

Joint Strategic Equality Plan

Joint Strategic Equality Plan of the Auditor General for Wales and Wales Audit Office

This plan has been prepared in accordance with the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

If you require this publication in an alternative format and/or language, or have any questions about its content, please contact us using the details below.

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We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay.

[Mae'r ddogfen hon hefyd ar gael yn Gymraeg.](#)

[This document is also available in Welsh.](#)

Contents

Foreword	4
About our Strategy	6
About our organisation	9
Our equality vision and values	12
How we developed our equality objectives	13
Our equality objectives for 2022 to 2026	15
Roles and responsibilities	23
Monitoring, measuring success and reporting	24
Appendices	
1 Impact assessment arrangements	26
2 Promoting knowledge and understanding	27
3 Consultation feedback	28



Foreword

Mae'n bleser gennym gyflwyno ein Cynllun Cydraddoldeb Strategol ar gyfer 2022-26

We are pleased to present our Strategic Equality Plan for 2022-26

We are proud of the progress we have made so far in delivering on our previous equality plans. However, as we set our new Strategic Equalities Objectives, we want to do more, and use our influence in the public sector to champion better outcomes for the citizens of Wales. This strategy sets out what we want to achieve over the next four years and to stretch ourselves to be the very best organisation in terms equality, diversity and inclusion. Building, growing and challenging ourselves is part of our DNA and the same is true in terms of our approaches to equality, diversity and inclusion. We want to go beyond the legal requirements and to be on the radar for exemplary performance. We will be known for our truly inclusive organisational culture. We will be seen as a progressive employer attracting, retaining and developing talent from all parts of the population irrespective of background.

Not only will we be that employer of choice, but as Auditor General I am in the unique position to identify opportunities to eliminate discrimination and promote equality of opportunity in the delivery of public services. In reporting on public bodies, and in making recommendations, I can highlight beneficial changes in terms of equality, both in terms of access to public services and in terms of value for money.

Another priority is to ensure our work is both accessible and inclusive, enabling the people of Wales to engage with us in a way that is easy and meaningful to do so. We will continue to support our audited bodies and their staff to build equality, diversity and inclusion into their financial, governance and performance considerations to ensure that they meet the needs of their diverse range of stakeholders.

This Strategic Equality Plan sets out our key commitments together as Audit Wales over the next four years and how we will play our part in helping eliminate discrimination, advance equality of opportunity and foster good relations. The objectives set out in this strategy provide an overview of the approach we will take to achieve these ambitions and we also detail how we will measure our success in delivering them. We have set four objectives and these objectives form part of a broader longer-term strategy for achieving our corporate ambitions and overall mission statement of 'Assure, Explain, Inspire'.

We have not developed these objectives in isolation. We ran a public consultation on our proposals from 31 January 2022 to 4 March 2022. The Consultation was published on our website, promoted through social media and was circulated directly to a number of stakeholders representing individuals with protected characteristics. All responses to the consultation were then considered when finalising the content of this Plan.

The strategy is a living document and consequently, we will adjust our approach accordingly as our organisation evolves to ensure that we achieve sustainable, meaningful improvements.

We look forward to working collaboratively with colleagues both inside and outside the organisation to realise the vision set out in this strategy.



Adrian Crompton

Auditor General for Wales



Lindsay Foyster

Chair, Wales Audit Office

About our strategy

Purpose

The purpose of this Strategic Equality Plan is to set out Audit Wales' objectives for equality, diversity and inclusion for the period 2022-2026 and the steps we plan to take to deliver against these objectives. This strategy is designed to build on the progress we have already made and to ensure that diversity, inclusion and equality considerations are embedded into everything that we do.

We are proud of the progress we have already made. We delivered several examinations and studies during 2021-22 which covered equality considerations and highlighted inequities in our society. These included:

- [Procuring and Supplying PPE for the COVID-19 Pandemic](#)
- [Rollout of the COVID-19 vaccination programme in Wales](#)
- [A series of Picture of Public Services 2021 outputs](#)
- [The Welsh Government's Warm Homes Programme](#)
- [Care Home Commissioning for Older People](#)

A revised [Code of Audit Practice](#) was published in May 2018 and further updated in October 2020 providing an enhanced prescription on how, when exercising the Auditor General's functions, auditors must also perform the General Equality Duty.

In July 2020, to supplement the Code, supporting guidance for auditors was issued to provide more information on how operational staff should record equality issues. All new starters at Audit Wales, including graduate trainees and apprentices, are made aware of this guidance, the Code and auditor duties under the Equality Act as part of their induction.

In addition, our 'project initiation' document template requires value for money examination and study teams to identify where a particular audit might support the Auditor General in discharging his commitments and responsibilities in relation to equality.

Our People Strategy has now been expanded as a broader five-year People and Organisation Development Strategy. Central to that Strategy is our vision to 'develop a capable and diverse workforce that is motivated to deliver our purpose and ambitions and reach our full potential.'

The Strategy is underpinned by a detailed Workforce Delivery Plan, progress against which is monitored quarterly by our Executive Leadership Team and Remuneration and HR Committee. Key current priorities that are particularly relevant to this objective are to:

- train recruiting managers and others who are involved in the recruitment process to ensure that common standards and processes are being adhered to; and
- develop our graduate and apprentice programme, utilising outreach work to ensure that we attract people of all ages, walks of life and communities.

There are aspects of our organisation where we want to be even better. We are pleased to report that our structural gender pay gap narrowed again to 12% in 2021-22. However, our analysis of employment information shows that we need to continue to undertake work to further increase the diversity of our workforce in the medium to longer term. The desired increase in ethnic minority representation has yet to materialise. It is acknowledged that expanding the level of outreach work undertaken as part of our trainee and apprentice recruitment strategy should help to increase our diversity in the medium to long term. We need to build on our achievements and our strategy identifies the work we believe we need to undertake.

So, our priorities remain seeking wider engagement with our work, continuing efforts to support our existing staff and attract prospective staff from the widest pool of talent. It is also important to us that diversity is reflected at all levels throughout our organisation, and we want to see this reflected at senior decision-making level where there is an underrepresentation of black and minority ethnic (BME) and disabled staff. This focus is essential if we are to achieve our ambitions and deliver our strategic intentions of:

- a strategic, dynamic and high-quality audit programme;
- a targeted and impactful approach to communication and influence; and
- a culture and operating model that enable us to thrive now and in the future.

Whilst not a specific element of the Equality Duty, Audit Wales takes pride in providing a bilingual audit service and is committed to implementing and maintaining the Welsh Language Standards, which we see as a baseline level of a bilingual service, not a target. Our public documents are available in both Welsh and English, we have a fully bilingual website, and we communicate with the public, audited bodies, and the media in both languages. We actively encourage our staff to learn Welsh and to use the Welsh language both in their work and socially.

This document will help us plan how we comply with the duties placed on Audit Wales by the Government of Wales Act 2006 and by the Equality Act 2010, covering each of the protected characteristics¹ and other issues such as caring responsibilities, social mobility, other inequalities, promotion of the Welsh Language and the sustainable development principle. Our equality objectives are designed to help us play a key role in reducing inequality and promoting inclusion in Wales over the period 2022 to 2026, thereby ensuring that the Auditor General and the Wales Audit Office meet the General Equality Duty. Each of the objectives are potentially relevant to all protected characteristics.

Our staff are critical in our ability to deliver these objectives and we will ensure they understand and are supported to play their part in delivering our vision.

¹ Protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and/or belief, sex, sexual orientation.

About our organisation

The Auditor General for Wales is the statutory external auditor of most of the Welsh public sector. The Auditor General is responsible for the audit of most of the public money spent in Wales.

The Wales Audit Office has functions of providing resources, such as staff, for the exercise of the Auditor General's functions, and of monitoring and advising the Auditor General. The Wales Audit Office currently employs around 270 staff.

Both the Auditor General and the Wales Audit Office are required to follow the framework of protection against discrimination, harassment and victimisation brought in by the Equality Act 2010, including the General Duty (the Public Sector Equality Duty). We also have a responsibility to uphold the conventions set out in the Human Rights Act 1998.

The Welsh Ministers have set further specific statutory equality duties which apply to public authorities in Wales. These include:

- developing specific equality objectives to help meet the General Duty.
- setting out the steps that we intend to take to meet those objectives.
- involving persons representing individuals with protected characteristics in the setting of equality objectives and more widely in the duties.
- making arrangements for collecting information about compliance with the General Duty and taking account of such relevant information in the setting of equality objectives.
- monitoring progress in fulfilling our equality objectives.
- publishing a Strategic Equality Plan setting out, among other things, our equality objectives, the planned steps to meet the objectives and the expected timeframe to achieving them.
- publishing, each year, reports on progress towards meeting our equality objectives.

This Strategic Equality Plan sets out our key commitments together as Audit Wales over the next four years. It describes how we will play our part in helping eliminate discrimination, advance equality of opportunity and foster good relations.

What we do



Assure

the people of
Wales that public
money is well
managed



Explain

how public
money is being
used to meet
people's needs



Inspire

and empower
the Welsh
public sector to
improve

The Auditor General's functions include auditing accounts and undertaking local performance audit work at a broad range of public bodies, alongside conducting a programme of national studies. These functions may be exercised in combination, if necessary, across different types of bodies, to examine public spending irrespective of who delivers the services.

Together, as Audit Wales, we audit around £21 billion of income and expenditure, which is over a quarter of Welsh GDP. Increasingly, we are considering the stewardship of human and natural resources alongside our consideration of financial resources and the way in which public bodies account for their use.

We identify good practice from across the full breadth of our audit work and disseminate this through a range of media, including blogs, podcasts and shared learning events.

Our ambitions



Fully exploit our unique perspective, expertise and depth of insight



Strengthen our position as an authoritative, trusted and independent voice



Increase our visibility, influence and relevance



Be a model organisation for the public sector in Wales and beyond

We have identified four broad ambitions which collectively describe the path we are taking towards reaching our full potential as a driver of change and improvement at the heart of public services and democratic accountability.

We have recently set out a longer-term Strategy for how we intend to achieve these ambitions.

Each year, [we also publish an Annual Plan](#) that provides more information on:

- how we follow the public pound in Wales;
- our operating environment;
- our planned programmes of work and associated areas of focus for the next 12 months; and
- how we measure and report on our performance.

Our planned programmes of work retain a degree of flexibility to respond to changing circumstances and priorities, and new issues of public or parliamentary concern.



Our equality vision and values

Vision

We will be an exemplar organisation in embedding equality, valuing diversity and promoting inclusion in all that we do. We will make our work accessible and ensure it promotes equality for the people of Wales.

Values

From our corporate values which define the way we work, we have identified some specific equality, diversity and inclusion values.

We:

- ensure diversity, inclusion and equality are embedded throughout our organisation and inform our approach to how we do our best work;
- behave as an inclusive employer when we recruit and manage staff;
- aim for our workforce to be representative of our diverse society, including at a senior level;
- use our unique position to challenge and strive to eliminate harassment and discrimination;
- recognise and address barriers to engagement with our work;
- promote positive attitudes towards diversity and inclusion and foster good relations between different groups of people.
- are proud to be providing services for the Welsh public sector and work towards being a truly bilingual organisation.



How we developed our equality objectives

In formulating this strategy, we focused on our key functions and the strategic goals and related activities set out in our five-year strategy.

The Auditor General's main functions involve examining and reporting on the stewardship of public money by Welsh public bodies. When undertaking this work, we consider how well public bodies are run and the effectiveness of their services. The Auditor General is therefore in a strong position to identify opportunities for helping to eliminate discrimination and promote equality of opportunity in the delivery of public services. In reporting on public bodies, and in making recommendations, the Auditor General can encourage beneficial changes in terms of equality.

Both the Auditor General and Wales Audit Office are required to follow the framework of protection against discrimination, harassment and victimisation brought in by the Equality Act 2010, including the General Duty (the Public Sector Equality Duty). We also have a responsibility to uphold the conventions set out in the Human Rights Act 1998.

Since the Auditor General and the Wales Audit Office are separate legal entities with their own respective functions, each are required to develop their own equality objectives. However, as we work together in the same organisation, for coherence and economy we have agreed to bring our objectives together in a joint plan for Audit Wales.

This Strategic Equality Plan also draws on other Audit Wales strategies, including People and Organisational Development Strategy, Welsh Language Strategy and Communications Strategy. We also took into consideration:

- our size, resources and nature of our work.
- information produced by UK organisations such as Equality and Human Rights Commission and best practice identified in other organisations.
- monitoring our workforce, recruitment and pay diversity data and acting on findings to further inclusion;
- our legal obligations under the Equality Act 2010 and other relevant law.

To establish a revised suite of equality objectives, our Executive Leadership Team considered the following:

- whether existing objectives for which steps taken and progress made had been assessed as effective or highly effective should be removed from the list.
- whether any objectives for which steps taken and progress made had been assessed as having limited effectiveness should be retained, and if so whether some rewording was required to ensure they remain fit for purpose.
- whether any new objectives should be added to the list to reflect our current circumstances, ambitions and specific risks and challenges.

The initial outcome of those discussions, following further consideration by the Wales Audit Office Board and our staff Equality Interest Group (Pawb), was that we replaced our previous set of nine objectives with a proposed new suite of four.

We then went out to public consultation on the proposed new objectives from 31 January to 4 March 2022. [The Consultation](#) was published on our website and promoted through social media. To get the most out of the engagement opportunities, the consultation was circulated directly to many of our key stakeholders, including the Equality and Human Rights Commission in Wales, alongside a broad range of organisations representing individuals with protected characteristics, including the relevant networks on the [Third Sector Partnership Council](#) and the WCVA-facilitated Equality and Human Rights Coalition.

A summary of the feedback is available in the Appendices. The comments have helped us shape our objectives and how we plan to delivery against them.

Our Strategic Equality Objectives

Objective 1

We will ensure relevant and timely coverage is given to equality, diversity and inclusion matters in our programme of audit work

Why this is important

- The Auditor General’s examinations and studies are regarded as influential in changing the policies and practices of public bodies.
- The Equality and Human Rights Commission has identified several key equality and human rights related challenges that need to be addressed in Wales. Through our work, we are keen to play our part in helping make Wales a fairer country and respond to these challenges.
- While neither the Auditor General nor the Wales Audit Office are listed public bodies for the purposes of the Well-being of Future Generations (Wales) Act 2015, we nonetheless seek to maximise our contribution to achieving the seven Welsh well-being goals, including that of a more equal Wales.
- In addition, while neither the Auditor General nor the Wales Audit Office are bound by the new Socio-economic Duty, we nonetheless seek to act in the spirit of the Duty and maximise our contribution to helping reduce the inequalities of outcome that result from socio-economic disadvantage.

We will deliver against this objective by:

- At regular intervals, commencing in March 2022, engaging with a range of stakeholders, including people that represent the interests of all protected groups, to seek their views on work for inclusion in our forward programme, and on the approaches to be adopted in relevant examinations and studies. We will also enhance our ongoing research and development activity in areas including equality, diversity, and inclusion.
- Striking the right balance in having a bank of pre-planned audit projects and sufficient flexibility to respond to emerging areas of interest.

- Providing support and training for auditors on how they should perform the General Equality Duty, as set out in the [Auditor General's Code of Audit Practice](#) and related guidance. This includes when undertaking local audit work, where auditors may provide feedback on an exception basis where any of the information reviewed indicates significant failures to perform the General Equality Duty or act compatibly with human rights on the part of audited bodies.

How we will measure success

- We will proactively seek and take account of stakeholder feedback on whether relevant and timely coverage is being given to equality, diversity, and inclusion matters, and on how individual pieces of work have addressed the needs of protected groups.
- We will gather and consider staff views on their confidence in performing the General Equality Duty when exercising the Auditor General's functions.

Audit Wales five-year strategy

A strategic, dynamic
and high-quality Audit
Programme



Objective 2:

We will better understand the diverse communication needs of our audiences and strengthen the accessibility of our outputs and messaging

Why this is important

- As set out in [our Annual Plan](#), our overall purpose is to:
 - **Assure** the people of Wales that public money is well managed
 - **Explain** how public money is being used to meet people's needs
 - **Inspire** and empower the Welsh public sector to improve
- We play a key role in influencing the thinking and behaviour of others and shaping the wider public debate, due to our wholly independent status, professional expertise, and extensive rights of access to information.
- Consequently, we must ensure that we clearly lay out the facts and concisely explain why we have arrived at a particular conclusion or interpretation, in a way that resonates with and is accessible to a wide range of audiences.
- In addition, Section 20 of the 2010 Equality Act (reasonable adjustment duty) includes a specific duty for public bodies to make information available in accessible formats.

We will deliver against this objective by:

- Engaging with a range of people and organisations that represent the interests of protected groups, to develop a better understanding of the communication needs and lived experiences of our audiences.
- Taking account of that feedback, we will improve and enhance the readability and accessibility of our audit products and other publications to maximise their reach and impact.
- Proactively identifying opportunities to bring our work to the attention of a wider range of audiences and modify our outputs accordingly.
- Equipping our staff to better exploit opportunities to influence a wide range of audiences.

- On an annual basis, seeking external advice and reaccreditation on the accessibility of our website, including through testing by individuals with a range of disabilities.
- Continuing to install additional software on our website which provides further options for improving accessibility and increasing engagement with our work.

How we will measure success

- We will proactively seek and evaluate stakeholder feedback on the accessibility and readability of our audit outputs and messaging.
- We will collect and analyse annual statistics on the usage of accessibility software installed on our website.

**Audit Wales
five-year strategy**

A targeted and impactful approach to communication and influence



Objective 3:

We will attract and retain talented people from all walks of life, and ensure our workforce is more representative of the diversity of our communities in Wales

Why this is important

- Analysis of our employment information by equality characteristics, shows that we need to undertake further work to increase the diversity of our workforce in the medium to longer term, especially in relation to ethnic minorities and people with disabilities.
- In addition, while we apply rigorous pay alignment arrangements to ensure jobs of equal worth are pay aligned, as of 31 March 2022, we had an overall mean gender pay gap of 12%, and an ethnicity pay gap of 34%. The distribution of staff across pay bands is the immediate explanation for these gaps.
- Consequently, one of the priority areas for our People and Organisation Development strategy is to increase the diversity of our workforce in the medium to longer term, particularly at the more senior levels, and in doing so address our gender and other pay gaps

We will deliver against this objective by:

- Building socio economic monitoring into our recruitment data working with trade unions.
- Reviewing our recruitment and assessment approaches and use of language in our job adverts, with a view to removing any potential barriers that relate to particular protected characteristics.
- Reviewing our advertising, branding and work to remove unintended barriers. Potential for the creation of a recruitment microsite where we can share staff stories.
- Review of our job descriptions and the design of our candidate pack, promoting our ways of working, values and GREAT behaviours.
- Developing coaching and mentoring opportunities for all staff including aspiring managers and leaders, with a particular focus on under-represented groups.
- Training recruiting managers and others who are involved in the recruitment process to ensure that common standards and processes are being adhered to and seek to have more diversity on our interview panels.

- Ensuring full equality impact assessments are undertaken as part of option appraisals for our 'future ways of working' project, with a view to removing any potential or existing barriers and giving staff more choice on how, when and where they work, within the context of overall business need.
- Developing our graduate and apprentice programme, utilising outreach work to ensure that we attract people of all ages, walks of life and communities.
- Further developing our networking and community outreach activities across the full range of equality characteristics, including socio-economic background, to help raise awareness of our work and associated job opportunities, and ensure our recruitment processes remain fit-for-purpose.
- Continuing to offer a Guaranteed Interview Scheme to job applicants from under-represented groups.
- Continuing to sign up to the [Disability Confident Employer Scheme](#) and have secured Level 2 'employer' status, thereby gaining permission from Jobcentre Plus to use the Disability Confident badge in our job adverts.
- Participating in the [Leonard Cheshire Change 100 Programme](#) by offering summer work placements, professional development and mentoring to talented university students and recent graduates with disabilities.
- Considering working with [Access Accountancy](#) or others such as the [Social Mobility Foundation](#).
- Pursuing opportunities to link with the Ymlaen Internship programme that is run through the Senedd.

How we will measure success

- We will continue to collect and analyse workforce and job applicant diversity information and will expand this monitoring to explore differences in socio-economic background. We will also continue to monitor our pay gaps using a similar format to that required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and undertake analysis to help understand the underlying causes of any gaps and what responses may be appropriate.
- We will [proactively share and publish this information via an interactive Data Tool](#), and in spreadsheet Open Data format, as part of a Welsh Government initiative.

Audit Wales five-year strategy

A culture and operating model that enables us to thrive now and, in the future



Objective 4:

We will embed a culture of inclusion, trust, and self-reflection, where our staff and those with whom we come into contact during our work feel valued and respected

Why this is important

- We want Audit Wales to be a place where people are proud to work and enjoy what they do - an engaged and inclusive environment in which everyone can excel.
- Every year we undertake a staff survey using the same core questionnaire as used in the Civil Service People Survey (CSPS). The survey includes several equality and inclusion related questions. We publish a summary of the results of our surveys in the form of an interactive data tool.
- In October 2021, 84% of staff responded to the survey; a comprehensive sample which provided a wealth of insight on staff perceptions and the employee experience.
- While it was reassuring to note that for questions related to equality and inclusion, responses from our staff were mostly positive and similar to the CSPS median benchmark, our scores were not as strong as in previous years, and we want to make further efforts to help ensure all staff have a positive employee experience.

We will deliver against this objective by:

- providing senior and other staff equality 'champions' and support the work of Pawb, to help us listen to and learn from the lived experiences of staff as well as the wider community.
- raising awareness among staff of the identity of those champions and their role in fostering good relations and embedding our desired behaviours, and in providing support and advice where staff express any concerns.
- working with our protected-characteristic-related staff networks to determine and provide appropriate levels of support.
- refreshing and updating our mandatory equality, diversity and inclusion training programme for all staff.
- regularly reviewing and updating our suite of equality policies and related guidance, with support from our impact assessment arrangements, to ensure they remain fair, inclusive and fit-for-purpose

How we will measure success

- Staff survey results which include equality and inclusion related questions and enables trend, benchmarking and demographic analysis.
- Monitor complaints
- Stakeholder survey on inclusion

Audit Wales five-year strategy

A culture and operating model that enables us to thrive now and, in the future





Roles and responsibilities

We will ensure that Audit Wales staff are aware of their responsibilities in implementing this strategy.

Responsibilities include:

- managers to demonstrate inclusive leadership and champion equality, diversity and inclusion;
- line managers to lead teams inclusively, ensuring that individuals can realise their full potential and capability;
- staff who design and deliver changes in policy, function and projects etc. demonstrate that they have built in diversity, inclusion and equality considerations into their work (by means of equality impact assessment);
- Planning and Reporting working with the HR team support Audit Wales and the Audit Wales Board by co-ordinate the arrangements for monitoring and reporting.



Measuring and reporting on our performance

The Strategic Equality Plan will run from 2022 until April 2026. We will draw on key performance indicators (KPIs) and other key data to measure success and report regularly via dashboard reports to the Audit Wales Board to track progress on implementing our strategy. We will also compile and publish an Equality Progress Report at the end of each financial year. The Audit Wales Executive Leadership Team with the Audit Wales Board will consider each report before its publication.

Pawb members also act as equality and diversity champions who are available for staff to raise concerns and share ideas on how our policies and practices can be improved.

For the period of the Plan, we will report externally on the effectiveness of steps taken and share our experiences of making progress towards meeting our equality objectives in our annual equality reports.

Our Executive Leadership Team and Pawb will, on a quarterly basis, monitor progress made on the planned actions set out under each objective in this Plan. For each objective, we will establish clear progress measures and a robust approach to holding ourselves to account, which will ensure we remain focused on the timely delivery of initiatives under this Strategy and regularly review the impacts they are having.



Appendices

- 1 Impact assessment arrangements**
- 2 Promoting knowledge and understanding**
- 3 Consultation feedback**

1 Impact assessment arrangements

To help us meet the General Equality Duty, we must:

- a assess the likely impact of relevant policies and practices (current, revised, or new);
- b publish reports of those assessments where they show a substantial impact or likely impact; and
- c monitor the impact of particularly relevant policies and practices.

We also have a responsibility to uphold the rights set out in the Human Rights Act 1998 and are mindful of the need to reduce the inequalities of outcome that result from socio-economic disadvantage in our strategic decisions.

Our impact assessments, which include Welsh language, sustainable development, and biodiversity and resilience of ecosystems considerations, are undertaken by our Law and Ethics Team to ensure consistency and a strong base of technical expertise. Following preparation of each draft assessment, the report and the draft policy or practice to which it relates are provided to Pawb, to seek further perspectives and comply with the engagement provisions.

A list of the full impact assessments completed for each financial year and the key outcomes from those assessments is provided in our annual equality reports.

2 Promoting knowledge and understanding

Over the period of this Plan, we will raise awareness and promote knowledge and understanding of equality matters among our staff via a range of mechanisms, including through:

- a A mandatory equality training module, delivered as part of our induction programme for all staff and through periodic refresher courses, alongside more specific training for those staff undertaking roles of particular relevance, for example, those relating to recruitment, communications, and procurement.
- b The proactive work of Pawb and our other staff equality champions.
- c The work of our staff women's and LGBTQ+ networks.
- d Communicating with staff on progress made through our work as an accredited Disability Confident Employer and our participation in the Leonard Cheshire Change 100 programme.
- e Providing staff with a range of equality-related information, policies, and guidance, including the Auditor General's Code of Audit Practice, guidance on preparing accessible publications; guidance on our impact assessment arrangements, information about our diversity monitoring arrangements and how to make requests for adjustments to be made to their working arrangements.
- f Ongoing dissemination of information and relating to a 'diversity calendar' of internationally recognised equality events.

3 Consultation feedback

What they liked

Emphasis on engagement with people from diverse groups and organisations representing the interests of protected groups.

Review of recruitment processes and understanding barriers for some communities to apply for roles.

A reduction in the number of objectives provides focus.

Good to see objectives for a 4-year period – it would be good to include a review of these on an annual basis.

Support the objectives and suggest a rounded basket of measures.

What they wanted to see more of

Inclusion of the Welsh Language and socio economic into the aspirations.

Focus on developing the workforce as well as recruitment.

Include procurement and commissioning.

How might we share best practice.

Include how Board and ELT will model the ambitions.

Be good to see your approach to Equality Impact Assessments.

Consider how audit work can promote equalities.

Think about targeted outreach work.

The results of the consultation where both internal and external stakeholders provide commentary was added to the Strategic Equality Plan 2022 – 2026.



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