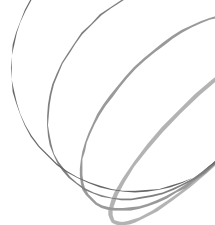


Equality Impact Assessment

Flexible Working Policy

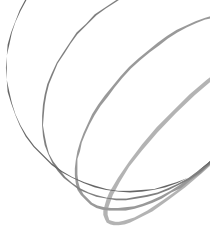


Audit Scotland Equality Impact Assessment

Policy Title ¹	Flexible Working Policy
Strategic Outcome	Audit Scotland wishes to retain skilled staff, reduce absenteeism and be more effective at responding to the changing needs of our employees. This policy forms part of our approach to ensuring our employees have and maintain a good work/life balance.
Directorate	Corporate Services Group
This policy/function will have no impact on people from any of the equality groups and an EQIA is not required. OR We have completed the equality impact assessment for this policy. (delete as appropriate)	Name: Rachel Garnett Position: HR Consultant Date: 30 .06 2011
Approval by Director on behalf of Business Group Management Team	Name: Diane McGiffen Position: Chief Operating Officer Date:30.06.2011
Sign off by the Diversity & Equality Steering Group (DESG) Chair on behalf of the DESG members	Name: Angela Canning Date:02.08.2011

Once the EQIA documentation has been completed and signed off arrangements will be made by the Diversity & Equality Steering Group and communications team to publish the summary results from the EqIA on Audit Scotland's website.

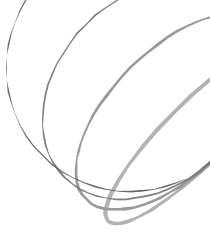
¹ Throughout this documentation we use the word **POLICY** to mean any activity, function, strategy, programme, service or process which is being considered for Impact Assessment.



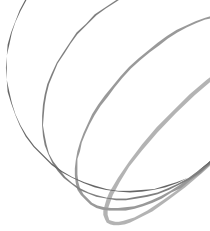
Step 1: Define the aims of the policy

Title of policy	Flexible Working Policy
Strategic Outcome	Audit Scotland wishes to retain skilled staff, reduce absenteeism and be more effective at responding to the changing needs of our employees. This policy forms part of our approach to ensuring our employees have and maintain a good work/life balance.
Directorate	Corporate Services Group

What is the purpose of the proposed policy (or changes to be made to the policy)?	<p>Audit Scotland wishes to retain skilled staff, reduce absenteeism and be more effective at responding to the changing needs of our employees. This policy forms part of our approach to ensuring our employees have and maintain a good work/life balance. As well as supporting staff who are legally entitled to request flexible working, we also actively seek to promote equal of opportunity by seriously considering flexible working requests from all employees.</p> <p>A staff event held in 2009 identified that the flexible working policy should go through an EIA to ensure it meets the diverse needs of all employees at Audit Scotland.</p> <p>The term 'flexible working' includes any changes out with the standard working pattern.</p>
Who is affected by the policy or who is intended to benefit from the proposed policy and how?	<p>All qualifying employees (parental/carer responsibilities) are directly affected by this policy.</p> <p>All other current staff are also affected if they are considering making a flexible working request, work along side someone already with flexible working in place or a manager having to consider a request.</p> <p>Prospective employees who apply for vacancies are directly affected by this policy as Flexible Working could potentially be seen as part of an attractive benefits package.</p> <p>In addition Audit Scotland clients are indirectly affected if flexible working impacts on the standard of service.</p>



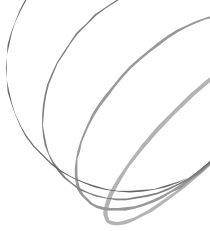
<p>How have you, or will you, put the policy into practice, and who is or will be responsible for delivering it?</p>	<p>Existing policies and practices are already in place and are overseen by the Human Resources function in terms of ensuring that policies are fit for purpose.</p> <p>All line managers are responsible for following policy and effectively using the guidance provided.</p> <p>Any amendments to the policy or practice will be approved by the Management Team. A member of the, PCS Union will also have the opportunity to comment on the final copy. Once approved, the HR team will then communicate the changes to all staff.</p>
<p>How does the policy fit into our wider or related policy initiatives?</p>	<p>The Flexible Working policy is part of a suite of HR policies and procedures and has specific relevance to the Equality & Diversity policy, Family Friendly Policy plus all employee benefits policies.</p>
<p>Do you have a set budget for this work?</p>	<p>No</p>



Step 2: What do you already know about the diverse needs and/or experiences of your target audience?

Do you have information on	Yes	X	No	
Age	Yes	X	No	
Disability	Yes	X	No	
Gender	Yes	X	No	
Lesbian, Gay, Bisexual & Transgender	Yes	X	No	
Race	Yes	X	No	
Religion and Belief	Yes	X	No	

Age	Evidence: Monitoring data from 2009/10 shows our staff age profile as having the largest proportion of staff in the 35-49 age range, which represented 43% of all staff. The smallest proportion of staff were within the 16-24 bracket, representing 4% of all staff. <i>(Equality annual review 2009/10).</i>
Disability	Evidence: 14 employees declared themselves as having a disability. This represents 4.6% of staff at Audit Scotland. <i>(Equality annual review 2009/10).</i>
Gender	Evidence: 49% Male; 51% Female <i>(Equality annual review 2009/10).</i>
Lesbian, Gay, Bisexual & Transgender	Evidence: 5.5 per cent of staff identified themselves as gay, lesbian or bisexual. Eleven per cent of respondents chose the option 'prefer not to say'. No respondents identified themselves as transgender. <i>(Audit Scotland staff survey (September 2009))</i> <i>Note - The survey was completed by 203 members of staff (84.2%).</i>
Race	Evidence: 98.3% White; 1.7% Minority Ethnic <i>(Equality annual review 2009/10).</i>
Religion and Belief	Evidence: 44% of staff stated that they did not have a religion or faith. Ten per cent of respondents chose the option 'prefer not to say'. 18.7% said Church of Scotland, 12.3% Roman Catholic, 9.9% Other Christian, 4.4% Other and 0.5% Jewish. <i>(Audit Scotland staff survey (September 2009))</i>

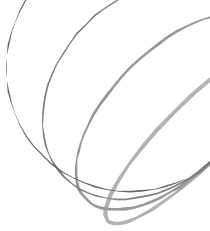


Step 3: Do you have enough information to help you understand the diverse needs and/or experiences of your target audience?

If not, what else do you need to know?

At 31 March 2010, 49 staff had a flexible working arrangement in place. This equates to 16.23% of 302 staff across Audit Scotland (data taken from HR Management Information system for the June 2010 Equality Annual Review Report).

Age	Do you have enough information to proceed?	Yes	
	Further information has identified that those staff with a flexible working arrangement in place can be broken down into the following: <ul style="list-style-type: none"> • 16-24 (0%) • 25-34 (28.6%) • 35-49 (40.8%) • 50+ (30.6%) 		
Disability	Do you have enough information to proceed?	Yes	
	Further information has identified that those staff with a flexible working arrangement in place can be broken down into the following: <ul style="list-style-type: none"> • Disabled (8.2%) • Not disabled (91.8%) 		
Gender	Do you have enough information to proceed?	Yes	
	Further information has identified that those staff with a flexible working arrangement in place can be broken down into the following: <ul style="list-style-type: none"> • Male (14.3%) • Female (85.7%) 		
Lesbian, gay, bisexual and transgender	Do you have enough information to proceed?		Yes
	Although we don't know the numbers of LGBT taking up flexible working (began recording LGBT data as of January 2011), we do know that 5.5% members of staff at Audit Scotland are LGBT.		
Race	Do you have enough information to proceed?	Yes	

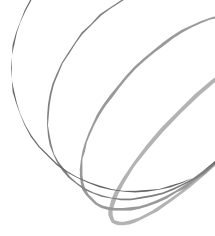


	<p>Further information has identified that those staff with a flexible working arrangement in place can be broken down into the following:</p> <ul style="list-style-type: none"> • White (98.3%) • Minority Ethnic (1.7%) 		
<p>Religion and Belief</p>	<p>Do you have enough information to proceed?</p>		<p>Yes</p>
	<p>Although we don't know how many staff members have taken up flexible working and their respective religion or belief data, we do know the staff profile data through the staff consultation event.</p>		

Step 4: What does the information you have tell you about how this policy might impact positively or negatively on the different groups within the target audience?

<p>Age</p>	<p>Step 3 has indicated that there is a relatively even distribution of flexible working taken up across all the age ranges, apart from 16-24. The 16-24 age bracket only relates to 4% of all staff – the majority of which are within a trainee auditor role. As this role involves significant study and work requirements, it is unlikely that these employees would consider/require a flexible working request.</p> <p>The information gathered highlights the importance of having a flexible working policy in place which is consistent and fair across all members of staff, irrespective of their age.</p>		
<p>Disability</p>	<p>8.2% (4 people) with a flexible working arrangement in place have identified themselves as disabled. This equates to 28.57% of the disabled population (14) as having flexible working.</p>		
<p>Gender</p>	<p>Increasingly females are more likely to request flexible working and following a review of flexible working application forms, this can be attributed to females returning from maternity leave in most cases.</p> <p>There has already been a positive shift in the number of males requesting flexible working when compared to last year (2009). From the 14.3% of males with flexible working, 3 males were new requests during 2010 and attributed for parental/carer responsibilities. The reality is that we do not have a clear picture of what may have caused this effect.</p>		

	<p>Changing legislation (Paternity Rights) may help improve male flexible working requests and even though there has been improvement we must not be complacent and must continue to monitor this closely.</p>
<p>Lesbian, Gay, Bisexual & Transgender</p>	<p>Data is currently not collected comparing sexual orientation and flexible working applications. Therefore we have no indication of whether the average uptake of flexible working is in line with the staff profile information. We also have not had any anecdotal evidence that there are any particular positive or negative effects on LGBT staff.</p>
<p>Race</p>	<p>Out of the 49 members of staff at Audit Scotland (16.23%) who have flexible working arrangements in place, 97.9% are White.</p> <p>However, Audit Scotland has such a small number of ethnic minorities overall, that this does not show any significant statistical difference.</p>
<p>Religion and Belief</p>	<p>Data is currently not collected comparing religion/belief and flexible working applications. Therefore we have no indication of whether the average uptake of flexible working is in line with the staff profile information. We also have not had any anecdotal evidence that there are any particular positive or negative effects on particular religions/beliefs of our staff.</p>



Step 5: Will you be making any changes to your policy?

Are there any changes?				
Age	Yes	x	No	
Disability	Yes	x	No	
Gender	Yes	x	No	
Lesbian, Gay, Bisexual & Transgender	Yes	x	No	
Race	Yes	x	No	
Religion and Belief	Yes	x	No	

Please identify:

- what action you will take
- who will take that action
- when that action will be taken.

Lesbian, Gay, Bisexual & Transgender

We have begun to collect information about our staff profile in relation to lesbian, gay bisexual & transgender staff early 2011. This will then be included in the equalities annual review going forward to cover all protected characteristics. This annual review will enable us to monitor whether there are any positive or negative trends regarding the uptake of flexible working and protected characteristics.

Religion and Belief

We have begun to collect information about our staff profile in relation to religion and beliefs of our staff early 2011. This will then be included in the equalities annual review going forward to cover all protected characteristics. This annual review will enable us to monitor whether there are any positive or negative trends regarding the uptake of flexible working and protected characteristics.

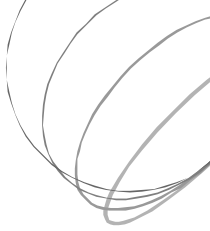
Gender

The Family Friendly Policy and other relevant policies language needs to be carefully checked to be more inclusive to all members of staff, and particularly to male employees following changes in legislation relating to paternity leave. References should be included to paternity letters, in order to be consistent with maternity leave information.

Applications

Although all members of staff are able to request flexible working, the current policy is geared towards those that fall under the statutory guidelines (carers/parents etc). It is recommended that the policy should be amended so that it makes it more appealing for all members of staff to apply for flexible working.

The Homeworking policy is also currently being revised in light of this EIA.



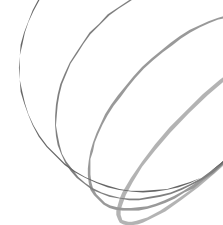
Step 6: Does your policy provide the opportunity to promote equality of opportunity or good relations by altering the policy or working with others?

Age	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Disability	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Gender	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Lesbian, Gay, Bisexual & Transgender	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Race	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Religion and Belief	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

Age	YES - Our flexible working policy is promoted to external applicants during our recruitment campaigns, irrespective of age, gender etc. In addition it is promoted to our existing staff through the handbook on Libro.
Disability	YES - Our current flexible working policy has recently been updated to make it more inclusive to all members of staff – not just those that fall within the statutory guidelines.
Gender	YES – the policy and its application show a real commitment to supporting employees through flexible working, irrespective of an employee’s gender.
Lesbian, Gay, Bisexual & Transgender	YES – the policy and its application show a real commitment to supporting employees through flexible working, irrespective of an employee’s sexual orientation.
Race	YES – the policy and its application show a real commitment to supporting employees through flexible working, irrespective of an employee’s race.
Religion and Belief	YES – the policy and its application show a real commitment to supporting employees through flexible working, irrespective of an employee’s religion/belief.

The policy has been approved by Audit Scotland’s Management Team, Remuneration Committee and PCS union. The policy changes have subsequently been promoted to all staff via an all staff email and mention in team brief, which is communicated via team meetings across the organisation.

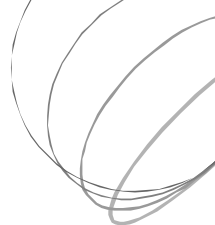
We are also in the process of updating our family friendly policy with the changes to the paternity leave as of April this year. This will also involve promoting the changes to our managers and staff during 2011.



Step 7: Based on the work you have done - rate the level of relevance of your policy

Tick one box for each strand

	Age	Disability	Gender	LGBT	Religion and belief	Race
High: <ul style="list-style-type: none"> ▪ There is substantial evidence that people from different groups or communities are (or could be) differently affected by the policy (positively or negatively) ▪ There is substantial public concern about the policy, or concerns have been raised about the policy's potential impact by relevant bodies ▪ The policy is relevant to all or part of the respective general duty, in the case of race, disability and gender. 						
Medium: <ul style="list-style-type: none"> ▪ There is some evidence that people from different groups or communities are (or could be) differently affected (positively or negatively). ▪ There is some public concern about the policy. ▪ The policy is relevant to parts of the respective general duty, in the case of race, disability and gender. 						
Low: <ul style="list-style-type: none"> ▪ There is little or no evidence that some people from different groups or communities are (or could be) differently affected (positively or negatively). ▪ There is little or no evidence of public concern about the policy. ▪ The policy has little or no relevance to the respective general duty, in the case of race, disability and gender. 	X	X	X	X	X	X
Unknown: <ul style="list-style-type: none"> ▪ No evidence or data has been collected therefore an assessment cannot be made. We will be collecting staff info for these strands next year. 				(further evidence is now being gathered)	(further evidence is now being gathered)	



Step 8: Is a further impact assessment required?

Age	Yes		No	X
Disability	Yes		No	X
Gender	Yes		No	X
Lesbian, Gay, Bisexual & Transgender	Yes		No	X
Race	Yes		No	X
Religion and Belief	Yes		No	X

If you have answered yes please explain why

If you have answered no please explain why

At a staff workshop, we identified the need for the flexible working policy to go through an Equality Impact Assessment. The EIA has identified that the current flexible working policy would benefit from being more open to all employees – going beyond the current statutory guidelines.

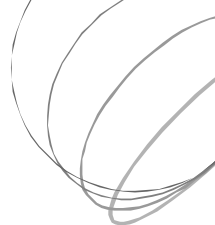
We have now updated the flexible working policy to reflect these changes, and the refreshed policy has been promoted across the organisation. Audit Scotland will continue to monitor its staff profile and the uptake of flexible working by staff against the protected characteristics to ensure that a consistent and fair approach is being adopted.

This therefore reduces the need for a further equality impact assessment, providing there are no other major changes to the policy through, for example, employment legislation or current practices.

Step 9: Explain how you will monitor and evaluate this policy/function or strategy to measure progress?

Please explain how monitoring will be undertaken, when it will take place and who is responsible for undertaking it:

Monitoring will take place annually through the Diversity and Equality monitoring report, which will include flexible working statistics. This will be undertaken by the Senior HR and OD Consultant and any patterns or trends in the data will be followed up by the Diversity and Equality Steering Group and investigated accordingly.



Step 10: Summary of improvements, outcomes and impact

Please summarise in no more than 200 words the nature of the policy and main improvements, outcomes and impact as a result of this review

Audit Scotland wishes to retain skilled staff, reduce absenteeism and be more effective at responding to the changing needs of our employees. Our flexible working policy forms part of our approach to ensuring our employees have and maintain a good work/life balance.

Following the EIA of the flexible working policy, we identified that additional monitoring of all protected characteristics across all staff will help to ensure that the flexible working policy is being consistently applied across all protected characteristics.

In addition, we identified that the existing flexible working policy is geared towards those employees that fall under the statutory guidelines. We therefore amended our flexible working policy to make it more inclusive to all employee groups, irrespective of whether they fall part of the statutory guidelines and promoted the refreshed policy to all staff throughout the organisation.

Audit Scotland will continue to monitor the staff profile information against the uptake of flexible working to ensure that there is a reasonable uptake of flexible working across all protected characteristics.