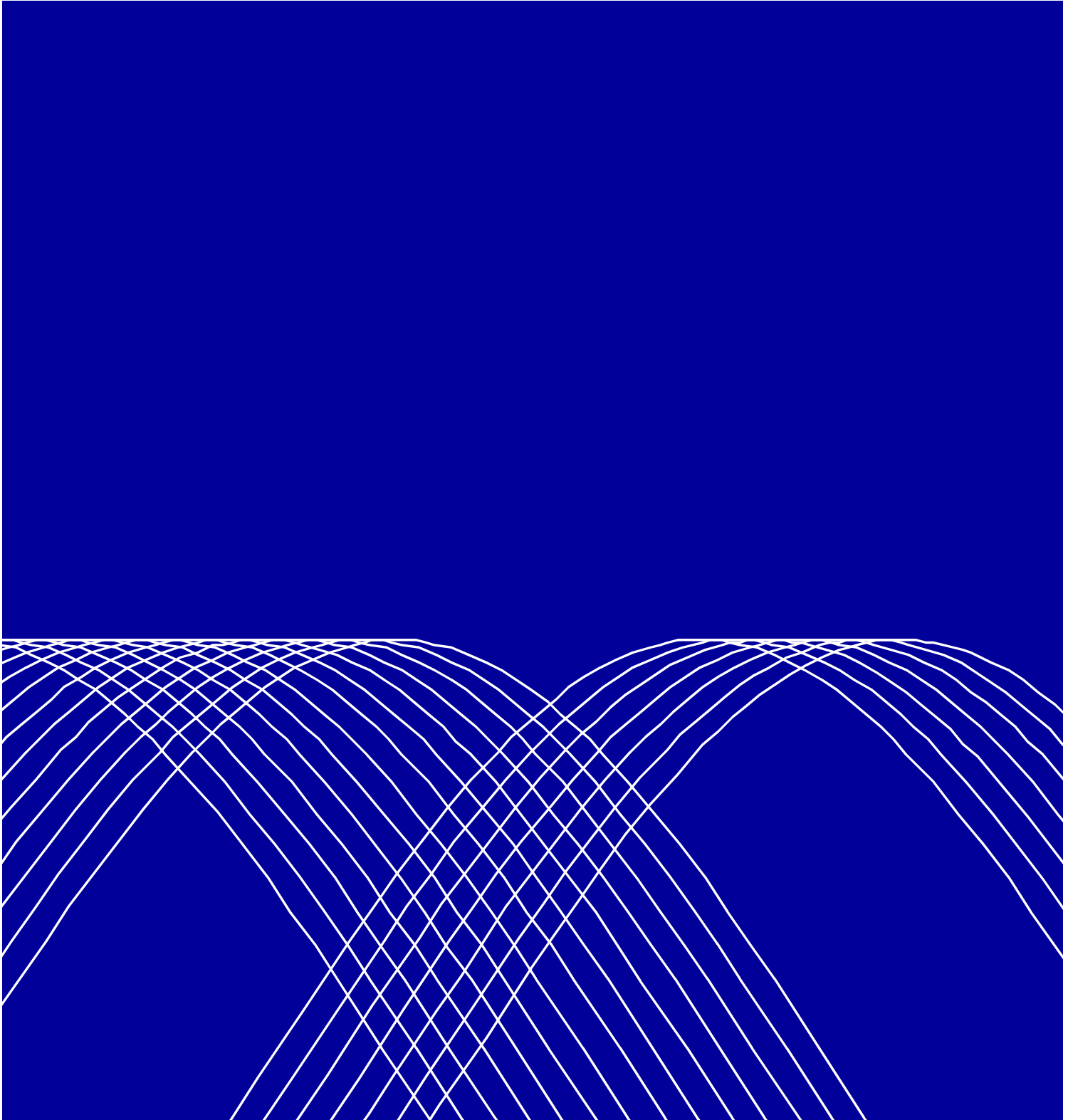




# Gender Equality Scheme 2007





## **Foreword**

We in Cabinet Office are committed to doing everything we can to make Government work better. And to do this, we need to be an organisation where everybody's talent is fully realised; and where we are always appreciative of how our day-to-day work affects our individual staff; our partners and stakeholders; and of course our customers.

The Cabinet Office is relatively small in size and it is important that the actions we take on equality and diversity focus on the key priorities for all groups, while at the same time ensuring compliance with the gender equality duty (as well as the other public duties). The Cabinet Office has been undertaking action on gender equality for a number of years, and has had a long commitment to achieving equality between men and women. We recognise that while equality strands such as gender, race and disability have many unique elements, they also have many elements which have the potential to overlap: for example, the possible double disadvantage of women within different racial groups or of disabled women. Therefore to maximise the impact of our actions and the efficient use of resources, it is important that these possible overlaps get considered in the work that we undertake.

This gender equality scheme is therefore intended as a precursor to a robust, joint equality scheme which will be published in October 2007, and which will cover all three public duties: gender, race and disability, as well as giving consideration to age, religion and belief, and sexuality.

This interim gender equality scheme sets out the areas of action which we have identified and on which we have either been taking action to date or on which we will be taking action over the coming months. We will be investigating further actions as part of the development of the joint equality scheme between now and September 2007, and on which we will be consulting widely.

Sir Gus O'Donnell Cabinet Office Accounting Officer and Permanent Head of the Department	Ian Watmore Cabinet Office Diversity Champion
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## 1. Introduction

### - **The Gender Equality Duty (Public Duty on Gender)**

The Cabinet Office understands that The Equality Act 2006 amends the Sex Discrimination Act 1975 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;
- to promote equality of opportunity between men and women:

and that this is known as the general duty on gender equality.

We acknowledge that to assist the general duty, there are also the following specific duties:

- To prepare and publish a **gender equality scheme**, showing how a public authority will meet the 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 objectives.
- To assess the **impact of its current and proposed policies and practices** on men and women and gender equality.
- To **implement the actions** set out in its scheme within three years, unless it is unreasonable or impracticable to do so.
- To **report against the scheme** every year and **review the scheme** at least every 3 years.

### - **Cabinet Office Gender Equality Scheme**

This gender equality scheme is intended as an interim document setting out our immediate plans on gender equality. Timescales for actions do not extend past early 2008. However, during May – September 2007 Cabinet Office will be developing a comprehensive Joint Equality Scheme, to combine into one document all of the work and actions being taken across the public duties on gender, race and disability. Actions on age, religion and belief, and sexuality will also be considered for the scheme.

We have identified that as a small department a joint scheme is the most effective way of taking forward the actions under the public duties. It will also better equip us to address other diversity strands, such as age, and possible areas of double disadvantage of some groups, such as ethnic minority women.

As part of the development on the joint Scheme, we will be consulting widely both within Cabinet Office and externally with other departments and agencies, equality organisations and stakeholders. We will undertake a comprehensive assessment of all policies and functions using a single equality impact assessment tool, which we will develop drawing on the experience of Cabinet Office units such as the Better Regulation Executive, which is vastly experienced in impact assessment good practice.

## **2. The Cabinet Office**

### **Cabinet Office Aim and Objectives**

Cabinet Office is a small Civil Service department, consisting of approximately 1500 employees. We sit within the heart of Government, alongside the Prime Minister's Office and the Treasury. The Department aims to make government work better by concentrating on four core functions.

1. Supporting the Prime Minister – to define and deliver the Government's objectives.
2. Supporting the Cabinet – to drive the coherence, quality and delivery of policy and operations across departments.
3. Strengthening the Civil Service – to ensure that the Civil Service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

These are our key outcome-based 2004 Public Service Agreement (PSA) targets:

<b>Target 1</b>	Improve public services by working with departments to help them meet their PSA targets, consistently within the fiscal rules. This is a joint target with HM Treasury.
<b>Target 2</b>	By April 2008, work with departments to build the capacity of the Civil Service to deliver the Government's priorities, by improving leadership, skills and diversity.  On diversity meeting the specific targets: <ul style="list-style-type: none"><li>• 37% women in the Senior Civil Service (SCS);</li><li>• 30% women in top management posts (Pay Bands 2&amp;3);</li><li>• 4% ethnic minority staff in the SCS;</li><li>• 3.2% disabled staff in the SCS;</li></ul> and, in the longer term, work to ensure that the Civil Service at all levels reflects the diversity of the population.
<b>Target 3</b>	By April 2008, ensure departments deliver better regulation and tackle unnecessary bureaucracy in both the public and private sectors.
<b>Target 4</b>	<u>Element 1</u> : Increase voluntary and community engagement, especially amongst those at risk of social exclusion.  <u>Element 2</u> : the capacity and contribution of the voluntary and community sector to deliver more public services.

Details of the Cabinet Office leadership structure are at Annex A.

Through the Cabinet Office's values we undertake all our work with: Pace; Passion; Pride; and Professionalism.

## **The Cabinet Office and Diversity**

Cabinet Office has a long standing commitment to practise and promote equality of opportunity and to value diversity. This has primarily focussed on employment practices as we deliver few services direct to the public.

We have nevertheless ensured that for services which can affect the public such as the honours process, the application process for the Fast Stream (graduate Civil Service recruitment scheme) or the representation of women and men on public bodies, we take account of and promote good practice.

We recognise also that there is external expectation that our position at the centre of government bestows on us a responsibility to be an exemplar in promoting equality of opportunity and valuing diversity. We endeavour to do this as effectively as possible. As an example, in November 2005 we launched the Civil Service 10-point plan on diversity. The Plan was launched at a publicly held event as an exemplar to other employers and sets out 10 points which have been identified as key to the Civil Service becoming a truly diverse organisation. There was wide consultation on the Plan and the 10-points (further details in Section 3 and at Annex B).

## **Work of the Cabinet Office**

The Cabinet Office is organised into work Groups containing management units. Each Head of Management Unit reports to the Head of their Group who reports to Sir Gus O'Donnell, Accounting Officer and Permanent Head of the Department. A list of all the Management Units within the Cabinet Office and their areas of responsibility is at Annex C.

As the descriptions show, Cabinet Office's work involves providing considerable guidance and advice to departments and agencies, for them to take forward in the way that they develop and deliver their policies and services to their staff and to the public. Service delivery, as provided by department such as Department for Work and Pensions and HM Revenue and Customs, is not featured heavily in the work of the Cabinet Office. Units such as Corporate Development Group do co-ordinate recruitment to the Fast Stream, which is delivering a "service" for all departments and agencies. But overall there is a very limited service element to our work.

Cabinet Office's structure is often affected by Machinery of Government (MoG) moves, which is where an area of work in another department is identified as being more appropriately placed within our Department (or vice versa). Recent MoG moves into Cabinet Office have included the Office of the Third Sector and the Social Exclusion Task Force. It is highly likely that the Department will be going through a period of considerable change in the next 6 months. This has reinforced the decision to produce an interim Gender Equality Scheme with actions plans which will be reported on in December 2007, and a Joint Equality Scheme from October 2007, incorporating gender, race, disability and other equality strands to be reported on for the first time in December 2008, and annually thereafter.

### **3. Meeting the General Duty**

The general duty requires public authorities, when carrying out their functions, to have due regard to the need:

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

This requires us to consider how we:

- i. develop our policies, practices and perform our duties.
- ii. employ, develop and reward our employees;
- iii. the environment in which our employees work and the treatment others outside of the organisation receive from us;

To meet the general duty therefore we have to ensure that we address issues relating to:

- Policy / service delivery.
- Employment and training;
- Eliminating harassment;

Initial actions in these areas will concentrate on:

- the impact of our functions / policies / services – through the development and implementation of a joint equality impact assessment tool;
- elimination of harassment on any grounds (including gender) of any member of staff;
- elimination of any unlawful discrimination;
- equal pay;
- addressing the under-representation of women in the Senior Civil Service and feeder grades, both within the Civil Service and the Cabinet Office;
- promotion and management of flexible working;
- support for parents and carers, including returners from maternity leave; and
- training and development of staff and awareness of equality duty responsibilities for their work.

**Overall accountability** for the objectives and actions rests with the Department's **Diversity Champion**. All actions will be assigned to specific management units or groups for action. Evaluation of progress on actions and a brief report of progress will be made to the Champion every two

months, by an assigned member of staff in the Corporate Development Group.

**Non-compliance**

Cabinet Office acknowledges that if we do not comply with any duty imposed by the specific regulations, the Equal Opportunities Commission or the Equality and Human Rights Commission will address formally such non-compliance from October 2007.

**Complaints or enquiries about compliance with the Gender Equality Duty or the Gender Equality Scheme**

If you have any complaints or enquiries about this scheme, you should feedback directly via the Cabinet Office website at [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk) :

Or write to us at:

Jackie Sullens  
Corporate Development Group  
Cabinet Office  
1<sup>st</sup> Floor  
Admiralty Arch South  
The Mall  
London SW1A 2WH

Or [Jackie.Sullens@cabinet-office.x.gsi.gov.uk](mailto:Jackie.Sullens@cabinet-office.x.gsi.gov.uk)

## **- Policy / Service Delivery**

As the functions of the Cabinet Office at Annex C show, there is limited service delivery to the public in the work of the Department. Some of our policies and work in policy areas can involve advice and guidance to other departments and agencies about their service delivery, and gender equality is taken account of in that as relevant.

Below is an action plan of current gender actions on policy and service delivery identified for further action between May and September 2007. Other work taking place on an on-going basis includes work such as on the:

### **The representation of women on Non-Departmental Public Bodies (NDPBs)**

To increase awareness of opportunities to be involved with the work of public bodies, and to increase the number of applications from women generally and in non-traditional areas, the Office of the Commissioner for Public Appointments (OCPA) has been working with the DTI-sponsored UK Resource Centre to encourage women in Science, Engineering and Technology to apply to be considered for ministerial appointment to the boards of public bodies within the Commissioner's remit. This has involved OCPA in giving presentations to the target groups and helping the UKRC to establish mentoring schemes between potential applicants and those already serving on public bodies.

### **Promoting Equality Impact Assessments through Regulatory Impact Assessments**

Promoting equality impact assessments through Better Regulation Executive guidance on Regulatory Impact Assessments (paragraphs 50 and 51 of the guidance available at [http://www.cabinetoffice.gov.uk/regulation/ria/ia\\_guidance/specific\\_impact\\_tests.asp](http://www.cabinetoffice.gov.uk/regulation/ria/ia_guidance/specific_impact_tests.asp))

All management units have also been asked to identify any key priorities in relation to their work and gender equality in advance of us undertaking a comprehensive equality impact assessment process of all functions and policies during summer 2007. Some initial areas identified for possible further investigation and to be considered as part of the development of the joint equality scheme are:

- Further work on the provision of more user-friendly but safe ways of working remotely and connecting into departmental systems (for all departments) – enabling more flexible working arrangements to be offered to civil servants.
- The gender balance of the candidates considered for appointment as official historians (part of the work of the Histories, Openness and Records Unit).
- To look at the gender balance of strategic partners in the work of the Office of the Third Sector.

- Gender equality proofing of management units' policy guidance documents as they are developed or when being reviewed.
- Helping departments to consider the gender implications of policy options in Strategy Unit's support to departments in developing effective strategies and policies.
- Continuing the equality proofing of Government Communication Network's guidance to departments and organisations on communication methods.
- Monitoring the new Chartermark standard which requires organisations to demonstrate that they seek to meet the needs of different groups, in addition to meeting the statutory equality requirements.

Areas of action taking place between May and September 2007 (and beyond) are:

<b><u>Policy / Service Delivery Action Plan</u></b>	
<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>To develop a departmental Joint Equality Scheme</u></b></p> <p><b>Ownership</b> Departmental Working Group; reporting to the Director, Human Resources and Departmental Diversity Champion. Sign off of Scheme by Permanent Secretary</p> <p><b>Action by:</b> Completed by end Sept 2007</p>	<p>A Joint Equality Scheme will:</p> <ul style="list-style-type: none"> <li>- provide a joined-up, resource effective action plan for the compliance with all current and future equality duties;</li> <li>- Enable the prompt response to future equality duties;</li> <li>- Ensure the effective response to any double disadvantage.</li> </ul> <p><u>Actions needed and by:</u></p> <ol style="list-style-type: none"> <li>1. Joint working group with representatives from all diversity networks, key management units, and external stakeholders to be set up by end May 2007. Including drawing on the experience of the Strategy Unit in developing effective, strategic, and business focused initiatives.</li> <li>2. Departmental-wide promotion of the Joint Equality Scheme initiative to encourage further participation and awareness through June 2007.</li> <li>3. Consultation on actions of current equality schemes (race, disability and gender) May – September 2007.</li> <li>4. Draft of Scheme available by mid-September 2007; publication by end-September 2007.</li> </ol>

**Policy / Service Delivery Action Plan**

<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>To develop a departmental Joint Equality Impact Assessment Tool and to undertake an equality impact assessment of all departmental policies and practices</u></b></p> <p><b>Ownership:</b> Focus Group reporting to the Joint Equality Scheme working group.</p> <p><b>Action by:</b> i. Mid-July 2007 (assessment tool development) ii. End-August 2007 (equality impact assessment exercise completed)</p>	<p><b><u>Intended outcomes:</u></b> The development process via a central, time-limited focus group with key personnel from management units will gain buy-in and comprehensive understanding and embed the impact assessment process within units.</p> <p><b><u>Actions</u></b></p> <ol style="list-style-type: none"> <li>1. Focus group to be established by June 2007 (sub-group to Working Group for Joint Equality Scheme). Membership from management units, departmental diversity networks, Departmental Trade Union, and other relevant stakeholders. Also drawing on the experience of the Better Regulation Executive in the area of Regulatory Impact Assessments.</li> <li>2. Management Unit briefings on the assessment tool and assessment process undertaken by end August 2007.</li> <li>3. Revised internal website on impact assessments.</li> <li>4. Focus group to meet to discuss lessons learnt October 2007.</li> </ol>

**Policy / Service Delivery Action Plan**

<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>Honours Lists and Gender:</u></b>  <b><u>To make the honours system more visible to the public and ensuring future honours lists reflect more closely the diversity of the population</u></b></p> <p><b>Ownership:</b>            Ceremonial Secretariat</p> <p><b>Action by:</b>            On-going</p>	<p>In the 1960s the overall percentage of honours awarded to women was between 14% and 21%. In the 1970s and 80s the overall percentage of honours awarded to women was <u>still</u> between 17% and 22%. The <u>Public Administration Select Committee</u> in their report considered a number of points relating directly to making the system more visible to the public and ensuring future honours lists reflect more closely the diversity of the population. In the first honours list under the new system <u>37%</u> of honours went to women. At New Year 2007 <u>38%</u> of honours went to women. This compares to a figure of 51% of the population who are women in the most relevant age group (30-75).</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> <li>1. Work is in progress on gender through outreach events.</li> <li>2. We are working with the Women's National Commission to publicise the system through their 500 partner organisations, whose total membership comprises several million women.</li> <li>3. Statistical data are maintained on the number of women nominated for honours and the percentage of honours awarded to women.</li> <li>4. The Civil Service Chief Diversity Adviser and the Ceremonial Secretariat have been promoting the need to focus on diversity issues, through proactive targeting, to Permanent Secretaries across Whitehall.</li> <li>5. Members of the specialist honours committees have been taking positive action to improve the gender ratio in their recommendations.</li> <li>6. To deliver an increase over the year 07/08 of &gt; 1% in the overall number of women recommended for honours.</li> <li>7. To increase the number of women members of the specialist honours committees over a three year rolling programme commencing in 2008 / 09.</li> </ol>

**Policy / Service Delivery Action Plan**

<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p data-bbox="156 338 424 640"><b><u>To assist with initiatives to improve the representation of women (and other under-represented groups) at Senior levels across the Civil Service</u></b></p> <p data-bbox="156 674 304 741"><b>Action by:</b> On-going</p> <p data-bbox="156 1245 384 1312"><b>Ownership:</b> See 1 – 4 across</p>	<p data-bbox="459 309 563 338"><u>Actions</u></p> <p data-bbox="459 338 1461 439">1. Cabinet Office undertook detailed statistical modelling to set Civil Service targets for 10-Point Plan on Diversity. Targets monitored centrally by Corporate Development Group.</p> <p data-bbox="459 472 1350 573">2. Cabinet Office manages a Civil Service-wide network of diversity champions. Departmental diversity champions are responsible for supporting diversity within their Departments.</p> <p data-bbox="459 607 1437 808">3. 10-Point plan requires Departmental Diversity Delivery Plans setting out their assessment of actions required against the 10-Points. Departmental diversity champions responsible for supporting their department in the implementation of Diversity Delivery Plan and in monitoring progress. The Champions also undertake annual peer reviews of Action Plans and progress. Cabinet Office co-ordinates these peer review meetings.</p> <p data-bbox="459 842 1453 1043">4. Cabinet Office, in partnership with the National School of Government, developed a new positive action programme (Leaders UnLimited) for talented people in groups currently under-represented in the Senior Civil Service (SCS). The scheme seeks to equip participants with the leadership skills they need for entry to the SCS and make the most of their leadership talent.</p> <p data-bbox="459 1077 1442 1211">5. Corporate Development Group, Cabinet Office is developing a People Strategy for the Civil Service, within which diversity will be a mainstreamed aspect. Consultation both within and outside the Civil Service is being undertaken in the development of the Strategy.</p> <p data-bbox="507 1245 1458 1581"> <ol style="list-style-type: none"> <li>1. <u>10-Point Plan on Diversity and targets</u> - Corporate Diversity Team, Corporate Development Group, Cabinet Office</li> <li>2. <u>Departmental Diversity Champions</u> – Each departmental diversity champion is responsible for supporting their department in the implementation of its Diversity Delivery Plan and in monitoring progress.</li> <li>3. <u>Leaders Unlimited Programme</u> – Corporate Development Group and National School of Government (partnership). Further information at <a href="http://www.leadersunlimited.nationalschool.gov.uk">www.leadersunlimited.nationalschool.gov.uk</a></li> <li>4. <u>Corporate People Strategy</u> – Corporate Development Group</li> </ol> </p>

<b><u>Policy / Service Delivery Action Plan</u></b>	
<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>Gender Neutral Drafting of Legislation</u></b></p> <p><b>Ownership:</b> Parliamentary Counsel Office</p> <p><b>Action by:</b> On-going</p>	<p>For many years the drafting of primary legislation has relied on section 6 of the Interpretation Act 1978, under which words referring to the masculine gender include the feminine. In practice this means that male pronouns are used on their own in contexts where a reference to women and men is intended, and also that words such as chairman are used for offices capable of being held by either gender. Many believe that this practice tends to reinforce historic gender stereotypes and presents an obstacle to clearer understanding for those unfamiliar with the convention.</p> <p><u>Action</u> Where practicable to avoid this practice in future Parliamentary Counsel is adopting gender-neutral drafting.</p> <p>From the beginning of next Session (November 2007), Government Bills will take a form which achieves gender-neutral drafting so far as it is practicable, at no more than a reasonable cost to brevity or intelligibility. This policy already applies to tax law rewrite Bills and is consistent with the practice in many other jurisdictions in the English-speaking world.</p> <p>In practice, Parliamentary Counsel will need to adopt a flexible approach to this change (for example, in at least some of the cases where existing legislation originally drafted in the former style is being amended).</p>
<p><b><u>Improved Use of Diversity Monitoring Data (Domestic and Corporate)</u></b></p> <p><b>Ownership:</b> i. Working Group on Joint Equality Scheme ii. Management Units</p> <p><b>Action by:</b> By September 2007</p>	<p>To assess and improve as necessary the extent of diversity monitoring within Cabinet Office of departmental functions / policy / services.</p> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Assessment of management units' range of diversity monitoring undertaken as part of feedback on departmental functions / policy / services. To be undertaken as part of the joint equality impact assessment exercise (July – August 2007).</li> <li>2. The development of one Code of Practice on the collection and use of diversity monitoring data. To date departmental codes of practice exist for collection and use of race and disability data. These will be consolidated into one code of practice which will be extended to cover all diversity monitoring data (by July 2007). Consultation will be undertaken with all diversity networks and departmental Trade Unions.</li> </ol>

<b><u>Policy / Service Delivery Action Plan</u></b>	
<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>Equal Pay Reviews (Civil Service-wide)</u></b></p> <p><b>Ownership:</b> Corporate Development Group, Cabinet Office</p> <p><b>Actions by:</b> On-going</p>	<p><b><u>Actions</u></b></p> <ol style="list-style-type: none"> <li>1. In discussions with departments and agencies Cabinet Office continues to press the significance of carrying out equal pay reviews following implementation of pay awards. This helps inform departmental reward proposals and ensures appropriate targeting of resources.</li> <li>2. An Equal Pay Working Party, which was established following the Domestic Affairs committee meeting in summer 2006, continues its work on guiding principles to inform development of new pay systems in the public sector that, through implementation, will address equal pay issues.</li> <li>3. The Working Party will report back to the Ministerial Committee in Spring 2007.</li> </ol>
<p><b><u>Investigating a role in addressing Violence against Women</u></b></p> <p><b>Ownership:</b> Human Resources to co-ordinate as central responsibility for domestic violence policy, in consultation with management units and WNC.</p>	<p>The Women’s National Commission (WNC) has identified the Cabinet Office and its functions as having a potential role in encouraging more action to promote understanding of violence against women and ways that it can be addressed through policy.</p> <p><b><u>Actions</u></b></p> <ol style="list-style-type: none"> <li>1. An assessment through consultation with the WNC and outward facing Cabinet Office policy areas to establish the potential for a Cabinet Office role in this area (June – September 2007).</li> <li>2. Review of departmental staff policy on domestic violence – to incorporate other aspects of relevance concerning violence against women. (Currently the Department’s has an internal policy on domestic violence only.) By December 2007</li> <li>3. Update to WNC by January 2008.</li> </ol>

## **- Employment**

Cabinet Office has had a long-standing commitment and track record in addressing gender employment issues both in the Cabinet Office and in the wider Civil Service. For example in the 1990's we developed and issued the Civil Service Programme of Action on Women which outlined actions needed within Civil Service employment to address gender equality. Such actions have continued since and on 1 November 2005, the Cabinet Office launched a Service-wide 10-point plan on Diversity.

The aim of the plan is to tackle 10 key points which impact on Civil Service employment and diversity: targets; measurement and evaluation, building capacity through the Diversity Champion's network; leadership and accountability; recruitment; development; behaviour and culture change; diversity impact of the Gershons and Lyons Reviews; embedding / mainstreaming diversity and communication. Waqar Azmi, the Chief Diversity Adviser to the Civil Service who reports to the Head of the Home Civil Service, is based in the Cabinet Office, and was instrumental in the development of the new Service-wide 10-point plan. The plan's development took place over 6-months and involved considerable consultation both within and outside the Civil Service.

Under the 10-Point Plan on Diversity, each department has responsibility for developing its own Delivery Plan to implement the Plan. Progress across all departments is monitored regularly by the Corporate Development Group in the Cabinet Office, and reported on annually.

The Cabinet Office's plan was launched on 12 September 2006. It incorporates specific action across all diversity areas including disability. The Plan is available at [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk).

(Further detail of the Plan and relevance to gender equality for the Cabinet Office is at Annex B). The Plan itself is available at [www.diversity-whatworks.gov.uk](http://www.diversity-whatworks.gov.uk). The website is hosted by the Cabinet Office and contains information which is available to both public and private sector employers, and covers all aspects of diversity including gender and childcare.

### **Cabinet Office Workforce Profile**

The Cabinet Office has 1521 members of staff as at 31 March 2007. Under further departmental efficiency savings, this will reduce to approximately 1300 by April 2008.

Cabinet Office employees are based in Basingstoke, London, Warrington, and York. The figures included in the tables below are for staff who are on permanent or fixed term contracts, or on loan to the Cabinet Office from other departments or organisations. The figures present a snap shot of data, and point towards some of the areas of further investigation or actions in our employment action plan. Statistical data tables are at Annex D.

- Gender and all grade levels

As a percentage of staff, women and men are similarly represented at administrative levels. Representation of women at the first line management level is considerably greater than men. However, this changes at the B2 (middle management level) with men being higher represented than women, and this pattern then continues into the Senior Civil Service.

- Gender and Senior Grade Levels

Annex D shows how the representation of women in the Senior Civil Service and at feeder grades has increased since 2005 and the target which the Department is aiming towards for April 2008.

- Gender and part-time working

There are equal numbers of male and female staff working part-time in the SCS, where this working patterns makes up 7.1% (16) of total staff at that level. Interestingly there are less staff working part-time at the two grades immediately below the SCS (as a proportion of those grades), and at all grade below the SCS, the majority of people working part-time are women.

- Roles undertaken by men and women

All Management Units, including Private Office Group and Parliamentary Counsel Office, continue to look at the gender make-up of their teams and the roles undertaken by men and women, in order to address gender equality across the range of roles available.

The action plan below outlines what will be done to address specific employment issues within the Cabinet Office.

<b><u>Employment Action Plan</u></b>	
<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>Tackling Unlawful Discrimination</u></b></p> <p><b>Ownership:</b> Human Resources</p> <p><b>Action by:</b> On-going Plus, Improvements in perceived discrimination year-on-year in People Survey</p>	<p><u>Intended outcome</u></p> <p>To achieve increased departmental awareness of legal responsibilities and to reduce reported discrimination in 2007 People Survey (2006 - between 1 and 3% of staff reported experiencing some form of discrimination (except on grounds of sexuality)).</p> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Review of diversity and information about unlawful discrimination in all core training programmes – as part of action on central Learning &amp; Development Strategy and review of core training programme.</li> <li>2. To review reference to unlawful discrimination in departmental guidance on recruitment and performance management.</li> <li>3. Analysis of recruitment data by gender (race and disability) and recruitment stage to investigate any statistical significance and potential unlawful discrimination which may be occurring during the recruitment process.</li> </ol>

**Employment Action Plan**

<b><u>Needed</u></b>	<b><u>To be achieved through and by:</u></b>
<p><b><u>Improving the representation of women in the Cabinet Office in the Senior Civil Service</u></b></p> <p><b>Ownership</b>            i. Targets and Trading Perspectives – All management units            ii. Leaders UnLimited- Management Units to encourage and support students on the Scheme.</p> <p><b>Action by:</b> Targets set for April 2008 and on-going actions as stated</p>	<p><b><u>Actions</u></b></p> <ol style="list-style-type: none"> <li>1. On an on-going basis Cabinet Office is analysing diversity data to assess levels of recruitment and retention required to achieve the targets and to increase representation overall.</li> <li>2. Cabinet Office is participating in the positive action leadership programme Leaders UnLimited. Two staff have been accepted onto Cohort 1 and we will be raising awareness about Cohort 2 during May – July 2007.</li> <li>3. Rollout of the 2<sup>nd</sup> cohort of “Trading Perspectives”, the departmental reverse mentoring scheme introduced in October 2006. Staff (from under-represented groups) mentor departmental members of the Senior Civil Service, to increase their awareness of diversity and possible impact on individuals. (August 2007)</li> <li>4. The Cabinet Office will publish via the website an annual statistical summary explaining the position of all groups of staff in staff in post, applications, promotion. This will include gender (male and female) and information on part-time. (From October 2007).</li> </ol>
<p><b><u>Equal Pay (Departmental)</u></b></p> <p><b>Ownership:</b> Human Resources</p> <p><b>Action by:</b> May – July 2007</p>	<p>Cabinet Office has had an <b>equal pay policy</b> for a number of years undertake the following actions:</p> <ol style="list-style-type: none"> <li>1. Human Resources undertake an annual equal pay review. The review considers any correlation between pay levels and gender, part-time, disability or race.</li> <li>2. The pay review outcomes are discussed with the Departmental Trade Union. 2006 report identified a need to look further at the awarding of bonus marks for part-time workers, which will be considered in May 2007.</li> <li>3. For the 2007 annual pay review Cabinet Office will consult the relevant EOC code of practice on equal pay (May - June 2007), to ensure compliance with good practice.</li> </ol>

## Employment Action Plan

<u>Needed</u>	<u>To be achieved through and by:</u>
<p><b><u>Impact of caring on careers and returning from maternity leave</u></b></p> <p><b>Ownership:</b> Human Resources Carers' Network to assist with consultation</p> <p><b>Action by:</b> August - October 2007</p>	<p>In 2006 a number of Cabinet Office staff set up a new network to consider the needs of carers – both of children and of older people. Carers have expressed concerns that there is an impact of caring responsibilities on careers and that further departmental support required. Responses to the 2006 People Survey showed that 39% of staff have some form of caring responsibility, with 25% of responsibility being for a dependent child. Further investigation is needed to establish whether women are proportionately undertaking more of the caring responsibility and if so whether there is an impact of this on female staff and careers. Action will also assess the position of women returning from maternity leave.</p> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. Human Resources has updated its policy to take account of the extension of legislation to caring for adults.</li> <li>2. Cabinet Office currently holds anonymous data about caring responsibilities collected from the annual People Survey. A diversity monitoring re-survey is being planned for 2007, to improve the response rates for race and disability. Consideration will also be given to extending the survey to ask about information on caring responsibilities.</li> <li>3. Investigation of the position of returners from maternity leave (on-going during 2007).</li> </ol>
<p><b><u>Accessibility of Flexible Working (including part-time / job-share)</u></b></p> <p><b>Ownership:</b> - Human Resources; - Carers' and Women's Networks; - All staff</p> <p><b>Action by:</b> March 2008</p>	<p>Anecdotally there are reports, and early data provides some statistical evidence, that part-time working is predominantly taken-up by women in their role of primary carer and that there is limited opportunity for part-time working.</p> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. An investigation of the take-up of flexible working options across the Department by men and women by <b>March 2008</b> to assess full picture on the use of flexible working – both part-time and other patterns such as compressed hours.</li> <li>2. To consider the findings and actions possible to address any disadvantage and to promote flexible working.</li> </ol>
<p><b><u>Transsexuality and Transgender</u></b></p> <p><b>Ownership:</b> Human Resources</p> <p><b>Action by:</b> end September 2007</p>	<p>Cabinet Office to establish whether specific actions relating to transsexuality and transgender would assist employees within the Department and how to take any actions forward.</p> <p><u>Actions</u></p> <ol style="list-style-type: none"> <li>1. To consult relevant organisations on how to consult staff in the Department about transsexuality and transgender issues and to evaluate what actions are required in the Department in terms of employment and wider awareness in relation to policy and services.</li> </ol>

## **- Training**

Actions for training all staff in the requirements of the gender equality duty will be addressed through the development of the Joint Equality Scheme and the Equality Impact Assessment tool. Details of these actions are given in the Policy / Services action plan.

In addition specific diversity workshops have taken place in individual management units. For example, recent diversity workshops took place in the Intelligence and Security Secretariat.

To support any specific actions, Cabinet Office does also have a core programme of training in which reference is made to diversity, legislation and departmental duties. This begins at the induction process and runs through both performance management and selection and recruitment training.

We ensure that:

- Training and development opportunities are available to all staff on an equal basis.
- Provision is made for staff working all forms of working patterns to attend training courses at dates and times convenient to them; or to train at their desktops as appropriate for some IT based training.
- A process is also in place to reimburse staff for the costs of any additional childcare provision required as a result of departmental training courses.

We monitor all course based on feedback we receive from participants. We regularly review the contents of all training courses.

## **- Eliminating harassment**

The Cabinet Office is committed to providing a working environment which allows people of all backgrounds and interests to work well together and to achieve their potential. To ensure that this can happen the Cabinet Office does not tolerate any form of harassment, bullying or victimisation. All allegations of harassment, bullying and victimisation will be investigated fairly and promptly through our complaints procedure, in strict confidence.

Cabinet Office also has an established Harassment Contact Officers network, which consists of trained volunteers from across the Department. Staff can approach individual officers in confidence to discuss any incidents of harassment they feel they may have experienced or witnessed.

### **What is harassment?**

Harassment is unwanted conduct affecting the dignity and well being of men and women at work. Harassment can happen to anyone, but many cases involve:

- race, ethnic origin, nationality or skin colour
- gender, marital / civil partnership status, sexual orientation, or someone who is about to undergo, or is undergoing, gender reassignment
- religion or belief
- disability
- age.

Harassment includes a range of unsolicited behaviours which, whether intentional or not, create feelings of unease, humiliation, intimidation or discomfort; or cause offence, exclusion or withdrawal, or threaten or appear to threaten, job security. Some are obvious, such as physical assaults, demands for sexual favours or verbal threats or abuse. Others may be more subtle, and there is no simple definition. Forms of harassment may include:

- innuendo, mockery, lewd jokes or remarks
- unwarranted, intrusive or persistent questioning
- displays of offensive material
- thoughtless or offensive language
- bullying
- victimisation

Harassment can cause tension and conflict in the workplace, and undermine respect between colleagues. These effects can have an impact on both the individual and the organisation as a whole.

## Harassment Action Plan

<u>Needed</u>	<u>To be achieved through and by:</u>
<p><b>1. <u>A working environment in which everyone treats each other with dignity and respect, where all staff feel able to be comfortable with their identity and individuality.</u></b></p> <p><b>2. <u>A clear understanding among staff, external stakeholders and customers about acceptable workplace behaviours.</u></b></p> <p><b>Ownership:</b>            Heads of Management Units            Human Resources            Harassment Contact Officers</p> <p><b>Action by:</b>            September 2007 with improvement in People Survey results by starting December 2007</p>	<p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. Continued regular monitoring of incidents of harassment and bullying being reported to Harassment Contact Officers – to supplement baseline data supplied from People Survey information.</li> <li>2. Arrange an annual awareness session about harassment and bullying for all Management Units. To make them aware of the potential causes of harassment and bullying and to give them the ability to recognise the signs and to take action. (To make such briefings compulsory in those management units where any form of harassment is reported.)</li> <li>3. To include a briefing about harassment and bullying in the Induction programme for all new entrants. (Events are run monthly.)</li> <li>4. To review the effectiveness of the complaints procedure for making complaints of harassment and bullying.</li> <li>5. The number of complaints of harassment and bullying in management units will be provided to the Head of the Cabinet Office for the regular briefings he holds with all Heads of Management Units (HMUs). HMUs are already accountable for the achievement of diversity targets within their units. They will also be accountable for zero tolerance of harassment and bullying.</li> </ol>

## **4. Meeting the Specific Duties**

This section outlines how Cabinet Office will meet the specific duties of the gender equality duty: gender pay gap; information gathering to understand the effect of policies; consultation; assessing the impact of our policies; implementing and evaluating our scheme; and publishing our scheme.

### **Objective 1: Gender pay gap**

As part of setting our overall business objectives, we are legally required to “consider the need to have objectives that address the causes of any differences between the pay of men and women that are related to their sex’.

Within the area of equal pay, Cabinet Office has both a corporate Civil Service and domestic role.

#### **- Service-wide initiatives**

The Civil Service-wide Reward Principles (produced by the Cabinet Office) set a framework within which departments can develop appropriate reward strategies. The high level principle in support of equal pay sets out the need to:

- Eliminate direct and indirect reward discrimination and reduce any unjustified gender pay gaps.
- Operate reward systems that are perceived by staff to be reasonable and transparent.
- Reward systems and structures evaluated and kept up to date to ensure that they continue to meet the requirements of legislation.

As reported in the Policy / Service Deliver Action Plan, an Equal Pay Working Party, which was established following the Domestic Affairs committee meeting in summer 2006, continues its work on guiding principles to inform development of new pay systems in the public sector that, through implementation, will address equal pay issues. The Working Party will report back to the Ministerial Committee in spring 2007.

#### **- Departmental activity**

As explained in the Policy / Service Delivery Action Plan, Cabinet Office has had an equal pay policy for a number of years. As a part of this, we undertake an annual equal pay review. The review considers any correlation between pay levels and gender, part-time, disability or race. The pay review outcomes are discussed with the Departmental Trade Union and actions taken as appropriate.

As part of the annual pay award we conduct an equality proofing exercise, whereby Heads of Management Units are given a tool to equality proof their pay award (tranche) and bonus decisions to avoid bias of any diversity group. The overall distribution of tranche and bonus awards for Cabinet Office are analysed and discussed with the Departmental Trade Unions. If any

significant difference is discovered, the Department will look further at ways to address this.

For the 2007 annual pay review Cabinet Office will consult the relevant Equal Opportunities Commission's code of practice on equal pay (May - June 2007), to ensure compliance with good practice.

## **Objective 2: Information gathering to understand the effect of policies**

The most reliable way of knowing whether an effect is taking place or whether policies are working fairly is to undertake diversity monitoring. Such monitoring can be done by analysing available statistics broken down by relevant group or examining comments and feedback from groups. Monitoring can also help you to find out why and how any unlawful discrimination occurs.

### **Staff and applicants**

Cabinet Office collects voluntary information from staff and applicants wishing to declare their gender, age, ethnic origin, or a disability. The collection, use and storage of race and disability data are governed by Codes of Practice on the collection and use of diversity monitoring data. In 2007, Cabinet Office will be undertaking a staff re-survey of diversity monitoring data. The exercise will be discussed with all diversity network groups as well as the Trade Union Side, and as part of the exercise we will be developing a Code of Practice covering all diversity monitoring including gender.

### **- Quantative Data**

The required publication of employment and other data under the gender equality duty is not as specific as that of the race and disability public duties. We will nevertheless monitor and publish the same areas of employment data (as listed below) with reference to gender and full/part-time as relevant.

- Staff in post
- Applicants for employment, training and promotion
- Staff who receive training (centrally provided)
- Staff who benefit or suffer detriment from our performance assessment procedures
- Staff involved in grievance procedures
- Staff who are the subject of disciplinary procedures
- Staff who cease employment

Following work as detailed in the employment action plan, we also seek to take account of working pattern and caring responsibility, as possible.

Annex D gives a statistical gender summary of staff representation in the Department broken down by male and female. It is Civil Service policy that where there are fewer than 5 people identified in any group, the exact number will not be published – this to avoid identify individuals.

### **- Qualitative data**

In addition to these quantitative measures, we also include data collection in relation to gender in:

- **staff surveys**

Undertaken annually, the survey asks staff about staff experiences of working in the Department in relation to leadership, training and

<p>development, working environment and management unit. Questions included in the survey also concern discrimination or harassment. The survey is anonymous and all those completing it are asked a set of diversity questions, including gender.</p>
<p>• <b>feedback from staff network groups</b></p> <p>Human Resources meets regularly with all diversity networks to discuss their any views on policies or concerns about how a policy operates.</p> <p>Cabinet Office also has a Harassment Contact Officer network which offers confidential support and guidance to any staff member who wishes to speak with an Officer. Human Resources meets regularly with the Network to discuss the situation in the Department in relations to harassment and bullying.</p>
<p>• <b>analysis of complaints</b></p> <p>Cabinet Office has a complaints procedure which all staff can use at any time – either informally or formally. Any equal opportunities complaint is reported to the Department’s Equal Opportunities Officer who will closely monitor progress and outcome.</p>

**Wider data gathering**

We of course also need to know whether people are satisfied with the operation of our functions, policies or services, and to increase our understanding of people’s needs and concerns that might have been overlooked. To have undertaken:

<p>• <b>Satisfaction surveys</b></p> <p>do undertake satisfaction surveys, amongst people who receive information from or use the services provided by units or the Department.</p>
<p>• <b>Benchmarking</b></p> <p>Cabinet Office participates in benchmarking exercises undertaken by Race for Opportunity, Opportunity Now, and Stonewall. The benchmarking exercises enable us to assess our current actions and consider what further action is needed on policy and services, as well as employment.</p>

We do not have a comprehensive picture (except for employment) of all the information gathered by our management units to understand the effect of policies. This will be investigated as part of the actions being taken to develop the joint equality scheme.

### **Objective 3: Consultation**

The general duty requires us to consult employees, service users, other stakeholders and anyone else with an interest in the way we develop our policies (including trade unions), as part of developing our gender equality scheme. The feedback helps us to conduct impact assessments, to establish actions and to monitor progress.

#### **Consultation on the Gender Equality Scheme**

Consultation on the scheme has taken place as follows:

- All employees

All employees were invited to comment on the gender equality scheme and will be invited to comment further during the development of the joint equality scheme. The Scheme is available on the internal Cabinet Office website, and on-going feedback is welcomed.

- Diversity Networks

All of the diversity networks (for Women, Carers, Disabled Staff, Black and Asian staff; and Gay, Lesbian and Bisexual staff) were invited to comment both in terms of suggestions for actions for the scheme as well as on the draft scheme itself. On-going consultation on the scheme with these groups is also taking place, and all will be involved with the development of the joint equality scheme. Comment was also received from the Departmental Trade Union side.

- Management Units

All management units were asked to provide initial thoughts on the gender priorities for their areas in advance of a full impact assessment process.

- Other Stakeholders

The action points in the scheme also reflect work on which there has been on-going consultation with organisations, such as the Women's National Commission, Opportunity Now and for this scheme we have also made initial contact with the Women's Resource Centre. (We participate regularly in the Opportunity Now benchmarking exercise, the results of which have influenced planned actions.)

We know that there is a need to extend our consultation on the public duties to cover more the users of our limited, external facing services – be this within other departments and agencies or through specific gender groups. This will be undertaken as part of the actions to develop the joint equality scheme which will be in place by end September 2007, ensuring exemplary compliance with all equality duties.

Consultation on the joint scheme will also be undertaken with other diversity groups covering race, disability and age.

## Good Practice on Policy Consultation

The Better Regulation Executive within the Cabinet Office issues good practice guidance on consultation in policy development in which they recommend that consultation should adhere to the following 6 criteria:

1.	Consult widely throughout the process, allowing a minimum of 12 weeks for written consultation at least once during the development of the policy.
2.	Be clear about what your proposals are, who may be affected, what questions are being asked and the timescale for responses.
3.	Ensure that your consultation is clear, concise and widely accessible.
4.	Give feedback regarding the responses received and how the consultation process influenced the policy.
5.	Monitor your department's effectiveness at consultation, including through the use of a designated consultation co-ordinator.
6.	Ensure your consultation follows better regulation best practice, including carrying out a Regulatory Impact Assessment if appropriate.

Full details of the guidance is available at the Better Regulation website: [www.cabinetoffice.gov.uk/regulation/consultation/](http://www.cabinetoffice.gov.uk/regulation/consultation/). We will promote the principles of the good practice in undertaking the work for the joint equality scheme.

## **Objective 4: Assessing the impact of our policies and practices**

The purpose of assessing the impact of our policies and practices is to:

- i. Ensure that our decisions and activities do not disadvantage any groups; and
- ii. Identify where we might better promote equality of opportunity, including consideration of where the different parts of the equality duties (such as promoting positive attitudes for disabled people; or promoting race equality) might be built into those policies and practices.

Cabinet Office has undertaken race equality impact assessments since 2002 and undertook its first disability impact assessment of policies and practices in 2006.

Cabinet Office monitors all policies and practices on an annual basis. This is because the structure of the Department changes frequently. As a central government department, we often experience Machinery of Government moves, which can move a unit and its work out of or into the Cabinet Office. It is therefore important to have regular monitoring in place to ensure that our assessment of our policies and practices is always up to date.

### **- Joint equality impact assessments**

We will undertake joint impact assessments from end July 2007 to assess the impact of our policies and practices on gender (men and women), race (all racial groups) and disability (all disabled people). The impact assessment will also consider any impact on age, sexual orientation or religion / belief.

The impact assessment will consist of the following stages:

<b>Stage One: Identification of policies and practices</b>	All units in the department are asked to identify, set out and consider their current and proposed policies / practices.
<b>Stage Two: Assessment of policies and practices</b>	They are then asked to assess: <ul style="list-style-type: none"> <li>- Whether the policies and practices have an impact on any aspect of equality.</li> <li>- The level of relevance of any impact (high, medium or low).</li> <li>- Whether evidence was available to confirm an impact on any particular under-represented group?</li> </ul>
<b>Stage Three: Consultations on policies and practices</b>	Next, units are asked: <ul style="list-style-type: none"> <li>- To consider how groups or individuals could be consulted in relation to the policy / practice to confirm impact.</li> </ul>

	<p>In the process of consultation, units are to be advised:</p> <ul style="list-style-type: none"> <li>- To look at the most effective methods for consultation, so as to tailor their methods to the groups they want to reach;</li> <li>- Not to consult too often or with the same groups; and</li> <li>- To monitor and assess the consultation methods themselves.</li> </ul> <p>Units are aware of the need to optimise their understanding of people's needs and of any concerns that might, without assessment and consultation, be overlooked or unintentionally ignored.</p>
<b>Stage Four: Monitoring of policies and practices / functions</b>	<p>Finally units are to be asked to explain:</p> <ul style="list-style-type: none"> <li>- The changes to be put in place following consultation.</li> <li>- how they will monitor their policies / practices / functions.</li> <li>- When and how they would review whether changes were having the desired effect?</li> </ul> <p>For more information on monitoring please see page 25.</p>

#### Relevance of policies and practices

**Relevance** is about the extent to which a function/ policy affects people, as members of the public and as employees. It may be that the general duties do not apply to some of your policies, functions or practices.

<b>Relevance Level</b>	<b>Definition and action</b>
High	The policy or practice will have relevance for all or most of an equality duty and there may also be some or substantial evidence that for example different racial groups are (or could be) differently affected for example in recruitment. These functions/ policies are top priority and any issues arising from them should be addressed within one year and reviewed on an on-going basis.
Medium	The policy or practice will have relevance to a part of a general duty, and there may also be a little or some evidence that different groups are /or could be affected differently. These functions and policies should be seen as a medium term priority and dealt with after high priorities and within two years of being identified.
Low	The policy or practice may have limited relevance to any general duty but consideration should be given to whether any changes could be made, for example to greater assist gender equality.

None	Some policies and practices may have no relevance – for example changing the smoking policy.
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### Advanced Impact assessment

An advanced impact assessment may be required on those policies and practices identified as having a high impact on a particular strand of equality. The Department will take further action to determine whether:

- the policy / practice is a major one in terms of scale or significance for our activities; or
- there is a clear indication that, although the policy is minor, it is likely to have a major impact upon different groups of people (both externally and internally to the Cabinet Office).

If the policy fits into either of these two categories, the management unit will need to consider whether the policy and practice requires:

- high level consideration of additional data and research
- consideration of measures which might mitigate any adverse impact and alternative policies which might better achieve the promotion of equality of opportunity
- arrangements for close monitoring of the policy / practice being put in place.

### Publication of details of Impact Assessments

Cabinet Office will publish the outcome of all impact assessments (whether standard or advanced) annually in a departmental summary of progress. The first summary will be produced under the Joint Equality Scheme in September 2007, and annually thereafter in our progress reports in December each year.

## **Objective 5: Implementing and evaluating our scheme**

Overall responsibility for the implementation of this Scheme and the forthcoming joint equality scheme will rest with the Department's Board level Diversity Champion. He will report to the Executive Management Group which reports direct to the Cabinet Office Board.

### **- Day-to-day responsibility for implementation**

The day-to-day responsibility for the Equality Scheme will be assigned to a member of **Corporate Development Group** who will co-ordinate action across the Department.

The objectives and actions outlined in this Gender Equality Scheme will continue to be implemented during the development of the Joint Equality Scheme, and be incorporated into the joint scheme as necessary.

**Corporate Development Group** will monitor the actions undertaken within the Scheme and report to the **Diversity Champion**, to the departmental **diversity networks** and to the **Departmental Trade Union Side (DTUS)** on the outcomes and success. This will take place every two months. Reporting will include updates on diversity data, which will be presented monthly to the Diversity Champion.

Details of actions under the Scheme will also be made available to all staff via the Cabinet Office Intranet, with the invitation for their individual feedback on the implementation of the scheme.

## **Evaluating the scheme**

It is important that with the changing nature of the Department, the Cabinet Office's gender scheme, and from October 2007, joint equality scheme are living documents, which can be revised and updated as appropriate. All progress with the gender equality actions will be monitored and evaluated between May and September 2007; and feed into the actions for the development of the joint equality scheme by end September 2007. A report on the actions made under the five months of the gender scheme will be published in December 2007.

### **- Updating the Objectives and Actions**

Under the Public Duties, the objectives and action plans and the equality schemes for race, disability and gender should be reviewed at least every 3 years. Following the publication of the joint equality scheme in September 2007, the plans will be reported on annually in December 2008, 2009 and 2010, with a complete revision of the joint scheme in 2010.

In view of the changing nature of the Department, the equality impact assessments will be reviewed on an annual basis. And new functions and policies will be reviewed as they are being developed.

## **Objective 6: Publishing our Scheme**

This Gender Equality Scheme is published on the Cabinet Office's external website ([www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)) and on our internal intranet site for on-going staff feedback.

In view of the joint equality scheme to be developed, we will provide a report of actions under the gender equality scheme between May and September 2007 in December 2007. Reporting will then be annually on the joint scheme, starting in December 2008.

The Cabinet Office will publish on our external website a report containing a summary of:

<ul style="list-style-type: none"><li>• the progress made throughout the year on our objectives and action plans</li></ul>
<ul style="list-style-type: none"><li>• actions from the information / employment and other data monitoring.</li></ul>
<ul style="list-style-type: none"><li>• How we have used the information / data gathered and future actions to be taken, including any revisions to Action Plans</li></ul>
<ul style="list-style-type: none"><li>• Results of our equality impact assessments</li></ul>

The report will be signed off by the Head of the Department, Sir Gus O'Donnell.

We will also make paper, large print, audio tape, Braille or different format electronic copies available on request.

## **5. Procurement**

Cabinet Office recognises that as an organisation, we enter into contracts with organisations for goods, works and services, and that these have the potential to impact on equality.

In most situations, the contractor will not be performing a public function, but will merely be providing services to the Department. In such situations, we recognise the obligation to comply with the duty in relation to the function remains with Cabinet Office as the organisation that contracts out the function. This means that we will need to monitor the relevant equality considerations in the procurement process, to ensure that we are meeting the equality duties in relation to this function.

Our Procurement Team within the Financial and Estate Management Team lead in this area. They are currently taking forward the following actions.

<b>Action</b>	<b>Target date</b>
Include a requirement in contracts that the contractor must comply with the anti-discrimination provisions of the relevant legislation	Done
Review standard terms and conditions for contracting our services to include information about the Gender Duty as necessary	September 2007
Provide guidance for MU purchasers so that they fully understand the provisions of legislation and the relevance of the equality duties to their area of work	September 2007
Ensure that MU purchasers consider relevant government guidance on social or equality issues in procurement is considered – undertake review	March 2008
Where relevant, require MU purchasers to specify what evidence the contractor may need to gather for us to demonstrate our compliance with the Gender duty – undertake review	March 2008
Ensure that MU purchasers reflect appropriately, and give due weight, to equality in the specification, selection and award criteria, and the contract conditions, in a way which is consistent with EU and UK procurement rules – undertake review	March 2008

We recognise that public procurement is now covered under an EU Procurement Directive and that the OGC document entitled '**Social issues in purchasing**' (February 2006), available at [http://www.ogc.gov.uk/sustainability\\_social\\_issues\\_in\\_purchasing.asp](http://www.ogc.gov.uk/sustainability_social_issues_in_purchasing.asp) draws attention to the new legislation.

## **Cabinet Office Leadership**

### **- The Cabinet Office Board**

The Board's **role** is to steer and manage the business of the Department, in accordance with Ministerial priorities. The Cabinet Office Diversity Champion is a member of the Board.

The Board's key **responsibilities** are to:

- To recommend a business plan and resource allocation, and strategy for achieving the Department's business objectives to ministers
- Monitor and improve the Department's performance against these
- Ensure that risks are identified and effectively managed
- Oversee the Better Cabinet Office programme
- Ensure that standards and values within the Cabinet Office support the aims of the Department, and good government more generally
- Safeguard and enhance the Department's standards and values.

### **- Executive Management Group (EMG)**

The Cabinet Office Board is supported by the Executive Management Group (EMG) – an executive decision making sub-group of the Cabinet Office Board with responsibility for day to day management of the Department, and currently chaired by the Cabinet Office Diversity Champion.

The Group supports the Board in the strategic direction and performance management of the department, with a particular focus on Finance, Human Resources, Infrastructure and other operations related matters.

The Group reviews management information on a monthly basis, making decisions on Cabinet Office-wide issues. The membership has delegated responsibility to act on behalf of the board members they represent, with one representative from each Cabinet Office Group attending.

**Civil Service 10-Point Plan on Diversity: The 10 Points**

<u>10 Points</u>	<u>Relevance to Gender Equality</u>
1. Targets	Some groups are under-represented at particular grade levels in the Civil Service, and particularly in the Senior Civil Service. Departmental and service-wide targets up to 2008 have been set to address this. The targets are indicators of how well the organisation is doing in addressing under-representation. Details of the gender targets and some Cabinet Office gender monitoring data are at Annex B.
2. Measurement and evaluation	<p>All actions being set as part of both the 10-point plan and the joint equality scheme have intended outcomes which will be evaluated and reported on annually.</p> <p>Cabinet will undertake a joint equality impact assessment across all diversity strands and of all policies and functions / procedures in 2007. (The Joint impact assessment tool is discussed in section 6.) Impact assessments of new policies and procedures will be undertaken on an on-going basis. Outcomes of the assessments will be published annually.</p>
3. Building capacity through the Diversity Champions' Network	Cabinet Office and all other departments have departmental Diversity Champions who are members of the Network. The Network meets regularly to exchange information about actions within their departments and considers annually the departmental actions undertaken and the outcomes achieved.
4. Leadership and Accountability	<p>The Cabinet Office Diversity Champion receives monthly updates on diversity actions within the Departments. In addition:</p> <ul style="list-style-type: none"> <li>- new leadership contracts are being introduced for all the Senior Civil Service (SCS), in which diversity objectives must be incorporated.</li> <li>- Diversity is to be a regular item on the agenda of the Executive Management Group- senior management team which reports to the Board of the Department.</li> </ul>
5. Recruitment	<p>Cabinet Office is examining its recruitment processes as well as diversity monitoring data to assess the way in which staff recruitment will affect both targets and behaviour and culture change (point 7).</p> <p>The Public Appointments Unit regularly advertises good practice on the recruitment to Public Bodies.</p> <p>Cabinet Office Executive Non-Departmental Public Bodies have been made aware of the Gender Equality Duty and will develop their own schemes.</p>
6. Development	Cabinet Office is a participant of Civil Service-wide positive action development programmes which aim to develop existing staff

	<p>from under-represented groups.</p> <p>As well as this, all staff, irrespective of group, have the opportunity to discuss their development needs with their line manager as part of the performance management process. This occurs at the beginning of the annual process during the setting of individual work objectives, as well as during the year, when meetings are held to discuss progress.</p> <p>Equality and diversity is included in all central department training and development events.</p>
7. Behaviour and culture change	<p>Cabinet Office includes questions on equality and diversity in its annual staff survey (People Survey) through which staff are invited to give their views on the behaviour and culture of the organisation.</p>
8. Diversity impact of Gershons and Lyons	<p>Cabinet Office organisational change guidance specifically refers to the need to undertake equality impact assessments. As previously mentioned, a single equality impact assessment tool is to be trialled 2007.</p>
9. Embedding / mainstreaming diversity	<p>The Cabinet Office is developing both a Civil Service and Departmental People Strategy. Diversity, including gender equality, is being incorporated into this.</p> <p>The need to mainstream diversity into the core business of departments and agencies is of course already stressed within our Civil Service 10-Point Plan on diversity. The Peer Review of the 10point plan will assess progress to date.</p> <p>In addition, equality impact assessments are an under-realised tool which can help us embed diversity and improve our performance. It is hoped that a single equality impact assessment tool can help with this.</p>
10. Communication	<p>A Communication plan is being developed to assist with further embedding equality duties and diversity within the Department and our business. The plan will make use of the tools available to us, such as assessment, consultation and monitoring, which are already undertaken across the organisation.</p> <p>We recognise the importance of accessibility in the communication of any information about the actions within the Scheme; and in consultation to ensure that information is communicated effectively.</p>

### Management Unit Responsibilities

<p><b>Better Regulation Executive</b></p> <p>The overall aim of this executive is to deliver better regulation and reduce unnecessary bureaucracy in both the public and private sectors. The work covers the private, public and voluntary sectors, across domestic and European issues. It deals with the flow of new regulation and the stock of existing regulation, including how inspection and enforcement activities are carried out 'on the ground'</p>
<p><b>Corporate Development Group</b> (including Human Resources Division)</p> <p>This Unit promotes better people management for a better Civil Service. It takes the lead on corporate people issues across the Civil Service and supports departments in delivering their Public Services Agreements. It also includes Civil Service Pensions Unit. <u>Human Resources</u> - is responsible for 'people' policies and strategy including pay and grading, promotion, recruitment and retention, disciplinary procedures etc within the Cabinet Office.</p>
<p><b>Delivery and Transformation Group</b></p> <p><u>Prime Minister's Delivery Unit</u></p> <p>This Unit reports to the Prime Minister under the day-to-day supervision of the Minister for the Cabinet Office. Its role is to ensure that key government priorities are delivered during this Parliament across public services. The unit's work is carried out by a team of staff with practical experience of delivery, drawn from the public sectors.</p> <p><u>Capability Reviews</u></p> <p>The unit co-ordinates the Capability Review programme - part of the wider Civil Service reform agenda. It is designed to lead to a Civil Service which is better at delivering public services. The reviews provide – for government departments, an assessment of capability. They also identify key areas for improvement and set out key actions. Capability Reviews assess three specific areas of capability: - leadership; - strategy, and delivery.</p> <p><u>Transformational Government (formerly e-Government Unit).</u></p> <p>This Unit is leading the drive to get the UK online to ensure that the country, its citizens and its businesses derive maximum benefit from the knowledge economy.</p>
<p><b>Domestic Policy Group</b></p> <p><u>Ceremonial Secretariat</u></p> <p>This Unit was created in the 1930s with responsibility for the co-ordination of Honours policy work across government, and the preparation of recommendations for the Prime Minister's half yearly Honours Lists. It includes the Honours Unit and the Nominations Unit.</p> <p><u>Economic and Domestic Affairs Secretariat</u></p> <p>This Unit supports decision making on all cross-cutting economic and domestic issues. In part it supports the committees that make recommendations on the government's expenditure plans, its legislative programme and public service delivery agenda.</p> <p><u>Social Exclusion Task Force</u></p> <p>Co-ordinates the Government's drive against social exclusion, ensuring that the cross-departmental approach delivers for those most in need. The Unit will champion the needs of the most disadvantaged members of society within Government, ensuring that as with the rest of the public service reform agenda, we put people first.</p>

**Strategy Unit**

This Unit works on long-term strategic reviews of major areas of policy and strategic audits of the government's main objectives. It also works with other departments to promote strategic thinking and improve policy making across Whitehall.

**European Secretariat**

The principal aim of this Unit is to promote the government's EU agenda. The Unit does this by ensuring that, for any EU issue, particularly those affecting the interests of more than one department, there is an agreed government policy that is timely; clearly identifies and promotes UK interests; is consistent with overall government policy; is realistic and is followed through effectively.

**Government Communication Group**

**Communication Group**

This Unit provides Cabinet Office ministers and management units with professional advice and services on all communication issues.

**Government Communication Group**

This Unit is a professional body of over 1200 communication professionals across the Government. The Unit helps to make sure that the Government can communicate with its stakeholders as effectively as possible.

**Histories, Openness and Records Unit**

This Unit manages the Governments official history programme and provides a centre for expertise on all openness issues and all aspects of record management.

**Intelligence, Security and Resilience Group**

**Civil Contingencies Secretariat**

The role of this Unit is to co-ordinate activities and establish frameworks for dealing with national crises and emergencies e.g. foot and mouth, acts of terrorism etc. It reflects the fact that significant emergencies rarely follow departmental boundaries within government. Ministers can look to the Unit for integrated planning and thinking and co-ordinating action across departments.

**Intelligence and Security Secretariat**

This Unit is responsible for managing aspects of the central intelligence machinery and for promoting co-operation within the intelligence community. The Security Division within the Unit manages government protective security policy.

**Overseas and Defence Secretariat**

The primary function of this Unit is to support Ministers in exercising their collective responsibility for overseas and defence matters. The work of the Unit covers a wide range of policy areas, such as Iraq, Kosovo and Defence restructuring. The Unit also supports the UK Counter Terrorism activity. It is responsible for the functioning of the Cabinet Office Briefing Rooms and co-ordinates national crisis management.

**Prime Minister's Office**

This Unit in Downing Street is staffed by Civil Servants and Special Advisers who support the Prime Minister and ensure he can carry out his wide range of functions, from international diplomacy to policy making.

**Private Offices Group**

This team provides advice to the Cabinet Secretary and his private office, Ministers and senior colleagues, on a wide range of issues. These include ministerial responsibilities and accountability; propriety, standards and ethics issues in relation

to Ministers and civil servants, including special advisers; establishment and conduct of public inquires; reform of public sector ombudsman in England.

### **Business Support Group**

#### e-RM Project

The unit's aim is to successfully deliver electronic records management across Cabinet Office by March 2008.

#### Financial and Estate Management Division (formerly Financial Management Division and Infrastructure Division)

The aim of this unit's work is two-fold:

- i. It provides the department with central support services, either directly or through contract, that are effective, efficient and represent the best achievable value for money.
- ii. it works in partnership with other providers of central services to ensure that the Cabinet Office's resources are managed efficiently in support of its objectives.

### **Cross government units in the Cabinet Office**

#### Committee on Standards in Public Life

This Unit examines current concerns about standards of conduct of all holders of public office, including arrangements relating to financial and commercial activities and makes recommendations as to any changes in present arrangements which might be required to ensure the highest standards of propriety in public life.

#### Independent Offices

This Unit supports the House of Lords Appointments Commission, the Civil Service Commissioners, the Commissioner for Public Appointments and the Advisory Committee on Business Appointments, thereby enabling each of the bodies to carry out its role effectively and safeguarding integrity in public life.

#### Office of the Third Sector

The overall aim of this office is to ensure strategic policy development across all departments on issues affecting the voluntary, charitable and social enterprise and to act as an advocate for this sector's interests across Whitehall. It is also responsible for taking the Charities Bill through parliament, conducting a cross cutting review, delivering public services through non-commercial and non-public sector organisations, encouraging volunteering within society and creating an environment for social enterprise to flourish.

#### The Whips' Offices

These offices provide support to the Government and Opposition Whips in the House of Commons and the Government Whip's Office in the House of Lords.

#### Parliamentary Counsel Office

This Unit is a specialised team of lawyers with their own office in Whitehall. Their main work is drafting Government Bills for introduction into Parliament and related Parliamentary business.

### **Independent Offices**

The Independent Offices comprises of the Office of the Civil Service Commissioners, Office of the Commissioner for Public Appointments, Office of the Advisory Committee on Business Appointments, and Office of the House of Lords Appointments Commission.

The Offices of the Advisory Committee on Business Appointments and of the House of Lords Appointments Commission provide support to Advisory Non-Departmental Public Bodies.

The Offices of the Civil Service Commissioners and of the Commissioner for Public Appointments provide support respectively to the Civil Service Commissioners and the Commissioner for Public Appointments to which Officers are appointed by the Queen under Civil Service Orders in Council.

Each Office comes under Cabinet Office for human resource and finance purposes. They are aware of the need to consider all public equality duties in their work, and report on their actions regularly through the Cabinet Office.

### **Non-Departmental Public Bodies (NDPBs)**

By the end of 2007 Cabinet Office will have 14 Non-departmental Public Bodies NDPB's. Eleven (11) of them are "Advisory"; the remaining three (3) will be "Executive".

The **Advisory NDPBs** provide independent and expert advice to ministers on particular topics of interest. They do not have staff but are supported by staff from the Cabinet Office, and their policies and procedures will therefore be considered as part of the Department's general impact assessment process. These advisory NDPBs do not usually have their own budget, as costs incurred come within Cabinet Office's expenditure. The Cabinet Office's Advisory NDPBs are:

- Advisory Committee on Advertising (ACA)
- Advisory Committee on Business Appointments (ACOBA)
- Better Regulation Commission (BRC)
- Civil Service Appeals Board (CSAB)
- Committee on Standards in Public Life (CSPL)
- Futurebuilders Advisory Panel (FAP)
- House of Lords Appointments Commission (HOLAC)
- Main Honours Advisory Committee
- Security Commission (SC)
- Security Vetting Appeals Panel (SVAP)
- Senior Salaries Review Body (SSRB)

**Executive NDPBs** are established in statute and carry out administrative, regulatory and commercial functions. They employ their own staff and are allocated their own budgets. The Cabinet Office's Executive NDPBs are / will be:

- Capabilitybuilders
- Commission for the Compact (being set up as at April 2007)
- Local Better Regulation Office (being set up as at April 2007)

## Statistical Summary

**All staff – by gender and grade level as at 31 March 2007 as a percentage of representation at each grade level**

	<b>% Female</b>	<b>%Male</b>
All Senior Civil Service (SCS)	36.6%	63.4%
SCS - Director and above	31.1%	68.9%
SCS - Deputy Director	39.2%	60.8%
Band A (Senior management)	43.9%	56.1%
Band B2 & equivalent (Middle Management)	48.5%	51.5%
Band B1 and equivalent (First management level)	65.4%	34.6%
Band C	52.1%	47.9%
<b>Total</b>	<b>49.7%</b>	<b>50.3%</b>

**Source: Human Resource Personnel Data**

### **Cabinet Office Diversity Targets for representation of women at senior grade levels**

	Percentage as at April 2005	Percentage as at 31/3/07	Numbers as at 31/3/07	Total known population	Numbers needed to meet target	TARGET (1/4/08)
Women in Senior Civil Service (SCS)	33.6%	36.6%	83	222	89	40.0%
Women in SCS2 and above	25.8%	31.1%	23	74	26	35.0%
Women in Band A	42%	43.9%	156	353	177	50.0%

**Source: Human Resource Personnel Data**

**Part-time staff – by grade level and gender**

As at 31 March 2007	Number of staff working Part-time & as a percentage of all staff at the grade level	Staff working part-time by gender as a percentage of all those working part-time	
		Female	Male
All Senior Civil Service (SCS)	6.2%	50.0%	50.0%
Band A (Senior management)	5.1%	77.8%	22.2%
Band B2 & equivalent (Middle Management)	5.1%	80.0%	20.0%
Band B1 and equivalent (First management level)	11.0%	97.1%	2.9%
Band C	15.1%	94.4%	5.6%
<b>Total</b>	<b>8.2%</b>	<b>85.5%</b>	<b>14.5%</b>

Source: Human Resource Personnel Data

**Staff leaving the Department 1 April 2006 – 31 March 2007**

Grade	Total leavers (Number & Percentage of all leavers)	Male	Female
SCS	66 (10%)	37 (56%)	29 (44%)
Band A	194 (28%)	119 (61%)	75 (39%)
B2/Fast Stream	147 (22%)	66 (45%)	81 (55%)
B1	117 (17%)	38 (32%)	79 (68%)
C	154 (10%)	44 (29%)	110 (71%)
Grade not known	4 (1%)	2 (50%)	2 (50%)
<b>Total</b>	<b>682 (100%)</b>	<b>306</b>	<b>376</b>

Source: Human Resource Personnel Data

### Staff and Caring Responsibilities

Type of Caring Responsibility	(Number & Percentage of respondents to 2006 People Survey)
For dependent Children	388 (25.8%)
For elderly relatives	127 (8.5%)
For adults with a disability	45 (3.0%)
Other caring responsibility	26 (1.7%)
No caring responsibility	918 (61.0%)
<b>Total</b>	<b>1504 (100%)</b>

Source: 2006 People Survey

