Mainstreaming equalities

April 2013

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Introduction

Our role

1. Audit Scotland is a statutory body that carries out audits and investigations for the Auditor General for Scotland and the Accounts Commission.[1] The Auditor General secures the audit of the Scottish Government and other public bodies in Scotland, except local authorities. She investigates whether bodies achieve the best possible value for money and adhere to the highest standards of financial management. The Auditor General is independent of the Scottish Government and the Scottish Parliament. The Accounts Commission secures the audit of local authorities and investigates whether they spend public money properly and effectively. It is independent of both central and local government. Scottish ministers appoint Commission members.

2. Audit Scotland helps the Auditor General and the Accounts Commission to ensure public money in Scotland is used properly, efficiently and effectively. We do this by carrying out financial, performance and Best Value audits of various aspects of how public bodies work. We audit the majority of devolved public services in Scotland and the public bodies that we audit have a combined total spend of about £40 billion a year.

3. Audit Scotland employs 270 staff (259.9 whole-time equivalent) and has four office bases across Scotland.[2] The Auditor General and the Accounts Commission also appoint seven private firms of accountants to carry out about half of the annual audits. Audit Scotland has five business groups:

    *   Audit Strategy Group. Supports improvements in accounting, financial reporting and auditing in the public sector through technical guidance to auditors. Also audits housing benefit services in Scotland, and manages the National Fraud Initiative (NFI) which brings together auditors and public bodies to identify public sector fraud and error. Oversees the appointment of private firms and the quality of all audit work undertaken by Audit Scotland and the firms.

    *   Audit Services Group. Carries out audits in public bodies to give assurance on financial statements, as well as professional views on matters such as meeting regulatory and legal rules, performance, and efficient use of resources. Its annual audit reports cover the full range of audit work done in a public body during the year.

    *   Performance Audit Group. Carries out performance audits across the entire public sector for the Auditor General and the Accounts Commission, and reports these in public.

    *   Best Value and Scrutiny Improvement Group. Undertakes audits of Best Value in local government and leads on co-ordinating audit, inspection and regulation in local government on the Accounts Commission's behalf.

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[1] Audit Scotland and the Accounts Commission are both listed public authorities in the Equality Act.
[2] Staff figures at 31 March 2013.

- Corporate Services Group. Provides Audit Scotland's finance, human resources, communications, IT and business support services.

4. Our Diversity and Equality Steering Group (DESG) oversees the implementation of our strategy on all matters relating to diversity and equality (Appendix 1). This includes raising awareness of equality issues among staff, helping to ensure we meet the requirements of the Equality Act 2010 (the act) and working with business groups to help mainstream equalities in everything we do.

5. The Auditor General is the accountable officer for Audit Scotland and is responsible for making sure that we are fulfilling the duties set out in the act. You can find more information about Audit Scotland, the Auditor General and the Accounts Commission at www.audit-scotland.gov.uk.

Our new corporate priorities

6. During the autumn of 2012, we held a series of 'Re:Connect conferences' with all our staff. This followed on from our successful 'Connect conferences' the year before. The Re:Connect conferences were an opportunity for everyone to hear about the priorities of our new Auditor General and to take part in discussions about the challenges we face. Staff were open and honest in their feedback on a wide range of topics including our corporate strategy, how our work can make a difference, and the future challenges we face. We used this feedback to help develop our corporate priorities for 2013. We set out the priorities in our refreshed Corporate plan for 2012-15 which is available on our website. We also discussed the values and qualities we want to underpin everything we do in helping us to achieve our vision to be a world-class organisation that improves the use of public money. We agreed that the value and qualities that are most important to us are:

- our independence
- valuing people
- quality
- cooperation
- great communication.

7. We see promoting, encouraging and embedding equalities as an intrinsic part of valuing people.

Our equality outcomes

8. During 2012/13, our Diversity and Equality Steering Group gave presentations to staff in each of our five business groups to help raise awareness of the general equality duty for the public sector (see paragraph 11). These presentations were a great opportunity for staff to give us feedback on how they think we are addressing equalities in our organisation and in the work that we do, and where they think we can do more. Further discussion followed in two staff workshops in November where we involved staff in helping us think about our equality

outcomes.[3] We invited all staff to participate. We also sought feedback on these outcomes from equality networks.

9. During 2012/13, we developed three equality outcomes. These outcomes support Audit Scotland's vision to be a world-class organisation as well as our corporate plan and our values. To help explain how we aim to meet these outcomes and enable us to measure our progress, we have developed measures to underpin these outcomes. Exhibit 1 provides a summary of our equality outcomes and also sets out how we plan to measure our progress in achieving these. You can find more information about our equality outcomes on our website.[4]

10. We will use the performance measures linked to our equality outcomes to monitor progress through our corporate performance management framework. Our Management Team reviews performance against key performance indicators on a quarterly basis. We will publish our next progress report by April 2015.

This report

11. The general equality duty in the act requires public bodies to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

- foster good relations between persons who share a relevant characteristic and persons who do not share it.[5]

12. This report sets out Audit Scotland's progress in ensuring the general equality duty is integral to what we do.[6] We are attempting to address this duty in a number of ways and we highlight these in the rest of this report. The report comments on how we are:

- addressing equalities in our audit work and, where it is appropriate, using our position to promote equalities across the Scottish public sector

- embedding equalities in our policies and practices to ensure we are not discriminating against any particular groups, and raising awareness among our staff and providing training about equalities issues

- using evidence about our staff profile to highlight areas where our practices could potentially improve.

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[3] Eighteen people attended the workshops and we asked them to complete a confidential diversity form: most were female and white; most stated that they did not belong to a particular religion or belief; two-thirds were heterosexual/straight; half were aged 35-49 and a third were aged 50+; and 61% were married or in a civil partnership. We have not reported on any responses below five in number.

[4] *Equality outcomes*, Audit Scotland, April 2013.

[5] The protected characteristics noted in the Equality Act are age; disability; gender reassignment; race; religion or belief; gender; sexual orientation; marriage and civil partnership; and pregnancy and maternity.

[6] One of the specific duties in the Equality Act is that listed public authorities must publish a 'mainstreaming report'.

Exhibit 1

Equality outcomes

We have three equality outcomes. These cover all the protected characteristics.

Our vision
To be a world-class organisation that improves the use of public money

We will support this vision through our equality outcomes:

1. We will recognise the diversity of the Scottish population and raise the profile of equalities by embedding this in all aspects of our audit work on how public money is being used	**2**. We will have policies and practices that are fair, transparent, meet people's needs and support a culture of diversity	**3**. We will understand and support diversity within our workforce
We will do this by:	We will do this by:	We will do this by:
- consulting with our stakeholders on how to reflect equality and diversity in our work - analysing data to help us understand who uses public services and use this to inform our audit work - reflecting equality and diversity issues in audit work programmes, in a way which is consistent with our audit duties - publishing information and reports in formats that are accessible to all - reporting audit findings in a style that reflects the audience - reporting on diversity and equality issues where appropriate - supporting other public bodies in their scrutiny of diversity and equality	- having a culture where people feel valued and where they are treated with equity and fairness - seeking feedback from staff on how we can support diversity and equality in how we do things - supporting the wellbeing of our staff - ensuring our policies are written in plain language, adhere to current legislation and are accessible to all - ensuring key policies are subject to a rigorous equality impact assessment - ensuring a flexible approach to working practices - continuing to monitor against our Equal pay statement and ensure our reward strategies are fair	- encouraging staff to share personal information with us so that we can improve the extent of our workforce information - looking at ways to attract those from under-represented groups - continuing to monitor our recruitment and selection processes and implement improvements in response to feedback

Source: Audit Scotland

Mainstreaming equalities

Our work

13. We carry out a range of audit work on behalf of the Auditor General and the Accounts Commission and our work covers almost every public body in Scotland. Many of these organisations provide services directly to members of the public. This means they should ensure that their services meet the needs of the individuals who make up Scotland's diverse population. Our audits therefore need to make sure that we analyse data about the profile of Scotland's population and the people who make use of public services; gather evidence about how public bodies are delivering services; and examine how public bodies consider the needs of different groups using these services when planning and organising services. During 2012/12, we agreed four dimensions that we aim to feature in all aspects of our audit work: financial sustainability; transparency of reporting; governance and financial management; and value for money. Equalities are a feature of all these dimensions and we aim to embed equalities in all aspects of our audit work. This section sets out how we are addressing equalities in our work and highlights where we can do more.

Equalities are embedded in our annual audit planning frameworks

14. With other inspectors and regulators, we have developed a Shared Risk Assessment (SRA) process to ensure that scrutiny in local government is streamlined and coordinated. The process is also intended to ensure that our resources are targeted using a risk based approach. The SRA approach leads to an Assurance and Improvement Plan (AIP) for each council.

15. The SRA approach involves reviewing and assessing the corporate activities in Scotland's local authorities in partnership with other inspectors and regulators.[7] Staff from each of the scrutiny bodies meet to decide the key risks within each local authority with the aim of making sure that audit, inspection and regulation work is better targeted and more proportionate. These meetings are known as Local Area Networks (LANs). Equality is one of the main areas considered as part of this annual process.

16. The Equality and Human Rights Commission (EHRC) has commissioned a piece of work to assess the extent to which Scottish public bodies have complied with the specific duties of section 149 of the Equality Act 2010. Analysis of public bodies' compliance with the duty to publish equality outcomes and employment information will be available later in 2013. This was reflected in the updated AIPs for all councils. The results of this activity will be reflected in future SRA work. In other sectors, we will comment on non-compliance with the Equality Act in our annual audit reports where we become aware of an issue.

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[7] The other bodies are Education Scotland, Scottish Housing Regulator, HMICS and the Care Inspectorate.

All Best Value audits examine local authorities' arrangements for equalities

17. The Local Government in Scotland Act 2003 introduced the statutory duty of Best Value in local government. This duty requires local authorities to:

- make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance

- have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.[8]

18. Best Value audits examine how local authorities have implemented the statutory duty of Best Value. Considering equalities is an integral aspect of the statutory duty. It is an important cross-cutting characteristic of the corporate assessment framework and is embedded in all aspects of the Best Value framework. All our Best Value audit reports on local authorities include a section on the progress made by these organisations on equalities and Exhibit 2 highlights some examples from recent reports.

Exhibit 2

Examples of references to equalities in recent Best Value audit reports

"Equality issues are clearly incorporated into the work of the council. It has the appropriate processes in place to manage equalities, train staff and monitor performance. The council works with partners to promote awareness of equalities issues within its communities."

Extract from *Midlothian Council: the Audit of Best Value and Community Planning*, Accounts Commission, June 2012

"Scottish police forces have been taking appropriate actions, such as equality impact assessments, to improve equality and diversity through operational policing and within their workforces. Work on equality and diversity has been supported by clear leadership throughout forces. As a result, they are achieving a greater gender balance in their workforces. Police authority members have not demonstrated a clear understanding of their role in promoting equality and diversity and have not led or scrutinised equality and diversity issues effectively."

Extract from *Best Value in police authorities and police forces in Scotland*, Audit Scotland and HMICS, November 2012

Source: Audit Scotland on behalf of the Accounts Commission

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[8] Public bodies are expected to demonstrate five generic Best Value themes (vision and leadership; effective partnerships; governance and accountability; use of resources; and performance management) and two cross-cutting Best Value themes (equality and sustainability).

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19. Last year, EHRC staff shadowed one of our Best Value audits and gave useful feedback on how equalities issues can be even more securely embedded in the audit process. The EHRC also observed several LAN meetings which take place as part of the SRA process. They made a number of recommendations aimed at giving equalities issues greater prominence in this process in the future.

20. We have published a toolkit on equalities to support auditors carrying out Best Value audits of public bodies.[9] The toolkit helps auditors to establish the extent to which public bodies' arrangements for equalities are designed to achieve and are delivering Best Value. Organisations may also use the toolkit to inform their own self-assessment processes.

Equalities feature in our programme of national performance audits

21. The Auditor General and the Accounts Commission have a rolling programme of national performance audits which aims to be flexible and responsive to the changing public sector environment. Interested parties are invited to suggest topics for our programme at any time but we need better engagement with equality organisations on a more regular basis about our programme and about relevant audits.

22. Audit Scotland's quality framework for performance audits requires our staff to identify equalities issues where relevant when scoping our national performance audits. Any issues that we want to investigate in relation to equalities are highlighted in the project brief.[10] In addition, our project teams consider how well we addressed equality issues as part of a post-project review. This helps identify learning points for future audits that we can share with the wider team. During 2013/14, our Performance Audit Group will review and refresh the guidance for staff on how to build equalities into this area of Audit Scotland's work.

23. During 2012/13, we published a report on *Health inequalities in Scotland.*[11] The report highlighted that there are significant and long-standing health inequalities in Scotland, and that the public sector can make better use of its resources to address these challenges. It also highlighted that there are still significant differences in life expectancy and health depending on deprivation, age, gender, where people live, and ethnic group (Exhibit 3). We presented our findings to the Parliamentary Public Audit Committee which took evidence from the Scottish Government and then prepared a report with recommendations for the Government to take forward.[12] Our report is also helping to inform the Parliamentary Health and Sport Committee's current inquiry into health inequalities. We continue to raise awareness about the issues raised in our report through presentations to various organisations, including to the Minority Ethnic Carers of Older People Project (MECOPP).

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[9] The toolkit is available on our website.

[10] We prepare a project brief for each performance audit. This sets out the background to the topic under investigation and the objectives, scope and methodology of the audit. We publish project briefs on our website.

[11] *Health inequalities in Scotland*, Audit Scotland, 2012.

[12] *1st report, 2013 (Session 4): Report on health inequalities*, Scottish Parliament Public Audit Committee, April 2013.

Exhibit 3

Average life expectancy at birth, 1999-2000 to 2009-10

Average life expectancy has increased but people in the least deprived areas still live longer than people living in the most deprived areas, and the gap has increased for women.
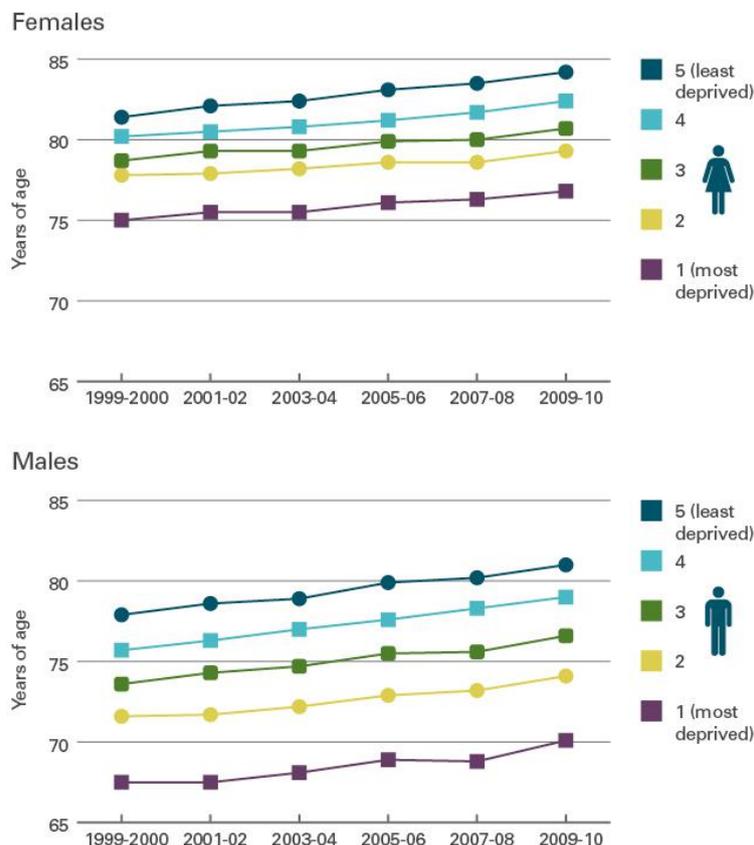
Source: Scottish Public Health Observatory, 2012

24. Another report, *Management of patients on NHS waiting lists*, highlighted that the NHS needs to do more to ensure patients with additional support needs, such as a disability or requiring a translator, are identified and provided with the support they require.[13] This is so that vulnerable patients are not disadvantaged.

25. Our report on *Reducing reoffending in Scotland* highlighted that, overall, significantly more men reoffend than women; of the 14,245 people convicted in 2009/10 who were reconvicted within one year, 12,299 were men and 1,946 women, and most people who reoffend are under the age of 30.[14] Offenders originally convicted of crimes of dishonesty, breach of the peace and violent crime are the most likely people to be reconvicted. Further analysis of the data shows that men aged under 21 are the most likely to reoffend. Over a third of this group who were convicted in 2009/10 reoffended within one year compared to just over a quarter of men over the age of 30. Women are generally less likely to reoffend than men, and women

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[13] *Management of patients on NHS waiting lists*, Audit Scotland, 2013.
[14] *Reducing reoffending in Scotland*, Audit Scotland, 2012.

over 30 are the least likely to reoffend (20 per cent of women over 30 convicted in 2009/10 were reconvicted within one year).

26. We also reported that the Scottish Government had provided £100,000 to each Criminal Justice Authority (CJA) in April 2010 to spend specifically on services to support women offenders. CJAs reported that they found it challenging to plan, manage and spend this funding because it was provided at short notice and was guaranteed only for a year. The short-term nature of the funding made it difficult to commission services where staff had to be recruited to fill posts and to ensure the funding was spent appropriately. It is difficult to identify how effective this funding has been in reducing reoffending among women. It was spent in different ways, often supplementing existing funding for services for women offenders, there are no consistent measures of performance, and effectiveness needs to be assessed over a longer period.

We introduced a new approach to auditing Community Planning Partnerships, and highlighted their role in tackling inequalities

27. Community planning is the process by which councils and other public bodies work together, with local communities and the business and voluntary sectors, to plan and deliver better services and improve the lives of people living in Scotland. It was given a statutory basis through the Local Government in Scotland Act 2003. Mainstreaming equalities into the community planning process was an integral aspect of the Act.

28. The Accounts Commission has been leading development work around how external audit and inspection might hold Community Planning Partnerships (CPPs) to account for their performance and help them deliver better outcomes. Three early audit sites have helped test the CPP audit framework (Aberdeen, North Ayrshire and Scottish Borders). All three early CPP audits considered the extent to which the CPP has been successful in addressing the significant outcome gaps between the most and least deprived communities in their area.[15] The national report, *Improving community planning in Scotland*, also considered this important issue and concluded that:

"One of the aims of community planning was to help reduce social inequality. However stark differences in outcomes for different groups still persist in Scotland. The reasons for many of these inequalities are complex and deep-rooted, affected by many social, economic and environmental factors. It is in these complex areas that CPPs can make a real difference if they focus their efforts and being to bear the full weight of their combined resources, skills and expertise."[16]

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[15] The audit reports on the three CPPs are published on our website.
[16] *Improving community planning in Scotland*, Audit Scotland, 2013.

Our policies and practices

29. We need to make sure that our policies and activities are not discriminatory and that we fully consider diversity and equality issues when developing new policies and approaches to what we do, or significantly changing existing ones. We aim to ensure that our policies and procedures promote diversity and equality, and that our staff embed equality into their behaviours, actions and decision-making.

Our staff handbook contains all our staff policies, procedures and guidance

30. Our HR team oversees the content of our staff handbook which covers a range of policies including those on diversity and equality, ethics and conduct, flexible working and wellbeing, and employee relations. The staff handbook is available on our intranet and staff can get guidance on any aspect of this from the HR team or their line manager.

We aim to make the findings of our work as accessible as possible

31. Our website is an important mechanism for communicating with the public and others about who we are and what we do. We also publish our audit findings and other outputs such as our corporate strategy and annual report on our website. We believe that everyone should be able to access our website regardless of any impairment or technical constraint. In January 2013, we began a review of the website, with the intention of further improving user experience. The Digital Accessibility Centre (DAC) continues to accredit the website and will act as consultants for certain aspects of the review. We have worked closely with the DAC since 2008 to achieve and maintain the government compliance level of 'Accessible AA' and look to build on that in further developing the website.

32. We also prepare and publish a lot of written material. We are committed to providing a website and printed material that are accessible to the widest possible audience. We actively work to make sure that our printed material and website are usable by people of all abilities. You can find more information about our approach to accessibility in our Accessibility policy which is published on our website.

33. In 2012, a Gaelic version of the audit certificate for Bord na Gaidhlig was signed. This is a first for Audit Scotland; one of our core priorities is holding public bodies to account and doing this in public, and publishing in both Gaelic and English supports this. It makes our work and findings accessible to different parts of the community and it supports our commitment to recognising and celebrating Scotland's diversity.

34. During 2013/14, we will be moving to reducing the amount of printed material that we publish and introducing an e-publishing policy. We will consider the impact that this may have on different groups as part of this move.

We have Two Ticks accreditation

35. In January 2013, Audit Scotland was awarded Two Ticks accreditation for the third year in a row. This accreditation has helped us to generate greater awareness about our organisation among people with disabilities through using the disability symbol on adverts and regular appearance in a variety of disability publications and websites. We advertise in Able Magazine once a year, and also appear year-round on its website. We are also actively exploring other media to see if we can attract a wider audience, eg ethnic minority media. When comparing the number of job applicants with a disability over the last two years, the percentage of applications from those who say they have a disability has grown slightly and that there has also been an increase in the percentage who are shortlisted (exhibit 5).

We consider equality in our procurement and tendering procedures

36. Audit Scotland commissions services such as property services, legal advice and specialist support for our performance and Best Value audits. Our tendering and contracting procedures require that contractors should not unlawfully discriminate within the meaning and scope of the current provisions of the Equality Act 2010 relating to discrimination in employment. Contractors are also required to take all reasonable steps to ensure these provisions are observed by all other persons acting on behalf of the Supplier in the execution of the contract.

Our properties aim to meet the needs of our staff and visitors

37. Audit Scotland leases four properties across Scotland: two are in Edinburgh with the others located in East Kilbride and Inverness. We have arranged for accessibility surveys to be carried out at all our properties and are taking forward any recommendations arising from these. We have personal emergency evacuation plans in place for staff who have declared a disability which affects their ability to access and evacuate premises. In addition, we have developed a 'buddy' system to help people with additional support needs. We also have an evacu-chair facility in one of our Edinburgh offices and have trained staff to use this to assist staff or visitors who are in a wheelchair.

38. Our property strategy requires us to consider and improve access for all our staff and visitors, including those with a disability, when we are reviewing property options at times of lease terminations or breaks. During 2013/14, staff in our East Kilbride office will move to a property in Glasgow. In arranging the lease, we made sure that we selected a building which was as DDA-compliant as was available at the time. In addition, the landlord has modified the front steps of the building to allow wheelchair access. We have also installed a DDA-compliant toilet on our own floor of the building at our cost. Our leases on the Edinburgh offices both come to an end in 2015 and we plan to ensure that our new property complies with equalities legislation.

We assess the impact of our policies and activities on different groups

39. We carry our Equality Impact Assessments (EIAs) to consider the impact that our various policies, strategies, activities and approaches to our work may have on different groups, both within and outside our organisation. We have procedures in place to make sure that any issues particular to one protected characteristic are properly addressed in any assessment of their impact on equalities. Staff involved in developing or changing a policy or practice carry out the EIA and then send these to the Diversity and Equality Steering Group for discussion and approval. We publish all our EIAs on our website and six were published during 2012/13:

     - electronic working papers package

     - corporate plan 2012-15

     - redeployment and redundancy policies

     - property policy

     - audit appointments working group

     - annual budget.

40. We had planned during 2012/13 to introduce a new screening process to help us consider whether policies and practices should be subject to an EIA. We also planned to review how we carry out EIAs and the documentation associated with EIAs to make sure they comply with the Equality Act; and to review the guidance for staff about how to undertake EIAs so that this is more user-friendly. All of these pieces of work remain outstanding and will form part of the Diversity and Equality Steering Group's action plan for 2013/14.

Our steering group monitors our progress with mainstreaming equalities

41. Our Diversity and Equality Steering Group meets about four times a year. The group has led on developing our equality outcomes and monitors our progress in mainstreaming equalities. Some members lead on the protected characteristics which involves keeping up-to-date with developments about each characteristic and being a source of advice for staff involved in audits (Appendix 1).

We share what we are doing with other organisations

42. We are keen to learn about good practice in relation to equalities and develop networks with other public bodies. This is important as we do not have any dedicated staff to support our activity in this area. Members of our Diversity and Equality Steering Group attend meetings of the NDPB Equality Forum to hear about experiences and approaches in other public bodies. We also meet regularly with the EHRC. In addition, we gave a presentation on our equalities work to a recent conference on human rights.

Our staff

43. We will understand and support diversity within our workforce. We want to understand the profile of our staff to help identify where our policies and practices may be falling short and at risk of acting in a discriminatory way. As a relatively small organisation (270 staff), we will work hard at this and also recognise that our size limits some actions and some levels of data analysis. To help mainstream equalities, our staff need to have the confidence and skills to consider and address equalities issues. Formal training can help but we also need to be mindful of our actions and behaviours.

We continue to raise awareness of equalities within our organisation

44. Raising awareness about the importance of equalities forms part of our induction for new members of staff. A key element of this is an online training module on diversity and equality. Equalities will also be a feature of our new Personal Development and Growth learning framework which we will continue to roll out in 2013/14. Staff can also participate in discussion groups about equalities on our intranet. The intranet also has a dedicated site on equalities which provides information about legislation and the protected characteristics as well as links to other organisations' websites for further information.

Our steering group aims to help staff understand equalities issues

45. Each of our five business groups has a representative on the Diversity and Equality Steering Group and they are an important link between corporate and business group developments and activity. They keep the steering group up-to-date with progress in mainstreaming diversity and equality across the whole organisation, and can act as a source of advice for our staff on equality issues. The business group representatives make sure that they give feedback to their teams on what is happening at a corporate level. Members of the group are assigned responsibility as protected characteristic leads or business group leads.

We are committed to equal pay principles

46. We are committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our staff and that reward should be awarded fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward systems. You can find our Equal pay policy statement and our latest equal pay review on our website.

We encourage staff to disclose diversity information to help us monitor our practices

47. Our online Human Resources (eHR) system enables staff to manage and update their personal information through a self-service portal. As part of our annual personal details check, we invite staff to use the eHR system to provide information across all the protected characteristics. This helps us to monitor equality information where this is provided.[17] This

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[17] Our HR team keeps information about pregnancy and maternity separately.

personal information is held securely and confidentially and can only be accessed by the individual and the HR team. There has been an increase in the past two years in the percentage of staff recording information about their sexual orientation and religion or belief (Exhibit 4).

Equalities are embedded in our staff performance appraisal framework

48. Our staff Performance Appraisal and Development (PAD) framework is built on the following priorities:

   - feedback – making Audit Scotland a place where giving and receiving feedback about our performance occurs readily, frequently and constructively

   - results – maintaining and developing our existing strength in the delivery of results to time, quality and cost standards

   - behaviours – intensifying our focus upon how we can deliver the results so that we can maintain sustainably high performance through our competency framework.

49. Every member of staff has an annual appraisal meeting with their line manager to discuss their performance over the past 12 months and to agree objectives for the coming year, including areas for development. In May each year, the HR team reviews a sample of PAD forms to identify trends and any areas for improvement. This involves looking at objectives, quality of feedback, consistency of scoring and common training needs. The HR team discusses the review with the management team in each of the business groups. The 2012 review did not highlight any issues of concern in relation to equalities.

Our latest staff survey shows that we need to improve how staff feel about their wellbeing

50. Our annual staff survey highlights where our staff think we are doing well and where we can do more.[18] While not explicitly related to equalities issues and the protected characteristics, the results point to areas where changes in our culture and the way we do things can have a positive effect on people's experiences at work. The survey asks staff for their views on eight main areas of staff engagement:

   - my manager
   - leadership
   - my company
   - personal growth
   - my team
   - fair deal
   - giving something back
   - wellbeing.

[18] Our last survey took place over October and November 2012. Response rate was 78 per cent (204/261 employees).

51. The results from our 2012 survey show that we need to do more on wellbeing, with about half or respondents saying they feel exhausted when they come home from work. Our Leadership Group is identifying what action to take to improve the feeling of wellbeing among our staff. Feedback from our staff through the Re:Connect conferences and the staff survey do highlight that they value the opportunities for more flexible working that we can offer, with 16 per cent of staff on a flexible working arrangement.

We collect and monitor staffing information to check our employment practices are not discriminatory

52. We have a duty to report specific information about our staff. This helps to check whether there is discrimination in our employment practices and ensures that important elements of our equal opportunities policies are being implemented effectively.

53. We have gathered and analysed information about our staff for the period 2012/13.[19] A summary of the analysis is provided in this section of our report and you can find more information in Appendix 2. Our Diversity and Equality Steering Group discusses and reviews this information for any patterns or trends and will identify areas for further investigation. During 2013/14, in preparation for our 2014 report cycle, we will review what diversity and equality monitoring we undertake to assess whether it can be enhanced and ensure it remains relevant.

54. Exhibit 4 summarises Audit Scotland's staffing profile. This year, we have added information about marital status. Where the population size is less than five then we have not disclosed this information due to confidentiality. However, our Human Resources (HR) team retains the full information and will monitor any patterns or trends going forward.

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[19] This covers the period 1 April 2012 to 31 March 2013.

Exhibit 4. Audit Scotland's staff profile, March 2013

Equality strand	March 2013 (270 staff)	March 2012 (265 staff)	March 2011 (284 staff)	March 2010 (302 staff)	Scottish Population (2011/12)[20]	Comments
Ethnicity	% of ethnic minority group employees has increased to 3.3%.	Slight increase in the % of minority ethnic group staff to 2.6%.	Slight increase in the % of ethnic minority group staff to 2.5% of all staff.	Representation of ethnic minority staff remained the same as in 2009 (1.7%).	White 96%; minority ethnic group 4%.	We have a lower representation of ethnic minority staff compared to ONS data. However, the % of minority ethnic staff continues to increase gradually.
Gender	50% male; 50% female.	Males 49.8% and females 50.2%	Representation of males and females remained the same as the previous year at 49% and 51% respectively.	Representation of males and females remained the same as in 2009, except that there was an increase of females at senior management level to 52%.	50.9% female; 49.1% male.	Our overall gender profile is slightly lower than ONS population statistics for females and slightly higher for males.
Age	Age profile: 16-24 (4.8%) 25-34 (21.5%) 35-49 (46.7%)	Age profile: 16-24 (2.3%) 25-34 (24.2%) 35-49 (45.7%)	Similar to previous years, the largest % of staff were in the 35-49 age range (44.5%). The smallest % were	Similar to 2009 data, the largest % of staff were in the 35-49 age range (43%); the smallest % were	17.7% are aged 16-24; 20% are 25-34; 32% are 35-49; and 30.3% are 50-64 years old.	Compared to ONS data, we have less staff in the 16-24, 25-34 and 50+ brackets. We have

[20] Based on Annual Population Survey data (those aged 16-64), October 2011 to September 2012, ONS.

Equality strand	March 2013 (270 staff)	March 2012 (265 staff)	March 2011 (284 staff)	March 2010 (302 staff)	Scottish Population (2011/12)[20]	Comments
	50+ (27%)	50+ (27.9%)	within the 16-24 bracket (2.8%). 27.2% of staff were 50+.	within the 16-24 bracket (4%).		more staff in the 35-49 bracket.
Disability	% of staff who have declared a disability remains at 3%.	% of staff who have declared themselves as having a disability is 3%.	% of staff with a declared disability increased to 5%.	% of staff with a declared disability was 4.6%.	22.4% of the population (aged 16-64) are disabled. Of those, 45.9% are in employment. 10.3% of those aged 16-64 are disabled and in employment.	Compared to ONS data, we have less staff who have declared themselves as having a disability.
Flexible working	% of staff with a flexible working arrangement has reduced to 16.3%.	20.4% of staff have a flexible working arrangement, showing an increase on previous years.	% of staff with flexible working arrangements has increased slightly on previous years to 17.6% of staff.	% of staff with flexible working arrangements remains the same as 2009, at 16.2% of all staff.	No ONS data available.	
Sexual orientation	67.8% of staff have declared themselves as heterosexual/ straight; 2.6% of staff are either gay or bisexual; 2.2% have said they would prefer not to say; and 27.4	60.8% of staff have declared themselves as heterosexual/ straight; 1.9% have said they would prefer not to say; and 35.5% have not responded; and remaining 1.9%	58.8% of staff are heterosexual/straight; 2.1% did not want to disclose this information; 37.7% have not responded to confirm; and the remainder are either a	N/a – began collecting data in 2010.	No ONS data available.	

Equality strand	March 2013 (270 staff)	March 2012 (265 staff)	March 2011 (284 staff)	March 2010 (302 staff)	Scottish Population (2011/12)[20]	Comments
	have not responded.	are either gay or bisexual.	gay man, gay woman or bisexual.			
Religion or belief	33.7% of staff have not disclosed any religion. 30.7% of staff have no religion or stated not applicable; 16.7% are Church of Scotland; 8.9% Roman Catholic; 4.4% prefer not to say; 3% other Christian and 2.6% are another religion.	39.6% of staff have not disclosed any religion. 26% of staff have no religion or stated not applicable; 15.1% are Church of Scotland; 9.8 Roman Catholic; 4.2% prefer not to say; 3.4% other Christian and 1.9% are either Sikh, Jewish or another religion.	14.1% of staff are Church of Scotland; 10.2% are Roman Catholic; 3.5% Other Christian; 3.9% prefer not to say; 25.4% said not applicable/no religion; and 41.2% have not responded to confirm.	N/a – began collecting data in 2010.	No ONS data available.	
Marital status	57.8% of staff are married/have a civil partnership, 23% are single, 4.1% are co-habiting, 4.8% are divorced or separated, 8.5% are in an unmarried partnership and 1.9% have stated other or not provided information.	No previous analysis undertaken.				

Recruitment

55. Our recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies that are needed to carry out the role effectively. Exhibit 5 outlines our position in terms of ethnicity, gender, age, disability, religion/belief and sexual orientation in relation to internally and externally advertised vacancies during 2012/13. These results should be interpreted carefully as not all applicants provided information and the numbers applying and subsequently recruited are generally small given the size of our organisation.

Exhibit 5. Recruitment 2012/13

Equality strand	2012/2013	2011/2012	2010/11	2009/10
Ethnicity	Of the applications received (773), 15.4% were from an ethnic minority group. 11.7% of all shortlisted applicants and 6.8% of all appointments were for ethnic minority group individuals. As a % of applications received, 20.2% minority ethnic group applicants were shortlisted and 2.5% appointed (compared to 27.9% and 6.3% of white applicants).	Of the applications received (388), 18.3% were from an ethnic minority group. 3.2% of all shortlisted applicants and 2.2% of all appointments were for ethnic minority group individuals. As a % of applications received, 5.6% minority ethnic group applicants were shortlisted and 1.4% appointed (compared to 38.1% and 14.4% of white applicants).	Of the applications received (129), 26.4% were from an ethnic minority. 5.1% of these applicants were taken forward at shortlisting stage. No ethnic minority candidates were appointed. As a % of applications received, 38% white applicants were shortlisted, and 5.9% of minority ethnics were shortlisted.	Of the applications received (465), 14.4% were from an ethnic minority. 14% were taken forward at shortlisting stage. No ethnic minority candidates were appointed.
Gender	We received more applications from males (52.9%) than females (46.3%). 26% of applications received from females were shortlisted and 5.3% appointed. This compares to 27.4% and 6.1% for males.	We received more applications from males (58%) than females (40.7%). 36.1% of applications received from females were shortlisted and 17.1% appointed. This compares to 29.3% and 8.4% for males.	Similar to the previous year, we received more applications from males (62%) versus females (36%). 38.3% of applications received from females were shortlisted and 14.9% were appointed. This compares to 23.8% and 11.3% of applications from males.	This year we received more applications from males (65.2%) than females (29.9%). 42.4% of applications received from females were shortlisted and 5% were appointed. This compares to 32% and 7.9% of applications from males.
Age	Most applications (39.1%) were received from those within the age	Most applications (42%) were received from those within the	The majority of applications received were from	The majority of applications received were from candidates

Equality strand	2012/2013	2011/2012	2010/11	2009/10
	range 25-34. 30.9% were received from those aged 35-49, 19% for 16-24 and 10.3% for those over 50. The highest % of applications shortlisted from those received were for those aged 16-24, followed by 25-34, 35-49 and 50+. The highest % appointed from those received were for those in the age range 25-34, followed by 16-24, 35-49 and 50+.	age range 25-34. 30.9% were received from those aged 35-49, 19.3% for 16-24 and 6.7% for those over 50. The highest % of applications shortlisted and appointed from those received were for those aged 25-34, followed by 50+, 35-49 and 16-24.	candidates aged 16-24 and 25-34. Fewest were 50+ years old. As a percentage of applications received, more candidates aged under 25 were appointed than those aged 50+.	aged 25-34. Fewest were 50+ years old. As a percentage of applications received, more candidates aged under 25 were appointed than those aged 50+.
Disability	2.5% of applications received were from those who declared themselves as having a disability. As a % of applications received, 31.6% of those with a disability were shortlisted and 10.5% appointed. This compares to 26.6% and 5.6% for those without a disability.	2.1% of applications received were from those who declared themselves as having a disability. As a % of applications received, 25% of those with a disability were shortlisted and 12.5% appointed. This compares to 32.1% and 11.9% for those without a disability.	3.1% of applications were received from people who declared themselves as having a disability. 50% of applications from those with a disability were shortlisted, compared to 28.5% without a disability. No appointments were made to candidates with a disability.	Five applications were received from people who declared themselves as having a disability (1.1% of all applications). 40% of applications from those with a disability were shortlisted, compared to 35.5% without a disability. No appointments were made to candidates with a disability.

Equality strand	2012/2013	2011/2012	2010/11	2009/10
Religion	Applications were received from every religion/belief category. Most applications were received from those who stated n/a or no religion (44.6%), followed by Church of Scotland (17.3%) and Roman Catholic (14.5%). Fewest applications were received from those who were another religion, Buddhist or Jewish. As a % of applications received, the highest % of those shortlisted were Buddhist, Jewish then Church of Scotland. As a % of those received who were appointed, the highest % was for Church of Scotland, no religion then Roman Catholic.	Most applications were received from those who stated n/a or no religion (44.3%), followed by Church of Scotland (17.8%) and Roman Catholic (12.9%). Fewest applications were received from those who were Buddhist or Jewish. As a % of applications received, the highest % of those shortlisted and appointed were Jewish followed by Church of Scotland. No Buddhist, Hindu, or Muslim applicants were appointed.	Most applications were from those who stated 'n/a' or 'no religion', followed by Church of Scotland and Roman Catholic. Fewest applications were received from those who were Jewish or Buddhist. As a percentage of applications received, the highest percentage of those shortlisted were from Church of Scotland (44.4%). No candidates who applied and were Jewish, Buddhist, Hindu, or Muslim were offered appointments.	Most applications were from those who stated either 'n/a' or 'no religion', followed by Church of Scotland and Roman Catholic. Fewest applications were from those who stated 'Other religion', Jewish and Buddhist. No appointments were made to candidates in these categories. As a % of applications received, the highest % of those shortlisted were for Sikh (75%) and 'No religion' (62.3%).
Sexual orientation	92.5% of all applicants stated they were heterosexual/ straight. 3.4% stated prefer not to say; 0.6% provided no information and 3.5% stated they were gay or bisexual.	91.2% of all applicants stated they were heterosexual/straight. 3.4% stated prefer not to say; 2.8% provided no information and 2.6% stated gay man, gay woman or bisexual. Analysis beyond this is not given here due to small numbers in some categories.	Too few applications have been received from each category to be able to report this information.	Too few applications have been received from each category to be able to report this information.

Promotions

56. During 2012/13, 17 employees were promoted and 25 employees were in receipt of an acting up or additional responsibility allowance.[21] The total number of employees who were either promoted or in receipt of an acting up/additional responsibility allowance was 33, most of whom were white. Exhibit I at Appendix 2 shows promotions, acting up and additional responsibility opportunities by gender over the last six reporting periods. During 2012/13, 48.5% females were either promoted or received an allowance compared to 51.5% males. 42.4% of those promoted / in receipt of an allowance were within the age bracket 25-34 and 42.4% were aged 35-49. 15.2% were in the 50+ age category. The majority of those promoted /in receipt of an allowance had a standard working pattern (9.1% had a flexible working arrangement). The majority (42.4%) had no religion; 27.3% were Church of Scotland; and 18.2% had another religion.

Performance appraisal and development

57. An individual's performance is assessed annually against the core competencies for their role at a formal Performance Appraisal and Development (PAD) meeting. Performance is scored using a 1-3 scale with '1' being highly effective performance and '3' indicating that improvement is needed. Members of the Leadership Group are not included in the figures in Appendix 2.[22] Recent new starters and scores for three staff members are also not included.

58. All staff members received a completed PAD review by the deadline. Detailed charts and tables showing the distribution of PAD scores across the organisation and distribution by gender are in Exhibits J and K at Appendix 2. A breakdown of PAD scores by other protected characteristics has not been provided for this report due to the small numbers involved in some categories. However, our HR team has analysed this information and will look for trends over time.

Training

59. Our HR system keeps a record of corporate staff training organised through our HR team.[23] A review of these training records for 2012/13 shows:

- Training was recorded as having been undertaken across 36 different training areas (28 in 2011/12).

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[21] Some employees were both promoted and received an allowance in the year. Analysis of protected characteristics removes duplicate records to ensure individuals are not double counted.

[22] The Chief Operating Officer, Assistant Auditor General, Directors and Assistant Directors are members of the Leadership Group.

[23] It is important to recognise that this does not represent all training activity. These figures also do not include some events run during January to March 2013. This section should be interpreted very carefully. Currently, HR captures formal corporate training events and initiatives organised through HR. A large amount of learning and development takes place informally or is taking place at a business group level but is not captured, recorded or evaluated through our HR system. HR has begun research to secure an on-line system to capture all learning and development activity. We aim to complete this work by the end of March 2014.

- 87 employees (32%) are recorded as having received formal training during 2012/13. Of those employees:

  – 81 (93.1%) were white and six (6.9%) were from a minority ethnic group.

  – 48 were female (57.8%) and 35 were male (42.2%).

60. An analysis of those who received training during 2012/13 by age category shows:

- 16-24 (8% compared to 2.4% in 2011/12)

- 25-34 (35.6% compared to 34.1% in 2011/12)

- 35-49 (44.8% compared to 42.8% in 2011/12)

- 50+ (11.5% compared to 20.3% in 2011/12)

- 77 employees (88.5%) had a standard working pattern compared with ten employees (11.5%) with a flexible working arrangement.

61. Our time recording system has recorded an average of 6.56 days training per employee during 2012/13 (8.26 days in 2011/12).[24] This includes all formal and informal learning and development (including corporate training, local training, conferences, coaching and on-the-job training, reading and personal development).

Leavers

62. During 2012/13, ten people resigned from the organisation (23 leavers in total including eg the expiry of fixed term contracts, voluntary early release and career breaks). Exhibit L at Appendix 2 shows leavers (resignations only) by gender. Most resignations were from men. Just over two-thirds (69.2%) of resignations were for those with a standard working arrangement. Resignations were received from staff in age bands 25-34 (50%) and 35-49 (50%).

63. Every leaver has the opportunity to complete a Leaver Survey Form where they can detail their thoughts on the positive and negative aspects of working at Audit Scotland. A member of the HR team reviews every form. If there are areas of concern, we follow these through appropriately, whether they relate to diversity and equality concerns or other issues.

[24] This is for the period April 2012 to February 2013 and does not include full information for 75 people who have incomplete TRS records.

Appendix 1

Diversity and Equality Steering Group

Name	Business group	Role
Lilian Brown	Performance Audit Group	Secretariat
Angela Canning	Performance Audit Group	Chair
John Gilchrist (to December 2012)	Audit Strategy Group	AStG lead on equality and DESG lead on Race
James Gillies	Corporate Services Group	CSG lead on equality, and DESG lead on Marriage and civil partnership
Alison McAdam	Audit Services Group	DESG lead on Disability and Gender
Lesley McGiffen	Best Value and Scrutiny Improvement Group	BVSIG lead on equality, and DESG lead on Age and Gender reassignment
Fiona Mitchell Knight	Audit Services Group	ASG lead on equality
Lorna Skirving	Best Value and Scrutiny Improvement Group	PCS union representative
Jennie Slessor	Corporate Services Group	DESG lead on Pregnancy and maternity and Religion and belief
Kirsty Whyte	Performance Audit Group	PAG lead on equality, and DESG lead on Sexual orientation

Diane McGiffen, Chief Operating Officer, is Management Team's sponsor for this corporate group.

Appendix 2

Staff profile

The graphs and tables in this appendix provide detailed diversity statistics relating to Audit Scotland's staff profile, recruitment, promotions, discipline and grievance, training, performance appraisal and leavers. Where numbers represent less than five employees, there is no specific reporting for confidentiality reasons. Scottish population data refers to percentages in relation to the population aged 16-64 as provided by the Office for National Statistics (ONS).

Ethnicity

Exhibit A: Ethnicity profile

	Audit Scotland staff						
Ethnicity	March 2008 (%)	March 2009 (%)	March 2010 (%)	March 2011 (%)	March 2012 (%)	March 2013 (%)	Scottish population
White	98.6	98.3	98.3	97.5	97.4	96.7	96
Minority ethnic	1.4	1.7	1.7	2.5	2.6	3.3	4

Source: Audit Scotland & Annual Population Survey October 2011 – September 2012, ONS

Gender

Exhibit B: Gender profile by grade (%)
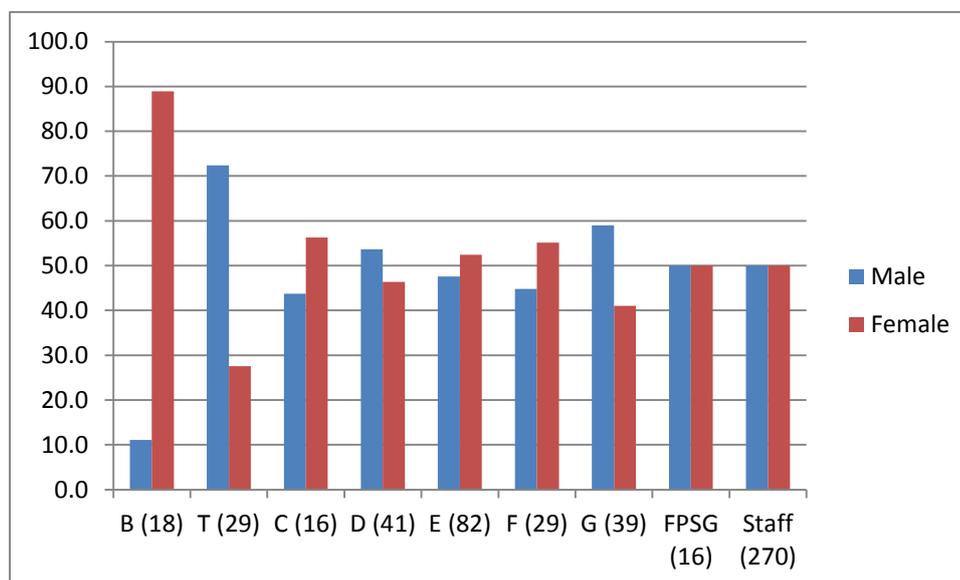
Note: figures in brackets show the total number of staff in each grade.[25]

Source: Audit Scotland

Exhibit C: Gender profile 2006-2013

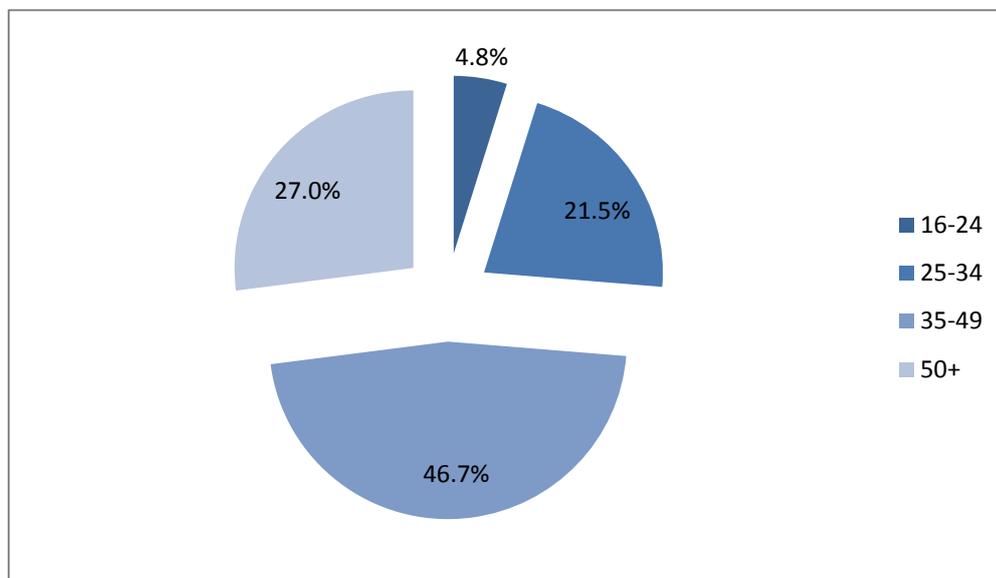|	**Audit Scotland staff**							
Gender	December 2006 (%)	March 2008 (%)	March 2009 (%)	March 2010 (%)	March 2011 (%)	March 2012 (%)	March 2013 (%)	Scottish population
Male	52.2	50.5	49	49	49	49.8	50.0	49.1
Female	47.8	49.5	51	51	51	50.2	50.0	50.9

Source: Audit Scotland & Annual Population Survey October 2011– September 2012, ONS

[25] B – Administration; C – Specialists; D – Senior Specialists; E – Auditors; F – Managers; G – Senior Managers; T – Trainee Auditor; FPSG – Fixed Point Salary Group (Chief Operating Officer, Assistant Auditor General, Directors and Assistant Directors).

Exhibit D: Age profile

Source: Audit Scotland

Exhibit E: Age profile 2009 – 2013

Age	March 2009 (%)	March 2010 (%)	March 2011 (%)	March 2012 (%)	March 2013 (%)	Scottish population
16-24	4.3	3.6	2.8	2.3	4.8	17.7
25-34	27.5	26.8	25.5	24.2	21.5	20.0
35-49	42.4	43.4	44.5	45.7	46.7	32.0
50+	25.8	26.2	27.5	27.9	27.0	30.3[26]

Source: Audit Scotland and Annual Population Survey October 2011 to September 2012, ONS

[26] This represents the percentage of the Scottish population aged 50-64.

Exhibit F: Flexible working arrangements by gender, ethnicity and age (2008 to 2013)

	March 2008 (%)	March 2009 (%)	March 2010 (%)	March 2011 (%)	March 2012 (%)	March 2013 (%)
Male	11.4	10.8	9.5	17.6	22.2	13.6
Female	88.6	89.2	90.5	82.4	77.8	86.4
White	97.1	97.3	97.6	98.0	98.1	97.7
Minority Ethnic	2.9	2.7	2.4	2.0	1.9	2.3

age range	March 2009 (%)	March 2010 (%)	March 2011 (%)	March 2012 (%)	March 2013 (%)
16-24	0.0	0.0	0.0	0.0	0.0
25-34	19.0	28.60	22.0	16.7	22.7
35-49	47.6	40.80	48.0	57.4	59.1
50+	33.3	30.60	30.0	25.9	18.2

Source: Audit Scotland

Recruitment

Exhibit G: Recruitment during the period April 2012 to March 2013

	Stage 1: Applications received		Stage 2: Application short-listed		Stage 3: Application appointed	
	No.	%	No.	%	No.	%
Ethnicity						
White	648	83.8	181	87.9	41	93.2
Minority ethnic	119	15.4	24	11.7	3	6.8
No information provided	6	0.8	1	0.5	0	0.0
Gender						
Female	358	46.3	93	45.1	19	43.2
Male	409	52.9	112	54.4	25	56.8
Prefer not to say	1	0.1	0	0.0	0	0.0
No information provided	5	0.6	1	0.5	0	0.0
Disability						
Yes	19	2.5	6	2.9	2	4.5
No	749	96.9	199	96.6	42	95.5
No information provided	5	0.6	1	0.5	0	0.0
Age						
16-24	147	19.0	45	21.8	9	20.5
25-34	302	39.1	83	40.3	22.0	50.0
35-49	239	30.9	61	29.6	10	22.7
50+	80	10.3	16	7.8	3	6.8
No information provided	5	0.6	1	0.5	0	0.0
Religion						
Church of Scotland	134	17.3	44	21.4	9	20.5
Roman Catholic	112	14.5	26	12.6	7	15.9
Other Christian	52	6.7	15	7.3	3	6.8

	Stage 1: Applications received		Stage 2: Application short-listed		Stage 3: Application appointed	
Buddhist	3	0.4	1	0.5	0	0.0
Hindu	21	2.7	1	0.5	0	0.0
Muslim	34	4.4	6	2.9	2	4.5
Jewish	3	0.4	1	0.5	0	0.0
Sikh	4	0.5	2	1.0	0	0.0
N/a / No religion	345	44.6	95	46.1	22	50.0
Another religion	2	0.3	0	0.0	0	0.0
Prefer not to say	58	7.5	14	6.8	1	2.3
No information provided	5	0.6	1	0.5	0	0.0
Sexual Orientation						
Heterosexual/Straight	715	92.5	192	93.2	43	97.7
Gay/Bisexual	27	3.5	5	2.4	0	0.0
Prefer not to say	26	3.4	8	3.9	1	2.3
No information provided	5	0.6	1	0.5	0	0.0

Source: Audit Scotland

Exhibit H: Recruitment comparisons by gender 2008 – 2013
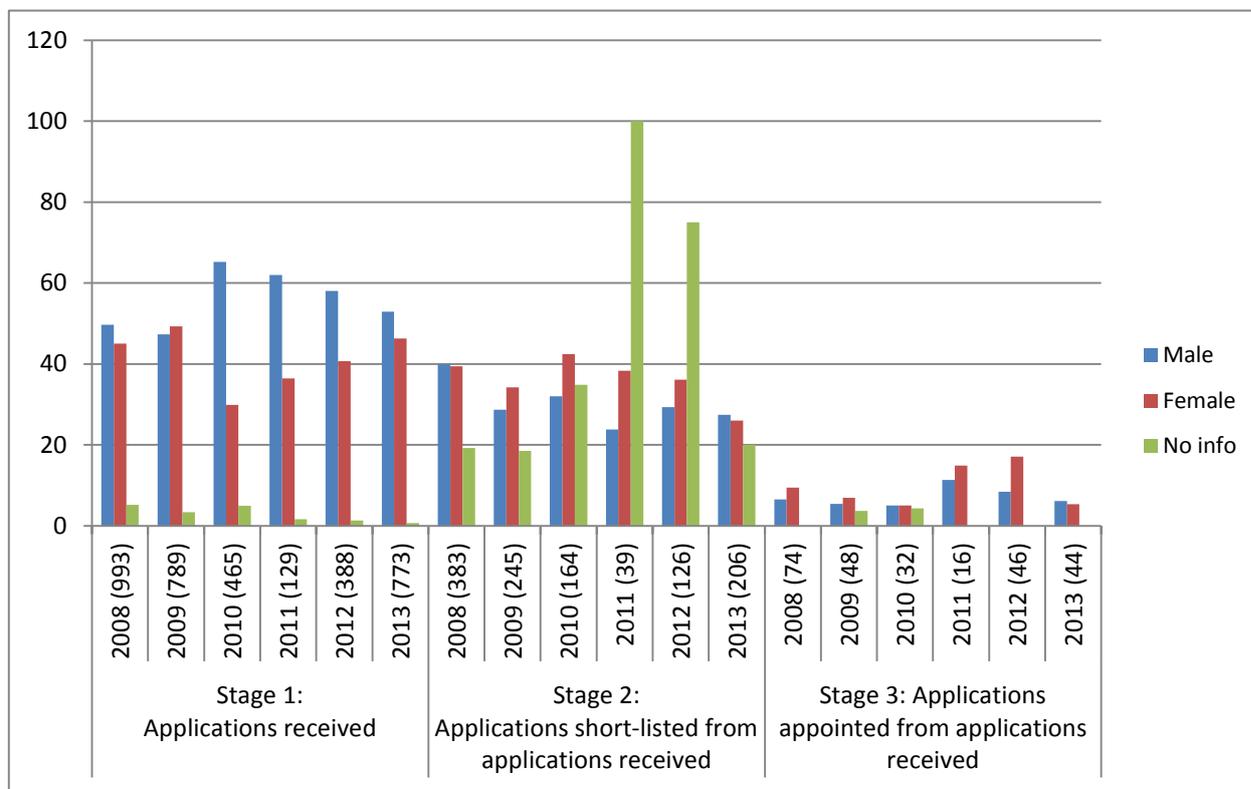
Source: Audit Scotland

Promotions

Exhibit I: Promotions and acting up/additional responsibility opportunities by gender

|	Acting up/Additional Responsibility Promotions									
	March 2008		March 2009		March 2010		March 2011		March 2012	
	No	%	No	%	No	%	No	%	No	%
Male	7	28.0	6	28.6	15	50.0	11	45.8	19	46.3
Female	18	72.0	15	71.4	15	50.0	13	54.2	22	53.7

Source: Audit Scotland

Disciplinary Action and Grievances

There were less than five disciplinary and grievance cases in 2012/13. Internal monitoring by our HR team does not show any disproportionate bias across the protected characteristics.
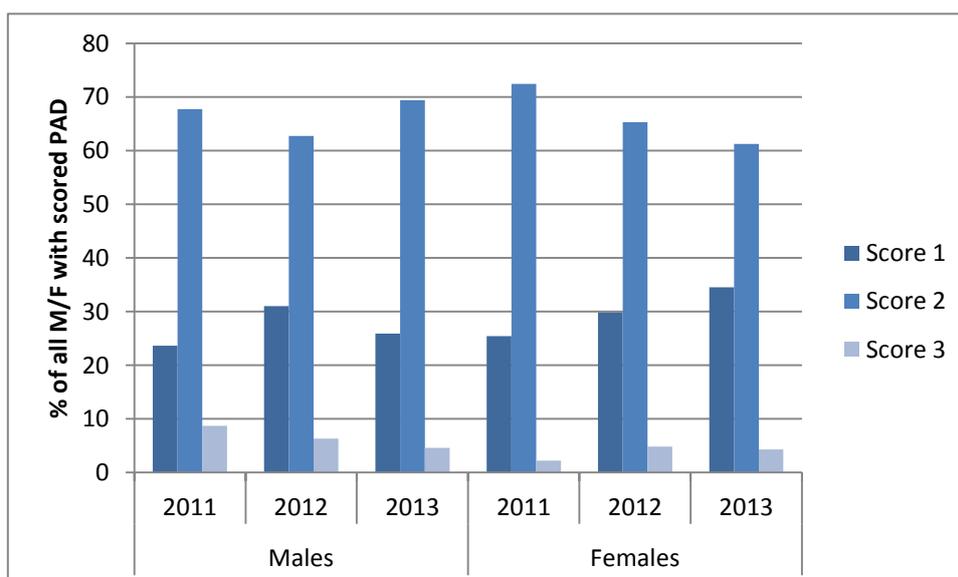
Performance appraisal & development

Exhibit J: Total PAD scores
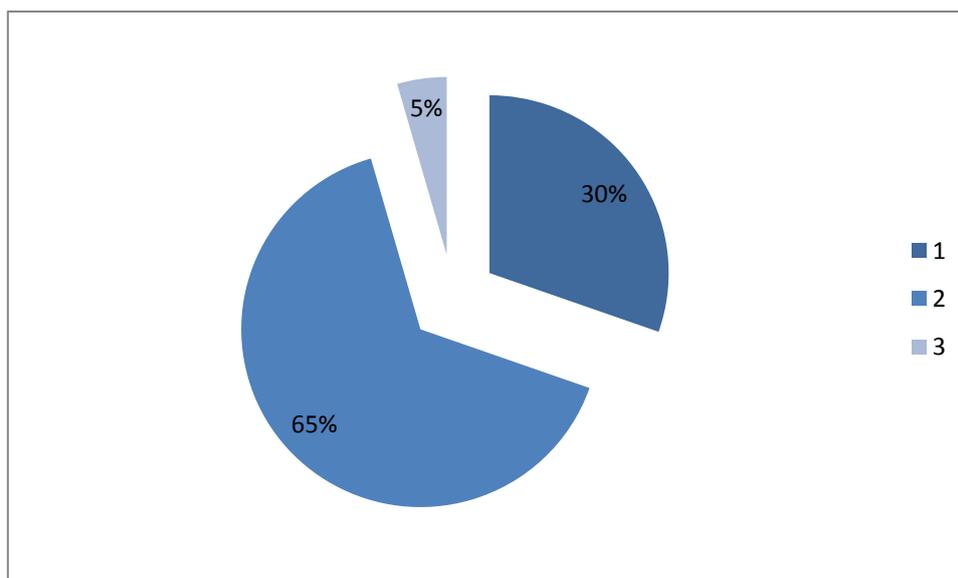
Source: Audit Scotland

Exhibit K: PAD performance scores by gender

Source: Audit Scotland

Leavers

Exhibit L: Leavers (resignations) by gender

	2008		2009		2010		2011		2012		2013	
Gender	No	%	No	%	No	%	No	%	No	%	No.	%
Male	10	50	10	71.4	6	43	7	38.9	4	30.8	9	90.0
Female	10	50	4	28.6	8	57	11	61	9	69.2	1	10.0

Source: Audit Scotland

Mainstreaming equalities

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