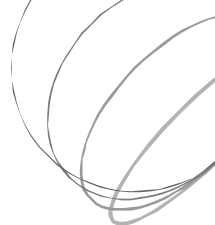


PRG Project Management Framework

Equality Impact Assessment in Audit Scotland

This form should be completed by following the guidance including in the supporting document:

Equality Impact Assessment in Audit Scotland – Guidance Notes

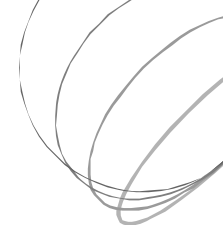


Audit Scotland Equality Impact Assessment

| | |
|--|---|
| Policy Title ¹ | Project Management Framework |
| Strategic Outcome | To support consistent standards of project management and provide quality assurance on PRG project outputs. |
| Directorate | Public Reporting Group |
| We have completed the equality impact assessment for this policy. | Name: Rebecca Seidel Position: Performance Auditor Date: 2 nd December 2009 |
| Approval by Director on behalf of Business Group Management Team | Name: Barbara Hurst and David Pia Position: Directors of Public Reporting Date: 8 December 2009 |
| Sign off by the Diversity & Equality Steering Group (DESG) Chair on behalf of the DESG members | Name: Lorna Meahan Date: 18 January 2010 |

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.

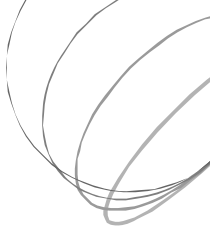
¹ Throughout this documentation we use the word **POLICY** to mean any activity, function, strategy, programme, service or process which is being considered for Impact Assessment.



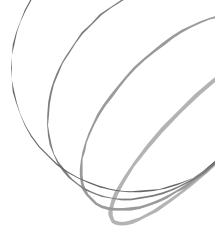
Step 1: Define the aims of the policy

| | |
|--------------------------|---|
| Title of policy | Project Management Framework (PMF) |
| Strategic Outcome | To support consistent standards of project management and provide quality assurance on PRG project outputs. |
| Directorate | Public Reporting Group (PRG) |

| | |
|--|--|
| What is the purpose of the proposed policy (or changes to be made to the policy)? | The PMF defines the approach taken towards PRG studies, and outlines the process for carrying out a PRG project. |
| Who is affected by the policy or who is intended to benefit from the proposed policy and how? | <p>The approach taken to PRG studies, and the outputs produced by following the PMF process (e.g. national reports), are relevant to three main audiences:</p> <ul style="list-style-type: none">○ PRG staff○ Stakeholders (e.g. audited bodies, Parliamentary committees)○ General public (including public service users) <p>Individual PRG studies address specific services and issues. The approach taken, outputs produced and target audience for each PRG study may differ. It is therefore important that the PMF provides the 'prompts' to ensure each study addresses all relevant audiences.</p> |
| How have you, or will you, put the policy into practice, and who is or will be responsible for delivering it? | <p>The internal PMF working group is responsible for the development and maintenance of the PMF.</p> <p>PRG project teams are responsible for implementing the PMF.</p> <p>The PMF, and some of its outputs, require approval by PRG Management Team.</p> |



| | |
|--|--|
| How does the policy fit into our wider or related policy initiatives? | The PMF links to other Audit Scotland policies and initiatives, such the Forward Work Programme, Corporate Plan, Performance Audit Manual, Performance Audit Standards and some HR policies. |
| Do you have a set budget for this work? | No |



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

| | | | | |
|--|-----|---|----|--|
| Do you have information on: | | | | |
| Age | Yes | X | No | |
| Disability | Yes | X | No | |
| Gender | Yes | X | No | |
| Lesbian, gay, bisexual and transgender | Yes | X | No | |
| Race | Yes | X | No | |
| Religion and belief | Yes | X | No | |

There are three main audiences for the PMF:

- o PRG staff
- o Stakeholders (e.g. audited bodies, Parliamentary committees)
- o General public (including public service users)

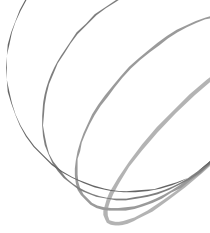
In the table below, the make up of PRG staff is outlined in the first row for each group. PRG staff are representative of the make up of staff across Audit Scotland.

In the most recent survey of all Audit Scotland staff (September 2009), the majority of respondents felt they have a good awareness of diversity and equality issues. Also, 85 per cent of respondents felt they have sufficient information and resources to address equality issues that arise within their work. However, just over 20 per cent of staff felt that they do not have the skills to effectively handle equality and diversity issues.

The make up of Scotland's population as a whole is outlined in the second row for each group in the table below (data from the 2001 census). As Audit Scotland's stakeholders cover a wide range of people, and can differ from study to study, they are considered to be representative of Scotland as a whole.

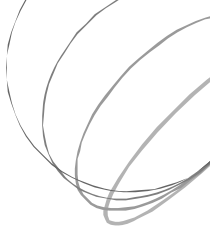
| | |
|-----|---|
| Age | Most PRG staff are in the age group 35-44 years, followed by 45-55, 25-34, and above 55. PRG has very few staff who are younger than 25. |
| | <p>In Scotland, the age of the population is broken down as follows:</p> <ul style="list-style-type: none"> - 0-15 years (19 per cent) - 16-29 years (17 per cent) - 30-44 years (23 per cent) - 45-59 years (19 per cent) - 60-74 (14 per cent) - over 75 (seven per cent) |

| | |
|--|--|
| Disability | In the most recent survey of all Audit Scotland staff (September 2009), twelve individuals declared themselves as having a disability. |
| | In Scotland, 20 per cent of the population has a long-standing limiting illness, health problem or disability. |
| Gender | Sixty per cent of PRG staff are female. |
| | Just over half of Scotland's population (52 per cent) are female. |
| Lesbian, gay, bisexual and transgender | In the most recent survey of all Audit Scotland staff (September 2009), 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. |
| | No national census has ever asked people to define their sexuality, but the government uses an estimate that between five and seven per cent of the population are gay, lesbian or bisexual. |
| Race | Almost 100 per cent of PRG staff are white British. |
| | The minority ethnic population accounts for two per cent of the total population of Scotland. |
| Religion and belief | In the most recent survey of all Audit Scotland staff (September 2009), just under half of respondents (44 per cent) stated that they did not have a religion or faith. Ten per cent of respondents chose the option 'prefer not to say'. |
| | The largest religious group in Scotland is Christianity (65 per cent), which includes Church of Scotland, Roman Catholic and other Christian. Over a quarter (28 per cent) of people in Scotland have no religion. |



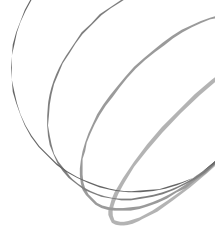
Step 3: Do you have enough information to help you understand the diverse needs and/or experiences of your target audience? If not, what else do you need to know?

| | | | |
|--|--|------------|-----------|
| Age | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |
| Disability | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |
| Gender | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |
| Lesbian, gay, bisexual and transgender | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |
| Race | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |
| Religion and belief | Do you have enough information to proceed? | Yes | No |
| | We have enough information, and will build 'prompts' into the PMF to ensure that each study addresses all relevant audiences (see Step 5). | | |



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?

| | |
|--|---|
| Age | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |
| Disability | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |
| Gender | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |
| Lesbian, gay, bisexual and transgender | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |
| Race | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |
| Religion and belief | 'Prompts' will be built into the PMF to ensure that each study addresses all relevant audiences (see Step 5). |



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

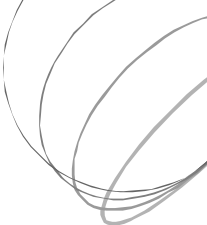
| | | | | |
|--|-----|---|----|--|
| Are there any changes? | | | | |
| Age | Yes | X | No | |
| Disability | Yes | X | No | |
| Gender | Yes | X | No | |
| Lesbian, gay, bisexual and transgender | Yes | X | No | |
| Race | Yes | X | No | |
| Religion and belief | Yes | X | No | |

The PMF already includes some consideration of equalities issues.

- The introduction to the PMF states that “equalities should be considered in every PRG project and project teams should keep these in mind throughout projects.”
- The PMF provides links to tools to equip PRG staff to carry out studies. Some of these tools consider equalities issues, for example guidance on ‘*Building diversity into our work*’.
- The PMF identifies outputs which should include specific mention of equalities issues:
 - The project appraisal paper should consider any equalities issues.
 - The project brief should identify if the study has any specific equalities issues or considerations.
 - The issues and investigations matrix should outline how equalities issues specified in the project brief will be addressed.
 - When drafting audit tools, project teams should think about how equalities issues will be addressed and consider if specific audit tools need to be developed to capture views on equalities issues or ensure specific groups are covered.

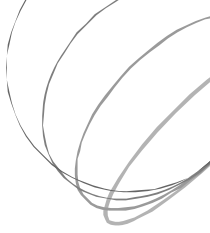
However, additions can be made to the PMF to ensure equalities issues are fully considered at every relevant stage of a PRG project. The following actions will be taken:

- Build ‘prompts’ into appropriate stages of the PMF, to ensure project teams consider the impact of their work on different groups of people at key stages of the project. For example:
 - Include the option to consult with relevant groups / communities at various stages of the project (e.g. when drafting the project brief, identifying project advisory group members, during fieldwork), in particular if specific equalities issues have been identified at the project scoping stage.

- 
- Include the option to provide relevant training and support for project teams / auditors if specific equalities issues have been identified and will be examined as part of the project.
 - Review supporting documentation and tools linked to the PMF, to ensure they fully consider all equality issues. For example:
 - Review the list of equalities organisations which receive copies of Audit Scotland project briefs and national reports.
 - Build equalities into the project review template, to ensure project teams review whether equalities issues / impacts on different groups of people were properly considered throughout the project.
 - Review and update guidance on '*Building diversity into our work*' by the end of May 2010.
 - Offer support from within PRG to staff who do not feel equipped to identify and consider equalities issues within their project.

Internal working groups will undertake these actions once the Equality Impact Assessment has been signed off by the Audit Scotland Diversity and Equality Steering Group.

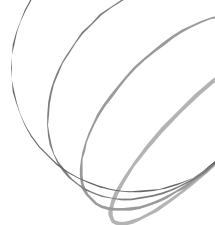
The PMF will be amended by the internal PMF working group to reflect the Equality Impact Assessment of the Forward Work Programme and the revised guidance on '*Building diversity into our work*'.



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 | 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 | |

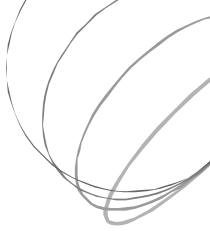
| | |
|--|---|
| Age | Building equalities fully into the PMF should help promote equality of opportunity across all these groups, and ensure each individual PRG study fully considers equalities issues and the impact of the study on different groups of people. |
| Disability | |
| Gender | |
| Lesbian, gay, bisexual and transgender | |
| Race | |
| Religion and belief | |



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. | X | X | X | X | X | X |
| 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. | | | | | | |
| Unknown: <ul style="list-style-type: none"> ▪ No evidence or data has been collected therefore an assessment cannot be made. | | | | | | |



Step 8: Is a further impact assessment required?

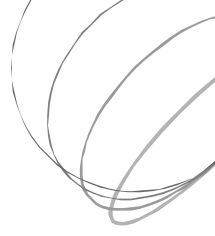
| | | | | |
|--------------------------------------|-----|---|--|----|
| Age | Yes | X | | No |
| Disability | Yes | X | | No |
| Gender | Yes | X | | No |
| Lesbian, Gay, Bisexual & Transgender | Yes | X | | No |
| Race | Yes | X | | No |
| Religion and Belief | Yes | X | | No |

If you have answered yes please explain why

The PMF will be reviewed and amended, where necessary, once the Equality Impact Assessment of the Forward Work Programme has been completed and the guidance on '*Building diversity into our work*' has been revised.

A review of the impact of the actions outlined in Step 5 will be undertaken in two years time.

If you have answered no please explain why



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:

The internal PMF working group monitors, maintains and updates the PMF on a regular basis, and reviews it annually.

PRG project teams will consider the impact of their study on different groups of people in the project review stage.

A review of the impact of the actions outlined in Step 5 will be undertaken in two years time.

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

The Project Management Framework (PMF) defines the approach taken towards studies in Audit Scotland's Public Reporting Group (PRG), and outlines the process for carrying out a PRG project. The PMF supports consistent standards in project management and provides quality assurance on project outputs.

The PMF currently identifies key stages of a project where equalities issues should be considered (e.g. when developing a project brief and designing audit tools). Following the Equality Impact Assessment, additions will be made to ensure equalities issues are fully considered at every relevant stage of a PRG project.

'Prompts' will be built into appropriate stages of the PMF, to ensure project teams consider the impact of their work on different groups of people. For example, project teams will be encouraged to consult with relevant groups / communities, where appropriate. Training and support will be available to staff to help them do this. The supporting documentation and tools linked to the PMF will be reviewed, and updated where necessary, to ensure they fully consider all equality issues.

These actions should ensure that the PMF promotes the consideration of equality and diversity issues by PRG project teams. A review of the impact of these actions will be undertaken in two years time.