

Equality outcomes & mainstreaming

A progress report



Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Highlights

1. This report sets out the manner in which we are addressing our responsibilities under the Equality Act 2010. It summarises the progress we have made in mainstreaming equalities and in achieving our equalities outcomes.
2. Key aspects of our progress include:
 - equalities issues are now considered as an integral part of much of our audit work. We engage with our stakeholders on how we reflect equality and diversity in our work and take care to ensure the accessibility of our reporting.
 - our well-established annual staff survey helps us to understand how people feel about working at Audit Scotland and what our culture is like. This has helped us address and respond to concerns about wellbeing. We have a well established process for reviewing our policies, and considering implications from an equalities and diversity perspective.
 - we have increasing understanding about diversity within our current workforce. In some areas (gender, ethnicity) there is evidence that our workforce has become more representative of the wider Scottish population. In other areas we are less representative (disability, age) or we do not really know yet.
3. While we have made some good progress, we recognise that there remains much to do. We look to continuously improve the way in which we work. This means getting better at making equality a component of everything we do, including:
 - embedding equalities in our work
 - meeting people's needs and supporting a culture of diversity
 - understanding and supporting diversity within our workforce.
4. Our vision is to be a world-class audit organisation that improves the use of public money. As part of our commitment to becoming world class, we will review how we can further develop our approach to equalities and diversity to ensure that this is truly world class. Our existing priorities for further action include:
 - as we review our audit approaches to make them more efficient, we need to ensure that the focus on equality in our work is enhanced. This will mean applying the most effective approaches more widely, making better use of data and involving a wider range of perspectives in developing our work programme.
 - ensuring that all relevant aspects of our *Becoming World Class* change programme consider the equalities implications.
 - considering how we can better monitor how well we meet people's needs and have a culture of diversity. We will also review our internal communications strategy for Diversity & Equality to increase awareness, and consider how we might measure this.
 - looking carefully at how we attract those from under-represented groups, learning from other organisations that do this well.

Introduction

Our role

5. Audit Scotland is a statutory body that carries out audits and investigations for the Auditor General for Scotland and the Accounts Commission.
6. The Auditor General for Scotland secures the audit of the Scottish Government and other public bodies in Scotland, except local authorities. The Auditor General is independent of the Scottish Government and the Scottish Parliament.
7. The Accounts Commission is the public spending watchdog for local government. It holds councils in Scotland to account and helps them improve. It operates impartially and independently of councils and of the Scottish Government, and it meets and reports in public.
8. 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.

Our organisation

9. Audit Scotland employs 278 staff (264 whole-time equivalent) and has four office bases across Scotland. 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 four business groups who work closely in partnership with each other:
 - 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 and Best Value Group. Carries out performance audits across the entire public sector for the Auditor General and the Accounts Commission, and reports these in public. It also undertakes audits of community planning, best value in local government and leads on coordinating audit, inspection and regulation in local government on the Accounts Commission's behalf.
 - Corporate Services Group. Provides Audit Scotland's finance, human resources, communications, IT and business support services.

10. 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.
11. 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 corporate aims and priorities

12. Our corporate plan for 2015-2018 sets out our vision, values and priorities for the period. Our values reflect discussions with all of our staff, where we agreed that the values and qualities that are most important to us as an organisation are:
 - Our independence
 - Valuing people
 - Quality
 - Cooperation
 - Great communication.
13. Promoting, encouraging and embedding equalities and valuing diversity are critical intrinsic parts of valuing people.
14. Our vision is to be a world-class audit organisation that improves the use of public money. In shaping this vision and our priorities for the coming years, we have focused on the difficult financial climate in which public bodies now operate and the need to ensure that we operate as efficiently and effectively as possible. We have also drawn on an extensive consultation carried out in 2014 to find out what public audit needs to deliver for our stakeholders and the people of Scotland. This involved seeking the views of a range of stakeholders including:
 - the organisations we audit
 - the people we report to (including the Auditor General, the Accounts Commission and the Scottish Parliament)
 - members of the public.
15. We sought to ensure that our consultation with members of the general public reflected the diversity of Scotland's population. This involved four group discussions in Inverness, Aberdeen, Edinburgh and Glasgow. In order to ensure inclusion of a range of individuals, quotas were applied on age, gender and socio-economic group. Across the four focus groups, eight people had some form of disability and eight were from a minority ethnic background. These sessions were valuable in helping shape our aims and priorities. We have developed a strategic implementation programme to help us achieve our vision of being a world-class audit organisation. The programme has three main objectives:

- securing world-class audit
- building a better organisation
- making a difference.

Exhibit 1
Strategy plan

<p>Our vision</p> 	<p>To be a world-class audit organisation that improves the use of public money</p>
<p>Why we exist</p> 	<p>To support the Accounts Commission and the Auditor General</p> <p>To provide independent assurance to the people of Scotland that public money is spent properly and provides value for money</p>
<p>What we do</p> 	<p>We conduct relevant and timely audits on the efficiency and effectiveness of public services in Scotland</p> <p>We identify risks, report our findings and conclusions in public, make clear and relevant recommendations and follow these up</p> <ul style="list-style-type: none">  Risk assessments of public bodies and strategic themes  Annual audits and audits of performance, partnerships, housing benefit, Best Value and sectors  Investigate and report on matters of concern  Coordinate scrutiny and fraud investigation work  Support scrutiny of the use of public money
<p>Priorities for 2015-18</p> 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>SECURING WORLD CLASS AUDIT</p> </div> <div style="text-align: center;">  <p>MAKING A DIFFERENCE</p> </div> <div style="text-align: center;">  <p>BUILDING A BETTER ORGANISATION</p> </div> </div>
<p>Equalities outcome</p> 	<ul style="list-style-type: none"> • Embedding equalities in our work • Meeting people’s needs and supporting a culture of diversity • Understanding and supporting diversity within our workforce

16. The programme includes a combination of improvement work we already have under way and new initiatives to respond to what we have heard from our stakeholders. All of our improvement work will be focused on delivering these three objectives for the period of the corporate plan. In each area, we will ensure that diversity and equality considerations are embedded in these improvements. For example, work to build a better organisation includes a review of our roles, grading and pay arrangements. All our staff have been invited to contribute to this process through co-creation workshops, surveys and online discussion. As we progress, we will ensure that the potential impact on equalities groups is considered as options are reviewed and decisions made.

Our equality outcomes

17. 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 developed measures to underpin these outcomes. Part 2 of this report provides a summary of our equality outcomes and our progress in achieving these.
18. Our staff were involved in developing our equality outcomes. During 2012/13, our Diversity and Equality Steering Group gave presentations to each of our business groups to help raise awareness of the general equality duty for the public sector. These presentations were a great opportunity for our people to give us feedback on how they thought we were addressing equalities in our organisation and in the work that we do, and where they thought we could do more. Further discussion followed in two staff workshops. We invited all staff to participate. We also sought feedback on these outcomes from equality networks.
19. We 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 published a [summary of progress](#) in the summer of 2014, following initial reports [on mainstreaming and equalities outcomes](#) in April 2013. Our Diversity and Equality Steering Group also considers relevant data as it becomes available throughout the year.
20. Our equalities outcomes are due to be reviewed prior to April 2017.

About this report

21. This report sets out the manner in which we are addressing our responsibilities under the Equality Act 2010. It summarises the progress we have made in mainstreaming equalities and in achieving our equalities outcomes.
22. 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.
23. This report sets out Audit Scotland's progress in ensuring the general equality duty is integral to what we do. 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
 - making progress in achieving our equality outcomes.
24. We publish a range of equalities information on an ongoing basis in line with the specific duties set out in the Act. This is available from the [Equalities & Diversity](#) section of our website. A summary of the manner in which we comply with these duties is set out in [Appendix 2](#).

Mainstreaming equality

Our work

25. 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 that they should ensure their services meet the needs of the individuals who make up Scotland's diverse population. We aim to ensure that this expectation is embedded in the range of audit work we do. We consider this as an integral part of our work to ensure that public money is spent properly and provides value for money.
26. 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 when planning and organising services.
27. We have identified four dimensions that we aim to feature across all aspects of our audit work: financial sustainability; transparency of reporting; governance and financial management; and value for money. We are currently reviewing these dimensions, but equalities will remain a continuing feature of all of our audit 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 more can be done.

Equalities are embedded in our annual audit planning frameworks

28. 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 a local scrutiny plan (formerly an Assurance and Improvement Plan) for each council.
29. The SRA approach involves reviewing and assessing the corporate activities in Scotland's local authorities in partnership with other inspectors and regulators. 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).
30. This process was introduced in 2008, and since then equality has been one of the main areas considered as part of this annual process. This informed and helped target our work and that of other scrutiny bodies in local government. It has also given us a good overview of how individual councils have been addressing equalities issues. As part of our commitment to continuous improvement, together with our scrutiny partners we review the SRA process each year. The most recent review identified significant scope to improve the efficiency of the process while retaining its core value. As a result there is greater focus on more regular ongoing dialogue among scrutiny bodies and enhanced engagement with councils, with underlying documentation being

streamlined. The Equality and Human Rights Commission (EHRC) was involved in this review and we have agreed that it will be the lead body for assessing public bodies' compliance with equality duties. The SRA process will continue to take an interest in how local authorities are addressing this aspect of their responsibility to achieve best value, helping us to target our work.

31. In other sectors we undertake ongoing risk assessment processes to ensure that we are aware of emerging issues to help us target our work. This enables us to comment on non-compliance with the Equality Act in our annual audit reports where we become aware of an issue. In recent years we have reported on equal pay issues at a number of public bodies.

We ensure that public bodies report on their equalities performance

32. We support the Accounts Commission exercise its statutory power to define the performance information that councils must publish locally each financial year. We also undertake audits to ensure that arrangements are in place to publish the required information and work closely with individual councils as they develop their approaches.
33. The Commission has encouraged councils to develop their own comprehensive set of performance data and has welcomed progress made through the Local Government Benchmarking Framework project. Since 2012 the Commission has placed greater reliance on council reporting. It has encouraged councils to use a wide range of service performance and corporate management information. It introduced a specific requirement for each council to report a range of information, sufficient to demonstrate that it is securing best value in relation to a number of areas including diversity and equality.
34. Each year, auditors check that councils have arrangements in place to meet the Commission's requirements and that they have reported on each of the areas required, including diversity and equality. The results of this work are reported in many of our annual audit reports. We can do more to make sure that this aspect is more systematically reported.
35. In other sectors, bodies are required to report specific equalities information in their annual reports. Auditors check that these requirements have been met and report on any significant deficiencies.

Our audits of Community Planning Partnerships consider how well they understand and address inequalities

36. 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.
37. In 2012, the Scottish Government asked the Accounts Commission to lead audits of individual Community Planning Partnerships (CPPs) to assess their performance. Since 2012/13, we have reviewed eight CPPs and reported the results of these. All of these 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. We review how well each partnership understands

the key challenges in the local area, based on robust evidence and analysis, and the extent of inequalities. We also consider the progress a CPP has made in closing the gap around inequalities in outcomes.

The recent report [Community Planning: turning ambition into action](#) provided a national update on community planning in Scotland since March 2013. It assessed progress locally and nationally and identified opportunities for further improvement. It highlighted that CPPs need to use local data to help set relevant, targeted priorities for improvement that will address inequalities within specific communities. The report drew on the findings from the eight local CPP audits. Some of the key messages are outlined in [Exhibit 2](#).

Exhibit 2

Extracts from Community planning: Turning ambition into action

"There is a strong sense of renewed energy nationally and locally to improving community planning. Community planning continues to become more of a shared enterprise, with more active participation by partners and evidence of more shared ownership of ... priorities in Single Outcome Agreements (SOAs)."

"Although aspects of community planning are improving, leadership, scrutiny and challenge are still inconsistent. There is little evidence that CPP boards are yet demonstrating the levels of leadership and challenge set out in the Statement of Ambition."

"Few (CPPs) are clear about how community planning will improve outcomes for specific communities and reduce the gap in outcomes between the most and least deprived groups. But some SOAs, such as Glasgow CPP's, have identified a small number of specific priorities for their area with associated outcomes"

Source: Audit Scotland

Equalities feature in our programme of performance audits

38. 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 have been improving our engagement with equality organisations about our programme as set out in [Exhibit 3](#). We will build on this approach as we develop future programmes, considering how we can involve other protected characteristic groups.
39. Audit Scotland's quality framework 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 at the planning stage. Our project teams also 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. Where there are particular equalities issues that we need to consider, we look to work closely with equality organisations to ensure that we are reviewing these appropriately. Examples of how this approach has been reflected in performance audits in the last two years are set out below.

Exhibit 3

Engagement on our programme of performance audits

In March 2014, we held a joint event with representatives from a number of disabled people's organisations to improve links between our organisations and discuss our future performance audit programme. Building on this session, in November 2014, we worked in partnership with Independent Living in Scotland to host a further event between disabled people's organisations and scrutiny bodies in Scotland. We came together to consider the implications for scrutiny from the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

Following the event, representatives from disabled people's organisations and staff from Audit Scotland met to discuss our forward work programme. The discussion focused on the key issue of risk across all public sector services and equalities issues that could form part of future audit work. The event raised a number of specific equalities issues for us to consider in scoping future audit work, and established new relationships in some policy areas. This was also an opportunity to consider how we can better engage with the sector about our programme of work in future.

Our ongoing dialogue with disabled people's organisations is an important way for us to capture the views of disabled people as part of our work.

Source: Audit Scotland

40. Our *Efficiency of Sheriff courts* audit team have been piloting a new approach to considering equalities issues within a performance audit. The team has worked closely with a colleague from the Equalities and Human Rights Commission throughout the audit, who is a member of the project advisory group and has commented on key audit products at scoping, fieldwork and reporting stages. Fieldwork included focus groups to capture the views of service users, consideration of data sets by protected characteristics and Scottish Government equality impact assessments. The report is due to publish at the end of summer 2015. The audit team will evaluate the effectiveness of this approach, with a view to looking at how equalities can be effectively considered in future performance audits and how our audit systems and processes could be improved to achieve this.
41. The annual overview report on local government provides us with a good opportunity to pull together equalities issues identified across the range of audit work undertaken in councils. [An overview of local government in Scotland](#) for 2014 highlighted that councils' experience of dealing with equal pay claims had identified an ongoing need to deliver pay equality. It also commented on the work being done to review terms and conditions to ensure pay schemes are compliant with legal requirements. The report also highlighted the role community planning and public service reform need to play in addressing inequalities. [An overview of local government in Scotland 2015](#), found that councils need to take more account of service users' priorities and get better at using local data and involving communities in planning and delivering services. The report includes recommendations to councillors aimed at achieving this.
42. The [Reshaping care for older people](#) audit reviewed progress with the Scottish Government's Reshaping Care for Older People (RCOP) programme. Launched in 2010, the programme aims to improve the quality and outcomes of care for older people and help meet the challenges of an ageing population, giving people the support they need to live independently in their own home and in good health for as long as possible. We engaged an external provider to conduct focus groups with older people and their carers to gather their views on the quality of services in their areas and on the RCOP programme. The report reviews progress with RCOP three years into a ten-year programme and makes a series of recommendations to help the Scottish Government, NHS boards and councils increase the pace of change.

43. We published a report on [Self-directed support](#) (SDS). This is a major change to the way people with social care needs are supported, which is based on the human rights principles of fairness, respect, equality, dignity and autonomy for all. We found that councils still have a substantial amount to do to fully implement SDS and made a number of recommendations for improvement to councils and the Scottish Government. The report included specific examples of initiatives as case studies - including The Minority Ethnic Carers of Older People Project in Edinburgh and the Lothians that works to help minority ethnic carers to access services and support that suit their caring situation.
44. Another report, on [School education](#), highlighted significant variation in attainment and that councils could do more to systematically share good practice - highlighting the value of initiatives such as the School Improvement Partnership Programme, which involves the linking up of schools across councils to tackle educational inequalities and raise attainment.
45. The 'How councils work' report on [Options appraisal: are you getting it right?](#), highlighted the need for councils to ensure rigorous and challenging appraisal of options for delivering services. It emphasised the importance of considering the impact on equalities when weighing up the relative merits of different options, and that ensuring equality and fairness may be one of the good reasons for maintaining in-house provision.
46. A project to revise our approach to the development of our work programme has recently been established. This will provide us with the opportunity to consider how best we can use available equalities data to help us appropriately target our work.

Best Value audits examine public bodies' arrangements for equalities

47. 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 while 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.
48. 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 that we use to undertake our audit work, and it is embedded in all aspects of the Best Value framework. All of our full Best Value reports on local authorities have included a section on the progress made by these organisations on equalities. [Exhibit 4](#) highlights some examples from recent reports.

Exhibit 4

Examples of reporting on equalities in Best Value audit reports

"The Accounts Commission acknowledges a range of improvements since the last Best Value report in 2007. It welcomes improving performance in ... aspects of reducing inequalities."

"The council and its partners have a clear ambition to tackle inequalities and identify this as an area of particular focus. The council has sound arrangements in place and has taken action to embed equalities throughout its services."

Extracts from [The City of Edinburgh Council: the Audit of Best Value and Community Planning](#), Accounts Commission, May 2013

"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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49. EHRC staff have previously shadowed one of our Best Value audits and gave useful feedback on how equalities 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. We have reflected on this advice as we have continuously developed our processes in these areas.
 50. The most recent programme of Best Value audits has focussed on targeted areas identified through the SRA process and follow-up reports at specific councils. These focussed on councils' overall arrangements to achieve best value. This has meant less commentary on equalities as a stand-alone issue than is included in full Best Value reports, but this has remained an intrinsic and important component of the arrangements considered in areas such as leadership, improvement, performance management and use of resources. For example, the December 2014 report on [South Ayrshire Council](#) includes an assessment of the council's planning and performance management processes, with 'Providing equality of opportunity in our service provision' being one of the main outcomes it is aiming to achieve.
 51. We are currently assisting the Accounts Commission with a review of the approach to auditing best value. This is providing us with an opportunity to refresh our approach to considering equalities issues in the course of this work.
 52. Similar requirements to obtain best value apply to other parts of the public sector. We have published a toolkit on equalities to support auditors carrying out Best Value audits of public bodies. 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 Best Value toolkits to inform their own self-assessment processes, and we know that many of them are using them. Where appropriate we report in our annual audit reports on the arrangements that organisations have to review their compliance with best value requirements.

Our policies and practices

53. 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 change 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

54. Our Human Resources (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 internet and staff can get guidance on any aspect of this from the HR team or their line manager.
55. Our policies are kept under regular review, and we update them quickly in response to any changes in legislation. For example, we have amended our family friendly policy to reflect the introduction of shared parental leave for babies born on or after 5 April this year (as part of the Children and Families Act 2014). Any significant changes in policy are subject to Equalities Impact Assessments as set out in [paragraphs 65 and 66](#) below.

We aim to communicate clearly and accessibly

56. 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 also publish and prepare a lot of written material. Some of this is provided to the bodies we audit, and often appears on their websites.
57. We are committed to providing a website and printed material that is 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. Our [accessibility policy](#) sets out how we do this. In producing this policy we consulted with the Shaw Trust.
58. As part of our commitment to continuous improvement, we run monthly checks of the accessibility of our website and commission a third-party audit of its accessibility each year. We also review accessibility for printed material annually.
59. Since 2010 our website has been awarded 'two ticks' accreditation for web accessibility by the Digital Accessibility Centre (DAC). The annual accreditation process includes a dedicated team of users with differing disabilities testing the site on a wide variety of assistive technologies to make sure that all barriers to accessibility are identified and overcome.
60. We routinely use a third party editor function to review the writing style and language we use in our more high-profile reports. We also develop our people's writing skills and our reporting templates to help ensure that we get our messages across clearly.

61. We translate best value reports and annual audit reports that relate to Highland and Western Isles Councils, into Gaelic. Highland council has around 52 per cent of its population who are Gaelic speakers and Highland has around five per cent population. This makes our work and findings accessible to different parts of the community and supports our commitment to recognising and celebrating Scotland's diversity.
62. A summary of the key findings of all of our published audit reports are also available as a podcast from our website. We also translate all of our reports to other languages and formats on request and provide details on the back covers of our publications.

We consider equality in our procurement and tendering procedures

63. 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 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

64. Audit Scotland currently leases four properties across Scotland: two are in Edinburgh with the others located in Glasgow and Inverness. We arrange for accessibility surveys to be carried out at all our properties and take 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. We also operate a buddy system to help people with additional support needs.
65. Our property strategy includes a requirement to consider and approve 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. In 2013/14 staff in our former East Kilbride office moved to a property in Glasgow. Later in 2015, staff in both of our Edinburgh offices will move to a new single site in the city. In arranging these new leases we made sure that we selected buildings which were as compliant with legal accessibility requirements as was available at the time. This has included the provision of accessible toilet facilities and adaptations to enable wheelchair access.

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

66. We carry out Equality Impact Assessments (EIA) to consider the impact that our various policies, strategies, activities and approaches to our work 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.

67. We have recently updated our guidance on the conduct of EIAs to make it more user-friendly. This includes a refreshed approach to the way in which we consider whether policies and procedures should be subject to an EIA. The launch of the new guidance will be used to reinforce the importance of such reviews. We are currently undertaking reviews of a number of our main product groups and a significant organisational change programme. As we proceed EIAs will be an important tool in the development of our approaches.

We share what we are doing with other organisations

68. 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 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 and are keen to development our engagement with other equalities groups.

We monitor our progress with mainstreaming equalities

69. Our Diversity and Equality Steering Group meets four times a year. The group has led on developing our equality outcomes, equalities action plan 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.
70. Our Management Team and Board receive updates on progress at least annually, and equalities issues are included in our quarterly performance reports. Detailed monitoring information is published on our website.

Our people

71. We aim to 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 a risk of acting in a discriminatory way. As a relatively small-sized organisation (278 people), we 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 make sure everyone is mindful of our actions and behaviours.

We work to raise awareness of equalities within our organisation

72. Raising awareness about the importance of equalities and diversity forms part of our induction for new members of staff. A key element of this is an e-learning module that requires completion by all staff in the first month after they join us. Those in supervisory and managerial roles are also required to undertake more detailed training during this initial period.
73. Equalities also feature in our Personal Development and Growth learning framework for all staff. Our people can also access a dedicated intranet site on equalities which provides information about legislation and the protected characteristics as well as links to other organisations' websites for further information.
74. We recognise the need to renew our efforts to ensure that awareness of equalities issues is further enhanced. As part of this we are developing a revised communication plan for equalities that will help us refresh our approach to training and awareness raising. We will also consider how best to measure and monitor awareness on a continuing basis.

Our steering group aims to help staff understand equalities issues

75. Each of our four 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 equalities issues. The business group representatives make sure 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 groups.
76. As part of our commitment to becoming world class, the Steering Group will consider how best to further develop our approach to diversity and equality to ensure that it reflects the very best practice.

We are committed to equal pay principles

77. 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 system. Our equal pay policy statement is set out in [Appendix 3](#).

78. Audit Scotland has carried out seven equal pay reviews since June 2004. The most recent review covered the period 1 April 2013 to 31 March 2014 and used average salary data as at 31 March 2013. The results are available on our website. We will conduct a further review during June 2016.
79. We are reviewing the way our jobs are designed, pay, the grading system, performance appraisal and other rewards. We have fully involved staff in this process through workshops to help develop options, facilitated by an external partner, and online surveys and discussion boards. The review includes consideration of how we ensure our staff are treated fairly and equitably.

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

80. Our online Human Resources (eHR) system enables staff to manage and update their personal information through a self-service portal. We invite staff to use the eHR system to provide information across all the protected characteristics. This helps us monitor equality information where this is provided. This personal information is held securely and confidentially and can only be accessed by the individual and the HR team. A summary of available information about our staff profile and how this has changed through time is included in [Appendix 4](#).
81. Our staffing profile is broadly in line with that of the Scottish population in relation to gender and ethnicity. We have a smaller percentage of staff who have declared a disability than the population, and our age profile is older. Comparative data is not available for other groups.
82. We have recently introduced a performance indicator that measures the completeness of our staff profile information. We are using this to help monitor how we are improving our understanding of the diversity of our staff. We have 100 per cent of staff data relation to gender, disability, marital status and age. Overall we have 90 per cent of all protected characteristic data for our staff¹. We monitor this on a quarterly basis, and consider how we can address current gaps in our understanding.

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

83. 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.
84. We have gathered and analysed information about our staff for 2014/15 and previous years. A summary of the analysis is provided in [Appendix 4](#). Our Diversity and Equality Steering Group discusses and reviews this information for any patterns or trends and will identify areas for further investigation. There are no significant concerns that our practices are discriminatory, but we will

¹ As at 31 December 2014.

look further at the detail of the data. We will explore how we can further enhance existing recruitment approaches to ensure that we are attracting staff from all sections of the community.

Recruitment

85. 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. [Appendix 4](#) outlines our position in terms of ethnicity, gender, age, disability, religion/belief and sexual orientation in relation to internally and externally advertised vacancies during 2014/15 and in previous years. 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 the organisation.

Promotions

86. During 2014/15, 15 employees were promoted and 24 employees were in receipt of an acting up or additional responsibility allowance. Slightly more males (56.4 per cent) than females (43.6 per cent) received either a promotion or an acting-up/additional responsibility allowance during the period. A breakdown of promotion information 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 the information and looks for trends over time.

Training

87. Our HR system keeps a record of corporate staff training undertaken throughout the year. A review of these training records for 2014/15 shows that 59 training events took place. A large number of staff (250) are recorded as having received at least one formal training event during 2014/15. Of those employees, 240 (96 per cent) were white and 10 (4 per cent) were from a minority ethnic group. Looking at the gender split, 123 females and 127 males are recorded to have received training during the year.

Leavers

88. During 2014/15, 11 people resigned from the organisation (22 leavers in total including the expiry of fixed-term contracts, voluntary early release and career breaks). Further details can be seen in [Appendix 4 section F](#).

Equalities are embedded in our staff performance appraisal framework

89. Our staff Performance Appraisal 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, cost and quality standards

- Behaviours - intensifying our focus on how we can deliver results so that we can maintain sustainably high performance through our competency framework.
90. Every member of staff has an annual appraisal meeting with their line manager to discuss their performance over the previous 12 months, and agree objectives for the coming year including areas for development. Our competency framework is a key reference point, and incorporates specific performance expectations about respect and recognition of diversity. An individual's performance is assessed annually against the core competencies for their role at a formal PAD meeting. Performance is assessed as either Highly Effective, Effective or Improvement Required. There is a similar percentage of males and females receiving an appraisal in each of the assessment areas². When assessing trends over the past 4 years, both males and females show a similar pattern. Assessments of 'highly effective' and 'improvement required' have fallen slightly from the previous year and increased for assessments of 'effective' for both males and females. This is shown on [Appendix 4](#) summary charts D and E. We review the outcomes of the PAD process annually. The results have not indicated any concerns in relation to equalities issues.

Our staff value our approach to flexible and family friendly working

91. Feedback from our staff through our internal conferences and the staff survey has highlighted that they do value the opportunities for more flexible working that we can offer. Around 20 per cent of our staff are on a flexible working arrangement. The majority of our staff also benefit from a high level of flexibility in their working times through our flexi-time schemes.

Our staff survey highlights where we need to improve how staff feel

92. Our annual staff survey highlights where our staff think we are doing well and where we can do more. While not explicitly related to equalities issues and 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. We also review the results to see if there are any significant differences in experience for those groups with protected characteristics, in so far as we are able from the available data. This has not identified any specific concerns.
93. Our previous survey results have indicated that we need to do more on the wellbeing of our staff. We have introduced a number of initiatives to help address this and results were improved in the most recent survey undertaken in October and November 2014. Wellbeing continues to be an important aspect of our work to Build a Better Organisation.

² Performance appraisal scores from 2014 were used for the purposes of this report.

Equality outcomes

Outcome 1: Embedding equalities in our work

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

Why we agreed this outcome

94. Audit Scotland carries out a wide range of audit activity 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 make sure that their services meet the needs of the individuals who make up Scotland's diverse population.
95. Our audits therefore need to ensure that we analyse data about the profile of the Scottish 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. Our recommendations can potentially lead to change in practices in public bodies. We also need to remember that the people who read our reports and take action on our recommendations come from a diverse population.

Our progress

96. Equalities issues are now considered as an integral part of much of our audit work, resulting in public reporting on how public bodies use public money that reflects these issues. We engage with our stakeholders on how we reflect equality and diversity in our work. We also take care to ensure the accessibility of our reporting.

How we planned to achieve this	Steps we planned to take	Summary of progress
<p>Consult with our stakeholders on how to reflect equality and diversity in our work.</p>	<ul style="list-style-type: none"> Engage with equality groups on an annual basis about our work programme Consult with relevant equality groups on performance audits which have a focus on equalities issues Seek stakeholders' views on the role of audit as part of our corporate project about the expectations of audit. 	<ul style="list-style-type: none"> Engaged with Independent Living in Scotland about the development of our annual work programme. Worked with EHRC in performance audit of Sheriff court efficiency to ensure appropriate consideration of equalities issues. Consulted stakeholders on our role informing the development of our corporate strategy. This included four focus groups with members of the public. To ensure inclusion of a range of individuals we applied quotas in terms of age, gender and socio-economic group. EHRC involved in review of approach to SRAs.
<p>Analyse data to help us understand who uses public services and use this to inform our audit work.</p>	<ul style="list-style-type: none"> Analyse data about how different groups are using public services and how public bodies are using public money to reduce inequality. 	<ul style="list-style-type: none"> A number of performance, Best Value and community planning audits have used data analysis to consider equalities issues. Initial work undertaken to establish proof of concept for audit intelligence system. This has not progressed sufficiently to support the specific analysis envisaged for programme development. A revised approach is being developed.
<p>Reflect equality and diversity issues in audit work programmes, in a way which is consistent with our audit duties.</p>	<ul style="list-style-type: none"> Local Area Networks (LANs) will consider whether any equality issues have been identified as part of the annual Shared Risk Assessment (SRA) process. The Best Value toolkit on equalities will be applied where considered appropriate. 	<ul style="list-style-type: none"> Programme of training run for LAN members on implications of Equalities Act for local authorities, developed in consultation with EHRC. Equalities issues considered in the course of annual SRA process in discussion with scrutiny partners. Reviewed Best Value toolkit to take account of recent changes to legislation. Toolkit available for use by public bodies in reviewing own arrangements.

How we planned to achieve this	Steps we planned to take	Summary of Progress
<p>Publish information and reports in formats that are accessible to all.</p>	<ul style="list-style-type: none"> Continue to keep up-to-date with developments around sharing information in an accessible way. 	<ul style="list-style-type: none"> We actively work to make sure our printed material and website are usable by people of all abilities. We hold 'two ticks' accreditation from the Digital Accessibility Centre and consulted with the Shaw Trust in setting out our accessibility policy. Printed material is produced with consideration to the See it right - Clear Print guidelines set out by the RNIB.
<p>Report audit findings in a style that reflects the audience.</p>	<ul style="list-style-type: none"> Review all audit findings before annual audit report is issued as part of current internal quality review processes. Introduce an editor function to ensure audit reports are written in plain language. 	<ul style="list-style-type: none"> Annual report templates have been revised to ensure findings and conclusions were presented in a more accessible manner. An external plain language editor function has been implemented for all performance audit reports and will shortly be used to refine templates for annual audit reports.
<p>Report on diversity and equality issues where appropriate.</p>	<ul style="list-style-type: none"> The Best Value toolkit on equalities will be applied where considered appropriate. The LAN will consider whether any equality issues have been identified as part of the annual SRA process. Seek views from equality groups when developing performance audits that cover equality issues. 	<ul style="list-style-type: none"> Reviewed Best Value toolkit to take account of recent changes to legislation. Toolkit used by auditors in considering audit risk. Equalities issues considered in the course of annual SRA process in discussion with scrutiny partners. A number of performance, Best Value and community planning audits have considered equalities issues. Worked with EHRC in performance audit of Sherriff court efficiency to ensure appropriate consideration of equalities issues.
<p>Support other public bodies in their scrutiny of diversity and equality.</p>	<ul style="list-style-type: none"> EHRC Scotland will be reviewing how councils have responded to the requirements of the Equality Act 2010. 	<ul style="list-style-type: none"> EHRC were unable to provide data on the performance of individual councils for legal reasons and therefore it was not possible to incorporate this into the SRA process.

Priorities for action

97. We need to build on existing approaches to ensure that we understand which aspects are most effective, and apply these more widely. This will help us to involve a wider range of perspectives in developing our work programme. We need to explore how we can make better use of data. As we review our approaches to make them more efficient we need to ensure that an appropriate focus on equality in our work is maintained and enhanced.

Outcome 2: Meeting people's needs and supporting a culture of diversity

We will have policies and practices that are fair, transparent, meet people's needs and support a culture of diversity

Why we agreed this outcome

98. While we took steps to engage staff about equalities issues and received very helpful feedback, we recognise we needed to widen this engagement and consider how we can encourage more staff with protected characteristics to get involved. This is important to make sure that we are meeting their needs. In addition, the results from previous staff surveys highlighted that we need to improve our results in the Wellbeing and Fair deal categories. Staff also highlighted that they find the Equalities Impact Assessment process quite complicated and would welcome more user-friendly guidance and paperwork.

Our progress

99. Our well-established annual staff survey helps us to understand how people feel about working at Audit Scotland and what our culture is like. This has helped us address and respond to concerns about wellbeing. We have a well established process for reviewing our policies, and considering implications from an equalities and diversity perspective. We respond positively to requests for flexible working that suit both individuals and our business.

How we planned to achieve this	Steps we planned to take	Summary of Progress
Have a culture where people feel valued and where they are treated with equity and fairness.	<ul style="list-style-type: none"> Continue staff survey. 	<ul style="list-style-type: none"> Staff survey completed annually. Most recent survey (late 2014) highlighted improvements in wellbeing and fair deal. Work continuing in these areas as corporate priorities.
Seek feedback from staff in how we can support diversity and equality in how we do things.	<ul style="list-style-type: none"> Hold events with staff to seek their views on equalities issues, eg lunchtime seminars with invited speakers, workshops to discuss equality issues. Consider conducting a survey of staff which focuses on equalities. 	<ul style="list-style-type: none"> Forward programme of lunchtime speakers being developed to include service user perspective and experience. Staff survey results reviewed from a equalities perspective by DESG to consider whether further drill down would be valuable. Further survey focused on equalities not considered necessary.
Support the wellbeing of our staff	<ul style="list-style-type: none"> Continue staff survey. 	<ul style="list-style-type: none"> Programme of work implemented to explore and address wellbeing issues. Most recent survey (late 2014) highlighted improvements in wellbeing. Work continuing in this area as a corporate priority.
Ensure our policies are written in plain language, adhere to current legislation and are accessible to all	<ul style="list-style-type: none"> Carry out EIA on new or significantly revised policies Ensure training is available for staff on writing in plain language. 	<ul style="list-style-type: none"> Well established EIA process in place. Programme of completed EIAs published on website. Plain writing training available to staff.
Ensure key policies are subject to a rigorous EIA.	<ul style="list-style-type: none"> Update and refresh our guidance for staff on conducting EIAs. Establish a system where all key policies are put forward for an EIA at the point when a new policy is being developed or an existing one is being revised. Gather feedback from staff using the new guidance. 	<ul style="list-style-type: none"> Refreshed EIA guidance being prepared and launched. Programme of completed EIAs published on website. Review of programme of EIAs to be undertaken following launch of refreshed guidance.

How we planned to achieve this	Steps we planned to take	Summary of Progress
Ensure a flexible approach to working practices with managers assessing the needs of individuals and accommodating requests with due regard to the protected characteristics.	<ul style="list-style-type: none"> Monitoring of uptake and refusal of flexible working arrangements. Continue annual staff survey. 	<ul style="list-style-type: none"> 19% of staff on flexible working arrangements. Very few requests refused. Improvement in staff survey results on wellbeing
Continue to monitor against our Equal pay statement and ensure our reward strategies are fair.	<ul style="list-style-type: none"> Carry out and publish equal pay review. Continue staff survey. 	<ul style="list-style-type: none"> Equal pay reviews carried out regularly and results published on website (last review published 2014). Improvement in staff survey results on fair deal.

Priorities for action

100. New more user-friendly guidance will help reinforce the consideration and use of EIA. It will be important to ensure that all relevant aspects of our *Becoming World Class* change programme make use of this approach. We will also review how we can further develop our approach to equalities and diversity to ensure that this is world class. This will include considering how we can better monitor how well we meet people's needs and support a culture of diversity. We will also review our internal communications strategy for Diversity & Equality to further build awareness, and consider how we might measure this.

Outcome 3: Diversity within our workforce

We will understand and support diversity within our workforce

Why we agreed this outcome

101. 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 (278 people), we will work hard at this and also recognise that our size limits some actions and some levels of data analysis.
102. While there has been a gradual move in our workforce being more reflective of the Scottish population, there are still some protected characteristics where we have had lower representation, eg disability and minority ethnic groups. Two Ticks 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 need to explore other media to see if we can attract a wider audience.
103. There has been an increase in the number of staff sharing information with us about their protected characteristics but it would be helpful to get more comprehensive information.

Our progress

104. We have increasing understanding about diversity within our current workforce. We routinely review data about our employment practices, including recruitment and selection, performance appraisal and training to see if there is any evidence of discrimination. In some areas (gender, ethnicity) there is evidence that our workforce has become more representative of the wider Scottish population. In other areas we are less representative such as disability and age.

How we planned to achieve this	Steps we planned to take	Summary of progress
Encourage staff to share personal information with us so that we can improve the extent of our workforce information.	<ul style="list-style-type: none"> Continue to encourage staff to record information about protected characteristics. Analyse and monitor workforce statistics to identify any under-represented groups in our workforce and record in annual progress report. 	<ul style="list-style-type: none"> Introduced performance indicator to monitor extent to which protected characteristic information is recorded. There have been improvements to the completeness of data over time, but there remain some significant gaps in understanding. Workforce statistics monitored regularly and publicly reported every year.
Look at ways to attract those from under-represented groups.	<ul style="list-style-type: none"> Improve engagement with equalities groups representing all protected characteristics and seek views about how we can attract people from under-represented groups to work with Audit Scotland (particularly people with a disability or from a minority ethnic group). Examine ways to encourage greater awareness about Audit Scotland among people with protected characteristics. 	<ul style="list-style-type: none"> We monitor data on the participation and success of people with protected characteristics in the recruitment process. More work is required to consider how to broaden awareness and attraction to all sections of the community.
Continue to monitor our recruitment and selection processes and implement improvements in response to feedback.	<ul style="list-style-type: none"> Continue to gather and report on statistics relating to applicants, shortlisted candidates and successful candidates. 	<ul style="list-style-type: none"> Workforce statistics monitored regularly and publicly reported every year.

Priorities for action

105. We will rigorously monitor available data on our employment practices and encourage our staff to share information confidentially so that we can understand the profile of the organisation. Further work is required to look some more at ways to attract those from under-represented groups. We can learn from other organisations that do these things well.

Monitoring and reporting on progress

106. Our Diversity and Equality Steering Group has prepared an action plan setting out what needs to be done to help us meet our equality outcomes. It also considers relevant data. It monitors progress throughout the year and prepares an annual report for Audit Scotland's Management Team and Board. As part of our work to consider what a world class approach to equality and diversity looks like we will review the content of the current action plan.
107. We publish a detailed report about our progress on mainstreaming and equalities outcomes every two years in accordance with legal requirements (this report). We also publish an update on our progress in the intervening years. The last such [report was published](#) in the summer of 2014.

Appendix 1

Diversity & Equality Steering Group

Member	Organisation	Role
Mark Taylor	Audit Services Group	Chair and DESG lead on sexual orientation
Lillian Brown	Business Support Services	Secretariat
James Gillies	Corporate Services Group	CSG lead on equality and DESG lead on marriage and civil partnership.
Tom Reid	Audit Services Group	ASG lead on equality and DESG lead on disability.
Alison McAdam	Audit Services Group	DESG member
Fiona Selkirk	Performance Audit and Best Value Group	PABV lead on equality and DESG lead on gender and gender reassignment.
Liz Ribchester	Performance Audit and Best Value Group	PCS Union Representative.
Jennifer Summers	Corporate Services Group	HR professional and DESG lead on pregnancy and maternity, religion and belief.
Claire Richards	Performance Audit and Best Value Group	DESG lead on race.
Lynn Noble	Audit Strategy Group	Audit Strategy lead on equality and DESG lead on age.

Appendix 2

Meeting our specific duties

Duty	Equality Act Ref	Summary of requirements	Frequency	Last Published
Mainstreaming progress	Section 3	Publish a report on the progress made to make the equality duty integral to the exercise of functions.	At least every 2 years	This report April 2015
Equality outcomes	Section 4(1) & (2)	Publish a set of equality outcomes having involved protected characteristic groups/individuals and used available evidence.	At least every 4 years	April 2013
Progress against equality outcomes	Section 4(4) & (5)	Publish a report on the progress made to achieve the equality outcomes.	At least every 2 years	This report April 2015
Equalities Impact Assessments	Section 5	Conduct EIAs for new/ revised policies and publish these.	Ongoing	Ongoing on website
Gather and use employee information	Section 6(1) & (2)	Gather information on staffing mix and recruitment, development and retention versus protected characteristics.	Annual	This report April 2015
Include employee information in mainstreaming report	Section 6(3)	Include employee information and progress made in gathering and using information in mainstreaming report.	At least every 2 years	This report April 2015
Gender pay gap information	Section 7	Publish percentage difference between hourly pay rates for men and women.	At least every 2 years	November 2014
Statement on equal pay policy and occupational segregation	Section 8	Publish equal pay policy and analysis of employment by grade/ role for gender, disability and race.	At least every 4 years	This report April 2015

Appendix 3

Equal Pay Policy Statement

Audit Scotland is committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our people and that reward should be applied 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. This includes equality on the basis of age, disability, gender, gender re-assignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief and sexual orientation.

To achieve equality of financial reward for employees doing equal work, Audit Scotland operates a reward system that is transparent, based on objective criteria and free from bias.

Audit Scotland uses an analytical job evaluation system to assess the relative value of all jobs across our organisation. This provides evidence in support of the allocation of each job within our pay grading structure.

It is important that employees have confidence in our processes so we will continue to work with the recognised trade union, PCS, to ensure equality within our reward policy and practice.

Our objectives are to:

- Ensure that there are no unfair, unjust or unlawful practices that impact on reward.
- Where any inequality may arise, investigate promptly and take appropriate remedial action where required.

In support of this commitment to equal pay, Audit Scotland will:

- Review our reward policy and practice (in line with EHRC guidance³) so that trends and any anomalies are identified, investigated and resolved.
- Plan and implement actions in partnership with trade union/employee representatives.
- Provide training and guidance for those involved in determining pay and the job evaluation process.
- Inform employees of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay as a priority.
- Ensure our work in this area is fully aligned with the commitments we have made in our equality and diversity reporting.
- Discuss and agree changes to reward policy with trade union representatives, where appropriate.
- Carry out regular monitoring of the impact of these practices

³ The Equality Act 2010 requires Audit Scotland to publish pay gap information every two years.

Appendix 4

Monitoring information

[See separate document](#)

Equality outcomes & mainstreaming

A progress report

This report is available in PDF and RTF formats, along with a podcast summary at:

www.audit-scotland.gov.uk 

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