

DC or School

Which best describes your organisation?

Stonewall Diversity Champion

About your org: DC

Name of organisation:

Wales Audit Office

Please note, this will be used when compiling Stonewall's Top 100 Employer guide and in any associated publications.

Post code of organisation headquarters in Great Britain:

CF11 9LJ

Please select a sector from the below list which most fits your organisation:

Professional services

Please note this will be used for analysis purposed in aggregating data across the Index by sector.

Number of employees:

260

Please enter the number of employees the organisation has, including all full time, part time and dispersed staff across Great Britain.

Are you the main point of contact Yes
**for Stonewall as a Diversity
Champion?**

Choose your Stonewall Account 
Manager from the list below:

If your Stonewall Account (No response)
Manager is not on the above list,
please write their name below:

Before starting a submission to the Workplace Equality Index or Global Workplace Equality Index, or for your Stonewall School Champions Award, please read the following very carefully.

It sets out how Stonewall will use the information you submit.

This privacy policy sets out how Stonewall uses and protects any information that you give Stonewall when you use this website.

Stonewall is committed to ensuring that your privacy is protected. Should we ask you to provide certain information by which you can be identified when using this website, then you can be assured that it will only be used in accordance with this privacy statement.

Stonewall may change this policy on occasion by updating this page. You should check here from time to time to ensure that you are happy with any changes. This policy is effective from 04/06/2018.

What we ask you to submit

Whilst registering and completing a submission, we may ask you to submit the following information:

- Names and job titles**
- Contact information including email address**
- Demographic information such as postcodes**
- Information and files as supporting evidence for submissions such as:**
- Policies**
- Communications**
- Screenshots of intranet posts**
- Descriptions of processes and ways of working**
- *Schools only:* photographs (see additional information below)**
- *Schools only:* screenshots of school procedures/systems, e.g. SIMS**
- *Schools only:* minutes/agendas from Governing Body meetings**

Please note that whilst completing your submission you may be asked to provide pieces of evidence which include personal details, such as profiles of individuals. It is your responsibility to ensure you have the permission of the individual to share this information with Stonewall. Schools should not submit details that can identify individual children.

Schools - Photograph Permissions

It is the responsibility of the school to ensure that they have parental permission before submitting a photograph of children as part of their supporting evidence. Any photographs submitted will not be used by Stonewall for any purpose other than scoring the School Champion Award application, without express written permission from the school.

What we do with the information you submit

Stonewall may use the information you submit for the following purposes related to the Workplace Equality Index and to further LGBT equality and inclusion in the workplace:

- Stonewall will use the information you submit to review, score and rank your organisation in comparison to other entrants.**
- The information supplied is confidential between Stonewall and the applicant/organisation.**
- Any ranks outside of the Top 100 will remain confidential between Stonewall and the applicant/organisation.**
- Any scoring or comments made on the submission is confidential between Stonewall and the applicant/organisation, except for purposes outlined below.**
- Aggregated scores, information and data may be used to identify national, regional and sector trends and patterns of work. This information may be published in Stonewall resources. Where individual organisations or individuals are named, permission to do so will be sought.**
- Individual practice, where deemed good practice by Stonewall, may be shared with other organisations either directly through Stonewall Account Managers, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the organisation in question.**
- Demographic data about your organisation, for example number of employees, will**

be used for internal record keeping and to improve our offers and services.

Stonewall may use the information you submit for the following purposes related to the School Champion Awards and to further LGBT equality and inclusion in schools:

- Stonewall will use the information you submit to review your school against the criteria for the Schools Award for which you are applying.**
- The information supplied is confidential between Stonewall and the school.**
- Any scoring or comments made on the submission are confidential between Stonewall and the school, except for purposes outlined below:**
- If your school is successful in obtaining a Stonewall School Award, the name of your school and the level of award achieved will be published on our website.**
- Individual practice, where deemed good practice by Stonewall, may be shared with other schools either directly by the Stonewall Education Team, or within resources produced by Stonewall. Before any practice is shared, permission will be sought from the school in question.**
- Demographic data about your school, for example whether you are a primary or secondary school, will be used for internal record keeping and to improve our offers and services.**

We are committed to ensuring that your information is secure. In order to prevent unauthorised access or disclosure, we have put in place suitable physical, electronic and managerial procedures to safeguard and secure the information we collect online.

Links to other websites

Our website may contain links to other websites of interest. However, once you have used these links to leave our site, you should note that we do not have any control over that other website. Therefore, we cannot be responsible for the protection and privacy of any information which you provide whilst visiting such sites and such sites are not governed by this privacy statement. You should exercise caution and look at the privacy statement applicable to the website in question.

Controlling your personal and organisational information

We will not sell, distribute or lease your personal information to third parties unless we have your permission or are required by law to do so.

You may request details of personal information which we hold about you under the Data Protection Act 1998. A small fee will be payable. If you would like a copy of the information held on you please write to Stonewall, Data Officer, 192 St John Street, London, EC1V 4JY.

If you believe that any information we are holding on you is incorrect or incomplete, please write to or email us as soon as possible, at the above address or:

- memberships@stonewall.org.uk for queries related to the Workplace Equality Index or Global Workplace Equality Index
- education@stonewall.org.uk for queries related to School Champion Award

We will promptly correct any information found to be incorrect.

FluidReview data protection and privacy

This site has been built and is managed using FluidReview, an online application system.

You can find the FluidReview privacy statement [here](#).

You can find the FluidReview security information [here](#).

Please tick here to show us	I've read and understood the data protection and privacy
you've read and understood the	policy
Stonewall data protection and	
privacy policy.	

Policies and Benefits: Part 1

Section 1: Policies and Benefits

This section comprises of 7 questions and examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise policy audit process, policy content and communication. This section is worth 7.5% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

1.1 Does the organisation have an audit process to ensure relevant policies (for example, HR policies) are explicitly inclusive of same-sex couples and use gender neutral language?

GUIDANCE: The audit process should be systematic in its implementation across all relevant policies. Relevant policies include HR policies, for example leave policies.

Yes

Please describe the audit process:

State when the process last happened:	All policies and procedures developed within the Wales Audit Office are subject to an Equality Impact Assessment Process. The most recent policy reviewed was Dignity at Work 15 May 2018.
Describe the audit process:	<p>All corporate policies must have an Equality Impact Assessment (EqIA) completed on them, when they are draft. The policy author engages with our independent Law and Ethics Team to undertake the EqIA. A member of that team is responsible for assessing the regulatory requirements and commenting on the policy's fitness for purpose in equality impact terms. A standard part of an EqIA, is ensuring inclusion of gender neutral language.</p> <p>The EqIA process consults with the WAO's Equality Interest Group, which represents staff interests in terms of the protected characteristics.</p> <p>The WAO ensures that all policies are written in a gender neutral format. Currently a Gender Identity and Transitioning</p>

	<p>Policy is being drafted and this will support the principles that the WAO applies to create a gender neutral working environment where the emphasis is on the performance of competencies to deliver within roles. Wales Audit Office have sought advice from Stonewall in the development of the policy.</p> <p>The WAO created a People Strategy during 2016/17 which has helped to focus upon creating an inclusive culture. Events such as Caffi Culture have embedded the culture and values which have been developed as a result of the Culture development workshops. As part of this process staff were asked to help create the values and behaviours of the organisation through discussion and interactive events. This had an implicit outcome of engaging staff and allowing staff to share thoughts in a safe environment.</p>
Describe any previous outcomes of the audit process:	<p>The extensive consultation process along with the Equality Impact Assessment takes into consideration a range of views, as well as expert guidance to ensure the policy is relevant to the particular subject matter whilst being considerate of its impact upon all people.</p> <p>The Gender Identity Policy which has been developed in 2018 has been reviewed by the Wales Audit Office Equality Steering Group and changes that have been made are outlined below:</p> <p>distinguishing between what is policy and guidance to help improve accessibility for staff.</p> <p>a review of language to ensure the policy has similar terms in regard to leave as other protected characteristics, whilst recognising the need for flexibility as individual circumstances will differ.</p> <p>We have not had any issues in recent years where an Equality Impact Assessment identified that a policy was not explicitly inclusive of same sex couples or did not use gender neutral language. We ensure that these factors are taken into full regard during policy development, prior to Equality Impact Assessment.</p>

1.2 Does the organisation have a policy (or policies) which includes the following?

Tick all that apply

GUIDANCE: The policy/policies should clearly state that the organisation will not tolerate discrimination against employees on the grounds of sexual orientation, gender identity and/or trans identity. These may be listed along with other protected characteristics. The policy/policies should also demonstrate, through careful wording, a zero tolerance approach to homophobic, biphobic and transphobic bullying and harassment. They should explicitly include examples of what homophobia, biphobia and transphobia in the workplace may look like.

- A. Explicit ban on discrimination based on sexual orientation
- B. Explicit ban on discrimination based on gender identity and gender expression
- C. Explicit ban on bullying & harassment based on sexual orientation
- D. Explicit ban on bullying & harassment based gender identity and gender expression

Name the policy and paste the relevant policy excerpt:

	Policy	Excerpt
A. Explicit ban on discrimination based on sexual orientation	Dignity at work policy	The Wales Audit Office is responsible for ensuring that its employees are protected from unlawful harassment or bullying or discrimination in the course of their work on grounds of sex (gender), sexual orientation, marital or civil partnership status, gender reassignment, race (which includes ethnic or national origin, colour and nationality), religion or belief, disability, age or pregnancy or maternity status or any other personal characteristic of the individual.
B. Explicit ban on discrimination based on gender identity and gender expression	Dignity at work policy	The Wales Audit Office is responsible for ensuring that its employees are protected from unlawful harassment or bullying or discrimination in the course of their work on grounds of sex (gender), sexual orientation, marital or civil partnership status, gender reassignment, race (which includes ethnic or national origin, colour and nationality), religion or belief, disability, age or pregnancy or maternity status or any other personal characteristic of the individual.
		The Wales Audit Office is responsible for

C. Explicit ban on bullying & harassment based on sexual orientation

Dignity at work policy

ensuring that its employees are protected from unlawful harassment or bullying or discrimination in the course of their work on grounds of sex (gender), sexual orientation, marital or civil partnership status, gender reassignment, race (which includes ethnic or national origin, colour and nationality), religion or belief, disability, age or pregnancy or maternity status or any other personal characteristic of the individual.

Definitions

Harassment and bullying may be occurring in circumstances that are not readily visible to managers. The symptoms of bullying and harassment for an organisation include:

absenteeism, underperformance and high staff turnover.

It is often difficult to distinguish between bullying and harassment, and therefore employees who wish to submit a complaint need not attempt to distinguish between the two.

Nevertheless, the definitions given below may help employees understand what kinds of behaviour might justifiably lead to a complaint.

Harassment is any unwanted physical, verbal or non verbal conduct which has the purpose or effect of violating a person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment may be persistent or an isolated incident.

Harassment is determined by the impact on the recipient and not the intention of the harasser. What is acceptable to one individual may not be acceptable to another. A single incident of unwanted or offensive behaviour to one individual can amount to harassment.

Harassment may be perpetrated by one or more employees against an individual or a group of employees.

Examples of harassment include:

- Unwanted conduct or conduct that has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading,

humiliating or offensive environment on the grounds of their sex, race, sexual orientation, disability, religion or age or any other personal characteristic of the individual.

- Sending (by any means) written or visual materials of a sexual nature which may cause offence to an employee. The display of pictures, objects or written materials that may be considered pornographic or offensive to particular ethnic or religious groups.
- Insensitive/inappropriate jokes or pranks.
- Lewd comments or offensive remarks on appearance or dress.
- Speculation about another's private life or sexuality.
- Offensive or intimidating comments.
- Shunning an employee, for example, by deliberately excluding them from conversation.
- Unwanted physical contact, ranging from touching or brushing against another employee's body to assault, or coercing sexual relations.
- Promises of special treatment in return for, or threats for the refusal of, sexual favours.
- Requests for sexual favours, unwelcome sexual advances or offensive flirtations.
- Continual pressure for social activity outside the workplace after it has been made clear that such suggestions are unwelcome.

The Wales Audit Office is responsible for ensuring that its employees are protected from unlawful harassment or bullying or discrimination in the course of their work on grounds of sex (gender), sexual orientation, marital or civil partnership status, gender reassignment, race (which includes ethnic or national origin, colour and nationality), religion or belief, disability, age or pregnancy or maternity status or any other personal characteristic of the individual.

D. Explicit ban on bullying & harassment based gender identity and gender expression

Dignity at work policy

Bullying means offensive, intimidating, malicious or insulting behaviour which, through the abuse or misuse of power, makes the recipient feel vulnerable, upset, humiliated or threatened. Power includes both personal strength and the power to coerce others through fear or intimidation. Bullying is a form of harassment and can undermine an individual's self confidence, competence and self esteem. As with harassment, bullying can take the form of physical, verbal and non verbal conduct, and can be intentional or unintentional.

Bullying does not include legitimate and constructive criticism of an employee's performance or behaviour, or reasonable requests made of employees in the course of their employment.

Bullying may be persistent or a serious isolated incident in some cases.

Bullying may be perpetrated by one or more employees against an individual or a group of employees.

All employees should think about whether their actions might be considered to be bullying.

Examples of bullying can include:

- offensive or insulting behaviour which makes an individual feel threatened, or taken advantage of;
- exclusion;
- victimisation;
- unfair treatment;
- overbearing supervision (including the excessive or unreasonable use of electronic or other media);
- physical or psychological threats;
- ridiculing, demeaning, humiliating or unwarranted criticism of an employee;
- deliberately undermining an employee by overloading with work and constant criticism;
- inappropriate and/or derogatory remarks about an employee's performance;
- making threats about job security or terms and conditions of employment without foundation;
- shouting at colleagues in public or

private;

- unreasonably withholding information, removing areas of responsibility or allocating inappropriate tasks which are outside the scope of an employee's job (for example, substituting responsible tasks with menial or trivial ones);
- unreasonably excluding colleagues from meetings or communications;
- spreading malicious rumours;
- unreasonably blocking training or promotion opportunities;
- setting impossible deadlines;
- setting unachievable objectives; and
- undermining an employee's authority or dignity.

This list is not exhaustive and other behaviour may constitute bullying. It is unacceptable to condone bullying behaviour under the guise of a particular management style. Effective management obtains results whilst ensuring that employees are treated with dignity and respect.

The WAO will not tolerate harassment, bullying, or victimisation on the grounds of transitioning and will treat a complaint of discrimination on these grounds seriously. Such inappropriate behaviour will lead to disciplinary procedures being instigated that may result in action up to and including dismissal.

Whilst some colleagues/clients may ask inappropriate questions due to a lack of knowledge, the WAO will not tolerate discrimination, harassment or victimisation on the grounds of transitioning and will treat complaints seriously.)

1.3 Where the organisation has the following policies, do they explicitly state they are applicable to same-sex couples and use gender neutral language? Tick all that apply

GUIDANCE: Where applicable, the policies should explicitly state that they apply to same-sex couples (or same-gender or non-heterosexual couples). Alternatively they should explicitly state that they apply regardless of the gender of an employee's partner. The policies should also avoid unnecessarily gendered language and pronouns, for example, by using the term partner instead of husband or wife (as long as you have previously stated what constitutes a partner).

- A. Adoption policy
- B. Special or Compassionate Leave Policy
- C. Maternity policy
- D. Paternity policy
- E. Shared Parental leave policy

Provide a brief description of the policy/policies you have uploaded:

Staff handbook states:

88 In addition to the statutory maternity, adoption, shared parental leave (SPL), paternity and parental regulations, no employee who wishes to take maternity, adoption, shared parental, paternity and/or parental leave will be discriminated against (inadvertently or otherwise) in any way. Under the Equality Act 2010 there are nine protected characteristics, of which gender, sexual orientation, pregnancy and maternity are included. The WAO must handle all leave requests fairly and consistently, and must keep a record of all requests received.

Extract of shared parental leave policy:

98 Shared parental leave (SPL) is available to parents who wish to share caring responsibilities following the birth/placement of their child.

99 SPL can only be used by two people:

- the mother/primary adopter/parental order parent; and
- their partner either the biological father, husband or wife, joint adopter, civil partner or partner of the child's mother/primary adopter.

Extract of Paternity Leave policy:

108 Paternity leave enables a co parent to take paid leave to assist at the birth or after the birth (or adoption) of their child. Details regarding eligibility criteria and leave/pay entitlement are provided in Appendix 1.

We avoid using avoid unnecessarily gendered language and pronouns in our policies.

A. Upload the adoption policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/OkBK41Lrgo/>

B. Upload the special or compassionate leave policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/tkitMIXhdn/>

C. Upload the maternity policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/0sGU2ihCky/>

D. Upload the paternity policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/T3ERPqTNsQ/>

E. Upload the shared parental leave policy

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/J0xLA4boR4/>

Policies and Benefits: Part 2

Next Steps

1.4 Does the organisation have a Yes
policy (or policies) which support
employees who are
transitioning?

Does the policy (or policies) in place to support employees who are transitioning cover the following?

Tick all that apply

GUIDANCE: Evidence submitted should demonstrate how information around organisational support for people transitioning is tailored to different employee groups. For guidance on creating a transitioning at work policy, see Stonewall's resource [here](#).

- A. Work related guidance for an employee who is transitioning
- B. Work related guidance on the process for an employee to change their name and gender marker on workplace systems
- C. Work related guidance for HR staff on how to support an employee who is transitioning
- D. Work related guidance for managers on how to support an employee who is transitioning
- E. Work related guidance for employees on how to support a colleague who is transitioning

Provide a brief description of the policy/policies you have uploaded:

As part of our commitment to embrace diversity we support employees whose gender identity is other than that assigned at birth. This includes those who have undergone, are undergoing, or are proposing to undergo gender reassignment/ transitioning (or part of that process), those intending to or already living in a new gender role, those whose gender is non binary and those who are intersex. The policy attached is in the final stages of development and consultation has taken place with Stonewall, WAO Equality Steering and Interest Groups, Trade Union Partners and WAO staff network groups.

A. Upload guidance for members of staff

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/gA5onlolfq/>

B. Upload guidance for making changes on systems

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/4Gui2ytD5P/>

C. Upload guidance for HR staff

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/7UOn01Nb1x/>

D. Upload guidance for managers

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/ov2czmqo8C/>

E. Upload guidance for colleagues

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/qlxgxfMaCH/>

1.5 Does the organisation have a Yes
policy (or policies) in place to support all trans employees, including people with non-binary identities?

Does the policy (or policies) in place to support all trans employees, including people with non-binary identities cover the following?

Tick all that apply

GUIDANCE: Policies submitted should include clear information around how the organisation supports all trans employees, including non binary people. Guidance on dress code should be offered regardless of whether an organisation has a uniform or dress code policy.

- A. A clear commitment to supporting all trans people, including those with non binary identities
- B. Information on language, terminology and different trans identities
- C. Guidance on facilities and dress code for non binary people

Provide a brief description of the policy/policies you have uploaded:

WAO hosted a Stonewall Trans Resource Seminar which demonstrates the organisations commitment and inclusive working environment.

As part of our commitment to embrace diversity we support employees whose gender identity is other than that assigned at birth. This includes those who have undergone, are undergoing, or are proposing to undergo gender reassignment/ transitioning (or part of that process), those intending to or already living in a new gender role, those whose gender is non binary and those who are intersex. The policy attached is in the final stages of development and consultation has taken place with Stonewall, WAO Equality Steering and Interest Groups, Trade Union Partners and WAO staff network groups.

Upload the policy and highlight content relevant to option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/GFKDD3TTgb/>

Upload the policy and highlight content relevant to option B

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/amtnaiEWc1/>

Upload the policy and highlight content relevant to option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579156/zrQToS4t2r/>

1.6 In the past two years, has the organisation communicated that its policies are LGBT inclusive to all employees?

GUIDANCE: The communication uploaded should demonstrate the organisation has informed employees that policies are LGBT inclusive. This may be on a post on an intranet system, but any file or screenshot must demonstrate the reach of the communication and the date it was created.

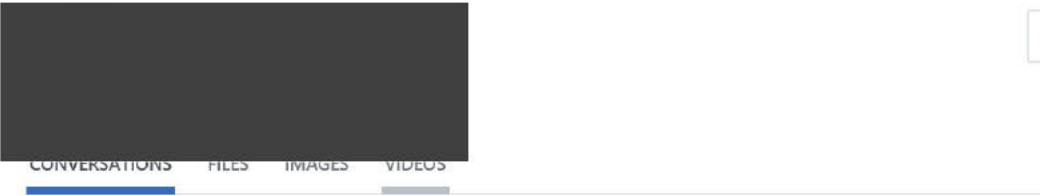
Yes

Provide a brief description of the communication you have uploaded:

Our policies are communicated to all staff on our staff intranet (The Hub) with periodic updates which advise staff that our policies are LGBT+ inclusive and as part of LGBT+ History Month. Similarly, our fully inclusive approach was communicated in a message on our intranet from the [REDACTED] regarding our inclusive working environment who said "If anyone hasn't had the chance to do so yet, I'd encourage you to complete the Stonewall feedback questionnaire that [REDACTED] has blogged about (link to intranet provided to staff). I assure you it won't take any more than 5 minutes! Our policies and procedures are already designed to be LGBT inclusive, and any feedback we get will help us to make them even better, as we continue to make WAO a GREAT place to work. "

Upload a communication from the past two years highlighting the relevant content:

please be aware only **one** file is allowed per answer



The following question is for information gathering purposes only and is not scored.

1.7 Does the organisation provide private healthcare insurance to its employees?

No



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Employee Handbook

Issued: September 2016

Review: September 2019



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Overview of the Wales Audit Office

About the Wales Audit Office

www.audit.wales/about-us

About the Wales Audit Office Board

www.audit.wales/about-us/whos-who

The Auditor General for Wales

www.audit.wales/about-us/auditor-general-wales

Management Committee

www.audit.wales/about-us/whos-who

Governance committees

www.audit.wales/aboutus/946.asp

Strategic development

www.audit.wales/whoweare/strategicplans.asp

Our work and how we operate

Information about the work we do can be found here:

www.audit.wales/whatwedo/whatwedo.asp

Information about how we operate as an organisation can be found here:

www.audit.wales/whoweare/3328.asp

Trade unions

- 1 The WAO recognises two trade unions: PCS and Prospect. A partnership agreement sets out how we will work together to promote good employment relations in the WAO. The WAO discusses issues of concern to employees with trade union representatives in regular meetings known as the Partnership Forum. The unions consult with their members as necessary to seek their views and secure agreement on important decisions.

Policies and procedures

- 2 Everyone has a role and responsibility in relation to diversity and equality and must have due regard to the Public Sector Equality Duty. When applying the terms and conditions and benefits contained within the Employee Handbook, consideration should be given to any reasonable adjustment requests by persons with protected characteristics, particularly in relation to accessibility issues: for example adjusting meeting times and venues, considering any language barriers etc. The Employee Handbook also contains information on the organisational structure and strategy of the WAO. If an employee has difficulty because of a protected characteristic, or wishes to inform the WAO of any medical condition they consider relevant, the employee should contact the HR Manager **and the WAO will consider** whether there are reasonable adjustments that could be made to the requirements of the job, or other aspects of the working arrangements, **including changing an employee's duties or providing additional equipment or training**.
- 3 All policies and procedures have been developed with these principles enshrined within them.
- 4 All the WAO policies and procedures are available on the Hub under [HR](#).
- 5 The Employee Handbook¹, including the chapter on Family Friendly opportunities has been created to provide WAO staff with a single document that assembles key details of HR policies into one place. An Equality Impact Assessment was undertaken of the handbook and the family friendly section of the handbook with input by both Trade Unions and the Equality Interest Group. The handbook provides no potential for discrimination nor creates an adverse impact of the General Equality Duty or infringement of Human Rights.

¹ Should any policy conflicts arise, the WAO will use the most up to date policy on the HUB.

Chapter 2

General terms and conditions

Salary ranges

- 6 Full details of the WAO's pay structure can be found in the Pay Policy. The salary structure is based on incremental salary progression, subject to satisfactory performance, through the salary range. The salary structure has been collectively agreed by the trade union partners.
- 7 The WAO is committed to ensuring that the pay of all employees is fair and equitable. The pay of employees will be monitored and reported on an annual basis by conducting an equal pay audit in line with the agreed criteria and with reference to the protected characteristics.

Payment of salaries

- 8 Salaries are paid monthly, via BACS into employees' bank accounts on the last-but-one working day of the month, with the exception of the December salary which is paid earlier in the month. Salaries will be subject to statutory and authorised deductions.
- 9 Part-month salaries for starters and leavers are calculated as follows:

$$\frac{\text{no of calendar days employed in month}}{\text{no of calendar days in month}} \times \frac{\text{annual salary}}{12}$$

- 10 Average daily rate for all employees is calculated as follows:

$$\frac{\text{annual Full-Time Equivalent (FTE) salary}}{1,820 \text{ (260 days x 7 hours)}} \times \text{daily contracted hours}$$

- 11 The daily rate is used in all calculations for periods of either paid or unpaid leave. All periods of unpaid leave are non-pensionable.

- 12 Part-time salaries are calculated as follows:

$$\frac{\text{annual Full-Time Equivalent (FTE) salary}}{35} \times \text{weekly contracted hours}$$

Underpayments and overpayments of salary

- 13 Employees must check their pay to ensure that it has been paid correctly. This includes checking that any pay awards of which they have been notified, or any changes to their working hours or allowances, have been correctly applied. Any suspected under or overpayment should be notified immediately to HR, who will investigate.
- 14 The WAO will seek to address underpayments as quickly as possible. However, the WAO reserves the right to defer the repayment of any underpayment until the following month's salary payment.
- 15 When an overpayment of salary is discovered, the employee concerned will be notified of the amount of the overpayment, the reason for it and the proposals for recovery.

Notice periods and probationary periods

- 16 The notice period given by the employer is:
- one week's notice if the employee is in their probationary period.
- 17 For employees who have passed their probation period, the notice period given by the employer is:
- one month for employees on fixed term contracts for up to two years;
 - one month for trainees on fixed term training contracts; and
 - for permanent employees and for those with fixed term contracts of over two years, one week for each continuous year of service, with a minimum of five weeks and up to a maximum of 12 weeks.
- 18 The notice period given by a permanent employee is:
- four weeks for all employees in pay bands 1 to 4;
 - eight weeks for all employees in pay bands 5 and 6; and
 - twelve weeks for all employees in pay bands 7 to 9, 10 and 11.
- 19 All other employees' notice periods are detailed in their contract of employment.
- 20 Where an employee resigns intending to retire, it is recommended that three months' notice of the intention to retire is provided to ensure that MyCSP have the necessary paperwork for paying the pension.

Hours of work

- 21 Full-time employees are required to work 35 hours per week, excluding lunch breaks worked Monday to Friday.
- 22 The conditions for employees working less than 35 hours per week follow those for full-time employees. Salaries for part-time posts are based on the equivalent full-time posts and are prorated to the full-time job. Holiday and sick pay is calculated on a prorated basis in the same way.
- 23 Line managers are expected to use discretion in allowing employees to work flexibly; for example, lunch break arrangements, specific requirements according to a protected characteristic such as a religion or belief, start and finish times, and working from home on an ad hoc basis.

Timesheets

- 24 All employees must complete timesheets monthly. Timesheets are completed on a self-certified basis and employees should ensure they are accurate. The WAO operates a real-time recording arrangement and all employees should accurately record all the hours they work. Further guidance on real-time recording can be found on the Hub under Finance/Time Recording.
- 25 Employees must also ensure their absence records are kept up to date and match with Insight and iTrent. Regular reconciliation checks are completed and where discrepancies arise, employees will be asked to make the necessary corrections.

Working time and breaks

- 26 Employees are strongly encouraged to adopt a work lifestyle that is, at a minimum, in line with the provisions of the Working Time Regulations 1998:
 - break of at least 20 minutes if working more than six hours;
 - minimum of four weeks' annual leave;
 - minimum daily rest of 11 hours;
 - minimum weekly rest of one day (24 hours) per week; and
 - weekly working hours on average over a 17-week period should not exceed 48.
- 27 This applies to all employees regardless of the hours worked per day.

Overtime and time off in lieu

- 28 The WAO does not encourage employees to consistently work over and above their contractual hours. However, in some circumstances, employees may occasionally be required to work additional hours beyond their contractual hours to support business need. In the case of excessive hours, the form of compensation should be agreed in advance with their line/audit manager, although paid overtime should only be granted in exceptional circumstances and only once budgetary approval has been sought.

Time off in lieu

- 29 Where additional hours worked results in a request for time off in lieu, the additional hours worked must be approved by their line/audit manager prior to working the additional hours. Any time off in lieu must normally be taken within three months of the extra time being earned and approved by their line/audit manager.
- 30 Any request to take time off in lieu that has been approved by a line/audit manager must be recorded through the iTrent Employee Self Service portal and Insight recording.

Overtime

- 31 In exceptional circumstances, where the work has been identified by the audit/line manager as overtime and taking time off in lieu is not feasible, the additional hours will be paid at the following rates:
- Monday to Sunday = time and a half
- 32 Part-time employees will be paid at their normal rate up to 35 hours per week (Monday to Friday). Hours over 35 per week or any work carried out on Saturday or Sunday will be as per the above rates.
- 33 Where an employee in Pay Band 2 and below, including trainees and work placement students, are required to attend a place of work on a Sunday be that a WAO office or a client base, time worked will be paid at double time.
- 34 The audit/line manager must authorise all claims, countersigned by the relevant director. All authorised overtime claims should be submitted for payment to the HR department within three months of the additional hours being worked, in accordance with the payroll deadlines as detailed on the Hub.

Travel Scheme

- 35 Full information on the Travel Scheme can be found in the Travel Scheme guide. All payments are subject to the eligibility of the scheme as detailed in the guide.

Pensions

- 36 All employees of the WAO are eligible to join the Civil Service Pension Scheme. New employees are automatically enrolled onto 'alpha' pension scheme, subject to any previous public service pension history, or alternatively can opt for a partnership pension scheme. Further information on pensions can be found on the Hub under the HR section; however for detailed information, please refer to the website www.civilservicepensionscheme.org.uk or contact the My Civil Service Pension Scheme helpline on 0300 123 6666 or contactcentre@mycsp.co.uk.

Sick leave entitlement and pay

- 37 Occupational sick pay will be paid subject to the following limits:
- 6 months' at full pay; followed by
 - 6 months' at half pay;
- the above is payable in a 2 year rolling period, counting back from the first day of the episode of absence.
- 38 Employees within their probation period are only entitled to a maximum of 5 working days' Occupational Sick Pay. Statutory Sick Pay (SSP) is payable after this point subject to SSP rules.
- 39 Our payroll provider will adjust Occupational Sick Pay for any Statutory Sick Pay payable during the absence, with employees receiving no more than their full or half pay rate inclusive of any payment of Statutory Sick Pay.
- 40 Employees should not receive more than their normal salary while on sick leave. If the absence is the result of an accident caused by a third party e.g. a road traffic accident, or in a professional sporting capacity and damages are recoverable via an insurance policy or such like, we may require you to pay to us any compensation you receive in respect of notional or actual loss of earnings.
- 41 The payment of occupational sick pay does not automatically allow employees to remain in the employment of the WAO until the occupational sick pay is exhausted.
- 42 Employees on part-time contracts are subject to the same rules.
- 43 The WAO pays Statutory Sick Pay (SSP), payable for 28 weeks, offset against any occupational sick pay paid, which means the individual receives the equivalent of full or half-pay as appropriate. Employees who have exhausted occupational sick pay may be eligible to receive SSP subject to normal eligibility rules.
- 44 However, for SSP purposes, the WAO does count the number of weeks relating to SSP. Following the completion of the 28 weeks' SSP, an individual may be eligible for employment income support (formerly incapacity benefit; subject to normal eligibility rules). SSP1 forms are issued to employees as part of this administrative process.

- 45 In exceptional circumstances, payment of sick pay in addition to the levels above may be paid on an individual basis following agreement of the WAO Management Committee. This may include employees who are suffering significant hardship as a result of the application of the rolling period.
- 46 Payment of sick pay will be withheld and/or reclaimed, in the following circumstances:
- If there are reasonable grounds to believe that the employee is fit to work and/or making misrepresentations regarding their ability to work; this would follow an investigation and appropriate meetings managed under the Disciplinary Policy.
 - If the employee has failed to comply with the notification procedures of this policy, and following investigation there is found to be no justified reason for the failure to notify.

Chapter 3

Absences

Annual leave entitlement

- 47 All full-time employees have a standard entitlement of 33 days' annual leave.
- 48 For part-time employees, annual leave and public holidays will be prorated and included in their overall leave entitlement as follows:
 - Full-Time Equivalent (FTE) entitlement is 287 hours (33 days' annual leave plus eight public holidays multiplied by a standard seven-hour day).

FTE entitlement

35

x

weekly contracted hours = part-time

annual leave

Therefore, any public holiday which falls on a normal working day must be booked off as annual leave, unless that day is worked back during the week.

Public holidays

- 49 Permanent full-time employees are entitled to eight days of paid public holidays, in addition to their annual leave entitlement. Public holidays are prorated for part-time employees based on their contracted hours.
- 50 When Christmas, Boxing or New Year's Day fall on Saturday or Sunday, alternative days will be arranged in line with normal business practice for public holidays.

Taking annual leave

- 51 Employees **must** submit their leave requests via the Employee Self Service portal for authorisation by their line manager. As much advance notice as is reasonably possible should be provided when requesting annual leave but this will depend to a large extent to the duration of the leave requested. As a general rule, we suggest at least five days' notice of annual leave requests. Employees are reminded not to book any holidays until such time as their leave has been authorised.
- 52 Where annual leave has been booked and the employee falls sick, the day or days of absence should be treated as sick leave and not annual leave. Please refer to the WAO [Sickness Absence Policy](#) for further details.
- 53 All employees (full and part-time) **must** take their leave in whole or half days, and **not** in part days.

- 54 Leave years vary depending on the month in which the employee commenced employment with the WAO. In the last month of their leave year, an employee may make a request to their line manager, to take up to seven days' leave (prorated for part-time employees) from the next leave year's entitlement. Employees can do this by applying for annual leave in the normal way through the Employee Self-Service portal.

Carrying forward annual leave

- 55 Up to nine days (prorated for part-time employees) will be automatically carried forward into the next leave year through the iTrent HR system. More than nine days (or the part time prorated value) may be carried forward with line manager approval.

Note: It is the employee's responsibility to check, prior to the end of their leave year, if there is an excess of leave to carry forward. As a general rule, employees should be taking at least 28 days' annual leave (inclusive of public holidays) in any leave year (prorated for part-time employees). However, there are a number of circumstances where employees may have built up significant leave year-end balances. This may be due to periods of sickness or maternity/adoption/shared parental leave taken during the leave year. In such cases, line managers should approve the excess carry forward but an employee will have to agree with their line manager a leave reduction plan to reduce the balance during the following leave year. Where an excess balance has arisen not due to a specific reason, the line manager should discuss the reasons for the excess carry forward with the employee and agree a leave reduction plan to reduce the balance during the following leave year.

- 56 If approval is granted, HR must be notified before the start of the new leave year, in order to make the necessary adjustments on the iTrent HR system.

Buying/selling annual leave

- 57 All permanent WAO employees can choose to buy or sell up to five days' leave (prorated for part-time employees).
- 58 Employees can buy leave on their leave year anniversary, subject to line manager approval. Payments for the purchase of leave are deducted monthly, through salary for the 12 month leave year.
- 59 Employees can sell leave once in any leave year, subject to line manager approval and dependent on the minimum of 28 days leave, inclusive of public holidays, having been taken. Payment for any leave sold will be paid as a lump sum through payroll.
- 60 New employees will be able to buy and sell leave on their first leave anniversary. Full details and an application form are available on the Hub under [Forms and Guidance](#).

61 It is the employee's responsibility to apply to buy/sell leave.

Holiday of a lifetime

- 62 By building up annual leave over a period of years, an employee can take an extended holiday on full pay. This might be to enable them to fulfil an ambition or take a long trip which they could not normally do within their standard holiday entitlement, or by purchasing up to five days.
- 63 Holiday of a lifetime balances are not held within the iTrent HR system and therefore an employee will need to request any leave from their holiday leave balance be transferred into their iTrent record.

How will it work?

- 64 Banking days:
- at the end of their leave year, employees can bank up to 12 days (prorated for part-time employees) in units of one day (up to a maximum of 40 days) so long as they have taken a minimum of 28 days (including public holidays) (prorated for part-time employees) in the annual leave year that has just ended;
 - applications using the appropriate form must be made to HR with line manager approval; and
 - this option does not affect the right to carry forward more than nine days at the end of the leave year, subject to line manager approval.
- 65 Taking banked leave:
- Employees must take all banked leave within **four years** of opening their holiday of a lifetime bank.
 - If an employee cannot take all of their banked leave within the four-year period, they may be given a period of up to one year to make arrangements to use the leave. They will not be able to bank any additional leave during this period. It is expected that given the timeframe that employees will have made every effort to use their banked leave during their four-year period but where this has not happened (for example, unavoidable work commitments over a long period of time or long-term sickness absence), any unused banked leave may be paid subject to Management Committee approval.
 - For a holiday of eight weeks or more, a minimum of six months' notice is required. For a holiday of four weeks or more, a minimum of three months' notice is required, although exact dates need not be given until approval is received.
 - An employee may take any amount of their banked leave in units of whole days. All requests are subject to the normal line manager authorisation.

Accrual of annual leave during other absence periods

Sickness absence

- 66 During periods of sickness absence, annual leave is accrued at the contractual rate for the entire duration of sickness, whether paid or unpaid. All unused annual leave will be carried forward automatically if the leave year rolls over. Where an employee returns to work, the WAO will work with the employee to agree a mutually acceptable plan to ensure that all accrued leave from the sickness period is taken within 18 months of the end of the leave year.
- 67 The WAO reserves the right, depending on the circumstances, and in consultation with that person, to pay some or all of any accrued leave as additional salary.

Maternity/adoption/shared parental leave

- 68 Annual leave is accrued for the whole 52 weeks of maternity/adoption/shared parental leave, but there is no accrual after this period until the employee returns to work. The WAO reserves the right, depending on the circumstances, and in consultation with that person, to pay some or all of any accrued leave to reduce the balance, if it is excessively high, or to insist that a leave reduction programme is agreed on the employee's return.

Paternity leave

- 69 Annual leave is accrued for the period taken which is up to 15 days.

Unpaid periods of absence

- 70 Any unpaid periods of absence (e.g. parental leave, career break excluding sickness) do not qualify for accrual of paid leave in any leave year.

Leaving the WAO and paid leave entitlements/advances

- 71 Employees leaving the WAO should attempt to take any remaining accrued annual leave before their last day of service. If this is not practical because of workload, payment of outstanding leave will be made in their final salary. The payment of accrued leave as a lump-sum payment in an employee's final salary is non-pensionable. Employees who are leaving and have taken paid leave in advance of service entitlement will have the appropriate deduction made from their final salary payment. Therefore, employees must ensure their iTrent absence record is up to date for HR to calculate the total leave accrued and any remaining entitlement or excess.

72 Annual leave entitlement on leaving will be calculated as follows:

$$\frac{\text{no of calendar days from start of leave year up to last date of employment}}{365} \times \text{annual leave entitlement} = \text{annual leave accrued} - \text{annual leave taken} = \text{annual leave balance}$$

73 Any balance of annual leave not taken or owing will be paid or deducted at the employee's daily rate, which is 1/260th of their basic salary.

Special leave

- 74 During the course of their employment, it is inevitable that situations occur in an employee's personal life which will necessitate absence from work.
- 75 Generally annual leave should be used to cover these occasions; however, there will be some circumstances where special leave can be requested.
- 76 All employees may apply for paid or unpaid leave to assist employees with domestic, personal incidents, responsibilities and public duties.
- 77 The decision to approve or not any application for leave – either paid or unpaid – is made by the line manager. **All quotas of leave detailed within this section should be prorated for part-time employees.** Line managers should be aware of this when discussing and approving special leave requests. The level of leave and whether it is paid or unpaid will depend on the circumstances.
- 78 Line managers should use their discretion in determining what is appropriate in the individual employee's circumstances, and consider the operational impact upon the WAO.
- 79 Any period of leave, whether paid or unpaid - **must be** recorded through the Employee Self Service portal.
- 80 All periods of unpaid leave are subject to deductions through salary based on the daily rate of the employee and all periods of unpaid leave must be reported to HR to action the necessary deductions.
- 81 **Table 1** provides details on some of the situations that may receive special leave but this list is not exhaustive and where the line manager or employee has any queries on whether special leave is applicable, they should contact their HR Advisor.

Impact of unpaid special leave on terms and conditions of employment

- 82 Unpaid special leave will in effect have a 'stop the clock' principle. Therefore, no benefits, including annual leave or pensionable service are accrued during the period of unpaid leave, but benefits accumulated are preserved, and entitlements resume upon return to work.
- 83 No pay will be given for a period of unpaid special leave including public holidays, Saturdays or Sundays. An employee will not be entitled to any other type of leave (such as annual or sick leave) whilst on unpaid leave.
- 84 The WAO reserves the right to deduct additional payments being received, such as transport allowance, that are not payable during periods of unpaid special leave which are longer than three weeks.
- 85 Leave without pay does not amount to termination of employment.
- 86 Employees will still be able to apply for any career opportunities subject to the individual's availability to attend any selection process and, if successful, to return to work within a reasonable time to fill the vacancy.

Types of special leave

Table 1 – all leave requests should be entered onto Employee Self Service for Line Manager authorisation

Type of leave	Eligibility	Number of days	Paid or unpaid
Compassionate leave – close family member	An employee can apply for special paid leave when a close family member dies, falls seriously ill or is injured. 'Close family member' is defined to include a spouse/partner, child, parent, brother or sister of the employee.	Max of five days	Paid
Compassionate leave	An employee can apply for special paid leave when a member of their family, step-relative or close family friend has died and the employee wishes to attend the funeral. Again, this is at the discretion of the line manager, who will take the individual circumstances into account.	One day	Paid

Type of leave	Eligibility	Number of days	Paid or unpaid
Personal/ domestic emergencies	An employee can apply for special paid leave for pressing and important unforeseeable reasons such as domestic emergencies and events that cause serious disruption or distress to the employees or members of his/her immediate family on a case-by-case basis.	One day	Paid
Time off for dependants	All employees are entitled to take a reasonable amount of time off to deal with a family emergency or where an incident is unforeseeable. They are entitled to this right from day one of their employment. A dependant is a partner or spouse, parent or child, or someone who lives with the employee, but not their lodger or someone employed by them. A dependant may also be a person who reasonably relies on the employee for assistance when that person falls ill or is injured. In most cases, employees are unlikely to be able to give advance notice of the time off. However, employees must let their line manager know, as soon as possible, the reason for their absence and how long they expect to be off work.	Unspecified	Unpaid
Nursing a sick relative	Unpaid leave may be applied for in order to care for a near relative who is seriously ill. Applications should be supported by medical evidence. Such leave will be limited to cover a period until the employee can make arrangements for more permanent nursing. If the condition of the relative is long term, employees may wish to apply for a temporary flexible working arrangement to support them during the period.	Unspecified	Unpaid
Magistrate/ employment tribunal	Before you apply for a position of public duty, please ensure you have line manager approval and you are aware of the provisions for time off available as set out in the special policy.	Max of 12 days per annum	Paid

Type of leave	Eligibility	Number of days	Paid or unpaid
School governor	Employees must ensure there is no conflict of interest when taking up appointments. Please refer to the Employee Code of Conduct, available on the HUB for further information. Before you apply, please ensure you have line manager approval and you are aware of the provisions for time off.	Max of 10 days per annum	Unpaid
Special reserve forces	Employees are eligible to apply for paid special leave to support their duties. Further unpaid leave can be applied for, following approval from the line manager.	Max of 10 days per annum	Paid
Voluntary sector duties	Employees who provide support to bodies such as the Special Constabulary, Auxiliary Lifeguard and RNLI, may apply for paid leave, inclusive of any training required. Further unpaid leave can be applied for, following approval from the line manager.	Max of 10 days per annum	Paid
Attendance in court as a juror or witness	Special paid leave may be granted to employees who are required to attend court for reasons that are not connected with their work when they are, for example either appearing as a witness in criminal proceedings/ coroners court or have been called for jury service.	Up to 10 days leave is paid without a loss of earnings form	Paid
Witness in civil proceedings	Employees can apply for unpaid leave for attendance as a witness at civil proceedings.	Unspecified	Unpaid
National sporting events	Employees, competing at national and international levels, are eligible to apply for paid special leave to attend competitions. Further unpaid leave can be applied for.	Up to five days per annum	Paid
Non-executive director roles	Employees must ensure there is no conflict of interest when taking up appointments. Please refer to the Employee or Board Code of Conduct, available on the HUB for further information.	15 days per annum	Unpaid

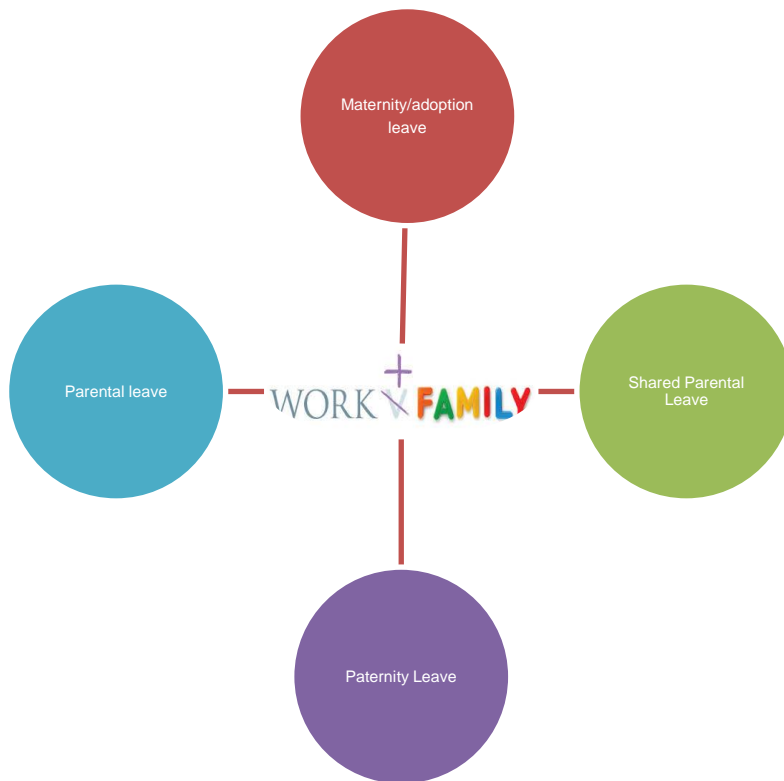
Type of leave	Eligibility	Number of days	Paid or unpaid
Trade union activities	<p>Members of a recognised trade union are entitled to unpaid leave to carry out trade union activities; examples of such activities can include trade union members attending workplace meetings and union representatives can take time off for union duties or activities as stated in the trade union time. There is no right to paid time off for trade union activities which themselves consist of industrial action.</p> <p>There is an agreement however for employees who are WAO Trade Union representatives to record work time to trade union activities. The amount of time available to employees is set out in the Trade Union Time Policy which is available on the HUB.</p>	Details on time allowances are in the Trade Union Time Policy	Unpaid / Paid
Community or charity activities	<p>Employees are eligible to apply for up to five days' special paid leave to complete community or charity work. All applications must be submitted to their line manager, who will make a recommendation to the relevant director committee.</p> <p>The application must detail how the project will benefit the wider community and how the project will benefit the employee and the WAO in terms of the skills, knowledge and experience they will bring back with them.</p> <p>Paid leave for community/charity work will be on a once-only basis and is not guaranteed to continue. Individuals who would like paid leave in the future will have to reapply.</p>	<ul style="list-style-type: none"> • up to five days depending on scale or project; • seconded to the project for a set period of time; or • able to work flexibly – please see Flexible Working Policy. 	Paid

Type of leave	Eligibility	Number of days	Paid or unpaid
Time off for Fertility	<p>Employees will be eligible for paid time off following a minimum of six months continuous service. Employees may be required to produce a certificate from a qualified medical practitioner stating that fertility treatment has been recommended and approved, and may also be required to produce an appointment card for each occasion on which time off is requested.</p> <p>Time off for treatment applies equally to an employee whose partner is undergoing treatment. Such time off may be taken together in a block or as separate days.</p>	<ul style="list-style-type: none"> • Max of 10 days in any 12-month period 	Paid
Disability leave	<p>Employees with a disability can apply for special leave to allow time off from work for reasons related to their disability where time off is not covered by other leave arrangements.</p>	<ul style="list-style-type: none"> • 20 days paid leave in any 12 month period but additional unpaid leave available 	Paid

Chapter 4

Introduction - Family Friendly

- 87 The WAO aims to support employees in balancing their work. The following sections set out employee entitlement and the process of applying for, and taking, the following types of leave:



- 88 In addition to the statutory maternity, adoption, shared parental leave (SPL), paternity and parental regulations, no employee who wishes to take maternity, adoption, shared parental, paternity and/or parental leave will be discriminated against (inadvertently or otherwise) in any way. Under the Equality Act 2010 there are nine protected characteristics, of which gender, sexual orientation, pregnancy and maternity are included. The WAO must handle all leave requests fairly and consistently, and must keep a record of all requests received.

Maternity/adoption leave

Eligibility and leave/pay entitlement

- 89 Permanent and fixed term employees who wish to take time off to have a baby, adopt a child under the age of 18 (whether it be on their own or as one member of a couple who are jointly adopting) or have a child through a surrogacy arrangement (including surrogates wishing to claim maternity leave as birth mothers) are automatically entitled to paid reasonable time off for antenatal/adoption/parental order appointments and 52 weeks' statutory maternity/adoption leave regardless of length of service:
- 26 weeks' ordinary maternity/adoption leave; followed by
 - 26 weeks' additional maternity/adoption leave.
- 90 Only one person in a couple can take adoption leave and, if a WAO employee applies for adoption leave, the WAO reserves the right to confirm with their partner's employer that they have not applied for adoption leave as well. The other member of the couple may be eligible for paternity leave instead. Or, alternatively the employee and their partner may wish to consider shared parental leave.
- 91 Employees do not have to take the full 52 weeks but an employee is not permitted to work during the compulsory maternity leave period, which is for two weeks commencing the day on which the child is born.
- 92 Details regarding pay entitlements are detailed in Appendix 1.

Taking maternity/adoption leave

Maternity

- 93 Maternity leave may start on any day of the working week but is automatically triggered on the day following the employee's last day in work. It is a requirement under the WAO's scheme that:
- paid maternity leave can start no earlier than 11 weeks before the Expected Week of Childbirth (EWC);
 - unpaid maternity leave can start no earlier than 14 weeks before the EWC; and
 - if childbirth occurs prior to the planned date of maternity leave (whether or not the child is premature), then the period of paid maternity leave commences on the day after childbirth.

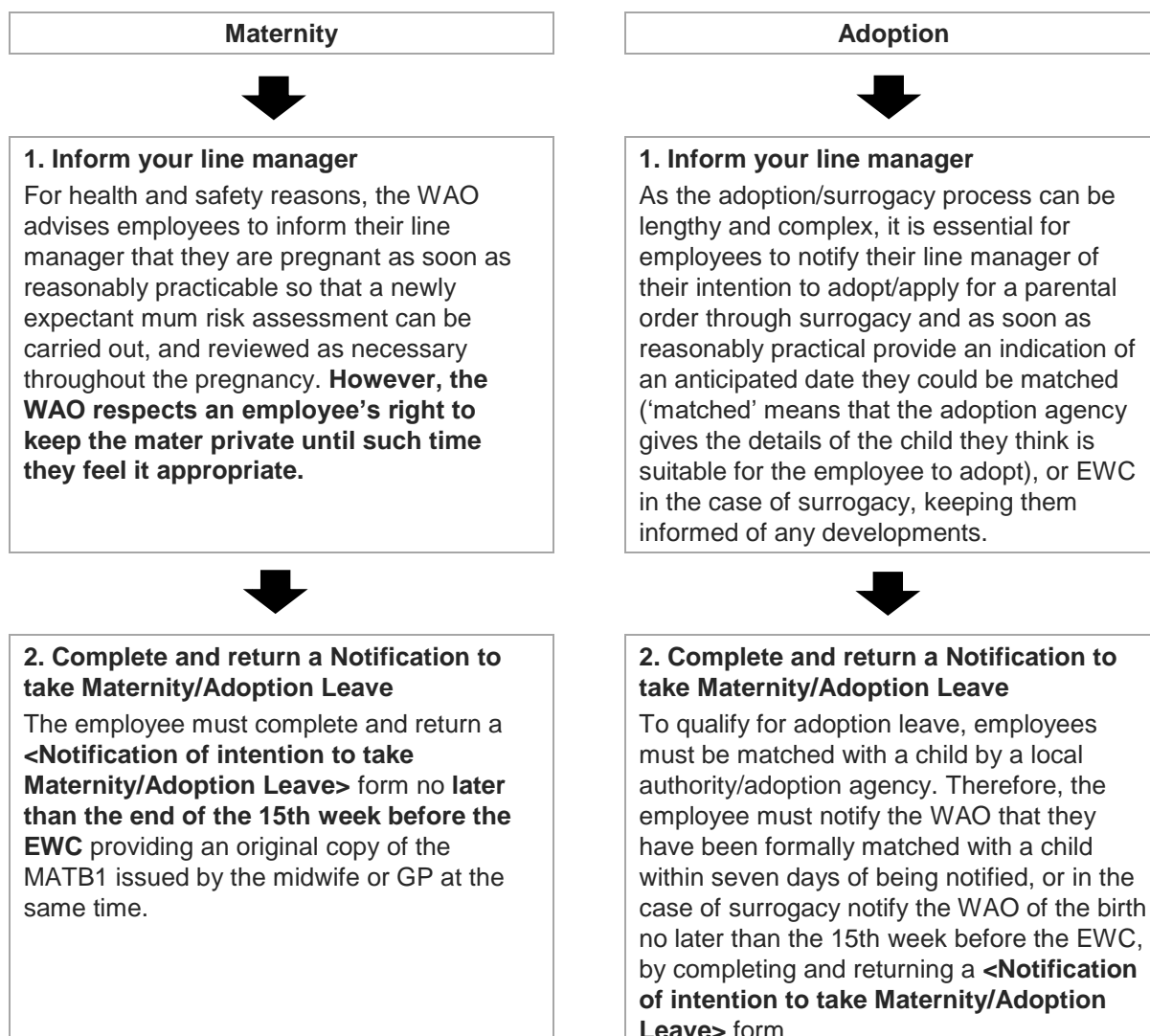
Adoption

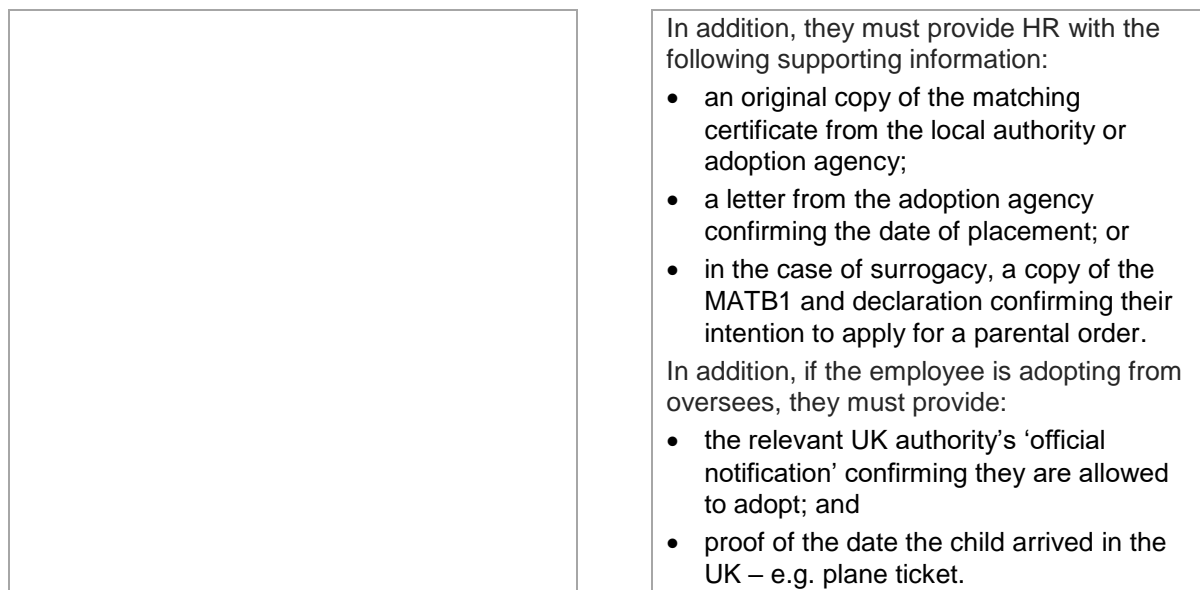
94 Adoption leave can start:

- up to 14 days before the date the child starts living with the employee (UK adoptions);
- the day the child arrives in the UK or within 28 days of that date (overseas adoptions); or
- the day the child's born or the day after (surrogacy).

Applying for maternity/adoption leave

95 In order to apply for maternity/adoption leave and pay, the employee must provide the appropriate notice using the relevant form and proof in line with statutory requirements to qualify. The flowchart below illustrates the process:





3. Confirmation of leave dates and pay arrangements

On receipt of the notification form and supporting documentation, the HR team will write to the employee to confirm the start date of their maternity/adoption leave, along with details of their leave and pay entitlements.

- 96 Employees can change the start date provided they complete a **<Change to Maternity/Adoption Leave Date>** form, giving the WAO at least 28 days' notice before the original commencement date or 28 days before the new date, whichever comes first.
- 97 If it is not reasonably practicable to give 28 days' notice, the employee should notify their line manager and HR of the change as soon as possible.

Shared parental leave

Eligibility and leave/pay entitlement

- 98 Shared parental leave (SPL) is available to parents who wish to share caring responsibilities following the birth/placement of their child.
- 99 SPL can **only** be used by **two** people:
- the mother/primary adopter/parental order parent; and
 - their partner – either the biological father, husband or wife, joint adopter, civil partner or partner of the child's mother/primary adopter.

- 100 Therefore to be eligible for SPL, an employee must:
- have a partner;
 - be entitled to maternity/adoption leave, or to statutory maternity/adoption pay or maternity allowance;
 - meet the [continuity of employment test](#); and
 - curtail or give notice to end or reduce their maternity/adoption leave (or maternity allowance if not eligible for maternity/adoption leave).
- 101 In addition, the employee's partner must meet the [employment and earnings test](#).
- 102 All permanent and fixed term employees who are eligible to take SPL are paid at a rate determined by their length of service, as detailed in Appendix 1.

Taking shared parental leave

- 103 SPL only becomes available when the mother/primary adopter gives notice to end ('curtail') their maternity/adoption leave entitlement early or if they have already returned from their maternity/adoption leave. The mother/primary adopter can give advance notice to end their maternity/adoption leave.
- 104 SPL can be taken separately by the parents or at the same time from the date of birth/placement of the child starting on any day of the week, subject to the following requirements:
- SPL cannot be taken before the birth/adoption placement;
 - SPL can only be taken after the two-week compulsory maternity/adoption leave period following the birth/ adoption placement;
 - SPL must be taken within one year of the date of the birth/adoption placement and any SPL not taken by the first birthday/anniversary of the adoption placement will be lost (eligible partners should also bear in mind that they will lose their paternity leave if they don't take it **before** any period of SPL);
 - the minimum period of leave is one week and can only be taken in multiples of complete weeks;
 - a maximum of three requests for leave (period of leave notices) per pregnancy/adoption can be made by each parent; and
 - any period of SPL taken must be at least eight weeks after the date on which the parent curtailed their maternity/adoption leave.
- 105 SPL can be taken in a number of ways, for example, parents don't have to take it as soon as they have returned to work from their maternity/adoption leave. Instead SPL can be taken at a later date/s subject to providing the appropriate notice. SPL can also be taken when one parent is on another type of leave, such as maternity, paternity or parental. It can be taken as a continuous (one block of time within a period) or discontinuous (multiple blocks of time within a period) block.

- 106 The employee and their line manager are encouraged to have an informal discussion prior to the individual formally ending their maternity/adoption leave and declaring their entitlement and intention to take SPL so that statutory entitlements to other types of leave and pay can be discussed, and to ensure that plans for any discontinuous periods of leave can be considered as early as possible so that a mutually acceptable solution can be found.

Applying for shared parental leave

- 107 In order to apply for Shared Parental Leave (SPL) and Pay (ShPP), the employee must provide the appropriate notice using the relevant forms and proof in line with statutory requirements to qualify. The flowchart below illustrates the process.

1. Employee (mother/primary adopter) must **submit <Notice of Curtailment form>** (unless they have already returned from maternity/adoption leave) **at least eight weeks** before taking the first period of SPL.

This notice is usually binding and so maternity/adoption leave cannot be restarted. However, it can be revoked in certain circumstances by completing a **<Revocation of Notice of Curtailment>**.

If the employee wishes to curtail their maternity/adoption leave because they do not qualify for SPL but their partner does, they must still submit a **<Notice of Curtailment>** and **<Notice of intention to take Shared Parental Leave (Partner)>** form so that their partner can still claim SPL and/or ShPP.



Submit <Notice of Entitlement and Intention form> at the same time as the Notice of Curtailment (or <Notice of Intention to take Shared Parental Leave (Partner)> form if the employee is the Partner).

This notice is non-binding and there is no limit to the number the employee can submit.

The employee must provide the following documents within 14 days of submitting the notice:

- a copy of the MATB1 or birth certificate;
- in the case of adoption, an original copy of the matching certificate from the local authority or adoption agency and a letter from the adoption agency confirming the date of placement;
- in the case of surrogacy, a copy of the MATB1 and parental order (or statutory declaration confirming the employee meets the requirements and intends to apply for a parental order); and
- the name and address of the other parent's employer.



2. **Submit a <Period of Leave Notice>** form to take a specific period of SPL – employees can submit up to a **maximum of three notices**.

Employees can request to cancel or change their SPL date by submitting a **<Notice to Vary or Cancel a Period of Leave Notice>** to:

- vary the start or end date as long as the variation is requested at least eight weeks before the original start date and the new start date;
- vary or cancel the amount of leave requested at least eight weeks before the original start date; or
- request that a single period of leave become a discontinuous period of leave, or vice versa.

However, the change will be considered one of the three Period of Leave notices unless:

- it is made as a result of the child being born earlier or later than the EWC; and
- the WAO has requested the variation.



3. Once a Period of Leave Notice has been received, the WAO will make a decision and respond in writing within 14 days.



5a) 'Continuous' period of leave request

Employees have a statutory right to take their SPL in continuous blocks of leave; therefore, such requests will be automatically approved.

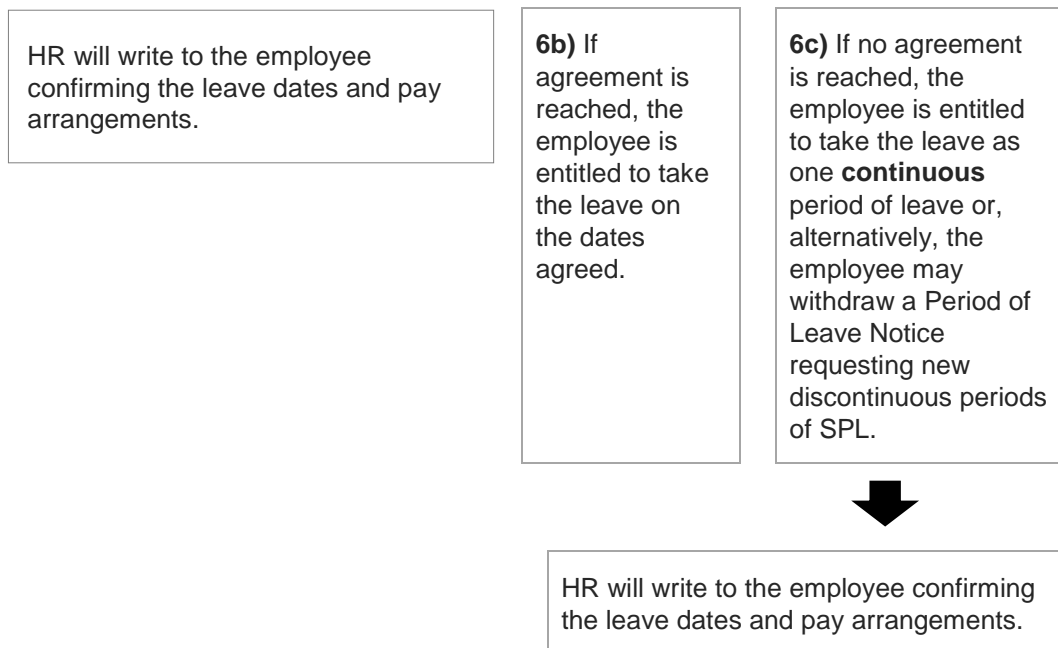


5b) 'Discontinuous' period of leave request

If a discontinuous period of leave is requested, the WAO will seek to accommodate the request but this cannot be guaranteed. The line manager will meet with the employee to discuss their request to determine if it can be accommodated with a view to agreeing an arrangement that meets the needs of the employee and the WAO. The WAO will either:

consent to the pattern of leave requested;
propose an alternative pattern of leave; or
refuse the pattern of leave requested.





Paternity leave

Eligibility and leave/pay entitlement

- 108 Paternity leave enables a co-parent to take paid leave to assist at the birth or after the birth (or adoption) of their child. Details regarding eligibility criteria and leave/pay entitlement are provided in Appendix 1.

Taking paternity leave

- 109 Paternity leave must be taken within 56 days of the birth date or, in the case of adoption, the date the child was placed. If the baby is born prematurely, the leave must still be taken within 56 days after the first day of the expected week of birth.
- 110 At least two weeks of paid paternity leave must be taken together in line with the HMRC rules on statutory paternity leave; the weeks cannot be split into single days. If a bank holiday or study day falls during the period of paternity leave, additional days cannot be granted.

Applying for paternity leave

- 111 Employees are encouraged to discuss their intention to take paternity leave at the earliest possible opportunity with their line manager but at the very least **must give** 28 days' notice of the date the paternity leave is expected to be taken by completing and returning a **<Notification of intention to take Paternity Leave>** form. HR will write to the employee confirming their leave dates.
- 112 In the sad event where an employee's partner miscarries or the child is stillborn after the 24th week of pregnancy, he or she will still be entitled to take 15 days' paid paternity leave.

Parental leave

- 113 The WAO recognises that family responsibilities may affect people's ability to fulfil work responsibilities. Therefore, eligible employees can take unpaid parental leave to, for example:
- spend more time with their children;
 - look at new schools;
 - settle children into new childcare arrangements; or
 - spend more time with family, e.g. visiting grandparents.

Eligibility and leave/pay entitlement

- 114 Parents are entitled to take up to 18 weeks unpaid leave for each of their children up to their 18th birthday. Details regarding eligibility criteria and leave/pay entitlement are provided in Appendix 1.
- 115 Agency workers and contractors are not eligible to apply.

Taking parental leave

- 116 The leave must be taken in blocks of one week or more. Employees should be aware that if they take only two days in any one week, then the employee will be seen to have used up one weeks' parental leave entitlement but there would only be a deduction of two days' pay from their monthly salary. Parental leave is calculated based on the employee's daily rate.

Applying for parental leave

- 117 Employees are encouraged to discuss their intention to take parental leave at the earliest possible opportunity with their line manager but at the very least **must give** 21 days' notice of the date the parental leave is expected to be taken by applying for it using the ESS portal and then completing and returning a **<Notification of intention to take Parental Leave>** form.
- 118 It may be necessary for the WAO to postpone parental leave for up to a maximum of six months where the business need would be adversely affected by the employee's absence. If postponement is required, it will be confirmed in writing, stating the reasons for postponement, no later than five working days after the employee's request has been received. The WAO will not postpone parental leave if:
- it's being taken by the father/partner immediately after the birth or adoption of a child; or
 - it means an employee would no longer qualify for parental leave, e.g. postponing it until after the child's 18th birthday.

What to consider when taking maternity, adoption or shared parental leave

- 119 It is important that employees understand the practicalities as well as the impact on their terms and conditions of taking maternity, adoption or shared parental leave.

Maintaining contact

- 120 Employees can come into work for up to 10 days whilst on maternity/adoption leave (or 20 days if taking shared parental leave) without it affecting their pay or bringing their period of leave to an end. This can be illustrated by an employee attending a training event for four hours or a meeting for two hours, each of which would equate to one maternity/adoption Keeping in Touch (KiT)/shared parental leave Keeping in Touch (SPLiT) day. The 20 SPLiT days available during SPL are **in addition** to the 10 KiT days available during maternity and adoption leave.
- 121 Should an employee attend a KiT/SPLiT day when they are either in receipt of statutory pay or not receiving any pay, they will be paid for the hours actually worked at their normal rate of pay (inclusive of the statutory element). If an employee returns on a KiT/SPLiT day and is in receipt of occupational (full) pay, then no additional payment will be due.
- 122 Employees are under no obligation to work during their period of leave, and the WAO is under no obligation to offer work.

Maternity/adoption/shared parental leave and sickness

Maternity/shared parental leave only

- 123 For employees that are medically certified unfit to attend work up until the EWC due to pregnancy related illness, maternity/SPL leave and pay will start from the beginning of the certified absence or the four weeks before the EWC, whichever is the later.
- 124 The line manager should ensure pregnancy related sickness absence is accurately recorded as 'special paid leave – pregnancy related' and does not count towards sickness absence management trigger points or half/nil pay dates.

Maternity/adoption/shared parental leave

- 125 If an employee is unwell whilst on maternity/adoption/shared parental leave, they cannot take that time as sick leave and then revert back to maternity/adoption/shared parental leave (including during any period of unpaid leave). However, where an employee has provided at least 28 days' notification of their intention to return to work on a specific date, certified sickness absence will be allowed from this date.
- 126 If an employee is unable to return to work after their period of maternity/adoption/shared parental leave due to sickness, the normal Attendance Management Policy will apply.

Maternity/adoption/shared parental leave following bereavement

- 127 In the sad event an employee should experience a miscarriage, stillbirth or death of a child they are encouraged to seek support from their line manager and HR at such a difficult time.
- 128 If, having been born, the employee's child dies within the first year of their life, they will still remain entitled to continue with their period of leave.

Maternity (including 'birth mothers' under surrogacy arrangements)

- 129 'Childbirth' for the purposes of maternity leave rules is defined as the birth of a living child or the birth of a child whether living or not after 24 weeks of pregnancy. Therefore, if an employee's baby is stillborn after the 24th week of pregnancy, the employee will still qualify for maternity leave.
- 130 Should an employee suffer a miscarriage in the first 24 weeks of pregnancy, the employee would not qualify for maternity, but will be eligible to receive sick pay until they are well enough to return to work.

Shared parental leave

- 131 In the sad event that the child is stillborn after 24 weeks pregnancy or dies following birth before the parents have submitted a notice of entitlement to take SPL, parents cannot opt in to SPL because a qualifying condition is caring for a child. However, the mother will remain entitled to maternity leave and the partner would still qualify for paternity leave.
- 132 However, if both parents have opted in to SPL and booked leave, they will still be entitled to take the booked leave. No further period of leave notices can be submitted and only one variation notice can be given to reduce a period of leave or to make a discontinuous block of SPL continuous.
- 133 An employee who is absent on SPL may cancel the agreed SPL and return to work by giving eight weeks' notice of their intended return to work date using the **<Vary or Cancel a Period of Leave Notice>** form.
- 134 If a parent dies and the other parent is taking, or is entitled to SPL, then they will continue to be eligible. Any SPL that was due to be taken by the deceased parent may be transferred to the living parent if they are eligible for SPL. Should it be necessary for the other parent to take a further period of SPL or to vary pre-agreed SPL, then a notice to vary SPL may be given as soon as is reasonably practicable if eight weeks' notice cannot be given. An employee is allowed to submit one further notice, if three notices to take SPL have already been submitted.

Returning to work

- 135 Employees will return to work in the same job that they left so long as they return to work having taken no longer than 26 weeks' maternity/adoption/shared parental leave.
- 136 If the employee returns to work from a period of maternity/adoption/shared parental leave greater than 26 weeks, they will normally be entitled to return to the job in which they were employed before their absence. If that is not reasonably practicable for the WAO to do so, they will return to another job which is both suitable and appropriate in the circumstances, and on terms and conditions that are no less favourable.

Retaining rights to full maternity/adoption/shared parental pay

- 137 Employees must return to work for a period of at least six months after the end of their maternity/adoption/shared parental leave to retain their right to full maternity/adoption/shared parental leave payments. Therefore, unless the employee is extending their period of leave away from the office, e.g. using parental leave, they would have to resign and would therefore be required to repay any pay received (less any statutory pay received).
- 138 An employee can use accrued annual leave for this period. However, where an employee doesn't have sufficient accrued annual leave to cover the whole period, then they will be expected to work the remaining period of time.
- 139 If the employee takes any unpaid leave following the end of their maternity/adoption/shared parental leave, they must still work for a total period of six months once they have returned to work to retain their right to full maternity/adoption/shared parental leave pay. For example, if the employee takes a career break following the end of their leave, they must still work for a total period of six months once they have returned to work, whether this period falls before or after the start of their career break. Therefore, if they decide to take a career break less than six months following their return to work, the balance of the six months must still be worked back after the end of the career break.
- 140 If an employee is unable to return to work because their child has an impairment, they will not be expected to return to work to retain their right to full maternity/adoption/shared parental leave pay. The WAO will do all it can to support the employee whether they wish to resign or explore options to enable them to return to work at a later stage should they wish e.g. career break, flexible working etc. Where the employee wishes to resign and can provide medical evidence that they will be unable to return because their child has an impairment, then repayment of maternity/adoption/shared parental leave pay will be waived.

Extending period of time off work following maternity/adoption/shared parental leave

- 141 There are a number of options available to employees wanting to extend their period of time off work, for example, parental leave, a career break, annual leave or unpaid leave.
- 142 Employees are encouraged to discuss it with their line manager or HR as soon as reasonably practical to determine the most appropriate type of leave to ensure they give the appropriate notice.

Providing notice to return to work

- 143 If the employee wants to return earlier, thereby changing their return to work date, they are encouraged to discuss it with their line manager at the earliest possible opportunity before formally confirming their intention to return earlier giving no less than eight weeks' notice.
- 144 HR will liaise with the employee's line manager before writing to the employee to confirm their new return to work date.

Maternity/adoption

- 145 The WAO will assume the employee is taking the full 52 weeks. Therefore, if they wish to return to work earlier then they must complete and return a **<Intention to return to work>** form.

Shared parental leave

- 146 If the employee wants to return earlier, thereby changing their return to work date, they are encouraged to discuss it with their line manager at the earliest possible opportunity and then return a **<Vary or Cancel a Period of Leave >** form.

Requesting to return to work on a new working pattern

- 147 Requests for returning to work on a new working pattern, e.g. part-time, should be made as early as possible, submitting a flexible working application with no less than eight weeks' notice. Further information is available in the Flexible Working Policy which can be found on the HUB/HR section.

Redundancy/redeployment and maternity/adoption/shared parental leave

- 148 The WAO will consult with all affected employees, including those on maternity, adoption or shared parental leave during a restructure, where displacement or redundancy may be consequence. If displaced, employees on maternity, adoption or shared parental leave will be offered a suitable alternative vacancy if one is available. If there is no suitable alternative work, the Redeployment and Redundancy Policy, which can be found on the HUB/HR section, will apply.

Impact on terms and conditions

- 149 When taking maternity/adoption/shared parental leave, employees need to be aware of the impact on the following terms and conditions:
- **Annual leave** – annual leave accrues for the whole of the leave period. A full time employee will also accrue all public holidays that occurred during the period. Part time employees already have any public holidays due to them included in any leave accrual.
An employee will be allowed to carry forward any outstanding balance at the end of their leave year if this falls during their leave. Where an employee has accrued a high annual leave balance, they may be required to use their accrued leave prior to their return from leave.
 - **Travel allowance or WAO car** – travel allowance will continue to be paid for the duration of leave, paid or unpaid. An employee may retain their WAO car for the whole period of their leave, both paid and unpaid, subject to personal contributions being made. These will be deducted from salary during paid leave. Once unpaid leave has started, the employee must submit payment for their personal contributions to the WAO. If an employee fails to return to work for the required period following their leave, the total cost of the car (including tax, insurance and personal contributions) is repayable for the period of unpaid additional leave.
 - **Childcare vouchers** – employees in receipt of ex-NAO childcare vouchers continue to receive the full value of their voucher for the whole period of their leave. For those employees who wish to continue to contribute through a salary sacrifice scheme, deductions will occur for the period of full leave pay as normal, on the assumption that all employees receive more than SMP/SAP for the first 26 weeks' leave. Following the full pay period, the WAO will continue to pay the value of the salary sacrifice payments without deducting any payments from the employee. This is to ensure that the employee's payments do not fall below the SMP/SAP value.
 - **Pension entitlements** – during periods of unpaid leave, employees do not build up reckonable service towards their pension entitlements. This may vary according to the pension scheme they are a member of. For more information, please refer to the website

www.civilservicepensionscheme.org.uk or contact MyCSP at contactcentre@mycsp.co.uk or telephone 0300 123 6666.

- **Annual pay awards** – employees on leave will be subject to the eligibility rules as detailed in the Pay Policy.
- **Continuation of service** – periods of paid and unpaid leave count as continuous service.

Career breaks

- 150 Career breaks are intended to help employees with caring responsibilities or, in appropriate circumstances, to support self-development aspirations or development needs agreed through performance appraisal.
- 151 The WAO operates two types of career break:
- Type 1 – which is unpaid but provides for the employee to return to a similar role at the end of their break; and
 - Type 2 – which requires the employee to resign from the WAO but provides reasonable endeavours to find a suitable role at the end of the break if the individual would like to return to the WAO, though without any guarantees of re-employment.
- 152 Employees may request to take a career break, which is unpaid, for a period up to a maximum of two years subject to the eligibility rules below. For type 1 breaks, periods over two years will be considered in exceptional circumstances.

Type 1 Career Break – unpaid and return to a similar role where possible

- 153 The career break should help with caring responsibilities or support self-development aspirations or development needs agreed through performance appraisal.
- 154 Each break must be for a set period of time, although this may subsequently be varied by agreement of both parties up to a maximum of two years, unless in exceptional circumstances.
- 155 During the career break, there is no entitlement to salary (other than payment for days worked/courses attended for WAO), annual leave, sick pay or any other benefits. The period of the break does not count as qualifying service for any benefits, pension or employment rights. However, the period of service before and after the break will be counted as continuous service for all benefits, pension and employment rights.
- 156 We may allow the employee to take up part-time employment elsewhere, of up to 16 hours per week, but this would be dependent on circumstances and considered on a case by case basis to maintain independence and ensure no potential conflicts of interest.

- 157 While there is no guarantee that an employee will return to the same role on returning from their career break, they will return to a similar role where possible and at the same grade and incremental point. If a suitable role is not available, the individual will be displaced and subject to the Redeployment and Redundancy Policy on their return from career break.

Eligibility

- 158 Employees applying for a career break must have at least two years' continuous service prior to the commencement of the break. Applicants for a career break:
- For childcare purposes must demonstrate that they have a child/children requiring care and state in writing that they will be the main carer during the break.
 - To care for an adult must explain who they are caring for and why and state in writing that they will be the main carer during the break.
 - For other purposes, such as for self-development aspirations or development needs agreed through performance appraisal, must provide full reasoning, and state the intended benefits to both the individual and WAO in supporting the application.

Maintaining contact

- 159 Employees must maintain contact with the organisation during their career break. The method and frequency should be agreed by both parties before the career break starts.
- 160 The employee must return to work and attend agreed training courses for up to two weeks each year so as to maintain contact with the organisation and, as far as possible, keep their technical knowledge up to date. The actual dates will be agreed with their line manager. The employee will be sent relevant WAO publications, HR-related circulars and other professional documents during the period of absence.
- 161 It is the employee's responsibility to update the WAO with any change of address or contact details.
- 162 The career break may be terminated early by the WAO if contact is not maintained in accordance with the agreement and this policy.

Return to work

- 163 Employees will return to a suitable role within their salary range and level of responsibility, and at the same incremental point as when they left. The WAO cannot guarantee that this will be the same job as the employee was in prior to the career break. Wherever possible, on their return to work, non-mobile employees will be accommodated at the same office base, though this cannot be guaranteed either. If a suitable role cannot be found, the employee will be displaced and be subject to the Redeployment and Redundancy Policy.
- 164 The employee must give three months' notice in writing of their intention to return to work on or before the scheduled return date. The WAO can postpone the date of return for up to a further two months, if the return to work date is different to the

original return to work date, to allow for appropriate staffing arrangements to be made.

- 165 Once the employee has told HR of their intended return to work, HR must make induction arrangements with the employee's line manager to ensure individuals are reintegrated into the organisation and have a scheduled work plan.
- 166 If the WAO does not hear from the employee at least three months before the planned return to work date, HR will write to the employee to confirm the intended date of return. If the WAO does not hear back from the employee to confirm their return to work date, HR will write once more to the employee and confirm that if WAO does not hear back from the employee within one month, it is assumed that they do not intend to return to work. This will be treated as the employee leaving the employment of the WAO.

Effect on other terms and conditions of employment

Salary and annual leave

- 167 Salary is not paid for the period of the career break (except for days worked/courses attended). Payment for days worked/courses attended whilst on a career break should be authorised by the employee's line manager before HR sends details to payroll and will be paid at the non-pensionable daily or hourly rate.
- 168 Annual leave entitlement will be calculated up to the start of the break, including Holiday of a Lifetime balance. The employee should take any outstanding leave before the break starts. However, if this is not possible due to work commitments, the balance of leave will be paid with their salary prior to the break commencing, and paid at the daily rate. There will be an equivalent salary deduction for leave taken in excess of entitlement. Annual leave does not accrue for the duration of the career break.

Pension scheme

- 169 During periods of unpaid leave, employees may not build up reckonable service towards their pension entitlements. This may vary according to the pension scheme they are a member of. For more information, please refer to the Civil Service Pension Scheme website.

The property of the WAO and travel allowance

- 170 Employees must hand back any assets of the WAO such as computers or mobile phones at the start of the career break. Likewise, travel allowance payments will cease for the duration of the career break but will resume on return, if eligible. If an employee is a member of the car scheme (lease or NHS Solutions), they will be subject to an early termination payment on the car. Employees are advised to check the possible cost of the termination payment before making an application for a career break.

Type 2 Career Break – resignation and no guarantee of a future position

- 171 The career break must support the individual's self-development aspirations or development needs agreed through performance appraisal, by the individual taking up employment elsewhere, with benefits to both the individual and WAO arising from the break. Breaks over two years will not be considered.
- 172 This type of career break is intended to help the WAO manage potential conflicts under the Auditing Practice Board's ethical standards which have the effect of prohibiting WAO employees from being seconded to work in senior positions in any bodies audited by the Auditor General. Under this type of break, the employee resigns and ceases to be a WAO employee, so enabling them to take up employment in such a body.
- 173 Should the former employee wish to take up WAO employment again at the end of the agreed term of the career break, the WAO would make 'reasonable endeavours' to enable them to secure a suitable post, subject to workforce planning needs, however, there would be no guarantee of a post. Ethical standards mean that independence restrictions would apply in view of the nature of the work undertaken during the career break.
- 174 Engaging in activity during the career break that is incompatible with professional good standing or would risk bringing the AGW/WAO into disrepute, e.g. promoting aggressive tax avoidance schemes, would lead to the withdrawal of the 'reasonable endeavours' offer of re-engagement.

Eligibility

- 175 Employees applying for a career break must have at least two years' continuous service prior to the commencement of the break.
- 176 The career break must support self-development aspirations or development needs agreed through performance appraisal and there must be benefits to the WAO arising from the career break.

Maintaining contact

- 177 The individual would need to update the WAO with any change of address or contact details during the career break period and would be required to inform the WAO of their intentions for the end of the break at least three months before it ends.

Return to work

- 178 Important: there is no guarantee of a return to employment at the WAO following the end of the career break. The WAO will provide a non-binding agreement to re-engage on a 'reasonable endeavours' basis, if possible at the time.

- 179 'Reasonable endeavours' means that, if the individual advises before the end of the career break that they wish to be considered for re-employment at the WAO, they will then be advised of all roles advertised, both internally and externally. The individual would go through the full selection process decided for the particular vacancy.
- 180 Should re-engagement be possible at/following the end of the break, terms and conditions will be as extant at that time. There will be no continuity of employment, which means, for example, that the statutory right to claim unfair dismissal after the relevant period of service is not preserved.
- 181 Notice of preference to return to work at the WAO must be made in writing by the individual three months before the career break ends. Reasonable endeavours will be provided for six months from that date.
- 182 Effect on other terms and conditions of employment

Salary and annual leave

- 183 Salary will cease from the start of the career break and a P45 will be issued.
- 184 Annual leave entitlement will be calculated up to the start of the break, including Holiday of a Lifetime balances. The employee should take any outstanding leave before the break starts. However, if this is not possible due to work commitments, the balance of leave will be paid with their salary prior to the break commencing, and paid at the daily rate. There will be an equivalent salary deduction for leave taken in excess of entitlement. Annual leave does not accrue for the duration of the career break.

Pension scheme

- 185 Continuity of pension provisions will be dependent on the specifics of any alternative employment secured for the period of the career break. If an employee moves to another civil service pension provider there is normally a transfer of pension. If they do not then the pension will end and is preserved. The applicant would need to make their own enquiries. Further information may be found on the [Civil Service Pension Scheme website](#).

The property of the WAO and travel allowance

- 186 All WAO equipment and information must be surrendered, as with any other resignation. Travel allowance payments will cease. If an employee is a member of the car scheme (lease or NHS Solutions), they will be subject to an early termination payment on the car. Employees are advised to check the possible cost of the termination payment before making an application for a career break.

Application process – both types of Career Break

- 187 Employees must apply for a career break using the appropriate form providing a minimum of three months' notice of the proposed start date. The WAO will consider applications with a shorter notice period in exceptional circumstances. Applications need to be submitted to their line manager for consideration. The line manager should discuss the employee's wishes and details of the career break scheme with them.
- 188 Line managers will consider applications for a career break on an individual basis in the light of the individual's personal circumstances and the operational needs of WAO. The line manager will consider the following factors:
- the benefits to the employee and WAO;
 - workload;
 - working arrangements of other staff;
 - ease of backfilling the role; and
 - business continuity.
- 189 The line manager will make a recommendation on the application to the relevant Director Committee or Corporate Enablers' Director.
- 190 Type 1 applications will be determined by the relevant Director Committee or Corporate Enablers' Director, having taken advice from HR and the Law & Ethics Team if appropriate.
- 191 Type 2 applications will be determined by Management Committee, having taken advice from HR, the Law & Ethics team if appropriate, and the relevant Director Committee or Corporate Enablers' Director.
- 192 Any application in relation to members of the Senior Leadership Team will be determined by Management Committee, having taken advice from HR, the Law & Ethics team and the relevant Director Committee, if appropriate. The Auditor General will then provide the necessary assurances to the Remuneration & HR Committee in relation to the application of the policy to a member of the Senior Leadership Team and the arrangements for backfilling to preserve the capacity and capability of leadership functions.
- 193 Employees whose applications are not approved can appeal against the decision using the grievance procedures.
- 194 Once the career break has been approved, HR will write to the employee providing details of the arrangement. Employees must sign to indicate they have read, understood and agree to the terms of the arrangement.

Chapter 5

Reference requests

- 195 The WAO policy on references is to only provide a standard written organisational reference request which details the following factual information:
- period of employment;
 - position on leaving;
 - basic salary per annum (including the FTE salary if the individual worked part-time);
 - the number of weeks of parental leave taken during WAO employment (and where relevant, parental leave taken prior to WAO employment); and
 - reason for leaving.
- 196 All requests for references should be forwarded to the HR team. However, if line managers would like to provide a personal reference, they should do so via a personal email address or in writing, but not on WAO headed paper. When providing a reference, line managers must make it clear that the reference is a personal opinion and not that of the WAO.
- 197 The WAO will seek either an academic or employment reference for all new employees both permanent and fixed term. The employment reference must cover a five-year period.

Chapter 6

Benefits

Childcare vouchers through salary sacrifice

- 198 The WAO operates a salary sacrifice scheme for childcare vouchers. Salary sacrifice for childcare costs provides a tax-efficient method of budgeting and paying for a variety of forms of childcare provision. The maximum value allowable each year for standard rate taxpayers is £2,916. A higher-rate taxpayer can sacrifice £1,488 per annum.
- 199 There are two qualifying conditions that have to be met within the regulations around childcare vouchers which are:
- Employees can only use the childcare vouchers to pay for childcare which has been registered or approved, and as such when they apply for the vouchers, employees will be required to complete the registration details.
 - The employee must be the parent of the child or have parental responsibility for a child who is living with them. The child will qualify up to 1 September following their 15th birthday, or their 16th birthday if they are disabled.
- 200 Full details on the salary sacrifice scheme can be found on the Hub/HR section.
- 201 Employees who transferred from the NAO to the WAO on 1 April 2005 are entitled to receive childcare vouchers paid for by the WAO under the terms of the voucher scheme that operated in the NAO. Further details are available from HR.

Eye tests

- 202 All permanent and fixed term employees will be reimbursed for the cost of an annual eye test up to the value of **£18.50**.
- 203 If single-vision lenses are required only for the distance at which a computer screen is viewed, the WAO will reimburse up to £55 towards the lenses for glasses. If an ordinary prescription is suitable for your DSE work, WAO will not reimburse any cost an employee incurs. **A copy of the prescription stating that the lenses are required specifically for using visual display equipment will be required and must be submitted with the claim form for reimbursement.** Failure to supply a properly authorised prescription will result in any claim being refused.
- 204 Employees wishing to apply should complete an expenses claim through the online expenses system and attach the relevant receipts.

Flu immunisation reimbursement

- 205 The WAO offers all employees up to **£10** for an annual flu immunisation. All reimbursements should be made through the online expenses system and must have a valid receipt.

Season ticket loans

- 206 Non-mobile permanent or fixed term contract employees are entitled to apply for an interest-free loan to purchase a public transport season ticket, for travel to and from home to work. Repayment of the loan will be through monthly deductions from salary for the duration of the ticket.
- 207 If employees leave WAO employment before the loan is repaid, the outstanding balance will be deducted from the employee's final salary.
- 208 Application forms can be found on the Hub/Finance section. When submitting their application form to Finance, an employee should copy their HR advisor into their submission email.

Professional subscriptions

- 209 The WAO will pay for one membership to a professional body that is necessary for their role and the business. Reimbursement of professional subscriptions can be made through the online expenses system, which also includes a full list of approved bodies. If your professional body is not listed, please contact HR for further advice.
- 210 Membership subscriptions will only be reimbursed if they fall due for payment on or after the commencement of employment. Prorated payments, for example an employee joining WAO mid-way through their subscription year, are not payable.
- 211 Employees on temporary contracts of less than one year are not eligible for reimbursement of professional subscriptions. Employees on temporary contracts of more than 1 year will be eligible for reimbursement.
- 212 The WAO will not seek to recover any subscription when an employee leaves.

First aid allowance

- 213 An annual payment of £150 (prorated for part-time employees) will be paid to qualified first aiders in the WAO subject to their completion of periodic refresher training course. Failure to comply will result in their allowance being withdrawn. This payment will be paid annually, is non-pensionable and is subject to statutory deductions.

Tenancy Loans

- 214 Interest free loans of up to £1,500 are available to employees in pay band 2 and below, including trainees to help fund accommodation deposits for rented accommodation.
- 215 Loans can be applied for through Finance and proof of the deposit paid will be required.
- 216 Where an employee leaves employment before the repayment of the loan, the outstanding balance will be deducted from the final salary or where the level is in excess of the net salary, repayment will be required by cheque prior to the employees last day in work.

Additional life insurance

- 217 In addition to the death in service life insurance payable through the Civil Service Pension Fund, the WAO offers all permanent employees and trainees, life insurance equivalent to an additional year's salary.
- 218 Further details on the scheme can be found on the Hub/HR section.

Bike loan scheme

- 219 The WAO offers interest-free loans to eligible employees to support the purchase of a new bicycle for travelling to work. The scheme does not allow for the purchase of second hand bicycles.
- 220 The loans are available to both permanent and fixed term employees. Fixed term employees will need to have a contract of two years or more.
- 221 Eligible employees must not be in receipt of a WAO lease car or travel allowance.
- 222 Loans will be available up to a maximum value of £1,000. The loan value can include the purchase price of the bicycle and the purchase of appropriate accessories. Loans will need to be repaid over a maximum 24-month period. Only one loan is available to an employee in any three-year period. Loans under the scheme will not attract any tax or national insurance (provided employees do not have any other WAO loans outstanding).
- 223 Full details and an application form are available on the Hub under HR forms.

Employee Assistance Programme

- 224 [The Employee Assistance Programme \(EAP\)](#), provided by Care First, is a confidential, Freephone service and on line resource available to all WAO employees any time, day or night, on any day of the year.
- 225 The EAP offers a number of services:

- general information and Citizens' Advice services (anything from consumer issues to education or residency advice);
- financial advice;
- legal advice;
- child and dependent care information; and
- counselling, both on the telephone and face to face.

226 The EAP will aim to answer queries, or link with the right advisor for more specialist advice. It will offer the opportunity to meet one of their fully qualified counsellors near to an employee's home or place of work. The counsellor will work with employees towards a positive outcome.

227 **The Freephone number 0800 174 319 is available 24 hours, 365 days a year.** Further details are available on the Hub/HR section.

Chapter 7

Compromise agreements

- 228 A compromise agreement (also known as a settlement agreement²) is a written agreement between an employer and an employee whereby the employee gives up specific claims that they might have against the employer. In return for giving up the specific claims, the employee receives a financial settlement.
- 229 Compromise agreements typically contain provisions such as full details of the payments the employee will receive, details of the employer's and the employee's obligations, and details of the potential claims the employee agrees to forego as a result of signing the agreement.
- 230 The WAO recognises that compromise agreements can be an effective way of resolving employment disputes and avoiding employment tribunal proceedings. They are most often used as a means of terminating employment in a way that is mutually beneficial to both the employer and the employee.
- 231 The WAO will only use compromise agreements in appropriate circumstances (set out below), and will strive to be fair and consistent in its use of compromise agreements.
- 232 Severance transactions will be subject to disclosure in the WAO's accounts, and therefore open to public and audit scrutiny. The WAO will, however, be careful to ensure that any disclosure is in compliance with the Data Protection Act 1998.

When is it appropriate to use a compromise agreement?

- 233 In certain circumstances, for example following a management reorganisation, it may be appropriate to effect a compromise agreement with an employee as means of resolving a situation where the relationship between employer and employee has been damaged in some way.
- 234 If a workplace situation is undermining the WAO in some way, and cannot be resolved by another more appropriate internal mechanism, a compromise agreement may be considered as a useful means of resolution.
- 235 In all circumstances, a business case needs to be drawn up that considers whether a compromise agreement is in the best interests of the WAO, and whether it would be appropriate and good value for money.

² Particularly under the Enterprise and Regulatory Reform Act 2013.

When is it inappropriate to use a compromise agreement?

- 236 Compromise agreements should not be used as a substitute for disciplinary action, where such action would be more appropriate.
- 237 Compromise agreements should not be used as a means of resolving poor performance. The WAO's performance appraisal system, and related policies and procedures, should be used to deal with any issues regarding poor performance.
- 238 Compromise agreements should not be used in any circumstances where there is a more appropriate means of resolution available, and the financial implications of effecting a compromise agreement must be compared with any other possible methods of resolution.

Inappropriate provisions in a compromise agreement

- 239 The WAO does not support the use of inappropriate 'gagging clauses' in compromise agreements and any compromise agreements effected will not use such clauses. A 'gagging clause' is as a clause that prevents, or purports to attempt to prevent, an employee raising issues in relation to their employment that are in the public interest.
- 240 While the WAO will avoid using such 'gagging clauses' in its compromise agreements, it will sometimes be necessary to include certain confidentiality provisions as standard in order to protect the WAO's legitimate interests. For example, the employee may be asked to agree not to disclose confidential information that has come to his or her knowledge during the course of their employment. But it should be noted that any confidentiality provisions contained within a compromise agreement that purport to prevent an employee's ability to make a protected 'whistleblowing' disclosure under the Public Interest Disclosure Act 1998 are void. (This does not, however, mean that the 1998 act voids all confidentiality provisions. Legitimate confidentiality provisions, such as those that protect information obtained in the course of audit, still have effect.)
- 241 Compromise agreements commonly include an agreed employer's reference, which will be provided to any potential future employers. It should be noted, however, that the WAO believes it is unacceptable that a public sector employer should reach a confidentiality agreement that prevents disclosure of material concerns to another public sector employer. This is because it is not good value for taxpayers' money for one public sector employer to use confidentiality provisions to facilitate the passing on of HR problems.

Procedure for effecting compromise agreements

- 242 The WAO will only seek to implement a compromise agreement following the drawing up of a business case that sets out the rationale for making use of a compromise agreement and analyses other available options. The guiding principle will be that use of a compromise agreement must be good value for public money.
- 243 Any proposed compromise agreements will be scrutinised by the Remuneration Committee, and the opinion of the Remuneration Committee on whether effecting the compromise agreement is the most appropriate course of action, will be taken into account before the decision is made to proceed.
- 244 Before signing a compromise agreement, an employee must obtain independent legal advice. The WAO will help employees obtain such advice, and will pay the reasonable fees (agreed in advance) for such advice. If the employee is not content with the proposed compromise agreement, there is no obligation on them to sign it.

Appendix 1

Maternity, adoption and shared parental leave leave/pay entitlements and eligibility

Type of leave	Pay entitlement	Eligibility criteria
Maternity/ adoption	<ul style="list-style-type: none"> 26 weeks' maternity/ adoption leave at occupational (full) pay (including any allowances); 13 weeks' statutory pay (Statutory Maternity Pay – SMP / Statutory Adoption Pay – SAP) at the prevailing rate; followed by Nil pay for the remaining 13 weeks. 	<p>Employee must:</p> <p>be in paid service with the WAO at the time their maternity/adoption leave begins;</p> <p>have rendered at least one year's service by the 15th week before the expected week of childbirth (EWC)/ the week the employee is notified of being matched with a child (previous service followed by a break will not count);</p> <p>give the correct notice using the relevant form;</p> <p>provide the required proof of the pregnancy/adoption/surrogacy;</p> <p>intend to return to work within 52 weeks of the start of their maternity/adoption leave, and agrees to repay any maternity/adoption pay paid during that period if they fail to return (such repayment will exclude any Statutory Maternity Pay (SMP)/ Statutory Adoption Pay (SAP) to which they are entitled); and</p> <p>not be employed on a temporary basis (a contractor) or an agency worker.</p>
Maternity/ adoption leave	<ul style="list-style-type: none"> 39 weeks' statutory pay at the prevailing rate of SMP/SAP. 	<p>Employee must:</p> <p>be in paid service with the WAO at the time their maternity/adoption leave begins;</p> <p>have rendered at least 26 weeks' service (but less than a year) by the 15th week before the EWC/the week the employee is notified of being matched with a child (previous service followed by a break will not count);</p> <p>give the correct notice using the relevant form; and</p> <p>provide the required proof of the pregnancy/adoption/surrogacy;</p> <p>Employee does not:</p> <p>have to return to work after the baby is born/adoption/surrogacy to qualify for SMP/SAP.</p>

Type of leave	Pay entitlement	Eligibility criteria
	<ul style="list-style-type: none"> 39 weeks' maternity allowance (in the case of maternity) 	<p>Employee must:</p> <ul style="list-style-type: none"> be employed but not entitled to SMP (ie. employee has less than 26 weeks' service); have been employed or self-employed for at least 26 weeks' within the 66 weeks before the baby is due and have earned at least £30 per week over any 13 week period.
Shared parental leave	<p>Occupational (full) pay (including any allowances) for any SPL taken in weeks 1-26;</p> <p>Statutory pay at the prevailing rate for any SPL taken in weeks 27-39; and</p> <p>Nil pay for any SPL taken in weeks 40-52.</p>	<p>Employee must:</p> <ul style="list-style-type: none"> be in paid service with the WAO at the time the first period of SPL would commence; have rendered at least one year's service by the 15th week before the expected week of childbirth/the week the employee is notified of being matched with a child (previous service followed by a break will not reckon); give the correct notice using the relevant forms; provide the required proof of pregnancy/adoption/surrogacy (please see the Applying for Special Paid Leave section); and return to work for at least for one calendar month, after each period of SPL.

Type of leave	Pay entitlement	Eligibility criteria
Shared parental leave	<ul style="list-style-type: none"> Maximum 37 weeks' statutory shared parental pay (ShPP) at the prevailing rate to be shared with partner The number of weeks' statutory ShPP available to the parents will depend on how much statutory maternity/adoption pay has been paid when the maternity/adoption leave ends. It is up to the parents to decide how it is apportioned between them. 	<p>For employees to be eligible for statutory ShPP, both parents must meet certain eligibility requirements:</p> <ul style="list-style-type: none"> have at least 26 weeks' continuous employment ending with the 15th week before the EWC or the week that the employee is notified of being matched with a child and remains in continuous employment with their employer until the week before any period of statutory ShPP to be taken; have normal weekly earnings for a period of eight weeks ending with the 15th week before the EWC or the week that the adopter is notified of being matched with a child of at least the lower earnings limit for national insurance contribution purposes; have at the date of the child's birth/placement, the main responsibility, apart from the partner, for the care of the child; and be absent from work and intend to care for the child during each week in which they receive statutory pay. Their partner must: <ul style="list-style-type: none"> have been employed or been a self-employed earner during at least 26 of the 66 weeks immediately preceding the EWC or the week that the adopter is notified of being matched with a child; have average weekly earnings of at least the maternity allowance threshold for any 13 of those 66 weeks; and have, at the date of the child's birth, the main responsibility, apart from the partner, for the care of the child. And the mother/primary adopter must: <ul style="list-style-type: none"> be entitled to statutory maternity/adoption pay or allowance in respect of the child, but the maternity/adoption pay or allowance period has been reduced.

Type of leave	Pay entitlement	Eligibility criteria
Paternity leave	<ul style="list-style-type: none"> 15 days' (equating to three weeks) paid leave 	<p>The employee requesting paternity leave must be either:</p> <ul style="list-style-type: none"> the biological father; a partner or husband who is not the biological father; a partner or husband/wife to the main adoptive carer; or a partner in a same-sex couple.
Parental leave	<ul style="list-style-type: none"> 18 weeks unpaid leave The 18 weeks is the total entitlement regardless of employer. For example, if an employee has taken 4 weeks' parental leave with a previous employer, the remaining entitlement would be 14 weeks. 	<p>Employees qualify if they:</p> <ul style="list-style-type: none"> have at least one year's continuous service with the WAO; are named on the child's birth or matching certificate; have, or expect to have, parental responsibility; are not a foster parent (unless they've secured parental responsibility through the courts); or the child is under 18.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru
24 Heol y Gadeirlan
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru



[

CONVERSATIONS FILES IMAGES VIDEOS

🏠 All Company



22 hours ago

If anyone hasn't had the chance to do so yet, I'd encourage you to complete the Stonewall feedback questionnaire that [redacted] has blogged about <https://hub.audit.wales/node/8617>. I assure you it won't take any more than 5 minutes! Our policies and procedures are already designed to be LGBT inclusive, and any feedback we get will help us to make them even better, as we continue to make WAO a GREAT place to work.

<https://hub.audit.wales/node/8617>

hub.audit.wales

...

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The Employee Lifecycle: Part 1

Section 2: The Employee Lifecycle

This section comprises of 9 questions and examines the employee lifecycle within the organisation; from attraction and recruitment through to development. The questions scrutinise how you engage and support employees throughout their journey in your workplace. This section is worth 13.5% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

2.1 When advertising for external appointments, how does the organisation attract LGBT talent?

Tick all that apply

GUIDANCE: This question examines the ways in which you attract external LGBT candidates to apply for roles within your organisation.

A. Advertise or recruit from LGBT/diversity websites/diversity recruitment fairs and events

B. Include a statement around valuing diversity, explicitly inclusive of LGBT people in job packs and pages

C. Supply potential applicants with information about your LGBT employee network group or LGBT inclusion activities

Describe the evidence uploaded:

The Section 2 evidence file attached contains evidence for 2.1a, b and c.

Jobs are advertised through the Stonewall online job board and all recruitment material is linked to our website where a statement of diversity can be found, along with our Strategic Equality Plan. Job descriptions are written in a gender neutral format. Job adverts are widely advertised across a variety of media and social networks.

Our 'working for us' website page states our commitment to equality and diversity and provides information on our staff network and the importance of LGBT inclusion, including a link to a blog by our



Upload evidence for option A

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579159/zijTrTL6iu/>

Upload evidence for option B

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Upload evidence for option C

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579159/dLxg5a119S/>

2.2 What percentage of employees with recruitment responsibilities have been trained on reducing bias and discrimination towards LGBT people in the recruitment cycle?

Select the completion rate for the training

GUIDANCE: The training should reach as many employees who recruit as possible. Training content should explicitly mention examples of discrimination and bias towards LGBT people. Content should also include the steps recruiters can take in eliminating this discrimination and bias. Examples of content you could upload are case studies, e learning screenshots or PowerPoint presentations.

A. 76 100 per cent

Describe the department or team who deal with recruitment and how you estimate training completion rates:

The HR team deal with recruitment centrally. They work with directors and managers from across the organisation to carry out recruitment processes, including sift processes and interviews. The HR team have received specific training on eliminating discrimination and bias during recruitment.

Training completion rates are monitored by the administration function of the training 'portal'. which allows HR to upload new starters and review completion rates for each part of the organisation on a regular basis. This helps to ensure that the training is completed within the period given for the organisational induction.

Other staff involved in recruitment are able to receive specific training and/or a refresher on the e learning module. Some of these needs are highlighted through discussion with line managers about the personal development plans of members of their staff.

When a specific training course is provided on recruitment and equality issues, it is usually classroom based. It is readily available as part of our overall training programme which any staff member is entitled to access. Completion rates are monitored by HR through the registration and subsequent attendance process.

Describe the format of the training and the content you have uploaded:

The Equality and Diversity e learning package includes training on a range of protected characteristics. It includes a specific section on recruitment, which focuses on eliminating discrimination and bias in the recruitment process.

The training was sourced by the HR team of the WAO. It was tailored, and is delivered, in collaboration with other inspectorate bodies (Health Inspectorate Wales, Care and Social Standards Inspectorate in Wales as well as Estyn). The training is designed to fit an audit and inspection context.

Completion of the e learning package is a mandatory requirement for all staff. A further programme of training is being planned to focus specifically on unconscious bias. All new starters complete the training as part of their induction. The format allows staff across a diverse range of locations and in other organisations to complete the training at a convenient for them. They can bookmark their progress so that they can complete the module in more than one sitting. Their knowledge and understanding is tested at the end of each section.

Work is currently being undertaken to source gender neutral workshop training for HR and equalities groups in the first instance before wider roll out of the programme.

Upload training content

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Upload training content

please be aware only **one** file is allowed per answer

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2.3 What information does the organisation supply to all new employees (external appointments) when being inducted in to the organisation?

Tick all that apply

GUIDANCE: The senior leader message should explicitly call out LGBT inclusion. The content of all options given can be either in person, online, through a video or post, or on paper.

A. Explicit message from senior leader on their commitment to LGBT inclusion

B. Information on the LGBT employee network/allies programme or initiative

C. Information on LGBT inclusive policies

Briefly describe the induction process and at what point the new starter receives the above information:

All external new starters attend a comprehensive corporate induction programme, which includes a session on equality and diversity by the [REDACTED] (Equality Lead). The session provides information about the WAO's commitment to equality and diversity, including our commitment to LGBT inclusion within the workplace e.g. through the WAO's provision of a corporate Equality Steering Group [REDACTED]. Further information is provided about our staff side Equality Interest Group [REDACTED]. The Group is involved in, amongst other things, assessing all new policies and procedures (and those for review) to ensure equity and fairness for all protected characteristics.

Information is given so that new starters are made aware of the equality and diversity policies and procedures, together with signposting information to their locations on the intranet. A demonstration of the system is given and along with a list of links to each relevant policy.

During the session, new starters are made aware of the LGBT+ employee network (Spectrum) which has a [REDACTED]. New starters are provided with information from both HR and the Communications Team about how they can join the Spectrum group and or a member of the internal social media platform (YAMMER) where issues on LGBT+ and wider equality issues are shared. They are encouraged to become members of these groups as either a member or an ally. The types of information available and the activities they can take part in are explained and demonstrated; such as the offering of support on LGBT+ issues and a community for everyone at the WAO, whether or not individuals self define as LGBT+ or not. The group is open to all employees across the WAO. The group takes action to raise awareness of LGBT+ issues, and acts to contribute more widely to work and life at the WAO. It also holds social events through the year, which are a great opportunity to meet informally with other LGBT+ colleagues.

A comprehensive equality and diversity e learning module is a mandated training activity for all new staff with refresher training given periodically to all staff. The new starter is informed of the date when this should be completed; that failure to complete the module results in a reminder email and final escalation to the line manager.

Our status as a Stonewall Diversity Champion is promoted to all new starters.

Upload evidence for option A

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Upload evidence for option B

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Upload evidence for option C

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The Employee Lifecycle: Part 2

2.4 Does the organisation enable non-binary employees to have their identities recognised on workplace systems?

GUIDANCE: Examples include being able to use the title Mx, the option to choose a gender marker other than male or female and the ability to have a passcard with two forms of gender expression present.

Yes

Describe how non-binary identities are recognised on workplace systems:

Staff are able to access the Employee Self Service Portal and change their personal information at any time.

Screen prints are attached in Section 2 evidence file an individual is asked to state their identity at birth and how they would describe themselves now. The choices are: female, male, non binary, in another way, prefer not to say.

Our HR system allows staff and job applicants to select their preferred prefix of Miss, Mrs, Ms, Mr, Mx, Canon, Professor, and Dr

2.5 Does the organisation provide all-employee equality and diversity training which includes the following topics, explicitly covering LGBT people?

Tick the completion rate for the training

GUIDANCE: The training should reach as many employees as possible across your organisation. Training content should explicitly mention LGBT people and cover lesbian, gay, bi and trans in the context of each option selected. Examples of content you could upload are case studies, e-learning screenshots or PowerPoint presentations.

A. Organisational policy and legislation	76 100%
B. Language, stereotypes and assumptions	76 100%
C. Challenging inappropriate behaviour	76 100%
D. Routes to reporting bullying and harassment	76 100%

Describe how you estimate completion rates:	Completion rates are monitored by the administration function of the training portal which allows HR to upload new starters and review completion rates on a regular basis to ensure the training is completed within the period given for the organisational induction.
Describe the format of the training and the content you have uploaded:	<p>The Equality and Diversity e learning package has content on a range of protected characteristics as well as each of the above criteria. It includes a section for managers which focuses on eliminating discrimination and bias in our recruitment processes.</p> <p>It is a mandatory requirement that any person joining the Wales Audit Office must complete the E learning package. As such, all new starters must complete the E learning package as part of their induction programme.</p> <p>The online format of the e learning means that staff across a diverse range of locations (as well as in other inspectorates) are able to complete the training at a time that is convenient for them.</p> <p>A further programme of training is being planned to focus specifically on unconscious bias.</p>

Upload evidence for option A

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Upload evidence for option B

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Upload evidence for option D

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2.6 In the past year, which of the following messages have appeared in internal communications to all employees?

Tick all that apply

GUIDANCE: Communications uploaded should have been sent, or made available to all employees (or as many as geographically possible through the specific communication method). Evidence could include emails and screenshots of intranet posts. IDAHoBiT refers to the International Day Against Homophobia, Biphobia and Transphobia. In your uploaded evidence, make clear who/how many employees the communication reached. Evidence provided for option A. must clearly include all identities within LGBT.

A. Information about LGBT History Month, Pride, Spirit Day and/or IDAHoBiT

C. Information about Transgender Day of Visibility, Transgender Day of Remembrance and/or Trans Pride

D. Information about the LGBT Employee Network Group and allies activity

Upload evidence for option A

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Upload evidence for option C

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Upload evidence for option D

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The Employee Lifecycle: Part 3

2.7 In the past year, which of the following career development opportunities has the organisation specifically communicated to LGBT employees?

Tick all that apply

GUIDANCE: Communications here can either be specific communications to LGBT people through the employee network group OR an all employee communication making it clear you welcome LGBT employees on the programmes/opportunities.

A. General leadership and development programmes

B. LGBT specific leadership/professional development programmes

C. LGBT specific seminars and conferences

<p>A. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>A training programme is available to all staff for them to book themselves onto courses via the self service system. Spectrum also promotes career development opportunities widely across the organisation on a regular basis. Communication of Stonewall training for role models and allies was via the main news story of the HUB (our staff intranet). We circulate training opportunities and the newsletters from other staff networks (eg. [REDACTED] PRISM LGBT+ network) to Spectrum members.</p>
<p>B. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>The Stonewall leadership programme 2017 was specifically offered to two senior members of staff. The programmes aims, objectives, and the application process were sent via a personalised email to the staff members for their private consideration, encouraging them to attend in order to establish practical ways of bringing about cultural change within the organisation and to take practical steps towards a more inclusive workplace. The attendees during 2018 have disseminated their learning at internal events throughout the year, to encourage staff to attend in future years. A standard item on the Spectrum Group agenda is sharing learning and outcomes.</p>
<p>C. Describe the programmes and how these programmes are promoted to LGBT employees:</p>	<p>Five staff attended the annual Stonewall Workplace Conference in Cardiff. Four colleagues wrote a blog about their experience and learning from the conference and this was shared on the intranet. In addition, another colleague attended the Stonewall Workplace Conference in London in April and as part of this took part in the Leadership modules, again sharing his experience on the Spectrum Yammer group that is open to all members of staff.</p> <p>Five members of staff have also attended the Stonewall role module course, have shared their experiences, and act as role modules promoting LGBT+ issues throughout the organisation.</p>

2.8 Does the organisation proactively recognise contributions to the LGBT employee network group during employee performance appraisals?

GUIDANCE: The onus should be on the employer/manager to make explicit that network group activity links in with organisational values and count towards diversity goals. Please note, the recognition doesn't have to be financial, but should be systematic and applied to all performance appraisals, not just those of the network leads.

Yes

Describe how contributions are recognised:

Performance appraisals take place annually and managers are trained on their completion and creation of staff personal development plans. Some recognition is given as part of this process to individual participation in the LGBT+ employee network. However, we recognise that we need to do more to recognise the work that staff do in this respect as part of their individual annual appraisal.

We have introduced organisational values and behaviours to create a GREAT (Genuine, Respectful, Energetic, Adaptable and Trustworthy) workplace. They provide an ongoing context in which line managers can support staff so that they are able to demonstrate these values and behaviours through their individual roles. They also provide a specific context for greater recognition of the work that staff do in relation to the LGBT+ employee network.

2.9 Does the organisation identify and act on any LGBT issues raised at exit interviews or on exit surveys?

GUIDANCE: Examples include giving employees an opportunity to raise any issues relating to discrimination they may have experienced in the organisation.

Yes

<p>Describe the exit interview/survey process and how LGBT issues would be identified or raised:</p>	<p>HR meets with each leaver to explore the reasons for leaving and it is an opportunity for individuals to raise incidents of discrimination. LGBT issues could be identified or raised as a regular part of the performance appraisal catch ups. If staff wanted to raise an issue it is asked on a regular basis throughout their employment with the Wales Audit Office.</p> <p>An example of the questions asked by the organisation to drive improvement is: Did the organisation provide you with adequate support throughout your employment:</p> <p>If not, what support arrangements do you think would have been beneficial:</p>
<p>Describe how any issues raised would be acted upon by the organisation:</p>	<p>Any issue of bullying or discrimination is taken very seriously and investigated in line with the Dignity at Work Policy and the employee handbook. Staff have Allies as part of the Equality Steering Group through which issues can be raised on an individual or confidential basis. We regularly undertake staff surveys, none of which have identified issues for LGBT staff.</p>

ENG: Part 1

Section 3: LGBT Employee Network Group

This section comprises of 7 questions and examines the activity of your LGBT employee network group. The questions scrutinise its function within the organisation. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

3.1 Does the organisation have an LGBT employee network group for LGBT employees? A. Yes, with a defined role and terms of reference

Upload the LGBT employee network group's terms of reference:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579162/XfJa2nsHgS/>

ENG: Part 2

3.2 Does the LGBT employee network group have clearly defined yearly objectives?

GUIDANCE: Examples could include holding a certain number of events or campaigns, engaging with different groups of staff across the organisation and collaborating with other organisation's network groups.

Yes

List examples of some of your most recent objectives and progress towards achieving them:

We have annual objectives. This year's included:

Encourage wider membership of the Spectrum Yammer group slight increase from previous year.

Introduction of LGBT+ Friends A champions and allies charter has been created.

Set up events programme created an events programme for the year.

3.3 Which of the following support activities does the LGBT employee network group facilitate?

Tick all that apply

GUIDANCE: The individual support the network offers should be available and advertised to all staff. Consultation on internal policies and practices should be considered as policies which impact upon employee welfare, for example, reviewing an updated adoption policy. Consultation on the organisations broader work refers to organisational outcomes, for example being consulted on a LGBT media marketing campaign.

- A. Provide confidential support to all employees on LGBT issues
- B. Provide support to enable employees to report homophobic, biphobic and transphobic bullying and harassment
- C. Have been consulted on improving internal policies and practices
- D. Have been consulted on business development, organisational priorities and/or the organisation broader work

Describe the options selected:

A. Describe the confidential support the group offers and how this is communicated to all staff:	<p>We advertise on our workplace social media, Yammer, that we are a group who offer support to everyone regardless of if they self define as part of the LGBT+ community or not. On it we say:</p> <p>"If you have any queries or would like to know more, you can email the chair or vice chair in complete confidence at [redacted]@audit.wales. Only the chair and vice chair have access to the mailbox and will subsequently delete any communications if requested. In addition you can contact them in person or by phone. They also provide confidential informal support with regard to homophobic, biphobic and transphobic bullying and harassment.</p> <p>Please feel free to join our Yammer group. If you don't identify as LGBT+ yourself, joining is a great way to show support for LGBT+ colleagues as an ally and friend."</p>

<p>B. Describe how the group offers support to enable employees to report homophobic, biphobic and transphobic bullying and harassment and how this is communicated to all staff:</p>	<p>The LGBT+ network chair can provide confidential support in relation to these issues and signpost to relevant services that can help through the confidential network email. A statement in the network's online group page communicates this arrangement to all staff. We participate in the Civil Service People Survey which provides the opportunity for staff to anonymously indicate whether they have personally experienced discrimination at work over the last 12 months, and to indicate on what grounds this discrimination took place with 'sexual orientation' and 'gender reassignment or perceived gender' as available options to select (see survey attachment in section 6). The network actively encourages members to take part in the survey.</p>
<p>C. Describe the consultation process and outcome:</p>	<p>The Chair of Spectrum, the LGBT Network is invited to sit on the Equality Interest Group (EIG). One of the key responsibilities is to scrutinise new policies, and amended policies to ensure they are appropriate. As new or amended policies are brought to the EIG for consultation, if the chair believes there may be an impact on LGBT people within a policy, it is highlighted to the network for discussion with recommendations being considered within the Equality Impact Assessment.</p>
<p>D. Describe the consultation process and outcome:</p>	<p>The Chair of Spectrum, the LGBT Network is invited to sit on the Equality Interest Group (EIG). This group, as staff representatives, influences and provides guidance to the Equality Steering Group (ESG). ESG comprises of senior management and key members of staff.</p> <p>The work of the EIG this year has comprised being consulted on the Strategic Equality Plan and the objectives set within it.</p>

ENG: Part 3

3.4 In the past year, which of the following activities has the LGBT employee network group undertaken?

Tick all that apply

GUIDANCE: ‘Awareness raising events’ here refers to activities which serve to educate or inform the wider organisation about different sexual orientation, gender identity and/or trans issues, for example panel discussions, lunch and learns or stalls during diversity events. ‘Mentoring or coaching programme’ here refers to either a specific programme run by the network, or alternatively an organisation wide programme which proactively incorporates LGBT mentoring with the aid of (and driven by) the network group. ‘Reverse mentoring’ here refers to a formal process whereby senior employees are reversed mentored by more junior LGBT employees.

- A. Social networking event for members
- B. Sexual orientation awareness raising event
- D. Collaborated with other LGBT network groups
- E. Collaborated with other internal network groups
- G. Reverse mentoring programme
- H. Fundraised for an LGBT charity, community group or event

Describe the activities selected and when they occurred:

A. Social networking event for members	Social networking events have included going for a meal before meetings so that members of the network can get to know each other better and events at members' houses such as a balcony party and a walk over the Severn Bridge.
B. Sexual orientation awareness raising event	To celebrate the success of our film 'Prefer Not to Say', about a new member of staff who is LGBT, made with the Iris Outreach Programme, we held a film morning showing our film and the winning community film in the 2018 awards which was well attended by staff and senior staff.
D. Collaborated with other LGBT network groups	<p>We are a member of Public Pride, a network of networks within the public sector across the UK and regularly attend meetings to discuss national initiatives and campaigns along with roughly 40 other public sector organisations.</p> <p>We have been a part of setting up a new South Wales networks group with bodies from different sectors, but within the South Wales region. We will be hosting the third meeting at the Wales Audit Office where we have invited Stonewall to give a presentation on the Gender Recognition Act consultation.</p> <p>We have active links with OUTNAW, the LGBT+ network group for the National Assembly for Wales, for advice and activities.</p>
E. Collaborated with other internal network groups	One of our Spectrum members met with members of the WAO women's network (WAOmen) on a number of occasions to provide support and advice as part of a formal internal secondment. As part of that contact he has encouraged intersectional working, which has led to a lunch and learn event on trans issues in September 2018 with [REDACTED]. The event will be jointly badged as a WAOmen's network and Spectrum event.
G. Reverse mentoring programme	The WAO Spectrum group launched a Reverse Mentoring Scheme for senior leaders in August 2018. [REDACTED] senior leaders have signed up for it, and will be mentored by [REDACTED] members of the group. We will be looking to learn from this experience to then expand and pick up on inter sectional potential.
H. Fundraised for an LGBT charity, community group or event	To coincide with the Football World Cup and the activities around LGBT awareness of the host nation, the network worked with colleagues to raise money through a sweepstake and a day of wearing sport tops to raise money. As our charity theme for the year is homelessness, we added the criteria of a homelessness charity that works with LGBT people specifically for the charity money.

3.5 In the past two years, has the LGBT employee network group held campaigns, initiatives, seminars or events engaging with the following diversity strands?

Tick all that apply

GUIDANCE: 'Initiatives' and 'campaigns' here refer to specific programmes or projects online or offline undertaken to achieve LGBT specific aims in the near term. For example, creating a series of blog posts during LGBT History Month to highlight homophobia, biphobia and transphobia in sport.

Examples include raising awareness of the specific mental health challenges faced by LGBT people during mental health awareness week and profiling prominent trans women on International Women's Day.

This question is looking at how your network group engages with the intersections between LGBT identities and other diversity strands, work on LGBT identities that does not clearly engage one of these other diversity strands will not be accepted for this question

B. BAME

C. Disability (excluding disability related to mental health)

D. Women

F. Mental health (including disability related to mental health)

Describe the campaigns, initiatives, seminars or events and when they occurred:

B. BAME	In the lead up to the 2018 trans visibility day a series of blogs were published. Following from the 2018 Stonewall Cymru Workplace conference, it was decided that a major theme of the blogs would be trans people of colour highlighting Munroe Bergdorf.
C. Disability	As part of the 2018 Pride Month, Deaf Direct published a video teaching LGBT related words in BSL. This was shared and staff were encouraged to try some of the words around the office.
D. Gender	Spectrum maintains active links with the WAOmen's network, and jointly hosted an external speaker on trans issues in the workplace in January 2017. Spectrum is also working with the WAOmen's network to help them translate its experience with the WEI so that they can develop their own work plan going forward.
F. Mental Health	Following last year's Stonewall Cymru Conference, a series of internal blog posts were shared by attendees on what they took from the event. One of the major themes was mental health following one of the conference's sessions. This discussed ways the organisation and individuals can help with mental health.

ENG: Part 4

3.6 In the past year, what initiatives has the LGBT employee network group undertaken to ensure the membership is as diverse as possible?

Tick all that apply

GUIDANCE: Examples provided should clearly demonstrate that the LGBT employee network group is driven in ensuring the membership is representative of many different types of people.

- A. Implemented a formal mechanism or process to ensure bi and trans issues are covered and engaged with
-
- B. Promoted the LGBT employee network group as being open to all employees and inclusive of LGBT people with multiple identities (for example, BAME LGBT people or LGBT people with experience of mental health problems)
-
- C. Reviewed and evaluated past and future activity to remove barriers to engagement from LGBT people with multiple identities

Describe the initiatives selected:

<p>A. Implemented a formal mechanism or process to ensure bi and trans issues are covered and engaged with (for example, bi or trans reps)</p>	<p>We have made contact with [REDACTED] from the [REDACTED] [REDACTED] to be our formal trans role model and will be coming to speak in a lunch and learn in the office. [REDACTED] has had several meetings with the group to advise us on our new gender identity policy as well. Due to the fact we have no visible trans role model internally within the organisation, we decided to look externally to an organisation [REDACTED] for a visible role model.</p> <p>To ensure we have different characteristics represented as contacts on the confidential Spectrum mailbox, [REDACTED]</p>
<p>B. Promoted the LGBT employee network group as being open to all employees and inclusive of LGBT people with multiple identities</p>	<p>Our workplace social media, Yammer advertises that Spectrum is an open group that anyone and everyone, regardless of how they self identify, can take part in its activities. Whenever any communication is shared by the network to staff advertising any events and activities, we take great care in the language used so that we do not exclude anyone, and that we remind that the activities is open to all.</p>
<p>C. Reviewed and evaluated past and future activity to remove barriers to engagement from LGBT people with multiple identities</p>	<p>Reviewing and evaluating events is now a regular agenda item for the network to discuss. When creating the following year's calendar of events, we evaluate the last year's events to endure we look at different issues and that we consider any barriers that individuals may face to attend events.</p>

3.7 Has the LGBT employee network group undertaken any additional work in the past year to advance LGBT equality in both your organisation and the wider community?

GUIDANCE: The work detailed here should be additional to the work already covered in other questions.

Yes

Describe the activity and impact:

We have contacted and started discussions with LGBT staff members in similar organisations such as the commissioners' offices to help them create their own networks. Because they are very small organisations, we have offered that they can take part in our network, attend our events and work on joint initiatives and campaigns.

Allies and Role Models: Part 1

Section 4: Allies and Role Models

This section comprises of 9 questions and examines the process of engaging allies and promoting role models. The questions scrutinise how the organisation empowers allies and role models, then the individual actions they take. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

Allies

4.1 Does the organisation have a formal programme or initiative to engage all non-LGBT employees to become allies? B. Yes, a separate allies network group

GUIDANCE: The programme should be a formal mechanism to engage non LGBT people with LGBT equality.

Describe the allies programme or initiative:

We launched an Equality Champions and Allies Charter in August 2018 to aid understanding of the differing terms and set about actively encouraging staff to be recognised in those ways. Members of our Board, Senior Leadership Team, Equality Steering Group and Equality Interest Group will be identified as Equality Champions. All other members of staff are being encouraged to sign up to being an Equality Ally. We state clearly:

An Equality Champion is someone who has a strong belief in equality and diversity and embraces it as an essential part of the WAO being a GREAT place to work.

An Equality Ally is someone who wants to show their support for equality and diversity in the workplace, helping WAO to be a GREAT place to work.

We have two senior level champions for Equality and Diversity: a non exec Board member and the [REDACTED] (also a Board member). [REDACTED]

We include an open invitation to allies on the Spectrum (LGBT staff network) internal network page (see ATTACHMENT).

As part of their induction, all new starters are encouraged to consider joining or becoming an ally of our staff LGBT+ network, Spectrum.

We have secured the support of [REDACTED], to act as a transgender role model for the WAO.

Upload a communication advertising the allies programme or initiative:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/kkN9QSKHNa/>

4.2 In the past year, has the organisation held internal awareness raising sessions, campaigns or initiatives specifically for allies which cover the following?

Tick all that apply

GUIDANCE: Content/activity should be tailored for non LGBT people and run through mechanisms that engage allies. Content should cover all LGBT identities (lesbian, gay, bi and trans).

A. The importance of allies

B. Discrimination towards LGBT people

C. Personal stories from LGBT people

Provide a brief description of the content you have uploaded:

 BLOG LAUNCHING CHAMPION/ALLIES PROGRAMME

Extracts of messages published on our Spectrum Yammer page for allies.

Upload content covering option A:

please be aware only **one** file is allowed per answer

(No response)

Upload content covering option B:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/CuRhaaxGjs/>

Upload content covering option C:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/2pyVM7tHD7/>


4.3 Does the organisation enable allies to visibly signal their commitment to LGBT equality?

GUIDANCE: Examples include visual signals such as email signatures, badges, lanyards and mugs.

Yes

Describe how allies can visibly signal their commitment to LGBT equality:

LGBT+ allies currently signal their commitment to LGBT+ equality by signing up as members of our LGBT+ network (Spectrum) staff Yammer group and taking an active part in network activities e.g. attending the Spectrum Eurovision Quiz, WAO Iris Film showings and Cardiff Pride.

The Spectrum group has launched reverse mentoring for senior allies  senior leaders have volunteered to be mentored.

Allies and Role Models: Part 2

Allies

4.4 In the past year, which of the following activities have allies engaged in?

Tick all that apply

GUIDANCE: 'Helped organise' here, refers to allies taking an active involvement in the planning and execution of events. It does not mean allies simply turning up to events.

- A. Participated in LGBT network group activities
- B. Helped organise a sexual orientation equality awareness raising event
- C. Helped organise a trans equality awareness raising event
- D. Recruited other allies
- E. Coached or mentored other allies
- F. Other

Describe the activities selected:

A. Participated in LGBT network group activities	<p>In October 2017, Spectrum organised a Saturday social walk across the Severn Bridge followed by lunch. It was well supported by allies and their family members.</p> <p>Our senior Board member Champion/Ally attended the Iris Prize Festival in North Wales in January 2018, where our film, "Prefer not to Say" was awarded 2nd place.</p> <p>Board member and Senior Leadership allies and other staff allies of our Spectrum LGBT+ network, attended the re run screening of the film on 18 April 2018. We also aired South Wales Gay Men's Chorus Iris Film "Côr Blimey" at the event.</p> <p>"What happens on tour stays on tour unless you're making one of the 36 Iris in the Community short films funded by the Big Lottery Wales. Experience the South Wales Gay Men's Chorus journey to compete in the Cornwall International Male Choral Festival. The objective was to do better than eighth place".</p>
B. Helped organise a sexual orientation equality awareness raising event	<p>The above film showing of LGBT films was organised by one of our Senior LGBT Champions/Allies, [REDACTED] supported by one of Spectrum's allies who arranged the venue and refreshments.</p> <p>Our 3rd annual Spectrum Eurovision Quiz was arranged by allies in the HR team and encouraged all staff members to attend. Allies designed and produced publicity information for the event and organised the prizes.</p>
C. Helped organise a trans equality awareness raising event	<p>A lunch and learn event for staff is organised for September 2018.</p> <p>[REDACTED]</p>

	<div></div> <p>Speaking from lived experience, [REDACTED] will be talking about the following:</p> <p>Feminism and supporting trans people within a women's network Update on the reform to the Gender Recognition Act 2004 Supporting trans staff within the workplace The session will be informal, and staff are encouraged to ask questions and engage in discussion.</p>
D. Recruited other allies	<p>Our staff allies have actively encouraged colleagues to join our Spectrum network as non LGBT+ allies, and to signify this by subscribing to our Spectrum Yammer group information, announcements and to participate in the dialogue of that group.</p>
E. Coached or mentored other allies	<p>Our [REDACTED], have acted as coach and mentor to each other, as they have engaged regularly on a range of LGBT+ issues that have informed discussion and action in a range of settings including:</p> <ol style="list-style-type: none"> 1. Agenda development for meetings of the Equality Steering Group 2. Agenda development for joint meetings of the Equality Steering Group and Equality Interest Group 3. Development and delivery of lunch and learn sessions 4. Development and delivery of blogs to staff 5. Agreement of approach to raising equality issues at Board meetings, both formally and informally
F. Other	<p>Our [REDACTED] board member equality ally has acted as coach and mentor to a number of members of staff, including the Chair of the EIG, and members of the HR team who play a key role in our diversity work. This engagement has informed discussion and action in a range of settings including:</p> <ol style="list-style-type: none"> 1. Development and delivery of lunch and learn sessions 2. Policy development

4.5 Does the organisation support all non-trans employees (including lesbian, gay and bi employees) to become trans allies through training, programmes and/or resources?

GUIDANCE: Examples can include information booklets, programmes or training, but must focus specifically on being an ally to trans people. By non trans, we mean people who do not identify as trans.

Yes

Describe the training, programmes and/or resources:

The organisation and our Spectrum network encourage all non trans employees to become trans allies. We ran a very successful and well attended learning session around gender identity awareness in early 2017 and have since developed a Trans and Gender Identity Policy and Guidance for staff. [REDACTED]
[REDACTED] has kindly become a visible role model for us at the WAO too.

We encourage staff to read the Stonewall guidance document 'First steps to trans inclusion', by announcing it on our internal website and providing links to the document. We are also using the other Stonewall guides in this series to help inform the work we have commenced to develop our own policy framework for sexual and gender identity, and to refresh our staff equality training arrangements.

Allies and Role Models: Part 3

LGBT Role Models

4.6 Does the organisation support LGBT employees at all levels to become visible role models through training, programmes and/or resources?

GUIDANCE: Examples can include role model and information booklets, programmes or training, but must focus specifically on steps LGBT people can take to become active role models.

Yes

Describe the training, programmes and/or resources:

The WAO actively encourages [REDACTED] employees to become role models. Staff who have subsequently expressed an interest are supported to attend Stonewall role model training. We now have [REDACTED] role models who have been trained [REDACTED]

We also provide links on our intranet where staff can find the Stonewall employee resource document on role models, and we have announced and widely promote our support for staff to become role models

4.7 In the past year, have any visible LGBT role models at board level from the organisation been profiled?

GUIDANCE: For information about what is meant by board level, see [here](#). Within the profiling opportunity, the person's sexual orientation, gender identity and/or trans identity must be clear. It should not be left up to the reader or viewer to make assumptions.



Submit evidence where you have profiled the person/s in the last year:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/SBwQSUOPG5/>

4.8 In the past year, have any visible LGBT role models at senior management level from the organisation been profiled?

Tick all that apply

GUIDANCE: For information about what is meant by senior management level, see [here](#). Within the profiling opportunity, the person's sexual orientation, gender identity and/or trans identity must be clear. It should not be left up to the reader or viewer to make assumptions.



B. Submit evidence where you have profiled the person/s in the last year:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/RqpVoFcFxV/>

Allies and Role Models: Part 4

LGBT Role Models

4.9 In the past 18 months, has the organisation profiled visible role models from the following communities? Tick all that apply.

Tick all that apply

GUIDANCE: Within the profiling opportunity, the person's identity must be clear. It should not be left up to the reader or viewer to make assumptions.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

A. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/rEHtUkSac0/>

C. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/lqOhcqCqlq/>

E. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/5hGBLUe6tl/>

F. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/1hUbtWMGen/>

K. Submit evidence where you have profiled the person/s in the last 18 months:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579165/I0XRz9xO1K/>

Senior Leadership: Part 1

Section 5: Senior Leadership

This section comprises of 4 questions and examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels, then the individual actions they take. This section is worth 8.5% of your total score.

Within this section, senior leaders are split between two levels – board level and senior management. For more information about how we use these two terms, please see [here](#).

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

Board level staff

5.1 How does the organisation support board level employees to understand the issues that affect LGBT people?

Tick all that apply

GUIDANCE: The support given should be systematic in its implementation.

- A. Reverse mentoring opportunities for board level employees
- B. Promote LGBT specific conferences or seminars to the board level employees
- C. Other

Describe each option selected:

A. Reverse mentoring opportunities for board level employees

Reverse mentoring programme initiated by ██████ in July 2018, offering opportunities to all Board members. Invitation for expressions of interest drew on Stonewall's guidance which described reverse mentoring as: "Employers are increasingly drawing on the experiences of lesbian, gay and bisexual staff to help educate other staff members about the issues affecting lesbian, gay and bisexual people in the workplace." It provided examples from both Aviva and Accenture to illustrate the benefits of the scheme. The Accenture example was summarised as "A number of

	<p>Accenture's Managing Directors have been reverse mentored by members of the lesbian, gay, bisexual and trans staff network. This has provided senior leaders with an opportunity to ask questions they may not normally feel comfortable asking in public and has given them a more intimate insight into the challenges and experiences of lesbian, gay, bisexual and trans staff at Accenture."</p> <p>One of our 9 Board members [REDACTED] has already signed up to the Scheme.</p>
B. Promote LGBT specific conferences or seminars to the board level employees	<p>The nominated Board member [REDACTED] attended this year's Stonewall Cymru Workplace Conference 2018, and attended the Stonewall Cymru Trans Allies Programme event in Cardiff on 30 July 2018. He also attended the EHRC annual conference on 19 June 2018, and whilst not a specific LGBT conference, he blogged to staff about the event, which included: "We then heard from [REDACTED], a gay asylum seeker from [REDACTED] who only realised he wasn't unique when he saw a gay couple of TV and googled it! He suffered terrible bullying in school, and then criminal prosecution as he got older with prison sentences in [REDACTED] running from 3 months to up to 10 years for being gay. [REDACTED], and despite facing many challenges, abuse and discrimination, he told his story with dignity, resilience and a great sense of humour.....truly inspirational, and made me aware of discrimination happening every day that I wasn't previously aware of and the importance of speaking out if you're being discriminated against and of speaking out if you see discrimination around you."</p>
C. Other	<p>The nominated Board member [REDACTED] attended this year's Pride March in London on 7 July, starting the event in Trafalgar Square. All members of the Board have also been invited to attend this year's Pride Cymru March over the August Bank Holiday, and a number of WAO staff have already signed up to attend.</p> <p>The nominated Board member attended the Iris in the Community Film Festival in Llandudno in January 2018, along with 2 colleagues from WAO, where the WAO film scooped second prize. Since then, they have organized a number of screenings for staff, which were introduced by the nominated Board member.</p>

5.2 In the past year, which of the following activities have members of the board engaged in?

Tick all that apply

GUIDANCE: Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met periodically with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- E. Spoken at an internal LGBT event
- F. Spoken at an external LGBT event
- G. Engaged with senior management to discuss LGBT equality
- H. Reviewed and/or approved an LGBT inclusion strategy
- I. Attended an external LGBT event, for example Pride
- J. Other

Describe each option selected:

A. Communicated a strong message on sexual orientation equality	<p>In 2018, we posted the following on our intranet: “Stonewall has announced its LGBT+ Workplace Equality Index and the Wales Audit Office has achieved a great result. We have been placed at 110 out of 434 employers across the UK in just our second year of participation. In 2016 we were placed at 251 out of 430 employers, which means that we have jumped over 140 places up the index in just one year.</p> <p>Big thanks go to all staff who gave their support and helped to demonstrate that the WAO is a great place for LGBT+ people to work. For our LGBT+ colleagues it means that they can come to work knowing that the organisation respects and upholds their rights, and that there is a culture that enables them to be themselves.”</p> <p>The [REDACTED] reported this to the Board and the minutes, which are available to all staff, recorded that “The Board congratulated management on the success at the Iris in the Community Education and Film Awards 2018 and on the significant improvement in the WAO’s ranking in the Stonewall Workplace Equality Index.”</p>
B. Communicated a strong message on trans equality	<p>In July, the nominated Board member became a Stonewall Trans Ally and blogged about this to staff, saying that: “So</p>

	<p>what can we do? Well, I'd start by encouraging you to read the terminology, and have a look at some of the many videos on Youtube. It's also worth remembering that we've already done things like introducing toilets for all at our 3 main offices last year and when introducing events at those offices, referring to the facilities as toilets rather than ladies and gents. For me, it's all about understanding and respect I really like [REDACTED] where she summarises by saying that trans people are "just people trying to live life the best they can like we all do and we ALL deserve that". And you can also have a look at the consultation on the Gender Recognition Act which has the potential to remove many of the challenges facing trans people."</p>
C. Met periodically with the LGBT staff network group	<p>In May 2018, the nominated Board member attended the Spectrum Eurovision event and quiz (and modesty would prevent him from pointing out that his team came second this year!). He meets regularly with members of the Spectrum network.</p> <p>The Equality Interest Group Chair, and founder member of Spectrum, has continued to meet periodically with [REDACTED] (and founder member of WAOmens's network) to discuss LGBT+ related issues such as allies, and how best their networks can work together and learn from each other.</p> <p>The [REDACTED] Board equality ally [REDACTED] will be attending the Spectrum network in Autumn 2018.</p>
D. Reviewed top line LGBT monitoring reports and actions	<p>C. The Board considers and approves the WAO's Annual Equality Report each year before it is published. The latest report has been agenda'd for September 2018, and includes a range of reports, achievements and further plans. It includes for the second time the results of a full equal pay audit, and has identified no pay gap for LGBT staff.</p> <p>The report highlights that for those employees that completed our diversity monitoring form, [REDACTED] identified their sexual orientation as lesbian, gay or bisexual (higher than those in published statistics for the Civil Service and for the wider population), with a further 2.7% choosing the option 'prefer not to say'. The corresponding figures for job applicants over the last three years were [REDACTED] respectively.</p> <p>As Chair of the ESG, the nominated Board member has been instrumental in overseeing the development, quality and production of the information we have in that area, including encouraging staff to provide data in confidence to help us better understand the issues and challenges facing LGBT+ staff, and to take effective action to help and support them. 86% of staff have now completed diversity monitoring information at the WAO.</p>

E. Spoken at an internal LGBT event	<p>The nominated Board member initiated the IRIS project, and worked closely with Spectrum members, and other staff, on the shooting of the film, planning and delivery of the IRIS film festival and premiere, and planning and delivery of the subsequent film shows for staff at locations in South, West and North Wales at which he spoke.</p> <p>In January 2018, the WAO film scooped 2nd prize and in April 2018, screenings of the film, alongside the winning South Wales Gay Men's Choir film, were screened at WAO Offices. The nominated Board member spoke at the event, both opening and closing the proceedings.</p>
F. Spoken at an external LGBT event	<p>On November, 15th Stonewall will be holding their 'Inclusive Service Delivery programme' event at our offices on 15th November and the nominated Board member will introduce this session.</p>
G. Engaged with senior management to discuss LGBT equality	<p>The nominated Board member has engaged with the Management Committee on both the annual equality progress report and on a strategic discussion to explore the strategic approach to diversity and equality. The annual report highlights that we have:</p> <ul style="list-style-type: none"> a. applied rigorous pay alignment arrangements to ensure jobs of equal worth are pay aligned; b. colleagues across the Wales Audit Office reporting in our staff survey that they feel positive about the organisation respecting individual differences (81% positive response) and feel treated with respect by the people they work with (89% positive); c. taken further steps to encourage staff to complete our confidential diversity monitoring questionnaire (86% of staff have now completed the questionnaire) and using that information to inform the impact assessment of management's pay offer for 2018 19 and 2019 20; d. moved from 251st out of 430 employers in 2017 to 110th out of 434 employers in 2018 on the the Stonewall Workplace Equality Index; and e. increasing staff awareness of a range of equality and human rights issues through ongoing dissemination of information relating to a 'diversity calendar' of internationally recognised events, with support from the women's and LGBT staff networks.
H. Reviewed and/or approved an LGBT inclusion action plan	<p>In April 2018, the nominated Board member lead the development and approval of the WAO and AGW's latest Strategic Equality Plan. .</p> <p>It sets out 9 objectives to promote equality, eliminate discrimination and foster good relations, and includes a commitment that "in the first 12 months of this Plan, we will work with the Chairs of our staff women's and LGBT</p>

	<p>networks to determine and provide appropriate levels of support". The nominated Board member took part in a video to promote the Plan to staff which is posted on our intranet.</p> <p>The [REDACTED] has also initiated a strategic transformation programme examining the ways in which we work. This will include a review of our facilities and estates, and will look at opportunities to support LGBT staff e.g. availability of toilets for all as part of forthcoming office moves.</p>
I. Attended an external LGBT event, for example Pride	<p>The nominated Board member attended the Pride March in London in July 2018, Iris in the Community Prize awards in Llandudno in January 2018, Stonewall Cymru conference in February 2018 and Stonewall Trans Allies Programme training in July 2018, blogging about his experience as highlighted above. The Board is invited to participate in important events, such as the Iris screening and the Pride Parade in Cardiff on 25 August. The Board was briefed on the results in the Workforce Equality Index through the Chief Executive's report to the Board in February 2018 and the minutes of that meeting record that "The Board congratulated management on the success at the Iris in the Community Education and Film Awards 2018 and on the significant improvement in the WAO's ranking in the Stonewall Workplace Equality Index."</p> <p>Two Board members are designated Equality Champions and regularly engage with the equality work of the WAO.</p>
J. Other	<p>A Board strategic discussion with members of the senior leadership team on diversity and equality scheduled is scheduled for September 2018 to inform both strategic direction and prioritisation of work over the coming year.</p>

Please list the names and job titles of the individuals named above. Please ensure you have strict permission from them for their name to appear in this submission.

	Name	Job title
Person 1	[REDACTED]	[REDACTED]
Person 2	[REDACTED]	[REDACTED]
Person 3	[REDACTED]	[REDACTED]
Person 4	[REDACTED]	[REDACTED]
Person 5	[REDACTED]	[REDACTED]

Senior Leadership: Part 2

Senior Management level staff

5.3 How does the organisation support senior management to understand the issues that affect LGBT people?

Tick all that apply

GUIDANCE: The support given should be systematic in its implementation.

- A. Reverse mentoring opportunities for senior management level employees

- B. Promote LGBT specific conferences or seminars to senior management level employees

- C. Other

Describe each option selected:

<p>A. Reverse mentoring opportunities for senior management level employees</p>	<p>In 2018, the [REDACTED] launched a formal reverse mentoring programme, to which the [REDACTED] has already signed up. The approach has been endorsed by the Board, with [REDACTED] and diversity champion [REDACTED] commenting that reverse mentoring is, in his experience, once of the most valuable tools for both mentor and mentee.</p>
<p>B. Promote LGBT specific conferences or seminars to senior management level employees</p>	<p>The Pride Cymru annual conference was attended by a number of WAO staff, including the [REDACTED] and [REDACTED].</p> <p>The [REDACTED] staff network newsletters are shared with the [REDACTED] and [REDACTED].</p>
<p>C. Other</p>	<p>Directors blog about their attendance at conferences/seminars on our staff intranet. Examples are given in section 5.4.</p> <p>The Chair of the Equality Interest Group, [REDACTED], and Chair of Spectrum Network [REDACTED] regularly meet with the [REDACTED] and [REDACTED] to discuss LGBT+ specific matters and the wider equality agenda. Discussions cover issues affecting LGBT+ people and their impact, as well as opportunities to address those issues through the work of WAO's Equality Steering Group, Equality Interest Group and the decisions of the Management Committee and Board.</p> <p>For example, these have included the development of a gender identity policy, feedback from allies networks, training opportunities, coming out at work experiences, and attending Cardiff Pride for the second time this year.</p>

5.4 In the past year, which of the following activities have senior management engaged in? Tick all that apply.

Tick all that apply

GUIDANCE: Messages communicated should explicitly reference sexual orientation and trans equality. Meetings with the LGBT employee network group should be systematic and not ad hoc.

- A. Communicated a strong message on sexual orientation equality
- B. Communicated a strong message on trans equality
- C. Met periodically with the LGBT employee network group
- D. Reviewed top line LGBT monitoring reports and actions
- E. Spoken at an internal LGBT event
- G. Engaged with the board to discuss LGBT equality
- I. Attended an external LGBT event, for example Pride
- J. Mentored or coached other senior leaders

Describe each option selected:

A. Communicated a strong message on sexual orientation equality	<p>The [redacted] attended the Stonewall Cymru Conference in February 2018, and made a number of tweets from about the event which include:</p> <p>a. Second session @StonewallCymru workplace conference Promoting Positive Mental Health in the Workplace. #EqualAtWork. LGB people are 50% more likely to experience long term mental health problems. LGB people are twice as likely to attempt suicide.</p> <p>b. Wonderful insights from young LGBT+ people @StonewallCymru workplace conference about their experience of work placements and what they would be looking for from an employer. Thank you to [redacted]</p> <p>c. Some challenge to us @WalesAudit to be an even better choice for LGBT+. We will be working on it and improving our WEI at the same time. Thanks to @StonewallCymru for a great conference. Plenty of food for thought and action.</p> <p>In February 2018, [redacted] posted a Yammer message to all staff saying: "What wonderful talent we have around us writers, actors, Welsh speakers, directors and editors. A really wonderful team effort, with particular praise to [redacted] for coming up with the idea (Iris Prize submission) and [redacted] for being the driving force turning it into reality :)"</p>
B. Communicated a strong message on	One Director has attended the Stonewall LGBT Role Model

trans equality

training. Directors blog about their attendance at conferences/seminars on our staff intranet.

The [REDACTED] attended the Stonewall Cymru Conference in February 2018, and made a number of tweets about the event which include:

- a. My first session @StonewallCymru workplace conference creating a trans inclusive organisation. #EqualAtWork. Shocking statistic 1 in 8 trans people have been attacked at work by a colleague or customer.
- b. Great tips from @VictimSupport, @WelshGovernment and @AssemblyWales on creating a Trans inclusive organisation @StonewallCymru workplace conference #EqualAtWork. Small, low cost things can make a huge difference.
- c. 88% of trans people suffer from depression compared to 25% in the wider population. #EqualAtWork. Ashamed to say that I had no idea about the violence (never mind discrimination) experienced by trans people on a daily basis. Thank you @StonewallCymru for opening my eyes.

C. Met periodically with the LGBT staff network group

The [REDACTED] is a member of Spectrum (WAO LGBT employee network). The [REDACTED] regularly meets with the Chair of the Equality Interest Group who established our LGBT+ staff network, Spectrum. Discussions cover work programmes, events such as lunch and learn, joint working meetings, priority areas, training, stonewall champions accreditation and the WEI. Spectrum events are also well attended such as the Eurovision Quiz and Iris Film evening (where several Directors and the Chief Executive attended).

D. Reviewed top line LGBT monitoring reports and actions

Management Committee [REDACTED] has considered the annual equality progress report, informed by a strategic discussion to explore the strategic approach to diversity and equality. The annual report highlights:

- a. colleagues across the Wales Audit Office reporting in our staff survey that they feel positive about the organisation respecting individual differences (81% positive response) and feel treated with respect by the people they work with (89% positive);
- b. taken further steps to encourage staff to complete our confidential diversity monitoring questionnaire (86% of staff have now completed the questionnaire);
- c. moved from 251st out of 430 employers in 2017 to 110th out of 434 employers in 2018 on the the Stonewall Workplace Equality Index; and
- d. increasing staff awareness of a range of equality and human rights issues through ongoing dissemination of information relating to a 'diversity calendar' of internationally recognised events, with support from the LGBT staff networks.

The Equality Steering Group is chaired by the [REDACTED]

	<p>██████████ and has three other Directors as members. Its role is to deliver the commitments set out WAO's Strategic Equality Plan, which includes specific actions on LGBT+. For example, joining Stonewall's Diversity Champion Programme.</p>
E. Spoken at an internal LGBT event	<p>The ██████████ hosted the Spectrum Eurovision Quiz, that was attended by several fellow directors as well as around 50 members of staff (20% of organisation).</p>
G. Engaged with the board to discuss LGBT equality	<p>The ██████████ has engaged on a regular basis with Board members to discuss and promote LGBT equality, including initiating a formal reverse mentoring programme, to which 2 out of 9 Board members have already signed up, and the development of an allies and champions charter. This makes reference to their role:</p> <ul style="list-style-type: none"> • role models and strong advocates for equality and diversity • create and grasp opportunities to promote equality and diversity in the workplace and through the work of the WAO • supported by the WAO to develop their understanding of equality and diversity • share improvement ideas with management and flag any potential issues • act as confidential sounding boards for anyone who wants to talk about equality and diversity issues • prepared to call out inappropriate behaviours. <p>He has also engaged with the Board on our people Strategy Delivery Plan which includes commitments to “harness the richness of diversity, valuing different contributions and experiences; treating each other respectfully in a safe environment is one of our core behaviours² and “determine which equality accreditations to secure/build on in order to promote an inclusive workplace and access specialist support, including achieving Stonewall Index Top 100 Employers placement and Disability Confident status”.</p>
I. Attended an external LGBT event, for example Pride	<p>The ██████████ agreed the funding of a WAO banner for use at the 2018 Pride March in Cardiff on 25 August, which was attended by WAO staff, to help make a strong WAO presence on the day, and signal the organisation's strong commitment to LGBT equality and inclusion.</p> <p>The ██████████ has attended the following events:</p> <ol style="list-style-type: none"> a. Stonewall Cymru conference 2018 (also attended by ██████████) b. IRIS film festival and awards ceremony where WAO scooped 2nd prize (also attended by ██████████) c. ██████████ have attended IRIS film screening following award win (along with ██████████)

Monitoring: Part 1

Section 6: Monitoring

This section comprises of 7 questions and examines how the organisation monitors its employees. The questions scrutinise data collection methods, analysis and outcomes. This section is worth 11% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

6.1 Does the organisation gather data on employee sexual orientation on diversity monitoring forms and/or systems?

GUIDANCE: If you collect data on multiple systems, you should paste the question/s and options you ask on the majority of the systems. In the text box, explain what proportion of systems the question is used on.

Yes

Copy and paste the question/s you ask and options staff can select:

What is your sexual orientation?

Bisexual

Gay/lesbian

Heterosexual/straight

If you prefer to use a different term, please provide this here:

Prefer not to say

This question is used on both our e recruitment and 'employee self service' HR systems, and data can be securely transferred from one to the other when applicants are successful.

6.2 Does the organisation gather data on whether employees are trans and/or non-binary on diversity monitoring forms and/or systems?

GUIDANCE: If you collect data on multiple systems, you should paste the question/s and options you ask on the majority of the systems. In the text box, explain what proportion of systems the question is used on.

Yes

Copy and paste the question/s you ask and options staff can select:

Do you identify as trans?

[Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.]

Yes

No

Prefer not to say

Which term best describes your gender?

Female

Male

If you prefer to use your own term, please provide this here:

Prefer not to say

This question is used on both our e recruitment and 'employee self service' HR systems, and can be securely transferred from one to the other when applicants are successful.

Monitoring: Part 2

6.3 Does the organisation monitor and analyse from application to appointment the success rate of LGBT applicants?

GUIDANCE: This refers to external appointments to the organisation and comparing applicant diversity forms to new starter diversity forms.

Upload the most recent data showing analysis of application to appointment by sexual orientation and trans identity:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579171/ghPdF58TnG/>

Describe who the analysis is seen by and action taken:

We have uploaded our Equality Report for 2017 18 (a near final draft with some final editing to be completed) , which will be published at the beginning of October 2018. Appendix 2 of the Report provides our employment information for the year analysed by protected and related characteristic, including the number of job applicants during the three year period 2015 16 to 2017 18 by disclosed sexual orientation and gender identity category, the proportion of those applicants that progressed to interview, and the proportion that were successful.

The figures in the tables for numbers of persons have been rounded to the nearest ten, and where the number is fewer than [REDACTED] (except where zero), the number is indicated by an asterisk '*'. This is to prevent unfair processing of personal information through deduction. No figures can be given in respect of gender reassignment without risking unfair processing of personal information through deduction. The three year period of reporting enables an increased sample size and the provision of a more meaningful analysis

The analysis is seen initially by our Equality Steering Group, Equality Interest Group and Board Equality Champion, prior to the Report being considered for approval by Management Committee and the Board. The actions to be taken in response to the analysis are outlined in the Report in the section entitled 'Workforce diversity and equal pay'. Predominantly, the analysis informs the work of our People Strategy delivery groups, including our Equality Steering Group, and is also shared with our staff LGBT network, Spectrum.

It should also be noted that the analysis in our 2017 18 Report is based on our previous framework of questions for gathering information on sexual orientation and gender identity (as included in our 2018 WEI submission). In early 2018 19 we have now moved to an updated framework of questions as advised by our Stonewall Cymru key contact, [REDACTED], and as included in this submission.

6.4 Does the organisation monitor and analyse through a HR system, the spread of LGBT people at different pay grades and levels?

Yes

GUIDANCE: The system of data collection cannot be through an anonymous staff satisfaction survey.

Upload the most recent data showing analysis of pay levels and grades:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579171/E6LLTx1rRs/>

Describe who the analysis is seen by and action taken:

For 6.3 we uploaded our draft Equality Report for 2017 18 . Appendix 2 of the Report provides our employment information for the year analysed by protected and related characteristic. This includes the proportion of staff that share the sexual orientation and gender identity characteristics that were employed in different pay band groups and by quartile pay bands as of 31 March 2018, using a similar reporting format to that required by The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The analysis is seen initially by our Equality Steering Group, Equality Interest Group and Board Equality Champion, prior to the Report being considered for approval by Management Committee and the Board. The actions to be taken in response to the analysis are outlined in the Report in the section entitled 'Workforce diversity and equal pay'. Predominantly, the analysis informs the work of our People Strategy delivery groups, including our Equality Steering Group, and is also shared with our staff LGBT network, Spectrum..

It should also be noted that the analysis in our 2017 18 Report is based on our previous framework of questions for gathering information on sexual orientation and gender identity (as included in our 2018 WEI submission). In early 2018 19 we have now moved to an updated framework of questions as advised by our Stonewall Cymru key contact, [REDACTED], and as included in this submission.

6.5 When running staff

Yes

satisfaction surveys, does the organisation break down and analyse the satisfaction of LGBT employees?

GUIDANCE: This can be through collecting diversity data on a staff satisfaction survey.

Upload the most recent staff satisfaction data:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579171/rwRkmECJWL/>

Describe who the analysis is seen by and action taken:

In October 2017, the Wales Audit Office ran a staff survey using the same core questionnaire used in the Civil Service People Survey (CSPS). The survey includes a suite of diversity monitoring questions including on gender identity and sexual orientation. 85% of staff completed the survey and a detailed analysis of survey results was made available for access by all staff (attached). In the report, our results are benchmarked against the results for the 100 or so organisations that participate in the CSPS. We are also able to run further survey reports filtering by particular protected and other characteristics using an online reporting tool, subject to a minimum data threshold to ensure individuals cannot be identified through deduction.

Notable outcomes from the survey were:

- colleagues across the Wales Audit Office feel very positive about the relationships within their teams and feel a strong connection to our organisational objectives and purpose; this positivity was reflected in our strong overall engagement index score of 70% (which would place us in the top decile in the CSPS)

- 81% of colleagues reported that they feel positive about the organisation respecting individual differences

- 89% of colleagues feel treated with respect by the people they work with

- No colleagues reported that, during the past 12 months, they felt they had personally experienced discrimination at work on grounds of sexual orientation or gender reassignment or perceived gender

The outcomes of the survey have been considered by our Management Committee and Board, and our broader Senior Leadership Team, and have served to inform the development of our recently published People Strategy and associated Delivery Plan. We will be running the same survey again in October 2018 to gain further information on year on year progress.

Monitoring: Part 3

6.6 What proportion of employees have answered the monitoring question asked in 6.1?

Tick one

GUIDANCE: The proportion should **not** include those who prefer not to say and should be from an HR system, not an anonymous staff survey.


80 89%

Upload reports or data demonstrating the declaration rate:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579171/Uaa2UBukXA/>

Provide a brief description of the report you have uploaded:

We have uploaded our Equality Report for 2017 18 (a near final draft with some final editing to be completed), which will be published In October 2018. Appendix 2 of the Report provides our employment information for the year analysed by protected and related characteristic, including the number of persons employed as of 31 March 2018 by disclosed sexual orientation category. The figures in the tables for numbers of persons have been rounded to the nearest ten, and where the number is fewer than  (except where zero), the number is indicated by an asterisk '*'. This is to prevent unfair processing of personal information through deduction.

It should be noted that the response rate of 86% stated in the Report is based on responses to our previous diversity monitoring question on sexual orientation, which read as follows:

What is your sexual orientation?

- Bisexual
- Gay man
- Gay woman/lesbian
- Heterosexual/straight
- Other
- Prefer not to say

The slightly amended monitoring question listed in 6.1 was introduced in Summer 2018 and we are currently in the process of raising awareness of the change with staff and encouraging staff to answer the new questions on sexual orientation and gender identity.

6.7. What proportion of employees have answered the monitoring question asked in 6.2?

Tick one

GUIDANCE: The proportion should **not** include those who prefer not to say and should be from an HR system, not an anonymous staff survey.


80 89%

Upload reports or data demonstrating the declaration rate:

please be aware only **one** file is allowed per answer

<https://stonewallsubmit.fluidreview.com/resp/17579171/1KFhWZaBCm/>

Provide a brief description of the report you have uploaded:

We have uploaded our Equality Report for 2017 18 (a near final draft with some final editing to be completed), which will be published In October 2018. Appendix 2 of the Report provides our employment information for the year analysed by protected and related characteristic, including the number of persons employed as of 31 March 2018 by disclosed gender identity category. The figures in the tables for numbers of persons have been rounded to the nearest ten, and where the number is fewer than  (except where zero), the number is indicated by an asterisk '*'.

It should be noted that the response rate of 86% stated in the Report is based on responses to our previous diversity monitoring questions on gender identity, which read as follows:

Which of the following describes how you think of yourself?

- Female
- In another way
- Male
- Prefer not to say

At birth, were you described as ...

- Female
- Intersex
- Male
- Prefer not to say

The amended monitoring question listed in 6.2 was introduced in Summer 2018 and we are currently in the process of raising awareness of the change with staff and encouraging staff to answer the new questions on sexual orientation and gender identity.

WALES AUDIT OFFICE PEOPLE SURVEY 2017

Wales Audit Office

RESPONSE
RATE:

85%

RESPONSES:

234
of 275

YOUR EMPLOYEE ENGAGEMENT SCORE:



70%

VARIANCE from CSPA 2017 AVERAGE:

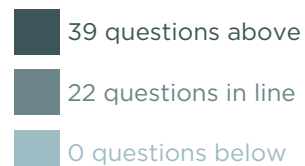


+9

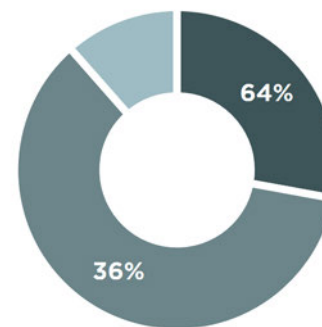
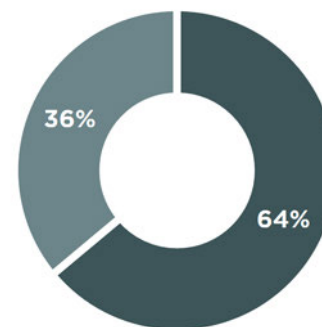
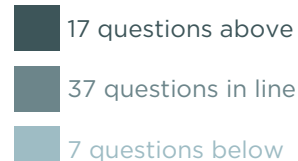
Employee engagement is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

Benchmark group: CSPA 2017 Average

VARIANCE FROM CSPA 2017 AVERAGE



VARIANCE FROM CSPA 2017 HIGH PERFORMERS



WHAT NOW?

1. TAKE THE TIME TO EXPLORE

AND UNDERSTAND HOW YOUR SURVEY RESULTS
COMPARE.

2. DISCUSS THE RESULTS WITH YOUR TEAM

DISCUSS THE RESULTS OF
YOUR SURVEY WITH YOUR
MANAGEMENT TEAM AND
IMPROVE YOUR ORGANISATION.

3. WORK TOGETHER

WORK TOGETHER TO
IMPROVE YOUR ORGANISATION.



TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

Q31. I have the skills need to do my job effectively

94%

Q1. I am interested in my work

92%

Q53. I am trusted to carry out my job effectively

91%



BOTTOM 3 LOWEST SCORING QUESTIONS:

% POSITIVE

Q42. I feel that change is managed well in my organisation

38%

Q17. Poor performance is dealt with effectively in my team

41%

Q43. When changes are made in my organisation they are usually for the better

43%

EMPLOYEE ENGAGEMENT



HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



YOUR EMPLOYEE ENGAGEMENT SCORE

70%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

+9 ↑

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

+5 ↑

Q47. I am proud when the others I am part of my organisation

25

53

17

78%

+17 ↑

+10 ↑

Q48. I would recommend my organisation as a great place to work

29

48

17

77%

+22 ↑

+14 ↑

Q49. I feel a strong personal attachment to my organisation

18

48

24

67%

+18 ↑

+10 ↑

Q50. My organisation inspires me to do the best in my job

19

45

24

9

63%

+16 ↑

+9 ↑

Q51. My organisation motivates me to help it achieve its objectives

17

40

31

7

57%

+11 ↑

+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither Disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE)

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

MY WORK

76%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q1. I am interested in my work

45

47

92%

+2

0

Q2. I am sufficiently challenged by my work

32

44

15

7

76%

-4

-7 ↓

Q3. My work gives me a sense of personal accomplishment

29

51

11

81%

+4

+1

Q4. I feel involved in the decisions that affect my work

17

42

26

11

59%

+1

-5 ↓

Q5. I have a choice in deciding how I do my work

25

48

18

74%

-2

-7 ↓

ORGANISATIONAL OBJECTIVES AND PURPOSE

83%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q6. I have a clear understanding of my organisational objectives

21

60

11

82%

+1

-5 ↓

Q7. I understand how my work contributes to my organisational objectives

23

61

10

84%

+1

-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE)

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

MY MANAGER

74%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q8. My manager motivates me to be more effective in my job



74%

+4

0

Q9. My manager is considerate of my life outside work



89%

+5 ↑

+2

Q10. My manager is open to my ideas



83%

+1

-1

Q11. My manager helps me to understand how to contribute to my organisation's objectives



66%

0

-4

Q12. Overall, I have confidence in the decisions made by my manager



79%

+5 ↑

+1

Q13. My manager recognises when I have done my job well



86%

+7 ↑

+3

Q14. I receive regular feedback on my performance



74%

+6 ↑

+2

Q15. The feedback I receive helps me to improve my performance



69%

+5 ↑

+1

Q16. I think that my performance is evaluated fairly

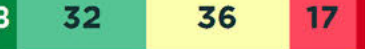


81%

+16 ↑

+11 ↑

Q17. Poor performance is dealt with effectively in my team



41%

+1

-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



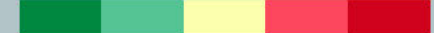
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE)

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

MY TEAM

82%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPTS 2017 AVERAGE

VARIANCE FROM CSPTS 2017 HIGH PERFORMERS

Q18. The people in my team can be relied upon to help when things get difficult in my job

37

50

9

87%

+2

-1

Q19. The people in my team work together to find ways to improve the service we provide

32

50

12

82%

-1

-3

Q20. The people in my team are encouraged to come up with new and better ways of doing things

31

45

18

76%

+1

-3

LEARNING AND DEVELOPMENT

61%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPTS 2017 AVERAGE

VARIANCE FROM CSPTS 2017 HIGH PERFORMERS

Q21. I am able to access the right learning and development opportunities when I need to

27

44

18

10

71%

+8 ↑

+2

Q22. Learning and development activities I have completed in the past 12 months have helped to improve my performance

19

42

28

8

61%

+9 ↑

+3

Q23. There are opportunities for me to develop my career in my organisation

18

36

24

15

54%

+7 ↑

-1

Q24. Learning and development activities I have completed while working for my organisation are helping me to develop my career

20

39

24

13

59%

+13 ↑

+8 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither Disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

INCLUSION AND FAIR TREATMENT

82%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGHER PERFORMERS

Q25. I am treated fairly at work

38

47

7

85%

+5 ↑

+2

Q26. I am treated with respect by the people I work with

45

44

89%

+4

+2

Q27. I feel valued for the work I do

29

46

17

75%

+9 ↑

+3

Q28. I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)

40

41

11

81%

+6 ↑

+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither Disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

RESOURCES AND WORKLOAD

81%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGHER PERFORMERS

Q29. get the information I need to do my job well



77%

+7 ↑

+3

Q30. have clear work objectives



82%

+6 ↑

+2

Q31. have the skills I need to do my job effectively



94%

+6 ↑

+3

Q32. have the tools I need to do my job effectively



79%

+9 ↑

+3

Q33. have an acceptable workload



76%

+15 ↑

+9 ↑

Q34. achieve a good balance between my work life and my private life



80%

+12 ↑

+6 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither/Disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

PAY AND BENEFITS

58%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGHER PERFORMERS

Q35. I feel that my pay adequately reflects my performance



62%

+32 ↑

+25 ↑

Q36. I am satisfied with the total benefits package

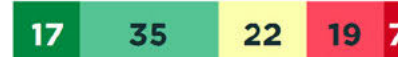


62%

+28 ↑

+21 ↑

Q37. Compared to people doing a similar job in other organisations, I feel my pay is reasonable



51%

+26 ↑

+19 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



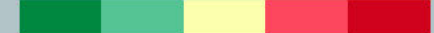
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

LEADERSHIP AND MANAGING CHANGE

52%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q38. Members of the Senior Leadership Team in my organisation are sufficient vs be	10	50	21	12	7	60%	0	-8 ↓
Q39. I believe the actions of members of the Senior Leadership Team are consistent with my organisation's values	10	43	30	10		54%	0	-6 ↓
Q40. I believe that the Board has a clear vision for the future of my organisation	8	42	37			50%	+2	-4
Q41. Overall, I have confidence in the decisions made by members of my organisation's Senior Leadership Team	9	44	31	9		53%	+4	-2
Q42. I feel that changes managed well in my organisation		32	38	15	9	38%	+5 ↑	-2
Q43. When changes are made in my organisation they are usually for the better		37	43	10		43%	+10 ↑	+2
Q44. My organisation keeps me informed about matters that affect me	10	58	21	8		68%	+10 ↑	+4
Q45. I have the opportunity to contribute my views before decisions are made that affect me	11	43	31	10		54%	+16 ↑	+7 ↑
Q46. I think it's safe to challenge the way things are done in my organisation	13	39	29	12	7	52%	+6 ↑	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



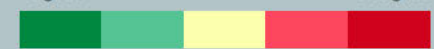
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

ENGAGEMENT

70%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q47. I am proud when I tell others I am part of my organisation



78%

+17 ↑

+10 ↑

Q48. I would recommend my organisation as a great place to work



77%

+22 ↑

+14 ↑

Q49. I feel a strong personal attachment to my organisation



67%

+18 ↑

+10 ↑

Q50. My organisation inspires me to do the best in my job



63%

+16 ↑

+9 ↑

Q51. My organisation motivates me to help it achieve its objectives



57%

+11 ↑

+4

TAKING ACTION

58%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

Q52. I believe that members of the Senior Leadership Team in my organisation will take action on the results from this survey



58%

+8 ↑

0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



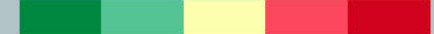
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither agree nor disagree

Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

ORGANISATIONAL CULTURE

77%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGHER PERFORMERS

Q53. I am trusted to carry out my job effectively

43

48

91%

+2

+1

Q54. I believe I would be supported if I try a new idea even if it may not work

24

47

20

71%

+1

-4

Q55. In my organisation people are encouraged to speak up when they identify a serious policy or delivery risk

21

51

19

72%

+6 ↑

+1

Q56. I feel able to challenge inappropriate behaviour in the workplace

16

45

23

11

61%

-2

-6 ↓

Q57. My organisation is committed to creating a diverse and inclusive workplace

37

51

7

88%

+14 ↑

+10 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree

Agree

Neither Disagree

Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

YOUR PLANS FOR THE FUTURE

RESPONSE SCALE

RESPONSE COUNT

%

Q58. Which of the following statements most reflects your current thoughts about working for your organisation?

232

want to leave my organisation as soon as possible



10

4%

want to leave my organisation within the next 12 months



16

7%

want to stay working for my organisation for at least the next year



58

25%

want to stay working for my organisation for at least the next three years



148

64%

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

DISCRIMINATION

RESPONSE SCALE

RESPONSE COUNT

%

Q59. During the past 12 months have you personally experienced discrimination at work?

232

Yes



17

7%

No



199

86%

Prefer not to say



16

7%

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

DISCRIMINATION

RESPONSE SCALE

RESPONSE
COUNT

%

Q60. On which of the following grounds have you personally experienced discrimination at work in the past 12 months?

32

Age

The data for this question has been hidden for anonymity reasons

Carrying responsibilities

The data for this question has been hidden for anonymity reasons

Disability

The data for this question has been hidden for anonymity reasons

Ethnic background

The data for this question has been hidden for anonymity reasons

Gender

The data for this question has been hidden for anonymity reasons

Gender reassignment or perceived gender

0

0%

Grade pay band or responsibility level

The data for this question has been hidden for anonymity reasons

Main spoken/written language or language ability

The data for this question has been hidden for anonymity reasons

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

DISCRIMINATION

RESPONSE SCALE

RESPONSE COUNT

%

Q60. On which of the following grounds have you personally experienced discrimination at work in the past 12 months?

32

Religion or belief

0

0%

Sexual orientation

0

0%

Social or educational background

The data for this question has been hidden for anonymity reasons

Working location

The data for this question has been hidden for anonymity reasons

Working pattern

The data for this question has been hidden for anonymity reasons

Any other grounds

The data for this question has been hidden for anonymity reasons

Prefer not to say

The data for this question has been hidden for anonymity reasons

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

BULLYING AND HARASSMENT

RESPONSE SCALE

RESPONSE COUNT

%

Q61. During the past 12 months have you personally experienced bullying or harassment at work?

231

Yes



18

8%

No



192

83%

Prefer not to say



21

9%

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

BULLYING AND HARASSMENT

RESPONSE SCALE

RESPONSE COUNT

%

Q62. Who were you bullied or harassed by at work in the past 12 months?

21

A colleague

The data for this question has been hidden for anonymity reasons

Your manager

The data for this question has been hidden for anonymity reasons

Another manager in my part of the organisation

The data for this question has been hidden for anonymity reasons

Someone you manage

The data for this question has been hidden for anonymity reasons

Someone who works for another part of the organisation

The data for this question has been hidden for anonymity reasons

A member of the public

The data for this question has been hidden for anonymity reasons

Someone else

0

0%

Prefer not to say

The data for this question has been hidden for anonymity reasons

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

BULLYING AND HARASSMENT

RESPONSE SCALE

RESPONSE COUNT

%

Q63. Did you report the bullying and harassment you experienced?

18

Yes



6

33%

No



10

56%

Prefer not to say



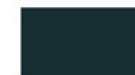
2

11%

Q64. In your opinion has this issue been resolved?

18

Yes



6

33%

No



9

50%

Prefer not to say



3

17%

KEY

ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

FURTHER QUESTIONS ABOUT WORKING FOR YOUR ORGANISATION

70%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPTS 2017 AVERAGE

VARIANCE FROM CSPTS 2017 HIGHER PERFORMERS

Q65. Members of the Senior Leadership team actively role model the Wales Audit Office desired behaviours being genuine, respectful, energetic, adaptable and trustworthy

13 41 30 12 **53%**

Q66. My manager actively role models the Wales Audit Office desired behaviours

36 44 14 **80%**

Q67. I am confident that if raised a concern under the Wales Audit Office whistleblowing arrangements it would be investigated properly

31 45 17 **76%**

KEY

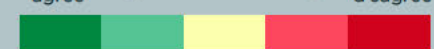


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

IS THERE ROOM FOR IMPROVEMENT?

WELLBEING

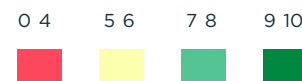
RESPONSE SCALE

% POSITIVE

VARIANCE FROM CSPS 2017 AVERAGE

VARIANCE FROM CSPS 2017 HIGH PERFORMERS

For the following questions the percent positive is the proportion answering 7, 8, 9 or 10 to each question.



Overall how satisfied are you with your life nowadays?



76%

+10 ↑

+8 ↑

Overall to what extent do you feel that the things you do in your life are worthwhile?



79%

+8 ↑

+6 ↑

Overall how happy did you feel yesterday?

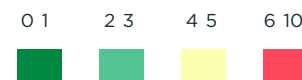


75%

+11 ↑

+9 ↑

For the following question the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



Overall how anxious did you feel yesterday?



56%

+8 ↑

+5 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

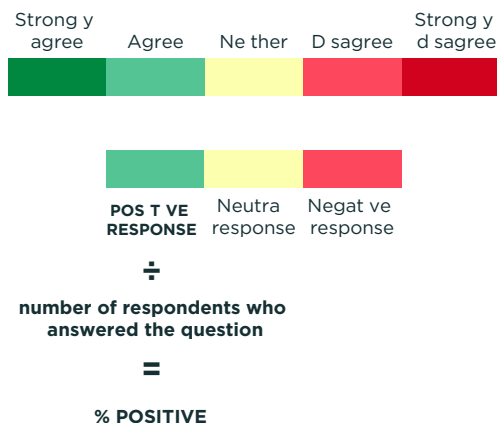


AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ORC INTERNATIONALS PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OR THE EXERCISE WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.

Procurement: Part 1

Section 7: Procurement

This section comprises of 4 questions and examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure LGBT inclusive suppliers are procured and held to account. This section is worth 9% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

7.1 Does the organisation train or give guidance to the person/team responsible for procurement around diversity and inclusion outcomes, inclusive of LGBT equality?

GUIDANCE: Examples can include information booklets, programmes or training, but must explicitly mention LGBT equality in relation to procuring services.

Yes

Describe the role or team responsible for procurement:	Procurement activity at the WAO is the responsibility of the [REDACTED] and of the [REDACTED]
Describe the diversity and inclusion training or guidance they receive:	<p>The [REDACTED] has completed the WAO's formal corporate diversity and inclusion training and the [REDACTED] is due to undertake the training shortly [REDACTED] Both routinely attend internal sessions to raise awareness of diversity and inclusion issues, including LGBT+ issues. The [REDACTED] also met with [REDACTED], when [REDACTED] visited the WAO in 2017, to discuss gender identity and transitioning in the workplace. The procurement team are also supported by the Equality Steering Group, the WAO's corporate steering group on diversity and inclusion, and by the Equality Interest Group.</p> <p>Both the [REDACTED] [REDACTED] have sought further training and information research by contacting Stonewell direct for guidance. Both have read the relevant resource readily available via the Stonewall website (Procurement Embedding Lesbian, Gay and Bisexual Equality in the Supply Chain and Simmons & Simmons Embedding LGBT Equality into Procurement Practices and Supply Chain Management,) and have read the Equality and Human Rights Commission guidance specifically focused on embedding equality and diversity within procurement in public services, as suggested by Stonewall. This demonstrates a commitment to education of the WAO procurement team with regards to LGBT+ inclusion in procurement process and in the supply chain.</p>

7.2 Before awarding a contract, does the organisation scrutinise the following in the tender process?

Tick all that apply

GUIDANCE: Although it would be best practice, these criteria do not need to be deciding factors when awarding contracts. They should however still be scrutinised and appropriate action taken if the contract is awarded.

A. Whether the potential supplier has a policy which explicitly bans discrimination/bullying and harassment based on sexual orientation or gender identity

Describe the options selected below:

A. Describe how the organisation scrutinises the potential suppliers' policies:

In 2017 the WAO amended its standard Invitation to Tender and Request for Quotation documentation and standard terms and conditions to include the clauses stated below.

For inclusion in the WAO Invitation to Tender and Request for Quotation documentation;

Under the Equality Act 2010 ('the Act'), the Wales Audit Office is subject to the General Equality Duty. The supplier will assist the Wales Audit Office in meeting the General Equality Duty in exercising its functions and have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act on the grounds of age, being or becoming a transsexual person, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion, belief or lack of religion/belief sex or sexual orientation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

For inclusion in Standard WAO Terms and Conditions

Non discrimination

The Contractor shall not unlawfully discriminate within the meaning and scope of the anti discrimination legislation within the UK in relation to the provision of the Services or otherwise and shall take all reasonable steps to ensure that all servants, employees or agents of the Contractor and all sub contractors employed in the execution of the Agreement do not unlawfully discriminate furthermore the Contractor warrants that it employs people based on their individual capabilities and skills regardless of marital status, sex, being or becoming a transsexual person, sexual orientation, race, colour, religion, national origin, age and in accordance with its statutory obligations in respect of mental and physical disability.

7.3 Once a contract is awarded, how does the organisation hold the supplier to account?

Tick all that apply

GUIDANCE: The slot in supplier monitoring meetings does not have to be specifically for LGBT related issues, but should be inclusive of them.

A. Include a broad diversity and inclusion slot in contract monitoring meetings inclusive of LGBT issues

Describe the options selected below:

A. Describe how D&I outcomes are included within contract monitoring meetings:	The largest suppliers to the WAO must attend regular (normally quarterly) contract review meetings and, as part of these meetings, provide a report on whether they have complied with the general equality duty. This report is then reviewed at the next supplier meeting and any issues are discussed in full and reported on during that quarter.
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7.4 In the past year, how has the organisation engaged or collaborated with its suppliers? Tick all that apply.

Tick all that apply

GUIDANCE: Joint LGBT diversity and inclusion training can also include sharing training with your suppliers.

B. Invite suppliers' employees to take part in LGBT employee network group events

Describe the options selected below:

B. Describe the invitation to suppliers' employees to take part in network group activity:	Agency workers and contractors are invited to be a part of the network with one agency worker being an active member of the group, attending meetings, events and supporting the organisation of events.
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Community Engagement: Part 1

Section 8: Community Engagement

This section comprises of 4 questions and examines the outreach activity of the organisation. The questions scrutinise how the organisation demonstrates its commitment to the wider community and the positive impact it has. This section is worth 10% of your total score.

Below each question you can see guidance on content and evidence. At any point, you may save and exit the form using the buttons at the bottom of the page.

8.1 In the past year, has the organisation utilised its social media accounts and online presence to demonstrate its commitment to LGBT equality?

GUIDANCE: The social media accounts here should be the ones with the widest reach. This question examines how you demonstrate to the largest possible audience that your organisation is committed to LGBT equality. The two social media posts uploaded (for example tweets), should be across a year and not concentrated on one event. The evidence can be an LGBT employee network group being re posted by an account with bigger reach.

Yes

Describe the activity:

During Pride weekend we update our logo on Twitter to one with a rainbow flag background and encourage staff who attend on our behalf to tweet so we can retweet.

The [REDACTED] uses his Twitter account [REDACTED] to promote activities that the WAO itself is doing on LGBT issues as well as showing support for other organisations and individuals doing the same.

Upload a screenshot of social media activity:

<https://stonewallsubmit.fluidreview.com/resp/17579177/XBqLZPfPC4/>

Upload a screenshot of social media activity:

<https://stonewallsubmit.fluidreview.com/resp/17579177/tNFgdhKCLz/>

8.2 Which of the following outreach activities has the organisation taken part in the last year? Tick all that apply.

Tick all that apply

GUIDANCE: Sponsored or supported can include in kind gifts and donations, for example providing a meeting room for a group, and doesn't have to be directly financial (i.e. giving money). The support of a campaign to tackle homophobia, biphobia and transphobia needs to be externally facing and not an internal awareness raising event.

C. Sponsored or supported LGB community event/s

D. Sponsored or supported trans community events

Describe each option selected:

C. Sponsored or supported LGB community event/s	<p>Staff and allies of the WAO participated in Cardiff Pride in August 2018.</p> <p>Pride Cymru works for the promotion of the elimination of discrimination. Whether this be on the grounds of sexual orientation, gender, race, religion and ability. They work towards this through an annual celebration of equality and diversity at Pride Cymru. (historically known as Cardiff Wales LGBT [REDACTED]).</p>
D. Sponsored or supported trans community events	<p>Staff and allies of the WAO participated in Cardiff Pride in August 2018, which is fully inclusive of the trans community.</p> <p>Pride Cymru works for the promotion of the elimination of discrimination. Whether this be on the grounds of sexual orientation, gender, race, religion and ability. They work towards this through an annual celebration of equality and diversity at Pride Cymru. (historically known as Cardiff Wales LGBT [REDACTED]).</p>

Community Engagement: Part 2

8.3 In the past year, have you collaborated with other organisations in your region or sector on an initiative to promote LGBT equality in the wider community?

GUIDANCE: The initiative can be a one off or on going project.

Yes

Complete the following:

Name the organisation/s you collaborated with:	<p>The Public Sector LGBT+ Consortium</p> <p>Iris Prize</p> <p>Children's Commissioner's Office</p> <p>Wellbeing of Future Generations Commissioner's office</p>
Describe the collaboration or initiative:	<p>At the Iris Prize community awards a member of staff who took part in the creation of the Prefer Not to Say film took part and spoke at a round table event in Llandudno to discuss the impact of the film on the organisation and following coming the first runner up in the awards we have promoted this and made more showings of the film.</p> <p>We joined the Public Sector LGBT+ Consortium in May 2017, established by [REDACTED]. Over the past year, our representative has worked on a project together to gather existing sexual and gender policies/guidance from member organisations (30+ organisations), with the aim to prepare a policy guidance framework which can be shared with members and others.</p> <p>We have been working with the Children's Commissioner and Wellbeing of Future Generations Commissioner's offices to help them set up their own networks within their small organisations, and offering them to attend our events and initiatives throughout the year.</p>
Describe the impact of the collaboration or initiative:	<p>Our Prefer Not to Say film now has a reach of around 600 with the majority of the organisation having seen it. This showcases the work that we do and our inclusive policies with the film also available on our website under the 'working for us' tab.</p> <p>We have been able to share our policies with national public organisations such as Department of Education, MoD, DWP and HMRC. The group is now working on creating guidance, using best practice on creating inclusive policies.</p> <p>Working with other similar organisations have meant that even though they don't have the numbers to have large networks, they can work with us and share resources and socialise.</p>

8.4 Has your organisation done Yes
any further work in the past year
to promote LGBT equality in the
wider community?

GUIDANCE: Activity here should be additional to anything already mentioned in the submission.

Describe the activity and impact:

Through networking opportunities we have been a part of the setting up of the South Wales LGBT Network chairs group which has been set up with the assistance of Stonewall so that organisations can discuss and coordinate activities and initiatives and look at collaborating on national campaigns. Private organisations networks and representatives are also attending to learn more from us about what they can do to promote their networks. We are hosting the third meeting in September 2018.

We attended Cardiff Pride with a banner to show our corporate support to the LGBT community in Wales.

Routing question Section 9

Section 9: Clients, Customers and Service Users

This section comprises of between 3 5 questions and examines how the organisation engages with clients, customers, services users or partners. This section is worth 8.5% of your total score.

In order to begin this section, choose which sector best describes the organisation below.

Please choose the option that B. Public or third sector non service provision
best describes your organisation:

Clients, Customers and Service Users: PS NSP

Public or third sector with non-service provision

9B.1 In the past year, has the Yes
organisation promoted LGBT
equality and diversity in its
sector?

GUIDANCE: This can include at
network of network forums and other
D&I initiatives and events.

Describe how the organisation has promoted LGBT equality in its sector:

We are a member of the LGBT+ network Public Sector Consortium, since May 2017. The Consortium has over 30 member organisations and continues to grow.

We have joined the South Wales Public Sector LGBT+ Chairs of Staff Networks group, being a forum for promoting organisational activities and sharing good practice.

We have shown leadership to other public sector organisations through improving our Stonewall Workforce Equality Index placement and through profiling our Iris Film 'Prefer not to Say' on our "Working for us" web page.

Our senior ally, [REDACTED], actively promotes WAO LGBT+ related activities via his business media accounts on Twitter for example his attendance at the Stonewall Cymru workplace conference, sharing his thoughts about the day and what he had learned.

9B.2 In the past year, has the organisation encouraged partners to take part in diversity programmes or assessments?

Yes

GUIDANCE: 'Partners' here refer to other organisations which are not suppliers which the organisation might collaborate with.

Describe how the organisation has encouraged partners to take part in diversity programmes and initiatives:

In June 2018, our Spectrum Chair and [REDACTED] met with colleagues in the offices of the Children's Commissioner and Future Generations Commissioner. The meeting was initiated through the [REDACTED] LinkedIn connections.

Discussions covered how the WAO went about establishing its own LGBT+ staff network, scope to work together on campaigns and to invite them to our future events.

9B.3 In the past year, has the organisation invited partners to take part in in-house LGBT initiatives or events?

Yes

GUIDANCE: The events or initiatives should be organised and held by the organisation.

Describe how the organisation has invited partners to take part in in-house initiatives:

LGBT+ colleagues at the Children's Commissioner's office were invited to join the Spectrum Eurovision Quiz in May 2018 and they and colleagues at the Wellbeing of Future Generations Commissioner were invited to walk with us at Pride Cymru 2018.

Clients, Customers and Service Users 4

Section 10: Additional work

This section is your opportunity to tell us about any additional work the organisation has carried out over the past year. This section is worth 1% of your total score.

10.1 Has the organisation done any further work in the past year to improve the working environment for LGBT staff? No

GUIDANCE: The activity detailed here should not have been mentioned anywhere else in the submission.

Optional Awards

Individual awards

The following awards will be given to outstanding individuals and a network group who have contributed significantly to LGBT equality, both within their workplace and the wider community.

The nominations are longlisted by the Membership Programmes team and then shortlisted and awarded by an internal Stonewall panel.

Award winners are profiled in Stonewall's Top 100 Employers publication.

Please ensure you have the person's permission to share their details before completing and submitting the nominations.

Role Models of the Year

If you would like to nominate an individual(s) for one or more of the role model awards, please select from the below options and tell us about the great work they've done over the past year.

Guidance: You should tell us how the individuals have contributed significantly to LGBT equality in both your workplace and the wider community.

Please note that we use the below terms as umbrella terms for many different identities (See the [Stonewall glossary](#)).

You should ensure the nominated individual is comfortable being identified with the specific term selected. For example, if someone is pansexual, making sure they're comfortable receiving the award and being profiled as Bi Role Model of the Year.

We will work with them to explore their identity fully within their profile in the Top 100 Employers publication.

No Responses Selected

Ally of the Year

If you would like to nominate an individual for the ally award, please tell us about the great work they've done over the past year.

Guidance: You should tell us how the individual has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note this category can also include allies within the LGBT community. For example, a lesbian woman who has shown fantastic allyship to the trans community.

One of the WAO's [REDACTED], has been an enormous supported of our LGBT+ events. [REDACTED] has attended numerous events and helped us organise our presence at Pride Cymru 2017. For Pride Cymru 2018 [REDACTED] took the lead in creating a WAO "Proud at Pride" banner.

[REDACTED] and has not only been a great ally to LGBT+ but also a great role model for how people in a diverse and inclusive society should be.

[REDACTED] is an excellent example of someone who quietly yet with great commitment supports the LGBT+ community at the Wales Audit Office. As she is also instrumental in our Women's Network, we propose her for this award as a fantastic force for good in furthering equality, diversity and inclusion.

Senior Champion of the Year

If you would like to nominate an individual for the senior champion award, please tell us about the great work they've done over the past year.

Guidance: You should tell us how the individual has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note the senior champion does not need to identify as LGBT.

Our [REDACTED] who has shown superb leadership of LGBT+ awareness at the WAO.

[REDACTED] to create a WAO film with Iris in the Community, focusing on the experience of a new starter at the WAO. That wasn't a one off project. He continued by promoting the video across the WAO offices, organising a number of showings and ensuring the presence of senior colleagues as a visible sign to all staff of the importance of LGBT+ awareness and inclusion in the workplace.

[REDACTED] has developed his own awareness of LGBT+ matters, by engaging with LGBT+ staff and attending a range of LGBT+ events, such as the Stonewall Conference and a Stonewall Cymru's Trans Ally event.

[REDACTED] has empowered colleagues by visibly leading on initiatives such as the Iris Film and attendance at events.

Employee Network Group of the Year

If you would like to nominate your organisation's network group, please tell us about the great work it's carried out over the past year.

Guidance: You should tell us how the network group has contributed significantly to LGBT equality in both your workplace and the wider community.

Please note you may reference work which has already been documented in the LGBT Employee Network Group section.

(No response)

Bi Inclusive Workplace of the Year

If you would like to nominate your workplace for the Bi Inclusive Workplace of the Year award, please tell us about the great work you've done over the past year.

Guidance: this is an opportunity to demonstrate that your organisation is leading the way as a bi inclusive workplace.

Please note you may reference work which has already been documented.

(No response)