

Equalities update

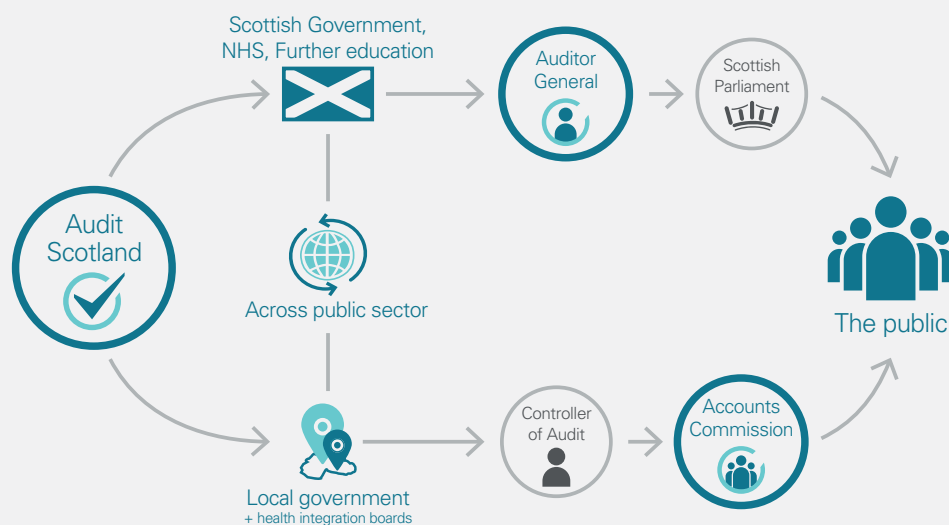
2015/16



Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- **Audit Scotland** is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.
- The **Auditor General** is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The **Accounts Commission** is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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Background

- 1.** Audit Scotland carries out a range of work on behalf of the Auditor General and the Accounts Commission. We aim to embed equalities in all aspects of our audit work, and in how we treat our colleagues by considering our behaviours, actions and decision-making. Our work covers almost every public body in Scotland and many of these organisations provide services directly to members of the public. It is important that they ensure that their services meet the needs of the individuals who make up Scotland's diverse population.
- 2.** In April 2013, we published our [Equality outcomes](#) and, in April 2015, a progress report on [Equality outcomes and mainstreaming](#). Both are available on our website, along with a review on [Equal pay](#) within our organisation.
- 3.** This paper provides a summary of 2015/16 diversity and equality information about our staff.
- 4.** A representative from our Diversity and Equality Steering Group (DESG) presented the information in this update paper to our Board in June 2016. The DESG oversees the development and monitoring of our equality outcomes. Its role includes raising awareness of equality issues among staff, helping to make sure that we meet the requirements of The Equality Act 2010, and working with our business groups to help mainstream equalities in everything we do. All our business groups are represented on the DESG.
- 5.** We will publish fuller reports on progress with our equalities outcomes and how we are mainstreaming equalities within Audit Scotland in April 2017, as required by The Equality Act 2010. We are also due to publish our next report on equal pay at that time.¹

Progress with our equality outcomes

6. Under the Equality Act 2010, public authorities must 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 those who do not
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7. In Audit Scotland we have set ourselves three equality outcomes:

- 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 used.
- We will have policies and practices that are fair, transparent, meet people's needs and support a culture of diversity.
- We will understand and support diversity within our workforce.

8. In accordance with the Act we must demonstrate annually how we gather and use employee information. While that is the focus of the rest of this report, it is also important to record that 2015/16 has been a significant year for Audit Scotland: we took the opportunity in relocating into one Edinburgh office to make it inclusive and accessible and energy efficient. We incorporated diversity and equality into the design through space layout, selection of fixtures and fittings and furniture, installation of hearing loops and adjustable ICT equipment, unisex showers and accessible washrooms, and provision of a quiet space to support an individual's religion, belief and culture.

9. In 2015, we obtained the Scottish Living Wage accreditation demonstrating our public commitment to the Living Wage and tackling in-work poverty in Scotland. We achieved re-accreditation of the Two Ticks disability symbol to recognise our commitment to encouraging job applications from disabled people and supporting our employees who have a disability. In addition our new website has achieved two ticks Digital Accessibility Centre Certificate of Accreditation.

10. In respect of mainstreaming equality in our work, initiatives over the last year include:

- Active consideration of equalities in developing our forward work programme of performance audits.
- Inclusion of equalities assessment in social work services by asking providers, users, carers, and social workers for their views in relation to equalities issues.
- Inclusion of a focus on equalities in The Moray Council Best Value progress report.

11. We recognise, however, that there is more we can do. A review was conducted by the DESG in February 2016 to assess progress against the April 2015 Equality outcomes and mainstreaming progress report. Through this review it was established that in respect of mainstreaming equality in our audit work, there is a need to ensure there is greater consistency in the consideration of equality and diversity before concluding the scope of audit work. In respect of meeting people's needs and supporting a culture of diversity, while this has in many instances become embedded in our considerations and actions, systematic completion and publication of Equality Impact Assessments has not been consistent across the organisation.

12. All business groups are committed to raising the profile of diversity and equality both in terms of mainstreaming it in their work, and in recognising it in their policies and practice. Action plans have been developed by each of the four business groups, ie Audit Services, Performance Audit and Best Value, Corporate Services and Audit Strategy. The results of those endeavours will be reported in the next mainstreaming progress report, in April 2017.

Review of 2015/16 diversity and equality information about staff

13. We aim to understand and support diversity within our workforce. Looking at our staffing profile can help us to identify where our policies and practices may be falling short and at risk of acting in a discriminatory way. As a relatively small organisation of 287 staff (actual headcount as at March 2016), we aim to work hard at this and also recognise that our size limits some actions and some levels of data analysis.

14. Our HR team gathers and analyses information about our staff. Each year, the DESG discusses and reviews this information for any patterns and trends, and identifies areas for further investigation by the HR team. The appendix sets out the information for 2015/16. Where the population size is less than five then we have not disclosed this information due to confidentiality. However, our HR team retains the full information and will monitor any patterns or trends going forward.

15. The key points arising from the DESG's review of our 2015/16 staffing data are:

- The completion rate for information on protected characteristics has increased to 92.2% (2015: 91%; 2014: 88%). While completion is voluntary, Audit Scotland has actively encouraged people to provide this data.
- The upward trend in staff employed on a flexible working contract has continued and is now at 27.3% (2013: 16.3%); 10.6% of men and 36.6% of women.
- Two thirds of resignations in 2015/16 were from women ([Appendix 1 Section F](#)). However, as at 31 March 2016 50.5% of all staff are female and 49.5% male (2015: 49.6% and 50.4% respectively). So although more women are recorded as resigning in 2015/16, the overall gender profile has not varied significantly.
- There is a slight increase in the percentage of ethnic minority group employees to 4.9% (2015: 4%; Scotland: 4.1%).
- There has been a decrease in the percentage of 16-24 year olds, from 7.2% to 5.9% (Scotland: 13.9%) and an increase in the percentage of 50+ from 26.4% to 31.0% (Scotland: 24.2%).

The number of colleagues operating on flexible working patterns has increased. There is a need to check that flexible working continues to meet the needs of colleagues, teams and Audit Scotland as a whole, both informally and more formally through the annual staff survey.

With respect to the percentage of 16-24 year olds employed by Audit Scotland, we recognise that this is considerably less than the Scotland-wide percentage. Audit Scotland is actively reviewing how it might widen access to address this imbalance.

While there continues to be no other areas of concern, Audit Scotland continues to be proactive in recruitment and retention policy and practice to ensure that its workforce is reflective of the diversity of the population across Scotland.

Looking ahead

16. Audit Scotland has embarked on a major transformational programme that aims to change the way we work for the better. It has four distinct strands of activity: how we work together as one organisation, how we learn and develop, workforce wellbeing and how we resource the audit. We have adopted a very inclusive approach and invited all of our employees to be part of this journey. We encourage them to participate on an ongoing basis as we identify and create a culture that supports staff who are engaged and fulfilled and delivers world class results for our clients, stakeholders and ultimately the people of Scotland.

17. An important ongoing development in Audit Scotland is the new approach to auditing Best Value. Equalities is a significant characteristic as set out in the statutory guidance. The audit of Best Value is likely, henceforth, to take place on an ongoing basis, through the annual audit processes already in place, rather than as a one-off event. Cumulatively this means that over time we will be better placed to develop a fuller base of intelligence on all Best Value characteristics, including equalities, at each council and across the local government sector. Action is now underway to draft auditor guidance for the audit of equalities in councils.

18. As stated in [paragraph 12](#), all four business groups will be pressing ahead to implement actions to improve how we mainstream equality outcomes in our work and how we improve systematic completion and publication of Equality Impact Assessments, thus acknowledging much of the good work which is already in place.

There are certain reports which we anticipate publishing in the near future ([Appendix 3, page 24](#)):

Gender pay gap information	November 2016
Mainstreaming progress	April 2017
Equality outcomes	April 2017
Progress against equality outcomes	April 2017
Gather and use employee information	April 2017
Include employee information in mainstreaming report	April 2017
Statement on equal pay policy and occupational segregation	April 2019

As can be seen, the April 2017 report will be a significant, comprehensive publication.

Conclusion

19. We continue to make steady progress with our equality outcomes and are confident that our actions will lead to making equalities business as usual in the work that we do and in how we engage with each other.

Appendix 1

Diversity and equality monitoring as at 31 March 2016

A. Audit Scotland's staff profile

The average completion rate for information on protected characteristics for our employees is 92.2%. This is a slight increase from 91% in 2015 and from 88% in 2014. While completion of this information is voluntary, Audit Scotland has actively encouraged people to provide this data.

Exhibit 1. Audit Scotland's staff profile, March 2016

Equality strand	March 2016 (287 staff)	March 2015 (278 staff)	March 2014 (269 staff)	March 2013 (270 staff)	Scottish Population (Sept 2015)	Comments
Ethnicity	A slight increase in the percentage of ethnic minority group employees to 4.9% (no response rate is 5.2%)	An increase in ethnic minority group to 4% of all staff	Same as previous year – 3.3% of all staff	The percentage of ethnic minority group employees increased to 3.3% from 2.6% in 2012	Aged 16-64: White 95.9% and minority ethnic group 4.1% ²	Audit Scotland has a slightly higher representation of ethnic minority employees compared with the results of the annual Scottish population survey
Gender	49.5% of staff are male and 50.5% are female	50.4% of staff are male and 49.6% are female	49.4% of staff are male and 50.6% are female	50% of staff are male and 50% are female	Aged 16-64: 48.9% male and 51.1% female	Audit Scotland's overall gender profile continues to be very similar to that of the Scottish population figures

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Equality strand	March 2016 (287 staff)	March 2015 (278 staff)	March 2014 (269 staff)	March 2013 (270 staff)	Scottish Population (Sept 2015)	Comments
Age	16-24 (5.9%)	16-24 (7.2%)	16-24 (4.1%)	16-24 (4.8%)	16-24 (13.9%)	Compared with ONS data, we have less staff in the 16-24 category and more staff aged between 25-64
	25-34 (23.3%)	25-34 (22.3%)	25-34 (23.8%)	25-34 (21.5%)	25-34 (15.9%)	
	35-49 (39.7%)	35-49 (45.7%)	35-49 (45.7%)	35-49 (46.7%)	35-49 (23.9%)	
	50-64 (30.0%)	50+ (26.4%)	50+ (26.4%)	50+ (27.9%)	50-64 (24.3%)	
	65+ (1.0%)				65+ (22.1%)	
Disability	Disability has increased slightly to 3.5%	Disability remains the same at 3%	Disability remains the same at 3%	The % of staff declaring themselves as having a disability is 3%	17.7% of the population (aged 16-64) are disabled. 7.28% are disabled and in employment (latest 2014 figures)	The % of employees who have declared themselves as having a disability has increased slightly but remains lower when compared with ONS data
Flexible working	23.7% of staff are employed on a flexible working contract – 22% are male and 78% are female. The % of males working flexibly is 10.6% compared with 36.6% females working flexibly	19.1% of staff	17.5% of staff	16.3% of staff employed on flexible working contracts	% in employment working part-time (aged 16-64) is 25.9%. The % of males in employment working part-time is 11.5% compared with 40.9% females working part-time	The percentage of Audit Scotland staff employed on flexible working contracts continues to increase year on year and follows the same trend as ONS data

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Equality strand	March 2016 (287 staff)	March 2015 (278 staff)	March 2014 (269 staff)	March 2013 (270 staff)	Scottish Population (Sept 2015)	Comments
Sexual orientation	77.7% heterosexual / straight	74.5% heterosexual / straight	69.1% heterosexual / straight	67.8% heterosexual / straight	No ONS data available	Over time there has been an increase in the number of employees declaring their sexual orientation
	2.8% gay or bisexual	2.9% gay or bisexual	2.6% gay or bisexual	2.6% gay or bisexual		
	2.4% have preferred not to say	1.8% have preferred not to say	2.2% have preferred not to say	2.2% have preferred not to say		
	17.1% no response	20.9% no response	26% no response	27.4% no response		
Religion or belief	37.6% no religion or n/a	35.5% no religion or n/a	31.2% no religion or n/a	30.7% no religion or n/a	No ONS data available	Over time there has been an increase in the number of employees declaring their religion or belief
	19.2% Church of Scotland	18.7% Church of Scotland	17.5% Church of Scotland	16.7% Church of Scotland		
	10.1% Roman Catholic	8.6% Roman Catholic	7.8% Roman Catholic	8.9% Roman Catholic		
	5.2% prefer not to say	5.4% prefer not to say	5.2% prefer not to say	4.4% prefer not to say		
	3.1% other Christian	3.2% other Christian	3.3% other Christian	3% other Christian		
	3.1% another religion	2.9% another religion	3% another religion	2.6% another religion		
	21.6% no response	25.9% no response	32% no response	33.7% no response		

Equality strand	March 2016 (287 staff)	March 2015 (278 staff)	March 2014 (269 staff)	March 2013 (270 staff)	Scottish Population (Sept 2015)	Comments
Marital status	54.4% married/civil partnership	54.3% married/civil partnership	56.1% married/civil partnership	57.8% married/civil partnership		
	31.7% single	29.1% single	25.7% single	23% single		
	2.8% co-habiting, 4.2% divorced or separated	3.6% co-habiting, 4.7% divorced or separated	3.7% co-habiting, 4.8% divorced or separated	4.1% co-habiting, 4.8% divorced or separated		
	5.6% unmarried partner	6.1% unmarried partner	7.4% unmarried partner	8.5% unmarried partner		
	1.4% other or no response	2.2% other or no response	2.2% other or no response	1.9% other or no response		

B. Recruitment and selection

The following table is our position in terms of protected characteristics and internally and externally advertised vacancies between 1 April 2015 and 31 March 2016. During this period, there were a total of 67 appointments (37 internal and 30 external). The data below represents 63 appointments because 4 internal appointments were made outwith the e-recruitment system so there is no D&E data available for those particular appointments.

These results should be interpreted carefully as there are a percentage of applications where no information has been provided.

Equality strand	2015/16	2014/15	2013/14	2012/13
Ethnicity	<p>Of the applications received (1,035), 15.1% were from ethnic minorities. 8.6% of all shortlisted applicants and 6.4% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 12.2% minority ethnic group applicants were shortlisted and 2.6% appointed (compared to 22.9% and 6.7% of white applicants)</p>	<p>Of the applications received (826), 18.2% were from ethnic minorities. 10.3% of all shortlisted applicants and 4.3% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 15.3% minority ethnic group applicants were shortlisted and 1.3% appointed (compared to 29.5% and 6.8% of white applicants)</p>	<p>Of the applications received (834), 16.2% were from ethnic minorities. 10.1% of all shortlisted applicants and 6.7% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 15.6% minority ethnic group applicants were shortlisted and 2.2% appointed (compared to 26.2% and 6.1% of white applicants)</p>	<p>Of the applications received (773), 15.4% were from ethnic minorities. 11.7% of all shortlisted applicants and 6.8% of all appointments made were ethnic minorities</p> <p>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)</p>
Gender	<p>Applications received: males (46.7%) and females (52.3%). 22% of the applications received from females were shortlisted and 7% appointed. This compares to 20.1% and 4.8% for males</p>	<p>Applications received: males (62.5%) females (34.3%). 27.9% of applications received from females were shortlisted and 6% appointed. This compares to 26.2% and 5.6% for males</p>	<p>Applications received: males (51.9%) females (46.5%). 26% of applications received from females were shortlisted and 5.7% appointed. This compares to 23.3% and 5.3% for males</p>	<p>Applications received: males (52.9%) 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</p>

Equality strand	2015/16	2014/15	2013/14	2012/13
Age	Applications received: 16-24 (23%) 25-34 (36%) 35-49 (32%) 50+ (8%) The highest % of applications shortlisted from those received were 25-34, followed by 35-49, 50+ and 16-24. The highest % appointed from those received were for those in the age range 25-34, followed by 35-49, 16-24 and 50+	Applications received: 16-24 (23%) 25-34 (33%) 35-49 (33%) 50+ (8%) The highest % of applications shortlisted from those received were 16-24, followed by 25-34, 50+ and 35-49. The highest % appointed from those received were for those in the age range 25-34, followed by 16-24, 35-49 and 50+	Applications received: 16-24 (17.1%) 25-34 (34.5%) 35-49 (36.1%) 50+ (11.4%) The highest % of applications shortlisted from those received were 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+	Applications received: 16-24 (19%) 25-34 (39.1%) 35-49 (30.9%) 50+ (10.3%) The highest % of applications shortlisted from those received were 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+
Disability	3% of applicants declared themselves as having a disability. As a % of applications received, 22.6% of those with a disability were shortlisted and 3.2% appointed. This compares to 21.2% and 6.1% for those without a disability	2.8% of applicants declared themselves as having a disability. As a % of applications received, 21.7% of those with a disability were shortlisted and 0% appointed. This compares to 26.8% and 5.9% for those without a disability	2.5% of applicants declared themselves as having a disability. As a % of applications received, 23.8% of those with a disability were shortlisted and 0% appointed. This compares to 24.6% and 5.6% for those without a disability	2.5% of applicants 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

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Equality strand	2015/16	2014/15	2013/14	2012/13
Religion	N/a or no religion (50.2%), Church of Scotland (12.3%), Roman Catholic (15%). Fewest applications were received from those who were Buddhist, Sikh and Jewish. As a % of applications received, the highest % of those shortlisted were Roman Catholic, followed by Other Christian then Church of Scotland. As a % of those appointed, the highest % were Roman Catholic, followed by Church of Scotland and Muslim. No Buddhist, Hindu or Sikh applicants were appointed	N/a or no religion (41.5%), Church of Scotland (14.5%), Roman Catholic (12.8%). Fewest applications were received from those who were Buddhist, Sikh and Jewish. As a % of applications received, the highest % of those shortlisted were Jewish, followed by Sikh then Church of Scotland. As a % of those appointed, the highest % were Jewish, followed by Roman Catholic then Church of Scotland. No Buddhist, Hindu or Sikh applicants were appointed	N/a or no religion (45.2%), Church of Scotland (15.5%), Roman Catholic (12.6%). Fewest applications were received from those who were Buddhist, Sikh and Jewish. As a % of applications received, the highest % of those shortlisted and appointed were Church of Scotland, followed by Roman Catholic then Other Christian. No Buddhist, Hindu or Sikh applicants were appointed	N/a or no religion (44.6%), Church of Scotland (17.3%), 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
Sexual Orientation	Applications: 91.4% heterosexual/straight, 4.3% prefer not to say, 0.8% no information and 3.1% gay or bisexual	Applications: 88.7% heterosexual/straight, 5.1% prefer not to say, 2.7% no information and 3.5% gay or bisexual	Applications: 91.2% heterosexual/straight, 4.1% prefer not to say, 0.8% no information and 3.8% gay or bisexual	Applications: 92.5% heterosexual/straight. 3.4% prefer not to say, 0.6% no information and 3.5% gay or bisexual

C. Promotions

Between 1 April 2015 to 31 March 2016, 26 employees were promoted. During this period, 23 employees were in receipt of an acting up or additional responsibility allowance. Some of these allowances commenced prior to 1 April 2015, but continued to be paid during this period.

The following table shows all promotions, acting up and additional responsibility opportunities by gender over the last five reporting periods.

	March 2016		March 2015		March 2014		March 2013		March 2012	
	No.	%	No.	%	No.	%	No.	%	No.	%
Male	25	51.0	22	56.4	22	66.7	17	51.5	19	46.3
Female	24	49.0	17	43.6	11	33.3	16	48.5	22	53.7

Of the 26 promotions in 2016, 14 were female (53.8%) and 12 male (46.2%) and of the 23 receiving an acting up or additional responsibility payment 10 were female (43.5%) and 13 male (56.5%).

D. Performance assessment and development

For the performance year, April 2014 to March 2015 performance was assessed annually against the core competencies required for the role at a formal Performance Appraisal and Development (PAD) meeting. Performance is scored using a 1-3 scale with 1 being highly effective performance, 2 being an effective performance and 3 indicating that improvement is required. Members of the leadership group are not included in the figures (17 individuals).

The distribution of 2014/15 PAD scores across the organisation and distribution by gender can be seen in Charts D and E.

During Building a Better Organisation (BaBO) events in 2015, employees voted in favour of a new future-focused, simpler approach to performance development. The approach that has been introduced for 2015/16 is a 'conversation based' check-in meeting called the Development Discussion Document (3D). This is an interim solution which does not generate a performance score, has no ranking system or link to pay and uses past experiences to inform learning for the future.

As at 31 March 2016, 93% of employees had completed their 3D discussion with their line manager.

E. Training

Our HR system records corporate staff training organised through HR.³ For the period 1 April 2015 to 31 March 2016, these records show the following training activity:

- 92 training events took place over the year across 50 different training areas (compares with 59 training events in 2014/15).
- 268 employees are recorded as having received formal training during 2015/16. Of these employees:
 - 238 (83%) were white and 14 (4.9%) were from a minority ethnic group (no data for 16 employees)
 - 134 (50%) were female and 134 (50%) were male.

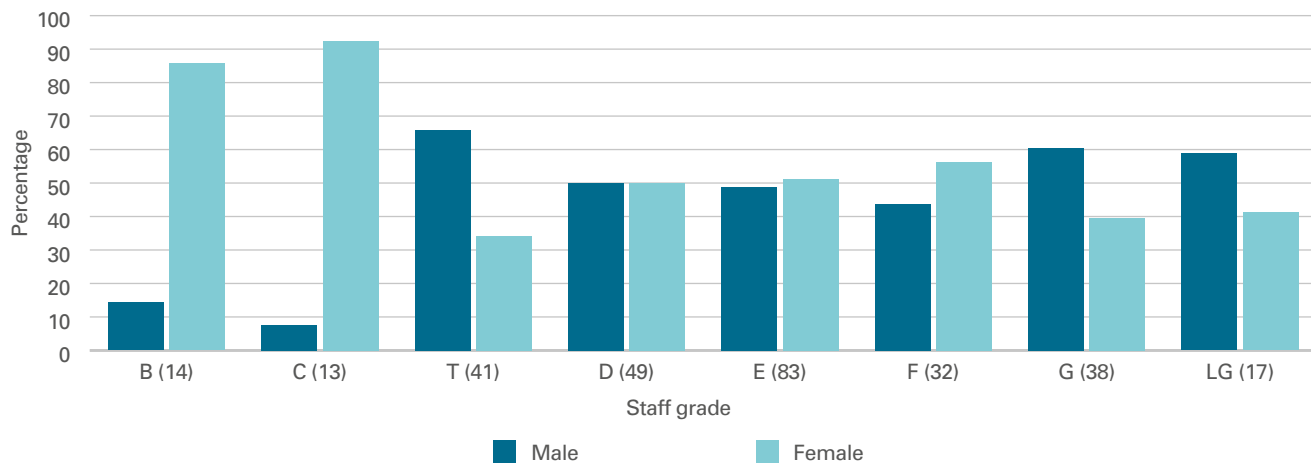
F. Leavers

During 2015/16, 15 people resigned from the organisation (23 leavers in total including the expiry of temporary contracts, voluntary early release and career breaks). The table below shows leavers (resignations only) by gender. Two thirds of resignations were from women. Resignations were received from staff in age bands 16-24 (13.3%), 25-34 (26.7%), 35-49 (46.7%) and 50+ (13.3%).

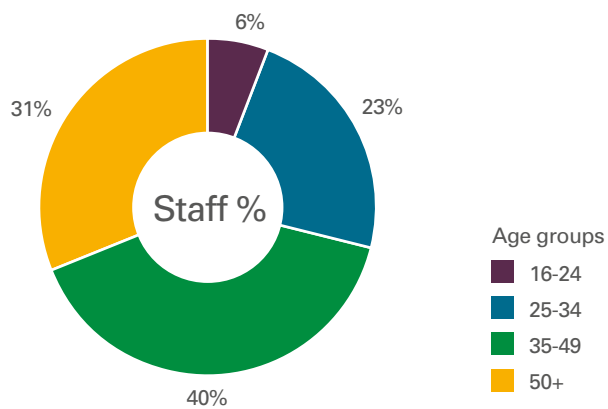
	March 2016		March 2015		March 2014		March 2013		March 2012	
	No.	%	No.	%	No.	%	No.	%	No.	%
Male	5	33	13	59.1	9	60	9	90	4	30.8
Female	10	67	9	40.9	6	40	1	10	9	69.2

Summary charts

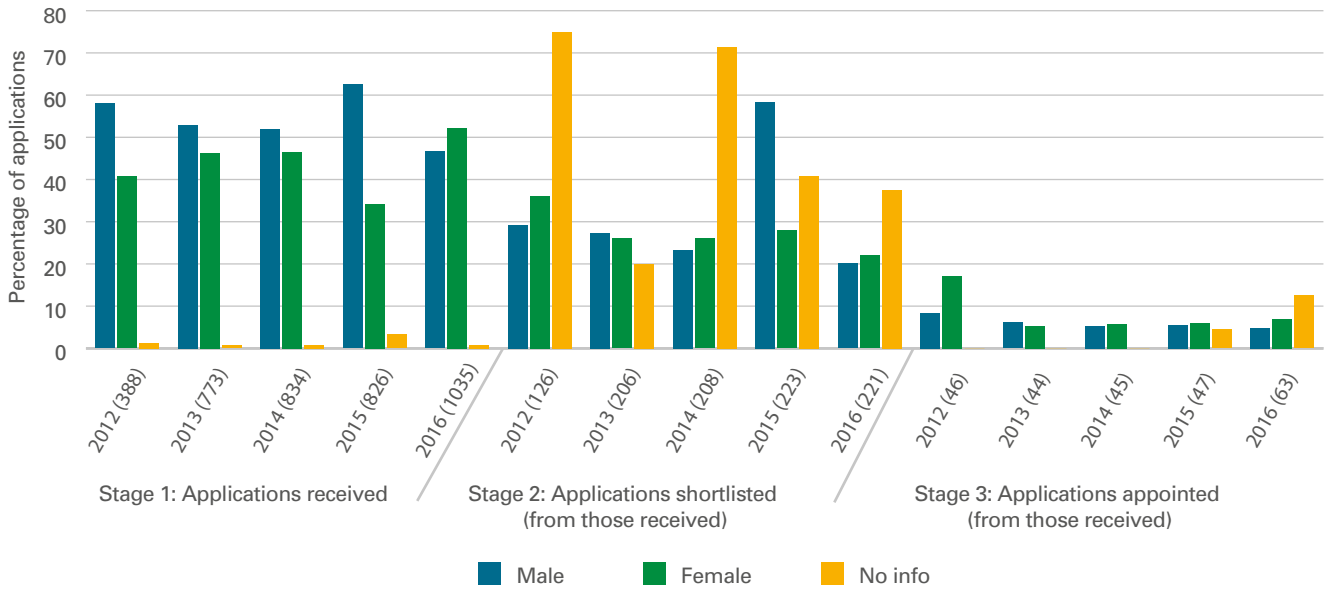
A. Staff profile – gender by grade



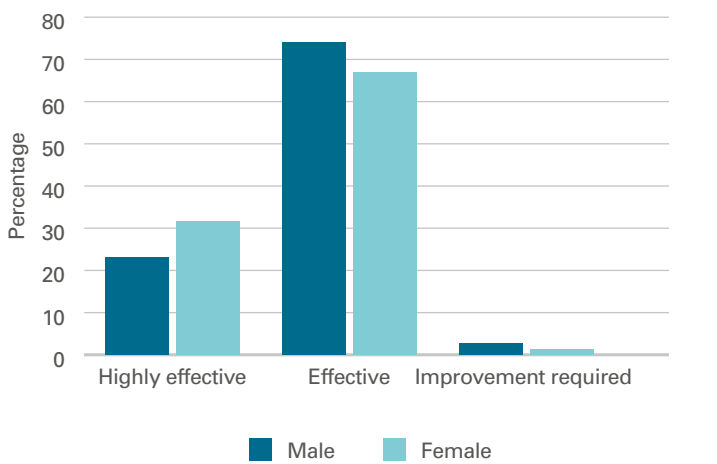
B. Staff profile – age groups



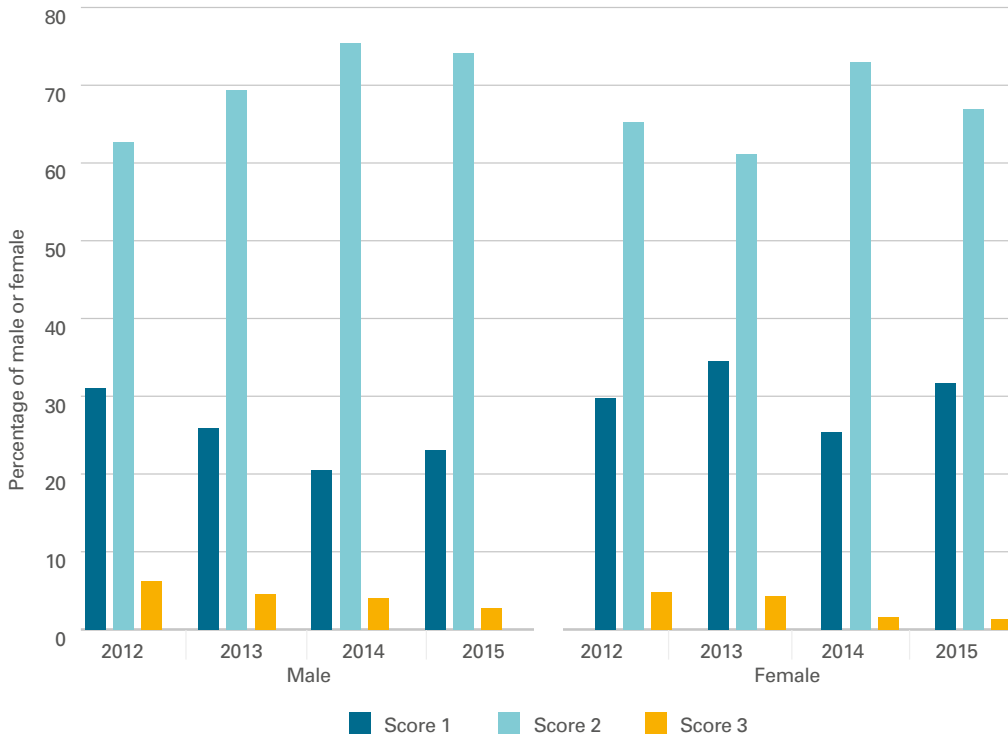
C. Males and females % of applications at each stage of recruitment



D. PAD overall score by gender (2014-15)



E. PAD overall score by gender (2012-15)



Appendix 2

Diversity and Equality Steering Group

Member	Organisation	Role
Gillian Woolman	Audit Services Group	Chair and DESG lead on sexual orientation
Lilian Brown	Business Support Services	Secretariat
Caroline Leonard	Corporate Services Group	HR professional and DESG lead on pregnancy and maternity, religion and belief
Claire Richards	Performance Audit and Best Value Group	PABV member and DESG lead on race
Fiona Selkirk	Performance Audit and Best Value Group	PABV member and DESG lead on gender reassignment
James Gillies	Corporate Services Group	CSG member and DESG lead on marriage and civil partnership
Liz Ribchester	Performance Audit and Best Value Group	PCS union representative
Lynne Noble	Audit Strategy Group	Audit Strategy member and DESG lead on age
Peter Lindsay	Audit Services Group	ASG member
Tom Reid	Audit Services Group	ASG member and DESG lead on disability

Appendix 3

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 of duty integral to the exercise of functions	At least every 2 years	April 2015
Equality outcomes	Section 4 (1) and (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	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 2016
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	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	April 2015

Appendix 4

Equal Pay Policy⁴

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 reassignment, 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 guidance⁵) 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.

Endnotes

- ◀ 1 Under the Equalities Act 2010, public bodies were required to publish gender pay gap information by April 2013, and every second year thereafter. Pay gap information is the percentage difference between men and women's average pay. Our last equal pay review was published on our website in April 2015.
- ◀ 2 Based on Annual Population Survey data, January 2015 to December 2015, Office for National Statistics.
- ◀ 3 It is important to recognise that this does not represent all training activity. This section should be interpreted carefully. 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.
- ◀ 4 This policy was revised in June 2015. The next review date is June 2017.
- ◀ 5 The Equality Act 2010 requires Audit Scotland to publish pay gap information every two years.


Equalities update

2015/16

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

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