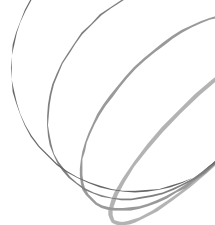


Equality Impact Assessment

Bullying and Harassment Policy

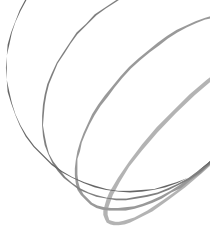


Audit Scotland Equality Impact Assessment

Policy Title ¹	Bullying and Harassment
Strategic Outcome	This policy lays out Audit Scotland's commitment to providing a working environment free from bullying and harassment of any nature. It also contains guidance on how to handle a situation and, if necessary, raise a complaint.
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: Jennifer Summers Position: Senior HR Consultant Date: 30.06 2011
Approval by Director on behalf of Business Group Management Team	Name: Diane McGiffen Position: Chief Operating Officer Date:30/06/11
Sign off by the Diversity & Equality Steering Group (DESG) Chair on behalf of the DESG members	Name: Angela Canning Date: 02/08/11

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.

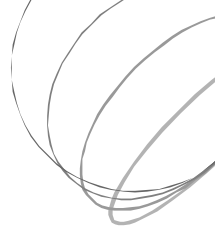
¹ Throughout this documentation we use the word **POLICY** to mean any activity, function, strategy, programme, service or process which is being considered for Impact Assessment.



Step 1: Define the aims of the policy

Title of policy	Bullying and Harassment
Strategic Outcome	This policy lays out Audit Scotland's commitment to providing a working environment free from bullying and harassment of any nature. It also contains guidance on how to best handle a situation involving bullying or harassment and, if necessary, raise a complaint.
Directorate	Corporate Services Group

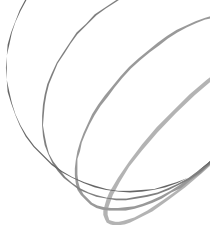
What is the purpose of the proposed policy (or changes to be made to the policy)?	Audit Scotland has a legal and ethical responsibility as a reasonable employer to ensure that staff are not subjected to behaviour which may affect either their performance, health or well being. This policy demonstrates this commitment and explains the procedure should bullying or harassment take place.
Who is affected by the policy or who is intended to benefit from the proposed policy and how?	All employees at Audit Scotland
How have you, or will you, put the policy into practice, and who is or will be responsible for delivering it?	The existing policy and practice is already in place and is overseen by the HR function. All employees must comply with these guidelines and take steps to ensure that bullying and harassment does not occur.
How does the policy fit into our wider or related policy initiatives?	This policy falls under our commitment to equality and diversity – and is related to our diversity statement, code of conduct and single equality scheme. A staff event held in 2009 identified that the bullying and harassment policy should go through an EIA to ensure it meets the diverse needs of all employees at Audit Scotland.
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 & 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>



In addition to the staff profile information provided, there are a couple of other sources of information which relate to the topic of bullying and harassment – staff survey and the stress risk assessment. A review of this data could give an indication of whether bullying or harassment is a systemic problem across the organisation.

Staff Survey

Audit Scotland carried out an employee survey late 2010 using the external survey specialists, Best Companies. Within the survey, employees were asked their thoughts on the following statement:

‘Some people around here use intimidation to get what they want’

The survey results show that 37% of staff agreed with this statement, 20% neither agreed nor disagreed and 42% disagreed with this statement.

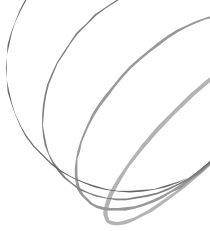
Stress Risk Assessment

In addition to the annual staff survey, Audit Scotland carried out a stress risk assessment during late 2010/early 2011. This was carried out by an external independent organisation in the form of a confidential staff survey. The purpose of the survey was to review of how we work across Audit Scotland, the pressure points, potential stressors and the impact this may be having upon our people. If employees are suffering from any form of bullying or harassment, it is likely that this would be revealed in the results of this survey.

Overall results showed that there is no evidence of a systemic issue with stress across Audit Scotland. The survey indicates that overall stress levels in Audit Scotland are comparatively lower than the reported levels for people in similar occupational roles in the UK.

Looking more closely at the data, one of the stressors that employees could have picked from the survey list of 43 possible stressors was being treated unfairly or discriminated against. The results have shown that this stressor is not one of the top ranking stressors across the organisation – a very small number of survey respondents picked this as one of their work-related stressors. Comments regarding this stressor were focused around being treated fairly in terms of being offered opportunities to grow and develop in their role, as apposed to any direct link to any form of bullying or harassment.

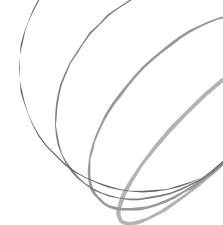
In addition to this data, Audit Scotland has had no formal bullying or harassment complaints having been formally reported and investigated.



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?	<u>Yes</u>	No
Disability	Do you have enough information to proceed?	<u>Yes</u>	No
Gender	Do you have enough information to proceed?	<u>Yes</u>	No
Lesbian, gay, bisexual and transgender	Do you have enough information to proceed?	<u>Yes</u>	No
Race	Do you have enough information to proceed?	<u>Yes</u>	No
Religion and Belief	Do you have enough information to proceed?	<u>Yes</u>	No



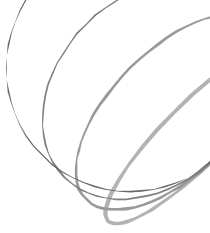
Step 4: What does the information you have tell you about how this policy might impact positively or negatively on the different groups within the target audience?

Age	Audit Scotland's current bullying and harassment policy applies to all employees across the organisation. It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of their age. This policy does not positively or negatively impact different groups of people within the organisation.
Disability	It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of whether they have a disability or not. This policy does not positively or negatively impact different groups of people within the organisation.
Gender	It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of their gender. This policy does not positively or negatively impact different groups of people within the organisation.
Lesbian, Gay, Bisexual & Transgender	It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of their sexual orientation. This policy does not positively or negatively impact different groups of people within the organisation.
Race	It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of their race. This policy does not positively or negatively impact different groups of people within the organisation.
Religion and Belief	It has been created with the purpose of ensuring that all staff are treated with dignity and respect, irrespective of their religion/belief. This policy does not positively or negatively impact different groups of people within the organisation.

Having no formally reported incidents of bullying or harassment is a positive indicator that this is not a systemic problem across the organisation. In addition, the information gathered from both the staff survey and the stress survey also indicated that this is the case.

Reflecting upon the information gathered throughout this equality impact assessment highlights the importance of having a bullying and harassment policy in place, which sets the standards expected of all staff and managers in terms of the behaviour and conduct at work.

In addition, it is important that the standards expected of staff and managers are widely communicated across the organisation, and that the policy actively encourages and enables employees to make a bullying or harassment complaint or assist in an investigation without feeling vulnerable or isolated.



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

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

Please identify:

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

Reflecting upon the information gathered through this equality impact assessment, it can be concluded that the current bullying and harassment policy Audit Scotland has in place is acceptable.

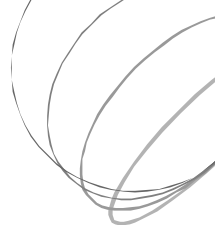
With the recent changes to employment legislation concerning equality and diversity (implementation of the Equality Act 2010), the current bullying and harassment policy should be reviewed to ensure that it meets all the requirements of the Act.

The research carried out throughout this equality impact assessment shows that the policy should be reviewed more generally to ensure that it is fit for purpose, clearly sets the standards expected of all employees and provides assurance to employees who experience or witness any form of bullying or harassment that their situation will be dealt with in a consistent and supportive manner.

There potentially is a risk that senior managers involved in taking a complaint forward are not fully aware of the employment law and good practice in this area. For example, how to manage a case relating to someone's disability. It is considered therefore that the policy should be clearer in the support and guidance that the Human Resources team should provide in such instances.

This review of the current policy will take place during July/August 2011.

Information regarding LGBT and religion or belief has been captured by all staff early 2011 as part of the annual details check. The purpose being to monitor any possible trends in inequality across all the protected characteristics. For example, in relation to recruitment and promotion or performance appraisal. This will then be captured and reported within the next equalities annual report during 2011.

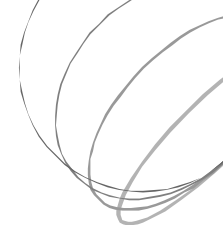


Step 6: Does your policy provide the opportunity to promote equality of opportunity or good relations by altering the policy or working with others?

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

Age	Making improvements to the policy will provide an opportune time to further communicate the key messages from the bullying and harassment policy across the organisation regarding age discrimination. This will help to raise awareness of the importance in this equalities area.
Disability	The above statement also applies to raising awareness of disability discrimination and our bullying and harassment policy across the organisation.
Gender	The above statement also applies to raising awareness of gender discrimination and our bullying and harassment policy across the organisation.
Lesbian, Gay, Bisexual & Transgender	The above statement also applies to raising awareness of sexual orientation discrimination and our bullying and harassment policy across the organisation.
Race	The above statement also applies to raising awareness of race discrimination and our bullying and harassment policy across the organisation.
Religion and Belief	The above statement also applies to raising awareness of religion/belief discrimination and our bullying and harassment policy across the organisation.

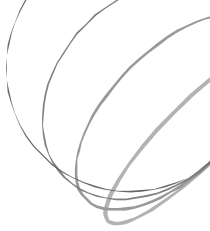
As part of the wider equalities agenda, the Diversity and Equality Steering Group is considering how to update all staff on the Equality Act 2010 and the impact that this legislation has on the work of Audit Scotland. This platform could also be used as a means of reiterating the importance of equalities in relation to the topic of bullying or harassment. The HR and OD team has almost completed all the equalities briefing sessions for managers – via a dedicated session on health and safety and equalities in their meetings with managers across Audit Scotland. Within these, the issues surrounding bullying and harassment are being raised and discussed.



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. 	✓	✓	✓	✓	✓	✓
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		No	✓
Disability	Yes		No	✓
Gender	Yes		No	✓
Lesbian, Gay, Bisexual & Transgender	Yes		No	✓
Race	Yes		No	✓
Religion and Belief	Yes		No	✓

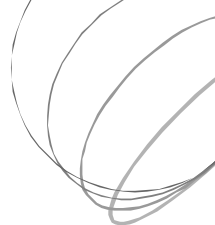
If you have answered yes please explain why

If you have answered no please explain why

Staff identified the need for our bullying and harassment policy to go through an Equality Impact Assessment. This EIA has identified that we need to review our current policy for a number of reasons outlined above.

With the implementation of the Equality Act 2010, this provides an opportunity to provide up-to-date guidance to our staff and managers on key equalities areas, including bullying and harassment.

We will continue to monitor our staff profile on an annual basis through the equalities annual report. In addition, we revisit all our HR policies on a regular basis to ensure that they meet the requirements of employment legislation and are fit for purpose within the organisation.



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:

We continue to monitor our staff profile on an annual basis through the Diversity Monitoring Report. This report includes reference to all protected characteristics. Our Diversity and Equality Steering Group and HR team will continue to monitor and report on key equalities data and any actions following out of this.

In addition, we revisit all our HR policies on a regular basis to ensure that they meet the requirements of employment legislation and are fit for purpose within the organisation.

We carry out annual staff surveys, and will continue to monitor any data that comes through in relation to bullying, harassment or any form of discrimination.

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

This policy lays out Audit Scotland's commitment to providing a working environment free from bullying and harassment of any nature. It also contains guidance on how to best handle a situation and, if necessary, raise a complaint.

Having completed this equality impact assessment, it has been noted that the policy should be updated to include reference to the Equality Act 2010 and more widely should be reviewed to ensure that it is fit for purpose and supports employees who experience or witness any form of bullying or harassment. The policy would also benefit from providing greater clarity and guidance for managers receiving a complaint about bullying or harassment on the support the HR team will provide.

In order to monitor trends in inequality with our staff, we have asked staff to provide us with information relating to all protected characteristics. This data will be monitored on an annual basis and if any trends in the data emerge, they will be investigated further.

In order to raise awareness of the importance of equality and diversity, we have undertaken manager-specific training sessions. These have included reference to the Equality Act and bullying and harassment. In addition to this, the Diversity and Equality Steering Group is considering rolling out all staff sessions on the implementation of the Equality Act 2010 and the impact this will have on their role at Audit Scotland. This would provide a useful platform to also raise awareness of our bullying and harassment policy.