

# **Bracknell Forest Borough Council**

## **Gender Equality Scheme**

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## **1. Purpose of the Gender Equality Scheme**

1.1. The Equality Act 2006 created the Gender Equality Duty for the public sector. The Gender Equality Duty has two parts to it, the “general” duty and the “specific” duty. The general duty places a legal duty on the Borough Council:

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

1.2. To “help meet its general duty”, the Council has a specific duty to:

- Produce a Gender Equality Scheme identifying its gender equality goals and actions to meet them, in consultation with employers and other stakeholders
- Monitor and review progress
- Review the Scheme every three years
- Develop, publish and regularly review an equal pay policy, including measures to address promotion, development and occupational segregation
- Conduct and publish gender impact assessments of all major policy developments, and publish its criteria for conducting such impact assessments

1.3. This scheme has been produced using priorities set by the Council’s strategic plans.

1.4. The purpose of this scheme is therefore to:

- Show how the council will mainstream gender equality in all areas of its work
- Meet and go beyond our legal duties to make gender equality a reality
- Set out our priorities on how we intend to tackle gender inequality, eliminate discrimination and promote equality of opportunity between women and men

## **2. Bracknell Forest Borough Council’s Priorities**

### **2.1 About Bracknell**

2.1.1 The Borough of Bracknell Forest covers approximately 52 square miles (10,981 hectares) of central Berkshire and includes the towns of Bracknell, Crowthorne and Sandhurst as well as a number of smaller villages and settlements. The north and East of the Borough are part of the metropolitan green belt and the area between Bracknell and Crowthorne is a designated nature conservation area.

2.1.2 Bracknell Forest is one of the most affluent areas in England with lower than average unemployment levels. It has also one of the lowest recorded crime rates in the whole Thames Valley Police area.

- 2.1.3 However, there are pockets of deprivation in the Borough; 6700 households, or 16% of the total, receive housing and Council tax benefit and 3600 households, or 9%, receive housing benefit and Council tax benefit and income support. The high cost of housing, currently 50% more than the national average, also means that many people on low incomes, including many public sector workers, struggle to buy homes in the area.
- 2.1.4 The 2001 census put the Borough's population at 110,100 and it was predicted that by 2006 this figure would have risen to 114,105. Compared to national figures Bracknell Forest has a younger than average population. 13% of the population is of pensionable age, compared to a national average of 18.5%, with 7% being over 75 years old. The Census showed that the predominant ethnic group in the Borough is white British, 90.6%, and that there was a small (9.4%) but growing black and minority ethnic population in the Borough.
- 2.1.5 77% of the Borough's population, aged between 16 and 74 years are economically active with the service sector employing the largest proportion, 46.4% of this group.
- 2.1.6 Unemployment stands at 1.1% of the workforce and of this figure approximately a fifth are classed as being long term unemployed.
- 2.1.7 National data indicates that each year, one in four people will experience some form of mental health problem. In the majority of cases this will be relatively minor but for some it will be more long -lasting and serious. Women tend to be more affected by moderate or severe mental health problems than men. About 2% of the population has a learning disability.
- 2.1.8 The population is made up of 54,378 females and 54,879 males
- 5.5% of the population are lone parent households containing dependent children
  - 45.1 % of the adult population were married
  - 29.9% were single (never married)
  - 8.5% were divorced, 8.2% were remarried, 5.9% were widowed and 2.5% were separated but still legally married

## **2.2 The Council services**

- 2.2.1 Bracknell Forest Borough Council services are divided between four directorates;
- Corporate Services
  - Education, Children's Services and Libraries
  - Environment and Leisure
  - Social Services and Housing
- 2.2.2 The Council employs and is run by 3,950 staff.

2.2.3 The Council's Annual Report states its vision as:

*To make Bracknell Forest a place where all people can thrive: living, learning and working in a clean, safe and healthy environment.*

This vision has been translated by the Council into the following Corporate Themes, under which key actions are planned and carried out.

- To promote the sustainable development of Bracknell Forest
- To promote sustainable communities through Innovative housing strategies and effective maintenance policies
- To help create a safer, stronger community which is socially cohesive
- To increase participation in and enjoyment of art, culture, sport and recreation
- To protect and improve public health in the Borough
- To improve outcomes for children and young people
- To increase participation in adult learning
- To improve services for vulnerable adults and older people
- To create and maintain a quality environment
- To improve transport and movement in and around the Borough
- To improve efficiency, effectiveness and access to services
- To improve corporate governance and partnership working

2.2.4 The Council has also been working with its partners on its Local Area Agreement. This also sets out priorities and targets, which the Council will have to work with its partners organisations to deliver. These are set out in the Sustainable Community Plan titled *Living Together Working Together*.

2.2.5 The plan highlights eight key priorities:

- Promoting learning and training for all ages
- Protecting and enhancing the environment
- Improving health and well-being
- Providing decent and affordable housing
- A town fit for the 21<sup>st</sup> Century
- Improving travel and transport

2.2.6 The Bracknell Forest Partnership, which comprises the Council and representatives from other local major private, public and voluntary sector organisations, has also adopted the following vision

"In 2015 the community of Bracknell Forest will be self-confident, socially cohesive, economically buoyant and renowned for its 'can do' attitude. Living and working in Bracknell Forest will mean having an excellent quality of life. Local people will be safe and healthy. They will have a home that meets their needs and be able to travel easily around the borough, particularly by public transport. The distinctive, quality environment of Bracknell Forest will be enhanced and the community and learning will be valued throughout peoples' lives"

### 3. Access to services

3.1 Gender Equality through service delivery is one of the areas that is being addressed through the Boroughs' Community Cohesion Strategy.

3.2 Bracknell Forest Borough Council recognises the diversity of its local community and acknowledges that it has a duty to ensure that its services are responsive to the different needs of all individuals and sections of the community. The Council's *Fair Access to Services Statement* reflects this and states the following:

*The Council undertakes to ensure that all its services and facilities are accessible and delivered in a way that is appropriate to meet the different needs of all local people.*

3.3 The Council will achieve this by;

- Requiring all parts of the organisation to develop and monitor a plan to deliver fair and equal access to services so that they are accessible and appropriate in meeting the needs of the whole community
- Believes that the local community has an important role in helping to make this happen
- Believes that its ability to deliver effective and responsive services is enhanced by having a workforce that generally reflects the local community
- Is committed to developing and training its employees to support them in meeting the Council's objectives for fair access in service delivery.

3.4 Actions that the Authority will take to fulfil the gender duty corporately are related to the development of the Equality Standard for Local Government.

Other actions include the following;

3.5 Improving services to children and young people

Bracknell Forest Borough Council has recently undergone a performance assessment of its services for children and young people and we were judged as a good organisation that consistently delivered above the minimum requirements. We were also judged as having the capacity to improve even further, particularly in the following areas. These areas have become the Authority's priorities for improving the services for every child and young person.

*Being healthy:*

- Engage all partners in dialogue to resolve the Child and Adolescent Mental Health Services (CAMHS) Service Level Agreement as soon as is practicable

*Staying safe:*

- Engaging partners and key stakeholders in approaches to avoid the need for children to become looked after

*Enjoying and achieving:*

- Further improve standards at the Key Stage 4 and the progress made by children from Key Stage 2 to 4.
- Further improvements in school attendance of looked after children.

*Making a positive contribution:*

- Reducing final warnings, reprimands and convictions of looked after children
- Further increase numbers of looked after children participating in reviews.

*Achieving economic well-being:*

- Improvement in post-16 standards in schools
- Further improve the flexibility of the curriculum 14-19.

*Management of children's services:*

- Reduce costs of social care placements
- Recruitment and retention of social care staff.

3.6 Improving services for adults

The Council's performance for adult social care will now be measured alongside the outcomes from the White Paper, Our health, our care, our say. The following actions are the Council's priorities for improving the services for all adults who need support from Social Services and Housing to help maintain their independence.

*Improving health and emotional well-being*

- Develop commissioning strategies for all client groups to drive the modernisation of services

*Improved quality of life*

- Increase the number of older people helped to live at home
- Increase the number of adults with a physical disability helped to live at home

*Making a positive contribution*

- Increase the number of people with a learning disability in paid employment or voluntary work

*Increased choice and control*

- Involve people, particularly those from seldom heard groups, in the development of the commissioning strategies

*Freedom from discrimination or harassment*

- Increase the take up of respite breaks for carers by people from Black and Minority Ethnic groups
- Increase the percentage of people with a learning disability from Black and Minority Ethnic groups

#### *Economic well-being*

- Increase the number of people with a learning disability in paid employment or voluntary work
- Undertake benefits assessments as part of the Fairer Charging financial assessment process

#### *Maintaining personal dignity and respect*

- Make an application for the capital grant for improving the care home environment for older people

To deliver on its national targets Bracknell is also providing services for Women Fleeing Domestic Violence and Tackling Teenage Pregnancy.

To make sure that people get high quality, good value for money services we will only fund initiatives that:

- Ensure that Supporting People funds are directed to Housing Related Support services, with complementary services funded from elsewhere as appropriate;
- Are managed by suitable, professional and viable providers;
- Provide services at reasonable cost
- Are responsive to change and new developments in good practice
- Provide security and continuity for service users
- Show a commitment to service improvement

## **4. Employment**

### **4.1 Breakdown and analysis of workforce statistics**

The Council has had a monitoring system in place since 1<sup>st</sup> April 2002 to enable it to collect figures in relation to its existing workforce and applicants for jobs.

Monitoring of the Council's workforce takes effect annually. Information has been collected on the gender, ethnicity, disability and age of employees.

4.1.1 For gender statistics gathered highlight the following information:

- \* A significant majority of the council's employees are female (77%) compared to male (23%). This pattern has remained stable for the last few years and reflect what is typical of local government patterns across the whole country and also the balance of male to female in the Council's workforce itself. The number of female employees is still greatest in Education, Children's Services and Libraries (85%) and Social Services / Housing (84%). Education and Care are occupations which tend to attract larger number of women than men nationally. Corporate Services Department and Environment and Leisure Department are closer to a 50 / 50 split, with figures of 48% female and 49% female respectively.
- \* 63% (last year this was 61%) of applicants for jobs with the Council are female, so the proportion of male and female applicants is similar to last year. The department which attracted the largest proportion of

female applicants was Education, Children's Services and Libraries. 79% (last year this was 76%). Corporate Services was the only Department that attracted more male than female applicants (56%). Education and Care are occupations which tend to attract larger number of women than men nationally.

- \* 66% (last year this was 71%) of the successful applicants for all jobs with the Council were female. There was a drop of 5% in the number of successful female applicants for jobs with the Council between 2005/05 and 2005/06. However this figure fluctuates on a year to year basis, and provided that the overall percentage of male to female employees of the Council remains stable as it has done for the five years that the Council has monitored these figures, it can be demonstrated that the recruitment process is gender neutral.
- \* The Best Value Performance Indicator which relates to "Women in the top 5% of earners" demonstrated that the Council's target of 32% has been exceeded and showed the actual figure as 34.3%. Because of this the Council increases its target every year (from 28% in 2005 to 25% in 2006/07 and 38% in 2008/09).
- \* Of the leavers, 74% were female and 26% were male. This is broadly proportional to the workforce. And the pattern of male to female employees remains stable.
- \* 74% of training course places arranged through Corporate Training were taken up by female employees, which is broadly consistent with the composition of the workforce.

#### 4.2 The Council's Policy

The Council is committed to providing equality of opportunity to all. Our aim is to treat all employees and prospective employees with integrity, respect and consideration. As a major employer in Bracknell we aim to ensure that individuals are recruited, selected, trained and promoted on the basis of ability, job requirements, skills, aptitudes and other objective criteria. All applicants and employees will always be dealt with impartially and on objective criteria so no individual or group is disadvantaged.

#### 4.3 Terms and Conditions of Employment

An essential part of the Council's policy on equal opportunities is embodied in the Terms and Conditions of Employment, which must be available to all employees in a fair and equitable manner.

The Council will ensure that:

- allocation of work duties and responsibilities is based on ability, skill and experience, not sex, marital status, ethnic origin, age or disability.
- salary reviews reflect job related criteria and performance
- opportunities for promotion, secondments, training etc. are equally open to all staff who qualify
- they do not assume that women and disabled people are unable or unwilling to work overtime, or do not have career aspirations.

- 4.3.1 The Council has a number of policies in place to support carers, which include:
- A flexible working hours scheme
  - Buying and Selling Annual Leave
  - Time off in Lieu
- 4.3.2 Special arrangements are in place for carers of unwell relatives through the Council's policies on :
- The new rights of carers to ask for flexible working
  - Time off for dependents

However the council will work in consultation with its staff and their Trade Unions, to review its arrangements for providing support and information to carers.

#### 4.4 Tackling harassment and discrimination

- 4.4.1 The Council is committed to tackling all forms of harassment through its Fair Treatment Policy, this includes sexual harassment. Sexual harassment is not tolerated by the Council and specific procedures deal with such allegations. The harassment and bullying procedure will be reviewed to ensure that it reflects best practice and that all employees are aware of the support and advice available if they experience harassment.
- 4.4.2 The Council also has a 'whistle blowing' procedure, which extends the protection for employees who want to report bad practice without fear of being victimised as a result.
- 4.4.3 The Council's Disciplinary Procedure lists a specific offence amounting to serious misconduct as "behaviour which could be viewed as harassment / victimisation and which is sexist/racist or offensive to those of a particular ethnic origin, religion or belief nationality or sexual orientation, age or ability".

#### 4.5 Training employees on equality and diversity

- 4.5.1 Training is provided for staff to provide managers and employees with the skills and knowledge they need to ensure that equality becomes part of our day to day activities. The training provided includes;
- "Towards Diversity" Training on the management of diversity forms part of compulsory training for managers to ensure that advocacy of equality issues follows a top down approach
  - The Council will set out a very clear three level programme to deliver equality, diversity and cultural awareness training for staff; some levels are mandatory for all new managers in the organisation.
  - Ensure all new employees are formally inducted on all aspects of equal opportunities.

#### 4.6 Equal Pay Review and Audit

- 4.6.1 An Equal Pay Audit involves comparing the pay of men and women undertaking the same work or work of equal value, and analysing any significant pay gaps that are found between the sexes to see if the reasons for those gaps are justifiable on grounds other than the person's gender.
- 4.6.2 Local Authorities are obliged to periodically complete these reviews to conform with statutory obligations as a requirement under the 2004 NJC for Local Government Employees pay settlement, as advised by the Pay Commission Report and in order to confirm its position as a fair employer.
- 4.6.3 The Equal Pay Audit was recently undertaken by the Council in 2006 following the basic methodology recommended by the Equal Opportunities Commission, and aimed to investigate closely any variances which were statistically significant.
- 4.6.4 Main findings from the review showed that:

Each of the grades and linked grades in the Bracknell Forest grade range was separately analysed. Out of 21 grade groups, only 6 grades showed a gender gap in excess of 3% and of these half were within a fraction of a percentage point. Three of the gaps were in favour of men and three of women. Neither gender was consistently earning in excess of the other within its own grade to any significant degree. Some grades did not reveal a pay gap because they were exclusively populated by a small group of either all men or all women.

The only exception to this was in grade H/G/F; it should be noted that even in this grade, the difference is not far above the 5% band which is the commonly accepted level of accepted variance. This grade is primarily occupied by Social Work staff of both sexes, with a few male engineers also included – where the gap was of 5.95% on basic pay (5.85% on total pay) favour of men. The unusually long span of spinal column points in this grade (18, the longest linked grade in the Council) lends itself to exaggerating possible differences between pay levels of individuals in the same grade. Further initial analysis of the data in this grade band was therefore undertaken. The men in social work tended to be slightly older but there was no particular detectable pattern in lengths of service; however it was clear that a higher proportion of the men in social work had higher starting salaries. One possible explanation is that, where the person's previous salary has been taken into account when making the initial salary offer, the men already tended to be on higher SCPs than their female counterparts. Many authorities operate a system of paying set progression after certain numbers of years post qualification, and this may have led to differences in their salaries prior to appointment. Further discussions may be needed to look at appropriate entry level salaries for both sexes into this particular long grade.

- 4.6.3 On the evidence of this audit there is no significant imbalance between pay levels of the sexes within the same grade bands at this time.

It should be noted however that the concentrations of male employees are higher in the higher grades and that the concentrations of female employees are higher in the lower grades. Partly as a result of occupational segregation, some occupations are still more likely to be filled by one particular sex across the UK and so some of the lower paid occupations such as catering, care and clerical work are more likely to be filled by women, and the Council is no exception to this national pattern.

#### 4.7 Future Action

- 4.7.1 The balance of pay between genders in the workforce is not something that is likely to change quickly or radically.
- 4.7.2 The Council has decided to conduct an equal pay audit every other year. The next audit will include a larger range of staff as Bracknell Forest Services employees have since the audit was commissioned gone onto Bracknell grades, and other groups will do so over the period.
- 4.7.3 The gaps identified through the review has raised a number of issues that would merit further future consideration to confirm current practices. Should any practices be found to be discriminatory, those practices should be ceased and action taken to remedy the differences. Occupational segregation would also be a subject for future consideration, given the high number of women in lower paid jobs, allied to the development of strategies to develop women's career paths and examine possible barriers to progression.
- 4.7.4 As part of a Pay Policy for Bracknell Forest Borough Council, a section committing to an equal pay policy along the lines of the model set out by the EOC in the Code of Practice on Equal Pay has been adopted.
- 4.7.5 An Equal Pay plan has been developed to be implemented over two years. It is considered that if the tasks noted in the Action Plan are implemented a continuing equal pay structure may be ensured for the future.

### 5. Comments and complaints

- 5.1 A "Dealing with Complaints" procedure for staff exists and can be found as part of the Equal Opportunities policy.
- 5.2 Members of the public who feel that they have experienced illegal discrimination in the way the Council has treated them may make a complaint through its Corporate Complaints Procedure. Copies of Authorities titled *How to Complain about Council Services* are available for any member of public. Complaints are also monitored by equality categories including gender. This is another way of gathering information to see whether we are meeting our equality duties.
- 5.3 The Members' Code of Conduct and Standards Committee deals with complaints about the conduct of elected members.

## 6. The Equality Standard for Local Government

- 6.1 In order to deliver our overall commitments on equality and diversity, the Council has adopted the Equality Standard for Local Government. The Equality Standard includes the six equality areas covered by law; race, disability, gender, religion or belief, sexual orientation and age.
- 6.2 The Equality Standard is not a legal requirement but has been produced to provide a framework through which local authorities can meet their legal obligations under anti-discrimination legislation. It has five levels of achievement:
- **Level 1** Commitment to a comprehensive Equality Policy
  - **Level 2** Assessment and consultation
  - **Level 3** Setting equality objectives and targets
  - **Level 4** Using information systems and monitoring against equality targets
  - **Level 5** Achieving and reviewing outcomes

The Standard is also about making equalities part of our day to day activities. The Council is working towards achieving Level 3 of the Standard

## 7. Equality Impact Assessments

- 7.1 An Equality Impact Assessment is a way of deciding whether a current or proposed policy, procedure, practice or service does (or may) have an “adverse impact” on some sections of society. The “adverse impact” may often be the result of not taking into account the needs of women or men, black and ethnic minority groups, disabled people, people’s religion or belief, sexual orientation or age.
- 7.2 The Council’s approach to Gender equality issues is that they will be considered alongside other equality issues when equality impact assessments are carried out.
- 7.3 Guidance and training have been, and will continue to be, provided to employees who are responsible for undertaking Equality Impact Assessments.
- 7.4 The results of equality impact assessments are reported to be Executive .
- 7.5 The Council’s Framework

Bracknell Forest Borough Council first adopted its framework for carrying out equality impact assessments in 2004. The framework currently used was adopted in 2005.

The equality impact assessment framework is designed to help the Council

- ◆ Anticipate and identify the equality consequences of the Councils’ functions, policies or services; and
- ◆ Take steps to change the policy or the ways in which it is implemented so that any possible negative consequences are either removed or minimised.

From the very beginning, the framework has considered the actual or potential impact of policies in terms of people's:

- ◆ Age
- ◆ Disability
- ◆ Gender
- ◆ Race
- ◆ Religion and
- ◆ Sexual orientation

In addition, the Council has considered the inter-relationships between these factors where appropriate.

## 7.6 Existing Assessments

7.6.1 To date a large number of equality impact assessments (EIAs) have been carried out. Some have been of major strategies; others have been on specific services. Currently the Council has been engaged in carrying out EIAs of each new policy adopted or when a review occurs of an existing one.

## 8. **Monitoring of the Scheme**

- 8.1 This Scheme will be reviewed every three years. The Action Plan attached as Appendix A will be reviewed at similar intervals. Progress on the Scheme and Action Plan will be reported to Cabinet periodically.
- 8.2 Relevant performance indices are shown in Appendix B.

**Gender Equality Scheme Action Plan 2007- 2010**

<b>Action</b>	<b>Outcome</b>	<b>Performance Measure</b>	<b>Responsibility</b>	<b>Target Date</b>
As an employer, Bracknell Forest Borough Council has these objectives:				
1. Review part-time working and job share practice.	Identify the barriers to part time working and job share opportunities with a view to removing such barriers wherever possible.	% Of part time employees in the council by gender and, % of part time employees at senior levels by gender.	HR	
2. To increase the numbers of part-time and job share opportunities.	More part-time and job share opportunities are available across all jobs.	% Of jobs advertised as part-time and as job share.	HR	
3. Carry out periodically an equal Pay audit.	Pay differences between women and men in respect of work of the same or equal value have been identified and where necessary remedial measures are put in place to correct differences.	Production of report with recommendations arising from 1 audit.	HR	

**Gender Equality Scheme Action Plan 2007- 2010**

<b>Action</b>	<b>Outcome</b>	<b>Performance Measure</b>	<b>Responsibility</b>	<b>Target Date</b>
4. Produce guidance to ensure improved recording of information on pay to enable effective comparison between jobs.	Improved levels of information will allow for better comparison between jobs.	Production of guidance	HR	
5. Development of equal pay action plan.	Implementation of the outcome of annual equal pay review.	Production of action plans.	HR	
6. Promote “non-traditional” jobs through, for example, the Council’s website, targeted publications, job fairs and schools and colleges.	An increase in the numbers of females and males applying for and being appointed to “non-traditional” jobs.	The % of males and females applying for a range of different occupations.	HR	
7. Review arrangements for providing support and information to carers.	Employees who have caring responsibilities feel there is an improvement in the support and advice they receive from the Council.	Satisfaction with the Council as a good employer as measured by the annual staff survey.	HR	
8. Review and implement the harassment and bullying procedure, ensuring that the elements relevant to sexual harassment are fully considered.	Employees and managers are aware of their responsibilities on sexual harassment, how to report and deal with it appropriately to minimise distress for those involved.	Policy in place and training being provided.	HR	

**Gender Equality Scheme Action Plan 2007- 2010**

<b>Action</b>	<b>Outcome</b>	<b>Performance Measure</b>	<b>Responsibility</b>	<b>Target Date</b>
9. Extend the racist incidents common monitoring procedure to capture other hate related incidents, including incidents relating to a persons' gender.	Gender related incidents are recorded and mapped.	Establishment of common monitoring system to capture data on hate crime.	HR/Community Safety	
10. To build confidence among victims of domestic violence to report incidents, provide victims with support and work with perpetrators to reduce repeat offences.	To reduce overall crime particularly violent crime, domestic violence and hate crime.	<ul style="list-style-type: none"> <li>• To increase the number of reported domestic violence incidents by 5%.</li> <li>• To reduce by a third the percentage of Domestic Violence offences committed by repeat offenders in a twelve-month period.</li> </ul>	Community Safety team	
11. Gender equality is included within all contracts and commissioning agreements where equality is a core requirement of delivering the service	All contracts and commissioning agreements where equality is a core requirement in delivering the service includes specific details of how the service will be delivered to women and men in a way which ensures gender equality and which meets the needs of service users.	Full compliance with the equality elements of the procurement procedures	Procurement/ Legal  All Departments	
12. Ensure that gender equality is integrated into the delivery of the equality and diversity training strategy	Staff have a good understanding of how gender equality impacts upon all relevant aspects of service delivery and employment, and what their responsibilities	All relevant training and development activity include gender equality component	L&D	

**Gender Equality Scheme Action Plan 2007- 2010**

<b>Action</b>	<b>Outcome</b>	<b>Performance Measure</b>	<b>Responsibility</b>	<b>Target Date</b>
13. Service areas to continue to carry out equality impact assessments.	Identify any adverse impact for women and men in respect of provision of services and employment.	Number of EIAs agreed to be completed within a 12-month period.	All Departments	
14. Service areas to ensure follow up work from EIAs is completed			All Departments	

**Appendix B**

**Performance Indicator Targets**

<b>PI Code</b>	<b>PI Description</b>	<b>05/06 Target</b>	<b>05/06 Actual</b>	<b>06/07 Target</b>	<b>07/08 Target</b>	<b>08/09 Target</b>
BV2a	The level of the Equality Standard for Local Government to which the authority conforms.	Level 1	Level 2	Level 3	Level 4	Level 5
BV11a	The percentage of the top 5% of earners employed by the authority (excluding staff in schools) that are women.					
	Increased Competition – Number of female customers assisted ( Business Link)				174	183

- Typical local area agreement targets



