



ECGD EQUALITY SCHEME 2010-2013



The Diversity and Equality work we will do in the next three years.

May 2010



INVESTOR IN PEOPLE

ECGD EQUALITY SCHEME 2010-2013

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Introduction

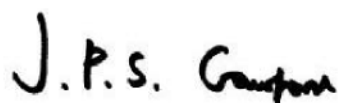
I am pleased to introduce ECGD's new Equality Scheme for the years 2010-2013. The scheme builds on the valuable experience we have gained since the publication of the 2006-09 scheme, and embraces the core principles of the Civil Service Diversity strategy, 'Promoting Equality, Valuing Diversity'. It also prepares some of the ground required for the proposed new equality duty, which is expected to come into full force during 2011.

I want to let you know that this revised scheme is the result of valuable contributions from staff and collaboration with ECGD's Trade Union Side, following a series of staff focus groups, an all-staff online equality questionnaire, and several one-to-one interviews.

I strongly believe that ECGD's working culture and environment must value and embrace all our differences, and that the Department should provide the opportunity for everyone to contribute to the work of ECGD to their fullest extent. To assist this, ECGD will seek to develop the skills of all staff, irrespective of any differences, so that their potential can be realised, for the benefit of each individual and for the Department. Moreover, ECGD will seek to do this within the context of ECGD's equal opportunities policy which seeks to ensure that staff are able to work in an environment which is based upon opportunity for all and which is free from discrimination and harassment.

The key focus of this new Equality Scheme is the Action Plan which sets out the equality and diversity work I want us to do at ECGD over the next few years. I will make sure that the new scheme is communicated to staff; and I have personally introduced it in my recent round of staff presentations. I will also make sure that regular reviews of this action plan are undertaken and the results made available to staff.

I am committed, along with ECGD's Senior Management Team, to making sure that ECGD continues to do all it can to eliminate all forms of discrimination, promotes your full engagement with the Department, and provides equal opportunities for all.



PATRICK CRAWFORD
Chief Executive

1 CENTRAL GOVERNMENT STRATEGY (AND THE NEW EQUALITY ACT)

Introduction

The environment in which we work is changing. The Civil Service continues to adapt to meet the needs of a rapidly changing society. Sir Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service has said that:

“Addressing inequalities in society is a critical task for all of us. First, equality is important for the individual. No one should be subjected to discrimination. Second, it is important for our society – a society that is equal and fair, is one that is progressive. Third, and, especially in times of changes in the domestic and global environment, fairness is important for our economy – an economy that sees no one pushed to the margins or excluded; enables all individuals to realise their potential; promotes their individual creativity and entrepreneurship; and offers the widest choice to employers. Greater diversity will make us outward facing and helps us to compete in the global economy”¹

The vision for the Civil Service: ‘Promoting Equality, Valuing Diversity’

The central government strategy provides a framework against which individual departments and agencies will take action. It reflects a strong drive to bring equality and diversity further into every aspect of the work we do. To support these aims effectively, the Civil Service needs a workforce with the very best possible mix of existing and potential talent. The key themes of the strategy are to: -

- Change **behaviour and culture** to create a fully inclusive Civil Service, confident in its diversity;
- Promote **strong leadership** – down to first line management level – and clear accountability for delivering diversity;
- Attract, keep and **develop talent** from all areas of society; and
- Become more **representative** of the society we serve, at all levels.

¹ Quote taken from the Foreword to the GEO Equality Guide published Feb 2009.

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ECGD's Action Plan in section 5 sets out several key areas of work for the Department in the next three years. Where our work specifically embraces or supports the key themes being championed by central government, they are clearly identified.

The New Equality Act

In 2010, a new Equality Act was passed which will lead to further statutory requirements and a new public sector Equality Duty in respect of a much wider range of diversity strands.

The new Act brings together existing legislation on race, disability and gender discrimination, and adds protection against discrimination on grounds of religion/belief, sexual orientation, gender reassignment and age. It will impose a general duty on public sector bodies which will be backed by a number of specific duties. The detail of the new duties for the public sector are not expected to become known before 2011. In the meantime, ECGD will continue to meet existing legal obligations for race, disability and gender, and anticipate the likely impact of the additional diversity strands within the Equality Act by following existing best practice.

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2 EXISTING LEGISLATION AND EQUALITY DUTIES

Existing Duties

The code of practice supporting each of the Equality Schemes sets out the requirements in the context of a general duty and a specific duty.

The **General Duty**, applicable to all public bodies, is to:

- *Eliminate unlawful racial, disability and gender discrimination and harassment;*
- *Promote equality of opportunity;*
- *Promote good relations between people of different racial groups and positive attitudes towards disabled persons;*
- *Encourage participation by disabled persons in public life; and*
- *Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.*

The **Specific Duty**, which applies to statutory authorities, including ECGD, is (with slight variations depending on the diversity strand) to:

- *Prepare and publish an Equality Scheme including an Action Plan;*
- *Identify functions which are relevant to the duty and assess their impact;*
- *Consult and involve staff;*
- *Monitor policies and procedures for impact;*
- *Collect and publish the results of the assessments, consultation and monitoring;*
- *Train staff about their responsibilities;*
- *Research and address any gender pay gap; and*
- *Review every three years, and, in the context of gender, to produce an annual report against the scheme.*

More detail on the current duties is set out in Annexes C, D E.

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3 PROGRESS SINCE OUR JOINT EQUALITY SCHEME (JES) 2006–2009

Since ECGD's first JES was published in December 2007, significant progress has been made against the actions set out in the action plan. We have addressed and completed many of these actions; others represent a continuous work commitment; and on one or two we still have more work to do in order to achieve success. Worth particular mention is the valuable progress the Department has made in the development and implementation of its Learning and Development strategy. This included work on "positive action" initiatives, of particular importance to women, ethnic minority staff and staff with a disability, but available to all.

Other notable strands of work include:

- **Staff Surveys:** Our first staff survey since 2001 was carried out in 2007. We also took part in the all-government Civil Service People Survey (CSPS) in 2009. Both were well supported and provided valuable information from staff that has been used to shape this scheme.
- **Diversity Awareness:** A further round of mandatory workshops was arranged in the last quarter of 2007/08, with involvement from members of the Senior Management Team and including for the first time, temporary workers, consultants and contractors (including canteen staff and reception desk staff).
- **Discipline & Grievance:** New, simplified disciplinary and grievance policies were developed and introduced during 2008 and published in February 2009. These were supported by interactive training for all line managers.
- **New Staff Appraisal System:** The 2007 Staff Survey showed that staff did not have confidence in our existing appraisal system. A new system was introduced during the 2007/2008 report period and fully implemented for the first time to cover the report period 2008/2009.
- **Anti-Bullying Leaflet:** As a direct result of the 2007 staff survey findings on bullying and harassment, ECGD management worked closely with the TUS to produce a joint leaflet on the subject. We recognise that more work is required to deal with perceived levels of bullying and harassment in ECGD.
- **Health Awareness Seminars:** A structured programme of seminars/awareness training sessions on key health issues has taken place during 2008/09 and 2009/10. These have proved popular and will continue.
- **Exit Interviews:** The questionnaire scripts for ECGD's exit interviews were revised during 2007/08. They now include specific questions relating to race, gender and disability discrimination.

4 OUR EQUALITY SCHEME FOR 2010-2013

a) Introduction

Our Equality Scheme is ECGD's statement of how, as a public authority, we aim to meet our statutory duty to promote equality of opportunity and eliminate discrimination, as required by law in respect of race, disability and gender. The emphasis of this Equality Scheme is on staff. The Department works within a specialist financial field and its services are provided to companies and banks involved in large-scale projects and services provision or investing overseas. Its statutory functions do not affect the rights of individual or groups of individuals and have no direct impact on or consequences for members of the general public. The business functions of ECGD, as regards the General Duties, do not therefore lend themselves to either negative or positive opportunities in the field of equality and diversity.

Policies and procedures relating to the management of people are contained in ECGD's Staff Handbook, all sections of which are highly relevant. The Handbook is under revision and each new policy will be the subject of close scrutiny in the context of race, disability and gender, and the additional diversity strands covered by the new equality legislation. The key aims of our new **Equality Scheme** are:

- *To promote equality of opportunity and to eliminate all forms of unlawful discrimination including our statutory duties in the context of race, disability and gender, and;*
- *To meet the requirements of the General and Specific Duties in respect of race, disability and gender, and:*
- *To prepare the ground for the date on which the new single duty is implemented, which will embrace the additional requirements of age, religion and belief, sexual orientation and transgender issues;*
- *To embrace the key principles of Central Government's strategy of; 'Promoting Equality, Valuing Diversity'.*

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b) Key features of the revised Scheme

The 'Action Plan' has a stronger focus in this new Scheme on delivering the work required to achieve results. The actions defined are measurable and, more important, deliverable. Responsibilities and target dates are clearly identified. The ongoing or outstanding actions from the previous Joint Equality Scheme (JES) 2006, and the results of the Staff Survey 2007, have been incorporated into our new Action Plan. These are:

Continuing from JES 2006

- Development of an Equality Impact Assessment process
- Completion of the review of ECGD's Staff Handbook
- Establishing revised criteria for publishing Diversity monitoring data.

Continuing from Staff Survey 2007

- The visibility of the senior management team.
- The demonstration of the senior management team's commitment to diversity
- Bullying and discrimination issues
- Communication: keeping staff informed of the progress made

Together with the TUS, we have identified a number of diversity issues to be pursued for the next three years which address the challenges faced by the Department. We see the priority areas as:

- *Equality Impact Assessment (EIA): We will establish an EIA process proportionate to ECGD's size and available resources, to be used for all new and revised staff policies. We will do this in full consultation with staff and the Trade Unions.*
- *Collection of Diversity Data: We will review our process of collecting diversity data in order to improve the quality of our declaration database, and to take into account the additional diversity strands covered by the new legislation. We will review and improve the format of our diversity statistics in ECGD and the arrangements, including frequency, of publication to staff. Our involvement in the Cross-Government Diversity Practitioners Network has increased our understanding of what is considered best practice across the Civil Service.*

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- Bullying & Harassment: Arrange awareness training for the Senior Management Team, and update and re-issue the Department's anti-bullying leaflet. Ensure a clear diversity objective is included in the performance objectives for senior managers, which is to be cascaded down to all line managers. Together with the TUS, we will continue to look for new ideas on how we might tackle this complex area more effectively.
- Staff Consultative Group: Establish a group of staff that meets to discuss different perspectives on a range of diversity topics. We expect this initiative to provide us with an additional, representative range of views from across the Department.

Other important areas of work that contribute to achieving the main aims of our Equality Scheme are:

- Equal Pay Audits have been undertaken and will continue to be carried out to identify any inequalities due to gender, race, disability or age.
- Review of ECGD's Staff Handbook: the continuing revision and update of all staff policies including a revised Equality Impact Assessment process.
- Civil Service People Survey (Employee Engagement): we are committed to participating in these annual surveys and taking the necessary action to address the areas of improvement identified. We also wish to embed the key principles of employee engagement in ECGD.
- Investor in People (IiP) status was first achieved in 1999 and has been maintained since then. Based on the IiP core principle of continuous improvement, a recent successful review identified several areas where progress can be made. These include re-establishing the Department's vision and values, and building on the improvements already made to the visibility of the Senior Management Team.
- Diversity and Equality Awareness Training will always be a key feature for staff. Further training is envisaged for everyone in 2010/11, including improving staff awareness of the importance of this Equality Scheme, and a new diversity induction package for new entrants.

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c) The review and the consultation process

An independent diversity expert managed our review process. A wide range of focus groups for staff was held, which provided a good opportunity for staff to voice their opinions in specific groups for race, disability, women, religion and faith, age and sexual orientation. There was an 'open' group and several discussions on a grade and manager basis. There were also one-to-one interviews with key members of the Senior Management Team. These discussions focused on important aspects of diversity in ECGD and the existing equality scheme. An on-line diversity questionnaire was offered to all staff; we were pleased that 50% of the Department took part. The data was collated and a summary diversity report was produced. Based on this, the structure and contents of the revised scheme were discussed and agreed over a series of meetings with the TUS. ECGD's Executive Committee (EC) and the Senior Management Team (SMT) were also consulted and their views incorporated.

d) Working and consulting with the TUS

We will continue to involve, consult and actively work with the TUS, both informally through monthly "Keep in Touch" (KIT) meetings, which cover equality issues and through regular dialogue. More formally this important area of work will be discussed at the half yearly HR Management and Diversity Committee meetings, and the Departmental Whitley Council meetings, which the TUS Co-Chair with the Chief Executive.

e) Working and consulting with staff

We will also, by a variety of means, and with the help of the TUS, involve staff with our progress on the actions and invite comment and participation throughout, using where appropriate, a new Staff Consultative Group.

f) Publication, access and review process for the Scheme

This Equality Scheme, together with a report on the outcome of our monitoring, will be available on our website (www.ecgd.gov.uk) and to

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all staff on the opening page of our Intranet. In addition, the Scheme will be reviewed at least every three years or earlier if there are any significant changes in equality legislation. An early review will almost certainly need to take place in 2011, once the new equality duties for public sector bodies, have been finalised.

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5 OUR ACTION PLAN - THE WORK WE WILL DO IN THE NEXT 3 YEARS

Action Plan for 2010 - 2013

Action No	Issue/Theme	Actions	Target Date for completion	Govt Diversity Strategy; Themes
1	Bullying and Harassment issues. Higher levels of perceived bullying and harassment revealed both by JES survey and by the CSPS than the Civil Service benchmark. It looks as if little progress has been made since the 2007 survey.	<ul style="list-style-type: none"> • Provide Executive Committee (EC) and the Senior Management Team (SMT) with Awareness Training (Planning in hand) • Re-issue Anti-Bullying Leaflet • Diversity training for new entrants (March 2010) • Possible refresher courses for all subsequently. • <i>Together with the TUS, we will continue to look for new ideas as to how we might tackle this complex area more effectively.</i> 	<ul style="list-style-type: none"> • End-Sept 2010 • June 2010 • March 2010 • Later in 2010 • Ongoing 	Behaviour and Culture.
2	Senior Management/Leadership issues which involve demonstrating commitment to Diversity and the JES principles.	<ul style="list-style-type: none"> • EC and SMT Awareness Training (planning in hand) • Diversity issues will continue to be covered for EC and Management Board (MB) as necessary and at a minimum annually in the Human Resources Division (HRD) Annual report • EC and SMT to be involved with action-planning diversity issues arising from our Equality Scheme (ES), the 2009 Civil Service People Survey (CSPS) and the recent report of the Investors in People (IIP) assessor, and receive appropriate feedback. 	<ul style="list-style-type: none"> • Sept 2010 • Annually • Ongoing 	Behaviour and Culture. Leadership and Accountability.
3	EIA process for all new and revised staff policies to be agreed between MS/TUS. This will help grow confidence in staff policies.	<ul style="list-style-type: none"> • Management Side (MS) to propose a revised procedure for the conduct of Equality Impact Assessment (EIAs). • Procedure to be trialled and reviewed as necessary. 	<ul style="list-style-type: none"> • End-2010 	
4	Diversity Data: Declaration database and diversity reports.	<ul style="list-style-type: none"> • Agree revised questionnaire for all staff, and issue. • Review and improve the format of diversity statistics in ECGD and the arrangements, including frequency, of publication to staff. • Continue participation in the cross-Whitehall Diversity Practitioners' 	<ul style="list-style-type: none"> • End-June 2010 • End-Oct 2010 • Ongoing 	Representation

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Action No	Issue/Theme	Actions	Target Date for completion	Govt Diversity Strategy; Themes
		<p>Network (DPN).</p> <ul style="list-style-type: none"> • Improve the collection of data on the new diversity strands • ECGD's rate of declared disability is twice the Civil Service average. We re-affirm our commitment to the Disability Double Tick endorsement, which has been held since 1996. Seek a further re-assessment. 		
5	<p>Improved perceptions of fairness and transparency; given the making of temporary promotions, assignments to projects, and internal moves.</p>	<ul style="list-style-type: none"> • Consider bringing in progression board members from Other Government Departments to enhance diversity where necessary. • Continue to equality-proof progression boards and assessment centres. • Continue Equal Pay Audits. • Publish HRD guidance to managers on temporary promotions 	<ul style="list-style-type: none"> • Ongoing • July 2010 	
6	<p>Improving awareness and understanding of the Equality Scheme and the issues it covers. This includes giving both the revised ES and the Single Equality Bill a higher profile, and proposals for a Staff Consultative Group.</p>	<ul style="list-style-type: none"> • Establish a Staff Consultative Group which covers all the main diversity strands, and agree terms of reference with Trade Union Side (TUS). Will complement TUS input, not compete with it. • Improve visibility of the ES by making it more easily accessible on the intranet. • Ask the Chief Executive (CEO) to introduce the revised ES and Action Plan in a series of staff presentations. • Engage new Diversity training provider for induction training, and possibly 'refresher' training too. • Give regular feedback to all staff on diversity issues. 	<ul style="list-style-type: none"> • June 2010 • April 2010 (Done) • Induction courses underway. • Ongoing 	
7	<p>Increasing diversity representation at more senior levels. This must be a longer-term aim.</p>	<ul style="list-style-type: none"> • Continue with Learning and Development (L&D) programme, using positive action where appropriate, thus seeking to develop talent from within. • Senior recruitment: ECGD's candidate attraction strategy will continue to be aimed at producing a strong field of diverse candidates, as required by the Civil Service Recruitment Principles. This will also apply to external recruitment below Senior Civil Service (SCS) levels. 	<ul style="list-style-type: none"> • Ongoing 	Talent Management

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Action No	Issue/Theme	Actions	Target Date for completion	Govt Diversity Strategy; Themes
8	<p>Grievance procedure. The JES survey showed that the procedures are generally well known, but that there was a reluctance to use them.</p>	<ul style="list-style-type: none"> • Use training opportunities to remind staff about these procedures and how they work. • Make clear that HRD can approve external mediation as a means of dispute resolution, provided both parties agree. This can be tried before the formal grievance procedure is invoked. Publicity to be given to this in Team Briefing. • Consideration to be given to introducing timescales for grievances. • Carefully consider, as now, who is best-placed to investigate a grievance. This includes external investigators 	<ul style="list-style-type: none"> • Ongoing. 	
9	<p>Consistent application of policies.</p>	<ul style="list-style-type: none"> • Complete review of Staff Handbook. • Introduce a HomeWorking policy so that this becomes an option for flexible working. • Consider more hyperlinks to policies and between policies • Training on new/revised policies where appropriate. 	<ul style="list-style-type: none"> • Aug 2010 	

ANNEX A

ECGD's MISSION and PRINCIPLES

WHO ECGD IS

The Export Credits Guarantee Department (ECGD) is the export credit agency of the United Kingdom and is a Government Department that operates under an Act of Parliament.

WHAT ECGD DOES

ECGD complements the private market by providing assistance to exporters and investors, principally in the form of insurance and guarantees to banks.

HOW ECGD OPERATES

ECGD is governed by its statute pursuant to which certain financial objectives are set by HM Treasury. It is ECGD's policy to comply with all International Agreements which apply to the operations of Export Credit Agencies.

THE PRINCIPLES ECGD APPLIES

On individual cases, ECGD aims to:

- provide a quality of service that is proactive, flexible and efficient, with a focus on solution and innovation;
- take account of factors beyond the purely financial, and of relevant government policies, in respect of environmental, social and human rights impacts; debt sustainability and bribery and corruption; and
- publish, for the benefit of applicants, guidance on processes and factors taken into account by it considering applications.

Generally, ECGD aims to:

- disseminate information about its products and services;

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- achieve fairer competition by seeking to establish a level playing field internationally, through obtaining multilateral improvements in export credit policies and practices;
- recover the maximum amount of debt in respect of claims paid taking account of the Government's policy on debt forgiveness;
- abide by such codes of practice and guidelines on consultation as may be published by the Government from time to time; and
- employ good management practice to recruit, develop and retain the people needed to achieve ECGD's business goals and objectives.

ANNEX B

IMPACT ASSESSMENT

Staff Handbook

The emphasis of the statutory requirement for Equality Schemes is based around the recruitment and management of staff and the policies, practices and procedures in support of that function. The policies are currently contained in the Staff Handbook. All existing policies will continue to be reviewed and updated where appropriate. Each new policy will be assessed for any impact under the General Duties.

The chapters, as they appear in the handbook, are being reviewed. ECGD's intranet contains a link to our **current staff handbook** which contains the comprehensive set of ECGD staff policies. Policies in it are gradually being replaced by a set of revised policies which are added to the **new staff handbook** as consultation with the TUS is completed and they are finalised. When a revised policy is published, the matching sections in the current handbook are removed.

A number of the key policies in the current handbook have already been reviewed and reissued, with appropriate guidance, and published on the intranet under the following new main headings. These are:

Working at ECGD

- Discipline and Capability
- Grievance procedures
- Performance Management and Staff Appraisal

Health, Safety and Wellbeing

- Health and Safety

Work-Life Balance

- Maternity and Paternity Provisions
- Parental Leave

Time Off

- Annual Leave
- Public and Privilege Leave
- Special Leave

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If you are ill

- Return to Work Interviews

Leaving ECGD

- Age Retirement

The review and update of several key staff policies and guidance remains to be completed as part of the work we are undertaking during the period of this scheme (see Action 9 of the Action Plan). The most pressing of these, which are a priority for completion, are:

Working at ECGD

- Equal Opportunities
- Hours of Attendance
- Conduct

Work-Life Balance

- Adoption provisions
- Flexible Working
- Home Working

ANNEX C

GENERAL AND SPECIFIC DUTIES

RACE

The General Duty

The Race Relations Act, 1976, as amended by the Race Relations (Amendment) Act, 2000 places a general duty on public authorities to promote race equality. This duty means that authorities must have due regard to the need to:

- *eliminate unlawful racial discrimination;*
- *promote equality of opportunity; and*
- *promote good relations between people of different racial groups.*

Public Authorities should consider the following four steps to meet the general duty:

- *Identify which of their functions and policies are relevant to the duty, or in other words, affect most people;*
- *Put the functions and policies in order of priority, based on how relevant they are to race equality;*
- *Assess whether the way these “relevant” functions and policies are being carried out meets the three parts of the duty; and*
- *Consider whether any changes need to be made to meet the duty and make the changes.*

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Specific Duty

A Race Equality Scheme shall state, in particular:

- *those of its functions and policies, or proposed policies, assessed as relevant to its performance of the duty; and*

- *the arrangements for:*
 - *assessing and consulting on the likely impact of its proposed policies on the promotion of race equality;*
 - *monitoring its policies for any adverse impact on the promotion of race equality;*
 - *publishing the results of the assessments, consultation and monitoring;*
 - *ensuring public access to information and services which it provides; and*
 - *training staff in connection with the duties imposed by section 71(1) of the Race Relations Act and the Order.*

ANNEX D

DISABILITY

The General Duty

The Disability Discrimination Act, 1995 has been amended by the Disability Discrimination Act, 2005 so that it now places a duty on all public authorities, when carrying out their functions, to have due regard to the need to:

- *promote equality of opportunity between disabled persons and other persons;*
- *eliminate discrimination that is unlawful under the Act;*
- *eliminate harassment of disabled persons that is related to their disabilities;*
- *promote positive attitudes towards disabled persons;*
- *encourage participation by disabled persons in public life; and*
- *take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.*

Specific Duty

The essential elements that a **Disability Equality Scheme** must include are:

- *a public authority should publish a Disability Equality Scheme demonstrating how it intends to fulfil its general and specific duties;*
- *a public authority should involve disabled people in the development of the Scheme;*
- *the Scheme should include a statement of:*
 - *the way in which disabled people have been involved in the development of the Scheme;*
 - *the authority's methods for impact assessment;*

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- *steps which the authority will take towards fulfilling its general duty (the 'action plan');*
- *the authority's arrangements for gathering information in relation to employment, and, where appropriate, its delivery of education and its functions;*
- *the authority's arrangements for putting the information gathered to use, in particular in reviewing the effectiveness of its action plan and in preparing subsequent Disability Equality Schemes;*
- *a public authority must, within three years of the Scheme being published, take the steps set out in its action plan (unless it is unreasonable or impracticable for it to do so) and put into effect the arrangements for gathering and making use of information; and*
- *a public authority must publish a report containing a summary of the steps taken under the action plan, the results of its information gathering and the use to which it has put the information.*

ANNEX E

GENDER

The General Duty

The Sex Discrimination Act, 1975 has been amended by the Equality Act, 2006 to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

- *to eliminate unlawful discrimination and harassment; and*
- *to promote equality of opportunity between men and women.*

The specific duties for a **Gender Equality Scheme** 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;*
- *in formulating its overall objectives, to consider the need to include objectives to address the causes of any gender pay gap;*
- *to gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services;*
- *to consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives;*
- *to assess the impact of its current and proposed policies and practices on gender equality;*
- *to implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so; and*
- *to report against the scheme every year and review the scheme at least every three years.*