

STAFFORD BOROUGH COUNCIL



Stafford

BOROUGH COUNCIL

GENDER EQUALITY SCHEME

2007-2010

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Alternatively you can e-mail your request to ssidhu@staffordbc.gov.uk or send a text message to **07781 471023**.

[Arabic]

ولو كنت بحاجة إلى مزيد من المعلومات بخصوص هذا المنشور فيرجى الاتصال بمجلس بلدة ستافورد [Stafford Borough Council] على الرقم 01785 619 000 .

[Hindi]

यदि आपको इस प्रकाशन के बारे में अधिक जानकारी की आवश्यकता हो तो कृपया स्टैफोर्ड बरो परिषद [Stafford Borough Council] से 01785 619 000 पर संपर्क करें।

[Punjabi]

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪ੍ਰਕਾਸ਼ਨ ਦੇ ਸੰਬੰਧ ਵਿੱਚ ਹੋਰ ਜਾਣਕਾਰੀ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਟੈਫੋਰਡ ਬਾਰੋ ਪਰਿਸ਼ਦ [Stafford Borough Council] ਨੂੰ 01785 619 000 ਉੱਤੇ ਸੰਪਰਕ ਕਰੋ।

[Urdu]

اگر آپ کو اس اشاعت کے بارے میں مزید معلومات کی ضرورت ہو تو براہ کرم اسٹیفورڈ بروکونسل [Stafford Borough Council] سے 01785 619 000 پر رابطہ کریں۔

Foreword

This Gender Equality Scheme is a joint venture between Cannock Chase District Council, East Staffordshire Borough Council, Newcastle-under-Lyme Borough Council, Lichfield District Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, and Staffordshire Fire & Rescue Service.

Equality between men and women has advanced significantly since the Sex Discrimination Act of 1975. In order to build upon that progress, the Equality Act 2006 places a statutory duty to promote gender equality. Although much has been achieved, there is still a long way to go to achieve full equality for all.

We welcome the Act and are fully committed to eliminating unlawful discrimination and harassment and promoting equality of opportunity between men, women, boys', girls' and transgender people.

Working with our partners, we will strive to ensure that our priorities reflect the differing needs of the male, female and transgender members of our communities, where they exist.

This Scheme sets out what we will do to tackle gender inequality issues. It is important that employees and residents across Staffordshire are involved in the development and delivery of the Scheme, as this will ensure that the duty leads to real outcomes and practical improvements.



JUDITH DALGARNO

LEADER OF THE COUNCIL



DAVID RAWLINGS

CHIEF EXECUTIVE

1. Introduction

Gender roles and relationships structure men's, women's, transgender people, boys' and girls' lives. Women are frequently disadvantaged by policies and practices that do not recognise their greater caring responsibilities, the different pattern of their working lives, their more limited access to resources and their greater vulnerability to domestic violence and sexual assault. Men are also disadvantaged by workplace cultures that do not support their family or childcare responsibilities, by family services that assume they have little or no role in parenting, or by health services, which do not recognise their different needs. Both sexes experience from stereotyping of their roles and needs.

The term 'sex' is used to describe biological differences between women and men.

The term 'gender' refers to the wider social roles and relationships, which structure men and women's lives

All public authorities are legally required, when exercising their functions, to have due regard to the need to:

- To eliminate unlawful discrimination and harassment that is unlawful under the Sex Discrimination Act 1975 (SDA) and discrimination that is unlawful under the Equal Pay Act 1970 (EqPA)
- To promote equality of opportunity between men and women

"Due regard" means that authorities should give due weight to the need to promote gender equality in proportion to its relevance to a particular service or function.

The Duty covers all services, functions and activities, not just employment and service delivery but also budget setting, procurement, regulatory functions and setting the framework within which the organisation will deliver services and also frameworks for decision making. This places a positive, proactive responsibility on authorities to work towards a more equal society by thinking about the needs of men and women when developing services and functions, rather than adjustments at the end.

(b) What is a Gender Equality Scheme?

In order for the Council to meet the requirements of the General Duty the Specific Duties are:

- **to prepare and publish a Gender Equality Scheme** by 30 April 2007 showing how it will meet its general and specific duties and setting out its gender equality objectives

- in formulating its 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 the public authorities 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 its gender equality objectives
- **to assess the impact of its current and proposed policies and practices** on gender equality
- **to implement the actions set out in its scheme** within three years, unless it is unreasonable or impracticable to do so
- **to report** against the scheme every year and **review** the scheme at least every three years

2. National Context

For further information on the national context please refer to the EOC's guide 'Facts about Women and Men in Great Britain 2006' which can be found at http://www.eoc.org.uk/pdf/facts_about_GB_2006.pdf

Local Context

Some facts about women and men living in - drawn from the 2001 census:

- Of Stafford's population of 120,670, there is an equal gender split between females and males – 50.5% and 49.5% respectively.
- There are more females over the age of 75 (63%) than males (37%)
- More women have limiting long-term illness (9%) as compared to men (8%).
- The majority of part time workers are women who make up 79 per cent of such employees.
- Women have much lower levels of self-employment (3%) than men (8%).
- More men (60%) than women (40%) occupy professional jobs.
- There are seven times more female than male lone parent households with dependent children, (2188 as compared to 301).

Trans-gender Community

- There are estimated to be 5,000 Trans Men and Trans Women in the UK (PFC website).
- 30% of Trans Men and Trans Women reported feeling forced out of employment following transition.
- ('Employment Discrimination and Transsexual People' survey 2001 Stephen Whittle)
- Many Trans Men and Trans Women report feeling they are working at below their skill levels due to discrimination, and managing pressures of being a Trans individual in the workplace.
- 1 in 10 Trans Men and Trans Women faced harassment daily in work at the time of transition, and even after a move of job, 25% still faced harassment. ('Employment Discrimination and Transsexual People' survey 2001 Stephen Whittle)

- Trans Men and Trans Women face workplace harassment by employers, customers, or suppliers.
- At time of transition, 6% had suffered serious harassment and physical abuse.
- Although unemployment rates post transition have reduced from 1992, from 35% to 8.7%, there is a significant rise in the numbers of Trans Men and Trans Women claiming sickness or disability benefits, and those retired. The numbers that are self-employed have also increased. The 2001 employment discrimination survey, has speculated that these trends may be due to the pressures experienced by Trans Men and Trans Women in the transition process.

The data available regarding transgender communities is scarce, limiting people's ability to understand problems and their causes, set priorities and track progress. Further involvement and consultation with transgender communities will be a priority for 2007 to help us identify further actions.

3. Shared Priorities

This Scheme sets out the framework, within which we can promote gender equality for all our service users and our employees. The following objectives are intended to support and complement this framework:

Objective 1 – We will eliminate unlawful discrimination by:

- Ensuring that no existing, potential employee or service user will receive less favourable treatment than another on the grounds of gender or gender re-assignment
- Seeking to ensure that when we commission services, work in partnership or procure goods or services that the organisations that we work with understand, adhere to and practice equal opportunity policies
- Encourage applicants from all members of the community
- Ensuring that transgender employees have confidence in our procedures and feel supported

Objective 2 – We will eliminate harassment by:

- Ensuring that Service users and employees are treated with dignity and respect at all times regardless of their gender
- Providing a positive and supportive work environment for all employees which is free from harassment and where individuals are encouraged to realise their full potential

Objective 3 – We will promote equality of opportunity by:

- Undertaking Equality Impact Assessments on all new, proposed and existing (where reasonable) functions, policies and reviews
- Ensuring all employees receive equal pay for work of equal value
- Delivering gender equality training where appropriate
- Encouraging all genders to participate and provide feedback in any of the changes or improvements made.
- Ensuring that gender equality is embedded throughout our strategic objectives and Corporate Plans
- Promoting equality in the delivery of services in both access, provision and in employment

- Increasing the numbers of male and female employees taking up flexible working options
- Increasing the number of women sitting on decision making bodies, panels and committees

4. Engagement

We recognised from the outset, that to create a Scheme that really made a difference to the people of Staffordshire; we needed to involve the people who really matter...our service users, employees, members of the community and voluntary and community sector organisations.

We believe our partnership approach in producing the Disability Equality Scheme involving East Staffordshire Borough Council, Keele University, Lichfield District Council, Newcastle-under-Lyme Borough Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Fire & Rescue Service and Staffordshire Police led us to achieve more meaningful engagement with disability organisations and groups as we pooled all our contacts together into one database enabling us to contact over 284 local organisations and groups across Staffordshire inviting them to be involved in the creation of the Scheme.

We have decided to adopt the same approach in terms of carrying out engagement activities for the gender scheme.

We will be running a number of focus groups will be held across the County asking people to give their opinions on accessing services

Feedback from the events will be forwarded to all partner organisations to enable them to identify what issues are relevant to their own individual organisations. We will also inform all who have taken part in being involved in the development of the scheme, of the actions that have been highlighted from the focus groups or round table discussions.

5. Achievements to Date

Our key achievements to date are outlined below:

(a) Best Value Performance Indicators

Best value guidance set by the Government requires councils to make arrangements to improve the way we carry out our functions and provide services. Best Value Performance Indicators (BVPI's) linked to gender issues are:

- BVPI (2a) -The Level of the Equality Standard for Local Government to which the Authority conforms

Year	Target	Result
2005/06	Level 1	Level 1
2006/07	Level 2	

- BVPI (11a) Percentage of top 5% of earners that are women

Year	Target	Result
2005/06	30%	24.21%
2006/07	27%	

- BVPI (225) Actions against domestic violence

Year	Target	Result
2005/06	New Indicator	63.63%
2006/07	Target to be set	

(b) Employment

Equal Pay

The Council is committed to ensuring that all employees are treated equally in all respects of recruitment, selection, promotion, development and training.

In particular the Council is committed to eliminating any differences in pay for identical work or work considered to be of equal value or equivalent. The Council is currently in the process of seeking to agree the implementation of the Single Status Agreement which seeks to implement a new pay and grading structure through the use of job evaluation and eliminate differences on the grounds of sex and covers pay and grading and working time arrangements.

Trade Unions are being involved throughout the review in order that all aspects of equal pay are properly examined, and that the review is carried out with the agreement and support of the recognised trade unions

Equality Training

We currently provide disability equality training for all new and existing employees in the form of a one-day training course called Respecting our Customers and Colleagues.

Performance and Development Reviews

All employees undertake Performance and Development Reviews on a yearly basis. These are an essential way to formally review an employee's performance and identify training and development needs in their job role on a regular and consistent basis.

Staff Survey

We are due to undertake a staff survey within the next few months, which will include questions relating to harassment, bullying and discrimination. The Survey will also include questions on current policies such as parental leave, childcare voucher schemes, flexible working and caring responsibilities.

Harassment and Bullying Policy

The Council developed a Harassment and Bullying policy for staff in 2005. A corporate training course called Bullying and Harassment has been developed to support the Council's harassment and bullying policy.

Childcare Voucher Scheme

The Council operates a Childcare Voucher Scheme whereby employees can have part of their wages deducted at source of pay for childcare. Users pay no income tax and national insurance on the money they spend on childcare – up to a maximum of £217 a month.

Parental Leave Policy

A Parental Leave Policy has been in place since 2003, which enables employees to take up to 4 weeks unpaid parental leave per year.

Flexible Working Hours Scheme

The Council operates a flexible working hours scheme, which allows employees to choose their working hours within specified limits providing there is adequate office cover.

Adoption Leave Policy

The Council published an Adoption Leave Policy in 2003, which sets out the basic adoption leave rights for employees.

Discipline & Dismissal Policy

The Council has a discipline and dismissal policy to deal fairly and consistently with employees whose conduct does not meet the required standard.

Grievance Policy

Occasionally employees experience problems or concerns with their work, working environment or working relationships, that they wish to raise and try to resolve. The purpose of this grievance procedure is to provide Stafford Borough Council with a robust mechanism to deal with these issues quickly, consistently and fair.

Paternity Leave Policy

In 2003 the Council published a Paternity Leave Policy, which sets out the basic rights and procedures for employees to take paternity leave.

Maternity Leave Policy

The maternity leave policy sets out the rights and benefits for Council employees who are expectant mothers.

Recruitment and Selection Policy

The Council has a recruitment and selection policy to ensure that candidates and potential candidates are treated fairly and consistently throughout the process.

A corporate Recruitment and Selection course has also been developed to support the Recruitment and Selection Policy. The content of the course has a significant emphasis on all strands of discrimination including race, gender and disability.

Sickness Management Policy

The Council revised the Sickness Management Policy in 2006, which made changes to the roles and responsibilities of Managers and Employers in relation to sickness management. Other changes included the introduction of a new "Sickness Declaration & Return to Work Form", monitoring of "reasons for absence", self-certification for each period from Day one and the introduction of "trigger points for monitoring purposes.

Whistleblowing Policy

The Council has a whistleblowing procedure, which extends the protection for employees who want to report bad practice without the fear of being victimised as a result.

(c) Information and Services

Access to information and services is a key priority of the Council, and below is a summary of some of the services, policies, procedures and practices that contribute to making information and services more accessible for the community:

- Provide information in alternative formats on request such as large print, different languages, braille or on tape
- Ongoing plans to make the website and information on it more accessible
- We provide translations, interpretation and human aids such as induction loops are available in the Civic Suite meeting rooms and ground floor reception area
- Offer home visiting service for Revenue and Benefits and offer assistance in filling out forms

(d) Leisure

Cultural Strategy

The Council produced a Stafford Borough Local Cultural Strategy (2001-2006) in partnership with Staffordshire County Council, Stafford Districts Arts Council and Stafford Borough Sports Council. The strategy looks at cultural and leisure services in their entirety across the whole Borough and across agencies. A new Cultural Strategy is due to be launched in the summer.

Recreation Centres

The Council manages 3 centres, Riverside Recreation Centre in Stafford, Westbridge Park in Stone and Stone Alleynes. We currently offer parent and toddler sessions and provide a kiddie's corner at Riverside and are exploring the option of providing crèche and bottle warming facilities at Westbridge Park.

Sports Development

The Sports Development Team work closely with schools, community groups and clubs on a range of initiatives which ensure young people are given the opportunity to participate and progress in sport at all levels. The Borough Council also has a joint partnership arrangement with Staffordshire University's sports facilities at Beaconside.

Stafford Gatehouse Theatre

The theatre offers a full programme of performances and shows. Stafford Gatehouse also runs a Youth Theatre (8-18 year olds) and Summer School (7-18) and the annual Shakespeare production at Stafford Castle. Some of the performances at the Gatehouse are targeted at specific genders and we offer incentives to encourage attendance, such as offering discounts to females on particular shows.

Skoolz Out and Chill Out

The Council operates an annual 4-week playscheme every summer, which caters for 5-7 year olds and 8-12 year olds.

Chill Out takes place over the February Half Term, and is designed to offer free taster sessions to local youngsters between the ages of 13-17, with a view to encouraging them to remain active and join local clubs.

The Sports Development Team and the Borough's Sports Centres (Riverside Recreation Centre, Westbridge Park & Alleynes Sports Centre) also work together to coordinate half term and Easter Holiday activities for youngsters. Their events and courses are targeted at all age groups from eight through to 19yrs, with some football courses catering for those as young as five.

(e) Support for Community and Voluntary Groups

The Council values the work of the community and voluntary sector, in providing services for local communities. The Council provides information to groups on how to apply for funding support from us.

(f) Procurement

The Council is an equal opportunities employer and is committed to promoting equality of opportunity for all people irrespective of sex, age, race or disability. The Council is keen to ensure that its suppliers abide by the law and are working to best practice in this area. All suppliers, as part of the tender process are required to provide evidence that they have equal opportunities policies in place and are committed to them.

(g) Business and Community

The Council help local business with all its support and development needs. We have a wide range of services at our disposal provided by a large number of organisations, including the Enterprise Agency, Business Link, our own Staffordshire Economic Development Unit, Stafford Chamber of Commerce, Staffordshire learning & Skills council and many more.

We receive government funding and private sponsorship to provide certain services free of charge, such as guidance on starting a business, and we access subsidies wherever we can, making it possible for small and medium

sized enterprises to benefit from advice and assistance that will improve their growth prospects.

We aim to give assistance on most aspects of business. In addition to on-line information resources, there are specialist advisers who will deal with your needs on an individual basis. This could be something specific, such as an aspect of employment law, or something more general, such as how to increase profits over the next 3 years

(h) Community Safety

Domestic Violence

Domestic Violence is a key priority for the Stafford Borough Community Safety Partnership and as a result a Domestic Violence Strategy (2005-2008) has been developed.

To date we have made the following progress against objectives:

- Increased the reporting of domestic violence from 752 incidents in 2004/05 to 841 incidents in 2005/06, resulting in an 11.84% increase
- Reduced repeat victimisation of domestic violence from 206 reported repeat incidents in 2004/05 to 182 incidents in 2005/06, resulting in a 11.65% decrease
- Reduced homelessness due to domestic violence from 54 homeless applications in 2004/05 to 35 applications in 2005/06 resulting in 35% decrease.
- Increased agency understanding of domestic violence, best practice, appropriate responses and available services by rolling out training to a mix of statutory and voluntary agencies.
- Delivered a strong message to perpetrators that domestic violence will not be tolerated and that they will be held to account for their actions by a range of publicity material, leaflets and posters.

The Council also funded a project through Victim Support, which provided a drop in centre for men suffering from domestic violence.

Hate Crimes

'True Vision' launched in May 2004, was aimed at improving the service the police provide to minority communities. 23 different police forces have joined together to provide a single self-reporting and information pack together with an on-line facility that allows people to report hate crimes against Lesbian, Gay, Bi-Sexual or Transgender (LGBT) people or against race and religion directly to the police. We have copies of the True Vision packs located in all of our main reception areas.

(i) Housing Service

Homelessness

In common with other local authorities, Stafford Borough Council plays a key role in tackling domestic violence. Currently this is done through the Homelessness and Advice Team. An officer is nominated to provide a liaison to the Women's Shelter and monthly surgeries are held at the Domestic Violence Refuge. In addition, other advice and literature is available at the Council's Housing Advice Team's Office at the Civic Centre.

Sanctuary Scheme

A key part of BVPI 225 is the requirement for the Local Authority to develop a Sanctuary Scheme. A Sanctuary Scheme was developed in November 2006 to enable victims of Domestic Violence to decide whether to remain in their home with the help of professionally installed security measures. Sanctuary projects are designed to enable victims to stay in their own homes where this is possible and desired, rather than being forced to move and disrupting education, employment and family networks.

6. Our Arrangements

(a) Meeting the General Duty

We need to understand whether our services are meeting everyone's needs and that people who need our services have access to them. To help us to do this we carry out an Equality Impact Assessment.

Why do we carry out Equality Impact Assessments?

Section 49A(1) of The Disability Discrimination (Amendment) Act 2005 places a duty on Public Authorities to assess the impact of its policies and practices, or the likely impact of its proposed policies and practices, on equality for disabled persons; this will be carried out in this Scheme through Equality Impact Assessments (EIA).

All Public Authorities are also subject to the Comprehensive Performance Assessment (CPA) and the equality dimensions of this assessment are being enhanced to ensure that any lack of progress in this assessment is addressed.

What are Equality Impact Assessments?

An Equality Impact Assessment is a way of deciding whether an existing or proposed policy, procedure, practice or service does (or may) affect people differently, and if so, whether it affects them in an adverse way.

Assessments will be carried out on new policies and services, as they are developed and over time on existing policies and services. Disability issues will be considered alongside the other five equality strands (race, gender, religion or belief, sexual orientation and age).

A summary of the results of the Equality Impact Assessments, Action Plans, and consultation exercises will be reported as part of the annual review of the Disability Equality Scheme.

(b) Meeting the Specific Duties

Our arrangements for Consultation

Services areas are required to plan for consultation and feedback through their annual budgeting process and service plans.

At present, information is available under Equality Policy on the Council's Intranet for departments to access agencies that will help them with making information accessible to disabled people.

A council wide consultation officer co-ordinates all proposed consultation activity via the development of an annual consultation calendar diary. This

records and maps out consultation activity from all service areas across the council for each year. By co-ordinating proposed activity, duplication is avoided, best use is made of resources and it ensures that good practice principles are adhered to.

Service areas are consulting on Equality and Diversity issues and priorities through existing structures, good practice highlighted within the Consultation Strategy or through specific mechanisms developed within service areas and shared corporately via the consultation officer. Where guidance is required in undertaking consultation, advice and assistance can be co-ordinated by the consultation officer to provide help with:

- Running focus groups
- Devising consultation questionnaires
- Ensuring that consultation is representative of the local population or can focus on reaching various groups within the local communities

Our Arrangements for Scrutiny

The Scrutiny Function allows elected members and the public to:

- Challenge decisions made by the Cabinet
- Provide a crucial check and balance
- Contribute to council policy development

The role of the function is to:

- Challenge and hold to account the decision making process in the Council
- Monitor the performance of services
- Undertake in-depth reviews
- Challenge the robustness and thoroughness of service and organisational reviews

Best Value Performance Indicators

Best Value Performance Indicators (BVPI's) are a framework of clear performance measures, prescribed by central government, across a whole range of local government services. The Council must report on BVPI's on an annual basis.

The overall purpose of these BVPI's is to contribute and facilitate the continuous improvement in the effectiveness and efficiency of the council and its services. The use of BVPI's will ensure that disability equality is embedded and integrated into service development and business improvement plans.

Employment Monitoring

The Council is committed to monitoring its workforce on annual basis and will monitor the following information by reference to gender on an annual basis:

- Staff in post
- Numbers short listed and appointed
- Types of jobs by grades/salary level
- Training courses attended
- Appraisals
- Disciplinary action
- Reports of disciplinary harassment
- Number in full or part-time work
- Numbers leaving giving reasons
- Analysis of exit interview questionnaires

Please see Appendix 1, which provides some baseline monitoring data in relation to salary band analysis.

Our arrangements for Publication

Once we have collected the information we will publish the results within the annual report of the Scheme and through the results of equality impact assessments where appropriate.

The yearly report for the Scheme will include a summary of the consultation and involvement carried out along with an update on progress of the Action Plan.

We will inform the public and employees about this information through:

- Council Website and Intranet
- Newspapers

- Members Digest
- Employee Newsletters
- Voluntary organisations, community groups and representatives
- Annual Report
- Committees

We will also publish information about relevant involvement exercises on the Councils website.

Our Arrangements for dealing with Complaints

All complaints are logged and dealt with by the Corporate Complaints Officer and are monitored by gender

Employees can use the Council's Grievance policy and procedures for dealing with internal staff concerns regarding their employment

Review of Scheme

We will review progress against the action plan annually and will review the overall scheme every three years.

Appendix 1 – Baseline Employment Monitoring Data

- Salary Band Analysis by Gender

	Male	Female
Casual Employees	84	72
Up to scale 6, SCP (or equivalent for Local Agreements)	247	280
S01/S02, SCP 29 –34 (or equivalent for Local Agreements)	30	30
PO35 – PO52 (or equivalent for Local Agreements)	39	27
Chief Officer	14	0

Appendix 2 - Action Plan

Corporate			
Actions	Outcomes	Responsibility	Timescale
Monitor targets set for Best Value Performance Indicator (BV2a) - The level of the Equality Standard for Local Government to which the Authority conforms	Ensure our services meet the equality standard	Head of Policy and Improvement & Policy and Review Manager	Target 2006/07 – Level 2 Target 2007/08 – Level 2 Target 2008/09 – Level 2
Annual monitoring and reporting of Gender Equality Scheme Action Plan	Satisfaction across the authority of the progress made under the scheme Scheme is revised if necessary	Policy Manager & Policy Support Officer	April 2008
Carry out impact assessments on all new and existing functions and policies	All functions and policies are impact assessed to ensure that no-one is adversely affected	Heads of Services	Ongoing
Provide training to managers to enable them to carry out equality impact assessments	Managers are able to carry out equality impact assessments	Policy Support Officer	Ongoing
Publish outcomes of equality impact assessments	Publish summaries of Impact Assessments on website	Policy Support Officer	Ongoing
Continue to develop action plan by consulting with all major stakeholders	Views of stakeholders are taken into account in further developing the scheme	Policy Support Officer	April 2008
Ensure that external providers of council services meet the Council's equalities requirements	Procurement activity addresses disability equality issues	Heads of Service	Ongoing

Actions	Outcomes	Responsibility	Timescale
Update Comments, Complaints and Compliments form to include transgender under monitoring information	Complaints can be monitored in relation to issues under gender	Policy Support Officer	April 2008
Human Resources			
BVPI (11a) Percentage of top 5% of earners that are women	Increase in the numbers of women in the top 5% of earners working for the Council	Head of Human Resources	Target 2006/07 – 27% Target 2007/08 – 28% Target 2008/09 – 29%
Develop and publish a policy on developing equal pay arrangements between men and women – including measures to promote equal pay, ensure fair promotion and development opportunities	Implementation of Equal Pay review	Head of Human Resources	2007/2008
Annual employment monitoring information on: <ul style="list-style-type: none"> • Numbers short listed and appointed • Types of jobs by grades/salary level • Training • Appraisals • Disciplinary action • Reports of disciplinary harassment • Number of employees working full & part-time • Numbers leaving giving reasons 	Annual reporting and dissemination of employment monitoring information	Head of Human Resources	Start monitoring from 1 st April 2007

• Analysis of exit interview questionnaires			
Staff survey to include questions relating to gender	Identification of key issues and barriers affecting employees	Head of Human Resources	May/June 2007
Review HR policies, guidelines to ensure reference to transgender is included	Compliance with Gender Equality Legislation	Head of Human Resources	Ongoing as policies updated and reviewed
Leisure			
Annual monitoring information on gender by <ul style="list-style-type: none"> • Numbers attending Playschemes • Numbers attending Sports development courses • Numbers attending Chillout activities • Numbers attending Leisure Centres • Numbers attending Gatehouse theatre • Numbers taking part in Half Marathon/Fun Run and Junior Mile 	Enable us to identify the particular services with a lower and higher take up of men or women users and consider gender specific improvements	Head of Leisure	Start monitoring from 1 st April 2007