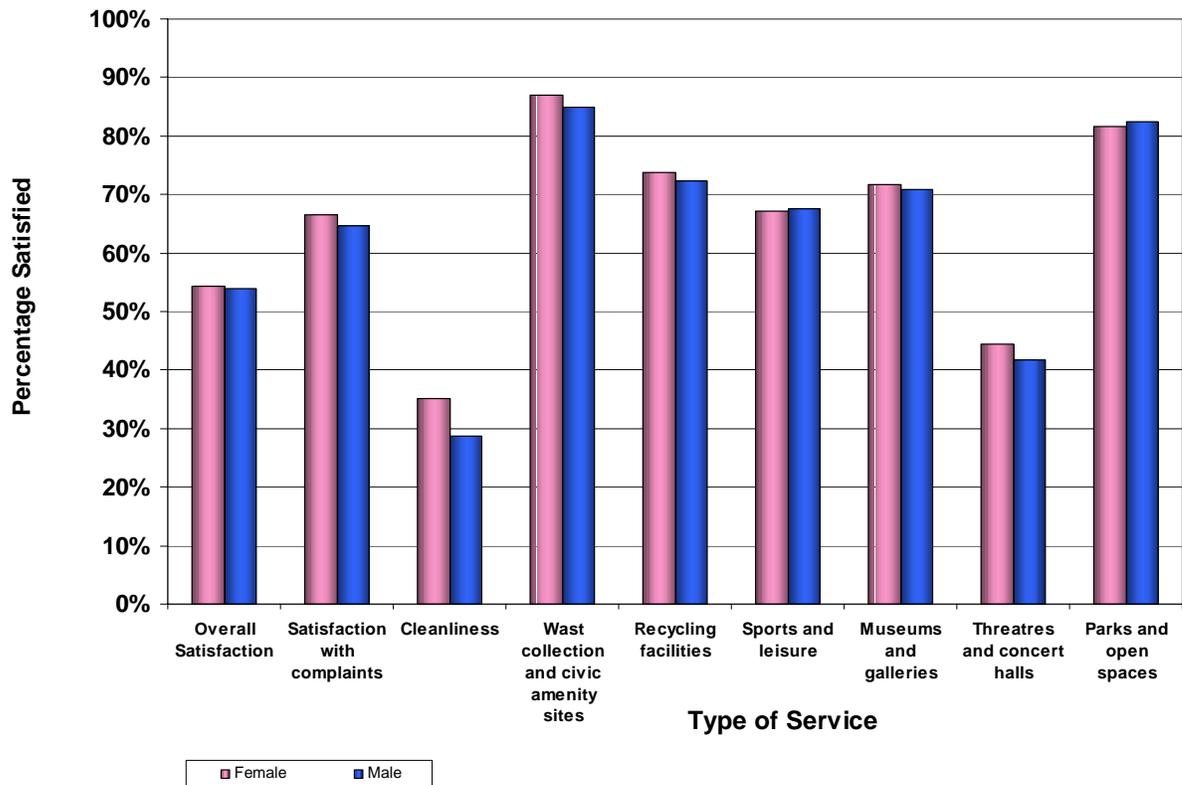
We have been monitoring the Council's citizen's panel for a while but plan to use this information in future by under taking gender analysis of consultation.

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.

Table of Best Value User Satisfaction Survey Results by Gender

PI	Name	Female	Male	All
BV 3	% citizens satisfied with the overall service provided by their authority	54%	54%	54%
BV 4	% of those making complaints satisfied with the handling of those complaints	67%	65%	66%
BV 89	% of people satisfied with cleanliness standards	35%	29%	32%
BV 90a	% people satisfied with waste collection and civic amenity sites	87%	85%	86%
BV 90b	% people satisfied with recycling facilities	74%	72%	73%
BV 119a	Satisfaction with cultural and recreational activities - sports/leisure	67%	67%	67%
BV 119c	Satisfaction with cultural and recreational activities - museums/galleries	72%	71%	71%
BV 119d	Satisfaction with cultural and recreational activities - theatres/concert halls	44%	42%	43%
BV 119e	Satisfaction with cultural and recreational activities - parks and open space	82%	82%	82%

Best Value User Satisfaction Survey Results by Gender



Cumbria Local Labour Market Equalities Survey 2006⁴

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 a 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 Bangladeshi women live 75, there is and equality deficit of 25%. The equality case is that both groups should have the same chance of living to 75.

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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%

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 than 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.

Consultation on Gender Equality Scheme

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

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- Development and Support Manager
- Corporate Equality Group
- Senior Management Team
- Executive Committee includes Equality Disability Champion
- Community Overview and Scrutiny
- Council Joint Committee (Trade Unions)
- Community Groups

A letter was sent to a number of community groups including a number of key gender equality questions and a copy of our draft scheme and implementation plan for comment. A telephone discussion took place with Sure Start representatives and a meeting took place with Gay Cumbria representatives.

Feedback from above consultation has been fed into the development of our Gender Equality Scheme and Implementation Plan.

We would like to thank everyone involved for his or her valuable contribution.

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.

Appendix C - Information Gathering (Data Audit)

We carried out a data audit 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. This included addressing a number of challenging questions on employment and service delivery.

Our data audit identified a number of actions we could take to improve gender equality in our employment. We have access to employment information but do not currently monitor or use the information as much as we could.

The information from our service delivery data audit will be used to inform our impact assessments and action will be taken as a result to improve our service delivery and ensure we meet the needs of our community more closely.

Data Audit Summary: including gaps and room for improvement.

Employment

We do not currently monitor the following:

- Salary and hours worked broken down by gender.
- Number of people who are carers or have responsibilities
- Whether men predominate in higher salaries jobs because of lack of access to part-time and flexible working at higher levels
- Number of complaints of harassment by gender
- Occupational segregation both vertical (in terms of salary and grade) and horizontal (in terms of type of work i.e. more men in manual labour work).
- Pay gap and equal pay (see equal pay and pay structure in data audit).
- Number of grievances / disciplinaries by their nature and gender.
- Number of redundancies and retirements by reason and gender.
- Career development, promotion and performance ratings by gender.
- It was noted that we could do more to promote paternity/maternity leave and ensure that a positive culture towards families is adhered to throughout the council without exception.
- Need to be more proactive about promoting opportunities for part time and flexible working.
- We don't currently encourage applications from the trans community.
- We do not currently have any policies that consider the trans community.
- In terms of procurement and partnerships we need to ensure that third parties either sign up to our gender equality scheme or can show evidence of their own scheme that is of a similar nature.

Service Delivery

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We could do more to monitor satisfaction levels of all our by gender. This could include satisfaction surveys and a needs analysis split by gender and looking to see if any services would be better delivered as male or female only.

The following was generally considered:

- More women than men use the customer contact centre than.
- Women are more likely to use the car parks in town for shopping possibly with children. So there was a consideration for the availability of exclusively safe and more accessible car parks.
- Women are more likely to use the play areas for children. So there was a consideration for need for family changing facilities in public toilets

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.

Appendix D – Implementation Plan

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

Key Work Stream/Area	Target Date	Who?	Level of ESG	Resources/ Support required
A Corporate Commitment and Leadership				
A1 Identify a Member of Executive to hold the gender equality brief		Cllr Geddes		
A2 Identify a Senior Management Team Member to have overall responsibility for the implementation of the gender equality scheme and actions		Jason Gooding		
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				
<p>A5 Consider building equality (including gender issues) standards and objectives into our routine organisation procedures including:</p> <ul style="list-style-type: none"> - Policy and budget approval documentation - Individual job descriptions, objectives and appraisals <p>A6 Mainstream equality including gender issues into service planning and annual reporting</p> <p>A7 All directorates to review service plans to ensure clear equality objectives, including gender issues, and report against these in our annual report.</p>				

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
<p>A8 Communication of Duty, scheme and implementation plan:</p> <ul style="list-style-type: none"> - Management Briefing - Staff Focus - Staff briefing note - Members Briefing - Feedback to consultees <p>Ensure scheme and implementation plan are available in range of accessible formats</p>		Policy and Performance Officer		
A9 Develop a three year timetable for impact assessments using scheduling information – scheduling exercise has already been carried out with all service heads				
<p>A10 Reporting to:</p> <p>SMT – 6 monthly</p> <p>JMT – 6 monthly</p> <p>Executive – 6 monthly</p> <p>Community O&S – 6 monthly</p> <p>Corporate Equality Group – 6 monthly and review scheme every three years</p>				
A11 Monitoring of implementation plan		<p>Corporate Equality Group</p> <p>Community Overview and Scrutiny</p>		

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
B Training				
B1 All senior managers 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 transgender issues and sexuality issues				
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 or mentoring programmes to boost confidence and skills of women to apply for management roles				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
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				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
C Service Delivery				
C1 All existing and new policies and practices to be impact assessed using guidance document by relevant service area				
C2 Use information from gender equality data audit and consultation when carrying out impact assessments				
C3 Take action on outcomes of impact assessments				
C4 Develop service monitoring guidance				
C5 Improve service monitoring – to include mechanisms covering, complaints, satisfaction and customer comments (consultation) Set up/adapt monitoring systems – ensure can effectively collate information to analyse across equality strands Set up/adapt procedures to ensure information used				
C6 Use monitoring information to highlight possible inequalities, investigate their underlying causes and track progress to remove any disadvantage				
C7 Consider gender analysed information from Best Value Satisfaction Survey and Quality of Life Survey				

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
C8 Consider extending complaints monitoring to include sexual orientation and religion and belief				
C8 Analyse complaints by six equality strands				
C9 Include information in Communications and Accessibility policy on making council publicity equal and accessible for all in relation to gender balanced photos and addressing low numeracy and literacy levels				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
D Employment				
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, pension scheme, discipline, grievance, bullying and harassment, appraisal, training provision including work based learning (use information from data audit and consultation to inform assessments)				
D3 Review all employment procedures and policies to ensure they adequately cover transsexual employees – especially recruitment, confidentially, harassment, access to training and development				
D4 Consider developing policy for employees undergoing gender reassignment				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
Employment monitoring				
D5 Consider monitoring <ul style="list-style-type: none"> - key employment and employee profile data such as; part/time workers and salary scales, by gender, age, ethnic origin and disability - extension of existing workforce data monitoring to also cover sexual orientation, gender identity, religion and belief - people with caring responsibilities (use to monitor facilities for carers and family emergencies policies) – work with Carlisle Carers - number of complaints of harassment and outcome - age, gender and reasons for redundancies and retirements. - maternity return rates and if return to job at same level of responsibility and pay - proportion of male and female staff that are members of our pension scheme 				
D6 Monitor and evaluate employee awareness and take up of flexible working opportunities				
D7 Set up systems/processes to effectively collate information to analyse data and cross reference by equality strands				
D8 Consider how to use existing and new monitoring information and set up systems to ensure information is used to future decision making				
Consider how to use and report monitoring data				
D9 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

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
D10 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				
D11 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				
Occupational segregation				
D12 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				
D13 Take steps to address the under representation of women at senior levels				
D14 Examine if men predominate become of lack of opportunities for part time or flexible work at higher levels				
Recruitment				
D15 Ensure we have clear and accessible recruitment systems – availability of application form in a number of formats				
D16 Consider attracting applications from the trans community.				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
D17 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

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
Flexible working				
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 Raise awareness of flexible working and carer and parental leave policies				
D21 Encourage take up of paternity/parental leave				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
D Employment				
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 & Development/Personnel Manager	2	None as is part of PWS project – work is already resourced and scheduled
E4 To inform equal pay gather information about: - whether all our employees (full and part time) are covered by the same pay structure - whether you use an analytical job evaluation scheme to assess job demands and have you checked it for sex bias - whether men and women doing equal work are paid the same				

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
starting salaries - whether women and men are paid for doing the same job - whether women are paid the same as men for doing jobs involving similar levels of skills and knowledge - whether women and men have equal access to work related benefits or bonuses - whether we have any arrangement for pay protection that favour one sex over the other				

Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
F Procurement and Partnerships				
<p>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 and gathering and using information on gender equality guidance by Equal Opportunities Commission February</p> <p>Require private and voluntary sector contractors to meet fair employment standards</p>	30/06/2007	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.

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Key Work Stream/Area	Target Date	Who?	Level of ESLG	Resources/ Support required
G Scheme and Implementation Plan				
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				