

PERTH & KINROSS COUNCIL

Equality and Diversity in Employment April 2019 - March 2020

1. INTRODUCTION

The Council's commitment to equality and diversity in employment is reflected in our Corporate Equalities Policy and our Equal Pay Policy which provide frameworks within which we work. The Council's latest Equal Pay Statement, as at January 2021, also sets out our commitment to the principle of equal pay for all our employees and to reducing occupational segregation in our workforce.

This report provides:

- An overview of progress on equality and diversity in employment from April 2019 to March 2020
- Includes the results of our equal pay audit (April 2019 - March 2020).
- Sets out our plans for embedding equalities into the services we provide and as an employer, ensuring equality is considered in decisions taken that affect our workforce.

It is acknowledged that the time period of this report was only the very beginning of the Covid-19 pandemic. The resultant impact will be reflected in the subsequent report for 2020 - 2021.

2. PROMOTING EQUALITY AND DIVERSITY

Information from employment monitoring ensures a focus on workplace equality issues when carrying out policy review and development. Analysis of the data collated revealed no new significant trends emerging in any of the protected characteristics. More detailed information is available on request from the Corporate Human Resources Manager.

AGE – INVESTING IN OUR YOUNG WORKFORCE

The number of young people aged between 16 and 24 years makes up 5.3% of our total workforce. This number has remained steady over the past 3 years and reflects the Council's commitment to providing employment opportunities for young people.

[Supporting Care Experienced Young People within Perth and Kinross](#)

Perth & Kinross Council's vision is for all children and young people to have the best start in life and, as Corporate Parents, we continue to have high aspirations and ambitions for our care experienced young people. We recognise that the outcomes for young people who have experienced care often fall short of their peers. Through committed and collective leadership, strong collaboration and partnership working we strive to close outcome gaps and to achieve significant improvements in the life chances for care experienced children and young people.

Our current offer is:

- Work experience placements across a wide variety of occupational areas across the Council working closely with @Scott Street on securing placements and providing information.
- Engaging with the Perth & Kinross Young Care Experienced Group through attendance at meetings/providing links to highlight opportunities and careers within the Council.
- Commitment to offer work experience, training, an apprenticeship, a job, as appropriate, for at least one Perth & Kinross Council Care Leaver per year, as outlined in Corporate Parenting Plan.
- Pledge to increase the work and training opportunities for Care Experienced Young People as detailed in the Corporate Workforce Plan 2018-2021.
- Guaranteed Job Interview for Care Experienced Young People for Modern Apprentice posts.

Due to the Council's commitment, the number of Care Experienced Young People employed by Perth and Kinross Council continues to be well above the national average.

	2017/18	National Average 2017	2018/19	National Average 2018	2019/20	National Average 2019
Self-identified as Care Experienced	6.70%	1.60%	3.40%	1.50%	5.30%	1.60%

Modern Apprenticeships and Professional Trainee Opportunities

The following table provides an overview of the number of Modern Apprenticeship and Professional Trainee opportunities provided:

Period	No. of MA Opportunities	Cumulative Total	No. of PT Opportunities	Cumulative Total
2012/13	59	59	10	10
2013/14	55	114	5	15
2014/15	71	185	5	20
2015/16	86	271	10	30
2016/17	58	329	13	43
2017/18	58	387	4	47
2018/19	57	444	0	47
2019/20	51	495	1	48

The Modern Apprenticeship Programme has been expanded to enable a wider offer of employment opportunities; we currently offer opportunities in 15 different occupational areas, including qualifications within Digital Application Support and Digital Marketing. There continues to be a strong interest in Social Services (Children & Young People) where 8 young people accepted apprenticeships.

The MA programme success rates continue to be high. Of those who completed the MA programme in 2019/20, 87.8% achieved a positive outcome.

A strong partnership continues to be in place with Perth Autism Support and Number 3 One Stop Shop to extend Modern Apprentice opportunities available to young people on the autistic spectrum. Four young people were recruited during 2019 and continue to be supported through a modern apprenticeship.

In addition, we continue our partnership working with Perth Youth Services supporting young people across the range of protected characteristics. Support includes presentations to groups and on a one to one basis to ensure young people are aware of options and support available within our Modern Apprenticeship programme.

In collaboration with Concept Northern, work-based, often virtual, assessments continue to be undertaken for Modern Apprentices who have been diagnosed with learning difficulties. Concept Northern conduct an assessment and support the young person to access funding to purchase resources identified to assist them in their role. This has worked particularly well for our young people with dyslexia who received personal tablets and digital pens.

Since 2012, the Council has offered 48 Professional Trainee opportunities, with the duration of these ranging from 2 to 4 years. Over 80% who completed their qualification achieved a positive outcome as shown below:

Currently Undertaking Traineeship	Secured Employment in PKC	Secured Employment Externally	Undertaking Post-Graduate Qualification at University
2	26	8	3

Nine resigned before completing their qualification, however, all nine resulted in a positive outcome, with 8 securing employment externally and one returning to university to pursue a career in teaching.

Graduate Work Experience

In September 2017, a Graduate Engineering Apprentice was engaged on a 4 year fixed term contract to undertake a Graduate Apprenticeship in partnership with Dundee University. In January 2020, the apprentice secured a permanent role as a Technician; this showcases the value and best practice/benefits of creating a pipeline of future talent and workforce planning by the Service.

In partnership with Perth UHI, and to support the expansion of early years, a new Graduate Apprenticeship in Social Services and Healthcare (Children and Young People), is now available. Four permanent Graduate Apprentices have been recruited to work in our nurseries and commenced this 3 year qualification in August 2019.

A further 4 Service funded Graduate Work Experience opportunities have been offered in 2019/20. These are in Economic Development, Energy, Transport Planning and Climate Change. These vacancies tend to generate a high volume of candidates; positive feedback continues to be received from Project Leads and Graduates.

AGE – OTHER EMPLOYEES

The age profile of the Council's workforce has remained relatively the same compared with 2018-19, with the only notable change being in the 60-64 age group (increasing from 6.8% to 7.2%).

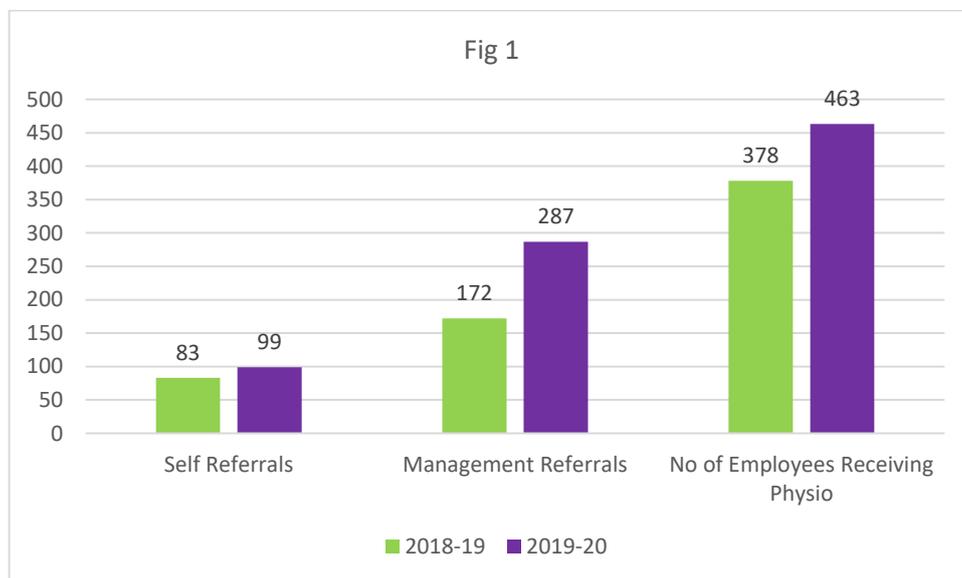
Health & Wellbeing

The Council recognises the link between employee health, wellbeing and productivity. On 1 October 2019, the Council introduced a new Health and Wellbeing Framework that seeks to support employees through ill health prevention, early intervention and building resilience. The Framework focuses on the relationship between the manager and employee, creating an environment for meaningful health and wellbeing discussions to take place with support offered at an early stage. It recognises that health and wellbeing is more than just physical health, there is greater emphasis on both mental and financial wellbeing.

As this report does not reflect the timeframe of the Covid-19 pandemic, the impact on our health and wellbeing resources will be reported in a future report.

A wide range of health and wellbeing opportunities are available to encourage and support employees to lead healthy active lives including Hatha Yoga and JogPKC. During 2019, the Cycle to Work scheme monetary limit was increased, enabling employees to purchase e-bikes.

Counselling and physiotherapy treatment continue to form part of our occupational health contract, both of which have seen an increase in usage over the past year, see Fig 1 below.



Guidance on periods and the menopause has been introduced to support both employees and managers. To support this, Occupational Health delivered 3 learning lunches - 2 on Working Through the Menopause and one on An Insight to the Menopause which was aimed at male employees, following a specific request.

Preparation for Retirement

An increasing number of people wish to continue to work for longer and with changing demographics this trend is likely to continue. The Council continues to offer a range of support options to employees planning for retirement, including:

- Preparing for Your Future – a one-day workshop is offered throughout the year, as outlined below:

Event Date	Actual Attendees (excl spouse/partner)	Female	Male
20.05.19	8	4	4
25.07.19	11	7	4
18.11.19	5	5	0
10.02.20	7	3	4
TOTAL	31	19	12

- Four learning sessions were held at the request of specific teams across the Council, 2 in ECS and 2 in the HSCP. The session provides employees with further information on the provisions of the pension scheme.
- 5 pensions bulletins were published to ensure employees are fully aware of our pension provisions
- Employees can request a one to one session with an HR representative to discuss the retirement process and if applicable explain their pension estimate.
- Shared Cost Additional Voluntary Contributions – a communication campaign was used to raise awareness of the new salary sacrifice scheme available to Local Government Pension Scheme members. This was supported by 5 face to face sessions, with approximately 160 employees attending.

[Fixed Term Contracts](#)

The Council implemented a new approach to fixed term contracts enabling managers to adopt a more risk positive approach and recruit or convert a temporary employee to permanent where there is only temporary funding. This provides employees with greater certainty of earnings whilst improving the stability of our workforce. Whilst this option is available to managers, uptake has been very limited, particularly to hard to fill occupational areas such as technical roles.

DISABILITY

The percentage of employees who have disclosed a disability has increased slightly from 1.4% to 1.5% of employees in 2019-20. Advice from Occupational Health on employees who are/likely to be covered by the Equality Act confirms that this figure is an under-representation of our workforce.

The number of Modern Apprentices who identify themselves as having a health impairment, health condition or learning difficulty is significantly higher than the national average of modern apprentices, see below. This may be as a result of our partnership with relevant agencies, proactively engaging with schools and the regular support and reviews during apprenticeships, all of which contribute to enhancing our employer brand.

		National Average 2017		National Average 2018		National Average 2019
	2017/18		2018/19		2019/20	

Self-identified MAs as having an impairment, health condition or learning difficulty	28.90%	11.30%	50%	13.70%	36.80%	15.10%
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The Council continue to support disabled people:

- Into work – as a Disability Confident employer, the Council guarantee an interview to any disabled candidate applying through the Guaranteed Job Interview Scheme who can offer the skills and experience considered essential for the role.
- In work - with the professional advice of our Occupational Health provider, People Asset Management (PAM) who can provide support and advice throughout the employment journey, as required. Other agencies, such as Access to Work and Concept Northern also provide advice and support, as required, to support the Council create the right conditions or adjustments to enable disabled employees to sustain their employment.
- In September 2019, the Council achieved Disability Confident Leader Status which involved external validation by Job Centre Plus and Glenalmond Timber, a local business with existing Disability Confident Leader status. This award recognises our commitment to supporting disabled candidates and employees, including those with hidden disabilities, helping the Council to make the most of the talents disabled employees can bring to the workplace.

Between August 2019 and January 2020, there were 272 appointments with our Occupational Health Service. Of these, 213 employees were assessed by the Occupational Health Nurse in the context of the Equality Act (2010). 85 were identified as likely to be covered by the Act i.e. approximately one in 3 of this group or one in 4 of the total number of referrals.

This suggests that, despite low disclosure rates, the employment rates of Council employees with a disability or health condition covered by the Equality Act (2010) may be closer to the figures published by the [House of Commons Library](#) which estimates that 19% of the working age population have a disability. Approximately one in five of the working age population reported mental health impairment (22%).

Typical adjustments recommended by Occupational Health include temporary adjustment to duties, working hours or place of work; additional breaks during working hours for rehabilitation/treatment and the purchase/modification of equipment.

December is UK disability awareness month. To mark the one-year anniversary of the PKC DisABILITY Staff Network, a drop in market style event was held on 3 December 2019. Internal and external representatives supported the event including Welfare Rights, PKC Day Opportunities and Transition Team as well as Vision PK, Centre for Inclusive Living, Saints in the Community to name a few. The event was open to employees and members of the public and included a performance from Signed Songs R Us Choir. The event was well attended and deemed to be a great success with EOT also attending to show their support.

The lights at 2 High Street were displayed in purple on the day in recognition of disability awareness month.

Mental Health

As part of the introduction of the Health and Wellbeing Framework, there has been a planned focus on mental wellbeing with new support materials, for both employees and managers, published on eric. A Mental Wellbeing short life working group was established to assess our current Mental Wellbeing offer for staff with a view to adopting a more streamlined and consistent approach to Mental Wellbeing. The group planned a Mental Wellbeing Conference (scheduled for May 2020) to raise awareness of mental wellbeing to both employees and managers, however, due to Covid-19 this was postponed.

The Council became official See Me at Work Partners in December 2019. This formalised the Council commitment and efforts in tackling mental health stigma and discrimination.

Covid-19

During our response to the Covid-19 crisis, the Council and HSCP continued to apply Fair Work principles, with the health and wellbeing of individuals and communities our priority. We also continued to have strong partnership working with our trade unions during the pandemic.

Staff are asked to follow health protection advice. We are protecting the health and safety of staff with the provision of relevant personal protective equipment and continue to risk assess working practices in a rapidly changing situation.

Similarly, staff who are required to shield or self-isolate have, where possible, been provided with alternative work or arrangements are in place to home work. Significant numbers of employees have been working at home for extended periods and a flexible approach has been taken to when work is carried out in order to support parents and carers balance remote learning, providing support and work commitments.

To support employee health and wellbeing during Covid-19, a Health and Wellbeing champion was appointed, providing a variety of resources and information for employees, including newsletters, mental wellbeing learning such as meditation, apps and blogs. This support will continue to be a priority for 2020-21.

SEX

The Council's workforce profile is made up of 72.8% of females meaning 27.2% of males make up our workforce, despite a targeted and sustained approach to positively influence and increase diversity in our workforce of the future. This number has remained relatively consistent over the past 3 years. In our modern apprentices, the split is more even, see below.

Modern Apprentices

	2017/18	National Average 2017	2018/19	National Average 2018	2019/20	National Average 2019
Gender Split	M - 20% F - 80%	M - 61% F - 39%	M - 40% F - 60%	M - 62% F - 38%	M - 42.1% F - 57.9%	M - 61% F - 39%

Early Years Childcare

The innovative Men in Childcare project achieved the Scottish Public Service Championing Gender Equality Award in 2017.

The project aims to address gender inequality within the early years and childcare workforce. Supported by the Council, it gives men an introduction to early years and childcare theory and practice, whilst gaining a qualification. During the past year, 6 men have taken part in the programme, bringing the total number of men participating since its inception to 54.

[Learn to Teach](#)

The Learn to Teach project, which started in 2016, provides an opportunity for employees to retrain to become Teachers. In November 2019, 7 employees, one of which is male, commenced on the training programme. To date, a total of 25 females and 1 male have taken part.

[Learn to Work in Early Years](#)

Established in 2018, the Learn to Work in Early Years provides employees with an opportunity to change career by studying to become an Early Years Childhood Practitioner whilst continuing in their current role. To date, 21 employees (including 4 males) have completed the programme and realised their ambition to pursue a career in early years. A further 14 employees, including one male, commenced their learning in March 2020.

Gender and ethnicity diversity are promoted in both the Learn to Teach and Learn to Work in Early Years programmes, despite these roles traditionally being carried out predominately by females. National recruitment campaigns to support careers in Teaching and the Early Years have also featured representatives from these groups.

[Family Friendly Working](#)

Following feedback from Stonewall, our family policies and procedures have been reviewed to ensure the language is gender neutral. This supports the Council's commitment to being an inclusive employer that values diversity in the workplace and continues to promote a culture of equality, diversity and fairness across the workforce.

[Equally Safe at Work](#)

Perth & Kinross Council was selected to become a 'path finder' authority to develop an accreditation programme working with [Close the Gap](#). This will enable us to better support employees who have experienced gender-based violence and supports our commitment to creating an inclusive workplace culture.

An event, opened by Councillor Barrett and supported by our Chief Executive, to raise awareness on the issues of gender-based violence and encourage employees to celebrate kindness and compassion was hosted in May 2019. This included presentations by Perthshire Women's Aid and Perth and Kinross Violence Against Women Partnership as well as an opportunity to explore a range of information stands from various organisations and network.

RACE

The number of employees choosing to share their ethnicity has increased from 87% to 93.2% in the 12 month period from 1 April 2019. For this purpose, minority ethnic includes all categories except White Scottish, White Other British and White UK. 4.6% of

employees would describe themselves as Minority Ethnic compared with 3.8% in 2018-19.

The number of minority ethnic modern apprentices continues to increase and is significantly higher than the national average of modern apprentices, as shown in the table.

	2017/18	National Average 2017	2018/19	National Average 2018	2019/20	National Average 2019
Self-identified MAs as being mixed or multiple, Asian, African, Caribbean or Black and Other ethnic group	2.20%	1.90%	10%	2.10%	10.50%	2.30%

Over the past year, as well as potentially recruiting more minority ethnic employees, there has been Council wide communications encouraging employees to update their personal data, including equalities information, which may explain the reason for the increase.

[Support for Non-UK EU/EEA Nationals](#)

A Brexit information and support campaign was launched in March 2018 for our Non-UK EU/EEA national workforce. This campaign is ongoing and includes the opportunity for Non-UK EU/EEA nationals to have a one-to-one appointment with a specialist solicitor from the Ethnic Minorities Law Centre.

RELIGION OR BELIEF AND SEXUAL ORIENTATION

Since the Council introduced monitoring of religion or belief and sexual orientation in 2014, employee disclosure rates have continued to improve.

	31.05.14	31.05.15	31.05.16	31.05.17	31.05.18	31.5.19
Religion or Belief	6.3%	7.9%	10.5%	14.7%	19.3%	26.8%
Sexual Orientation	6.2%	8.2%	10.6%	14.8%	19.4%	26.8%

It is recognised that increasing the rate of disclosure for personal information is challenging and employees may be reluctant to self-identify for a number of reasons. We publish Inside News Bulletins in order to raise employee confidence in the process and encourage disclosure which in turn will increase these figures. This enables us to communicate the importance of holding the correct information for employees and how this helps us shape future HR policies and practices.

[LGBTI+](#)

The LGBTI+ Staff Network is now well established. The network helps ensure any employment-related concerns or improvements which are identified by the group members are addressed.

The group attends Perthshire Pride events and during LGBT history month in February 2020, a calendar of events included a civic reception. LGBT Youth Scotland hosted a bake sale on Purple Friday and 2 High Street and the Queens and Perth bridges were light up in rainbow colours.

SUPPORT FOR CARERS

The Council recognises the importance of retaining experienced employees, reducing absence and minimising avoidable recruitment costs.

Employers who participate in the Carer Positive Scheme have a working environment where carers are valued and supported. The Council achieved 'Established Status' under the Carer Positive Scheme in November 2017.

PKC Carers Network meetings continue to offer support to carers in the workplace and help ensure improvements and concerns can be addressed. Employees are encouraged to attend the annual Carers Connect (previously known as Carers Conference) and receive paid time to attend.

SUPPORT FOR VETERANS

The Council signed the Community Covenant Partnership in December 2012 and re-affirmed its long standing commitment to support the Armed Forces, those who serve or have served in them and their families by signing the Armed Forces Covenant on 13 September 2017.

The Council currently has a silver award in relation to the covenant which is a public commitment to support defence personnel; provide a supportive environment for reservists and cadet force adult volunteers and being a strong advocate for the Armed Forces.

We seek to uphold the principles of the Armed Forces Covenant by:

- promoting the fact that we are an armed forces-friendly organisation;
- seeking to support the employment of veterans young and old and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service Leavers;
- striving to support the employment of Service spouses and partners;
- endeavoring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;
- seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment where possible;
- offering support to our local cadet units, either in our local community or in local schools, where possible;
- actively participating in Armed Forces Flag Raising Day;
- offering a discount for regular users of the leisure facilities run on the Council's behalf by Live Active Leisure;
- promoting the Council's services to armed forces personnel, veterans and their families to ensure uptake of welfare benefits and access to benefit and money service; housing options, including allocations and homelessness; education;

access to leisure facilities; health and social care services, employability and training services; and referrals to other non-Council services.

3. EQUAL PAY AUDIT

The Improvement Service introduced a new Gender Equality Indicator in 2016/17 which reports on the gender pay gap in Scottish Councils. This is calculated based on average hourly rates of pay. Previously our gender pay gap had been calculated based on average full time equivalent (FTE) salary.

Scottish Councils Statistics

The “All Scottish Councils” pay gap for 2019/20 is not yet available, however the 2018/19 figure was 4%.

Comparison with UK & Scotland Statistics

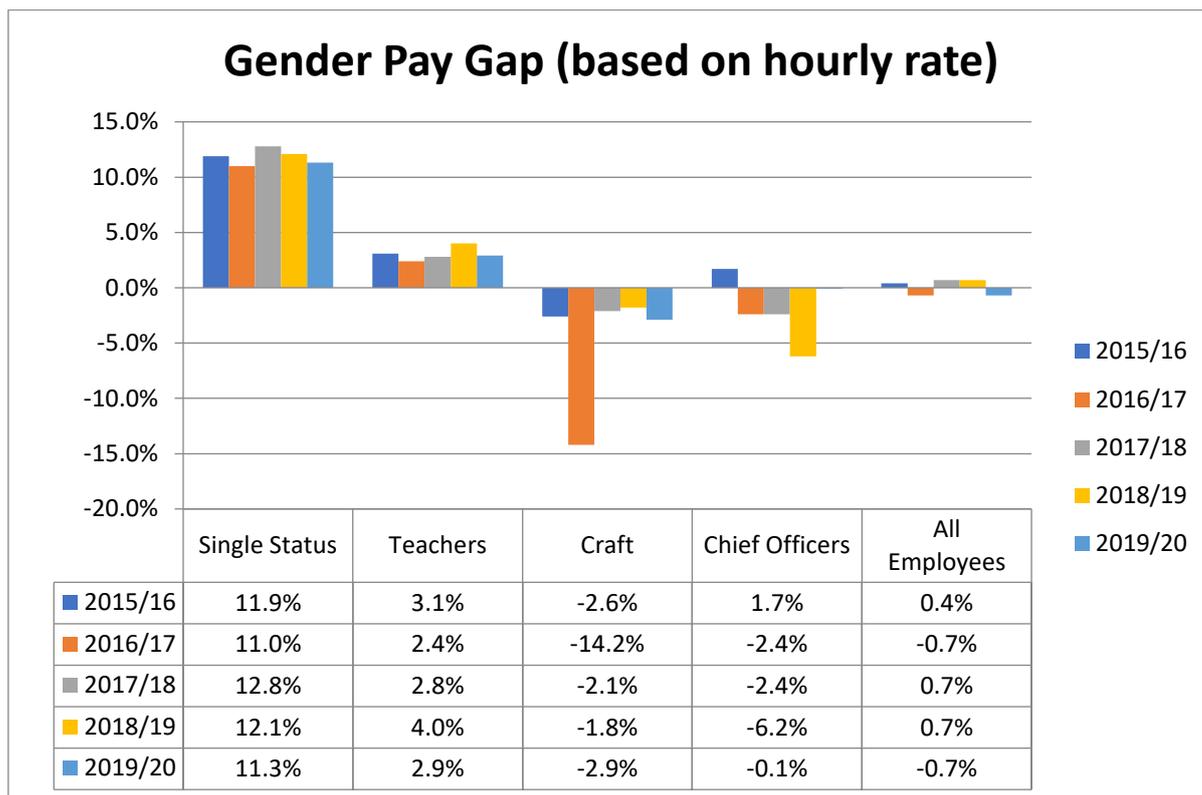
The Annual Survey of Hours and Earnings (ASHE) is the source for calculating the pay gap which is published late autumn every year.

In Scotland, the gender pay gap¹ is now reported using the mean and median figures. The mean is the difference between the average of male and female pay and the median is the difference between the midpoints in the ranges of male and female pay. The mean is the preferred comparator as it takes into account the outliers and reflects the structural inequality between gender, including issues relating to vertical occupational segregation.

	PKC	SCOTLAND (2019 results) ¹
MEAN (Average) PAY	-0.7%	13.3%
MEDIAN	5.7%	14.3%

¹ Source - <http://www.closesthegap.org.uk/content/gap-statistics/>

The 2018/19 audit covered all employee groups and included an analysis of the protected characteristics of sex, age, age and sex combined, ethnicity and disability. It is based on the number of contracts which are held by males and females as at 31 March 2020.



Pay gaps in favour of females are shown as a negative percentage

Reasons for Reduction in Basic Pay Gap for Single Status

Education & Children’s Services recruited an additional 26 Senior Early Childhood Practitioners at TAS6 to assist the introduction of the Scottish Government Initiative 1140 hours. All of these posts have been filled by females.

Following analysis of all pay grades there are no significant other factors which have contributed to the pay gap.

Reason for reduction in Basic Pay for Teachers

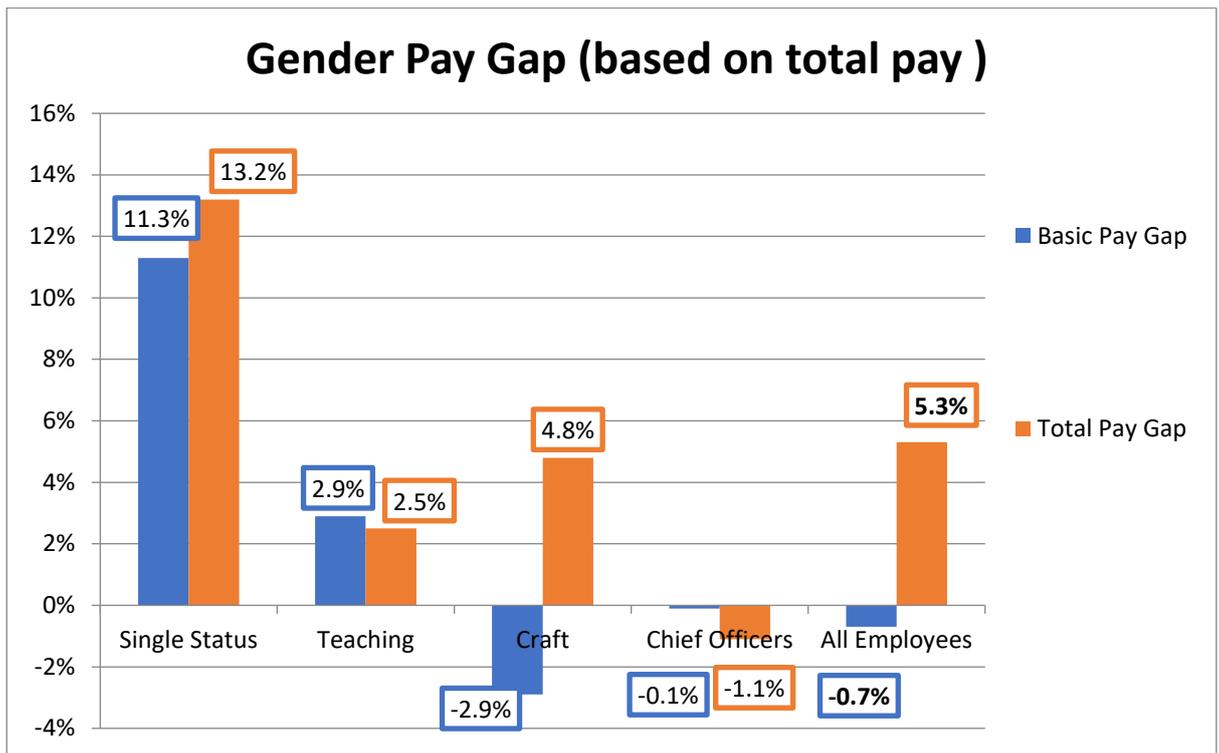
Last year (18/19) saw the increase in pay gap due to the introduction of Bertha Park and the HT and DHT both being male. Since opening, a further 19 teaching posts have been filled (7 males and 12 females) which has narrowed the pay gap.

Other Employee Group Analysis

There was no cause for concern to the pay gap for Chief Officers and Craft Employees.

Basic Pay Compared to Total Pay

In accordance with the Equality & Human Rights Commission best practice guidance, this audit also compared total pay within each employee group. Total pay is average full time equivalent salary plus other payments including shift allowance, night allowance, overtime, call out, premium payments for public holiday working, standby payments and acting up allowances.



Pay gaps in favour of females are shown as a negative percentage

Total Pay Gap

The total pay gap is wider than the basic pay gap because of gender differences in the payment of allowances. This is due to overtime working being predominately carried out by male employees.

The reasons for this can be attributed to occupational segregation where custom and practice has evolved and in some parts of the Council overtime working by full time males is relied upon for service delivery. In addition, societal issues tend to place greater restrictions on the availability of full-time females to work additional hours, where these are offered, as they are more likely to have caring responsibilities.

Occupational Segregation

We are continuing to work with Services to address horizontal and vertical segregation which remains a significant factor in influencing gender pay gaps. However, it should be recognised that occupational segregation is a long-term issue which is difficult to tackle and requires sustained focus and commitment.

In 2019-20, analysis considered:

- a. whether there were any organisational barriers that prevent or discourage either sex from securing roles that have historically predominately been carried out by females (or males) or career progression into roles that have historically predominately been carried out by males (or females)

Analysis to identify if there was any unintentional gender bias regarding access to payment for overtime, including part time additional hours, focused on posts that typically accessed payment for overtime or part time additional hours. This revealed that male postholders were more likely to agree to work extra hours.

There was no indication to suggest that extra hours were not offered on an equal basis to female postholders.

Human Resources will also discuss the possibility of alternative resourcing strategies with Service Management Teams, to minimise the reliance on overtime and part time additional hours and seek to provide new recruitment opportunities in accordance with the fair work principles.

- b. possible positive action that could be taken within the context of the Corporate/Service workforce planning activity.

As a result, some possible positive action measures that Human Resources will discuss with Service Management Teams include the following:

- Consider development of further career path options, to provide clarity about how all employees may progress their careers and e.g. encourage more males into school based and care roles.
- Use job families and early years career path options to encourage more men into childcare.
- Identify any barriers that prevent females progressing their careers, e.g. is there an opportunity for more flexibility in how roles are undertaken, such as the use of term time contracts.
- How the Modern Apprenticeship programme can be aligned to increase diversity and support the Council to attract and retain our workforce of the future.

Pay Gap Results by Other Protected Characteristics

Analysis is undertaken on all the protected characteristics (age, age/sex, disability and ethnicity) and there was no cause for concern.

Equal Pay Audit 2019/20 Conclusion

Overall, the findings of the audit are positive and the reasons for changes are detailed above including the introduction of Bertha Park and preparation from the Scottish Government 1140 hours Initiative.

Human Resources will continue to work with Service Management Teams, as outlined above, to address occupational segregation which remains a significant factor in influencing gender pay gaps. Targeted recruitment campaigns and initiatives, such as Men into Childcare, will also continue to aim to address. However, as stated earlier, it should be recognised that occupational segregation is a long-term issue which is difficult to tackle and requires sustained focus and commitment.

4. FUTURE ACTIONS

During 2020/21, a key focus will be continuing the respond to and begin a journey of recovery and renewal from the Covid-19 pandemic. Addressing the inequalities that have arisen during the pandemic, such as the impact on our employees' health and wellbeing and unemployment rates, particularly amongst young people will be essential. Therefore, providing health and wellbeing resources to support resilience

and enable employees to lead healthy active lives and live life well, developing an agile remote working framework that encompasses flexible and home working and resource management (including workforce planning and recruitment and selection) will be our main priorities.

We will continue to work in partnership with our trade unions and provide engagement opportunities via sounding boards to allow staff to help shape our approaches in these areas. The work will be subject to EQIAs which will allow consideration to be given to how any unintended impact on any of the protected groups is mitigated. This will then be built into our processes. *(all)*

In addition to continuing to progress work outlined within the body of the report, we will also:

- Learn from the impact of Covid-19 and consider what changes can be adopted to improve our HR policies and procedures as part of Building a Better Perth and Kinross *(all)*
- Seek opportunities to develop career paths for key occupational areas and create opportunities for progression *(all)*
- Continue to explore the possibility of the interface of data gathered during the recruitment process via Talentlink to Resourcelink to improve our collection, reporting and analysis of equal opportunities statistics *(all)*
- Introduce guidance for managers on making reasonable adjustments in relation to mental wellbeing *(disability)*
- Through the Equally Safe at Work pilot, Gender Based Violence guidance will be introduced to support the Scottish Government’s Equally Safe delivery plan to Prevent Violence Against Women and Girls *(gender)*
- Review our approach to encouraging employees to disclose sensitive equality information *(disability, ethnicity, religion or belief & sexual orientation)*
- Proactively seek opportunities to influence occupational segregation through our recruitment and learning opportunities *(gender, ethnicity)*.
- Highlight the introduction of enhanced funding for Disability/Care Experienced Modern Apprentices aged 20 to 29 in our communication plan. The plan will include a Role Models Campaign to promote and highlight good news stories across Perth and Kinross and encourage and motivate others *(age/disability)*
- Provide targeted communications to employees who may be interested in the Shared Cost Additional Voluntary Contributions scheme (LGPS members) *(age & gender)*
- Monitor the impact of Brexit on protected characteristics and how this impacts on our workforce and recruitment activity *(ethnicity)*
- Consider and promote, where appropriate, employability initiatives to support recovery from the pandemic *(all)*

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