

CABINET

17 July 2007

GENDER EQUALITY SCHEME AND ACTION PLAN

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel No: 01962 848223

RECENT REFERENCES

CAB1392 - Equality and Diversity Report , 17 January 2007

CAB 1457 - Inclusion, Cohesion and Equality Report, 11 April 2007

CAB1468 - Equality Policy and Action Plan and Disability Scheme and Action Plan, 30 May 2007

EXECUTIVE SUMMARY:

Following the Equality Act which became law in 2006 and the changes to the Sex Discrimination Act in 2006 and the Equal Pay Act 1970, the Gender Equality Scheme has been developed along with an Action Plan (Appendix A) for the Council. This has been done with help from our partners and with limited consultation with residents and voluntary groups, its employees and the Trade Union. It is the intention to consult more widely, in co-ordination with our partners, once the scheme is in place. The Gender Equality Scheme and action plan sets out the actions that the Council will take to eliminate discrimination against a person because of their sex, gender, marital status or because they are transsexuals. The Equality Act does not cover sexual orientation, which is addressed by other related legislation.

Under this duty the Council must be proactive and promote gender equality when carrying out its functions and activities. This can include 'positive action', however, this does not extend to positive discrimination, which would be unlawful.

RECOMMENDATIONS:

1. That the Gender Equality Scheme and the Action Plan be approved.

CABINET17 July 2007GENDER EQUALITY SCHEME AND ACTION PLANREPORT OF HEAD OF ORGANISATIONAL DEVELOPMENTDETAIL:1. Introduction

- 1.1 The Council is committed to ensuring that its services meets all the need of its customers and that they are delivered in a fair, flexible and efficient and accessible way. The Council will take positive steps to promote equality in employment to ensure that staff are culturally competent and able to provide quality services to its customers and develop a workforce that reflects the population its serves.
- 1.2 The Council takes its duties to eliminate unlawful discrimination and promote equality seriously. There are specific duties and actions that the Council needs to undertake in order to meet the Gender Equality Code of Practice requirements. The newly developed Gender Equality Scheme (Appendix A) sets out the active steps the Council will take to ensure that it:
 - Identifies and eliminates any discrimination against women, men, boys and girls,
 - Eliminates unlawful discrimination and harassment,
 - Promotes fair and equal access to employment and Council services,
 - Promotes equality of opportunity between men and women.
- 1.3 This Scheme and the accompanying Action Plan have been developed with help from the Council's Partners. There has also been limited consultation with residents and voluntary groups, its employees and the Trade Union. It is the intension to consult more widely in co-ordination with our partners once the scheme is in place.
- 1.4 The accompanying Action Plan identifies the key actions that the Council will take over the next 3 years to meet its gender equality objectives and legal duties. Work continues to explore how we might pool resources with the Council's Partners. Some of the actions identified will be reviewed to identify responsibilities and firmer targets once further discussion and other work with Partners has been undertaken.

OTHER CONSIDERATIONS:2 CORPORATE STRATEGY (RELEVANCE TO):

- 2.1 The Statement of Community Involvement is in keeping with, and helps to carry forward, those Corporate Strategies for the Council to encourage and participate in open debate with our residents, to be a learning organisation, sharing best practice and to ensure that everyone can play a full part in the life of their community.

3 RESOURCE IMPLICATIONS:

- 3.1 It is anticipated that the actions identified in the action plans can be undertaken within revenue budgets. Staff who are responsible for undertaking these actions have been identified where possible at this stage. The time involved in undertaking these activities will need to be incorporated into the relevant business plans. Some responsibilities have not been allocated and are subject to further discussion and activities being undertaken with partners.
- 3.2 An overall plan for the Equality Impact Assessments will be developed along with more detailed action plans in the relevant areas covering all of the equality strands. This will identify further the resource implications if any, and they will need to be included in the budget process for consideration where appropriate.

4 BACKGROUND DOCUMENTS:

- 4.1 Project Plan, Action Plans, workshop papers, files and correspondence held in Human Resources.

5 APPENDIX:

Appendix A Gender Equality Scheme and Action Plan



Gender Equality Scheme

Draft V.7



Ian Barrett, Equality & Inclusion Consultant
January 2007

If you require this document in another format or language please contact Human Resources:

Call: (01962) 824416
Text telephone: (01962) 878 982
e-mail: rgosling@winchester.gov.uk
Write: City Offices, Colebrook Street, Winchester,
Hants SO23 9LJ
Website: www.winchester.gov.uk/CouncilAndDemocracy/EqualityAndDiversity



Foreword

Welcome to our first Gender Equality Scheme that covers the 3 years to June 2010. Along with our Equality Policy & Plan, this is an important statement of our determination to achieve equality of opportunity for everyone who uses our services and our employees.

The Council takes its duties to eliminate unlawful discrimination and promote equality seriously. This document sets out the active steps it will take to:

- ❖ Identify and eliminate any discrimination against women and men, boys and girls.
- ❖ promote fair and equal access to employment and council services.

For the purposes of this Scheme, discrimination is defined as different AND less favourable treatment of a person on grounds of Gender.

We look forward to reporting back on progress at regular intervals and to involving a wide range of people in reviewing and updating the Scheme in future.

Cllr. George Beckett
Leader, Winchester City Council

1. What does the term “GENDER” mean?

The term ‘sex’ is used to describe biological differences between women and men, whilst the term ‘gender’ refers to the wider social roles and relationships that form women’s and men’s lives.

The term ‘transsexual’ refers to people who have undergone, intend to undergo or are undergoing gender re-assignment treatment to alter their bodies to match their chosen gender identity.

2. What is ‘Gender Equality’?

It is widely accepted that women have fewer opportunities and are more likely to be discriminated against or disadvantaged than men, although men too suffer discrimination in some circumstances. Transsexuals are also likely to experience prejudice, harassment and discrimination.

How to deal with discrimination or disadvantage experienced by women or men depends on what is believed to be causing it. The Gender Equality Duty Code of Practice outlines that despite 30 years of the right to sex equality, there is still widespread discrimination both intentional and unwitting, which leads to persistent gender inequality. Seemingly neutral policies and procedures can have significantly different effects on women and men.

Women are often disadvantaged by policies and practices that do not recognise their greater caring responsibilities, the likelihood that they have more limited access to resources, different patterns of working, lower pay, and greater vulnerability to domestic violence and sexual assault.

Men are often disadvantaged by health services that do not recognise their different needs, by workplace cultures that do not support their caring responsibilities, and by family services that assume that they have no role in parenting.

In reality, both sexes suffer from stereotyping of their roles and needs and the new duty is designed to help public services and those working within them to identify and respond to stereotyping, sex discrimination and sexism. This should result in service improvements for all.

Barriers to equality commonly faced by women:

- ❖ Prejudice. ("Men are better at....")
- ❖ Stereotypes. ("Women lack ambition.")
- ❖ Policies and practices that do not recognise:
 - Childcare responsibilities.
 - Caring for dependant relatives.
- ❖ More limited access to resources.
- ❖ Greater vulnerability to domestic abuse and sexual assault.
- ❖ Different working patterns – especially part-time working.
- ❖ Low pay.
- ❖ Exclusion from some educational, training and career opportunities.

Barriers to equality commonly faced by men:

- ❖ Prejudice. ("Women are better at....")
- ❖ Stereotypes. ("Men can't talk about their emotions.")
- ❖ Policies and practices that do not recognise:
 - Childcare responsibilities.
 - Caring for dependent relatives.
- ❖ Family services that assume that they have little or no role in parenting.
- ❖ Health services that don't recognise their different needs.
- ❖ Working cultures that require long hours and inflexible working patterns.
- ❖ Exclusion from some educational, training and career opportunities.

These barriers have nothing to do with gender or sex. They are created by people and organisations - often through a lack of knowledge and understanding of people's needs - which means it is possible to remove them.

3. What is a Gender Equality Scheme?

The Equality Act, which became law in 2006, was designed to improve opportunities for women and men. It made it illegal to discriminate against a person because of their sex, gender, marital status, or because they are transsexuals.¹ However, whilst the Act has resulted in some improvements, women and men still face discrimination - whether deliberate or unwitting.

Recognising that positive steps were needed to promote gender equality, the Government amended the Sex Discrimination Act in 2006 and the Equal Pay Act 1970. The new Act requires public bodies to examine their activities to discover whether discrimination against women and/or men is happening and, if it is, to take action to stop it. The Equality Act 2006, amends the Sex Discrimination Act 1975 to place a statutory 'General Duty' on all public authorities, when carrying out their functions, to have due regard² to the need to:

- ❖ Eliminate unlawful discrimination and harassment.
- ❖ To promote equality of opportunity between men and women.

The key difference under the Equality Act is the duty that public authorities have to "promote gender equality". This means that authorities must be **proactive** and encourage departments and partnership agencies to take active steps to **promote** gender equality when carrying out their functions and activities.

¹ N.B. Being transsexual or transgender is not primarily about sexual orientation. The Equality Act does not cover sexual orientation, which is addressed by other legislation (For more information see the Council's Equality Policy.) Currently, the employment rights of Transsexuals are protected under the Sex Discrimination Act and their privacy is protected by the Gender Recognition Act 2004, which also gives them legal status in their new gender. From December 2007, the gender equality duty will also require action to eliminate discrimination and harassment towards transsexual service users.

² "Due regard" means that the weight given to the need to promote gender equality must be proportionate and relevant to the particular function or activity in question.

Such steps can include “positive action” to encourage women or men to apply for particular jobs or training or promotion. (e.g. by placing an advert in a magazine read specifically by men of a certain age, or women from a specific background to encourage them to apply for a job or jobs in certain sectors.) However, all candidates would be subject to the same selection procedure and the best candidate would be appointed regardless of their gender. “Positive discrimination”, for example only short-listing either men or women because they are under-represented in a workforce, is unlawful in the UK.³

The Act also requires public authorities to produce and publish a “Gender Equality Scheme” that sets out what actions they will take to achieve these goals.

The Gender Equality Duty Code of Practice outlines the ‘Specific Duties’ or actions that authorities need to take in order ensure that they meet the general duty. These are:

- ❖ To prepare and publish a Gender Equality Scheme according to the Gender Equality Duty Code of Practice.
- ❖ To consider the need to include objectives to address the causes of any gender pay gap.
- ❖ To gather and use information on how policies and practices affect gender equality in the workplace and service delivery.
- ❖ To consult stakeholders including employees, service users, trade unions and others, and take account of relevant information to determine the Council’s gender equality objectives.
- ❖ To assess the impact of the Council’s current and proposed policies and practices on gender equality.
- ❖ To develop a three year action plan set out in the Council’s Gender Equality scheme.
- ❖ To review the scheme at least once every three years.
- ❖ To monitor and report on the scheme every year.

³ It is, however, lawful to restrict some jobs to one gender where jobs or services have been identified as being exempt from the provisions of the Sex Discrimination Act. This is usually on the basis of a clear need to preserve decency or privacy.

Winchester District Council is developing its Gender Equality Scheme within the wider context of its Inclusion, Cohesion & Equality Strategy and its Equality Policy. This Scheme and the associated Action Plan are working documents that will be regularly re-visited, reviewed, and updated to reflect current needs and circumstances. There will therefore be an annual review of the action plan – which will involve local people. Every three years the main Gender Equality Scheme will be reviewed to identify any significant changes required – again in consultation with local people.

Demographic Data

Demographic Data

2005 - Mid year population

Male 49.2 %

Female 50.8 %

4. The Council's Approach

The Council is committed to improving its approach to Gender equality both corporately and within all services.

Leadership

We are determined to lead by example on gender equality. We have identified a "Member Champion" (currently the Portfolio Holder for Housing & Communities) and a "Lead Officer" (currently the Head of Organisational Development) to ensure actions set out in the action plan are achieved.

An Inclusion Cohesion & Equality (ICE) Working Group has been established to co-ordinate work on gender equality across the Council. This group will also oversee a programme of Equality Impact Assessments (See Appendix 1) that will ensure that Council policies, services and employment practices do not discriminate against or unfairly disadvantage women or men.

Resources

We are committed to providing the resources needed to meet our legal duties and improve gender equality practice throughout the Council. We are currently exploring how we might “pool” resources with our partners.

Performance Management

This scheme and its action plan will help to shape the business plans that all our services produce each year. Officers running services or developing policies will be required to show how they are helping the Council to achieve its gender equality objectives.

Consultation & Involvement

As part of the preparatory work in drafting this Scheme, the Council undertook limited consultation with residents and voluntary groups, its employees and the Trade Union.

It is our intention to consult more widely in co-ordination with our partners once the Scheme is in place. Particularly with customer groups with special needs or specific interests such as carers, transsexual people and those subject to domestic abuse.

The Council will seek to develop appropriate and effective ways and means of consulting and engaging with local people and organisations – and involving them in monitoring and reviewing the implementation of this Scheme. Initially, this will take the form of a Gender Equality Reference Group that will monitor the implementation of the Scheme and help to develop it further.

In addition, we will explore ways to consult and involve local people and organisations when undertaking equality impact assessments (see Appendix 1) of services, policies and strategies.

Monitoring & Reporting

The Council is committed to monitoring the progress of Gender equality actions and setting and revising targets as needed. It will monitor and assess the effects of its policies, procedures and services using a range of methods including gender monitoring, surveys and specific consultations.

Incidents of domestic abuse, sexual abuse and sexual harassment will be recorded and reported on separately in co-operation with the police and other relevant agencies.

The intention is to 'mainstream' Gender equality by embedding all equality issues into the overall performance management system.

All performance relating to this Scheme will be reported regularly to the Corporate Management Team and the Cabinet. The Council will carry out an annual self-assessment on progress using appropriate nationally and locally developed performance indicators to compare progress against other councils nationally and the Equality Standard for Local Government. The results of this assessment will be published on the Council's website and in other appropriate media.

Complaints

Winchester City Council is committed to providing a high standard of service to all its customers, but it realises that mistakes may be made and needs customer feedback in order to correct and learn from them. Every effort will be made to put complaints right as quickly as possible.

The Council has a comprehensive complaints procedure that covers complaints about sex discrimination and harassment incidents in service delivery and in employment. Two officers have been nominated to investigate and deal with complaints relating to sex discrimination amongst officers, the Monitoring Officer and the Head of Organisational Development. Following an initial investigation by the Monitoring Officer, the Standards Board may investigate any complaints against Members of the Council.

If you have any concerns or comments about the way the Council is meeting its duties under the Sex Discrimination Act 1975, the Equal Pay Act 1970 or the Equality Act 2006 or any aspect of gender equality, please let us know. Contact details are given at the end of this document.

A Strategic Approach

The development of this scheme is just part of a wider initiative designed to enable us to take comprehensive and strategic

approach to the different, but interlinked issues of “social inclusion”, “social cohesion” and “equality”. We will work with our partners to develop a joint Inclusion, Cohesion & Equality (ICE) Strategy. For up to date information please visit our website. www.winchester.gov.uk/CouncilAndDemocracy/EqualityAndDiversity

7. Services & Customer Care

The Council is committed to providing its services fairly to all its customers and to delivering and developing services that meet their needs in a flexible, efficient and accessible way. The Corporate Equality Policy & Plan sets out how this will be done in relation to all equalities issues, including gender.

All Council services – whether provided directly or with or via other agencies, companies or voluntary-sector groups – will be assessed in order to identify any discrimination, un-met needs and opportunities to improve the delivery of services to women and men. (See Appendix 1 for more details.) In addition, all services will be subject to appropriate monitoring in order to ensure they are being delivered fairly to men and women.

Note, this does not mean that all customers must receive an identical service – there may be good reasons why different groups need to be treated differently - but that they must not be treated unfairly or less favourably.

The Council will consult and engage with local people when undertaking reviews of its policies, procedures or services - and in respect to the ways in which it communicates information about those policies, procedures or services and their future development. It will provide information using a range of media and in different languages and formats on request. Translation facilities and practical assistance with form-filling, etc. will also be provided on request.

8. Employment & Training

The Council is committed to equality of opportunity in its recruitment, training and promotion of staff. In its role as an employer, the Council will promote gender equality and prevent discrimination by regularly monitoring: recruitment, training, pay,

grievances, disciplinary matters, employment status, and terms and conditions.

The Council is committed to equality of opportunity in its recruitment, training and promotion of staff. In its role as an employer, the Council will promote gender equality and prevent discrimination by regularly monitoring: recruitment, training, pay, grievances, disciplinary matters, employment status, and terms and conditions.

An equal pay audit has recently been undertaken by the Council to assess if there was a difference in pay levels which could be attributed as a result of gender. No inequalities apparently existed. An action plan has been developed to ensure that an equal pay structure continues for the future.

BVPI 11a - top 5 % of earners who are women is 37.79%

We are also committed to developing a workforce that broadly reflects the diversity of the economically active population of the area. This will be achieved through an approach based on workforce profiling and equality assessment of the local labour market developed in with our partners and, if appropriate, with neighbouring authorities. This will involve taking action on the following issues.

Employment

Ensuring that recruitment processes do not allow any assumptions, preferences or judgments based on people's gender.

Training

Effective training is vital to enable the Council to comply with both the general and specific gender equality duties. Including gender awareness within training programmes will also increase the degree to which employees and members feel able to engage with the community they serve. It will help develop and sustain confidence, motivation and performance.

All training will reflect the Council's duties to:

- ❖ Eliminate unlawful discrimination and harassment.

- ❖ Promote equality of opportunity between men and women.

Training outcomes and employee/member responses will be measured and applications and attendance on courses will be monitored.

Specific gender equality training will be provided where needed to ensure all employees and members:

- ❖ Understand what equal opportunities means, why gender equality is important, and its impact on individual rights and responsibilities at work.
- ❖ Develop awareness of the Council's duties to ensure equality of opportunity for employees and customers of both sexes.
- ❖ Are clear about the meaning of sex discrimination and how it can have a direct impact of working relationships, the workplace environment and ensuring all customers have fair access to services.
- ❖ Know about the Council's policies and plans to promote gender equality for members, employees and customers.
- ❖ Have the necessary skills and knowledge to enable Council services to meet the needs of customers with different needs.

9. Partnerships

The Council works in partnership with a variety of public, private and voluntary sector organisations to plan and deliver services to residents and businesses. Some of these (For example: Hampshire County Council, Hampshire Fire & Rescue, Hampshire Constabulary, the colleges and the University, and the Primary Care Trust.) will have their own Gender Equality Schemes in place. Others, such as the Citizens Advice Bureau, may deal with the issue of gender as part of comprehensive Equality & Diversity Policies.

All organisations that provide services on behalf of the Council are subject to the same requirements as the Council itself – and thus to this scheme. And all organisations that employ people are also subject to the employment and training elements of gender discrimination legislation.

The Council will work closely with its partners to promote and co-ordinate action on gender equality and, where appropriate, encourage and assist them to develop policies and action plans of their own. It envisages that Winchester District Strategic Partnership will have a key role to play in this area of work.

10. Over to You

We would welcome any comments and suggestions you may have about this Scheme or the following Action Plan. Please contact Alison Gavin.

To get in touch:

Call: (01962) 848 131

Text Phone: (01962) 878 982

e-mail: agavin@winchester.gov.uk

Write: Alison Gavin, Head of Organisational Development,
Winchester City Council, City Offices, Colebrook
Street, Winchester SO23 9LJ

Website: [www.winchester.gov.uk/Council And Democracy/EqualityAnd Diversity](http://www.winchester.gov.uk/Council%20And%20Democracy/EqualityAnd%20Diversity)

Please ask if you would like this document in another format or language.

Appendix 1: Equality Impact Assessments

Equality impact assessments are a way of systematically assessing the effects that a proposed policy, strategy or service (PSS) is likely to have on people from different customer groups including people of different genders.

An assessment may also include monitoring the actual effects of the PSS when it is put into practice and being alert to any concerns about the way it is (or is not) working. It will also require gathering data about the Council's customers – using appropriate monitoring of services and the 'channels' via which customers access services and information about services, policies and plans - and on the make-up of the local population.

The main purpose of doing an equality impact assessment is to pre-empt the possibility that a proposed new or changed PSS could affect some customer groups unfavourably. In relation to gender equality, the process works as follows:

Firstly, existing policies, strategies and services are "screened" to see if they are relevant to gender equality. (Subsequently, any new ones that are proposed will be automatically screened, as will any significant changes to existing ones.)

Secondly, where actual or potential discrimination or adverse impacts have been identified, a detailed assessment will be undertaken to discover why and find ways to improve things.

Note that this will be done as part of the wider equality impact assessment methodology that the Council is putting in place as part of its overall performance management system to implement its Equality Policy and improve its performance against the Equality Standard for Local Government. However, issues with a specific gender dimension will be identified and reported on separately as part of the monitoring and reporting requirements of this Gender Equality Scheme.

Issue	Outcome	Action	Responsibility	Target
The Equality Scheme	A. The Gender Equality Scheme is adopted, implemented, monitored, reported on, and regularly reviewed and revised as needed.	1. Inform existing employees and Members about the Council's Gender Equality Scheme. 2. Monitor and review (involving people from both genders) the Gender Equality Scheme annually and revise every 3 years. 3. Publish regular progress reports on this action plan.	HEAD OF ORGANISATIONAL DEVELOPMENT	Sept 2007 June 2008 & June 2010 January 2008 then every June
	B. The Council can demonstrate that its policies, procedures and services do not discriminate against women or men.	4. Establish gender equality monitoring of all relevant council activities.	HEAD OF PERFORMANCE & SCRUTINY & HEADS OF SERVICE	March 2008
	C. The Council regularly reports on the implementation of this scheme.	5. Annual self-assessment undertaken and published.	HEAD OF ORGANISATIONAL DEVELOPMENT	June 2008 then annually
Partnership Working	D. The Council works with its partners to promote the development of joint policies and joint working to promote gender equality in Winchester District.	6. Explore opportunities to work with partners on gender equality to find ways to: 7. Promote gender equality. 8. Pool resources and/or budgets. 9. Jointly consult/involve women and men. 10. Encourage job applications from women and men. 11. Share information.	CHIEF EXECUTIVE	Ongoing (Already underway via LSP)
Involvement & Consultation.	E. The Council is able to consult, involve and engage with women and men. F. Where relevant the Council	12. Establish a Gender Equality Reference Group.	HEAD OF ORGANISATIONAL DEVELOPMENT	Sept 2007

Issue	Outcome	Action	Responsibility	Target
	works in partnership with other agencies to consult and involve women and men, boys and girls.			
Promoting Gender Equality	G. All employees, members and the wider community are aware of the council's commitment to and actions to promote gender equality. H. Organisations receiving funding from the Council do not discriminate against women and men and, where appropriate, promote equal opportunities women and men.	13. Publicise the Council's commitment to and policies on the elimination of discrimination.	HEAD OF ORGANISATIONAL DEVELOPMENT	All Ongoing
		14. Ensure "signposting" to other sources of help and support is available to employees and members.	HEAD OF ORGANISATIONAL DEVELOPMENT	
		15. Promote positive images of both genders.	HEAD OF POLICY & COMMUNICATIONS	
		16. Ensure that the council's contractors and suppliers are aware of the council's commitment to gender equality and what they can do to help.	ALL CLIENT OFFICERS	
	I. The council works with its partner organisations, contractors and others providing services to promote gender equality.	17. Review the opportunities to encourage and assist other organisations to promote gender equality.	TBA	TBA
		18. Contracts, service level agreements and grant conditions include provisions to promote gender equality.	HEAD OF LEGAL SERVICES & HEADS OF SERVICE	Ongoing as opportunities arise
Information & Communication	J. The Council is able to communicate effectively and efficiently with women and men in ways that meet their needs.	19. Ensure that information can be provided in a variety of formats and via a range of media to meet the needs of all customers.	HEAD OF POLICY & COMMUNICATIONS	Ongoing
		20. Develop a range of ways in which people can communicate with the council.	CUSTOMER SERVICES MANAGER	Ongoing

Issue	Outcome	Action	Responsibility	Target
		21. Publicise and promote the range of communication options.	HEAD OF POLICY & COMMUNICATIONS	
Services	K. Women and men are able to access Council services in ways that met their needs. L. Organisations that provide public services on behalf of the Council do not discriminate unlawfully against women or men and, where appropriate, promote equal opportunities. M. Customers know that complaints about discrimination, harassment, victimisation or bullying by women or men are taken seriously, properly recorded, and deal with promptly and effectively.	22. Monitor and report on incidences of discrimination, harassment (sexual harassment), victimisation or bullying of customers on the basis of gender.	HEAD OF PERFORMANCE & SCRUTINY AND CUSTOMER SERVICES MANAGER	Annually in March
		23. Review and if necessary amend the complaints procedure to ensure that complaints about gender-related discrimination, harassment, victimisation or bullying are being properly handled.	HEAD OF PERFORMANCE & SCRUTINY	July 2007
		24. Establish & monitor a programme of Gender Equality Impact Assessments (EIAs) where necessary.	HEAD OF ORGANISATIONAL DEVELOPMENT	Ongoing
		25. Undertake Gender EIAs where necessary and identify and implement service improvements.	HEADS OF SERVICE	Ongoing
		26. Publish the results of EIAs and any associated consultation/ involvement processes relevant to gender.	HEAD OF POLICY & COMMUNICATIONS	Ongoing
		27. Review and if necessary amend the criteria for awarding grants and grant-aid terms and conditions to eliminate discrimination and promote gender equality.	HEAD OF PARTNERSHIPS & COMMUNITY	March 2008

Issue	Outcome	Action	Responsibility	Target
		28. Review and if necessary amend the criteria for procuring goods and services and, where appropriate, contract terms and conditions to eliminate discrimination and promote gender equality.	HEAD OF LEGAL SERVICES	March 2008
	N. Both genders are involved in reviews of policies, services or procedures relevant to them.	29. Develop ways to use the 'citizen's panel' to enable men and women to help with reviews.	TBA	TBA
Services – Specific Actions	O.			
	P.			
Knowledge & Training	Q. Members and employees have the necessary knowledge and skills to enable them to communicate with and meet the needs of all those who use Council services or are affected by Council policies.	30. Include gender equality in induction training.	HEAD OF ORGANISATIONAL DEVELOPMENT	From May 2007
		31. Include gender awareness training in training programmes to enable employees to meet the needs of male and female customers.		From May 2007
		32. Ensure that officers dealing with gender-related complaints receive appropriate training.		March 2008

Issue	Outcome	Action	Responsibility	Target
Employment	<p>R. The Council is recognised as an Equal Opportunities employer.</p> <p>S. The Council's workforce broadly reflects the community it serves.</p> <p>T. Employees know that complaints about discrimination, harassment, victimisation or bullying of employees on the basis of gender are taken seriously, properly recorded, and deal with promptly and effectively.</p>	<p>33. Support male and female employees by raising awareness of local support groups and through the development of appropriate internal support mechanisms.</p> <p>34. Use the "Rainbow" logo on all recruiting material.</p> <p>35. Include gender awareness training in training programmes to enable employees to meet the needs of male and female employees.</p> <p>36. Monitor and report on incidences of discrimination, harassment (sexual harassment), victimisation or bullying of employees on the basis of gender.</p>	HEAD OF ORGANISATIONAL DEVELOPMENT	All ongoing