

Revenue Scotland

Equality Outcomes and Mainstreaming Report 2020

Foreword

Welcome to Revenue Scotland's Equality Mainstreaming Report 2020–24.

In April 2016, Revenue Scotland published a four year Equalities Mainstreaming Report summarising our commitment to equalities and our approach to achieving key associated outcomes over the period 2016-20. A subsequent progress report was published in May 2018. Following an ambitious broadening of the scope and detail of our approach, we are now publishing a revised Equality Outcomes and Mainstream Report 2020-24.

This report demonstrates our continued commitment to developing and embedding equality, diversity and inclusion in our culture and behaviours and as an intrinsic part of our day to day business and decision making. Inclusivity is key to who we are and to achieving all of our outcomes. To be fully inclusive requires sustained commitment. We know there are areas where we have work to do if we are to become truly representative of the people we serve. Thus, we will continue to strive to make improvements in those areas of the organisation.

This work does not belong to one group or network, but rather it needs to be embedded in all that we do. There is a role for everyone in achieving our ambition and this is going to be one of the key focuses for the next period.

One of the major deliverables for the next four years will be an improved website which will be designed with equality and accessibility throughout both the design and content. We will also be developing our new People Strategy which gives us an opportunity to continue to develop a culture of equality, inclusion and diversity at Revenue Scotland; nurturing and supporting our people and valuing their unique qualities and experiences.

Our equality outcomes will guide our efforts over the next four years to integrate equality further across all Revenue Scotland's activities both as an employer and as a service provider.

Elaine Lorimer, Chief Executive

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1. Introduction

1.1 This report sets out our Equality Outcomes for 2020-2024, our commitment to meeting our equality obligations and an action plan for the next four 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.

1.2 This report also provides an update on progress since our last report published on 2018, in relation to delivering our Equality Outcomes 2016–2020 and accompanying action plan. It provides information on the actions we have taken to support the mainstreaming of equality across all our functions during the same period.

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

1.4 We believe that people in Scotland should experience a better quality of life as a result of accessible, excellent services that are designed and delivered to reflect their individual needs and promote their rights.

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 to ensure the administration of tax is independent, fair and impartial. Revenue Scotland delegates specific legislative functions for the collection of SLFT to Scotland's environmental regulator, the Scottish Environment Protection Agency (SEPA) and other LBTT functions to Registers of Scotland (ROS).

2.3 We have a board of seven Non-Executive Directors 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.

2.4 The money we collect is transferred to the Scottish Government through the Scottish Consolidated Fund and 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.

2.5 Our [2018-21 Corporate Plan](#) sets out our purpose, vision and strategic objectives:

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: To be a recognised leader in the delivery of tax administration, and as experts in our field; adaptable to change, resilient to challenges and far-reaching in our engagement.

Our Strategic Objectives

Excelling in delivery: Establish ourselves as experts in what we do: collecting and managing the devolved taxes through an accessible, convenient and taxpayer-focussed service

Investing in our people: Develop and support a highly skilled and engaged workforce, upholding the standards of professionalism and integrity

Reaching out: Build on our reputation as an accessible, collaborative and transparent public body, keen to learn from others and share experiences and our expertise

Looking ahead: Plan and deliver change and improvements to our systems and processes flexibly and on time.

3. The public sector equality duty

3.1 [The Equality Act 2010](#) harmonised over 100 pieces of existing equality legislation into one single act in an effort 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 all 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](#) 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; and
- publish in a manner that is accessible.

Revenue Scotland's approach is to develop an inclusive ethos within the organisation based on fairness, equality, dignity, cultural diversity and respect. We are always looking to review our practice, policies and processes to reflect this.

4. Equality Outcomes 2020-2024

4.1 As set out in the specific duties mentioned above at 3.2, certain public authorities have a legal requirement to publish equality outcomes and report on progress. [We publish these equality outcomes](#) every four years and report on progress every two years.

4.2 These are outcomes for communities, businesses and individuals that we are working towards and which support the aspects of the public sector equality duty.

4.3 In working towards these outcomes, Revenue Scotland recognises the need to continue to integrate equalities into our operations, both as a service provider and as an employer. We also aim to explore where different ways of delivering services can make things more equitable for different groups of people, especially those experiencing discrimination and disadvantage.

4.4 The following equality outcomes for 2020-24 have been based on evidence, research, consultation and engagement. We have closely reviewed the evidence and information available across the functions of Revenue Scotland. The Census, Scottish Household Survey, Equality Impact Assessments, HR Policies and employee monitoring information are among the sources of information consulted.

4.5 We have engaged with other public bodies, third sector organisations and equality groups in order to seek views and feedback, and also share best practice. In addition, to help consolidate the outcomes identified and actions required to achieve the outcomes, a workshop was held with staff in October 2019 and public consultation was held in March 2020 and published on the Revenue Scotland's website. This consultation sought views on the proposed outcomes and asked if there were other areas of inequality that should be prioritised.

ANNEX A sets out a detailed activities plan which will help us ensure that those outcomes are achieved.

Equality Outcome 1 (2020-2024) - 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 Public Sector Equality Duty (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.

Success measures:

- good stakeholder feedback;
- website is compliant with Web Content Accessibility Guidelines;
- PSED is considered when developing new policies and services and EQIAs are published;
- RS is well connected with networks and equality groups, collaborating with all to ensure best practice;
- users are aware of the different ways in which RS can support their different needs and they can take advantage as required;
- staff are confident and trained.

Equality Outcome 2 (2020-2024) - Revenue Scotland has an increasingly diverse workforce that fully embraces equality, diversity and respect for all.

High level objective - By 2024 Revenue Scotland will be an exemplar employer, increasing diversity, removing barriers and supporting staff from all backgrounds to reach their potential, creating equality of opportunity for all.

Success measures:

- 100% of the staff have completed equality and diversity training;
- staff Survey results related to equality and diversity are improving;

- data analysis and collection is thorough and monitored regularly;
- evidence that staff are using EQIA as a policy/service design tool and that these are published on our website in line with our statutory duties.

5. Mainstreaming Equality

5.1 Mainstreaming is a specific requirement for public bodies in relation to implementing the Equality duty. By mainstreaming equality organisations integrate it into their day to day work. At Revenue Scotland we consider equality as part of everything we do, making it integral to the way we exercise our functions. This way we can improve the manner in which we conduct business as an employer and when planning and delivering services. Everyone working for, or with RS has a responsibility to promote equality of opportunity, eliminate discrimination and build positive relations between different groups.

Mainstreaming the equality duty in our organisation has a number of additional benefits including:

- Equality becomes part of the structures, behaviours and culture of the organisation
- RS knows and can demonstrate how in carrying out its functions it is considering equality issues.
- Mainstreaming equality contributes to continues improvement and better performance.

The Staffing and Equalities Committee

5.2 The Staffing and Equalities Committee of the Board (SEC), comprising three members of the Revenue Scotland Board, have strategic oversight of our approach to equality and scrutinise the delivery of our equality action plan.

Committee members receive a report quarterly on our equalities work that provide decision makers with updates on equality matters to ensure strong governance and transparency.

Since the last progress report was published in 2018 SEC has met eight times to monitor, record progress and discuss work to mainstream equalities across the organisation.

People Strategy

5.3 The 2017-2020 Revenue Scotland People Strategy provides the strategic framework to build the organisation's workforce, leadership, capability and culture.

The strategy is directly aligned with our corporate plan and was developed to support the delivery its objectives. It states how Revenue Scotland values and treats its people in order to foster excellence in all areas.

The strategy is informed by Revenue Scotland's Charter of Standards and Behaviours and it aims to ensure the organisation is the employer of choice with a culture, policies and procedures that set high expectations, whilst providing a stimulating and inclusive environment for its people and sustaining its reputation as the Scottish Tax Authority.

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

Equality Consultations

5.4 To enhance our policy work and inform us better of the barriers faced by people from different protected characteristic groups, we ask for the views, opinions and feedback of these groups and their representative organisations. We do this through some of the activities outlined above and online surveys.

We also use the information we receive to inform our equality impact assessment processes and ensure that we are producing policies that are fit for purpose and are inclusive regardless of protected characteristic groups.

Equality Impact Assessments

5.5 Equality Impact Assessment (EqIA) is a key mainstreaming tool, and since the last report the Equalities team have been working to increase awareness about the importance of EqIA to the development of good policy and public services.

We have developed a new EqIA tool which will enable policy authors, managers and all staff across the organisation to undertake effective equality impact assessments of new or significantly changing policies, practices and procedures. The tool provides detailed information and a template to enable completion of effective equality impact assessments. The tool also includes

links that provide details of where you can find additional information and evidence that may support the assessment process. The implementation of this tool is in the approval stage and it should be fully functional in the next period.

Similarly, we have worked in collaboration with the Strategy and Change team to incorporate a light touch EqIA step into any new innovation projects at their initiation stage. This guarantees that teams across the board are considering the repercussions on people with protected characteristics of any project very early on in the process.

6. Progress against the 2016-2020 Revenue Scotland Equality Outcomes

6.1 The Equality Outcomes set in 2016 provided the focus for our mainstreaming activities. The summary below highlights the main areas of improvement and key milestones attained on each of the outcomes since the last progress report published in 2018.

6.2 Revenue Scotland has worked towards its equality outcomes in a four year cycle since they were set in 2016. An action plan to support the delivery of these outcomes was also developed and published in 2016. The content of the action plan is reviewed on a regular basis to ensure the best results are achieved, actions remain relevant and deliverable.

6.3 Generally good progress has been made across all areas, but some areas will be carried forward into the next period, particularly those requiring continuous improvement so the outcomes for 2020-24 reflect a similar vision.

Equality Outcome 1 (2016-2020) - All information and external communications are transparent, accessible and easily understood to all service users.

Website

6.4 Revenue Scotland has been working on improving the Scottish Electronic Tax System (SETS). The upgraded online tax collection system went live in July 2019. Additional enhancements to both the external portal and internal back office functionality were introduced as part of Phase 2 on 28 January 2020. Accessibility and equality has been central to this work with user researchers engaging with a diverse group of users to ensure the upgraded system meets all the requirements and guidelines such as WCAG AA and W3C.

6.5 An improving accessibility group has also been set up focusing on rewriting of existing guidance in plain English and accessibility improvements are being made to the current website. In the next period, a new website will be developed which will be considering accessibility from the earliest stages.

Equality Impact Assessment – EqIA

6.6 A new draft EqIA form has been developed and will shortly be trialled alongside development of a new policy on EqIA and guidance for staff. Awareness raising has been carried out, including holding discussion sessions on how EqIA can be applied to specific projects and it was discussed at a staff conference in October 2019.

6.7 Revenue Scotland has a process for staff to bring forward innovation proposals and a ‘light touch’ EqIA form has been designed and is currently being tested. This won’t replace a full EqIA where this is necessary, but will help to ensure that smaller projects will consider and record equality impacts and that for those innovations which develop into bigger projects, equality is considered from the very beginning.

Networking and engagement

6.8 Revenue Scotland Staff have joined the Non-Departmental Public Bodies (NDPB) Equality Forum and attend on a quarterly basis, sharing ideas and understanding, building reputation and relationships with other public bodies and equality groups.

6.9 We have also joined the group of allies that provide support to the NACWG, known as the Circle. With representatives of a wide range of sectors across Scotland, the Circle provides insight and evidence to the NACWG and act as public “champions” for gender equality.

6.10 Following the engagement campaign supporting the development of the BSL Plan, the organisation has built up a network of contacts with third sector groups, Deaf groups and members of the public.

Customer Facing Services

6.11 The Tax Operations team have been recording any instance where taxpayers raise one of their protected characteristics as an issue. This has been

particularly useful to identify the areas where improvement is required and where new policy should be developed.

6.12 Revenue Scotland has stepped up its focus on dealing with vulnerable customers. Customer vulnerability is a top priority for the organisation and as such we have been working on the development of a new Policy inclusive of guidance on the fair and consistent treatment of these customers across our services. Work on this project is ongoing and a key deliverable over the next financial year.

British Sign Language Plan

6.13 On 30 January 2019, Revenue Scotland published its first British Sign Language Plan (BSL) 2018-24 to fit in with the wider context of the National BSL Plan for Scotland which goal is to make information and services across the public sector available to BSL users.

6.14 As part of implementing the plan and in order to make the access to information about all our functions easy, Revenue Scotland worked closely with the interpreting video relay service (VRS) called contactSCOTLAND-BSL to ensure users of BSL could start communicating directly with the organisation in a fast and secure way via an online interpreter, using their PC, tablet or smart phone with a webcam.

6.15 The Tax Operations team responsible for managing the helpline received a demo session of the Video Relay Service in January 2019.

6.16 Staff training was one of the priorities set out in Revenue Scotland's BSL plan. Subsequently, key staff were supported to attend a full day course on Deaf Awareness Training as part of their Learning and Development Plan and similarly, online Deaf Awareness training was made available to all staff in February 2019.

6.17 Furthermore, a new page accessible from the "Contact Us" section was created on the Revenue Scotland website to host all BSL information and documents.

6.18 It is in this section that BSL users can find the video translations of the corporate Plan Summary and Annual Report Summary. These videos have also been uploaded to the organisations YouTube channel.

6.19 In order to increase visibility of the Contact Scotland BSL video relay service, further details have been added to the RS website and to staff signatures.

Equality Outcome 2 (2016-2020) - Revenue Scotland is an organisation which demonstrates an inclusive culture with all members of staff having clear understanding of and commitment to equality and diversity within our organisation.

Staff Engagement

6.20 The Revenue Scotland People Strategy is the main vehicle for improvement in this area, with a particular focus on developing the culture of the organisation and promoting equality, diversity and inclusion. This work has included working with an external partner to deliver sessions and develop actions around fair treatment at work and a positive culture more generally, specific training on mental health and on bullying and harassment, and delivering an all staff conference devoted to equality. At the end of the period, an independent evaluation was undertaken into the implementation of the people survey and it noted that considerable work had been done on culture development, including equality and diversity. We can also see that overall there has been considerable improvement in the people survey results shown in Annex C over the period, which demonstrates the benefits of this work.

6.21 In October 2019 Revenue Scotland hosted its Annual Staff Conference exclusively focused on the theme *“Equalities and Building a Diverse and Inclusive Workplace”*.

6.22 During the conference there were a number of sessions and exercises that aimed to explore how we develop our capability, our organisational values and our business to become an equal, diverse and inclusive organisation. As well as how we continue to build our culture of learning and improving.

6.23 This platform was used in an effort to raise awareness among staff about the work that Revenue Scotland does following the duties outlined under the Equality Act and the Public Sector Equality Duty.

6.24 The conference was also designed to involve staff in the development of our new Equality Action Plan and Equality Outcomes. The different sessions, facilitated by external speakers, created the perfect environment for staff to explore how to develop capability and organisational values through specific

actions to become an equal, diverse and inclusive organisation. These discussions have been fed into the development of the 2020-24 Equality Outcomes.

The two exercises delivered by the external speakers – building inclusive teams and embedding equality in an operational delivery environment, were particularly welcomed and the feedback collected during these exercises has formed the basis to design the content for the draft Equality Action Plan on a range of themes.

Training

6.25 A new programme of mandatory training has been created and the Equality Mainstreaming Officer will monitor training uptake.

6.26 Alongside the existing mandatory online training which is undertaken annually, an equalities and wellbeing session is now delivered as part of the staff induction programme. This session gives information on the PSED and the range of staff networks and support systems that are in place at Revenue Scotland. In addition, training on unconscious bias now forms part of the mandatory training schedule.

6.27 In addition, training sessions were organised with contactSCOTLAND-BSL and Sign Language Interactions to build capability among staff and facilitate their communications with those who are D/deaf, deafened and users of BSL.

6.28 All Revenue Scotland staff have a mandatory equality and diversity objective and guidance is now issued at the start of the year when staff are developing their objectives with suggestions for how these can be meaningful and contribute to the delivery of our overall objective to mainstream equality and to the delivery of our equality outcomes.

Employee data

6.29 Employee data remains an area of challenge for Revenue Scotland, as a small organisation of less than 100 employees. Much of the data we have on our staff is subject to suppression, as shown on Annex B, and results can be skewed by even a small number of staff who haven't provided information or kept it up to date. This means that using the data needs to be done carefully. The same applies to the data from the people survey which gives us general trends but it is difficult to use to pinpoint specific areas for improvement. This

is an area where we need to continue to consider in the next period: how can we ensure that we have meaningful data to inform decision making.

Board Recruitment

6.30 Last year Revenue Scotland launched a recruitment campaign to appoint two new Board members. 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. The campaign included a video advert specially produced with BSL translation which was uploaded to the organisation's YouTube channel. A BSL interpreter was also provided for an information event with existing Board members and Revenue Scotland staff which aided BSL prospective applicants in discussing the opportunities and requirements of the roles with them.

Looking to the future

6.31 Revenue Scotland will continue to provide a focus on Equalities during the next 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.

6.32 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. The development of our new equality outcomes is a step in the right direction that will help us achieving our vision.

7. Gender Pay Gap

7.1 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 would mean that women earn more than men.

7.2 The median gender pay gap figure, which is the standard figure used by the Office of National Statistics to calculate the pay gap, was 17.3% for the UK and in Scotland the figure is 14.3% (for all employees both part-time and full time). The equivalent mean figures for all employees for the UK and Scotland were 16.2% and 13.3% respectively in 2019¹.

7.3 The gender pay gap for all employees at Revenue Scotland at the end of March 2020 was:

Median pay gap 8.69%

7.4 This means that Revenue Scotland has a lower median pay gap than the Scotland wide pay gap.

7.5 Within Revenue Scotland, where men and women are undertaking work of an equal value (i.e. within the same pay range) they are paid a similar rate. The pay gap arises as a lower percentage of female staff are at higher grades than male staff (23% of women are at grades C compared with 30% of men).

7.6 This is shown in the table below which gives the breakdown for March 2020:

Grade	Female	Male
A	11%	7%
B	63%	63%
C	23%	30%
SCS	3%	0%

¹ Provisional figures from the 2019 Annual Survey of Hours and Earnings.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>

8. Equal Pay Statement

Equal Pay Policy

8.1 Revenue Scotland staff are civil servants on Scottish Government terms and conditions. Revenue Scotland 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

8.2 Occupational segregation by grade between male and female employees is set out in Annex B: Employee Diversity Data. Detailed information about the types of work undertaken by each grade can be found in the [Scottish Government Equalities Mainstreaming Report 2019](#).

8.3 Employee data is collected and maintained by the Scottish Government who manage recruitment and HR systems for Revenue Scotland. 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 December 2019, the majority (88%) 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.

Area	Business	Female		Male	
Strategy and Corporate Function		9	39%	14	61%
Tax		19	55%	15	44%

9. Members of the Revenue Scotland Board

Numbers of men and of women on the board

9.1 Between April 2016 and April 2018 the Board of Revenue Scotland was composed of three men and two women. Following a recruitment campaign, one man and one woman joined the Board in July 2019, making it four men and three women.

How Revenue Scotland uses this information

9.2 Revenue Scotland is committed to achieving and maintaining a 50/50 gender balance on public boards and has signed up to the 50/50 by 2020 Partnership which seeks to achieve greater diversity on boards.

9.3 The Revenue Scotland Board is currently a 4/3 gender split which is as close as possible to 50/50 given the odd number of members. 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.

This information will be used to monitor and assess of the effectiveness of board recruitment and retention strategies, and will be tracked over time to establish overall trends and to highlight any need to reassess recruitment and retention strategies to ensure we achieve a gender balance.

ANNEX A: EQUALITIES ACTION PLAN

We want our equality actions to be achievable, measurable and transparent. We are committed to fulfilling our public sector duties and exceeding the expectations of us as Scotland's Tax Authority. The following action plan sets out high level actions that will be scrutinised, monitored and reviewed on a regular basis.

We will continue to publish a biannual review of progress in meeting our equality outcomes and hold a full-scale consultation exercise in 2024 to inform new outcomes for the four-year period from 2024-28.

Proposed 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 Public Sector Equality Duty (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.

Issues identified:

- RS's website and guidance require improvements in terms of accessibility;
- RS is currently not fully complying with the PSED in terms of completion of EqIAs in relation to introduction of new policies and services;
- staff awareness about the implications of the PSED for RS needs to be raised.

Actions:

- Continue the work to improve the accessibility of Revenue Scotland's LBTT and Corporate policy/guidance.
- Develop new Vulnerable Customer Policy
- Improve the accessibility of Revenue Scotland communications including publications and correspondence.
- Begin the project to replace the Revenue Scotland website

- Continue to integrate EqIAs as part of a project initiation stage.
- Continue to monitor the use of the EqIA template and redesign if required.
- Improve procurement procedures to better include equality and sustainability criteria.
- Development/Implementation of the Digital Strategy.
- Commission/carry out research into barriers to paying tax faced by people according to their protected characteristics.
- Continue to assess user testing feedback to identify further actions.
- Further staff training and development.

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

High level objective

Revenue Scotland is an inclusive and diverse place to work with equality of opportunity for all and an employer of choice, where all staff are supported to reach their potential.

Issues identified:

- the Staff Survey results suggest key concerns linked to equality and diversity within the organisation;
- there is a need for further training among staff to develop better understanding of barriers faced by people with protected characteristics;
- there is a need for staff to improve consideration of equality impacts in developing strategies and policies and designing services.

Actions:

- Develop the new People Strategy to align with the Corporate Plan with equality and Human rights at its heart.
- Learning and development for staff including:
 - continuing to raise awareness of equality and how to embed equality and engagement in our approach to service design; and

- tailored approach to L&D.
- 100% completion rate of compulsory Equality and Unconscious Bias training for staff.
- Annual analysis of staff data including pay gap data.
- 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'.
- Conduct annual staff survey.
- Develop action plans and publicise actions taken.
- Increase the number of EqIA's undertaken including 'screening'.
- Increase the number of job applications we receive from people with protected characteristics.
- Explore the possibility of becoming accredited to the Disability Confident Employer program and the Stonewall Workplace Equality Index.
- Analyse intelligence from exit interviews and disputes involving dignity at work, to monitor equality practices.
- Ensuring that our accommodation redesign improves equality and accessibility.

ANNEX B: EMPLOYEE DIVERSITY DATA

A more detailed set of employee diversity data is published in a separate supplement, this includes information for the preceding four years².

Composition of Revenue Scotland: December 2019

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

Data is given for each of the last four years, including a breakdown by grade for the most recent year. Data represents a snapshot of the workforce on the 31 December each year.

Data suppression has been applied where counts are less than 10 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' 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 this means that much of the data breakdowns have been suppressed and some tables have not been published at all.

² www.revenue.scot/sites/default/files/Revenue%20Scotland%20-%20Equality%20Outcomes%20and%20Mainstreaming%20Report%202020%20-%20Employee%20Diversity%20Data%20Supplement.pdf

Date	Gender						
		Female		Male		All employees	
Dec 19	Full-time	*	*	*	*	*	*
	Part-time	*	*	*	*	*	*
	Band A	*	*	*	*	*	*
	Band B	22	53.7%	19	46.3%	41	100.0%
	Band C	*	*	*	*	17	100.0%
	SCS	*	*	*	*	*	*
	All	35	53.8%	30	46.2%	65	100.0%

Date	Age Group														
		16-29		30-39		40-49		50-54		55-59		60+		All employees	
Dec 2019	Full-time	*	*	*	*	*	*	*	*	*	*	*	*	51	100%
	Part time	*	*	*	*	*	*	*	*	*	*	*	*	14	100%
	Band A	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Band B	*	*	*	*	13	31.7%	*	*	*	*	*	*	41	100%
	Band C	*	*	*	*	*	*	*	*	*	*	*	*	17	100%
	SCS	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	All	*	*	14	21.5%	20	30.8%	*	*	*	*	*	*	65	100%

Date	Disability status									
		Disabled		Not disabled		Not known		All employees		
Dec 2019	Full-time	*	*	16	31.4%	*	*	51	100%	
	Part-time	*	*	*	*	*	*	14	100%	
	Band A	*	*	*	*	*	*	*	*	
	Band B	*	*	*	*	27	65.9%	41	100%	
	Band C	*	*	10	58.8%	*	*	17	100%	
	SCS	*	*	*	*	*	*	*	*	
	All	*	*	22	33.8%	*	*	65	100%	

Date	Marital/Civil Partnership Status												
		Married		Single		Other status		Prefer not to say		Unknown		All employees	
Dec 2019	Full-time	13	25.5%	*	*	*	*	*	*	26	51.0%	51	100.0%
	Part-time	*	*	*	*	*	*	*	*	*	*	14	100.0%
	Band A	/*	*	*	*	*	*	*	*	*	*	*	*
	Band B	*	*	*	*	*	*	*	*	27	65.9%	41	100.0%
	Band C	*	*	*	*	*	*	*	*	*	*	17	100.0%
	SCS	*	*	*	*	*	*	*	*	*	*	*	*
	All	19	29.2%	*	*	*	*	*	*	34	52.3%	65	100.0%

Date	Ethnic Group											
		Ethnic minority		White		Prefer not to say		Not known		All employees		
Dec 2019	Full-time	*	*	*	*	*	*	*	*	*	51	100.0%
	Part-time	*	*	*	*	*	*	*	*	*	14	100.0%
	Band A	*	*	*	*	*	*	*	*	*	*	*
	Band B	*	*	30	73.2%	*	*	*	*	*	41	100.0%
	Band C	*	*	*	*	*	*	*	*	*	17	100.0%
	SCS	*	*	*	*	*	*	*	*	*	*	*
	All	*	*	50	76.9%	*	*	*	*	*	65	100.0%

Date	Religion or Belief												
		Christian		Other Religion or Belief		No Religion or Belief		Prefer not to say		Not known		All employees	
Dec 2019	Full-time	*	*	*	*	18	35.3%	*	*	*	*	51	100%
	Part-time	*	*	*	*	*	*	*	*	*	*	14	100%
	Band A	*	*	*	*	*	*	*	*	*	*	*	*
	Band B	*	*	*	*	18	43.9%	*	*	*	*	41	100%
	Band C	*	*	*	*	*	*	*	*	*	*	17	100%
	SCS	*	*	*	*	*	*	*	*	*	*	*	*
	All	17	26.2%	*	*	27	41.5%	*	*	*	*	65	100%

Date	Sexual Orientation										
		Lesbian, Gay, Bi-sexual and other		Heterosexual/straight		Prefer not to say		Not known		All employees	
Dec 19	Full-time	*	*	31	60.8%	*	*	*	*	51	100.0%
	Part-time	*	*	*	*	*	*	*	*	14	100.0%
	Band A	*	*	*	*	*	*	*	*	*	*
	Band B	*	*	26	63.4%	*	*	*	*	41	100.0%
	Band C	*	*	*	*	*	*	*	*	17	100.0%
	SCS	*	*	*	*	*	*	*	*	*	*
	All	*	*	40	61.5%	*	*	*	*	65	100.0%

B1.1: Gender Reassignment and Pregnancy and Maternity

These tables have not been published due to the need to prevent possible disclosure of information about individuals.

ANNEX C: REVENUE SCOTLAND PEOPLE SURVEY – EQUALITY AND DIVERSITY

Questions		Revenue Scotland 2019 %	Change since 2018	Revenue Scotland 2017 %	Revenue Scotland 2016 %	Difference from Civil Service 19
Inclusion and Fair Treatment:	I am treated fairly at work	77%	-10 (87%)	85%	72%	-5
	I am treated with respect by the people I work with	85%	-2 (87%)	81%	73%	-1
	I feel valued for the work that I do	56%	-23 (79%)	66%	53%	-12
	I think that Revenue Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.)	77%	-18 (95%)	86%	66%	-1
Organisational Culture:	I feel able to challenge inappropriate behaviour in the workplace	60%	-20 (80%)	59%	New	-6
	Revenue Scotland is committed to creating a diverse and inclusive workplace	74%	-15 (88%)	71%	New	-3
Wellbeing:	Overall, how satisfied are you with your life nowadays?	74%	+ 1 (73%)	74%	70%	+7
	Overall, to what extent do you feel that the things that you do in your life are worthwhile?	78%	-3 (81%)	81%	74%	+7
	Overall, how happy did you feel yesterday?	64%	-5 (69%)	70%	64%	+2
	Overall, how anxious did you feel yesterday?	-ve 32%	-3 (35%)	51%	42%	-1
Discrimination, bullying and harassment:	During the past 12 months have you personally experienced discrimination at work?	Yes 12%	+4 (Y. 8%)	Y. 14%	Y. 18%	+1
	During the past 12 months have you personally experienced bullying or harassment at work?	Yes 15%	+1 (Y. 14%)	Y. 14%	Y. 38%	+4
	For those who responded 'yes' did you report the bullying and harassment you experienced?	Yes 45%	-9 (Y. 55%)	New	New	-5
	For those who responded 'yes' do you feel that the issue has been resolved?		Yes 18%	New	New	
	Other results suppressed due to small numbers					

