

# **Westminster City Council's Gender Equality Scheme Policy Statement**

## **Foreword**

Welcome to the City Council's Gender Equality Scheme. As well as outlining how we will meet the legislative requirements of the Gender Equality Duty, our new scheme will show our ongoing commitment to meeting the needs of the men and women who work for us and use our services.

Westminster City Council values the rich diversity and creative potential that men and women with different backgrounds, skills and abilities bring to the City of Westminster. The City Council is committed to promoting equality for both men and women and to making Westminster an accessible and inclusive City for everyone.

This is Westminster City Council's first Gender Equality Scheme and we welcome the opportunity to set out our plans for promoting equality and combating discrimination and harassment in the City of Westminster. The Gender Equality Scheme should not be seen as a stand-alone scheme but rather as part of our wider equalities strategy. We recognise that to achieve our ambition to be a provider of first class services we need to understand and meet the varying needs of our diverse community. We can only do this if our workforce reflects the diversity of the community it serves. We want to be an employer of choice for our community and will take steps to achieve this.

Our Gender Equality Scheme shows:

- How men and women have been involved in the development of the Scheme
- How we carry out Equality Impact Assessments
- How we gather and use information in relation to employment and service delivery
- How we will use that information to actively promote equality for both men and women
- How we will review the progress of our Gender Equality Scheme with our internal and external stakeholders

At the heart of our new Gender Equality Scheme are our action plans. Based on the barriers identified through consultation with our stakeholders we have developed two action plans. The first action plan outlines the steps we will take to promote equality for service users. The second action plan outlines the steps we will take to promote equality for the men and women who work for the City Council.

These plans have been drawn up after extensive involvement and consultation with staff, residents, service users and representative organisations from the Westminster Community to identify any barriers that men and women, including transgender people, currently face. Our Gender Equality Action Plans will actively promote the City

Council's One City vision of a tolerant and inclusive City for all. The action plans will be reviewed every year and updated with your active involvement.



Cllr Sir Simon Milton  
**Leader of Westminster City Council**



Peter Rogers  
**Chief Executive**

## **Introduction**

Welcome to Westminster City Council's first Gender Equality Scheme. The Gender Equality Scheme has been published on the City Council's website and is available on request in community languages and in alternative formats, including large print, Text-CD and CD Rom. If you would like a copy in a community language or alternative format, please contact Janice Markey (Tel. 020 7641 2894; textphone 020 7641 2948; email [jmarkey@westminster.gov.uk](mailto:jmarkey@westminster.gov.uk)).

Our new Gender Equality Scheme and action plans set out the steps the City Council will be taking to meet its responsibility under the new Gender Equality Duty. The action plans, on Employment and Services, include the priorities you have told us about in our consultation with you. The Gender Equality Scheme also sets out how we will gather relevant information and how we will involve service users in the further monitoring and review of the scheme.

## **Our Legislative Duty**

The Equality Act 2006 places a new General Duty on all public authorities to promote equality for men and women.

The Gender Equality Duty is a new legal requirement on all UK public authorities, when carrying out their functions, to have due regard to the need:

- To eliminate unlawful discrimination on the grounds of sex
- To promote equality of opportunity between men and women

Functions include policy-making, service provision, employment matters and decision-making. Under this new duty public authorities also have an obligation to work to eliminate discrimination and harassment towards current and potential transsexual staff; the duty extends to transsexual service users in December 2007.

The new General Duty comes into force on April 6 2007.

The General Duty also imposes specific duties upon public authorities to produce a Gender Equality Scheme.

The specific duties are to:

- Prepare and publish a Gender Equality Scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives
- Consider the need to include objectives to address the causes of any gender pay gap
- Gather and use information on how the authority's policies and practices affect gender equality in the workforce and in the delivery of services
- 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
- Assess the impact of its current and proposed policies and practices on gender equality
- Implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so

- Report against the scheme every year and review the scheme at least every three years.

### **How we involved our staff in the development of our Gender Equality Scheme**

Westminster City Council recognises that we would not be able to identify and prioritise gender equality initiatives without listening to the views of our staff. Throughout the development of the Gender Equality Scheme our staff have been involved and consulted, with different methods of consultation used, as follows:

- Meetings were held with the Trade Unions, UNISON, GMB and NUT and feedback on the draft Employment Action Plan requested;
- The draft Gender Equality Employment Action Plan was sent to the Equality Champions for comment and review;
- A meeting was held with the BME staff group in Children & Community Services and draft documentation sent for comment and review
- One-to-one meetings were held with volunteer staff members, across a cross-section of gender and grades, and draft documentation sent for comment and review
- Information was emailed and sent out through the schools' staff bulletin to all managers, informing them of the Gender Equality Scheme and the need to discuss the document with their teams
- Information was placed on the Diversity and Equalities pages on the WIRE - <http://wirecms/hr/diversity/Gender-Equality-Scheme.cfm>

Some of the key issues identified from this consultation were:

- Staff felt there was a need to employ a workforce reflective of the community in terms of gender
- Some staff members felt they were treated differently or less favourably because of their gender
- There was felt to be under-representation of women at Senior Management grade and also gender segregation in certain occupational groups
- In some areas there was felt to be a lack of awareness of gender-related issues
- There was felt to be a shortage of accessible and affordable childcare options
- Women were perceived to be disadvantaged at retirement due to breaks in pension contributions
- A perceived gap between the pay of men and women staff
- Some gaps in workforce management information in relation to gender, e.g. part-time employment, promotion and career progression
- It was felt that some decisions, policies, guides and projects did not always take into consideration specific gender needs

Following the consultation with our staff and trade unions, we have developed an action plan to address any barriers to gender equality identified, incorporating staff suggestions for improvement.

### **How we involved service users and representative organisations**

To find out how service users felt about accessing our services, we consulted extensively with individual citizens as well as representative forums. We sent out, jointly

with our partners the PCT and St. Mary's Hospital, a consultation questionnaire for comment. The questionnaire asked men and women to identify any barriers to access to council and health services, as well as to suggest any possible actions they would like the City Council or health services to take.

The questionnaire was distributed to:

- Tenants' and residents' associations
- Schools via the schools' bulletin
- Members of the Faith Exchange
- The member community organisations of Voluntary Action Westminster
- The Trade Unions
- Meetings of the Civic Watch
- The Area Forums.

The Gender Equality Scheme was discussed at individual meetings with Westminster Community Forums, including the Women's Network, Disability Network, Refugee Consortium, BME Health Forum, Marylebone Bangladeshi Society (Weekly Men's Group) and LGBT Networking Group.

Copies of the consultation questionnaire were also displayed at the City Council's One-stop Shops and Libraries. A joint community consultation event, with the PCT and St. Mary's Hospital took place on the 31<sup>st</sup> March 2007 at the Greenside Community Centre.

The overwhelming majority of residents and service users taking part in the consultation said that they felt they did not receive a lesser service from the Council on account of their gender. However, some of the key areas for improvement they identified were:

- Residents & service users wanted there to be more active engagement and outreach work by the Council with women and men and more accessible information
- Some women and men residents felt that some council staff needed customer service training and cultural awareness training in order to react in a positive and helpful way with residents and service users
- Women residents asked for more female staff in Council leisure services and the provision of more women-only swimming and exercise sessions
- Residents, in particular women, asked for improvements to street lighting to improve safety for residents
- The placing of women with children in unsuitable temporary accommodation was reported as an issue; temporary accommodation for women and children survivors of violence needed to be in locations away from fear of violence
- Improvements were requested to recycling and emptying of recycling service bins; female residents felt deterred from recycling when arriving at the recycling points with heavy bags only to find the bins full
- There was a need for more Bengali men and women carers
- More breastfeeding facilities were requested in public-facing buildings
- Some women service users felt that substance misuse services were too oriented towards the experiences of white, male drug-users
- Both women and men residents wanted committee meetings and consultations to be more accessible to residents wanting to attend and take part

Actions to address these issues have been included in our Service Action Plan.

### **How we carry out Equality Impact assessments**

As one of the specific duties arising from the new Gender Equality Duty, Westminster City Council needs to assess the current and proposed impact of its policies on gender equality.

The City Council has already adopted a robust approach to carrying out Equality Impact Assessments to do this so that we can clearly monitor and address any negative impact our policies, functions or services may have on equality, including gender equality.

The City Council already conducts Equality Impact Assessments because it is a legal requirement under the Race Relations (Amendment) Act (RRAA) 2000. Although it was not then a legal requirement, it was decided in 2004 that when any Equality Impact Assessments were conducted they would also cover disability and gender equality issues as well as race equality. This means that some of our functions and policies have already been assessed from the point of view of gender equality. Our schedule of Equality Impact Assessments can be found at Appendix C. The schedule shows a list of those functions and policies which have already been equality impact assessed and the remaining functions and policies still to be reviewed.

Westminster City Council has a thorough and systematic Equality Impact Assessment procedure in place, which we train our staff on and review regularly. Westminster City Council has produced detailed guidance on how to conduct an EIA and this is available to all staff via the intranet. All officers are also encouraged to attend detailed training run by a specialised equalities consultant.

When an Equality Impact Assessment is carried out, an action plan is drawn up to list what specific actions will be undertaken to address any negative impact identified.

The guidance on how to carry out Equality Impact Assessments will be reviewed in summer 2007 to ensure it meets the requirements of the Equality Act 2006.

### **How we gather information on our functions and policies and how we will use that information**

The collection and analysis of gender-related information plays an important part in ensuring we can meet our objectives under the Gender Equality Duty.

Reviewing our functions gives us a useful mechanism through which to gather information on how our services are being delivered. The Equality Impact Assessment process is designed to contribute both to the requirements of the Equality Act 2006 and other equalities legislation as well as to the City Council's overarching aims for equality, diversity and community cohesion. It is part of the continual cycle of improvement which the City Council follows to promote equality.

The Equality Impact Assessment process assists us with:

- gathering data and feedback from consultation on the main issues affecting equality strand groups for each service area
- using this data to identify how service delivery affects different groups

- identifying specific inequalities and the reasons for them
- action-planning for improvement

We will also use existing other methods to gather information which include:

- Information from our Complaints Procedure
- The City Survey (an annual representative survey of residents and businesses)
- Staff surveys
- Departmental Surveys
- Data from service take-up

### **How we gather information on our employment practices and how we will use that information**

Westminster City Council is committed to setting up clear and robust systems to capture information on the recruitment, training and retention of all our staff across all our departments, grades and occupations. We will use this information to evaluate the effectiveness of our Human Resources policies on the recruitment and retention and training of staff and inform the development and review of our future HR policies, as we seek to promote equality of opportunity in employment and training for all our staff.

Other effective information gathering and monitoring systems used by the City Council for non-statistical data include:

- sending out equal opportunities monitoring forms with all application forms and recording information returned to analyse our overall workforce and applicants for jobs. Information on the City Council's workforce is published in bi-annual reports.
- inviting all staff leaving the council to fill in an exit questionnaire and analysing the results to identify any trends and shape the development and review of future employment policies.
- conducting a staff survey, analysing and publishing the results.
- the development of a section on the City Council's Intranet site, which encourages staff to take part in consultations

Westminster City Council currently collects and reports on the number of men and women employees in terms of our overall workforce configuration and against the Census 2001. Currently, the breakdown of our workforce in terms of gender is 67% for women and 33% for men; according to the Census 2001 statistics 51% of people in Westminster were women and 49% men, while more recent Office of National Statistics' figures gave a 50/50 split between men and women in the local Westminster community. Some departments and occupations have been traditionally over or under-represented by either gender and further workforce profiling work will be undertaken to identify and analyse areas of under-representation and occupational segregation, as required.

The Council also collects information on its workforce in terms of the following areas:

**External and internal recruitment (including promotion)** - collection of information on the number of men and women applicants applying, shortlisted and appointed. This

information is published in our six-monthly Diversity reports, which are available on the Council's Intranet and external website.

**Training** – information is collected on the number of men and women staff who apply and are offered training and published in the City Council's six-monthly Workforce Profiling report. Further mapping will be undertaken to show who is attending training and the type of training requested by our men and women staff.

**Employee Relations** - information is collected and maintained on the number of men and women staff involved in harassment, discrimination, grievances, disciplinaries, probation, unsatisfactory performance and sickness absence procedures and included in the six-monthly Diversity reports.

**Termination of employment** (such as redundancies, resignations, dismissals, end of fixed terms) – information is collected and reported on all leavers in terms of gender and is available in the Workforce Profiling reports.

**Exit Surveys** – all staff resigning from the Council's service are asked to complete an exit questionnaire; information is collected and reported on all men and women staff who complete the exit questionnaire and published in the Biannual and Annual Diversity reports.

### **Equal Pay Review**

As part of its work to meet this specific duty under the Gender Equality Duty, an equal pay audit was undertaken by Human Resources with external support and validation from the Institute of Employment Studies. The results from this audit indicated that there were no significant risks of unequal pay for basic pay received by men and women engaged in equal work. However, there were some gaps in total pay, which required further investigation. The differences in total pay appeared to be linked to the types of additional payments which some roles attract (e.g. payment of additional and/or enhanced payments such as overtime, which men were more likely to receive because of the roles in which they are concentrated. Occupational segregation in some service areas traditionally occupied by women staff also accounted for differences in total pay).

The City Council is committed to undertaking analyses of any differentials identified in the above areas between men and women. An Equal Pay Action Plan is being drawn up to address these issues and to ensure that the City Council policies and practices are intrinsically linked to providing equal pay for work of equal value across the organisation.

When the Gender Equality Scheme is reviewed on an annual basis all the information gathered will be used to review the effectiveness of our action plans. We will also ensure the information is reflected in our future Generic Equality Scheme.

### **How we gather information in relation to Education and how we will use that information**

In order to gather information in relation to Education, Westminster City Council will:

- Identify by gender where possible, children and young people and monitor their attainment and achievement and where possible, their attendance on an annual basis.

- Gather information on schools' gender equality schemes, and their implementation of the Gender Equality Code of Practice
- Where relevant, monitor the impact of the following strategies on female and male pupils and their achievement:
  - Westminster Inclusion Strategy
  - Westminster Education Development Plan

The results of this analysis will be used to identify specific areas for development and in the review of relevant education policies and strategies. The findings will also be used to review the effectiveness of our Gender Equality Action Plans and in preparing our future Generic Equality Scheme.

### **Aims and objectives**

As detailed in our Employment and Service Action Plans, the City Council is committed to meeting its obligations under the Gender Equality Duty.

### **To promote equality of opportunity between men and women we will:**

- Promote equal access to our services
- Provide equal access for men and women to City Council jobs
- Ensure that men and women equally have opportunities to participate in public life and decision-making forums
- Address any identified gender-specific barriers to employment, service and participation in decision-making processes, for example by developing and promoting policies to support work life balance or not scheduling meetings at unsociable hours
- Provide our staff with the training and necessary awareness of the different needs of men and women so that we provide services that meet the needs of all our service users

### **To eliminate unlawful discrimination & harassment we will:**

- Monitor the uptake of our services and satisfaction by gender
- Carry out equality impact assessments on functions, policies and services and take any necessary action to address any adverse impact identified
- Consult men and women on the likely impact of new or proposed policies and functions and take their different needs into consideration when we design and deliver our services
- Integrate gender equality criteria in our service contracts and monitor these regularly
- Train our staff to ensure they are aware of their need to comply with equalities legislation and of the City Council's equality policy and ensure they apply this in their daily work
- Monitor our workforce by gender and undertake specific targeted actions to address any identified barriers to recruitment
- Tackle bullying and sexual harassment at work

- Tackle gender hate crime and domestic violence through effective multiagency partnership work

Following our consultation with staff, residents and service users, we have included specific actions to address any barriers identified.

### **Arrangements for publication**

In line with statutory requirements, we are publishing our Gender Equality Scheme by 30 April 2007. The Gender Equality Scheme is available on the City Council's website and the Council's Intranet. The scheme is also available by request in community languages as well as in a wide range of alternative formats.

### **Arrangements for monitoring & review**

The Gender Equality Scheme will be reviewed on an annual basis. Staff, residents and service users will be actively involved in the monitoring and review of the City Council's Gender Equality Scheme to ensure that we fully understand the issues and concerns and that we can measure the progress we are making.

### **Conclusion**

The City Council is determined to progress equality for men and women in its employment practices, services and decision-making processes and actively welcomes the input of its residents and service users in making equal opportunity for men and women a reality. If you would like to be involved in future consultations and review of this scheme or would like more information, please contact:

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**WESTMINSTER CITY COUNCIL  
GENDER EQUALITY SCHEME (2007-2010)  
APPENDIX A  
PRIORITIES FOR ACTION**

Our priorities for promoting equality for men and women, including transgender people, eliminating discrimination and harassment have come out of the extensive consultation undertaken with our stakeholders, including staff, trade unions and residents. They are in line with the City Council's strategic objectives, as set out in the Westminster City Plan and its "One City" vision.

We will review our priorities in consultation with our stakeholders in the first year of implementation of the Gender Equality Scheme and build in, where appropriate, additional areas of work identified.

**Improving our employment policies and practices**

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
Employ a workforce which is reflective of the community we serve, including on the basis of gender	<ul style="list-style-type: none"> <li>Promote Westminster City Council (WCC) as an employer of choice to all groups, including on the basis of gender</li> </ul>	Human Resources; Employment Action Plan - 1. Recruitment Action items 1.1 -1.5
Staff members feel that they are treated differently or less favourably on the basis of their gender status	<ul style="list-style-type: none"> <li>Create an inclusive culture within WCC, by taking steps to eliminate Discrimination, Harassment and Victimisation related to gender and to provide support to people who experience Discrimination, Harassment, Victimisation and Bullying</li> </ul>	Human Resources; Employment Action Plan - 4. Retention and Support Action items 4.1. -4.14
Under-representation of women at Senior Management grade and gender segregation	<ul style="list-style-type: none"> <li>Increase the representation of women at all grades throughout the organisation and</li> </ul>	Human Resources Employment Action

Issue raised/Barrier identified	Priorities	Action by
within certain occupational groups	<p>improve representation at Senior Management and Chief Officer Level</p> <ul style="list-style-type: none"> <li>• Improve the representation of men and women across all occupational groups</li> </ul>	<p>Plan -2. Training and Development Action items 2.1 – 2.10</p> <p>4. Retention and Support Action items 4.1.- 4.14</p>
<p>Managers are not always aware of the legal requirements or the current support mechanisms available</p> <p>Lack of awareness of gender-related issues</p>	<ul style="list-style-type: none"> <li>• Increase awareness of the policies, guides and information available to support work life balance</li> <li>• Support development and implementation of flexible work options</li> </ul>	<p>Human Resources; Employment Action Plan - 4. Retention and Support Action items 4.1. – 4.14.</p> <p>3. Health &amp; Safety Action items 3.1. – 3.4.</p>
Shortage of accessible and affordable childcare options	<ul style="list-style-type: none"> <li>• Improve the options available for childcare/caring responsibilities</li> </ul>	<p>Human Resources; Employment Action Plan - 4. Retention and Support Action item 4.1 &amp; 4.2.</p>
Specific gender groups such as women are disadvantaged in retirement due to breaks in contributions	<ul style="list-style-type: none"> <li>• Provide pension contribution advice to people who take breaks from employment, e.g. maternity, parental, adoption, paternity, guardianship leave</li> </ul>	<p>Human Resources; Employment Action Plan - 4. Retention and Support Action item 4.8.</p>
Potential gap between men and women's pay	<ul style="list-style-type: none"> <li>• Equal Pay – undertake Audit, develop an Equal Pay Policy and Action Plan</li> </ul>	<p>Human Resources; Employment Action</p>

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
		Plan - 4. Retention & Support Action item 4.6.
Lack of workforce management information in relation to gender, e.g. part-time employment, promotion and progression	<ul style="list-style-type: none"> <li>• Improve the collection and reporting of Management Information in relation to gender</li> </ul>	Human Resources; Employment Action Plan - 5. Management Information Action items 5.1. – 5.6.
Decisions, policies, guides and projects do not always take into consideration specific gender needs	<ul style="list-style-type: none"> <li>• Ensure Equality Impact Assessments are undertaken on all new and revised policies and procedures</li> </ul>	4. Retention and Support Action items 4.9. & 4.10.

### **Improving access to City Council information and services**

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
Gender Equality Duty responsibility	<ul style="list-style-type: none"> <li>• Carry out Equality Impact Assessments on new policies, procedures and functions and review existing to assess for any adverse impact</li> </ul>	Service area leads
Residents and service users wanted there to be more active engagement and outreach work by the City Council with the men and women living and working in Westminster and for there to be more accessible information	<ul style="list-style-type: none"> <li>• Ensure information provided to men and women residents is accessible and a proactive approach is adopted to reach all sectors of the Westminster Community</li> </ul>	Communications/ Service Area Leads/Customer Services
More breastfeeding facilities were requested in public-facing buildings	<ul style="list-style-type: none"> <li>• Ensure that the City Council's One-stop Shops are welcoming and have appropriate facilities</li> </ul>	Customer Services

Need for more equalities monitoring of take-up and satisfaction with services	<ul style="list-style-type: none"> <li>• Draw up corporate guidance and implement equalities monitoring of services</li> </ul>	Corporate Policy & Service Area Leads/Customer Services
Some men and women felt that City Council staff needed customer service and cultural awareness training in order to respond in a positive and helpful way with residents and service users	<ul style="list-style-type: none"> <li>• Provide equality &amp; diversity training, including gender equality awareness and incorporating customer issues, to staff</li> <li>• Provide equality &amp; diversity training, including gender equality, to Councillors</li> <li>• Provide equality &amp; diversity training, including gender equality, to contractors</li> </ul>	HR/Service Area Leads  Corporate Policy  HR/Procurement
Some residents and service users felt that there should be more access to information in their community languages	<ul style="list-style-type: none"> <li>• Provide information on services, where appropriate, in community languages</li> <li>• Develop internal communications for the Westminster Language Service, to allow WCC and its partners to easily access interpreting and translation services so that City Council information can be made more accessible to the community</li> </ul>	Service area leads  Customer Services

**Improving the Westminster City Environment**

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
Women report higher perception of danger and vulnerability	<ul style="list-style-type: none"> <li>• Review gender equality work in Crime &amp; Disorder Strategy</li> <li>• Assess action needing to be taken to ensure</li> </ul>	WCC/Safer Westminster Partnership/Westminster City Partnership

	both men and women residents feel safer	
Women residents asked for improvements in street lighting to improve safety	<ul style="list-style-type: none"> <li>Scout 100% of public lighting units each week</li> </ul>	Transportation
Temporary accommodation for women and children survivors of violence needed to be in locations away from fear of violence	<ul style="list-style-type: none"> <li>Improve training and partnership working for front-line housing staff to identify and respond effectively to Domestic Violence issues</li> </ul>	Housing
Some female library users have reported feeling intimidated by some people coming into the library who are not library users, are disruptive and refuse staff requests to leave	<ul style="list-style-type: none"> <li>Review security arrangements and procedures</li> </ul>	Library Services
Improvements were requested to recycling and emptying of recycling service bins; female residents felt deterred from recycling when arriving at the recycling points with heavy bags only to find the bins full	<ul style="list-style-type: none"> <li>Ensure contract with Veolia continues provision for the regular emptying of bins, with 2-hour response time for reports of overflowing Micro Recycling Centres or Residential Big Black Bin sites to be cleared</li> <li>Review of collection service</li> </ul>	Environment - Recycling

**Improving participation in leisure and cultural activities**

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
Women residents asked for more female staff in City Council leisure services and the provision of more women-only swimming and exercise sessions.	<ul style="list-style-type: none"> <li>The Leisure Services contractor (Cannons) to seek to attract female employees through their recruitment and retention processes</li> </ul>	Leisure Services
Muslim women reluctant to take swimming	<ul style="list-style-type: none"> <li>Identify further gender-specific</li> </ul>	Leisure Services

classes in mixed environment.	programmes/classes to introduce	
Lack of ladies only facilities with female staff support on site e.g. swimming baths in Marylebone area.	Develop Leisure Services infrastructure works to take account of gender equality sensitivities (e.g. individual cubicles in shower facilities) as part of planned capital programme	Leisure Services
Few opportunities for working fathers to engage in activities with children	<ul style="list-style-type: none"> <li>Set up “Just for Dads” storytime sessions</li> </ul>	Library Services

### Improving the educational achievement of young people

Issue raised/Barrier identified	Priorities	Action by
Recruitment, selection and placements may be reinforcing stereotypes with maths and science programmes generally having greater male participation and English and Performing Arts programmes having greater female participation	<ul style="list-style-type: none"> <li>Provide guidance to schools on encouraging non-stereotypical selection of pupils for programmes</li> <li>To ensure appropriate gender balance in placements of pupil applicants</li> </ul>	Excellence in Cities
Boys underperforming in reading and writing at Key Stage (KS)1 and 2 and the achievement gap in English and Maths is high	<ul style="list-style-type: none"> <li>Local authority buying in additional support for schools</li> <li>Research being conducted as to root causes – gap analysis</li> <li>Consultant engaged to provide additional capacity for English as an Additional Language (EAL) and Intervention practices for KS1</li> <li>Undertake reading audit and development project for underperforming schools</li> </ul>	School Effectiveness Group

### Improving employment opportunities for local people

Issue raised/Barrier identified	Priorities	Action by
Need to improve employment opportunities for local people	<ul style="list-style-type: none"> <li>Develop a strategy for reducing the barriers to local men and women accessing employment opportunities</li> </ul>	Corporate Policy Team – Economic Development Unit
Occupational segregation	<ul style="list-style-type: none"> <li>Develop access for local men and women to employment opportunities in non-traditional areas</li> </ul>	Corporate Policy – Economic Development Unit/Service Area Leads

### Improving Community Engagement

Issue raised/Barrier identified	Priorities	Action by
Some minority ethnic women residents were unaware of the City Council's Area Forums and that they could take part in them	<ul style="list-style-type: none"> <li>Increase publicity around Area Forum meetings and do outreach work to ethnic minority community, including attendance at appropriate community forums (e.g. Refugee Forum, Women's Forum)</li> </ul>	Corporate Policy
Both men and women residents wanted committee meetings and consultations to be more accessible to residents wanting to attend and take part	<ul style="list-style-type: none"> <li>Ensure consultations are inclusive and committee meetings held wherever possible at times which enable residents, including those with caring and parental responsibilities, to attend</li> </ul>	Communications/ Legal & Administration/Service Area Leads

### Improving health & social care

Issue raised/Barrier identified	Priorities	Action by
Some women service users felt that substance misuse services were too oriented	<ul style="list-style-type: none"> <li>Develop &amp; implement a strategy to address gaps in service</li> </ul>	Children's & Families Services

towards the experiences of white, male drug-users		
Some residents reported a need for more minority ethnic men and women carers.	<ul style="list-style-type: none"> <li>Equality Impact Assessment to assess and address any gaps in service</li> </ul>	Adult Social Services

### **Improving our contracts & commissioning processes**

<b>Issue raised/Barrier identified</b>	<b>Priorities</b>	<b>Action by</b>
Need to incorporate gender equality in commissioning and procurement	<ul style="list-style-type: none"> <li>Ensure gender equality is included within all contracts and commissioning agreements</li> <li>Publicise new Procurement Strategy to staff and contractors</li> <li>Ensure contractors make their staff aware of the City Council's Gender Equality Scheme and the standards expected of them, so that they treat residents and service users with courtesy and respect</li> </ul>	Procurement  Service area Leads

**APPENDIX B  
WESTMINSTER CITY COUNCIL  
GENDER EQUALITY SCHEME  
CORPORATE GENDER EQUALITY ACTION PLAN**

Our Corporate Gender Equality Action Plan details the activities each departmental and service area are undertaking to promote equality for men and women, including transgender people and to eliminate discrimination and harassment on the grounds of gender.

<b>EMPLOYMENT</b>			
<b>Area</b>	<b>Key Action</b>	<b>Timescale</b>	<b>Lead Officer</b>
<b>1. Recruitment</b>	<b>1.1</b> Encourage managers to advertise more widely and not according to traditional representation patterns. For example advertising traditionally male occupied posts within women's media/press and vice versa for men.	On-going	Head of HR
	<b>1.2</b> Raise awareness of the Recruitment and Selection Policies/Guides to staff and managers.	May 2007	Jess Brennan
	<b>1.3</b> Managers to consider opportunities for flexible working, part-time, job-sharing and to promote these opportunities in recruitment literature.	On-going	Chief Officers
	<b>1.4</b> Managers to identify any training needs for staff involved in recruitment and selection as part of the performance management process and ensure that staff attend training.	On-going	Chief Officers
	<b>1.5</b> Managers to <ul style="list-style-type: none"> <li>• remove barriers to the recruitment of men, women and transgender people</li> </ul>	August 2007	Chief Officers

	<p>within their service areas e.g. review language in advertisements and job descriptions</p> <ul style="list-style-type: none"> <li>• identify options to increase representation within segregated occupations and roles. For example review recruitment literature, promote roles throughout internet, attend job fairs, offer school leavers work experience and undertake school awareness visits.</li> </ul>	On-going	
<b>2.Training and Development</b>	<b>2.1</b> Raise awareness of the Corporate Training & Development programme, on-going career development and support mechanisms available to staff.	On-going Promotion campaign planned Aug/Sep 07	Jennifer Denny
	<b>2.2</b> Review course content of the current corporate training & development programme to identify amendments required.	On-going Comprehensive Review due April 2008	Jennifer Denny
	<b>2.3</b> Amend training specifications to reflect amendments required in 2.2.	On-going (see 2.2)	Jennifer Denny
	<b>2.4</b> Managers to identify training and development needs with staff as part of performance management and ensure staff attend appropriate training.	On-going	Chief Officers
	<b>2.5.</b> Promote equalities and diversity training through the WIRE to managers and staff.	On-going	Jennifer Denny
	<b>2.6</b> Work with equality and diversity training providers to identify appropriate e-learning and costs.	January 2007	Jennifer Denny

	<p><b>2.7</b> Implement pilot e-learning programme.</p> <p><b>2.8</b> Investigate and present to Chief Officers Diversity Group options for a senior women's network, a management development programme for talented women within WCC (Westminster City Council) and the leadership behaviours which support an inclusive and diverse workforce and how these could be displayed and embedded within the organisation.</p> <p><b>2.9</b> Provide managers with details of staff within their service areas who are trained to investigate discrimination, harassment or victimisation complaints.</p> <p><b>2.10</b> Managers to review the number of staff trained within their service areas to investigate discrimination, harassment or victimisation complaints. Where necessary, additional managers should be nominated and required to attend the necessary training.</p>	<p>December 2007</p> <p>Sept 2007</p> <p>April 2007</p> <p>April 2007</p>	<p>Jennifer Denny</p> <p>Trevor Webster</p> <p>Jennifer Denny</p> <p>Chief Officers</p>
<b>3. Health and Safety</b>	<p><b>3.1</b> Monitor and review levels of sickness absence for men and women.</p> <p><b>3.2</b> Revise Sickness Absence training to include a section on how to deal with sensitive gender specific issues/illness.</p> <p><b>3.3</b> Lunch time briefing sessions on Occupational Health and Safety issues, such as how to deal with sensitive gender specific issues/illness</p> <p><b>3.4</b> Develop a campaign to promote policies and support available to staff in relation to personal safety on/off council premises.</p>	<p>On-going</p> <p>Sept 2007</p> <p>Sept 2007</p> <p>Sept 07</p>	<p>Trevor Webster</p> <p>Trevor Webster</p> <p>Trevor Webster</p> <p>Trevor Webster</p>

<b>4. Retention and Support</b>	<b>4.1</b> Develop proposals for childcare options.	March 2007	Veronique Vermeer
	<b>4.2</b> Implement and introduce childcare voucher scheme.	Summer 2007	Jess Brennan
	<b>4.3</b> Develop a campaign to promote the policies, guides and support available to staff, such as: 1. Flexible Working 2. Office Hours 3. Right to request Flexible Working 4. Maternity, Paternity, Parental, Guardianship and Adoption Leave provisions 5. Special Leave Policy 6. Discrimination, Harassment, Bullying and Victimisation Policy. 7. Sabbatical Policy  Include case studies of current staff and senior managers who have used the above policies to balance work-life.	June 2007	Jess Brennan
	<b>4.4</b> Develop programmes to raise awareness of the benefits of part-time and job share posts. Case studies of WCC senior managers and staff who have used the above policies in a positive manner for all circumstances within the organisation.	Sept 2007	Jess Brennan
	<b>4.5</b> Develop policies to support the flexible location working project, to promote work-life balance.	Dec 2006	Head of HR
	<b>4.6</b> Equal Pay  1) equal pay review to be completed 2) develop an equal pay policy	Dec 2006 March 2007	Head of HR

	<p>3) develop an Equal Action Plan to address issues identified through the Equal Pay Audit</p> <p><b>4.7</b> Monitor the application of the Performance Management Process and report annually for all staff, including on the basis of gender.</p> <p><b>4.8</b> WCC pension administration provider to undertake lunch time presentations on how staff can manage short-falls in pension contributions due to leave or extended absences e.g. parental and maternity leave.</p> <p><b>4.9</b> Undertake Equality impact assessments on all new and existing human resources policies and procedures.</p> <p><b>4.10</b> Undertake Equality Impact Review on all existing HR functions.</p> <p><b>4.11</b> Provide information on the WIRE in relation to safe forms of public transport – link to the Greater London Authority web-site section on safe travel e.g. licensed mini-car campaign.</p> <p><b>4.12</b> Employee Assistance Programme to be publicised on a regular basis and included as part of the corporate induction.</p> <p><b>4.13</b> 2007 staff survey will include questions to identify staff by gender with caring responsibilities for children or older people.</p> <p><b>4.14</b> Departments to investigate and implement as appropriate positive action mechanisms such as but not limited to:</p>	<p>Jan 2007</p> <p>April 2007 &amp; Ongoing</p> <p>Sept-Dec 2007</p> <p>April 2006 &amp; On-going</p> <p>April 2007</p> <p>June 2007</p> <p>On-going</p> <p>2007</p> <p>On-going</p>	<p></p> <p>Jess Brennan</p> <p>Sarah Hay</p> <p>Head of HR</p> <p>Head of HR</p> <p>Jess Brennan</p> <p>Trevor Webster</p> <p>Director of Policy &amp; Communications</p> <p>Chief Officers</p>
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	<ul style="list-style-type: none"> <li>• Coaching &amp; mentoring programmes</li> <li>• Staff groups</li> <li>• Work experience programmes</li> <li>• School education programmes</li> </ul>		
<b>5. Management Information</b>	<b>5.1</b> Provide six -monthly workforce management information on the basis of gender, for comparison with the 2001 Census, to identify under- and over-representation, trends and assist managers set gender targets.	April 2007 & On-going	Jess Brennan
	<b>5.2</b> Managers to set gender targets for under-representation in specific roles/occupations and grades.	March 2007	Chief Officers
	<b>5.3</b> Record the number of part-time staff and investigate the ability to report by: <ul style="list-style-type: none"> <li>• grade</li> <li>• overall workforce, departmental block and department</li> </ul>	Sept 2007	Jess Brennan
	<b>5.4</b> Investigate the ability to record and report on the breakdown of the workforce management information into grade bands on the basis of gender.	March 2007	Jess Brennan
	<b>5.5</b> Review Management Information supplied on a six-monthly basis.	On-going	Jess Brennan
	<b>5.6</b> Monitor the outcomes of the Discrimination, Harassment, Bullying and Victimisation Policy so that issues/trends can be identified, addressed and resolved.	On-going	Jess Brennan

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>ENVIRONMENT &amp; LEISURE</b>				
<b>Recycling</b>	Improvements were requested to recycling and emptying of recycling service bins; female residents felt deterred from recycling when arriving at the recycling points with heavy bags only to find the bins full	Our contract with Veolia has provision for the regular emptying of bins and we have built in a 2-hour response time for reports of overflowing Micro Recycling Centres or Residential Big Black Bin sites to be cleared. We are at present reviewing our collection service and will report back later this year on any allocation of additional resources.	Dec 07	Phil Robson
<b>Public Convenience Service &amp; fixed urinals</b>	Urinals design changes should be considered to permit the easier use by women of urinals	We have consulted with suppliers and it will be possible to install mobile urinals which can be used by women. The Uri-lift cannot be adapted but if the scheme is extended the new units will be suitable for women.	Oct 07	Paul Reid
<b>Parks &amp; Leisure</b>	Limited gender analysis of customers using leisure facilities and parks. Gender-specific analysis is currently not systematically undertaken	Further analysis to be carried out (via National Benchmarking Standard questionnaires, opinion-meter and via membership evaluation) for leisure centres. Similar actions to be undertaken (if possible) for a sample of Parks & Open spaces equivalent. Promote wider awareness and use of facilities, but specifically gaining feedback regarding gender-specific issues.	Oct 07	David Kerrigan

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Limited gender-specific promotion	<p>Add specific gender information regarding classes and programmes onto Council &amp; contractors' web and other promotional tools. Identify further programmes/classes to introduce such as the introduction of the women's only Swim and Gym sessions.</p> <p>Delivery of pilot project at Jubilee Sports Centre to develop sustainable female-only swimming and 'dry side' activity sessions in partnership with Westbourne Neighbourhood forum.</p> <p>Deliver infrastructure works to take account of equality sensitivities (e.g. individual cubicles in shower facilities etc.) as part of planned capital programme.</p>	Dec 07	David Kerrigan
	Women residents asked for more female staff in Council leisure services and the provision of more women-only swimming and exercise sessions.	The contractor (Cannons) will continue to specifically seek to attract female employees through their recruitment and retention processes. The lack of female staff within leisure is currently a UK leisure industry wide issue and not just a problem for central London authorities.	April 2008	Richard Barker

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>We are working with the Westbourne Neighbourhood Forum to deliver a pilot project at Jubilee Sports Centre which aims to develop sustainable female-only swimming and 'dry side' activity sessions, with female lifeguards/operational staff. A related funding application is being prepared with a view to starting the project in the autumn. If successful, this is something which could be rolled out across our facilities.</p> <p>There are currently a variety of sessions across our facilities exclusively for women including swimming, gym and health suite/spa sessions.</p> <p>We will be seeking to expand these sessions (subject to demand) and will specifically look at rebranding some exercise classes, exclusively for women.</p> <p>We are undertaking a number of infrastructure works to take account of equality sensitivities (e.g. individual cubicles in shower facilities etc.)</p>		

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>PROPERTY DIVISION</b>				
<b>Staff development and recruitment</b>				
	There is only one woman in a senior management position in Property Division.	All line managers to have undertaken equality training, including training in relation to Equality Impact Assessments and the Equality Standard for Local Government	By March 2008	Group Heads
	Permanent members of staff Total           7 female 19 male 27%       73%	Review the recruitment pack to make it more appealing to female applicants	By June 2007	Roger Neville
	Senior       1 female 4 male 20%       80%	Person specifications for vacancies in the department to be vetted in terms of equality: is the bar in terms of relevant experience being set unnecessarily high? Are transferable skills allowed for?	From now on	Derek Barnden Roger Neville
	Middle      0 female 4 male 0%       100%			
	Junior       4 female 4male 50%       50%			
	Admin       2 female 3 male 40%       60%			
	Manual      0 female 4 male			
	With temporary/ agency staff included stats increasingly tilt towards male dominance from Junior level up. Whilst at Admin level females predominate.	Explore feasibility of providing Property work role experience to school girls.	By June 2007	Derek Barnden

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
	For comparison City Council %ages are: Over all 67% 33% Senior level 27% 73 Built Env't 38% 62% Finance 46% 54%			
<b>Culture</b>				
		Every member of staff to have a personal development plan that identifies their specific training needs in relation to equality, and which is reviewed twice a year.	By June 2007	Group Heads
<b>TRANSPORTATION</b>				
<b>All Equality Themes</b>				
	Recommended by consultant for meeting Level 3 (criterion 3.3.3) of the Equality Standard	Clarify equalities objectives to show where and how they are addressing the issues of accessibility  Ensure that they have been consulted on fully	Quarterly	Equality Champion
	Regular review of equality required by Chief Officers Diversity Group (CODG)	Transportation Equality Working Party (TEWP) and then DMT (Departmental Management Team) to review progress	Quarterly	Equality Champion

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
		against the workforce profile – including considering actions to address under-representation in the workforce - equality impact assessments, this action plan and staff training on equality		
<b>Performance indicators and monitoring</b>				
	Recommended by consultant for meeting Level 3 (criterion 3.1.5) of the Equality Standard	In consultation with a major partner, identify and develop a set of equality performance indicators for all areas of the Transportation Department  Pilot the equality performance indicators in the 2008/09 business plan	30 Nov 2007  31 March 2008	Equality Champion
<b>Performance indicators and monitoring (continued)</b>	Recommended by consultant for meeting Level 3 (criterion 3.3.6) of the Equality Standard	Set out explicit guidelines which respond to the needs of the service for the collection of information in relation to equalities objectives development and delivery. Include explicit guidelines for equalities monitoring, indicating how the data should be translated into action for change where relevant.	31 March 2008	Equality Champion

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>Recruitment and Retention</b>				
	Part of HR policy agreed by CODG in January 2007	Encourage managers to advertise vacant posts more widely, e.g. in media/press that reaches under-represented groups through six monthly report to DMT	March and September each year	Equality Champion
	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	Encourage managers to consider opportunities for flexible working, part-time, job-sharing and to promote these opportunities in recruitment literature	As above	All Group Heads
<b>Recruitment and Retention (continued)</b>	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	Review all recruitment information to remove inappropriate or out-dated language, and promote accessibility during the overall process. (Group Heads may look to their TEWP (Transportation Equality Working Party) representatives to assist them with this task.)	Each time a post is advertised	All Group Heads
	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	All managers involved in recruitment to have received the Council's recruitment training	31 March 2008	All Group Heads
	There is a marked imbalance between the number of female employees and male employees	Review the department's vacancy information pack to make it more appealing to female applicants and applicants from	30 June 2007	Equality Champion

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	in the department	other equality groups		
	There is a marked imbalance between the number of female employees and male employees in the department	Person specifications for vacancies in the department to be vetted in terms of equality: is the bar in terms of relevant experience being set unnecessarily high? Are transferable skills allowed for?	Ongoing	TEWP representatives for areas they represent
	There is a marked imbalance between the number of female employees and male employees in the Transportation profession	Explore feasibility of providing transportation engineering work role experience to school girls and school boys	30 June 2007	Equality Champion
	There is a marked imbalance between the number of female employees and male employees in the Transportation profession	With our partners, Transerv and West One, review best practice in relation to recruiting female applicants to engineering positions to see what lessons we can learn	30 June 2007	Equality Champion
<b>Equality Training</b>				
	The equality implications of the work that we do and how we go about it, is not necessarily obvious – training can help to illuminate these matters	All line managers to have undertaken equality training, including training in relation to Equality Impact Assessments and the Equality Standard for Local Government (subject to availability of centrally funded training provision).	31 March 2008	All Group Heads

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	All other staff to attend some equalities training so that they have an understanding of equalities issues	31 March 2008	All Group Heads
	Consistent with HR policy agreed by Chief Officers Diversity Group in January 2007	Every member of staff to have a personal development plan that identifies their specific training needs in relation to equality, and which is reviewed twice a year	Ongoing	All Group Heads
	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	Discuss and identify any training needs for Equality Champions as part of the performance management process	April and October each year	Relevant Group Head/s
	Consistent with Procurement Policy agreed by CODG in January 2007	Ensure that managers involved in selecting and monitoring contractors attend training in the revised contractor selection processes, management guidelines and new equality performance indicators	31 March 2008	All Group Heads
	The equality implications of the work that we do and how we go about it, is not necessarily obvious – training can help to illuminate these matters	Review equal opportunities policies of our main contractors from the point of view of their commitment to the provision of equality training	31 March 2007	Equality Champion

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>Consultation and Communication</b>				
	Part of HR policy agreed by Chief Officers Diversity Group in January 2007	Ensure that Department Joint Consultative Committee (JCC) meetings are held in line with the agreed consultative committee structure and employee relations framework.	Ongoing	Director
	Recommended by consultant for meeting Level 3 (criterion 3.2.3) of the Equality Standard	<p>In consultation with major partners, review who and how we consult about the work of the Department and develop a checklist of consultees.</p> <p>Invite the Council's Consultation Network to comment on the findings of the review. (The review will be carried out using the TEWP and the conclusions will be documented and recommended for adoption by the Department's Management Team.)</p>	<p>30 Sep 07</p> <p>Nov 07</p>	Equality Champion
	We have not reviewed whether our methods of consultation are	Investigate ways of overcoming barriers to communication about new schemes, bearing	31 March 2007	Martin Low and Robert

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	accessible to men and women who are the primary carers for children or other dependants	in mind that some of our residents may be constrained from taking part because of their responsibility for dependants		Coleman
<b>Equality Impact Assessments</b>	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of assessing highway implications of development proposals	March 2008	To be identified
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of Major Projects , e.g. Paddington LTVA	March 2008	David Ferrett
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of production of the Borough Spending Plan	March 2008	To be identified
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of the Considerate Builders' Scheme	March 2008	Brent Turton
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of controlling scaffolding and temporary structures	March 2008	Brent Turton
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of maintaining bridges and gullies and monuments etc.	March 2008	David Yeoell
	This action is included in the Schedule of Equality Impact Assessments.	Carry out an Equality Impact Assessment of maintaining roads and footways	March 2008	John Roberts

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>Make our streets brighter</b>	Included in business plan. Women feel less safe after dark than men <sup>1</sup> . Good street lighting makes streets more accessible at night.	Scout 100% of public lighting units each week	Ongoing	Dave Franks
	As above	Repair 95% of priority 3 public lighting defects within 2 working days	Ongoing	Dave Franks
	As above	At least 95% of the public lighting network to be operating at all times	Ongoing	Dave Franks
	As above	Use of WiFi for monitoring streetlights	Ongoing	Dave Franks
<b>Make our streets brighter (continued)</b>	Included in the business plan. Women feel less safe after dark. Good street lighting makes streets more accessible at night.	Screen the Westminster Automated Prioritisation Process in terms of its relevance to equality, particularly in relation to the account it takes of gender	June 2007	Dave Franks
<b>Keeping the streets safe</b>	To assist men and women with visual impairment	Amend licence conditions to require provision of good lines of sight and improved lighting around temporary structures and require lighting to a minimum standard lux level and the application of paint that is light in colour to temporary walkway areas	31 March 2007	Brent Turton

<sup>1</sup> “There is a sharp distinction between feelings of personal security for pedestrians during the day and after dark... Women feel less safe than men. Women are more worried about being the victim of a street-based crime... The most important factors which contribute to people’s feelings of unsafety are people hanging about, poor lighting, and places for strangers to hide”. Source: *Personal Security Issues in Pedestrian Journeys*: Department for Transport

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
		Include guidance in our guidance to our contractors and to utilities' workers and other street based workers to discourage inappropriate behaviour – such as verbal harassment of female passers by.	31 March 2007	Jonathan Rowing
		Send letters to all utilities to be mindful of their responsibility in terms of anti-social behaviour of street-based staff. Reinforce the message by follow-up bulletins and tool box talks as and when necessary.	Once per year	Jonathan Rowing
<b>PLANNING AND CITY DEVELOPMENT</b>				
<b>Building Control</b>				
<b>Site Inspections</b>	There have been several occasions where a lone female resident has not felt comfortable when visited by a male surveyor.	The customer will be advised that a female surveyor can visit if requested.	By April 2007	Tony Fenton
<b>Site Inspections</b>	Through experience we know that female surveyors face discrimination on building sites	The building industry is trying to tackle this problem, but it will not cease overnight. Female surveyors are aware of likely	By April 2007	Tony Fenton

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	from some workmen.	problems, but need to be trained to defuse such situations.		
<p>The survey of planning applicants and agents is carried out every 3 years and is Best Value Performance Indicator 111. The current survey is the third one that local government has required local planning authorities to undertake. Its only value in relation to gender is that it provides information about the sex of those who submit planning applications to the council. Most of the people who submit applications in Westminster are agents who act on behalf of applicants rather than the applicants themselves and they are mainly male.</p>				
<b>City Planning Group Policy</b>	Unitary Development Plan(UDP)/Local Development Framework	Will be reviewing full range of Council's planning policies	To be completed in 2010	Barry Smith
<b>City Planning Group Policy</b>	Childcare Facilities: UDP Policy SOC 2 seeks to provide additional facilities - though S106 – either on site or more usually via payment into Social & Community Fund	Review success of existing childcare policy SOC2 in securing facilities. Consider further policy development, if necessary.	To be considered before July 2007	Gillian Dawson
<b>City Development and Planning Services Group</b>	Consultations: The Department has issued a Statement of Community Involvement as required by the new Local Development Framework. This is still to be cleared by the	Ensure in practice that consultation covers a full range of interest groups where appropriate.	Ongoing	Gillian Dawson

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Government Office for London. It commits the Council to consulting a wide range of interests and the consultation carried out on the Open Space Strategy is a good example of this including groups likely to be predominantly female. e.g. carers and parent groups.)			
<b>City Development and Planning Services Group</b>	Public Realm Issues including provision of public toilets (SOC8): i.e. surfaces to roads and pavements, street lighting etc. Issues about the public realm - drop kerbs, cobbles, levels of lighting and distribution of public toilets are often raised by female consultees as creating more problems for them than men. However, such issues are often shared with others with mobility problems.  City Council has a Civic Streets renewal programme and through planning powers (Section 106)	Review as part of current re-draft of Westminster Way	April 2007	Chris Mason

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
	seeks the upgrading of streets as and when opportunities arise.			
<b>Development Planning Services (Business Planning and Service Development, DPS Support, City Development and Planning Services Group, North Area Team, Central Area Team, South Area Team, Planning Enforcement)</b>				
<b>Business Planning and Service</b>	Access to services such as opening hours can be difficult for those with caring responsibilities (e.g. women with small children)	Webcasts for Planning Committees	To be considered by April 2007.	Stuart Reilly
<b>North, South and Central Area Teams</b>	Provision of same sex Planning Enforcement and Design officers (e.g. for a convent or women's refuge when doing a site visit)	Currently, not all inspectors ring ahead/check if this is needed. There is an issue with this being used to stop female officers from going to all men's clubs, for example and such a way of working would have to be very carefully considered before being implemented	1 November 2006 on	All Area Team Leaders (Godfrey Woods, Sarah Gatehouse, John Walker)
<b>DPS Support</b>	Experience has shown sex related uses are a source of concern and potential fear particularly to female residents.  UDP designed to permit sex related uses only in area where such conflict unlikely to arise. (Tourism, Arts, Culture & Entertainment (TACE) 18).	1: Continue to try to minimise conflict with resident amenity by restricting locations for sex related uses.  2: Continue to enforce against unauthorised sex related uses in inappropriate locations.	Ongoing	Mike Chatten

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
	Problem that the government may be intending to relax the rules for 'small brothels'	3: Continue to lobby against the relaxation of regulation for small brothels		
<p><b>The West End Team (WET) works with stakeholders, residents, business owners and interested parties to write research and complete plans for action in areas of London's West End.</b></p> <p>Those written and adopted include:</p> <ul style="list-style-type: none"> <li>• China Town, Covent Garden, Edgware Road</li> <li>• Those being drafted include:</li> <li>• Soho Action Plan (out to public consultation 12 September 2006 – November 2006, adopted version to follow)</li> <li>• Oxford Street, Regent Street, Old and New Bond Streets (still in draft stage with stakeholders and so not included)</li> <li>• Cathedral Piazza (still in draft stage with stakeholders and so not included)</li> <li>• Other projects undertaken by WET include:</li> <li>• Theatreland Initiative (still in draft stage with stakeholders and so not included)</li> <li>• Berwick Street Regeneration Project (in its formative stages and so not included)</li> <li>• Where plans have been written and adopted, the impact assessment for Gender Equality Issues is taken from:</li> <li>• How WET got to this stage</li> <li>• The impact of the adopted actions for implementation</li> <li>• Issues raised during the course of the work</li> <li>• How we have acted to rectify issues/imbances</li> </ul>				
<b>China Town Action Plan</b>				
<b>Chinatown Street Improvements – set of actions</b>	Streets in Chinatown have been difficult to walk on, with broken and uneven surfaces, poor movement space, and conflict with traffic. This affects women	The resurfacing of Gerrard Street, Macclesfield Street and Lisle Street, reduction in street furniture clutter and increased lighting levels are all part of the Phases 1 to 6 of the street works. Both	Underway	Roger Austin

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>more than men, not only by reason of type of shoes, but particularly it is women who are more likely to be responsible for family care and care for the elderly and small children.</p>	<p>streets are pedestrianised spaces between midday and 7am everyday. The street improvements are to be extended to Wardour Street, Newport Place and Newport Court. There is also the possibility that street improvements could extend to Rupert Court with the aim of improving walking routes between Chinatown and Piccadilly Circus. The scheme also improves accessibility for people with mobility impairments and push chairs.</p>		
<p><b>Chinese Community Centre</b></p>	<p>Chinese communities are considered to be male dominated, and women suffer disproportionately from the pressures of insecurity and the demands of caring.</p>	<p>Many of the Centre's services are geared towards women, including for example projects working only with Chinese women. The China Town Action Plan has been integral in finding a new home for the Community Centre through our S106 negotiations with developers in the local area. The new premises are over 3000 square metres bigger than the existing.</p>	<p>Underway</p>	<p>Roger Austin</p>
<p><b>Covent Garden Action Plan</b></p> <p>This action plan was adopted in 2004, and since then has been managed through two main steering groups, chaired by members</p>				

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
of the local community and attended by local stakeholders. Currently around 94% of the actions in the plan have been completed or are underway.				
<b>Covent Garden Action Plan</b>	Insufficient toilet facilities  <i>Action E13</i> - Initiate an awareness and information campaign against street urination, including toilet locations.	The Public Convenience team has completed an initiative including a pocket sized map of toilet locations and the portable urinals	2004	Public Conveniences – Paul Reid
<b>Covent Garden Action Plan – Steering Group</b>	The Piazza cobbles in a poor state of repair and this is of concern to those with buggies and women	Maintenance of the cobbles in the Highways programme and pilot area started.	From January 06 onwards	Highways – John Roberts
<b>Edgware Road Action Plan</b>				
This action plan was adopted in 2006, and since then has been managed through the Edgware Road Dialogue Group, chaired by Cllr Chalkley, and involving members of the local community and attended by local stakeholders				
<b>Comprehensive set of streetscape works, including decluttering,</b>	Barriers to movement disproportionately affect women, who are more likely to care for families and the disabled – in Edgware Road this commonly	To improve ease of movement.	Some areas underway (e.g. Old Quebec	Farrah Hassan-Hardwick

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>making crossing roads easier.</b>	includes "health tourists".		Street), but more major work to be done by Transport for London, commencing in 2007	
<b>Comprehensive set of safety actions.</b>	Issues of safety and perceptions of being unsafe disproportionately affect women.	To improve safety.	Some areas underway (e.g. introduction of Civic Watch and Safer Neighbourhoods). Other work to follow.	Farrah Hassan-Hardwick
<b>Prostitution</b>	Issue relating to prostitution disproportionately affect women.	Crack down on prostitution and kerb crawling, particularly in Sussex gardens, with regular foot patrols, removal of cards from phone boxes, and threat of CCTV. Work with phone companies to block prostitute phone	Some areas underway. Other work to follow.	Farrah Hassan-Hardwick

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
		lines and investigate Compulsory Purchase Orders for brothels, offering accommodation to local housing associations.		
<b>Soho Action Plan</b>				
<p>This action plan is currently out to public consultation. The Soho Action Plan has been written with all people (residents, business owners, school children, those at college, those who work in Soho etc) in mind and so most actions are gender neutral. Comments from the public will be taken to the Soho Contact Group, which helps steer the initiative, in order to help decide which actions are done in which order and if some need to be added or taken away. The team has been through the entire plan and highlighted the proposed actions that have particular Gender Equality issues and many of these are to do with safety and ease of movement around Soho.</p>				
<b>Soho Action Plan</b>	8am and 9am stakeholder meetings during drafting of SAP causing problems for those with small children to look after (usually women)	Lead Member for SAP happy to change meeting times to midday	Com-menced March 2006 and ongoing	Lydia Clarkson (SAP Project Manager)
<b>Soho Action Plan</b>	Poor quality of pavements and lack of dropped kerbs in Soho makes movement for those with buggies difficult (usually women). Also, for women in heeled shoes.  (This is a comment we have had throughout the drafting and now we are consulting with the public)	To be raised as part of sorting priorities for the future by steering group  To be raised with Highways	TBC	Lydia Clarkson (SAP Project Manager)

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
<b>Soho Action Plan</b>	<p>Experience has shown sex related uses are a source of concern and potential fear particularly to female residents.</p> <p>Proposed action no 20: Work with police to reduce the number of illegal 'clip joints' and to reduce on-street clipping, particularly where it affects residents.</p>	<p>To be raised with Community Protection and the Police</p>	<p>Ongoing, should gain higher profile through SAP</p>	<p>Lydia Clarkson (SAP Project Manager)</p>
<b>Soho Action Plan</b>	<p>Being able to enjoy your time out safely, affecting both men and women in Soho.</p> <p>Proposed action 26: Strengthen the relationship between the Police &amp; PCT to improve awareness of crimes such as drug rape.</p>	<p>To be raised with Westminster Primary Care Trust in Soho and Police</p>	<p>TBC</p>	<p>Lydia Clarkson (SAP Project Manager)</p>
<b>Soho Action Plan</b>	<p>Getting home safely, of particular concern to women on their own late at night</p> <p>Proposed action 29: Continue to support and promote the 'Safer</p>	<p>To be raised with Transport, who promote <i>Safer Travel at Night</i></p>	<p>TBC</p>	<p>Lydia Clarkson (SAP Project Manager)</p>

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
	Travel at Night' campaign with TfL, including the establishment of a recognisable pick up point for licensed mini cabs			
<b>Soho Action Plan</b>	Experience has shown sex related uses are a source of concern and potential fear particularly to female residents.  Proposed action 41: Lobby for legislation to shut down hostess and 'near beer' bars	To be raised with Community Protection. Timetable rests with Parliament and LLA Bill  City Guardians currently hand out information to prospective customers of such establishments to warn of the possible consequences of entry	TBC  City Guardians will continue leaflet campaign	Lydia Clarkson (SAP Project Manager)
<b>Soho Action Plan</b>	Experience has shown sex related uses are a source of concern and potential fear particularly to female residents.  Proposed action 60: Continue to drive out illegal trade within the sex industry	To be raised with Community Protection and the Police	TBC	Lydia Clarkson (SAP Project Manager)
<b>Soho Action Plan</b>	Experience has shown sex related uses are a source of concern and potential fear particularly to female residents.  Proposed action 61: Monitor the	(see DPS entry above)	Ongoing	Mike Chatten, DPS

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
	impact of central government's proposals to decriminalise small brothels			
<b>COMMUNITY PROTECTION</b>				
<b>Training</b>	Need for new and existing staff to receive corporate and specialist equality and diversity training that includes all the equality strands	Ensure corporate equality and diversity training is attended by new and existing staff. Carry out a training analysis locally to establish training needs and use data collected to inform training plan for new and existing staff making use of corporate and departmental equality and diversity training.	Started 06/07 and ongoing	DMT
	Need for cultural awareness	Provide specialist equality and diversity training for City Guardians on-street staff and team leaders.	Sept and March 07 – 08	DMT
		Use feedback from equality and diversity training provided in summer/ autumn 2006 to inform future training on equality and diversity. Training to cover all six equality strands and be provided for managers and staff.	Started 06-07 and ongoing	Theresa Khorshid
			Started 06/07 and ongoing	Norma Quashie

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>Ensure that staff are trained to make best use of the Geographical Information System (GIS).</p> <p>Explore return to work training for Environmental Health Officers and other staff who have been out of work for some time to refresh and update skills.</p> <p>Explore options to raise cultural awareness</p> <p>Provide equality training (e.g. planning) to staff that form part of the Community Protection Equality Working Group and other staff.</p>	<p>March and Sept 07</p> <p>Oct 07</p> <p>Ongoing</p> <p>May 07</p>	<p>DMT</p> <p>DMT</p> <p>DMT</p> <p>Policy Unit</p>
<p><b>Recruitment and Retention</b></p>	<p>Some aspects of service may not be appealing to women and men including those returning to work</p>	<p>Encourage a balanced workforce within teams across the department, especially teams such as the Street Licensing Enforcement and Premises Licensing where attracting female staff may be difficult, through advertising and recruitment processes.</p>	<p>Started 06/07 and ongoing</p>	<p>DMT/ HR</p>
		<p>Utilise the best practice methods initiated by City Guardians in 2005 to make the service</p>	<p>Started 06/07 and</p>	<p>DMT</p>

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		accessible to men and women from different backgrounds and cultures.	ongoing	
		Encourage job sharers and flexible working to support women and men returning to work.	Started and ongoing	DMT / HR
		Review the Flexing Up policy so that new staff and those who have been on career breaks can benefit.	Oct 07	Richard Drew
		Carry out joint operation with local job centres and community facilities, including Sure Start to publicise the service and to attract prospective male and female employees.	Started and ongoing	Theresa Khorshid
		Investigate the use of term-time contracts that allows men and women staff to remain on a permanent contract while giving staff the right to take annual leave during school holidays.	June 07	Natasha Bishopp / HR
<b>Communication</b>	Consistency in approach.	Topics in the department's newsletters and web page to be relevant and appealing to both genders.	Started and ongoing	DMT
	Lone women may be wary of giving access to officers for visits and inspections.  Not enough information available on LGBT needs.	Use the website, Westminster Reporter and One Stop Shops to publish and share good practice and key information with residents.	Started and	DMT

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
			ongoing	
	More accessible information	Use of the WIRE, WIB (Weekly Information Bulletin), WestWords and team meetings to publish and share information with staff.	Started and ongoing	DMT
		Officers to telephone customers prior to visits, providing names for verification at point of entry.	Started and ongoing	All services
		Liaise with Voluntary Action Westminster to seek out gender groups for consultation on service, access and delivery.	July 07	Matthew Norwell
		Review and amend the targeting and placing of service information publications on the web page and information brochures and make use of One Stop Shops to allow for easier access to information.	July 07	Ian Miller
<b>Consultation</b>	Methods of engagement	Consult the Lesbian, Gay, Bisexual and Transgender Networking Group for opportunity to raise any issues.	Started 06/07 and ongoing	Nov 06 - achieved

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		Make CivicWatch events child/baby friendly so that people can attend with their children.	Started and ongoing	Samantha Cunningham
		Consider varying meeting times to accommodate work patterns of male and female residents.	Started and ongoing	CivicWatch Liaison Officers
		Make use of data already collected across the Council e.g. WEMNA (Westminster Ethnic Minority Needs Audit), City Survey, customer complaints to inform service planning.	Feb 07 and 08	DMT
		Increase contact with partners and centre managers.	Started 06/07 and ongoing	Theresa Khorshid
		Review the use of Geographical Information System (GIS) for obtaining statistical information such as area and demographic make-up.	Started 06/07 and ongoing	Matthew Norwell

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>Data collection and information sharing</b>	None	Investigate the benefits and use of the Customer Relationship Management (CRM) facility provided by Vertex for the collection of customer and equality information.	Jan 07 – achieved	Ian Miller
		Collection of equalities data on CRM for new residents moving into Westminster.	June 07 onwards	Ian Miller/Vertex
		Where necessary include equalities monitoring in the Uniform database and encourage customers to contribute to providing information to address customer needs.	Nov 07	Ian Miller
		Share information with partners, including advice groups and other departments to identify the vulnerable, elderly and house-bound men and women to effectively target education and advice on doorstep crime and scams issues.	Started and target of March 08	Tony Littlemore
		Review the best means of collecting customer feedback.	Started and ongoing	Sara Dale

## ORDER

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
<b>Equality &amp; Diversity Working Group</b>	None	<p>Equality working group within Street Licensing Enforcement Team (SLET) to address equality issues across the service, carry out impact assessments and contribute to the development of business and service plans.</p>	Started and ongoing	Vince Taylor
		<p>Produce an Integrated Street Management (ISM) Equality Proposal looking at the impact the centre will have on equalities.</p>	June 07	Jeff Harris
		<p>A Community Protection Equality Working Group to be set up to address equality issues and contribute towards the equality objectives as stated within the 07/08 Departmental Business Plan.</p>	April 07 & ongoing	Natasha Bishopp
<b>Service/Staff Planning</b>	<p>Incorporate prayer time into daily shifts with regard to Muslim staff, for example, including awareness of religious festivals and understanding the importance of individuals.</p>	<p>Incorporate religious festivals in planning weekly rota.</p>	Started and ongoing	DMT
		<p>Raise awareness of diverse religions both internally and externally</p>	Started and ongoing	Theresa Khorshid
		<p>Female guardians to assist in facilitating community Muslim girl groups, for example,</p>	Started and	Theresa Khorshid

<b>ORDER</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
		in the youth worker's absence.	ongoing	

<b>OPPORTUNITY</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>ADULTS' SOCIAL CARE SERVICES</b>				
<b>Older People's services</b> <ul style="list-style-type: none"> <li>• <b>Intermediate care</b></li> <li>• <b>Preventative services</b></li> </ul>	<p>Limited person-centred info available at present so limited understanding of impact of services on different groups of older people by gender, ethnicity and age</p> <p>Limited person-centred info on which people use these services. LAA Census of service users suggests a skewed age and gender distribution of people supported by these services. Incomplete info on</p>	<p>EQIA (Equality Impact Assessment) being carried out will review all existing data for these services, including:</p> <ul style="list-style-type: none"> <li>• PCT's review of Intermediate Care and resulting Action Plan</li> <li>• Quality of Life survey of people using preventative services</li> <li>• LAA census of users of preventative services</li> <li>• Review of impact of charging for home</li> </ul>	2007	Marian Harrington

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
<ul style="list-style-type: none"> <li><b>Care management services</b></li> </ul>	<p>people supported by an alarm as different systems used to hold info.</p> <p>Anecdotal info suggest some communities may be experiencing access problems</p>	<p>care services</p> <ul style="list-style-type: none"> <li>Survey of users of Direct Payments</li> <li>BVR (Best Value Review) of Extra Care Housing;</li> <li>Equalities information maintained by care management, contracts, etc</li> </ul>		
<ul style="list-style-type: none"> <li><b>Older people with mental health needs</b></li> </ul>	<p>New joint Strategy for Older People with Mental Health Needs is being developed in response to 'Everybody's Business'.</p>	<p>EQIA being built into this strategy</p>	<p>2007</p>	<p>Sarah Rushton</p>
<ul style="list-style-type: none"> <li><b>Charging for home care services</b></li> </ul>	<p>Impact of the review of charging on all adults using social care and housing-related support services</p>	<p>Collect information to review</p>	<p>From 2007</p>	<p>Paula Foulds</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
Physical disabilities	Some concern that disabled single parents (who are mainly women) might be missing out	<ul style="list-style-type: none"> <li>Day service contract re-let in 2006 to improve access to different groups. Contract monitoring/review to consider.</li> </ul>	On-going	Hugh Cole
	Concerns around transition into adults' services for Children with Disabilities	<ul style="list-style-type: none"> <li>Westminster Action Network on Disability (WAND) researching access to work initiatives to identify barriers to employment</li> <li>Links with Children with Disabilities services being improved</li> </ul>	On-going	
	Several contracts due to be re-let in 2008	<ul style="list-style-type: none"> <li>EQIAs will form part of the re-let strategies</li> </ul>	2007/8	
Learning disabilities	No major issues/barriers	EQIA scheduled for	2007	John Higgins

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	identified during the Service Review	completion by July 2007.		
<b>Mental health</b> <ul style="list-style-type: none"> <li>Access to accommodation</li> </ul>	<p>BVR identified need for a medium support scheme for women</p> <p>BVR identified need for a 24hr supported scheme for men aged 18-35</p>	<ul style="list-style-type: none"> <li>Low-support scheme remodelled and new medium support scheme opened</li> <li>Unwanted supported accommodation scheme refurbished to high standard and opened to fill this need.</li> </ul>	<p>April 06 &amp; ongoing</p> <p>Feb 06 &amp; ongoing</p>	Mike Jones
Ensuring services meet the needs of Westminster's diverse range of service users	BVR identified number of gaps relating to gender, ethnicity, and age. Number of actions taken with regard to ethnicity issues; other equalities issues to be investigated further.	<ul style="list-style-type: none"> <li>EQIA will focus on gender, age disability and faith.</li> </ul>	Last two quarters 2006/7	
<b>Substance misuse</b>	The BVR identified a number of gaps in service relating to	<ul style="list-style-type: none"> <li>An equalities mapping report was circulated to DAAT</li> </ul>	2005/6 & ongoing	Sharon Peppard

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>gender, ethnicity, and age. Clear gap in services for women, particularly those with children and those who have been worked with in prison but are lost to services following their release.</p> <p>Client-base traditionally white, male, middle-aged heroin users; changes in demography along with changes in emphasis of government initiatives and in drug use will affect service design and delivery</p>	<p>(Drugs &amp; Alcohol Action Team) mid-August; all service providers have been evaluated and full site visit reports and action plans developed.</p> <ul style="list-style-type: none"> <li>• All service providers are being monitored on diversity as part of their SLAs (Service Level Agreements).</li> <li>• An initial EQIA was completed in July 06 and concluded that identified equalities issues were being addressed in the BV Improvement Plan. This includes:               <ul style="list-style-type: none"> <li>• maximising use of outreach services;</li> <li>• developing and implementing a strategy to address</li> </ul> </li> </ul>		<p>Wendy Ryan</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		gaps in service; <ul style="list-style-type: none"> <li>• reviewing the gender breakdown of people in treatment services and researching the local gender profile to ensure there are no barriers preventing women from accessing services</li> </ul>		
<b>HIV/AIDS</b>	A Service Review identified a number of issues for women, BME communities, and other hard-to reach groups based both on demographic changes (increase in number of Black African women with HIV) and changes in treatment and prognosis.	An initial EQIA established that the Service Improvement Plan contained actions to address these issues, including the setting up of an HIV Partnership Group and a Service Users' Forum. A new joint funding panel has been successful in targeting resources to BME service providers with clear plans to engage with BME	2005/6 & ongoing	Hugh Cole

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		communities.		
<b>Direct payments</b> This is an issue that cuts across all services, so each service needs to consider gender equality issues in relation to the roll-out of direct payments		User survey being undertaken to evaluate how the housing-related support services meet different cultural needs	2006/07 & Ongoing	Hugh Cole
CHILDREN AND FAMILIES SOCIAL SERVICES				
<b>Placements for Looked After Children</b>	Internal review of data, discussion in DMT: Growing number of adolescent girls with challenging behaviour	Recruitment of more foster carer couples and specialist foster carers	Ongoing	Geoff Skinner
<b>Working with parents in all areas of Children &amp; Families Social Services</b>	Internal review of data, discussion in DMT: Women make up 62% of the adults we work with; many of these are single parents. Do we need to change the focus of our work to acknowledge this?	1) Working Group across staff groups to look at how we work with single mothers, including those most isolated. 2) Working Group to consider how better to engage men who may find our mainly female staff difficult to work with	2007	Trevor Moores

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		(e.g., older Arabic Bangladeshi men).		
<b>Work in Youth Offending Team</b>	Internal review of data, discussion in DMT: Most YOT clients are male, and service delivery to young women is problematical.	YOT managers and staff to explore how this can be improved – including consultation with other YOTs and relevant bodies	2007	Eamon Brennan
<b>Working with Children &amp; Young People (CYP), either Looked After Children (LAC) or in the community</b>	Internal review of data, discussion in DMT: More work needs to be done with young males who have lived with domestic violence, to prevent a cycle of violence in future.	1) Departmental DV Group to be reconvened to consider support to boys. 2) Local Safeguarding Children Board focus on DV this year to be asked to consider same. 3) Groupwork with CYP to address this concern.	2007	Brindha Emmanuel Fiona Denman

### Commentary:

The named service users of C&F Social Services are children and young people (CYP), most of who are referred by third parties, mainly partner agencies. There are no trends persisting over time indicating an imbalance in the gender of our CYP. The exception to this is a much higher proportion of male Unaccompanied Asylum-Seeking Children from eastern Europe. This group of young males is currently in our LAC and care-leaving system, but the inflow from this part of the world has more or less ceased.

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
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Apart from the areas mentioned above, there are no identified areas where resources, policies and procedures prevent an equitable and effective service to CYP.

## SCHOOLS AND LIFELONG LEARNING

SCHOOLS SERVICES				
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SPECIAL AND ADDITIONAL EDUCATIONAL NEEDS (SEN)				
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<b>SEN Administration</b>	Contributions for Statutory assessment usually come from one parent	To analyse responses from parents and establish gender breakdown	Rescheduled and will be in place for the new school year.	Head of Special and Additional Educational Needs
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<b>SEN Administration</b>	Parents Information form does not make it clear that information is needed from both parents [where this is appropriate] This may deter both parents from making a contribution	Revise parents' advice form so there is a space for both parents to put in their views	Achieved and ongoing - will be reviewed regularly.	Head of Special and Additional Needs
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<b>SEN Administration</b>	Parents participation in the Annual review	To analyse participation and establish the	Rescheduled and will be in place for the new	Head of Special and Additional Educational
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## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	process	gender breakdown for a period of a term	school year to fit in with the annual review of all files that takes place in August.	Needs
<b>Parent Partnership</b>	Parent Support groups usually take place during the day. This could exclude working parents and involve gender issues	Ensure that parent support groups meet at different times and are accessible to working parents	Achieved.	Parent Partnership Co-ordinator
<b>Parent Partnership</b>	Involvement of both parents [where there are two parents] in the referral process	Analyse referrals to establish gender information	Rescheduled to new school year.	Parent Partnership Co-ordinator
<b>EDUCATION PSYCHOLOGY</b>	The current service is all female apart from a temp member of staff	Proactively encourage males to apply for posts in the service when vacancies arise	From now on. As and when vacancies arise this will be encouraged and promoted.	Principal Educational Psychologist
<b>Education Psychology and Specialist Teaching and Advisory Team</b>	Involvement of all parents/carers as far as possible	Collect data on gender balance of involvement	Rescheduled to new school year.	Principal Educational Psychologist and Team Manager

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
<b>Identification and Assessment for SEN by schools</b>	Boys have the largest number of statements for SEN. This is mirrored nationally and is linked to the under - performance of boys in general	Contribute as appropriate to any projects being undertaken by the Head of School Standards	As required and being addressed through the Operational Tasks Educational Development Plan (EDP)Priorities – appendix to the Children & Young People’s Plan (CYPP)	Head of Special and Additional Educational Needs
<b>Admissions and Planning</b>				
<b>Contact with Public</b>	Vulnerable parents/carers feel uncomfortable speaking to a male member of staff	Ensure that a female member of staff is available to answer queries where necessary	Achieved and ongoing. Staff recently recruited and now have a 2:3 ratio men to women in the team	Planning and Admissions
<b>Publicity of main processes – closing date &amp; offer dates etc.</b>	Publicity materials – brochures, forms, posters etc – provided mainly through schools, especially secondary transfer process. Applications made mainly by mother/female	Ensure that publicity materials made available in a number of formats and a variety of mediums, e.g. website, bookmarks etc so available to wider audience. Work with	Achieved and ongoing - will be reviewed regularly. Online admissions available.	Planning and Admissions Manager

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	carer	Children's Information Services (CIS) to improve promotion. Information has been revised and improved. Available in English plus 3 other main languages of WCC. Work in progress on alternative formats.		
<b>WEICT TEAM</b>				
<b>WEICT Team (Westminster Education ICT)</b>	<b>Issue:</b> Timing of School Visits – potential impact of single parent family and child care arrangements.	Ensure that all visits are arranged to ensure that visit completion is before required finish time as well as suiting the school.	Achieved and ongoing.	WEICT Team Manager
<b>WEICT Team</b>	<b>Issue:</b> Staff members that may have childcare issues and have difficulty fulfilling help desk commitments.	Ensure help desk rota is planned to allow flexibility for arranging childcare arrangements	Achieved and ongoing.	WEICT Team Manager

<b>OPPORTUNITY</b>				
<b>SERVICE AREA</b>	<b>BARRIER/ISSUE</b>	<b>ACTION</b>	<b>DATE</b>	<b>LEAD OFFICER</b>
<b>RESEARCH AND INFORMATION</b>				
<b>Provision of schools' data to external bodies</b>	Inappropriate use of data provided which shows differences between boys and girls.	Ensure that reasons for data being requested are recorded and monitored so that information is not used in a biased way.	Achieved and ongoing	R&I Manager
<b>Analysis of data for schools and advisers</b>	Different needs of boys and girls in schools may not be identified	Ensure that all analysis particularly of attainment data is shown by gender so that if differences are identified, relevant support and advice can then be given to targeted groups.	Achieved and ongoing.	R&I Manager
<b>EXCELLENCE IN CITIES (EiCAZ)</b>				
<b>(EiC Gifted and Talented and Aim higher strands)</b>  <b>Supporting schools in identifying and providing for children</b>	School coordinators may not be focusing on ensuring that school cohorts reflect the gender make-up of the whole school population. ( <i>Single</i>	To intensify monitoring of school registers to ensure appropriate gender balance  To provide clear guidance to schools on	Achieved and ongoing from November 2006  Review progress termly	EiC Manager

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
and young people from Reception through Year 13 for schools' gifted and talented and Aim higher cohorts and programmes	<i>gender schools will naturally only identify single gender cohorts)</i>	gender balancing and strengthen information on the different traits and learning needs of gifted and talented boys and girls		
(EiC Gifted and Talented and Aim higher strands and City Learning Centre)  Out-of-hours enrichment and aspirational programmes provided for gifted and talented and Aim higher cohorts	Recruitment, selection and placements may be reinforcing stereotypes with maths and science programmes generally having greater male participation and English and performing arts programmes having greater female participation	To provide guidance to schools on encouraging non-stereotypical selection of pupils for programmes  To ensure appropriate gender balance in placements of pupil applicants	Achieved and ongoing from November 2006  Review progress termly	EiC Manager
<b>HEALTH AND SAFETY</b>				
Occupational Health and Safety advice and assistance	Service accessed predominantly by female staff.	Seek to develop partnership between other WCC HS services who have male HS staff. H&S Manager – Education has recruited	Ongoing	Mel Clarke

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Reluctance of male staff to discuss, safety, health and or welfare issues which impact directly on them.	<p>a male member of staff to encourage better take up of advice within dept.</p> <p>Further promotion of alternative sources of assistance and advice, Occupational health, EAP, Central HS through existing media. Improved take-up within Education because of new male member of staff.</p>	Ongoing	
<b>SCHOOL EFFECTIVENESS GROUP</b>				
<b>SEG</b>	Boys performing less well than girls at KS3 in English Maths and Science and the gender gap is wider than the national in these subjects	1. Monitor, support and challenge the schools with lowest performance for boys to develop strategies to ensure accelerated performance and reduce gender gap.	Ongoing Reviewed and ongoing through Operational Tasks - Priorities- appendix to CYPP	Head of School Standards and KS1/2 Strategy Manager

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>Year 7 project agreed with Secondary Head teachers.</p> <p>2. Local Authority providing refined data on gender gap in order to target areas of need. KS3 non-movers broken down into gender, ethnicity and SEN groups.</p> <p>3. KSS3/4 pastoral and academic mentoring scheme</p>		
<p><b>SEG</b></p>	<p>Boys underperforming in reading and writing at KS1 and 2 and the achievement gap in English and Maths is high</p>	<p>1. Local authority buying in additional support for schools – consultant employed to improve reading environment and produce action plan for identified schools</p>	<p>Reviewed and ongoing through Operational Tasks -Priorities- appendix to CYPP</p>	<p>Head of School Standards and KS1/2 Strategy Manager</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<ol style="list-style-type: none"> <li>2. Research being conducted as to root causes – gap analysis</li> <li>3. Consultant engaged to provide additional capacity for EAL (English as an Additional Language) and Intervention practices for KS1</li> <li>4. SEN Wave 3 projects – all schools have been trained – 5 minute box etc.</li> <li>5. Learning network – schools bidding for funding for underperforming groups.</li> <li>6. Reading audit and development project for underperforming schools. Address speaking and learning issues</li> </ol>		

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		identified from audit.		
<b>SOCIAL INCLUSION</b>				
<b>Teenage Parents</b>	Support for young fathers does not match the same level for young mothers	Ensure young fathers have access to classes	Ongoing	Pauline Bastick, Head of Social Inclusion and Susie Campbell, KS3 and BIP Behaviour and Attendance Consultant
<b>Selection of children and young people who receive short term interventions from Learning Mentors and longer term interventions through Learning Support Units</b>	While most children and young people are 'self-selected' on the basis of identified learning and/or behaviour needs, care must be taken that the cohorts formed do not reinforce stereotyping	To provide guidance to schools on encouraging non-stereotypical selection of pupils for programmes and monitoring the broader impact of self-selecting programmes	Ongoing from November 2006 Review progress termly	Susie Campbell, KS3 and BIP Behaviour and Attendance Consultant
<b>LIFELONG LEARNING SERVICES STUDENT AND PUPIL SUPPORT</b>				
<b>Funding for Student</b>	<b>Issue</b> - Students with	Continue working with	Ongoing from Autumn	Marie Flynn, Student

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
<b>Support.</b>	childcare commitments. <b>Barrier</b> – Costs incurred may be a barrier to returning to education. This is more likely to affect women.	the Children and Information Services (CIS) to promote the availability of childcare grants.	2006	and Support Manager
<b>Funding for Student Support.</b>	<b>Issue</b> – Is childcare being promoted to men who may be entitled to receive the payments. <b>Barrier</b> – As childcare for young people is often undertaken by women, there may be some male students who are not aware of the funding.	Ensure on returned application forms that possible beneficiaries are identified.  As above, work with CIS to improve promotion.	Ongoing from Autumn 2006.	Marie Flynn, Student and Support Manager.
<b>Funding for Student Support.</b>	<b>Issue</b> – During School visits, it has been noticed that females are more likely to ask questions than males. <b>Barrier</b> – males may think it is “uncool” to ask questions, and may not	Follow up School visits with a précis of questions and answers for Head of 6 <sup>th</sup> Form. This can then be made accessible to all students.	Ongoing from January 2007.	Marie Flynn, Student and Support Manager and Support Officers within SPS.

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	fully understand the process, or be disengaged.			
<b>COMMUNITY PARTNERSHIPS</b>				
<b>Community Partnerships -Work Experience</b>	Presumptions amongst students and some employers that some jobs are suited to men or women	Seek to develop work experience placements challenging gender stereotyping. To counter presumptions about gender roles.	Through continuous planning and development of work experience opportunities - ongoing discussion with employers	Sally Speed, Work Experience Manager
<b>Community Partnerships -KS4 vocational education</b>	Presumptions amongst students that some jobs are suited to men or women which affects their choice of course	Seek to develop vocational education opportunities challenging gender stereotyping. To counter presumptions about gender roles.	Through continuous development of offsite vocational education programmes and planning with schools and providers	Project Manager Education
<b>Community Partnerships - Promote successful</b>	Students lack suitable successful role models many coming from	Recruit male/female mentors matched to students to promote	Continue to recruit successful male/female mentors on an ongoing	Community Partnerships Manager

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
role models through mentoring programmes	backgrounds of family worklessness or low paid jobs or from single parent families	successful role models for young people without access to such role models	basis	
<b>EARLY CHILDHOOD SERVICES</b>				
<b>Children's Information Service (CIS)</b>	<p><b>ISSUE</b>-Shortage of men working in the childcare sector</p> <p><b>BARRIERS</b>-Low wages, female dominated sector, poor image of childcare as a profession</p>	<p>(1) Promote childcare as a career through outreach and at recruitment fairs</p> <p>(2) Promote childcare through Making Choices with specific focus on attracting men into childcare</p> <p>(3) Promote childcare through the Cool to Care campaign which specifically targets men</p>	Ongoing	CIS Manager
<b>Employ-ability support</b>	<b>ISSUE</b> - insufficient support for unemployed women who wish to return to work outside	Women Returners pilot delivered in partnership with the Westminster Play Centre Service and	Phase 1 pilot successful and considering expanding as Phase 2 in the Central Area	Senior Programme Manager ECS

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>conventional times in the hotel, leisure and sport industries who have difficulty accessing childcare</p> <p><b>BARRIER</b>-Limited flexible childcare available for children in primary school This is a gender specific issue and the need was identified by the LDA with the intention that the pilot would supply further evidence of need</p>	<p>the Sports Unit and promoted by the CIS at local community events and through the CIS website</p>	<p>(Lisson Grove) of the City. Funded through the Learning Development Agency (LDA) and monitored externally.</p>	
<p><b>Childcare Development Team</b></p>	<p><b>ISSUE</b>-Shortage of men working in the childcare sector (as above)</p> <p><b>ISSUE</b>-Involving both parents in children's learning</p> <p><b>BARRIER</b>-Need to engage PVI</p>	<p>Joint work with the CIS to promote uptake of jobs in this sector</p> <p>Work with parents through local Children's Centres</p> <p>Raise awareness of the importance of this issue</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Child-care Development Manager</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	(Performance Value Indicator) providers to work with families	during provider visits		
<b>Play Service</b>	<p><b>ISSUE</b>-High % of young males work in the play centre service</p> <p><b>BARRIER</b>-<i>Young males perception is that play work is the acceptable face of the childcare sector but there are issues about retention due to low wages on longer term career prospects</i></p>	<p>WPCS (Westminster Play Centre Service) actively recruits across all age ranges and is not gender specific</p> <p>CIS promotes job vacancies to both males and females and is promoting men as positive role models for childcare through publicity materials and recruitment fairs etc. Increased percentage of men in play. More men also working in nurseries.</p>	<p>Ongoing</p> <p>Ongoing</p>	Client-side Play Manager supports through contract monitoring/ CIS Manager
<b>Children's Centres</b>	<b>ISSUE</b> -Muslim women reluctant to take swimming classes in a mixed environment	(1) Arrange women only swimming groups in South Westminster. This may be extended to sport and physical	Ongoing	Head of Early Childhood Services

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p><i>ISSUE-Involve parents</i></p>	<p>activities in mixed groups.            Bangladeshi Community Group based at the Abbey Centre which provides opportunities for families and have provided this for women and men only groups. There is an intention to use development of the workforce for Children's Centres (CCs) as an opportunity to ensure women from all Westminster BME groups more accurately reflect the workforce.</p> <p>(1) Consider timings of meetings and if they</p>		

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p><i>in shaping Children Centre services through a parents forum</i></p> <p><b>BARRIER</b>-Parents forum has high female representation. Meetings are not always held at convenient times and there are issues about evening meetings. as parents with young children are dealing with bedtime issues</p>	<p>are convenient for working fathers.</p> <p>(2) Consult through focus groups, possibly at week-ends</p> <p>(3) Parents focus groups established and timings set by them. Male worker employed in the North specifically to support fathers. In the South male worker recently employed to work with parents groups and specifically young parents.</p> <p>Weekend session established once a month - 'Just for Dads' – reading group at Pimlico Library</p>		
<b>Children's Centres</b>	<b>ISSUE</b> -Engage fathers in Children Centre	Deliver a service which targets fathers such	Ongoing until 2008	Head of Early Childhood Services

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>activities</p> <p><b>BARRIER</b>-Children's activities are often stereo-typed as being a female concern</p>	'Just For Dads'.		
<b>YOUTH SERVICES</b>				
<b>Access to Youth Provision</b>	Monitoring statistics show that the Service attracts more boys and young men than it does girls and young women.	<p>To continue to monitor take-up of services offered, including continued improvement in the robustness of data collection systems, data compilation and data analysis.</p> <p>To monitor and assess proposed offerings by projects, centres and clubs to ensure a fair balance of gender appropriate activities across the city.</p> <p>All new and revised policies within the Youth</p>	<p>Ongoing through 2007 – ongoing and reviewed regularly.</p> <p>Ongoing and reviewed regularly.</p>	Connexions Officer/ Youth Officer

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>Service have undergone an equality impact assessment and appropriate actions have been incorporated into service plans. The service now collects data on service users including gender, age, disability, ethnicity, religion and language spoken at home. This is enabling them to provide services that meet the needs of users.</p> <p>Inclusion training is key element in the service wide training programme to ensure staff are aware and able to identify gaps in provision which need to be addressed.</p>		
<b>Youth Provision</b>	Further examination of access to Youth Provision shows an	To push for centres and projects where this issue is most prominent,	Ongoing and reviewed regularly.	Youth Service SMT (Senior Management Team)

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>imbalance in some areas of activities in favour of boys and young men, i.e., that sessions exclusively for boys or young men, or which have traditionally attracted only boys and young men are more numerous.</p>	<p>to provide a more balanced provision.</p> <p>To use full managerial tools as well as Commissioning conditions to redress this issue across both the statutory and voluntary youth sectors.</p> <p>To continue to make new and innovative provision for girls and young women where existing provision is deemed to be failing to meet their needs.</p> <p>To continue to work to break down gender stereotypes in terms of youth activities, including more equitable gender balances in activities such as cookery, sports and</p>		

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>dance. See comments above. The Youth Service Business Plan Includes 4 specific targets referencing the EEAP (Education Equality Action Plan) and self assessment equality scheme developed and agreed with staff. Monitoring of accreditation against priority groups completed and action plans developed where required. Priority equality strand adopted each year – 2007/08 to be sexual orientation.</p>		
<p><b>Services for transgender young people</b></p>	<p>No current provision exists for information, guidance or advice, or for social and personal development specifically targeted at, or culturally appropriate for</p>	<p>To seek ways to provide such services from within existing provision, including raising awareness of transgender issues among youth workers,</p>	<p>End April 2007.</p>	<p>Youth Officer</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	transgender young people	connexions workers and PAYP (Personal Adviser for Young People) staff. See comments above.		
<b>Accredited learning</b>	Achievement by girls and young women at national level is higher than that for boys and young men.	Continue to monitor and take positive action to ensure that accredited learning opportunities are taken up equally by both male and female participants in youth services. See comments above.	Ongoing	Youth Officer
<b>WESTMINSTER ADULT EDUCATION SERVICE</b>				
<b>Westminster Adult Education Service</b>	WAES needs to address the needs of more male learners.	<p>1.Complete full gender impact assessment by December 2006 across all departments. Completed.</p> <p>2.Develop our curriculum to be attractive to more male students from first</p>	<p>12/06- Achieved and reviewed regularly through MI/ILR (Management Information/Individual Learner Record) data.</p> <p>Achieved and ongoing - Use of MIS to monitor</p>	Director of Curriculum and Quality

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>contacts, through to delivery and support (NB: this could be especially fruitful territory for Learn+) for December 06 with a particular focus on level three programmes.</p> <p>Agree and implement target for change in balance for 2007/8 programmes. Some poorer male students in the 30-50 age group may have difficulty accessing services and programmes.</p> <p>3.Ensure new build proposals include facilities and resources able to support new curriculum for full proposal due January 2007.</p> <p>4. Review marketing,</p>	<p>effectiveness.</p> <p>Being addressed through workplace learning.</p> <p>Ongoing.</p>	

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>admissions, staff recruitment and learning support services to identify and eliminate any barriers to participation by March 2007.</p> <p>The new MIS (Management Information System) is used effectively to analyse participation, retention and achievement of learners by gender, age, ethnicity and disability. Any actions identified through EQIA being addressed through action plan where appropriate.</p>	<p>By April 07</p> <p>Ongoing</p>	
	<p>Deeper understanding of the staff gender profile is required.</p>	<p>1. Further investigate trend in proportion of female staff and higher proportion of women at</p>	<p>Ongoing and reviewed through monthly monitoring</p>	<p>Head of HR</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		<p>lower grades and make recommendations for action to Equality and Diversity Committee by February 2007. Completed EQIA and incorporated into Equality and Diversity action plan where appropriate. See above comments.</p> <p>WAES has used the NIACE (National Institute of Adult Continuing Education) Equality and Diversity Adult Tool to identify areas that may need to be addressed.</p>		
	<p>Deeper understanding of the reasons for the higher number of male grievances is required.</p>	<p>Further investigate the reasons for this and report with recommendations for action to the Equality and Diversity Committee by February 2007.</p>	<p>Ongoing – reviewed through monthly monitoring.</p>	<p>Head of HR</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
		Completed EQIA and self assessment and actions incorporated into service plans for action.		
<b>WESTMINSTER SPORTS UNIT (WSU)</b>				
<b>Westminster Sports Unit</b>	Women Evening at Moberly could be seen as bias against the male population in Westminster	Utilise community evidence identified in corporate reports to show the need for women's evening programme. Roll New Programme out from January 2007. Rephased programme as Sports Hall works have been delayed.	Ongoing	Moberly Sports & Education Centre Manager
<b>Westminster Sports Unit</b>	Presumptions amongst young people that certain sports are male dominant	Use sports such as Girls Football Sessions to educate that football is the most growing sport for girls	Achieved – Ongoing through provision at Regents Park	Performance Development Officer
<b>Westminster Sports Unit</b>	Presumptions amongst young people and the community that Sports	Recruit Female Members of staff to challenge gender	Ongoing	All staff who are responsible for recruiting within

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Jobs are Male Dominant	stereo-typing. Promoting recruitment of females through Sports Management course at City of Westminster College. Female apprentice for 14 – 19 Strategy occurring.		Westminster Sports Unit

## HOUSING

Allocations (Choice Based Letting)				
	No barriers identified. Bidding is by various means – web, telephone, texting and info available in libraries, by post etc. Allocations are based on the Council's Allocation Scheme and the homelessness legislation. The main features where gender would impact are that having children gives a priority need (according to legislation) and we			

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	have more female headed single parent households than male.			
<b>Housing Supply</b>	No barriers identified through EQIA process.			
<b>Temporary Accommodation placements &amp; management</b>	<p>Access to kitchens: single parents, who are mostly women, can be affected by kitchen opening times. They are closed at night so there are difficulties in preparing baby food / bottles. Children are not allowed in kitchens, but parents then have to leave their children / babies in the bedroom.</p> <p>Very occasional reports of sexual harassment. Of the single people placed in B&amp;B the overwhelming majority will be male so women may feel threatened.</p>	<p>Review with hoteliers whether there is scope to amend kitchen opening times and access for children.</p> <p>It is not practical to have women-only hotels, as the number of female clients is so small. Reports of harassment are taken very seriously and acted upon promptly.</p>	<p>2006/07</p> <p>Ongoing</p>	<p>Vici Midwinter</p> <p>Vici Midwinter</p>

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	Local area information packs are not provided for Stage 2 temporary accommodation, due to the range of different localities involved. One of the groups that may be particularly disadvantaged are women with children, who will not have good information on services they need.	Develop locality-based information packs	Dec 06	Vici Midwinter
<b>Housing Advice</b>	Advice is gender neutral and the facilities in Housing Options do not disadvantage female service users. There are WCs; interview rooms are big enough to accommodate families with children; there is a lift to enable buggies to be taken upstairs.			
<b>Homelessness</b>	As above. We also have			

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
Assessments	a secure interview room for women fleeing domestic violence, and fast track them out of the reception area.			
Supporting people	Domestic Violence and housing: Housing and DV conference demonstrated the need for improved training and partnership working for front-line housing staff to identify and respond effectively to DV issues	To hold regular DV and housing meetings in partnership with DV forum	March 2007	Greg Roberts
	<b>Teenage Parents.</b> Monitoring of the newly developed accommodation and floating support services for young parents have to date worked with young mothers.	Review new service development to ensure housing related support needs of all young parents are met	March 2007	Greg Roberts

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p><b>Access to move on from hostel services.</b> Analysis of the move-on options for residents of hostel services, which are accessed predominately by males who have been rough sleeping, indicates that they have not been accessed by women residing in the female only hostel provision.</p> <p>There is a variety of female only, male only and mixed mental health housing related support resources and the current balance between services needs to be reviewed.</p>	<p>To review the hostel move on options to ensure that the numbers accessing the scheme are proportionate to the hostel population</p> <p>The development of the update to the housing strategy for people with mental health problems to include a clear needs and supply analysis</p>	<p>March 2007</p> <p>February 2007</p>	<p>Greg Roberts</p> <p>Greg Roberts</p>
<b>Rough Sleeping</b>	There are a number of patterns of gender inequality in outcomes	To review trends and gaps in service provision as part of the	Feb 07	Victoria Van der Knaap

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>for rough sleepers (r/s). Women represent 11% of r/s, but only 7% of r/s referred into accommodation and only 5% of r/s leaving temporary accommodation to move to permanent accommodation. As women are in a minority on the street, r/s services (day centres, mixed hostels etc) tend to be male dominated. To tackle this both BBS (Buildings Based Services) day centres have specific women only sessions. There are a number of female only accommodation projects.</p>	r/s mapping exercise.		
<b>Private Sector</b>	It may be the case that some women are	Try and obtain data from elsewhere to confirm the	Tbc	Jake Mathias

## OPPORTUNITY

SERVICE AREA	BARRIER/ISSUE	ACTION	DATE	LEAD OFFICER
	<p>discouraged from having housing improvements carried out because they are nervous about having a male workforce in their home.</p> <p>We have no evidence to support this supposition and research would have to be commissioned to confirm or disprove it, unless data from elsewhere can be used.</p>	supposition.		
<b>Residential Energy Efficiency</b>	As above	As above		Jake Mathias
<b>Housing Strategy</b>	No barriers identified, but EQIA to be carried out as a year 2 priority	Undertake EQIA	June 07	Daniel McCarthy

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
<b>CUSTOMER SERVICES</b>				
<b>Customer Feedback</b>	Lack of information about the customer experience by gender	Incorporate, capture and analyse gender information in the following CSI customer feedback channels: Viewscase Call Back Survey Mystery Shopping  Identify and implement actions where required	April 2007	Tim Lawrey
<b>Face to Face contact</b>	Some female and male residents felt that some council staff needed customer service training in order to react in a positive and helpful way with residents and service users. Barriers identified through Gender Equality Scheme community consultation.	The Council's One Stop staff will all have completed equality awareness training by July 2007. The effectiveness of the training will be assessed through the CSI's mystery shopping programme that is being carried out over 2007. The assessment will involve analysing	Training complete by July 2007, mystery shopping to be conducted over 2007	Training – Wendy Rogers and Anisa Hussien (Vertex) and Greg Leahy (WCC)

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		the results to see if any gender specific issues are raised and taking appropriate action. The council's facilities management staff are completing a rolling programme of equality awareness training.		
<b>Accessible information</b>	Residents and service users wanted there to be more active engagement and outreach work by the Council with women and men and more accessible information	Internal communications for the Westminster Language Service (WLS) will begin shortly. This is to increase the awareness within the Council of the WLS and the services that this provides. This will allow Westminster and its partners to easily access interpreting and translation services so that council information can be made more accessible to the	Rolling campaign over 2007	Bridget Sonntag

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		community		
<b>Face to face contact One stop Service centres</b>	Staff have not completed equality & diversity awareness training	Ensure all staff, at both agent and management level, have completed appropriate equality and diversity awareness training. Training must ensure that staff are aware of the requirements of the Gender Equality Duty and specifically of the duty to promote Gender Equality and not to discriminate on the grounds of gender.	May 2007	Wendy Rogers (Vertex)
<b>Face to Face contact One Stop service centres</b>	Need to ensure that baby changing facilities are maintained and used effectively	Ensure that this requirement is considered during planning for next refurbishment of One Stops	07/08	Greg Leahy & Wendy Rogers
<b>Face to Face contact One Stop service</b>	Need to ensure that breastfeeding facilities	Ensure that this requirement is	07/08	Greg Leahy & Wendy Rogers

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
centres	are maintained and used effectively	considered during planning for next refurbishment of One Stops		
Face to Face contact One Stop service centres	Need to continue to ensure that each building is accessible for prams/buggies	Ensure that this requirement is considered and tested during next access audit of One Stops	07/08	Greg Leahy & Roger Neville
Face to Face contact One Stop service centres	Need to ensure that current good practice of flexible opening hours to accommodate men and women with different lifestyle needs is continued	Ensure current opening hours are maintained	07/08	Chris Benn (Vertex)
Face to Face contact One Stop Service centres - Videophones	Access to Videophone service	Develop customer feedback forms for videophones Analyse data to assess whether there is any differential access by gender Develop and implement	May 07  August 07  August 07	Greg Leahy & Wendy Rogers

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		appropriate actions		
<b>Face to face Contact One stop service centres - Videophones</b>	Access to Videophone service	As part of the equality impact assessment of the videophone service consider breakdown of users by gender and identify if any barriers are preventing men and women from accessing the service	August 07	Greg Leahy
<b>Telephony</b>	Access to TextBox service	As part of the Equality Impact Assessment of the TextBox service consider breakdown of users by gender and identify if any barriers are preventing men and women from accessing the service	June 07	Greg Leahy
<b>All services</b>	No on-going systematic analysis of the gender breakdown of service users is conducted	Include an annual analysis of gender data as part of the overall analysis of equalities data captured on CRM	August 07	Trent Bulgin & Greg Leahy
<b>Employment</b>	No formal monitoring of	Complete a bi-yearly	August 07	Trent Bulgin & Greg

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	the gender breakdown in the workforce	analysis of the gender breakdown of CSi staff Identify and implement actions where necessary		Leahy
<b>Employment</b>	Need to clarify monitoring of gender breakdown of Vertex workforce	Clarify obligations placed upon Vertex and take action, where appropriate	May 07	Greg Leahy

## PROCUREMENT

	Contract monitoring requirements	Ensure new Procurement Policy actively encourages our partners and contractors to implement best practice on equalities	October 07	Jas Kotiria
		Implement contract monitoring to ensure our partners have a representative workforce and employment policies in line with the City	October 07	Jas Kotiria

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		Council's requirements and the requirements of the Equality Standard for Local Government		
<b>LIBRARIES</b>				
<b>All services</b>	Incomplete breakdown of membership by sex.	Staff to be instructed to fill in information on membership records.	Target of 95% of membership records to have gender information by April 2007, 99% by January 2008. Progress to be monitored every three months.	Equalities Champion
<b>All services</b>	No on-going systematic analysis of the gender breakdown of service users.	Annual analysis of gender data to take place as part of overall analysis of equalities data.	First analysis April 2007, using flexible reporting of new LMS (Library Management System)	Research Officer
<b>Libraries</b>	Some female library users have reported feeling intimidated by some people coming into the library who are not library users, are	Review security arrangements and procedures for dealing with them.	April 2007	Equalities Champion and Head of Library Operations

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	disruptive and refuse staff requests to leave.			
<b>Bengali outreach services</b>	There is little uptake amongst Bangladeshi men of library services, or projects offered by the Bengali outreach worker.	Devise and promote an appropriate project which targets relevant services at Bangladeshi men	2007-08	Bengali Outreach Worker
<b>Services to mothers - including single and/or teenage mothers</b>	This group may not be aware of services offered.	Promote relevant stock and services at health centres and other community centres	2007-08	Health Champion (LSL team)
<b>Services to young children</b>	Fewer opportunities for working fathers to engage in activities with children	Set up another "Just for Dads" story time sessions. Library to be identified.	2007-08	Families Champion (LSL team) and site-based LSL.
<b>Libraries' Bookstock</b>		Devise a programme of gender-specific stock promotions to support local, national and international initiatives (e.g. International Women's Week, Men's Health Week).	2007-08	Development Manager: Stock and LSL team.

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
Employment	No formal monitoring of the gender breakdown in the workforce.	Six-monthly analysis to be undertaken with actions devised where necessary.	Initial analysis will use Q2 2006-07 figures, with actions to be incorporated into the business planning process 2007-08.	Research Officer

## ARTS & CULTURE

Grant assessment	No formal monitoring of the gender breakdown of grant- receiving organisations.	Annual analysis of gender to be undertaken with actions devised where necessary	Initial analysis will use 2006-07 figures, with actions to be incorporated into the grant-making process 2007-08	Charlotte Fergusson
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## PARKING

Car Pound	Internal Review	Relocation of the payment office	April 2007	Bob Poston
	Location of the payment office which is situated within the Park Lane Car Park and is accessed by a very long corridor. Customers, particularly females,	In the interim, an intercom (and a sign advising) will be placed at the entrance to the pound so that customers can request to be escorted to the	December 2007	Bob Poston



## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		<p>vehicle is removed, they must make their own way to the car pound to collect their vehicle. Based upon the above review, we will look at the feasibility of either returning the vehicle to the customer or arranging transport for the customer to attend the payment office at the pound.</p>		
<p><b>Debt Recovery</b></p>	<p>Internal Review &amp; BBC "Whistleblower" programme</p> <p>The majority of bailiffs are male and this might prove intimidating to females when they are attending to enforce warrants.</p>	<p>A full audit is being undertaken of all bailiff companies that we have contracts with to assess their practices. Any actions for improvement will be considered following this audit. We will look at female bailiffs attending to enforce warrants against female</p>	<p>November 2007</p>	<p>Paul McCrae</p>

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		customers.		
<b>COMMUNICATIONS</b>				
<p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>- Marketing campaigns</li>   <li>- Other promotional materials and activities (posters, leaflets, events, website)</li>   <li>Corporate publications (the Reporter, A-Z, the Green)</li> </ul>	<p>Events: should consider the availability of parents and carers to attend at certain times of the day.</p> <p>Materials: While marketing will always seek to appeal to a target or majority audience, we should seek to avoid automatically adopting commonplace assumptions – i.e. schools or family-related materials will always be aimed at mothers.</p>	<p>Consider events at different times of the day/week or hold more than one event and consider parent-friendly and accessible locations.</p> <p>Research-led campaigns to accurately target residents and justify chosen targeting and to be inclusive of all residents, male and female, including transgender people.</p> <p>Ensure information provided to male and female residents is accessible and a</p>	Ongoing	Julia Corkey

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	<p>Campaign competitions: should be gender-neutral unless targeted at a particular audience group.</p>	<p>proactive approach is adopted to reach all sectors of the Westminster Community.</p> <p>As above. Ensure publications achieve a spread over time.</p>		
<p><b>Internal communications:</b></p> <ul style="list-style-type: none"> <li>- Staff campaigns</li> <li>- The wire</li> <li>- Loops</li> <li>- WestWords</li> <li>- Staff events</li> </ul> <p>Staff guidance documents including Corporate identity guidelines</p>	<p>As above.</p>	<p>As above.</p>		
<p><b>Consultation:</b></p> <ul style="list-style-type: none"> <li>- Consultation</li> </ul>	<p><b>Events:</b> should consider the availability of</p>	<p>Consider events at different times of the</p>	<p>Ongoing</p>	<p>Neil Wholey</p>

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
<p>documents</p> <ul style="list-style-type: none"> <li>- Consultation events</li> <li>- City survey</li> <li>Staff survey</li> </ul>	<p>parents and carers to attend at certain times of the day.</p> <p><b>Surveys:</b> can we identify whether a particular issue affects men or women more?</p>	<p>day/week. Hold events at parent-friendly &amp; accessible locations.</p> <p>Ensure surveys gain enough male/female input to examine the gender split of any issue.</p> <p>Ensure consultations are inclusive and accessible to men and women, including transgender people, from different communities and disabled people</p>		
<p><b>Media:</b></p> <ul style="list-style-type: none"> <li>- Research</li> <li>- Media strategies</li> <li>- Press releases</li> <li>- Press conferences</li> <li>- Press liaison</li> </ul>	<p><b>Research:</b> Ensure media relations work reaches both gender audiences. Possible that a certain publication achieves a high resident</p>	<p>Examine <i>who reads what survey</i> spit by gender to ensure target publications reach both groups.</p>	<p>Planned for City Survey 2007</p>	<p>Robin Campbell and Neil Wholey</p>

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
- Briefings - Staff training - Interviews	readership, but within one gender group.			

## FINANCE

<b>Housing Benefit</b>	Equality Impact Assessment identified that women may be discouraged from attending reception sites if there is a lack of provision for their children, e.g. baby-changing facilities, toys for older people etc.	The benefits service contractor is currently undertaking a review of reception facilities and has an implementation action plan.  The plan includes the provision of toys (that can be secured in situ) at Vauxhall Bridge Road and a television set at Westbourne House.	April 2007 on	Karen Way/Martin Hinckley
<b>Council Tax</b>	No barriers to women or men identified in Equality Impact Assessment.			

## LEGAL AND ADMINISTRATIVE SERVICES

<b>Department as an employer</b>	1. Time off for maternity/paternity/	All staff to be granted time off to meet these	In place & ongoing	All Managers
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## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	<p>child care</p> <p>2. Glass ceiling to career progression</p> <p>3. Personal safety for those staff dealing with the public</p>	<p>commitments, including being permitted to work flexible hours/ shorter hours/ part-time/ job share/ career breaks</p> <p>Training and development opportunities/ secondments/ “acting-up” opportunities/job development/career progression schemes</p> <p>“Handling violence and aggression” training/ office alarm system/personal alarms</p>	<p>In place &amp; ongoing</p> <p>In place &amp; ongoing</p>	<p>All Managers</p> <p>All Managers</p>

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	4. Personal safety in travelling home after late night meeting; to and from approved marriage venues	Access to taxi service and personal alarms and office mobile phone	In place & ongoing	All Managers
	5. Personal safety as a canvasser	Lone working training; use of mobile phone and personal alarm.	In place & ongoing	All Managers
	6. Handling complaints of harassment	In addition to advertising EAP service more widely in the Department, investigate training independent personnel within the Department	In place & ongoing	All Managers  All Managers
<b>REGISTRATION OF BIRTHS &amp; DEATHS</b>				
1. Mothers registering with babies	1. Lack of easy access to Council House for prams/	1. Actions pending Council House refurbishment. In the	tbc	Nigel Tonkin

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	buggies  2. Breast feeding area  3. Baby changing area	interim access via stair lift.  2. To be provided within a quiet zone/ screened off area in new waiting room  Already in place, although needs to be on the Ground Floor post major refurbishment	June 2007  tbc	Jenny-Lynn Spearman  Nigel Tonkin
<b>3. Civil Partnerships</b> (to be addressed under "Gay and Lesbian" assessment)				
<b>LICENSING</b>				
<b>1. Sex Establishments</b>	Will follow from Equality Impact Assessment		2007/8	
<b>2. Special Treatments</b>	Will follow from Equality Impact Assessment		2007/8	

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
3. Therapists	Will follow from Equality Impact Assessment		2007/8	
4. Market Traders	Will follow from Equality Impact Assessment		2007/8	
5. Premises	Will follow from Equality Impact Assessment		2007/8	
<b>ELECTORAL SERVICES</b>				
	Women hiding from perpetrators of domestic violence who fear disclosing their home address (identified from Equality Impact Assessment)	<p>1. On proof of identity, they are able to register under a pseudonym.</p> <p>2. Awaiting new Regulations under the Electoral Administration Act 2006 which will enable them to register under their own names as "Other Electors" and so not against a specific property.</p>	Regulations anticipated Autumn 2007	Martin Pyroyiannos
<b>LOCAL LAND CHARGES</b>				
	Will follow from Equality Impact Assessment		May 2007	
<b>CORONER'S SERVICE</b>				
	Will follow from Equality		May 2007	

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	Impact Assessment			
<b>LEGAL SERVICES</b>				
	Will follow from Equality Impact Assessment		May 2007	
<b>CABINET, COMMITTEE &amp; SCRUTINY</b>				
	Will follow from Equality Impact Assessment		May 2007	
<b>CABINET SUPPORT</b>				
<b>Cabinet Support service to the Cabinet Members</b>	The need to take into account childcare responsibilities	<ul style="list-style-type: none"> <li>To ensure that Cabinet Members are made aware of current gender equalities policy.</li> <li>To ensure that policy strategy documents &amp; reports are put through an equality impact assessment as legally required.</li> <li>To ensure that meetings/</li> </ul>	Ongoing  Ongoing  Ongoing	Justin Homer  Justin Homer  Justin Homer

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		consultative groups are representative and take into account childcare responsibilities when possible		
<b>IT</b>				
<b>Information Services (All Functions)</b>	There are no gender inequality issues identified within the IS section on a service level platform. However there was a lack of awareness surrounding this subject.	Build on staff awareness on gender equality through staff meetings.	Ongoing	Madhu Bahri / Ben Goward
<b>POLICY UNIT (ALL FUNCTIONS)</b>				
	Need for further consideration of Gender Equality issues	<ul style="list-style-type: none"> <li>Information and briefings will be disseminated throughout the unit to address any attitudinal barriers</li> </ul>	Ongoing	John Dimmer

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		<ul style="list-style-type: none"> <li>• All policy and strategy development will have due regard to the need to promote equality between men and women</li> <li>• All new policies or changes to existing policies will be subjected to Equality Impact Assessment which will generate action plans to address any negative impact upon gender equality</li> <li>• Equalities issues to be Included within PDPs (Personal Development Plans)</li> <li>• Information/briefings to be equally applicable and</li> </ul>		

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		<p>accessible to both genders</p> <ul style="list-style-type: none"> <li>• When possible gender equality targets will be included within work</li> <li>• Consultation mechanisms and timings will consider gender equality issues whenever possible -bearing in mind that some of our residents may be constrained from taking part because of their caring responsibilities</li> <li>• Develop a strategy for reducing the barriers to local men and women accessing employment opportunities</li> </ul>		

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		<ul style="list-style-type: none"> <li>• Develop access for local men and women to employment opportunities in non-traditional areas</li> <li>• Increase publicity around Area Forum meetings and do outreach work to ethnic minority community, including attendance at appropriate community forums (e.g. Refugee Forum, Women's Forum)</li> <li>• Review gender Equality work in Crime &amp; Disorder Strategy and assess action needing to be taken to ensure both male and female</li> </ul>		

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		<p>residents feel safer through WCC/Safer Westminster Partnership/Westminster City Partnership</p> <ul style="list-style-type: none"> <li>• Draw up corporate guidance and implement equalities monitoring of services</li> <li>• Provide equality &amp; diversity training, including gender equality, to Councillors</li> <li>• Advise on provision of equality &amp; diversity training, including gender equality, to contractors</li> <li>• Consultation events to advertise facilities which may be of</li> </ul>		

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
		interest to women and single parents e.g. baby change facilities, crèche facilities <ul style="list-style-type: none"> <li>• Planned excursions for staff to consider needs of those with child care responsibilities</li> </ul>		

## PERFORMANCE IMPROVEMENT

	The Performance Improvement Team (PIT) primarily provides direction and support to deliver corporate governance and therefore has limited input into direct service provision. The main roles of PIT are as follows -			
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## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	<ul style="list-style-type: none"> <li>• managing and supporting the Council's duties under Best Value legislation;</li> <li>• providing guidance for and overseeing the Business Planning Process;</li> <li>• responding to the challenge of Comprehensive Performance Assessment;</li> <li>• research and support to assist with service improvement;</li> <li>• Corporate Complaints;</li> <li>• And supporting corporate</li> </ul>			

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	<p>projects and policy.</p> <p>For the purposes of the PIT GEAP (Gender Equality Action Plan) the Team has been considered along its three main functions.</p>			
<p><b>i) Performance Monitoring</b></p>	<p>Service is gender neutral, although PIT take responsibility in the guidance and reporting of statutory and local PIs (Performance Indicators) which may be gender based. PIT also issue corporate guidance for business planning throughout Westminster and are responsible for ensuring that Business Plans</p>			

## CENTRAL SERVICES

SERVICE AREA FUNCTION	BARRIERS	ACTIONS	DATE	LEAD OFFICER
	promote equalities to meet best practice and legislation.			
<b>ii) Corporate Complaints</b>	Service is gender neutral			
<b>iii) Strategic Information and Statistics</b>	No barriers identified but there is a recognition that the Strategic Information function disseminates a significant quantity of information which may be gender based			

# WESTMINSTER CITY COUNCIL GENDER EQUALITY SCHEME

## APPENDIX C

### EQUALITY IMPACT ASSESSMENT SCHEDULE & GUIDANCE

The City Council's Equality Impact Assessment Schedule was drawn up in conjunction with the Race Equality Scheme in 2005. Equality Impact Assessments undertaken by the City Council include assessments against all six equality strands, including gender.

The impact assessments address the two parts of the "general duty" of the Gender Equality Duty, to:

1. Eliminate unlawful discrimination – with regard to the City Council's obligations under the Sex Discrimination Act and the Equal Pay Act – and take steps to ensure compliance with these acts
2. Promote equality of opportunity between men and women

As part of the first year's review of the Gender Equality Scheme, a new schedule of equality impact assessments to cover the remaining years of the Gender Equality Scheme, 2008-2010 will be drawn up.

#### Schedule of Equality Impact Assessments 2005 – 08

Year 1 reviews (2005-6)			
<b>Built Environment</b>			
No	Function	Completed	In progress
1.	24 Hour Response Team – Enforcement and Supervision of Licensed and Unlicensed Street Trading	✓	
2.	Provide guidance and advice to agencies wishing to apply for ASBOs	✓	
3.	Running a commercial waste business	✓	
4.	Providing public conveniences	✓	
5.	Tackling the source of litter waste and environmental degradation	✓	
<b>Children and Community Services</b>			
6.	Looked after children, adoption and fostering, leaving care	✓	
7.	Assessment and Family Support	✓	
8.	Special Education and Additional Needs	✓	
9.	Social Inclusion Service	✓	
10.	School Effectiveness	✓	
11.	Substance Misuse Service	✓	
12.	Voluntary Sector Unit	✓	
13.	HIV/AIDS services	✓	
14.	Housing Supply (temporary and permanent)	✓	
15.	Allocations (Choice based lettings)	✓	
16.	Temporary Accommodation Placements & Management	✓	
17.	Westbourne Green	✓	
<b>Central Services</b>			
18.	Review of Westminster Language Service	✓	
19.	Move to Dingwall – forward looking review covering both	✓	

	switchboard and EDO's (Emergency Duty Officers)		
20.	One Stop Shops - assessment of both the service and the Customer Charter	✓	
21.	Operation of an approved list of contractors and consultants	✓	
22.	Parking enforcement protocols and consideration guidelines	✓	
23.	Traffic Management Orders – parking restrictions in each street	✓	
24.	Assessment of CSi policy development and contract	✓	
25.	Corporate Procurement Code	✓	
26.	Electoral Services	✓	
27.	Equalities and diversity	✓	

<b>Year 2 reviews (2006-7)</b>			
<b>Built Environment</b>			
<b>No.</b>	<b>Function</b>	<b>Completed</b>	<b>In progress<sup>1</sup></b>
28.	Provision of a service for tackling noise nuisance	✓	
29.	Operation of an Intelligence Unit to analyse and produce intelligence reports on Council and Police data	✓	
30.	Co-ordinate partnership projects to reduce crime & disorder and the fear of crime	✓	
31.	Produce the 3-yearly Crime & Disorder Reduction audit and strategy	✓	
32.	Management of CCTV Operation	✓	
33.	To provide consumer advice to Westminster customers	✓	
34.	Inspection of HMO – Houses of Multiple Occupancy	✓	
35.	Residential Team – Reactive Team service requests	✓	
36.	Provision of grant aid for housing improvement, adaptation or security	✓	
37.	Hold bodies of deceased persons on behalf of the Coroner and facilitate post mortems in liaison with the Police, Home Office Pathologists and the Coroners		✓
38.	Pest Control: inspect properties and sites for reported pest infestations	✓	
39.	Registration of Houses in Multiple Occupation (HMO)	✓	
40.	Responding to Food Safety and Health & Safety service requests, notifications and accidents		✓
41.	Completion of specific Food Safety and Health & Safety projects, which reflect a requirement, established locally and nationally		✓
42.	Inspection of Licensed Premises to ensure compliance with the Licensing Act 2003	✓	
43.	Reviewing planning applications to raise and work through with the applicant any environmental health related concerns		✓
44.	Reviewing licensing applications to raise and work through with the applicant any concerns under the Licensing Act 2003		✓
45.	Proactive noise monitoring of premises that are the subject of complaint or ongoing Council investigation	✓	
46.	Comprehensive investigation of noise nuisance complaints in commercial and residential properties	✓	
47.	Civic Watch Community Engagement	✓	
48.	Freedom of Information Act 2000	✓	
49.	Westminster “3000” Community Intelligence Hotline	✓	
50.	VIP and Pink Jackets	✓	
51.	Engaging disabled people in increased use of Community Intelligence Line	✓	
52.	Responsibility as the main commissioning agent for new Council initiatives with planning implications		✓
53.	Development, coordination and review of planning and related policies		✓
54.	Implementation of the City Council's planning and related policies		✓
			✓

<sup>1</sup> The City Council's Equalities Scheme runs from June to June.

No.	Function	Completed	In progress
55.	Input to Unitary Development Plan and City Plan		✓
56.	Emergency planning		✓
57.	Parks and Open Spaces		✓
58.	Leisure centres		✓
59.	Working with Partners on preparing for the 2012 Olympics	✓	
60.	Road Safety Education	✓	
<b>Children and Community Services</b>			
61.	Westminster Sports Unit	✓	
62.	Mental Health Services		✓
63.	Child Protection		✓
64.	Learning Disability Service		✓
65.	Older people's services		✓
66.	Carers		✓
67.	Residential energy	✓	
68.	Private sector improvements, inc homeless assessments	✓	
69.	Housing advice	✓	
70.	Housing strategy	✓	
71.	Day nurseries contract	✓	
72.	Training (early childhood services)	✓	
73.	Recruitment of local people into childcare	✓	
74.	Complaints		✓
75.	Westminster Adult Education Services	✓	
<b>Central Services</b>			
76.	Parking enforcement protocols	✓	
77.	Parking Services' consideration guidelines		✓
78.	Facilities management services, specifically the elements handled by Accord - portage, post room, security, fire evacuation, training materials and policy, and reception	✓	
79.	Library and Archives Services	✓	
80.	Westminster Arts and Culture Commissioning and Project Funding	✓	
81.	Housing benefits and Council Tax	✓	
82.	Legal Services		✓
83.	Committee Services		✓
84.	Coroner's Court [WCC function is limited to provision of accommodation]		✓
85.	Licensing		✓
86.	Area forums and community engagement	✓	
87.	Performance Improvement	✓	
88.	Faith issues		✓
89.	Corporate Complaints	✓	
90.	Internal and external communications		✓
91.	Consultations		✓
92.	IT including Website, WIRE, etc		✓
93.	Human Resources, Employee Relations, Organisation and Development (O & D) Health & Safety		✓
94.	Economic Development Strategy (jointly with Director of Planning and City development)	✓	
95.	Cabinet support		✓
96.	Partnerships		✓
97.	Corporate Property		✓

**Year 3 reviews (2007-8)**

**Built Environment**

98.	Collecting waste
99.	Cleaning and washing the streets
100.	Greening of the City
101.	Raising environmental quality
102.	District Surveyors – site enforcement
103.	Responsible for contributing to Central Government consultations on proposed changes in planning legislation, regulations and guidance
104.	Dangerous Structures
105.	Applications under the Building Regulations and London Building Acts
106.	Initial notice validation for Approved Inspectors
107.	District Surveyors - safety in licensed premises
108.	District Surveyors - checking of temporary structures
109.	Clearing graffiti and flyposting
110.	Special events
111.	Assessing highway implications of development proposals
112.	Major Projects (e.g. Paddington LTVA)
113.	Production of Borough Spending Plan
114.	Removing Abandoned vehicles
115.	Responsibility for Parks and Open Spaces
116.	Removing abandoned vehicles
117.	Air quality strategy and action plan
118.	Environment Policy
119.	Area Regeneration Project
120.	Considerate Builders Scheme – managing footway and carriageway use in Westminster
121.	Controlling scaffolding
122.	Maintaining bridges and gullies, monuments etc.
123.	Maintaining roads

**Children and Community Services**

124.	Assessment and Family Support
125.	'Excellence in the City' Initiative
126.	Connexions Service
127.	Youth Service
128.	Community Partnerships
129.	Physical disability services
130.	Rough Sleeping
131.	Supporting People
132.	Training and staff development

**Central Services**

133.	Access to Arts
134.	Finance Business Planning
135.	Registrar of Births, Deaths and Marriages
136.	Land charges
137.	Parking policy within the UDP and the Parking enforcement ban
138.	Lord Mayor' s Secretariat

# Westminster City Council

## Guidance on Undertaking Equality Impact Assessments (EQIAs)

Revised March 2007

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5.	Deciding on the depth of your EQIA	5
<b>Section 2</b>		
6.	Depth of EQIAs	7
	<ul style="list-style-type: none"> <li>• Initial screening</li> <li>• Partial EQIA</li> <li>• Full EQIA</li> </ul>	
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### Section 4

#### **1** Notes/Index

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<sup>2</sup> See note 1.

# **Equality Impact Assessment – Section 1**

## **Introduction**

Undertaking Equality Impact Assessments (EQIAs) is one of the responsibilities for all public bodies under the Race Relations (Amendment) Act (RRAA) 2000, the Disability Discrimination Act (DDA) 2005 and the Equality Act 2006. This guidance covers all six equality strands – race, disability, gender, age, sexual orientation and faith/belief/religion and will be reviewed periodically to ensure that any further equality developments are also considered or included and embedding any lessons learnt as reviews of functions, policies, and procedures are carried out.

In 2002, the Council published its first Race Equality Scheme (RES) - a key responsibility under the RRAA 2000. This set out our commitment to meeting the strands of the 'general duty' within the Act including:

- To eliminate unlawful discrimination
- To promote equality of opportunity
- To promote good race relations

This RES was updated in a revised edition published last year which also set out:

- Our commitment to undertake Equality Impact Assessments (EQIAs) on new or changing strategies, policies and projects where these had the potential to have a differential impact (positive or negative) on different groups of residents or service users; and
- A programme of retrospective Equality Impact Assessments (Equality Impact Reviews) on existing functions within the Council.

The first guidance for undertaking EQIAs in the Council was issued in 2002. This provided help and assistance with undertaking EQIAs on new or changing strategies, policies and projects but did not include specific guidance on how to undertake retrospective EQIAs (Equality Impact Reviews).

This guidance updates previous versions explaining what EQIAs are, when one should be undertaken and what should be involved in the process. It also provides new guidance on how to undertake Equality Impact Reviews.

## **What is an Equality Impact Assessment?**

An Equality Impact Assessment (EQIA) is a thorough and systematic analysis of a strategy, policy, procedure, process, project, function or practice (irrespective of whether it is written or unwritten, formal or informal), to determine the extent of any possible differential impact upon relevant groups or individuals<sup>3</sup>.

A full definition of what types of activities may be subject to the need for an EQIA is available from the WCC Policy Unit, however an outline definition in some areas is included in the footnote below.<sup>4</sup>

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3 See note 2

4 See note 3

EQIAs are a way of ensuring that the services provided by WCC do not discriminate, and where possible, promote equality between different equality target groups. It also provides a framework for helping all individuals and teams think carefully about the likely impact of their work and take actions to improve this.

The EQIA process is designed to contribute both to the requirements of the RRAA and other legislation, and to the Council's overarching aims for equality, diversity and community cohesion. Where a full EQIA is necessary, it does this through a process of:

- gathering information, data and feedback from consultation on the main issues affecting equality and good relations for each relevant service delivery area
- an action plan to gather more information if necessary
- using this data to identify how proposed policy/practice affects different groups
- identifying specific inequalities in impact, and the reasons for them
- identifying revisions necessary to mitigate the adverse impact
- identifying opportunities to promote equality

Undertaking effective EQIAs of new and existing strategies, policies, procedures, processes, projects, functions or practices will help the Council meet the strands of the 'general' duty<sup>5</sup> introduced by the Equality Acts and will also ensure that we are able to meet our ambition of achieving level 5 of the Local Government Equality Standard by 2010.

**Different Types of EQIAs**

EQIAs can be prospective (addressing issues related to new or changing functions, policies practices and procedures<sup>6</sup>) or retrospective (addressing issues related to existing functions, policies practices and procedures).

<b><u>Prospective EQIA</u></b>	<b><u>Retrospective EQIA</u></b>
<p>The process of identifying whether there is evidence to suggest that a proposed new policy, practice or procedure, or a proposed change to an existing policy practice or procedure, is likely to have a differential impact on different groups (race, gender, or disability) and, if so to consider:</p> <ul style="list-style-type: none"> <li>▪ Whether this differential impact is likely to be adverse, either in terms of that group's experience (strands 1 &amp; 2 of the General Duty) or in terms of the consequences for the promotion of good relations.</li> <li>▪ Where a potential adverse impact is identified, whether the proposed policy, practice or procedure should</li> </ul>	<p>The process of reviewing the implementation of an existing policy, practice or procedure (or a linked collection of policy practices and procedures in the case of a review of a Council function) to identify whether they have a differential impact on different groups (race, gender, or disability) and, if so,</p> <ul style="list-style-type: none"> <li>▪ whether this differential impact is adverse either in terms of that group's experience (strands 1 &amp; 2 of the General Duty) or in terms of the consequences for the promotion of good relations.</li> <li>▪ Where a potential adverse impact is identified, whether the policies, practices or procedures should be</li> </ul>

5-See note 4

6-See note 5

<p>be reconsidered and, whether it can be revised to remove or reduce the likelihood of adverse impact.</p> <ul style="list-style-type: none"> <li>▪ How the subsequent implementation of the policy, practice or procedure will be monitored in order to identify actual impact and allow further action to be taken as appropriate.</li> <li>▪ How the proposed policy etc promotes equality and diversity</li> </ul>	<p>reviewed and, wherever possible, revised to remove or reduce the adverse impact.</p> <ul style="list-style-type: none"> <li>▪ How the subsequent implementation of the revised policy, practice or procedure will be monitored to allow further action to be taken to reduce or remove any continuing adverse impact.</li> <li>▪ How the proposed policy etc promotes equality and diversity</li> </ul>
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### **When to Undertake the Different Types of EQIAs**

The need for an EQIA must be considered in every instance where a new policy, practice or procedure is being contemplated or where a review or change of an existing policy, practice or procedure (or linked groups of policies, practices and procedures) is required for whatever reason.

In the case of prospective EQIAs, the need for an EQIA should be considered as early on in the process of development as possible so that any potential for discrimination can be designed out from the start and so that opportunities for promoting equality can be designed in.

In the case of retrospective EQIAs, the programme of function reviews set out in WCC's latest RES and DES provide one example of where comprehensive retrospective EQIAs will be needed, but there may be other reasons why reviews are undertaken from time to time (such as changes to policies) and when these happen, the need for a retrospective EQIA should always be considered.

In general, retrospective EQIA should be seen as a normal part of the routine process of monitoring existing policies, practices and procedures and should be carried out whenever a WCC activity is being reviewed and where equality may be a relevant factor i.e. all areas of service delivery, including where services are commissioned from third parties, and in all areas of employee relations.

In order to determine whether there is a race equality factor involved in a policy, practice or procedure, departments will need to undertake regular monitoring of that activity by ethnicity, and draw comparisons between this and the anticipated profile of users or staff, as indicated by the population profile and other relevant data. The results of this monitoring should be evaluated alongside information on the views of service users and/or staff.

The same principles and issues set out above apply in relation to prospective EQIAs although in this case you will not be monitoring actual activity but making an assessment of potential impact. In either case however, the EQIA forms a part of an ongoing and cyclical process based on assessment, monitoring, review and action.

## **Deciding on the Depth of your EQIA**

An EQIA can vary from a providing a very brief overview of key issues to a comprehensive exercise involving sophisticated data analysis and extensive staff, user and public involvement.

What is needed in each instance will depend on a number of factors:

- The degree of relevance to equality issues
- The scale of any possible adverse impact
- The level and quality of available information
- The level of interest and concern expressed by local communities
- The timescale and resources available

Deciding on the depth you need to conduct your EQIA at is a staged process. The key factors to consider are summarised below and shown in diagrammatic form in the attached flow chart.

### (i) Initial screening (Initial EQIA)

- On the basis of the information available to you is there any possibility of differential impact?
- Is there evidence that specific groups are over or under-represented among current service users (in the case of a service related policy practice or procedure), or staff (in the case of an employee relations policy practice or procedure)?
- Is this an area of activity about which particular groups have concerns, either now or in the past?
- Is this an area which has been given priority in the WCC's RES, DES GES or in its Comprehensive Equality Policy or Corporate Equality Action Plan?

If the answer to any of these questions is 'yes' then a more detailed review needs to take place. If the answer is 'we don't have enough information' then the next stage should be to collect that information. If the answer is clearly no to all questions, then this should be explicitly recorded and noted in any report produced, as appropriate.

### (ii) Review and analysis of existing information (Partial EQIA).

If you have moved on to this stage you are likely to need to:

- Undertake an analysis of the breakdown of service users/staff by group,
- Compare this information with population profile and any other comparative data (including local or national research)
- Use this to inform your projections of expected service user/staff profiles and identify any potential disparity.
- Establish and consider the views of staff, users, carers and/or local communities on the consequences of proposed changes.

Where this exercise produces no evidence of any likely differential impact, or indicates that any differential impact is not adverse, then this should be explicitly recorded and noted in any report produced, as appropriate. Where there is an indication that a minor degree of differential impact is happening or is likely (whether this is based on statistically

reliable information or on the expressed views of service users or staff), you will need to progress to the next stage.

(iii) Minor adjustments to the policy practice or procedure (Partial EQIA)

If you move on to this stage you now need to consider whether there are ways of adjusting the policy practice or procedure which will improve its equality impact while still delivering on the intended outcome. In doing this you will need to consider:

- What are the specific concerns of service users/staff?
- What needs to be done next to refine/improve the analysis?
- If new arrangements need to be implemented before the EQIA process is completed are there any quick adjustments which can be made to address the demonstrated problem or the concerns expressed?
- What longer-term changes can be made and how will these impact on the effectiveness of the policy practice or procedure
- How will implementation be monitored in relation to the areas of potential adverse impact and when will this be reviewed?

(iv) Dealing with extensive adverse impacts (Full EQIA)

Where analysis reveals that the activity is in an area of high priority in the WCC's RES or CEP, where there is evidence of a serious differential impact on different groups, or where there are serious concerns from service users or staff, then a more extensive EQIA may need to be undertaken. This will involve collection and detailed analysis of all available local data including a proactive programme of action to engage those affected, to clarify their views and to explore alternative arrangements to reduce adverse impact.

Section 2 provides greater detail on how to undertake EQIAs of the different depths summarised above.

## Equality Impact Assessment – Section 2

### Detailed Guidance on Undertaking Different Depths of EQIAs

#### Level One – Initial Screening

Initial Screening helps to set the parameters for any consequent EQIA and is crucial when considering new policies practices or procedures, or indeed, when considering changes to an existing policy practice or procedure. Before undertaking an EQIA you need to complete this screening which will help you to identify whether a Partial or a Full Assessment is required.

This is primarily a desk-based assessment of the policy, practice or procedure. This initial screening basically requires you to define the aims of the policy, practice or procedure through a series of questions. It is important to take your time on this task, as it is a key stage in the development of any subsequent EQIA.

The outcome of this exercise will provide you with a terms of reference for the EQIA, including the aims, objectives and operational implications of the policy, practice or procedure.

To give you an idea of this process, the following questions will need to be answered:

- What is the policy<sup>7</sup>?
- What is the key aim, objective or purpose of the policy?
- Are there other objectives of the policy? If so, what are they?
- Are there other policies which link closely with this policy?
- What outcomes do we want to achieve with the policy and for whom?
- What are the current priorities or milestones associated with the policy?
- Who defines or has defined the policy?
- Who implements the policy?
- Who are the main stakeholders in relation to the policy?
- What outcomes would these and other stakeholders want from the policy?
- Are there any criteria/requirements associated with the policy, or other aspects to the policy that could contribute to inequality? e.g. location, access, language
- How do the outcomes of the policy meet or hinder other policies, values or objectives of the City Council?
- What other factors/forces could contribute/detract from the outcomes?
- How does the City Council interface with other bodies/organisations in relation to the implementation of the policy?
- Are there any groups which might be expected to benefit from the intended outcomes but which do not?

After answering these questions you will be able to identify the depth of EQIA you may need to undertake. You will also be able to determine the way in which the EQIA needs to be undertaken. For example:

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<sup>7</sup> See note 6

- Where it is clear that the City Council shares responsibility for a policy with another public authority, then arrangements need to be made to conduct the EQIA in co-operation with that authority.
- Where it becomes apparent that there are other policies or functions associated with the one in question, then it may be appropriate to link the EQIA's of these policies together
- Where a policy may be the result of a national directive from government or Europe the EQIA may need to form part of a wider planned programme of reviews for the year.

Once you have completed your initial screening, you may be able to already ascertain whether the policy needs to progress to Level Two – Partial Impact Assessment. This will of course need to be the decision of the relevant EQIA Task Group, but some indicators may be:

- The benefits of the policy or function are outweighed by the risk of differential impact
- You do not have enough information to properly determine the differential impact.

The template for completing an initial screening exercise is at Appendix 1. If progression to Level Two is required, you will need to inform the Equality Policy Managers in the Policy Unit. Given the potential high cost of making physical changes and realising how cost effective might “reasonably” satisfy our duties, it is recommended that the Access Officer is automatically informed at this early stage.

### **Level Two – Partial EQIA**

This builds upon the Initial Screening. It begins to clearly identify risks and benefits, And will provide an opportunity to consider the advice of experts and interested groups. You will need to progress to Level 2 if the initial screening indicated that there was a possibility of differential impact on any groups. Should the outcomes of the partial EQIA indicate a real concern with regards to a policy, function, practice or procedure, you will need to progress to a Level Three - Full EQIA.

The partial impact assessment is very similar to that of the initial screening, but it builds upon these foundations. The assessment will enable the relevant EQIA task group to consider the risks and benefits of the policy or function and will also include the opportunity to seek the views of experts or interested groups.

At the end of this level, you will have a clear idea of the risks associated with the policy or function in relation to differential impact and be able to balance those against the benefits.

The following areas will need to be considered:

- In what areas could this policy have a differential impact, either positive or negative i.e. can the policy be executed in a cost effective way that will enhance the end users' experience?
- In what areas are there critical concerns?
- What evidence do you have for this?
- What are the risks associated with the policy in relation to its differential impact?
- What are the expected benefits of the policy?
- Are there any experts/relevant groups that you can approach to explore their views on these issues?
- How will you obtain these views?

- What are their views?

You will need to progress to a Level Three – Full EQIA if the outcomes of Level Two indicate a real concern in relation to the differential impact and indicate that the impact could outweigh the benefits of the policy or function. These findings will carry particular weight if:

- The policy implications at a corporate level
- The number of people affected or impacted upon by the implementation of the policy is or would be significant
- The outcomes affect key factors in people's lives: i.e. finance, accommodation, welfare, learning.
- The critical factors are seriously detracting from the desired outcomes of the policy.

The template for completing a partial EQIA is at Appendix 1.

### **Level Three – Full Equality Impact Assessment**

The Full EQIA consists of five detailed stages. These are described below.

#### **Stage One - Collation of Data<sup>8</sup>**

The full Equality Impact Assessment requires that you go beyond the data collated in Level Two. The aim is to decide whether there is, or is likely to be, a different impact (whether direct or indirect) upon the grounds of race, gender, disability; and where appropriate, age and faith.

For the first part of this stage you need to consider the following questions:

- What do we need to know about this policy or function?
- What information is needed to ensure that all perspectives are taken into account?
- Who should be involved in determining what information is needed?
- What existing quantitative data is available, in-house and externally?
- What existing qualitative or evaluative research is available, in-house and externally?
- Is there a need to generate primary data?
- Is there a need for secondary analyses of existing data?
- Who will be partners in information gathering / provision?
- What processes are required to consult effectively with these partners?

Once you have scoped the parameters of the data required, you will need to identify appropriate sources which could include:

- Service user records, Census data, anecdotal / observational evidence, research / consultant reports, focus group Interviews, results of any pilot projects, interviews, user surveys/ complaints / feedback / citizens' juries, consultation outcomes, National statistics and publications, information produced by other public bodies.

If you have identified the need to produce primary data, or there is a gap in the existing data, you will need to put in place procedures which will allow data to be collated at regular

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**8 Reminder - The purpose of collating and analysing data in relation to the delivery of the function, policy or procedure is to assess whether there is an adverse impact on any groups of people which requires immediate action to mitigate it.**

intervals to inform the current and future EQIA's. **It would not** be appropriate to put something in place that would only allow data gathering as a one-off exercise.

### Stage Two – Assessment of Impact

Once you have gathered your data you need to use it to assess if there is any adverse impact. You will need to:

- Identify any trends or patterns
- Identify areas of low take up or under representation
- Consider issues of geography and demography of the local service users.
- Consider whether there is differential impact on any groups in respect of the quantitative data.
- Consider whether there is any differential impact on any groups in respect of the qualitative or evaluative data.
- Look at whether there is a difference in the conclusions reached using quantitative and qualitative methods.
- Consider how differences can be reconciled?
- Is the differential impact an adverse one?
- Is there an interaction between one or more of the equality groups, e.g. disabled women?
- If the policy or function is not directly or indirectly discriminatory, does it still have an adverse impact?
- Is the policy intended to increase equality of opportunity by permitting or requiring affirmative or positive action or action to redress disadvantages? Is it lawful?
- What are the reasons for the differing impact?

Where you have identified an adverse impact on any grounds you will need to mitigate that adverse impact by considering alternative measures which would achieve the desired aims and objectives, and come as close as is reasonably practicable, without the direct or indirect adverse impact identified.

### Stage Three – Mitigation and Intervention

If an adverse impact is identified, you will need to plan an intervention that will ensure that this impact is removed or come as close as is reasonably practicable, without impacting upon any other groups in an indirect way.

The first thing to consider is whether the policy or function is unlawfully discriminatory, remembering that some policies are intended to increase equality of opportunity by requiring or permitting affirmative or positive action, or action to redress disadvantages. You will need to consider how to ensure that it is lawful.

If a policy is unlawful, that policy should be abandoned and there is no necessity to proceed with the EQIA. Any new policy which is proposed would then be subject to the initial screening process.

Even if the policy is lawful, you will need to consider what to do in light of the adverse impact identified. Some issues to consider are:

- Is there any intervention or alternative measure which would achieve or come reasonably close to achieving, the desired aim without the adverse impact?
- Is there any mitigation which would alleviate the adverse impact?

- Are there any additional measures which can be adopted which would further equality of opportunity in the context of this policy or function?
- The resources you will need to effect change
- A multi-agency approach or partnerships to help address the adverse impact
- Implementation and accountability
- Utilising creative problem solving
- Training options, change culture approach, mainstreaming
- Consider the impact of marketing and public relations (both negative and positive) in your solution
- The likely impact of the proposed mitigation measures or alternative policies - this can occur within the same EQIA or, if considerably different, a separate EQIA should be conducted (this may take the form of an initial screening exercise).

Once you have developed ideas around the options for mitigating the adverse impact or developed alternative interventions you need to consider the following questions:

- How does each option reinforce or hinder equality of opportunity?
- How does each option reinforce or challenge stereotypes which constitute or influence equality of opportunity?
- What are the consequences for the group concerned and for Westminster City Council?
- How will the affected or relevant group(s) be advised of the new or changed policy or service?
- What are the costs of implementing each option?
- Will the social and economic costs and benefits to the relevant group of implementing the intervention outweigh the costs to Westminster City Council?

Once you have undertaken this analysis you need to draft an **Assessment Report** (outline structure at stage five below) which shows that real and detailed consideration was given to each option and provides a clear, evidence based justification for any that are not going to be taken forward.

If, after analysis of all the options, you conclude that the adverse impact is unavoidable, or can be mitigated only partially, this must be clearly explained in the Assessment Report.

#### Stage Four – Final Consultation

Consultation is an essential part of the full EQIA process and will play a key role at almost every stage. It is important to inform those affected by a policy or function that it is to be reviewed; it is important to involve them in the data collection and analysis stages and it is essential to consult them about any proposed changes.

Guidance on effective consultation is available by accessing the Wire and clicking on the consultation link <http://cmswire/CouncilProjects/Consultation/index.cfm>

There are however some general principals that are useful to note here. The following questions may help you to devise your consultation method and time scale:

- Who is directly affected by the function/policy?
- What relevant groups have a legitimate interest in the function or policy?
- How do we ensure that those affected or with a legitimate interest in the policy are consulted?
- What methods of consultation will be used and at which stages of the EQIA?
- How will information be made available to those consulted?

- Will the information and consultation be accessible?
- What are the possible barriers to effective consultation?
- Have previous attempts to consult with a group been unsuccessful, if so what has been done to overcome obstacles?
- What resources are available to facilitate the consultation of marginalised groups?
- How do we get past the gatekeepers of some groups?

### Stage Five – Publish Assessment Report

The Assessment Report should be structured around the following elements:

1. **Executive Summary**
2. **Background and Context** - Drawn from the initial screening exercise.
3. **Key Findings** - Outlines how the data was collected and the results of that, with reference to all consultees involved. Outlines the impact identified for each group. Each separate equality issue needs to be clearly discernible.
4. Comparisons with any adopted standards or performance indicators
5. **Conclusions** – details the conclusions drawn from the data and consultation, as well as:
  - Detailing the proposals and decisions made, and processes used to make them;
  - Outlining the monitoring and review mechanisms put in place to measure the future impact of the proposals.

The following checklist may help you with this section:

- How does each of the options considered further or hinder the equality of opportunity?
  - How does each option reinforce or challenge stereotypes which constitute or influence equality of opportunity?
  - How will the relevant group be advised of the new or changed policy or service?
  - What are the costs of implementing each option? Will the social and economic benefits outweigh the costs?
6. **Action Plan** - will detail:
    - The timescales, targets, and implementation tools.
    - How will adverse impacts be monitored in the future and (normally over the next normally 12 months)?
    - Who will be responsible for monitoring?
    - What will be monitored?
    - What indicators or targets will be used to evaluate the effectiveness of the policy?
    - In what formats will monitoring information be published?

# **Equality Impact Assessment – Section 3**

## **Conclusions**

EQIA is an important element of the everyday management of all policies, functions, practices and procedures. It is part of ensuring that the services and activities of the Council are fit for purpose, equitable and effective in meeting the needs of different groups. As a distinct exercise, the scale and shape of EQIAs will vary from a very straightforward screening to a detailed and thorough analysis of the issues. However, in all cases EQIAs should be a positive experience giving you an insight into the Council policy, procedure or function that you would not otherwise have had.

## **The four basic principles of carrying out an EQIA**

### **1. Remember that it isn't an academic exercise**

The purpose of an EQIA is to improve the experience of different groups either as service users or employees. If it is undertaken purely as an academic exercise we have missed the point. It is more important to take action on the basis of available information than to delay while you get perfect information - particularly where there are strong indications of an existing adverse impact. This is no different from many other management processes, where decisions are made on the basis of the best available information assessed in the context of available resources and priorities.

### **2. Be thorough but proportionate**

The aim of any EQIA is to obtain a profile of how a particular area of service delivery affects different groups and, where needed, recommend change. In order to do this effectively, an EQIA needs to:

- Get to the core issues and priorities
- Satisfy stakeholders, internal and external, that it has been sufficiently rigorous - in proportion to the importance of the issue and policy
- Identify what is working well, as well as what needs to be improved
- Focus, where necessary, on outcomes and tangible improvements

EQIAs are designed to be challenging, but they are not intended to be over complicated or about 'getting it absolutely right'. It is not an exact science and project leads should take a common sense, relevant and proportionate approach.

### **3. Be open and transparent**

All our considerations must be transparent and fully justifiable to the public. This is not only because transparency and effective engagement in the decision making process is a requirement under the various Equality Acts. It is also because promotion of equality is a continuing process which needs to be subject to regular review and revision. Other stakeholders may consider that the Council has made the wrong assessment or not included relevant information. If so the Council needs to know and be able to respond. If an EQIA has not been carried out when required, the Council will probably have little or defence in the event of a discrimination. All WCC Assessment Reports will, therefore, be available to the public.

#### **4. Ensure thorough and coordinated consultation**

Effective consultation is vital to effective EQIAs. However, it is also a vital part of many other initiatives. Unless there is a high degree of co-ordination within an organisation there is a danger of the same consultees being consulted over and over again. Before you begin your consultation, alert other Equality Champions at the first opportunity, contact other parts of the Council and other partners who may have the information you need or may be engaged in consultation exercises that you could use or expand on. Also think about how you can help the groups you are interested in engage with your consultation. Some groups may not have the capacity to respond to issues identified. Particular groups may be hard to reach for a variety of reasons, including social and religious constraints. WCC's Consultation team may be able to help you think through the issues you face.

## List of current Equality Champions (Updated March 2006)

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Hugh Thomas	<a href="mailto:hthomas2@westminster.gov.uk">hthomas2@westminster.gov.uk</a>	0207 641 2957	Customer Services – Manager Mayfair Library
Nigel Tonkin	<a href="mailto:NTonkin@westminster.gov.uk">NTonkin@westminster.gov.uk</a>	0207 641 2756	Legal & Admin. - Head of Admin. Services
Daren Townsend	<a href="mailto:dtownsend@cwh.org.uk">dtownsend@cwh.org.uk</a>	0207 245 2438	CityWest Homes – Principal Service Devt Manager
Sally Trench	<a href="mailto:strench@westminster.gov.uk">strench@westminster.gov.uk</a>	0207 641 7665	Children and Families Social Services - Head of Commissioning
Karen way	<a href="mailto:kway@westminster.gov.uk">kway@westminster.gov.uk</a>	0207 641 3464	Finance & Property Services – Contracts Manager





**Appendix 1**

**Form 1: Equality Impact Assessment**

**Section 1 – For use in Initial Screening and Partial EQIAs**

1. Name of strategy, project or policy

--

2. Officer completing assessment:

Name	Contact details
Role	Location

3. What is the main purpose of the strategy / project / policy?

--

4. List the main activities of the project / policy (for strategies list the main policy areas):

--

5 Who will be the main beneficiaries of the strategy / project / policy?

--

6 Use the table below to indicate

- (a) where you think that the strategy / project / policy could have a negative impact on any of the equality target groups i.e. it could disadvantage them.
- (b) where you think that the strategy / project / policy could have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups.

	<b>Positive impact (it could benefit)</b>	<b>Negative impact (it could disadvantage)</b>	<b>Reason</b>
Women & Men (including transgender people)			
Men			
Asian or Asian British people			
Black or black British people			
Chinese people and other people			
People of mixed race			
White people (including Irish people)			
	<b>Positive impact (it could benefit)</b>	<b>Negative impact (it could disadvantage)</b>	<b>Reason</b>
<b>Disabled people</b>			
People with sensory impairment – include assessment of information requirements			

People with mobility impairments			
People with impairments, conditions which can be periodic in impact e.g. epilepsy, multiple sclerosis, some cancers, HIV/AIDS			
People with learning disabilities and cognitive impairments.			
Lesbians, gay men and bisexual people			
Older people (60+),			
Younger people (17-25), and children			
Faith groups <sup>9</sup>			

7 If you have indicated there is a negative impact on any group, is that impact:

a) Legal? (i.e. is it discriminatory under anti-discriminatory legislation)

YES [ ] NO [ ]

b) Intended?

YES [ ] NO [ ]

c) If there is a negative impact on any group, what is the level of that impact

HIGH [ ] LOW [ ]

**If the negative impact is possibly discriminatory and not intended and/or it is of high impact, you must complete section two of this form. If not, complete the**

<sup>9</sup> See note 8

*rest of section one below and consider if completing section two would be helpful in making a thorough assessment.*

8a) Could you minimise or remove any negative impact that is of low significance? Explain how:

b) Could you improve the strategy, project or policy's positive impact? Explain how:

9. If there is no evidence that the strategy, policy or project promotes equality, equal opportunities or improved relations – could it be adapted so that it does? How?

If you have included any suggestions in parts 8 and 9 above for limiting negative impacts or increasing positive impacts, you may then wish to use the action plan sheet attached below to draw these actions out in more detail.

**Sign and date this form, keep one copy and send one copy to the (Corporate) Policy Manager, (Race Equality)**

Signed .....

Date

.....

**Equality Impact Assessment action plan**  
**For use if Partial EQIA is required**

Please list below any actions that you plan to take as a result of this impact assessment.

<b>Issue</b>	<b>Action required</b>	<b>Lead officer</b>	<b>Timescale</b>	<b>Resource implications if known</b>	<b>Comments</b>

**Section two – for use in Full EQIAs**

1 Name of strategy, project or policy

--

2 Officer completing assessment:

Name	Contact details
Role	Location

**Part a**

3. Looking back at section one of the EIA, in what areas are there concerns that the strategy, policy or project could have a negative impact?

- Gender (including Transgender issues) [     ]
- Race [     ]
- Disability [     ]
- Sexuality [     ]
- Age [     ]
- Religion/belief (faith) [     ]

Summarise the likely negative impacts.

--

4. What previous or planned consultation on this topic/policy area/project has taken place/will take place with groups/individuals from equality target groups?

If there has already been consultation what does it indicate about negative impact of this strategy, project or policy?

Equality target groups	Summary of consultation carried out or planned
Men/women including transgender people	
Black and ethnic minority people	
Disabled people See box on page 19	
Lesbians/ gay women, gay men	
Bisexual people	
Older people	
Young people / Children	
Faith groups (belief and religion)	

5. What consultation has taken place/is planned with WCC staff, including staff that have, or will have, direct experience of implementing the strategy / policy or will work on the project?

--

6. Have relevant research/studies/reports concerning the equality target groups and the likely impact of the strategy / policy / project been taken into account in its development **or** do you intend to carry out such research.

Equality target groups	Title / type / details of report / research
Women & men, including Transgender people	
Black and minority ethnic communities	
Disabled people**	
Lesbians, gay men and bisexual people	
Older people	
Young people / Children	

Religion, belief (Faith groups)	
---------------------------------	--

7 If there are gaps in your previous or planned consultation and research, are there any experts / relevant groups that can be contacted to get further views or evidence on the issues.

YES [ ] (Please list them and explain how you will obtain their views)

NO [ ]

**Part b**

Complete this section only once relevant consultation and research has been carried out.

8 a) As a result of this assessment and the evidence collected, including evidence from consultation, state whether there will need to be any changes made/planned to the strategy policy or project.

b) As a result of this assessment and available evidence is it recommended that Westminster City Council commission further specific research on this issue or carry out monitoring/ data collection? (You may wish to add further pages of information onto the action sheet at the end of this form)

9 Will the changes planned ensure that any remaining negative impact is:

<b>Legal</b> (not discriminatory, under anti-discriminatory legislation)	<b>Intended</b> (for example, it is a form of positive action)	<b>Low impact</b>

10. a) Have you set up a monitoring/evaluation/review process to check the successful implementation of the strategy, project or policy?

YES [    ]

NO [    ]

b) If yes, please explain below how will this monitoring/evaluation further assess the impact on the equality target groups/ensure the strategy/project/policy is non-discriminatory?

If no, please explain why not below.

Details:

**Please complete the action form (attached at the end of section One), sign the EIA, retain a copy and send a copy of the full EIA, including the action form, to the Policy Manager, Equality and Diversity**

Signed: (completing officer)..... Date.....

## Notes/Index

- 1 If you have any comments or suggestions regarding the EQIA guidance and templates, please speak to your Departmental Equality Champion in the first instance who will contact the Policy Unit.
- 2 Cabinet agreed in July 2004 that where an EQIA was being carried out this should cover race gender and disability issues. Given the likelihood that these categories will be widened in law over time, this guidance also covers issues related to sexual orientation, age and faith.
- 3 A Strategy refers to both the statutory and non-statutory strategies of Westminster City Council. A policy is defined as a written document outlining an approved Cabinet, Council or Committee decision, principle, plan and/or set of procedures that influences and determines the way Westminster City Council carries out its business externally and/or internally. A project is a temporary structure created to achieve a specified business benefit or objective, including functions and events being carried out by Westminster City Council annually or regularly.
- 4 The Equality Act 2006 sets out the requirement for all public authorities to promote gender equality. The Gender Equality Duty has two parts: a 'general' duty and a 'specific' gender equality duty. The general duty places a legal duty on the City Council to:
  - Eliminate unlawful discrimination and harassment
  - Promote equality of opportunity between men and women

The General Duty applies to all City Council functions, which includes policy-making, service provision and employment matters. Under this duty public authorities also have an obligation to eliminate unlawful discrimination and harassment towards current and potential transsexual staff; in December 2007 the duty will extend to the provision of goods and services to transsexuals. .

In order to meet the General Duty the City Council is required to undertake several Specific Duties, which comprise:

  - Preparing and publishing a Gender Equality Scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives
  - Considering the need to include objectives to address the causes of any gender pay gap
  - Gathering and using information on how the Council's policies and practices affect gender equality in the workforce and in the delivery of services

- Consulting with stakeholders (i.e. employees, service users and others, including trade unions) and taking account of relevant information in order to determine its gender equality objectives
- Assessing the impact of its current and proposed policies and practices on gender equality
- Implementing the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so
- Reporting against the scheme every year and reviewing the scheme at least every three years

The duties placed upon public agencies through the DDA are more onerous than in other legislation. In addition to the general duties of the RRAA identified in the introduction they include:

- eliminate harassment of disabled people that is related to their disability
- promote positive attitudes towards disabled people
- encourage participation by disabled people in public life
- take steps to meet disabled peoples needs, even if this requires more favourable treatment.

- 5 For the remainder of this guidance the term policies practices and procedures shall be used to indicate the full range of work areas that may be subject to an EQIA i.e. strategies, policies, procedures, processes, projects, functions or practices
- 6 Wherever the term 'policy' or 'policy and function' is used this should also be interpreted to encompass the full range of activities that are identified on page 2 of this guidance i.e. a strategy, policy, procedure, process, project, function or practice.
- 7 Reminder - The purpose of collating and analysing data in relation to the delivery of the function or policy is to assess whether there is an adverse impact on any groups of people which requires immediate action to mitigate it.
- 8 Faith/religious groups cover a wide range of groupings; the most common of which are Buddhists, Christians, Hindus, Jews, Muslims and Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts. The ethnic categories used in this toolkit are those used in the 2001 census. Consideration should be given to the needs of specific communities within the broad categories such as Bangladeshi people and to the needs of other communities such as Turkish/Turkish Cypriot, Greek/Greek Cypriot, Italian and Polish who do not appear as separate categories in the Census.

## WESTMINSTER CITY COUNCIL GENDER EQUALITY SCHEME

### APPENDIX D – DETAILS OF CONSULTATION

The City Council carried out an extensive consultation with staff, residents, service users and other stakeholders and has incorporated into its gender equality objectives actions to address the issues raised by those consulted.

#### **How we involved our staff in the development of our Gender Equality Scheme**

Westminster City Council recognises that we would not be able to identify and prioritise gender equality initiatives without listening to the views of our staff. Throughout the development of the Gender Equality Scheme our staff have been involved and consulted, with different methods of consultation used, as follows:

- Meetings were held with the Trade Unions, UNISON, GMB and NUT and feedback on the draft Employment Action Plan requested;
- The draft Gender Equality Employment Action Plan was sent to the Equality Champions for comment and review;
- A meeting was held with the BME staff group in Children & Community Services and draft documentation sent for comment and review
- One-to-one meetings were held with volunteer staff members, across a cross-section of gender and grades, and draft documentation sent for comment and review
- Information was emailed and sent out through the schools' staff bulletin to all managers, informing them of the Gender Equality Scheme and the need to discuss the document with their teams
- Information was placed on the Diversity and Equalities pages on the WIRE - <http://wirecms/hr/diversity/Gender-Equality-Scheme.cfm>

Some of the key issues identified from this consultation were:

- Staff felt there was a need to employ a workforce reflective of the community in terms of gender
- Some staff members felt they were treated differently or less favourably because of their gender

- There was felt to be under-representation of women at Senior Management grade and also gender segregation in certain occupational groups
- In some areas there was felt to be a lack of awareness of gender-related issues
- There was felt to be a shortage of accessible and affordable childcare options
- Women were perceived to be disadvantaged at retirement due to breaks in pension contributions
- A perceived gap between the pay of men and women staff
- Some gaps in workforce management information in relation to gender, e.g. part-time employment, promotion and career progression
- It was felt that some decisions, policies, guides and projects did not always take into consideration specific gender needs

Following the consultation with our staff and trade unions, we have developed an action plan to address any barriers to gender equality identified, incorporating staff suggestions for improvement.

### **How we involved service users and representative organisations**

To find out how service users felt about accessing our services, we consulted extensively with individual citizens as well as representative forums. We sent out, jointly with our partners the PCT and St. Mary's Hospital, a consultation questionnaire for comment. The questionnaire asked men and women to identify any barriers to access to council and health services, as well as to suggest any possible actions they would like the City Council or health services to take.

The questionnaire was distributed to:

- Tenants' and residents' associations
- Schools via the schools' bulletin
- Members of the Faith Exchange
- The member community organisations of Voluntary Action Westminster
- The Trade Unions
- Meetings of the Civic Watch
- The Area Forums.

The Gender Equality Scheme was discussed at individual meetings with Westminster Community Forums, including the Women's Network, Disability Network, Refugee Consortium, BME Health Forum, Marylebone Bangladeshi Society (Weekly Men's Group) and LGBT Networking Group.

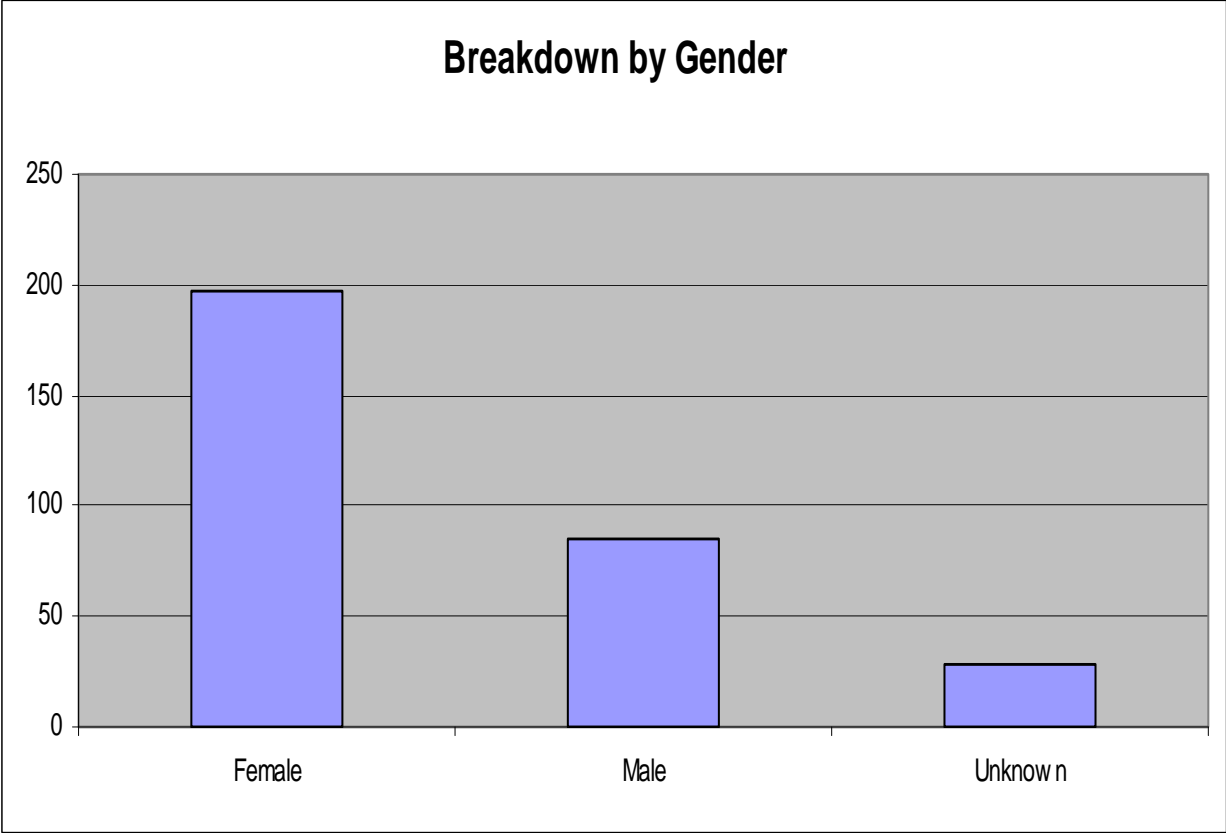
Copies of the consultation questionnaire were also displayed at the City Council's One-stop Shops and Libraries. A joint community consultation event, with the PCT and St. Mary's Hospital took place on the 31<sup>st</sup> March 2007 at the Greenside Community Centre.

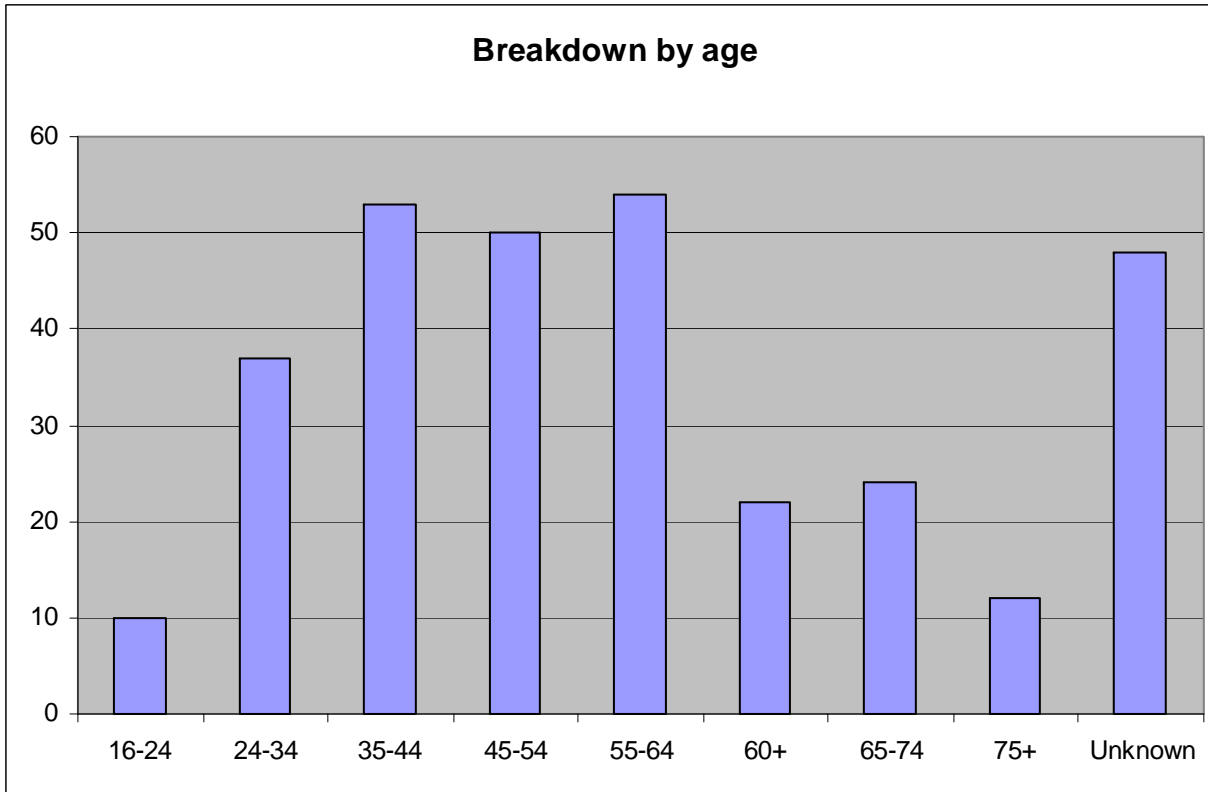
The overwhelming majority of residents and service users taking part in the consultation said that they felt they did not receive a lesser service from the Council on account of their gender. However, some of the key areas for improvement they identified were:

- Residents & service users wanted there to be more active engagement and outreach work by the Council with women and men and more accessible information
- Some women and men residents felt that some council staff needed customer service training and cultural awareness training in order to react in a positive and helpful way with residents and service users
- Women residents asked for more female staff in Council leisure services and the provision of more women-only swimming and exercise sessions
- Residents, in particular women, asked for improvements to street lighting to improve safety for residents
- The placing of women with children in unsuitable temporary accommodation was reported as an issue; temporary accommodation for women and children survivors of violence needed to be in locations away from fear of violence
- Improvements were requested to recycling and emptying of recycling service bins; female residents felt deterred from recycling when arriving at the recycling points with heavy bags only to find the bins full
- There was a need for more Bengali men and women carers
- More breastfeeding facilities were requested in public-facing buildings
- Some women service users felt that substance misuse services were too oriented towards the experiences of white, male drug-users
- Both women and men residents wanted committee meetings and consultations to be more accessible to residents wanting to attend and take part

Actions to address these issues have been included in our Service Action Plans.







Although the consultation questionnaires did invite respondents to self-define by sexual orientation and religion or belief, the responses under both categories were not sufficient to be statistically viable.

## WESTMINSTER CITY COUNCIL GENDER EQUALITY SCHEME APPENDIX E

### GLOSSARY OF TERMS

**Access** – way in which people find out about and use services and information

**Bisexual** – a man or woman who is emotionally, physically and/or sexually attracted to both men and women

**Equality Standard for Local Government** – This is a framework to help local authorities introduce a comprehensive and systematic approach for dealing with equality issues. Local authorities are able to assess their progress based on 5 levels:

- 1. Commitment to a comprehensive equality policy
- 2. Assessment & consultation
- 3. Setting equality objectives and targets
- 4. Information systems and monitoring against targets
- 5. Achieving and reviewing outcomes

**Equal Opportunities** – development of practices which provide fair and equal chances for all to develop their full potential and removal of barriers of discrimination experienced by people from the equality strand communities

**Gay man/gay woman** – someone who is emotionally, physically and/or sexually attracted to someone of the same sex

**Gender Equality Scheme** – a scheme drawn up and put in place by the employer, which sets out the organisation's gender equality goals. It includes tasks and timeframes and the individuals responsible for delivering each goal.

**Gender** – refers to the wider social roles, attitudes, values and behaviours attributed to men and women by society which structure men and women's lives. For example, traditionally, a gender role would suggest that women should look after children, while men continued to go to work.

**Gender disaggregated statistics** – Data which has been collected and analysed by gender, such as surveys, which would highlight any difference in results between men and women, boys and girls.

**Gender Equality Impact Assessments** – an assessment of policies, procedures and functions, which pay specific attention to how the services impact on gender.

**Hate crime** - perceived as being motivated by prejudice or hate

**Lesbian** – a woman who is emotionally, physically and/or sexually attracted to women

**Occupational segregation** – When men and women are employed in different jobs in the workplace or when men and women predominate a particular job, such as men in the construction industry and women in the childcare sector.

**Transgender** – people who identify their gender to be different from the physical one into which they were born but who choose not to undergo medical treatment and simply live their lives in their new gender. They are currently not subject to the same legal protections as transsexual people.

**Transsexual** – A person who intends to undergo, is undergoing or has in the past undergone gender reassignment (which may or may not involve hormone therapy or surgery). The Gender Equality Duty places on public bodies an obligation to pay due regard to the need to address and eliminate the unlawful discrimination and harassment of transsexual people in employment, related fields and vocational training. As a matter of good practice, the Equal Opportunities Commission recommends that public authorities consider applying this obligation to the provision of goods, facilities and services and disposal and management of premises as well. The Gender Duty will be extended to cover these areas when the Goods and Services Directive is implemented by December 2007.