



Making Hackney a Better Place

2007 – 2010

London Borough of Hackney
**GENDER EQUALITY
SCHEME**



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FOREWORD

As an organisation that prides itself on celebrating diversity and promoting equality, Hackney Council welcomes the introduction on the Gender Equality Duty and the requirement for all public bodies to produce a Gender Equality Scheme.

In developing this Scheme, through research and consultation, we have been able to set specific equality objectives which can be measured by real outcomes. These outcomes will make a difference to people's lives and help promote equality for men, women and transsexual people. The action to complete our objectives and the expected outcomes will help to ensure that we are exceeding our obligations under the Duty. In addition, our Scheme fits into the Mayor's priority of making Hackney a Better Place by improving services and increasing opportunities for all, raising the life chances of the most disadvantaged.

This Scheme further illustrates our commitment to celebrating diversity and promoting equality for all. We acknowledge Hackney's diversity makes this borough unique and we are confident that we can meet the needs of such a diverse population, which will help to improve the lives of all.

I look forward to implementing this Scheme and making sure it is a success, along with our other Equality Schemes, all of which will help to improve the lives of people living, studying visiting and working within Hackney.



Councillor Karen Alcock
Cabinet Member for Customer and Corporate Services
Cabinet Member with responsibility for Equality and Diversity



Gender Equality Scheme - Executive Summary

Introduction

The Gender Equality Duty comes into force from 6th April 2007 and requires public authorities to adopt a proactive approach to mainstreaming gender equality into all their decisions and activities.

Gender Equality Scheme

All public bodies have a specific duty which requires them to produce and publish a Gender Equality Scheme (GES) by 30th April 2007.

This Scheme outlines the Council's commitment to delivering gender equality in Hackney and details the ways in which men, women and transsexual people have been and will be involved in its development and implementation.

Action Plan

A detailed action plan setting out the Council's corporate work programme to ensure gender equality within Hackney is included as part of this Scheme and is consistent with the Council's Equality and Diversity Policy.

The GES action plan is based on the outcomes of:

- Consultation and involvement of men and women
- Evidence gathering exercise
- Consultation with key stakeholders.

Implementing the Scheme

The implementation of the GES will be driven by the Corporate Equality and Diversity Group (CEDG) with Directorate Equalities Implementation Groups (DEIGs) driving it at directorate level.

Monitoring and Evaluation

Progress on the GES corporate action plan will be monitored by the CEDG and the DEIGs. Directorates are responsible for identifying and implementing local actions aimed at developing gender equality into their Directorate Equality Action Plans (DEAPs) and must report progress to the DEIG.

This is the first draft of the Scheme and it will be evaluated and reviewed on a cyclical basis in consultation with key stakeholders.

Feedback and Update

Regular GES updates will be posted on the Council's webpages and staff intranet. A series of articles in Hackney Today will also provide updates on progress for staff and members of the community.

Introduction

Hackney Council's Gender Equality Scheme is based on the requirement of the Gender Equality Duty (GED) which is a part of the Equality Act 2006. The new legal duty places a requirement on public bodies to be proactive and to promote gender equality in employment, service delivery and community engagement.

Public authorities are expected to have due regard to the need to eliminate unlawful discrimination and harassment and promote equality of opportunity between men and women.

Under the duty, authorities also have the obligation to eliminate discrimination and harassment towards current and potential transsexual staff. This duty will extend to transsexual service users from December 2007. The Council accepts its responsibility to eliminate any actual or perceived barriers experienced by transsexual people in all its functions.

The Council is committed to tackling gender based discrimination and ensuring equality of opportunity in its service delivery, as an employer and as a community leader. The scheme forms a part of the Council's overall commitment to equality and diversity.

What is the Gender Equality Duty & the Gender Equality Scheme?

Hackney Council's Gender Equality Scheme outlines the framework for how the Council will implement, monitor and review its work towards achieving gender equality.

The Scheme is a tool to help promote equality at the centre of the Council's work from policy and planning to service delivery and in the way it manages and develops its staff, carries out its statutory duties and in its role as a community leader.

The Duty to promote gender equality is made up of two parts:

- General Duty
- Specific Duty.

General Duty - The General Duty requires that all public authorities in carrying out their functions have due regard to the need to:

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity between men and women.



Specific Duty - In addition to the General Duty, public authorities are required to comply with the specific duties, which are:

- To prepare and publish a GES setting out gender equality 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 authority's 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 its current and proposed policies and practices on gender equality
- To implement actions outlined in the Gender Equality Scheme (GES) over a three year period
- To review the GES at least every three years and report annually on progress.

The Duty comes into effect in 6th April 2007 and public bodies must publish their GES by the 30th April 2007.

Our Current Work on Promoting Gender Equality

Promoting gender equality has already been incorporated in various Council frameworks.

Equality and Diversity Statement

The Council's vision of a community based on fair and equal treatment of all and respect for the dignity and value of each person is summed up in its equality and diversity statement:

'Hackney Council acknowledges and respects the fundamental human rights of every person not to be discriminated against on the grounds of perceived difference. Direct and/or indirect discrimination, harassment or victimisation will not be tolerated within the workplace, or in the way services are delivered or functions and duties carried out.

The Council is committed to promoting equality of opportunity, eliminating unlawful discrimination and promoting community cohesion within the borough. It will seek to protect the right of everyone not to be discriminated against and work to ensure equality of opportunity for all, so that each person is supported to realise their potential'.

Equality and Diversity Policy – Gender and Transgender

Hackney Council is committed to tackling all forms of sex discrimination and sexism. Whilst conceding that discrimination against men can occur, the Council focuses primarily on promoting women's equality and the eradication of discrimination against women and girls. Women and girls make a positive contribution to the community and are often primary carers or have significant domestic responsibilities. Nevertheless, they often experience discrimination, social and economic disadvantage and lack of recognition. They can also experience harassment, abuse, negative attitudes, alienation and violence from either within or outside of their own communities.

The Council will support and promote the rights of women in the borough and will work in partnership with other agencies to eliminate sexism, sexual discrimination, harassment and all forms of violence or abuse of women and girls. It will also seek to influence and encourage other agencies to ensue equal pay and equal treatment.

Hackney Council recognises that female staff and single parents (women and men), may need to work more flexible hours and that rigid working hours can discriminate against staff, who have caring and/or significant domestic responsibilities.

Positive Action

- Hackney Council recognises that female staff may experience direct or indirect discrimination or may have been disadvantaged through unequal access to opportunities in education, training and/or employment. In order to counteract the effects of such structural inequalities and achieve fair and equal outcomes, the Council is committed to providing development opportunities through Positive Action initiatives.

Where there is clear evidence of under-representation in employment particularly at senior levels, the Council will extend existing Positive Action initiatives.

The Council recognises that the transgender or 'Trans' community is a diverse 'community of interest' with a range of different needs. It understands that issues affecting some people may be quite different from those affecting others, also that some services may need to be provided separately.

The level or degree of discrimination against members of the transgender or 'Trans' community is hard to quantify as fear of further discrimination and prejudice may prevent people from reporting or being open about their situation or needs. It also recognises that those who experience discrimination on the grounds of their gender re-assignment or because they are transgender, may also experience other forms of discrimination, for example as a black person and/or disabled person or because of their perceived sexual orientation.

The Council will respect the rights of employees to live in their chosen re-assigned gender and will respect their preferred gender identity. Hackney Council is committed



to promoting equality, providing opportunities and working to eradicate unlawful discrimination against transgender people. It will – as far as possible – consult with the transgender community on issues, which affect them and will seek to work with transgender people in the community to improve services and quality of life.

Hackney Council is committed to tackling all forms of transphobia. It will support and promote the rights of transgender people in the borough and will work in partnership with other agencies to tackle transphobic violence and abuse and to eliminate discrimination on the grounds of gender re-assignment or perceived gender re-assignment.¹

Equality Standard for Local Government (ESLG)

- Measure organisational performance and progress on how the Council integrates equalities into all of its work covering all the six equality strands
- Provides a consistent and systematic framework for delivering equalities work.

Best Value Performance Indicators (BVPIs)

- Ensure the Council carries out its statutory Best Value duties
- Provide accountability and assessment of services to ensure they meet local needs and provide value for money
- BV11a - % of top 5% of staff who are women.

Staff Forums

- Increase awareness of specific needs and the value of diverse groups within the workplace
- Identify organisational opportunities and barriers to access/ progress
- Monitor and share information on specific issues which may affect staff from each group
- Contribute to the Council's equalities and diversity agenda.

Domestic Violence

The Council has recently drafted a three year Domestic and Gender Violence Strategy. The strategy sets out a vision for Hackney for women, children, perpetrators, practitioners and agencies. It outlines a series of principles which underpin the strategy and all subsequent actions. The strategy was developed in

¹ Hackney Council's Equality and Diversity Policy (pages- 16-17)

partnership, and has been based upon the findings of consultation with service providers, practitioners and service users.

The four aims of the strategy are:

1. Increasing women and children's safety
2. Holding abusers accountable
3. Reducing social tolerance of domestic violence, and promoting prevention and early intervention
4. Educating (and supporting) children and young people.

An action plan accompanies the strategy, outlining the key actions which will help us meet these aims, and the agencies responsible.

Equality Impact Assessments (EIAs)

- Identify any adverse impacts/ unmet needs in existing or planned policies, procedures and functions for all six equality areas
- Consultation with key stakeholders
- Ensure action is taken to address identified areas
- Inform future equality action plans
- Publish completed EIAs.

All internal policies and key functions were prioritised and assessed for evidence of adverse impact. Outcomes from the assessments have been incorporated into the Directorate Equalities Action Plans (DEAPs).

All future relevant policies, procedures and functions will be impact assessed as a matter of course.

Key Elements of the Gender Equality Scheme

Gathering Relevant Information – our evidence base

To help set our gender equality objectives and meaningful targets, the following information about the Borough and the Council's profile has helped to target consultation and develop gender specific priorities. Information was collected and analysed on both at local and national levels.



Census & National Data

According to the census 2001, Hackney's population increased by 11.9% from 181,164 in 1991 to 202,824 in 2001, reflecting a density of 106.413 3 people per hectare, the third densest region within London and the UK. Without parks and open spaces, however, Hackney's density equals 129.6 people per hectare.

- Hackney's female population (52%) exceeded the male population (48%). This is consistent with both London (with the exception of Tower Hamlets) and the UK overall. The ONS has suggested that this may be attributed to emigration trends amongst young, single men
- More men than women are in 'higher managerial and professional occupation' group (57.9% compared to 42.1%), but are also more likely to be in long-term unemployment (61.7% compared to 38.3%)².
- Women are more likely to have never worked than men (70.2% compared to 29.8%) and are overrepresented in the 'intermediate occupation' group. Both men and women are well represented in the 'lower managerial and professional occupation' group³.
- Consultation shows that women living in Hackney have a greater fear of crime than men⁴.
- Two women are killed every week in Britain by a current or former partner⁵.

Hackney Council's Workforce

As of February 2007, 3486 staff work for Hackney Council. There are slightly more men than women in the workforce (51% compared to 49%); therefore women are slightly underrepresented compared to the Census data.

- The largest occupational group is 'Scale 1-6' (spinal point 28 or lower), which is well represented by both men and women. They are also both well represented in the 'Middle' and 'Frontline Managers' groups
- Men are underrepresented in the 'Support Officers' group (spinal point 29-34) (34.3%) and are overrepresented in the 'Manual' group (98.3%)
- Women are underrepresented in the 'Chief Officers' (42.1%) and 'Senior Managers' (34.4%) groups (spinal point 55 and above)
- BME men are underrepresented in the workforce compared to White men data (approx 20% compared 80% at Senior Manager and above) while BME women are overrepresented compared to the Census data
- BME men are underrepresented at 'Chief Officer' and 'Senior Manager' levels (20% compared to 80% who are White men).

² Census 2001

³ Ibid

⁴ Hackney Borough Profile 2006

⁵ Criminal statistics, Home Office (1999)

Involvement and Consultation with Staff and Key Stakeholders

Following from analysing the above information, we conducted consultation exercise with staff and the community to help ensure we prioritise the right objectives to include in this Scheme.

Employment Issues

Focus Group

A staff focus group was held to ascertain if there were any gender equality issues within employment. There were 10 staff, both men and women together, who were asked whether they have been discriminated against on the grounds of their gender within the workplace and whether they felt any policies have an adverse impact on a particular gender.

Questionnaire

An online anonymous questionnaire was developed and publicised on the Council's intranet and through a global email to staff. Those staff who do not have access to a computer had the option of requesting a hard copy. Ten completed questionnaires were received.

Service Issues

A consultation event was arranged and a questionnaire was developed for residents. The event was advertised on the internet, Hackney Today (free Council newspaper) as well as being emailed out to key community groups. In addition, the Council was able to take data from other previous and recent consultation events to help obtain the opinions and take-up of services for both men and women.

Initial Findings

Our initial findings from gathering data and consultation exercises revealed the following areas to focus on:

- Lack of information on how men and women are using our services
- Lack of information on the opinions of men and women using our services
- Women feel less safe than men in the Borough
- Fewer women in senior management roles than men



- Gender segregation within the workplace
- Lack of consistency on the way HR policies are being applied
- More support and guidance needed for staff that have caring responsibilities
- Update on the progress of the Equal Pay Audit.

Our Gender Equality Objectives

Following from gathering and analysing data from relevant information and consultation exercises, we have developed these main Gender Equality Objectives to meet the different elements of the Gender Duty.

Objectives

- Improve monitoring systems to capture data on gender for both employment and service delivery
- Improve the safety of women in the Borough
- Improve the career prospects of women and BME men working in the Council
- Better support and information mechanisms for staff (particular those with caring responsibilities) working in the Council
- Eliminate any pay gaps within the Council.

Outcomes

- Analysis of data to shape service improvements for both men and women
- Women feel safer living in the Borough
- Men and women are well represented at all levels of the workforce
- Men, women, transsexual staff and in particular carers, feel more supported in the workplace and have appropriate access to and knowledge of their rights
- Single status implemented and pay gaps eliminated.

Equal Pay Objectives

The Equal Pay Audit is currently being progressed within HR, and any resulting remedial action will be fed into the Action Plan to allow progress to be monitored accordingly.

Review of the Scheme

The Gender Equality Scheme will be evaluated on a regular basis in consultation with staff, members of the community and key stakeholders. This will be done on a cyclical process. Along with the review of the scheme there are other ways in which the Council will continually review the effectiveness of its policies and procedures, for example

Directorate Equalities Action Plan (DEAPs)

- Reviewed on an annual basis
- Actions set on the outcomes of equality impact assessments.

Implementing the Scheme

The implementation of the Gender Equality Scheme will be driven by the Corporate Equality and Diversity Group. Implementation at directorate level will be monitored by the Directorate Equalities Implementation Group.

Corporate Equality and Diversity Group (CEDG)

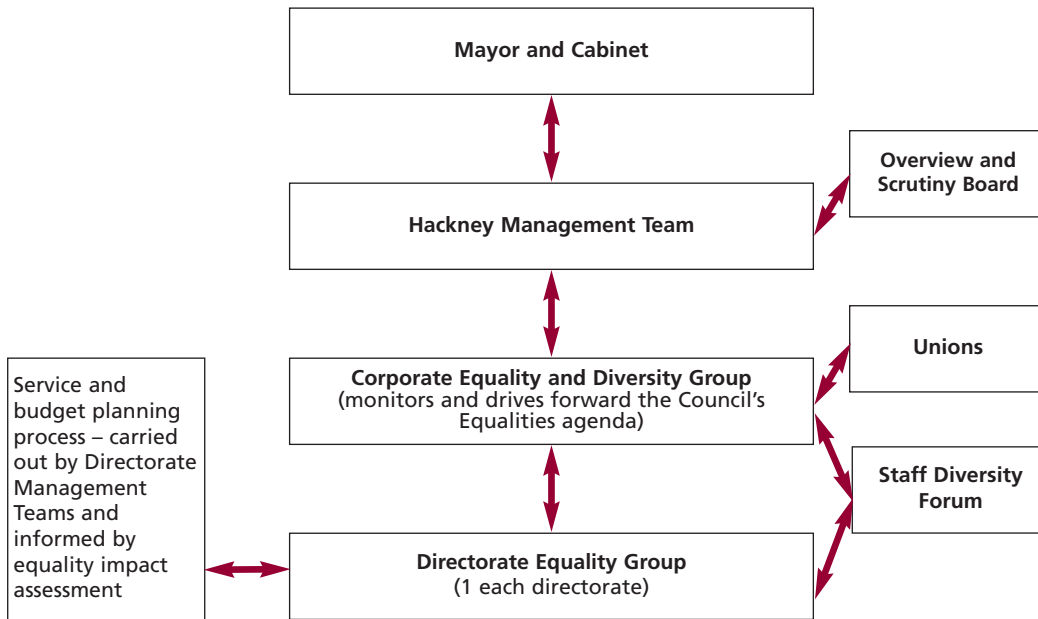
- Ensures the implementation of the Corporate Equality Plan and Core Equality Standard Action Plan and scrutinises directorate progress on related equality policies.

Directorate Equalities Implementation Group (DEIG)

- Ensures that the equalities policies are put into practice at directorate level and staff are fully aware of directorate targets and systems.

Monitoring and Evaluation

Progress on the Gender Equality Scheme Action Plan will be monitored and evaluated through the Staff Diversity Forums which input to the Corporate Equality and Diversity Group (CEDG). In addition to this, the Council has various measures and structures that will assist in monitoring the progress on the scheme at different levels.



Risk of Non-compliance of the Scheme

Non compliance of this Scheme will place the Council in breach of the statutory requirement as prescribed within the Gender Equality Duty. In addition it would jeopardise our chances of successfully progressing through the higher levels of the Equality Standard for Local Government and undermine the principles set out in our Corporate Equality Plan and Equality and Diversity Policy.

Feedback and Update

The Council promotes its overall commitment to equalities and diversity through regular features in Hackney Today, through its corporate and directorate newsletters and through the equalities webpages for staff and the wider community. Directorates also produce bi-annual equalities and diversity Story Boards in order to celebrate and share innovative ideas and best practice across and within directorates.

Summary progress reports on implementation of the Core Equality Standard Action Plan, Directorate Equality Action Plans, the Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme will be reported annually through the publication of an annual Equality and Diversity Report from 2007 onwards.

Gender Equality Scheme (GES) – Action Plan

Service Based Actions

Gender Equality Objective

Improve monitoring systems to capture data on gender for both employment and service delivery.

Gender Equality Duty

To eliminate unlawful discrimination.

To promote equality between men and women.

Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.1 To oversee the development, implementation and review of the GES at corporate level	<ol style="list-style-type: none"> 1. Monitor at DEIGs and at CEDG 2. Incorporate action into DEAPs 3. Review actions and outcomes at least annually 	On-going	CEDG DEIGs	<ul style="list-style-type: none"> • GES actions incorporated into DEAPs and reflected in CEP 	GES BVPI CEP ESLG
1.2 To eliminate any potential adverse impact of policies related to Council's services	<ol style="list-style-type: none"> 1. Publish timetable of EIA 2. Consult with key stakeholders 3. Implement actions / recommendations following EIA 4. Implement equalities monitoring for all services 	On-going (See EIA timetable)	CEDG DEIGs	<ul style="list-style-type: none"> • EIA completed and published • Actions following EIA implemented and include outcomes in DEAPs 	ESLG REG DES GES
1.3 To ensure that the gender specific targets and actions of the Equality Standard for Local Government are achieved	<ol style="list-style-type: none"> 1. Monitor at DEIGs and at CEDG 2. Link actions with Level 3 ESLG criteria 	On-going	CEDG DEIG	<ul style="list-style-type: none"> • Intended actions implemented and signed off on relevant plans 	ESLG



Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.4 To develop gender specific targets at service level	1. All services to adopt the Council's Corporate Monitoring procedures 2. All services to analyse gender specific monitoring data and establish baseline information 3. Carry out consultation exercises using results of baseline data 4. As a result of the above set gender specific targets in their DEAP, on an ongoing basis (from Year 2) and to include i) EIA outcome actions ii) Agreed priorities arising out of consultation iii) Equality Standard priorities around gender	Jan 07 Ongoing Ongoing March 2008	All Director-ates	<ul style="list-style-type: none"> All services adopting the Council's Corporate Monitoring procedures Baseline information available at service level, which is analysed and published Gender specific outcomes/ actions set and incorporated into DEAPs Council has a better understanding on who is using and not using our services 	GES BVPI CEP ESLG
1.5 To ensure consultation exercises are fair and where appropriate are representative	1. Start implementing Council's monitoring procedures for Neighbourhood Committees and Forums 2. Develop a Citizens' Panel which is representative of the Borough 3. Analyse monitoring data and publish results 4. Set targets to increase the number of under-represented groups where appropriate	May 07 Nov 07 March 2008	Services for Councillors C&C	<ul style="list-style-type: none"> Consultation is inclusive Better understanding of the needs of our community The community feels engaged and helps inform service improvements 	ESLG
1.6 To ensure that partners and contractors sign up to the Council's Gender Equality values	1. Develop systems to support contractors and monitor compliance with Gender Equality Objectives	Ongoing	Procurement Team	<ul style="list-style-type: none"> Equality requirements incorporated in procurement framework and reflected in all contracts/SLA etc 	RES DES GES ESLG

Gender Equality Objective

Improve the safety of women in the Borough.

Gender Equality Duty

To eliminate harassment.

Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.7 To improve the safety of people living and working in Hackney (in particular for women)	1. Implement actions under the Council's Domestic Violence and other relevant strategies	See D&GV Strategy	Safer Communities	<ul style="list-style-type: none"> • Increase women's and children's safety • Holding abusers accountable • Reduce social tolerance of crime and promote prevention and early intervention • Increased knowledge and support for children and young people 	D&GV Strategy BVPI
1.8 To reduce the fear of crime for women living or working in the Borough	1. Implement actions under the Council's Hate Crime Strategy	See Hate Crime Strategy	Safer Communities	<ul style="list-style-type: none"> • Increased number of women who feel safer in the Borough • Holding abusers accountable 	Hate Crime Strategy BVPI

Employment Based Actions

Gender Equality Objective

Improve the career prospects of women and BME men working in the Council.

Gender Equality Duty

To eliminate unlawful discrimination.

To promote equality between men and women.

Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.1 To eliminate any potential adverse impact of employment policies	<ol style="list-style-type: none"> 1. Identify all HR policies and ensure they have undergone an EIA 2. Consult with relevant stakeholders and partners 3. To ensure employment monitoring data allows cross tabulation of data (e.g., staff profile by gender, ethnicity and caring responsibilities) 	Ongoing	HR	<ul style="list-style-type: none"> • All HR policies are impact assessed on a cyclical basis • Policies reflect the results/ outcomes of consultation and EIAs • Gender specific data available for setting targets and reviewing policies and procedures 	RES DES GES ESLG HR BVPIs	



Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.2 To provide fair and equal access to all levels of employment for both men and women	1. Ensure that recruitment monitoring data captures gender specific information on number of applicants, shortlisted and appointed candidates 2. Conduct full recruitment analysis to identify and implement actions to target under-represented groups 3. Target recruitment drives to under-represented groups within the workforce –(e.g., increasing the number of male applicants for support officers posts) 4. Conduct full workforce analysis to identify areas of occupational segregation & implement actions to redress	From March 07 onwards Annually	HR	<ul style="list-style-type: none"> • Robust monitoring systems in place • Set Directorate actions based on data analysis results • Workforce is representative of local community at all levels 	RES DES GES ESLG
1.3 To provide fair and equal access to all staff for career development	1. Review of Phoenix Programme to target all women and BME men aspiring to be managers and monitor take-up 2. Improve the collection of monitoring data for number of staff applying and attending training (e.g., by gender and number of hours worked)	Ongoing Ongoing	HR HR	<ul style="list-style-type: none"> • Reviewed Phoenix programme implemented • Information widely publicised through staff Intranet pages, Staff Updates and Staff Forums • Enhance career development opportunities for all staff 	BVPI GES ESLG BVPI GES ESLG
1.4 To increase the number of women in Senior Management and Chief Officers roles	1. Targeted recruitment drives 2. Celebrate International Women’s Day by profiling current female Chief Officers 3. Examine the possibility of piloting a mentoring scheme to include women at a senior grade 4. Examine the possibility of advertising Senior Management and Chief Officers roles as potential job share opportunities	Ongoing Annually (March) March 08 Ongoing	HR HR/ET/ C&C HR/L&D HR	<ul style="list-style-type: none"> • Increase number of women at senior management and Chief Officers grades. • Promoting NWOW policy to all 	GES ESLG

Gender Equality Objective

Better support and information mechanisms for staff (particularly those with caring responsibilities) working in the Council.

Gender Equality Duty

To eliminate unlawful discrimination.

To eliminate unlawful harassment.

To promote equality between men and women.

Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.5 To promote equality for existing and potential transsexual staff	<ol style="list-style-type: none"> 1. Develop guidance on the rights of transsexual staff 2. To review the ACAS guidelines 3. Publish and launch the guidance – to be included in relevant training sessions (e.g., recruitment, Equality and Diversity training) 	Ongoing	HR/L&D/ET	<ul style="list-style-type: none"> • Guidance developed based on consultation outcomes • Information included in equalities and recruitment training • Transsexual staff feel supported in the workplace 	GES
1.6 To promote equality for carers within the workforce	<ol style="list-style-type: none"> 1. Promote the Guidance on Maternity leave to all managers, through briefing sessions 2. Develop and publicise guidance for fathers and all carers (e.g., caring for children, older people and/or disabled people) on their rights within the workforce 3. Incorporate questions on how policies affect carers within Staff Survey 	Ongoing	HR HR HR	<ul style="list-style-type: none"> • Promote LBH as a family friendly organisation • Increased staff satisfaction levels • Better understanding of the needs of Carers • Carers feel more supported at work 	Carers' Strategy GES
1.7 To ensure pregnant women feel supported and are not discriminated against in the workplace	<ol style="list-style-type: none"> 1. Improve monitoring systems to capture data on the return rates of women taking maternity leave 2. Conduct focus groups with women who have taken maternity leave to help identify needs and potential barriers 	March 2008	HR HR/ET/L&D	<ul style="list-style-type: none"> • Women feel supported before, during and after taking maternity leave 	GES



Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.8 Promote New Ways of Working (NWOW) to all staff to ensure both men and women (in particular those with caring responsibilities) have access to flexible working	1. Develop communication plan for ongoing publicity for NWOW 2. Include questions on NWOW in annual staff survey to analyse results for all equalities groups including gender	Ongoing	HR/C&C	<ul style="list-style-type: none"> Increased staff satisfaction levels Increase awareness of NWOW for all staff 	GES
1.9 To reduce the number of grievances raised by staff (particularly by female staff)	1. Continue to publicise the Anti-Harassment & Bullying Policy, through briefing sessions 2. Monitor attendees of briefing sessions and target under-represented groups	Ongoing	HR L&D (HR)	<ul style="list-style-type: none"> Reference to HR policies included in induction packs Briefing sessions planned and publicised All staff groups well represented in sessions 	GES

Gender Equality Objective

Eliminate any pay gaps within the Council.

Gender Equality Duty

To eliminate unlawful discrimination.

To promote equality between men and women.

Aims	Actions	Due date	Lead	Evidence/ Outcomes	Driver
1.10 To ensure all employees are given equal pay	1. Complete Equal Pay Audit 2. Implement recommendations from Equal Pay Audit 3. Develop and adopt fair employment and equal pay policy	April 07 Ongoing	HR	<ul style="list-style-type: none"> Implementation of Single Status Carry out job evaluation scheme and actions reflected in conditions of service Reduce any pay gaps within the workforce 	Equal Pay Act ESLG

GLOSSARY

- BME – Black & Minority Ethnic
- BVPIs – Best Value Performance Indicators
- C&C – Communication & Consultation Team
- CEDG – Corporate Equality and Diversity Group
- D&GV Strategy – Domestic & Gender Violence Strategy
- DEAPs – Directorate Equality Action Plans
- DEIGs – Directorate Equalities Implementation Groups
- DES – Disability Equality Scheme
- ESLG – Equality Standard for Local Government
- ET – Equalities Team
- GES – Gender Equality Scheme
- HR – Human Resources
- L&D – Learning & Development
- RES – Race Equality Scheme



NOTES



 **Hackney**