

Revenue Scotland
Equalities Mainstreaming Progress Report
2020 - 2022

Foreword

Welcome to Revenue Scotland's Equality Mainstreaming Progress Report 2022.

In March 2020, Revenue Scotland published a four year Equalities Mainstreaming Report (our 2020 Report) summarising our commitment to equalities and our approach to achieving our equalities outcomes over the period 2020-24.

At the time of that Report, we couldn't have known the effects that the COVID-19 pandemic would have on individuals and organisations across the globe. Our service users, services and staff have been affected too.

As public health restrictions are eased, we in Revenue Scotland have reconsidered the equality, diversity and inclusion aspirations and outcomes which we set ourselves in our 2020 Report and have decided that they hold good.

It is against that context that this Report outlines the progress we have made thus far and repeats our firm commitment to developing and embedding equality, diversity and inclusion (EDI) in our organisation's culture and behaviours.

In our 2020 Report, we recognised that this work does not belong to a single group or network, but rather it needs to be embedded by everyone and in everything we do. That continues to be our ethos.

For my part, the role which senior leaders play in developing an inclusive culture and in striving to have equalities considerations at the heart of our operations, is one I and my senior team take seriously. That is why I am particularly pleased to make, on behalf of Revenue Scotland, the commitment asked of public bodies in relation to race equality in employment. I also welcome the introduction in our Corporate Plan for 2021 – 2024 a new Key Performance Indicator (KPI 8) expressly in relation to equalities. We are ready to be held to account.

The major elements of our 2020 Report related to our website and people strategy. Considerable progress has been made on these and other areas. This Report sets out how we have taken our equalities obligations forward across those activities, including progress with regards to our specific commitments.

We are committed to making a positive difference.

Elaine Lorimer, Chief Executive

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1. Introduction

1.1 Our Equalities Mainstreaming Report 2020 ([Revenue Scotland - Equality Outcomes and Mainstreaming Report 2020](#)) set out our equality outcomes for 2020-2024. This Report outlines our progress in relation to those outcomes, our ongoing commitment to meeting our equality obligations and our action plan for the next two years. It explains how we continue to progress our approach to mainstreaming equality throughout the organisation as required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the “SSDs”).

1.2 Like so many other organisations, the period covered by this Report has been dominated by the COVID-19 pandemic. It necessitated Revenue Scotland immediately switching from wholly office- based working to almost entirely remote working, with all the operational change that involved.

1.3 The experiences of responding to the pandemic along with other matters, prompted us to update some of our equalities outcomes. This Report also provides information on the actions we have taken to support the mainstreaming of equality across all our functions during the same period.

1.4 As Scotland’s devolved tax authority, Revenue Scotland is committed to equality of opportunity and to a culture which respects and embraces differences. We believe that, as an employer and public body, we must play an important part in the promotion of equality and diversity more widely. We recognise that our responsibility in that regard is crucial to upholding the fairness and credibility of Scotland’s tax system.

1.5 We believe that people in Scotland should experience a better quality of life as a result of accessible, excellent services which are designed and delivered to reflect their individual needs and promote their rights. We are committed to continue to make our contribution in this respect.

2. About Revenue Scotland

2.1 Revenue Scotland is the tax authority responsible for the collection and management of the wholly devolved taxes in Scotland – currently Land and Buildings Transaction Tax (LBTT) and Scottish Landfill Tax (SLFT).

2.2 It is directly accountable to the Scottish Parliament which ensures the administration of tax is independent, fair and impartial. Revenue Scotland delegates certain SLFT functions to Scotland’s environmental regulator, the Scottish Environment Protection Agency (SEPA). Certain LBTT functions are delegated to Registers of Scotland (ROS). However, with the introduction of our Scottish Electronic Tax System (SETS) in 2019, this delegation is in practice superseded.

2.3 We have a Board of currently six non-executive members who are responsible

for the strategic direction, oversight and governance of Revenue Scotland. The Board is supported by an Audit and Risk Committee and a Staffing and Equalities Committee. During the year to 30 April 2022, we have been recruiting for additional Board members. We expand on this below.

2.4 At the end of March 2022, we comprised 86 staff (78.27 full time equivalent). In addition to staff, we deliver our services through a mix of shared service agreements, commercial contracts and external experts or consultants as and when required.

2.5 The money we collect is transferred to the Scottish Consolidated Fund and from there, it is used to fund public services for the benefit of everyone in Scotland, for example, through the provision of health and education services, housing and transport infrastructure.

3. The Public Sector Equality Duty (PSED)

3.1 The Equality Act 2010 harmonised over 100 pieces of existing equality legislation into one single Act to promote equality, diversity, inclusion and a fairer and more equal society.

3.2 The Act places a general equality duty on public bodies, which requires that while carrying out their activities, they must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity between different groups; and
- Foster good relations between different groups.

3.3 The Act also aims to protect individuals against unfair treatment related to their protected characteristics listed below.

3.4 The protected characteristics are: age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

3.5 Public authorities in Scotland are also required under The Equality Act 2010 (Specific Duties)(Scotland) Regulations 2012 (the “SSDs”) to:

- report on mainstreaming the equality duty
- publish equality outcomes and report progress
- assess and review policies and practices
- gather and use employee information
- publish gender pay gap information
- publish statements on equal pay;
- consider award criteria and conditions in relation to public procurement

- publish in a manner that is accessible

4. Revenue Scotland as a public authority

4.1 Revenue Scotland is a public authority for the purposes of PSED and the SSDs.

4.2 However, we do not want our ambition to stop at the legal obligations. Rather we want to embrace EDI in the whole culture of our organisation.

5. Mainstreaming equality

5.1 At Revenue Scotland, we consider equality as part of everything we do. We strive to make mainstreaming the way in which we exercise our functions. As mentioned in our 2020 Report, we consider that mainstreaming the equality duty delivers further benefits, such as :

- Equality becomes part of the structures, behaviours and culture of the organisation
- We know and can demonstrate how we are considering equality issues.
- Mainstreaming equality contributes to continuous improvement and better performance.

5.2 Whilst we see EDI as everyone's responsibility, its delivery is overseen in Revenue Scotland via the following structures and policies.

The Board, Staffing and Equalities Committee and Accountable Officer

5.3 As at 30 April 2022, the Staffing and Equalities Committee (SEC) comprises two members of the Revenue Scotland Board. Whilst individual members may change from time to time, this number is expected to remain the same.

5.4 The SEC has strategic oversight of our approach to EDI and scrutinises delivery of our equality action plan. The SEC meets 3 times a year and receives a report on our equalities work to ensure strong governance and transparency. The SEC has met seven times since our Equalities Mainstreaming Report 2020.

5.5 In turn the SEC provides assurance to the Board on our performance in relation to EDI.

5.6 Our Chief Executive Officer, in her capacity as our Accountable Officer, obtains assurance from the heads of various business areas within our organisation for audit and Annual Report purposes. This assurance process covers compliance with our equalities obligations.

Corporate Plan 2021 – 2024

5.7 During the period covered by this Report, we adopted a new Corporate Plan

for 2021-2024 (<https://revenue.scot/news-publications/publications/corporate-plan/corporate-plan-2021-24>). It sets out our refreshed purpose, vision and strategic outcomes. Significantly, we have included a Key Performance Indicator specific to equalities (KPI 8) which we say more about in later in this Report.

5.8 Our purpose and vision are :

Our purpose: To efficiently and effectively collect and manage the devolved taxes which fund public services for the benefit of the people of Scotland.

Our vision: We are a trusted and valued partner in the delivery of revenue services, informed by our data, digital by design, with a high performing and engaged workforce.

5.9 Our strategic outcomes are :



Excelling in Delivery

We offer user-focused services that are digital by design, and provide value for money, convenience and ease of use for internal and external users.



Investing in our People

We are high performing, outward looking and diverse, provide a great place to work as an employer of choice. Our staff are motivated and engaged, and we invest in their development and health, safety and wellbeing.



Reaching Out

We are accessible, collaborative and transparent, keen to learn from others and to share our experiences and expertise.



Looking Ahead

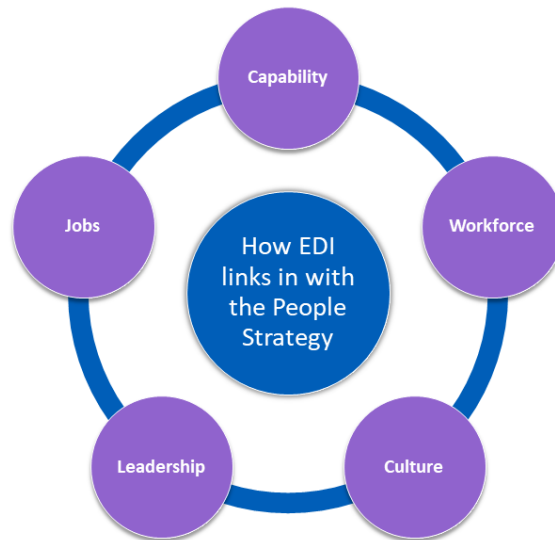
We plan and deliver change and new responsibilities flexibly, on time and within budget. We have a digital mindset, maximising the use of our data and harnessing new technology to improve our working practices and services.

People strategy

5.10 The 2021-2024 people strategy provides the strategic framework to our workforce, leadership, capability and culture. It is directly aligned with our Corporate Plan 2021 – 2024 and was developed to support the delivery its objectives. It sets out how we value and treat our people in order to foster excellence in all areas.

5.11 The strategy is informed by Revenue Scotland's Charter of Standards and Behaviours (<https://revenue.scot/about-us/charter-standards-values>). It aims to ensure our organisation is an employer of choice with a culture, policies and procedures which sets high expectations, whilst providing a stimulating and inclusive environment for our people and advancing our reputation as the Scottish Tax Authority.

5.12 The people strategy has a set of strategic outcomes and outputs divided into five key themes: our jobs, capability, workforce, culture and leadership.



Business planning, people services and equalities group

5.13 EDI considerations are at the heart of all our decisions. When planning our future business activities, we conduct robust equality impact analysis using our Equality Impact Assessment (EqIA) toolkit and ensure that all concerns or opportunities to improve EDI aspects are captured. Guidance is kept under review to assist in ensuring all staff understand our expectations regarding EDI and to build confidence and expertise.

5.14 In 2021, Revenue Scotland established an equalities group, whose members are drawn from across the organisation. The purpose is to provide support, expertise and confidence to colleagues in delivering the EDI remit. The group works closely with the people services and strategy and communications teams, all of which support the EDI remit through training, awareness and cultural work.

6. Equality outcomes 2020-2024

6.1 In accordance with the duties mentioned in section 3 above, we publish our equality outcomes every four years and report on progress every two years.

6.2 As we approach the half way point of our four year action plan and reporting cycle, we continue to strive for excellence and to embed EDI. In our 2020 Report, we committed to 2 outcomes based on evidence, research, consultation and engagement. We continue to review the evidence and information available across our functions to assess our progress against these outcomes.

7. Progress against the 2020-2024 equality outcomes

7.1 Our equality outcomes were designed to be achievable, measurable and transparent. In our 2020 Report, we committed to fulfilling the PSED and set ourselves an ambitious action plan to do so.

7.2 We will continue to progress our action plan over the latter half of the four-year reporting period. During that period, we also intend to undertake a consultation exercise to inform new outcomes for the next four-year period from 2024-28.

7.3 Generally good progress has been made across most areas, although certain actions are scheduled to begin in the latter half of the four-year period. These tasks will form the basis of the majority of work until the next four-year period begins.

7.4 The following outlines the outcomes committed to in our 2020 Report. In accordance with the SSDs, we are pleased to report progress in relation to the outcomes and our action plan as follows:

Equality outcome 1 - Revenue Scotland will design and deliver public services that meet the diverse needs of its users.

High level objective

We believe as a public body we can play a leading part in promoting equality and diversity. The PSED provided the framework for Revenue Scotland to positively contribute to a more equal society through advancing equality and good relations in its day to day business with its customers and stakeholders. We will adopt an inclusive approach, seeking to remove barriers and creating better services for everyone.

Action	Progress as at 30 April 2022
<i>Continue the work to improve the accessibility of Revenue Scotland's LBTT and corporate policy/guidance</i>	<p>To date we have produced user friendly, plain English guidance regarding SETS (our electronic tax management system) for taxpayers, agents and landfill operators. The guidance went live in April 2022.</p> <p>Additional areas including Additional Dwelling Supplement (ADS) and leases are currently undergoing the same accessibility review. We also regularly test our website both manually and via automated checks to ensure that the accessibility and user experience we strive for, are being delivered.</p>
<i>Develop new Vulnerable Customer Policy</i>	<p>The Vulnerable Customer Policy initially proposed has been reworked and evolved into the new Enhanced Support Policy.</p>

	<p>Internal and external engagement took place throughout 2021 to obtain as much relevant feedback as possible. External feedback from stakeholders was positive and constructive. The project is well underway and is currently undergoing final changes before commencing a trial planned to commence in 2022. Once a review of the trial has taken place this policy will provide an enhanced level of support and services available to those who need it most.</p>
<p><i>Improve the accessibility of Revenue Scotland communications including publications and correspondence</i></p>	<p>This is a continuous improvement action. We continue the work on improving the accessibility of our guidance and publications available on our website. We continue to train our staff and produce guidance to ensure all content is accessible and written in plain English.</p>
<p><i>Begin the project to replace the Revenue Scotland website</i></p>	<p>The Revenue Scotland website has undergone extensive upgrading and updating since the 2020 action plan was developed. In April 2021 the website relaunched and continuous improvement exercises are ongoing to further improve our service quality.</p> <p>The website offers users the ability to calculate LBTT taxes due, provides detailed and comprehensive LBTT and SLFT guidance, as well as promoting Revenue Scotland’s standards and values.</p> <p>The new website is designed in line with the W3C WCAG 2.1 level AA guidelines for accessibility, and in line with Digital First Service Standards. We continue to test our design and code for accessibility with various tools and using assisted technologies so any issues can be identified and fixed.</p> <p>In addition we have also published the Accessibility Statement where we explain all compliant and non-compliant areas on the website.</p>
<p><i>Continue to integrate EqIA’s as part of a project initiation stage</i></p>	<p>We have continued to integrate EqIA’s into all areas of product, policy and procedural change. Templates, a projects tracker and extensive training material have been developed. Taken alongside the network of equalities group members, we are ensuring staff knowledge and capability of equality impact assessing are as high as possible.</p>

<i>Continue to monitor the use of the EqIA template and redesign if required</i>	A number of EqIA's have been conducted in the first half of the reporting period. Feedback is that the tools mentioned above are useful but more could be done on ease of access, availability at the right time and ease of use.
<i>Improve procurement procedures to better include equality and sustainability criteria</i>	Our procurement function has been reviewed, with equality and sustainability requirements at the core. Training has been developed by Scottish Government procurement for our staff who manage procurement contracts, policy and process changes. And alongside a contracts register, contract management in relation to equalities criteria will be enhanced.
<i>Development/implementation of the digital strategy</i>	See comments below .
<i>Commission/carry out research into barriers to paying tax faced by people according to their protected characteristics</i>	We aim to undertake the research in the latter half of the 4 year reporting period. Initial progress has been made however the majority of work is still to be undertaken.
<i>Continue to assess user testing feedback to identify further actions</i>	This is a continuous improvement action. Through development of a new method of capturing user feedback via SETS, we continue to measure and act upon feedback received from our service users. Additional methods of capturing feedback are in development to enhance our ability to better understand the needs of our service users, in particular those who may have different needs and or any protected characteristics.
<i>Further staff training and development</i>	We have ensured that all staff are fully trained on all mandatory equality and diversity modules available to us via the Scottish Government. Staff are actively encouraged and provided with time to undertake additional learning. As part of our people strategy, we have recently reviewed our learning and developments products surrounding equality and diversity and aim to apply the feedback to make the content more engaging to users. We plan to refresh our equalities group in order to further enhance and fully integrate equality and diversity culture in everything we do.

Equality outcome 2 - Revenue Scotland has an increasingly diverse workforce that fully embraces equality, diversity and respect for all.

Action	Progress as at 30 April 2022
<p>Develop the new people strategy to align with the Corporate Plan with equality and human rights at its heart</p>	<p>We successfully launched our new people strategy alongside our 2021-2024 Corporate Plan which places equality and human rights at the centre of our approach as an employer and service provider. Progress of the delivery of the people strategy action plan is reported to SEC and our senior leadership team (SLT). All staff and managers have a mandatory people strategy objective.</p>
<p>Learning and development for staff including:</p> <ul style="list-style-type: none"> • continuing to raise awareness of equality and how to embed equality and engagement in our approach to service design • tailored approach to L&D • 100% completion rate of compulsory Equality and Unconscious Bias training for staff 	<p>For the year to 31 March 2022, we have introduced a KPI of 30 hours L&D for all staff and managers. Within that, we have mandatory L&D relevant to EDI, including inclusive culture, unconscious bias (for those involved in recruitment) and neurodiversity awareness sessions. Completion of the training is reviewed as part of staff performance management.</p> <p>We have established the equalities group, group members have received training on PSED, EqIAs and Fairer Scotland Duty and cascade that expertise to colleagues.</p> <p>EDI was one of the key design principles underpinning the design of the hybrid operating model which we are undertaking as a result of the experience of working during the pandemic.</p>
<p>Annual analysis of staff data including pay gap data</p>	<p>We continue to report on diversity data, including the pay gap on an annual basis to our Board, SEC and SLT. Insights from this data is used to inform workforce planning. We responded to the consultation regarding expanded disaggregated pay gap</p>

	<p>reporting as part of the Scottish Government's recent consultation on changes to the SSD's. Alongside the reporting of this data, we aim to use this to identify areas of inequality and to develop strategies and mechanisms of combatting this where inequality exists.</p>
<p>Improve Revenue Scotland's employee monitoring and reporting across all protected characteristics with the aim of reducing the number of 'prefer not to say' and 'unknown'</p>	<p>Since the 2020 Report, we had a delay in recruiting new staff, followed by significant recruitment during 2021. Work against this action is planned for mid-2022 which will be a campaign to encourage all staff to populate in the electronic HR system, their personal details, to allow fuller data to be gathered. This exercise has been supported by the trade unions.</p>
<p>Conduct annual staff survey</p>	<p>RS has conducted annual staff surveys since establishment and so this is ongoing. The data is used to inform our people priorities.</p>
<p>Develop action plans and publicise actions taken</p>	<p>RS has created a specific equalities KPI for measuring progress against our equalities outcomes. This measures our progress against the key objectives and provides a snapshot of our overall progress on a quarterly basis.</p> <p>Based on the progress we are able to reassess our priorities and ensure actions are taken to deliver our equalities outcomes in line with our 2020-2024 commitments.</p> <p>Our Corporate Plans (2018/21 and 21/24) contain our plans in relation to EDI and strategic objectives in relation to equalities. Performance against our Corporate Plan, including the Equalities KPI, are reported to our Board, SEC and SLT and in our annual reports, all of which are published.</p>
<p>Increase the number of EqIA's undertaken including 'screening'</p>	<p>Since the 2020 Report, a number of EqIAs have been undertaken;</p>

	<ul style="list-style-type: none"> • Revenue Scotland website, • Scottish Electronic Tax System 2 (SETS 2) • Scottish Tax Education Programme (STEP) <p>These are –</p> <ul style="list-style-type: none"> • Cheques and paper returns • Hybrid work pilot • Enhanced Needs Policy <p>The intention is they will be concluded once reviews of the trials have taken place.</p> <p>In addition, decisions were taken that no EqlAs were necessary in relation to the following:</p> <ul style="list-style-type: none"> • Remote printing project • Transfer of HR case management in-house
<p>Increase the number of job applications we receive from people with protected characteristics</p>	<p>Our ambition in our Corporate Plan is to “take action to expand the diversity of our workforce”</p> <p>Whilst our recruitment process is delivered as a shared service provided by the Scottish Government, we have some scope as to how we advertise roles, prepare prospective candidates and give insight into our organisation to promote our organisation as an inclusive employer. Our recruitment processes are subject to continuous improvement. Adverts use inclusive language, candidate attraction strategies include videos explaining who we are and what it is like to work with us, delivered by a diverse group of presenters.</p> <p>Review has shown that individuals with a range of protected characteristics are applying for our roles. The focus for the next two years is to research the barriers to</p>

	<p>recruitment, so as to influence and convert applications into appointments.</p> <p>Work towards increasing the number of applications from people with protected characteristics is ongoing. We ensure that we use non-discriminatory language as well as extending a welcome invitation to apply from all underrepresented groups.</p> <p>Upcoming activity to progress this includes an action plan defined in our Board to review and improve diversity using all of the data available.</p>
<p>Explore the possibility of becoming accredited to the Disability Confident Employer program and the Stonewall Workplace Equality Index.</p>	<p>At the end of March 2022, we obtained Disability Confident Employer level 1 status. Our ambition is to achieve level 2 by 2024.</p> <p>The action in relation to the Stonewall Workplace Equality Index will be reviewed in the latter half of the reporting period.</p>
<p>Analyse intelligence from exit interviews and disputes involving dignity at work, to monitor equality practices.</p>	<p>Since the 2020 Report, exit interviews have become routine. Questions are published on our intranet so colleagues are aware in advance. These insights, together with those from the feedback we seek as part of case work and annual staff surveys informed our approach to our new people strategy and the actions we are taking to deliver it. Going forward, bystander training to assist tackling inappropriate behaviours in a safe way will be rolled out to staff.</p> <p>Staff surveys since the 2020 Report, have shown a reduction in reports of harassment discrimination and bullying.</p>
<p>Ensuring that our accommodation redesign improves equality and accessibility</p>	<p>This action was in relation to our office accommodation and has been on hold as a consequence of the COVID-19 pandemic when staff for a long period were remote working. We supported the transition to remote working by providing training, advice and equipment in relation to</p>

	<p>creating a home working environment which is supportive of staff needs. This included taking breaks, musculoskeletal issues, mindfulness and social events to tackle isolation.</p> <p>In anticipation of a return to office working at Victoria Quay, we will be assessing our accommodation needs as part of our hybrid working pilot. We are taking into account equality and diversity issues as part of this.</p> <p>Since September 2021, we have supported staff with a phased return to the office in the hybrid work trial</p>
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8. Employee diversity data

8.1 In accordance with the SSDs, we provide at Annex A diversity data on our employees. Employee data remains an area of challenge for us, as a small organisation of 86 employees (as at the end of March 2022). Much of the data we have on our staff is subject to suppression, as shown in Annex A, and results can be skewed by missing or out of date information. The data should be interpreted in that light.

9. Gender pay gap

9.1 In accordance with the SSDs, we provide at Annex B information regarding our gender pay gap and distribution between pay grades.

10. Equal pay statement

10.1 In accordance with the SSDs, reporting on equal pay policy and occupational segregation would be due at the end of the 4 year reporting period. However, we consider it helpful to report on those matters at this half way point. We provide information regarding those matters at Annex C.

11. How Revenue Scotland uses its diversity information

11.1 The people data available to us is used throughout our organisation. This includes SLT decision making in relation to workforce planning (encompassing recruitment, retention and development), our people strategy and the whole culture of inclusivity which we strive to set. Knowledge of our diversity is reflected in our internal communications and wider activity. The diversity information is also used by our Board and SEC, to whom we are accountable for our EDI performance.

11.2 Currently available data suggests that our staff are broadly representative of Scotland's working age population in terms of age and gender, although we have more staff aged 40-49 (31 % for Revenue Scotland vs 19 % for Scotland) and fewer aged over 50 (27 % vs 34 %), and slightly more women (57 % vs 51 %) than the Scottish working-age population.

11.3 A higher proportion of our staff are lesbian, gay, bisexual or another sexual orientation (at least 12 %) compared to the Scottish working age population (4 %) or core Scottish Government staff (7 %). Information relating to ethnic group, disability, religion and marital status among our staff is very limited due to low completion rates and small numbers.

11.4 Information on the demographic composition/representativeness of staff at Revenue Scotland is currently limited due to the levels of non-response. We intend to carry out a campaign with staff to complete and update information relating to their protected characteristics.

11.5 Information in relation to Board members will be used to monitor and assess the effectiveness of Board recruitment and retention strategies, and will be tracked over time to establish overall trends and highlight any need to reassess recruitment and retention strategies to work towards a gender balance.

12. Developments since the Equalities Mainstreaming Report 2020

12.1 The following developments have occurred since the 2020 Report and we expect to report on progress in relation to them at the end of this four year reporting period.

COVID-19

12.2 Along with the majority of organisations across the UK and more widely, we have been significantly affected by the COVID - 19 pandemic. With the first national lockdown in March 2020, we switched to almost entirely remote working whilst continuing to perform our statutory functions, deliver excellent customer service and treating the health, safety and wellbeing of our staff as paramount.

12.3 The pace and scale of change, has shown us just what is possible to deliver. We should be more prepared to challenge and change previous practices. The COVID-19 pandemic has had a profound effect on our relationship with our service users and staff. We intend to absorb the learning from this experience in relation to the EDI remit.

Race Equality in Employment

12.4 On 15 November 2020 the Scottish Parliament's Equalities and Human Rights Committee published its report on race equality and skills. It made a series of recommendations for public authorities to take forward to address race inequality in

employment.

12.5 The recommendations are :

- *The Committee recommends those in public authority leadership positions undertake an assessment of their organisation’s understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes.*
- *The Committee recommends public authorities should review their recruitment procedures and practice against the Scottish Government’s toolkit and make the necessary changes.*
- *The Committee recommends that all public authorities subject to the Scottish specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes.*

12.6 As expressed by our Chief Executive Officer in the foreword, we make and embrace this commitment. We intend to take forward the actions and report on progress at the end of the current four year reporting period.

Equalities Key Performance Indicator

12.7 In developing our Corporate Plan 2021 – 2024, our organisation sought to lift our aspirations and confidence around the EDI remit. Accordingly, under our strategic outcome of “Excelling in delivery”, we committed to an equalities strategy designed to achieve the following objective:

“Equalities - design and deliver public services that meet the diverse needs of our users”

12.8 Delivery of this objective is underpinned by a new Equalities Key Performance Indicator which is expressed as follows:

“Progress against delivery of Equalities Mainstreaming Action Plan”

12.9 In this way, we have provided another means of mainstreaming the equalities duty into our organisation and demonstrate our readiness to be held to account in relation to it.

Development/implementation of the digital and equalities strategies

12.10 In our 2020 Report, one of the actions underpinning equality outcome 1 relates to taking forward a digital strategy. However our ambitions to be digital by design go

beyond the EDI remit. Therefore our Corporate Plan 2021 – 2024 commits to a suite of strategies, including among others, separate digital and equalities strategies. Whilst they will dovetail, drawing a distinction in this way, will more effectively advance both sets of aspirations. Work to develop our equalities strategy is ongoing.

Hybrid work pilot

12.11 As part of our planning for a post COVID-19 recovery, we are trialling a hybrid work model, using COVID-19 as a catalyst for change. Rather than specifying a set number of days when staff are asked to work from an office, we are seeking to define the tasks which have to be or are most optimally done in person. The trial comprises a number of phases which commenced in September 2021. Equality considerations have been at the heart of that trial.

Fairer Scotland Duty

12.12 This duty arises from the Equalities Act 2010 section 1 – the socio economic duty or “Fairer Scotland Duty”. Since commencement of the duty in 2018, it has been supported by guidance from the Scottish Government. Revised guidance was issued in 2021 and since then we have carried out an initial FSD assessment in relation to our hybrid work pilot.

HR case management in-house

12.13 Up until 31 March 2022, we received HR services from Scottish Government Human Resources (SG HR) under a shared service agreement, under which SG HR was responsible for our HR case management. With effect from 1 April 2022, elements of that function have been brought in house, which enables us to adjust our recruitment and case management as a whole, so that we have more direct control in relation to equalities duties in our performance of these functions.

Revenue Scotland Board recruitment

12.14 Appointments to the Revenue Scotland Board are made by Scottish Ministers and are regulated by the Ethical Standards Commissioner. During the financial year to 31 March 2022, we supported a public appointments campaign, run by the Scottish Government Public Appointments Unit for the appointment of three new Board members.

12.15 As an organisation which values diversity and gender balance, applications from groups currently under-represented on boards including women, people under 50 years of age and those with a disability were encouraged. Our attraction strategy also included targeting a large number of organisations which represent protected characteristic groups and utilised a search consultant to reach as diverse a range of potential candidates as possible.

13. Looking to the future

13.1 We will continue to focus on EDI during the latter half of this four year reporting period. Activities and action plans will be mainstreamed into the wider work of the organisation ensuring that equality is integral to the work that we do.

13.2 Looking forward, we acknowledge there is further work to be done in relation to mainstreaming and advancing our equalities duties as a public service provider. We have made significant improvements and progress over the past two years and will continue to progress our equality work through a number of equality related projects and initiatives.

Annex A - Employee diversity data

Composition of Revenue Scotland: December 2021

The following charts show the composition of the Revenue Scotland staff body, broken down according to their protected characteristics.

Data on Revenue Scotland staff is given for each of the previous three years, except for age and gender where data is also available for the most recent quarter (March 2022).

The composition of Revenue Scotland staff is compared to data on Scotland's working age population. Comparator data on age and gender is taken from the National Records of Scotland's 2019 [mid-year population estimates](#) for all people aged 16-65. Note that a significant proportion of the 16-29 age group in this age distribution are likely to be full time students not in the labour market (5 % of the working age population were economically inactive students aged 16-24 in Scotland's Census 2011).

Data on disability status, ethnic group, marital status, religion or belief and sexual orientation are taken from the [Scottish Survey Core Questions 2019](#) for people aged 16-64.

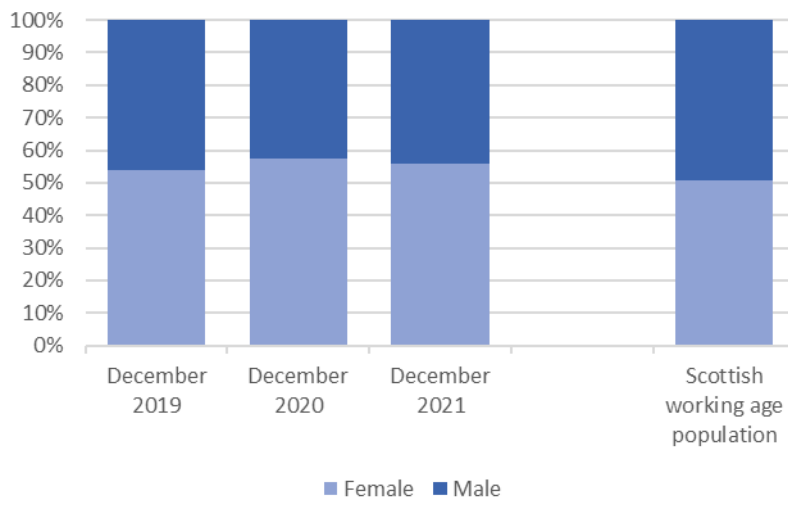
Data suppression has been applied where counts are less than five to prevent possible disclosure of information about individuals. This includes the use of a * where applicable or grouping of categories. Where the only small counts in a table refer to the 'prefer not to say' (PNTS) category, no data suppression is done. Secondary data suppression has also been applied to prevent the calculation of suppressed values by differencing.

As Revenue Scotland is a relatively small organisation of fewer than 90 employees this means that a high proportion of the data has been suppressed.

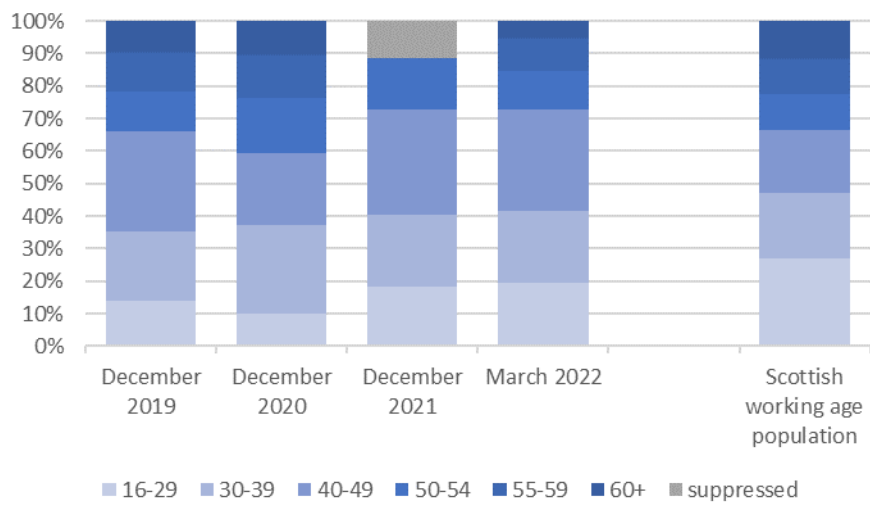
Note that due to the high percentage of "unknown" information recorded for other diversity information, it is very unlikely that the observed decrease in percentage of staff with a white ethnic group from 2020 to 2021 reflects a similar size of increase in ethnic minority staff.

We will work with staff to encourage them to share their diversity data, or use the option of prefer to not say, to reduce the number of people of "unknowns". This will give us a better overview of how well we are performing.

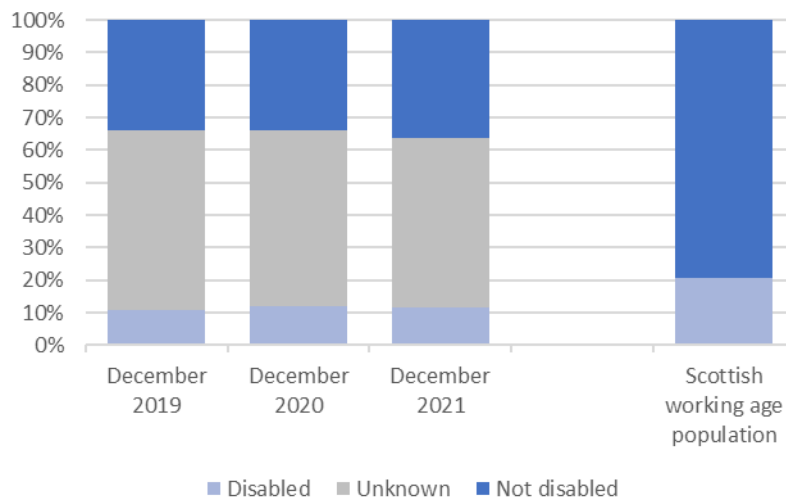
Gender



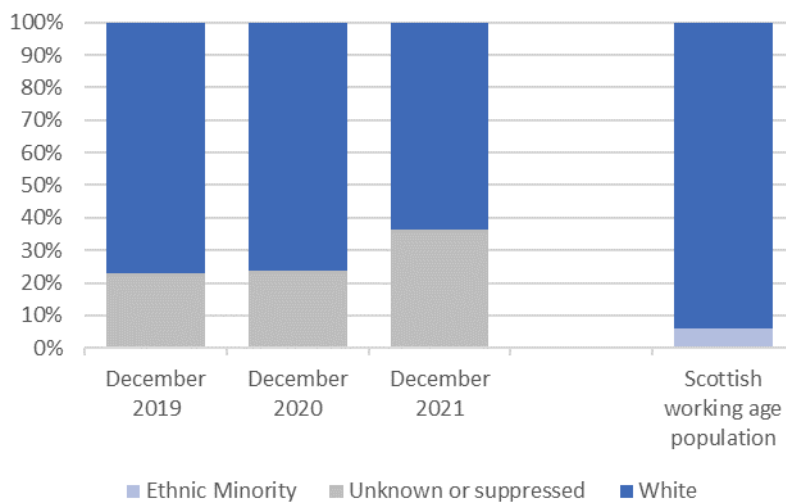
Age



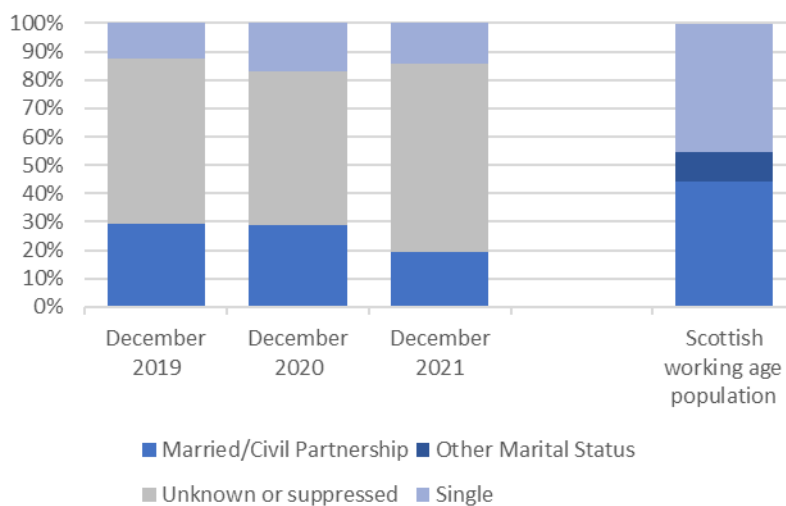
Disability status



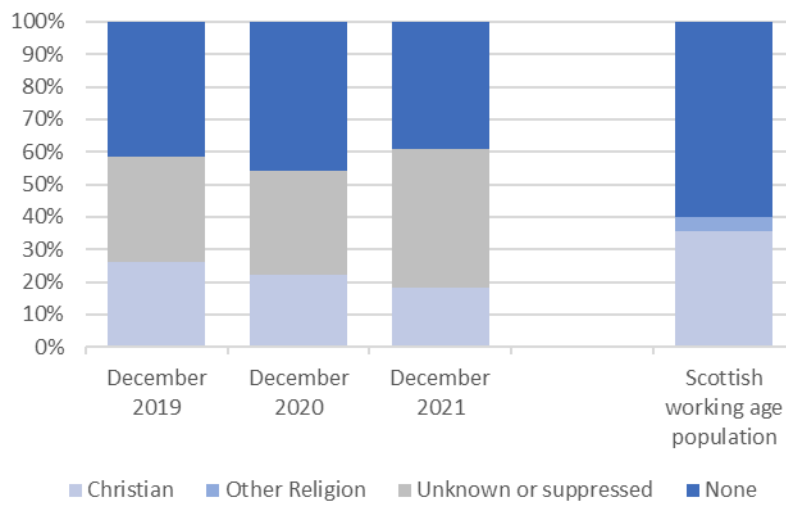
Ethnic group



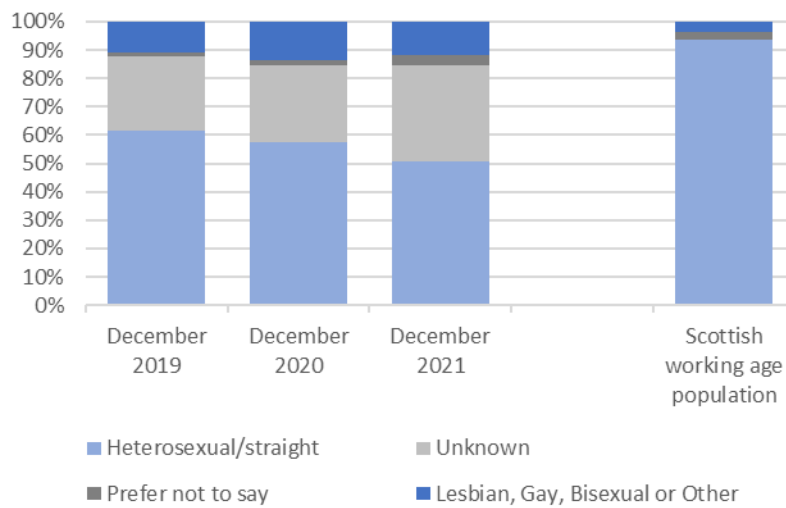
Marital Status



Religion



Sexual orientation



Annex B - Gender pay gap

1. The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings. A positive pay gap means that men earn more than women on average, and a negative pay gap means that women earn more than men. For example, if the pay gap is 10%, this means that women earn 10% less than men, on average.
2. The current median average gender pay gap figure up to April 2021, which is the standard figure used by the Office of National Statistics (ONS) to calculate the pay gap, was 15.4% for the UK and in Scotland the figure is 11.5 % (for all employees both part-time and full time). These national figures for the UK and Scotland are taken from the provisional figures from the 2021 Annual Survey of Hours and Earnings, which are available at the following link: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021#the-gender-pay-gap>
3. The ONS have highlighted that estimates for 2020 and 2021 are subject to more uncertainty than usual as a result of the challenges faces in collecting data due to public health restrictions in 2020 and falling response rates since the beginning of the COVID-19 pandemic.
4. The gender pay gap for all employees at Revenue Scotland at the end of March 2022 was a median pay gap of nil. This means that the pay gap between men and women in Revenue Scotland is smaller than the UK and Scotland averages (see point 2 above). This has decreased from 8.7% in March 2020.
5. Within Revenue Scotland, men and women are similarly distributed between pay grades, with women slightly underrepresented at the lowest pay grade, A. This is a change from March 2020, when a higher proportion of male staff were at grade C than female staff. This suggests that the remaining pay gap in March 2022 is due to position within pay bands.
6. This is shown in the table below which gives the breakdown for March 2022 (which excludes temporary workers that are not covered by the main pay bands:

<i>Grade</i>	<i>Female</i>	<i>Male</i>
A	11%	18%
B	68%	64%
C	18%	18%
SCS	2%	0%
Total	100% (44)	100% (33)

Annex C - Equal pay and occupational segregation

Revenue Scotland staff are civil servants on Scottish Government terms and conditions. We have adopted Scottish Government HR policies, including recruitment and pay, and the Scottish Government Equal Pay Policy applies to Revenue Scotland:

The Scottish Government is an equal opportunities employer and all staff should be treated equally irrespective of their sex, marital/civil partnership status, age, race, ethnic origin, sexual orientation, disability, religion or belief, working pattern, employment status, gender identity (transgender), caring responsibility, or trade union membership, and receive equal pay for doing equal work or work of equal value. The Scottish Government will operate a pay and reward system which is transparent, based on objective criteria and free from bias.

Occupational segregation among Revenue Scotland employees

Occupational segregation by grade between male and female employees is set out in Annex A of this Report (Employee diversity data). Detailed information about the types of work undertaken by each grade can be found in the <https://www.gov.scot/publications/equality-outcomes-mainstreaming-report-2021-mainstreaming-report/>

Employee data is collected and maintained by the Scottish Government who currently manage aspects of recruitment and HR systems for Revenue Scotland. Whilst we have taken over our own HR case management with effect from 1 April 2022, data collection and maintenance will continue to be provided by the Scottish Government. We have details relating to the breakdown of men and women across the business areas within Revenue Scotland. Much of this data relates to small numbers of people and would therefore require data suppression, however some general statements can be made. As at the end of March 2022, the majority (90%) of staff work within two business areas, Tax and the Strategy and Corporate Function. The table below shows the breakdown by gender for these two areas.

Business Area	Female		Male	
Strategy and Corporate Function	13	45%	16	55%
Tax	26	65%	14	35%

Board members are paid a daily allowance for their time. This rate is the same for male and female Board members. The Chair is paid at a higher rate. These rates are published on our website.

Annex D - Revenue Scotland People Survey – equality & diversity

The Revenue Scotland People Survey asks if staff were discriminated against at work in the past 12 months and on what grounds. The grounds of discrimination in the question includes options for gender; age ; disability; ethnic background; sex; pregnancy, maternity or paternity; sexual orientation; religion or belief; gender reassignment or perceived gender; marital status or civil partnership.

In 2020, 9 % of staff reported they were discriminated against and 6% preferred not to say.

In 2021, 5 % reported they were discriminated against and 5% preferred not to say. As the percentage that were discriminated against was relatively small, the grounds for discrimination were too small to be reported without risking disclosure of individuals.